



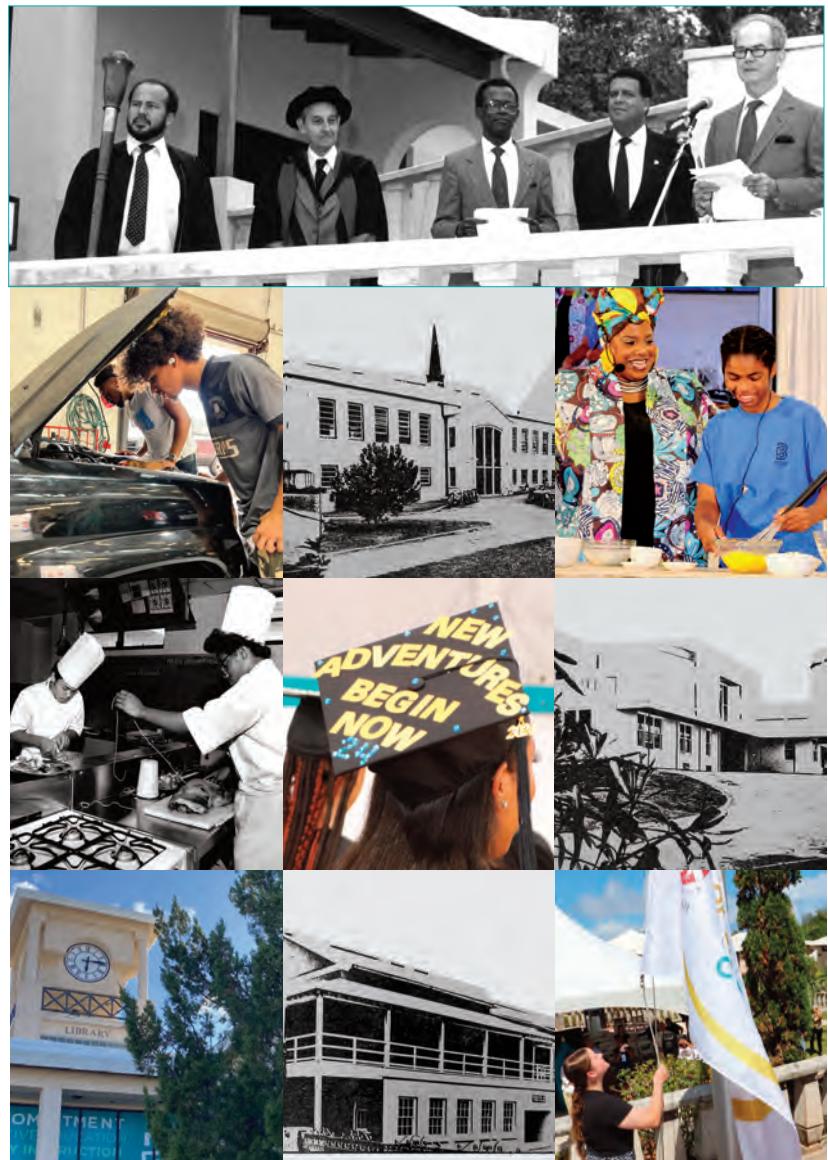
EST. 1974

ANNUAL REPORT

2024-2025

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MANY PATHS. DISCOVER YOURS.

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

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 ■ www.neche.org



BERMUDA COLLEGE
CELEBRATES 50 YEARS



OFFICIAL FIRST DAY COVER
Release Date 23 January 2025

...the Board had contemplated a single College campus for all of its programmes and to this end, acquired the Paget Stonington property in 1978. Construction began in 1979. The Stonington Beach Hotel and the building housing the training kitchens and hotel service laboratories were finished and occupied in September 1980. The Stonington Beach Hotel was built primarily to give students in hospitality programmes practical experience, thus offering a unique training opportunity.



MR. NASIR WADE



This year, Bermuda College celebrated innovation, resilience, and deeper community connection. From reinvigorating our rooflines to empowering students to study abroad, we stayed true to our mission: to uplift every learner. I'm proud of our board, faculty, and staff for prioritising stability through transition while steering us toward our 2030 Strategic Plan, one that promises to boldly shape the next half-century of educational excellence and service to Bermuda.

The Bermuda College Board of Governors saw several changes in its membership. The terms of service ended on the Board this year for Mrs. Branwen Smith-King as the Interim President, Permanent Secretary Jasmin Smith, Miss Daque Davis, followed by Miss Ameera Gilbert as the Student Representative, and The Hon. K. H. Randolph Horton as the Chairman of The Company of Honorary Fellows. New Board appointees included Dr. David Sam as the new President, Miss Nahjae Rayner as the Student Representative, Permanent Secretary Lisa Smith, and Ms. Arlene Brock as Chair of The Company of Honorary Fellows.

With assistance from the Board of Governors, additional Capital funding was received from the Bermuda Government to support much-needed infrastructure upgrades. The \$700,000 grant was used for Technical Education, West Hall, and Student Hall buildings. Additionally, the Bermuda College Foundation continues to provide a critical supportive role through private sector

funding partnerships. These partnerships have assisted the Bermuda College in serving students in a meaningful way and in enhancing our mission!

Board Approvals

The Board approved the following:

- Shamrock Cottage renovations
- Technical Education Building Roof Project
- Partial tenting of the Tech Hall roof for fumigation
- Student Code of Conduct updates
- Revised College Promise programme
- Cost of Living Adjustments for Faculty and Staff

Bermuda College Foundation

We are very appreciative of the ongoing support of Bermuda College Foundation (the Foundation), which completed their inaugural Capital Campaign on 31 March 2025. During the 2024-25 fiscal year, the Foundation disbursed \$916,870 in grants to Bermuda College including:

- Scholarship/Student Financial Assistance - \$90,868
- Patient Simulators - \$192,767
- Aquaponics Lab - \$1,268
- Classroom Renovations - \$121,446
- Butterfield & Vallis Conference Centre - \$485,530
- Technical Education Equipment - \$115,859

Scheduled accreditation site visits

- The American Culinary Federation (ACF) Site Visit October 8 - 10, 2024.
- The Accreditation Commission for Education in Nursing (ACEN) Site Visit March 18 - 20, 2025.

50th Anniversary Celebrations

In recognition of the BC 50th Anniversary, several celebratory activities were organised. On July 1, 2024, the Bermuda College 50th Anniversary Launch was held, marking this date as the official opening of Bermuda College 50 years ago. A Bermuda College 50th Anniversary Stamp Launch and Retirees' Luncheon was held on January 23, 2025.

Honorary Fellows Induction

Three Honorary Fellows were inducted into The Company of Honorary Fellows: Dr. Duranda Greene, JP; Mrs. Amanda Outerbridge, JP; and Mr. Peter Sousa, recognising their significant contributions to the community.

New President

Mrs. Branwen Smith-King led the College through graduation and carried out duties as Interim President up until the new President, Dr. David Sam, arrived and commenced work on August 5, 2024.

DR. DAVID SAM



This year's annual report, covering the period ending March 31, 2025, marks 7 months of my tenure as President of Bermuda College. During this time, I have had the privilege of witnessing firsthand the dedication and spirit of our faculty, staff, and students. The year was marked by a significant milestone in the institution's history, its fiftieth anniversary.

It was an honour to pay homage to the pioneering individuals who boldly laid the foundation for a culture of academic excellence, community service, and a steadfast commitment to Bermuda's social and economic progress.

It was also a year of intention, transition, stabilisation, and bold transformation. We sharpened our focus, sembraced innovation, and expanded our reach, laying the groundwork for a future that positions Bermuda College as both an educational cornerstone and a catalyst for national advancement.

Our work this year has been far-reaching and diverse. We signed a new agreement with Kean University in the United States, bringing our total number of overseas articulation agreements to 40. We embraced a flipped classroom model, delivering lecture content online in advance, so that classroom time could be devoted to deeper discussion, collaboration, and practical application. In addition, we introduced campus-wide integration of artificial intelligence, expanded workforce

development offerings, and strengthened university transfer opportunities. Each initiative was executed with intentionality and alignment with our mission to innovate and lead to local and global success.

We launched new courses like the ServSafe Food Handler Certification and built meaningful partnerships abroad with Troy University, The Institutes Knowledge Group, and locally with ABIR (Association of Bermuda Insurers and Reinsurers), offering their Chartered Property Casualty Underwriter (CPCU) Collegiate Studies programme to our roster. We remained responsive to the shifting needs of our students, industry partners, and the broader community.

The 2025-2030 Strategic Plan that we've embarked on will chart a clear course for the next 5 years. It is not a singular vision, but one developed in consultation with faculty, staff, students, alumni, and key stakeholders. Together, we have committed to elevating Bermuda College to the next level of excellence, to become more accessible, globally connected, technologically advanced, and aligned with the needs of a dynamic labour market.

This means expanding pathways for traditional and non-traditional learners alike. It means modernising our processes to remove barriers to education, and it means continuing to invest in the professional growth of our faculty and staff. It also requires that we build stronger bridges to industry, reinforcing Bermuda's competitive edge in fields as diverse as international business, trades, healthcare, and hospitality.

At its core, our mission remains constant: to prepare learners not just for jobs, but for leadership, adaptability, and lifelong growth. We are a small institution, but our impact is outsized. In my more than 35 years in higher education, much of it within the community college sector, I have rarely seen an institution as agile, as determined, and as vital to its national fabric as Bermuda College.

As we look to the next 50 years, we do so with clarity, purpose, and confidence. Bermuda College is not standing still; we are stepping forward, leading with vision and building with intent to move from good to great.



College Centre •
Library Building •
Hailett Hall •
Student Hall •
Wrock Hall •
North Hall •
Faculty Centre •
Theatrical Hall •

ABOUT US

Bermuda College was re-accredited by the New England Commission of Higher Education (NECHE) in 2015 and serves over 1,000 students across credit and non-credit programmes. Approximately 550 students are registered in credit courses. With 36 full-time lecturers and divisions in Arts & Science, Business, Hospitality & Technical Education, Nursing and Allied Health, and the Athora Division of Professional and Career Education (APACE), Bermuda College offers associate degrees, diplomas, and certificates that prepare students for global competitiveness.

The College embraces a community college philosophy that makes accessible, high-quality education, innovative programmes, and personalised support, a priority. Our fully wireless virtual campus enhances the student experience and positions Bermuda College as the island's premier post-secondary institution.

HISTORY

The College was established in 1974 through the Bermuda College Act, merging three educational institutions: Bermuda Technical Institute (1956), Bermuda Hotel & Catering College (1965), and the Academic Sixth Form Centre (1967). The 26-acre campus continues to evolve as a dynamic hub of academic and professional learning.

DEGREES AND CERTIFICATES GRANTED:
Associate degrees, certificates and diplomas

NUMBER OF FACULTY:
36 full-time lecturers

AVERAGE CLASS SIZE:
14 students

FOR BERMUDA COLLEGE STRATEGIC PLAN DETAILS VISIT:
<https://www.college.bm/index.php/about/bc-governance>



Pictured above: Graduates from Class of 2024

Bermuda College continued to build international bridges by strengthening its 2+2 pathway agreements with universities in the USA, UK, Canada, and the Caribbean. These agreements allow students to complete the first two years of their undergraduate education at Bermuda College and then transfer directly into the third year of a partner university, saving on tuition while maintaining academic momentum.

A landmark agreement with Kean University marked the College's 40th overseas articulation deal, underscoring its commitment to providing seamless, globally connected transitions for students pursuing bachelor's and advanced degrees abroad. The agreement features 2+2 pathways in teacher education with an emphasis on STEM fields, along with access to graduate programmes in education leadership and policy. Kean University President Dr. Lamont O. Repollet described the partnership as "a significant step in expanding access to high-quality education and fostering workforce development in Bermuda." Bermuda College President Dr. David Sam hailed it as a transformative opportunity that helps fill Bermuda's higher education gap.

The College also signed an articulation agreement with Kentucky State University's (KSU) Nursing Programme, enabling eligible graduates to transfer directly into the third year of KSU's Bachelor of Science in Nursing degree. This pathway provides access to KSU's cutting-edge simulation labs equipped with avatar and high-fidelity mannequins.

In addition, Bermuda College pursued several new collaborations that provided students with practical experience and exposure to emerging global fields. A standout initiative was the BIOS-ASU Research Diving Training Programme, a partnership between the Bermuda Institute of Ocean Sciences (BIOS) and Arizona State University (ASU). This programme offered students rigorous scientific dive training and hands-on research experience in marine science, preparing them for careers in oceanography, environmental conservation, and related disciplines.

Internship pipelines were also expanded through strategic partnerships with the Technology Leadership Forum (TLF), One Communications, and the Economic Development Department. These opportunities connected students with industry mentors and real-world work environments in Bermuda's growing technology and innovation sectors. By bridging classroom learning with workforce experience, these partnerships enhanced student readiness and global competitiveness in today's evolving job market.



The Student Affairs Division strengthened its commitment to enhancing the student experience this year, transforming processes, expanding support, and celebrating student access and achievement.

Admissions and Placement: Smoother Pathways to College Success

This year marked a milestone in how students enter and experience Bermuda College. A newly restructured admissions process was developed to ensure that every applicant - whether a high school graduate, an adult learner, or an international student - will receive timely, clear, and consistent guidance. From online applications to orientation, students will now benefit from streamlined communication tools, early advising, and personalised support, making the journey into college life more welcoming than ever.

To further support a seamless experience, the College also consolidated its course placement and credit policies, giving students greater confidence as they begin their academic journey. The new framework aligns international qualifications and Computerised Placement Test (CPT) scores with college readiness, providing advisors and applicants with a clear, at-a-glance overview of placements. This improvement will enhance efficiency in admissions review, advising, and course selection. Students meeting readiness benchmarks may progress directly into college-level courses, while those requiring additional preparation are placed in tailored programmes designed to build a strong foundation for success.

Financial Support: Breaking Down Barriers

In alignment with the growth of funding opportunities, the College undertook a full revision of its policies, culminating in the adoption of a comprehensive Financial Support Services Policy. Access to funding has never been more transparent, equitable, or student-centred. The policy establishes clear eligibility and appeal procedures while prioritising assistance for students with the greatest financial need.

2024-25 Outcomes:

Over \$579,000 in funding was distributed across 510 awards, supporting 309 students, including 40 identified as financially vulnerable. This life-changing support was made possible through the partnership of the Bermuda Government's Ministry of Education, the Bermuda College Foundation, and private donors. Business Administration, Science, and Health programmes attracted the highest levels of support, reflecting both student ambition and workforce demand.

Supporting Adult Learners

Recognising the importance of lifelong education in today's economy, the College also invested in Bermuda's adult learners. The Recruitment Officer has engaged in professional training through the Council for Adult and Experiential Learning (CAEL) to equip the College with specialised strategies to engage adult students, validate prior learning, and expand on-ramps to higher education. These efforts ensure that mid-career professionals and adult learners increasingly find Bermuda College a place where their educational goals are both welcomed and supported.

Expanding Access: Exploring the College Promise

Since its launch in 2018, the Ministry of Education's College Promise programme has provided tuition-free study at Bermuda College for graduates of public senior schools (CedarBridge Academy and The Berkeley Institute) who meet the academic requirement of a 3.0 GPA or higher. Over the past year, Bermuda College has explored opportunities to broaden the programme's reach, considering models that would include graduates from all school systems, GED recipients, and students in workforce development pathways. This exploration has culminated in a proposal submitted for the Ministry of Education's consideration. The initiative underscores the College's ongoing commitment to advancing equitable access to higher education for all Bermudians.

ARTICULATION AGREEMENTS AND EXTERNAL PARTNERSHIPS

Coordinator of External Programmes & Articulation Agreements
 Coordinator of MSVU BBA In Association with Bermuda College
 DR. CONSTANCE RIDLEY-SMITH



Articulation Agreement signing with Kean University. Pictured from left to right back row: Dr. Patrick Ippolito, Dr. Sancha Gray, Ms. Nikkita Scott, Dr. Michael Salvatore. Pictured from left to right front row: Dr. Constance Ridley-Smith, Dr. Joseph Youngblood, Dr. Ali Arouzi

The Office of External Programmes & Articulation Agreements develops and negotiates articulation agreements that provide transfer pathways from Bermuda College associate degrees to bachelor's degree-granting colleges and universities in the United Kingdom, the United States of America, Canada, and the West Indies. This year, the Office managed a portfolio of 40 agreements that the College holds, the most recent of which were with Kean University and Arizona State University.

Alongside our new transfer pathways for students, the Office continued to oversee Bermuda College's flagship, full-service satellite campus for the Mount Saint Vincent University BBA degree programme in association with Bermuda College. This programme of study enables students to obtain an accredited Bachelor of Business Administration (BBA) degree while remaining in Bermuda. This arrangement offers several benefits to students through cross-listed courses, the provision of robust academic support, and comparative cost savings versus the expenses of attending university overseas. For the College, it contributes to student retention: sustained enrolment figures and continued student presence on campus.

In administering the MSVU satellite campus programme, the Office held information sessions to recruit new students; conducted initial advisement sessions; coordinated academic advising with the MSVU Advisement Team; maintained accurate student records; facilitated course registration for both Bermuda College and MSVU courses; provided book distribution, responded to student enquiries; proctored exams, and processed students for graduation.

During Winter 2025, there were 15 active students taking a total 27 courses in the Mount Saint Vincent University BBA Degree Programme in association with Bermuda College. Of that number, 4 students are due to graduate in May 2025 with a Bachelor of Business Administration degree from the programme where they will be given the option to receive their parchments at the ceremony held at Bermuda College or at MSVU in Halifax, Nova Scotia.

Dean
DR. DWAYNE THOMPSON



Chemistry Lecturer, Dr. ReignerJeffrey pictured on right with his science students.

Guided by the theme “Dare to Innovate,” the Division of Arts & Sciences embraced new leadership and a refreshed, forward-looking approach to teaching and learning. Faculty responded creatively to coverage gaps while reimagining classroom engagement to enrich the student experience. Of the Division’s 28 Spring 2024 graduates, six earned distinction, and the first graduate of the newly introduced French concentration marked a milestone for the College’s expanding language offerings. The year also featured Roche Science Week, which welcomed middle and senior school students to campus for interactive science demonstrations and workshops. Headlined by guest clinician Dr. Mellisa Butler, the event concluded with Bermuda College’s own Shuntea Dove being recognised as the 2025 Roche Scholar.

The academic year was also marked by a vibrant campus life, highlighted by environmental initiatives, artistic achievement, and renewed focus on local literature. The ECO Club advanced environmental awareness through a series of engaging events, reflecting a growing interest in sustainability across the student body. A cultural highlight was The Takeaway, a temporary installation by retiring art professor Edwin M. E. Smith,

which celebrated his nearly three decades of service and recent Lifetime Achievement Award. Academically, the English programme introduced ENG 2298, a course exploring Bermudian culture through the works of Brian Burland, supported by expanded access to the College Library’s Bermudiana collection and the archival holdings of the Brian Burland Centre for Research.

Bermuda College also broadened students’ global horizons through immersive, real-world experiences. During the summer programme, Catherine Bell became the first student to earn a scientific diving certification through a rigorous training course established by the Bermuda Institute of Ocean Sciences (BIOS) in partnership with Arizona State University (ASU). This achievement underscored the College’s growing emphasis on experiential and research-based learning. Looking ahead, Arts & Sciences faculty are preparing to lead students on cultural and professional immersion trips to Cyprus in Summer 2025. Supported by the UK’s Turing Scheme, this initiative will provide international internship opportunities that build cross-cultural competence and global career readiness.

2025 ANNUAL SCIENCE WEEK

Roche



MIND THE DATA GAP

EMPOWERING
Consumers to Read, Question, and Demand Better Health Information

DR. MELISSA BUTLER, Clinician, Policy Evaluator, Health Services Researcher

Dean
L'TANYA ROBERTS



The Division of Business, Hospitality & Technical Education focused on delivering career-relevant, hands-on learning supported by industry partnerships. Faculty combined real-world experience with innovative teaching, ensuring students are prepared for the evolving job market.

In the Computer Information Systems (CIS) programme, four students completed internships with the Technology Leadership Forum (TLF), FinTech, and One Communication. Matthew Crisson was recognised as the 'Most Outstanding TLF Student' for his achievements. These placements offered valuable exposure to workplace dynamics and mentorship from industry professionals.

Culinary Arts celebrated a milestone as both programmes received accreditation from the American Culinary Federation (ACF) through 2028. Students raised over \$40,000, including a grant from the Ministry of Education, to support their participation in the National Restaurant Association Show in Chicago. This internationally renowned event exposes students to global culinary innovations, industry-leading technology, and

professional networking opportunities that directly enhance their classroom learning and career preparedness.

The prestigious Dr. James King Culinary Arts Scholarship was awarded to second-year student Rip Crockwell-Laurant. Established in the 2024/25 academic year and funded by a private donor in memory of Dr. King who served as Bermuda College Board Chair from 1994 to 1997 and was deeply passionate about cooking and community leadership the scholarship recognises students who exemplify excellence. Rip distinguished himself through strong academic performance, active support of fundraising initiatives, and consistent contributions in the classroom, making him a well-rounded and deserving recipient of this inaugural award.

In the Insurance programme, new coursework was introduced to align with Chartered Property Casualty Underwriter (CPCU) certification standards. Students gained a solid foundation in core industry principles, including property and liability insurance, and achieved strong exam results, building momentum toward credentials widely recognised across the insurance sector.

Director
KATHY-ANN SWAN
 submitted by Renée Faulcon



Pictured above from left to right: Nursing Graduates: Jason Ifill, Georgia Wharton, Vernalyn Williams-Singh, Natalie Young during the 2024 Nurses Pinning Ceremony

This academic year marked a period of innovation and resilience for the Nursing & Allied Health Division at Bermuda College. Guided by a commitment to academic excellence, community engagement, and student success, the Division strengthened its role as a vital contributor to Bermuda's healthcare workforce. With a renewed focus on simulation-based learning, interprofessional collaboration, and evidence-based curriculum enhancement, the Division celebrated milestones in student achievement, faculty development, and programme growth. These accomplishments, alongside areas identified for improvement and priorities moving forward, reflect ongoing efforts to prepare the next generation of healthcare professionals to meet Bermuda's evolving health needs.

The Division offers four Associate of Science programmes: Nursing, Diagnostic Imaging Technology, Pre-Health, and Pre-Medical Science. Faculty brought a wealth of clinical expertise and academic rigour, while demonstrating their passion for student development. Throughout the year, they embraced innovative teaching strategies, engaged in continuous professional development, and mentored students in both classroom and clinical settings. Their active involvement in accreditation preparation underscored a shared commitment to excellence and a collective vision for advancing healthcare education in Bermuda.

In April 2023, the Nursing Programme achieved candidacy status from the Accreditation Commission for Education

in Nursing (ACEN). During the year, faculty actively prepared for the ACEN site visit, which took place from March 18–20, 2024. This collaborative process included a comprehensive self-study and programme evaluation to demonstrate compliance with ACEN's five standards and criteria. A three-member peer evaluation team assessed the programme through curriculum and document reviews, classroom observations, interviews with faculty and students, and meetings with community partners. Following the visit, the team provided commendations and recommendations for improvement. A formal Site Visit Report has since been submitted to the ACEN Board of Commissioners, who will determine the programme's accreditation status in their next review cycle. This process reinforced the Division's commitment to quality improvement and informed strategic planning to further strengthen the programme and student outcomes.

Enrollment in the Division's programmes remained steady, reflecting strong community confidence in the College's healthcare training. In 2024, six graduates from the Nursing Programme completed and passed the National Council Licensure Examination. The Division continues to support student success through personalised instruction, rigorous academic standards, and meaningful clinical experiences. Continuous assessment and quality improvement processes ensure graduates are well-prepared to meet the healthcare system's evolving demands.



Pictured above from left to right: Nursing Lecturer, Dr. Gaynell Hayward-Caesar, Nursing Student, Brandon Willett and SIM Baby.

Partnerships with community organisations enriched student learning through experiential opportunities, including health fairs, wellness screenings, and professional development forums. These experiences strengthened clinical knowledge, communication skills, and awareness of current healthcare trends.

Highlights included:

- Celebrating Wellness 2024 – Nursing students assisted Department of Health nurses with community health screenings.
- Lahey Hospital and Medical Centre Diabetes Health Fair (November) – Students learned glaucoma screening under the guidance of medical staff.
- Paediatric Health Fair (March) – Organised by nursing students and sponsored by the Mid-Atlantic Wellness Institute.

The Division also advanced its clinical teaching capabilities with the acquisition of new high-fidelity simulators from Laerdal Medical, made possible by the Bermuda

College Foundation. The suite includes adult, paediatric, and obstetric models, along with scenario-building software and integrated debriefing technology. Faculty undertook comprehensive training with Laerdal education specialists, covering simulation facilitation, scenario programming, equipment maintenance, and best-practice debriefing. This investment reflects a shared commitment to student success, healthcare innovation, and workforce readiness.

Looking ahead, the Division remains committed to excellence, innovation, and continuous improvement. Guided by its strategic plan, priorities include enhancing the student learning experience, strengthening faculty development, and maintaining alignment with accreditation standards and national benchmarks. The focus continues to centre on achieving measurable programme outcomes, expanding access to high-quality clinical education, and fostering an inclusive, student-centred environment that produces competent, compassionate healthcare professionals.

Director
MS. TAWANA FLOOD



APACE delivered 80+ workforce and continuing education courses, serving over 700+ learners, many of whom were dual enrolment students, adult learners and career shifters. In early 2025, APACE introduced a new micro-credentialing framework and professional development pathways for adult learners. Demand was strong in areas of artificial intelligence and health-care programing with increased enrolment in the nursing assistant, medical billing and coding and medical administrative assistant programmes. Learners also advanced their skills through certification earned via City & Guilds credentials.

The Division continued to play a vital role in workforce development, offering professional and workforce programmes, employability and soft-skills training, contract training, accelerated review courses, and online bachelor's degree options. Programmes were delivered with partners across Canada, the Caribbean, the United Kingdom, and the United States, and were designed with input from government, charities, professional networks, recruitment professionals, and key industries. Delivery methods included multi-format instruction and self-paced/hybrid online courses taught by experienced industry practitioners.

Notable accomplishments included the inaugural Happy Hour recruitment event in the City of Hamilton, which created space for direct engagement between prospective learners, instructors, and industry partners and achieved a 100% satisfaction rating for relevance and ambience.

Internally, a focused Lunch & Learn session built awareness of APACE's flexible, high-impact offerings; over 35 employees participated.



Pictured above: AI Foundations Course Cohort #2

APACE expanded partnerships to meet real workforce needs. With the Bermuda Clarity Institute, the Division launched a practical Artificial Intelligence programme that equipped professionals with job-ready skills; 13 local companies sought graduates within weeks, and 80+ participants completed the courses. Contract-training collaborations included the ILM Certificate in Leadership & Management for the Corporation of Hamilton, two levels of ServSafe certification for the Mid Ocean Club, and a tailored Study Skills Programme for the Bermuda Police Service.

Healthcare programming grew markedly: the Certified Nursing Assistant programme recorded a 26% year-over-year increase in enrolment. APACE also broadened its impact in mental health through “Demystifying Suicide: Let’s Talk About It!” delivered with Pneuma Counselling & Consulting on World Suicide Prevention Day, engaging 29 participants from across the community.

During World Investor Week, APACE joined the Bermuda Stock Exchange and CFA Society Bermuda in the global “Ring the Bell for Financial Literacy” campaign and delivered its Building Financial Literacy workshop series to 50+ participants (ages 15-68); approximately 30 received funding through HSBC and the Bermuda College Foundation. The year concluded with APACE’s annual awards ceremony, celebrating student achievement across programmes.

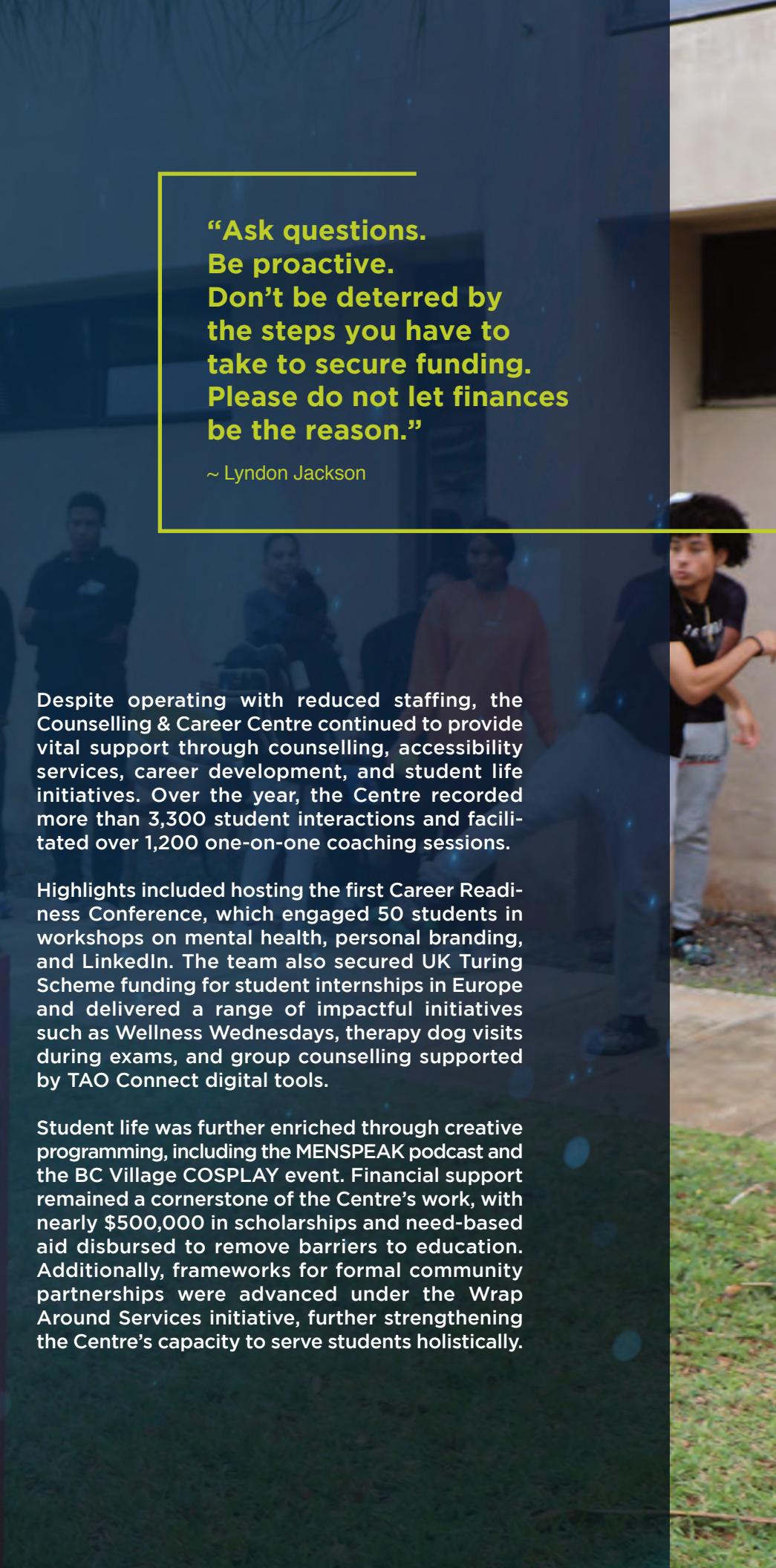
Looking ahead, APACE will continue to expand micro-credentials, deepen employer partnerships, and scale contract training to align learning with Bermuda’s evolving workforce needs.



COUNSELLING & CAREER CENTRE

Interim Director
MR. LYNDON JACKSON





**“Ask questions.
Be proactive.
Don’t be deterred by
the steps you have to
take to secure funding.
Please do not let finances
be the reason.”**

~ Lyndon Jackson

Despite operating with reduced staffing, the Counselling & Career Centre continued to provide vital support through counselling, accessibility services, career development, and student life initiatives. Over the year, the Centre recorded more than 3,300 student interactions and facilitated over 1,200 one-on-one coaching sessions.

Highlights included hosting the first Career Readiness Conference, which engaged 50 students in workshops on mental health, personal branding, and LinkedIn. The team also secured UK Turing Scheme funding for student internships in Europe and delivered a range of impactful initiatives such as Wellness Wednesdays, therapy dog visits during exams, and group counselling supported by TAO Connect digital tools.

Student life was further enriched through creative programming, including the MENSPEAK podcast and the BC Village COSPLAY event. Financial support remained a cornerstone of the Centre’s work, with nearly \$500,000 in scholarships and need-based aid disbursed to remove barriers to education. Additionally, frameworks for formal community partnerships were advanced under the Wrap Around Services initiative, further strengthening the Centre’s capacity to serve students holistically.

Director
DR. LISA OSBORNE



Pictured above from left to right: Dr. David Sam, Mrs. Takia Bean, Kayley Cronje, Mr. Troy Ashby, Jaden-Alex Walrond, Zuri Swan, Ms. Jennifer Acka, and Dr. Lisa Osborne in recognition of the induction to Phi Theta Kappa

The Centre for Learning and Academic Success (CLAS) continued to play a critical role in fostering academic achievement across the College. CLAS provided support in mathematics, science, and academic skills through in-person tutoring, the Tutor.com platform, and academic workshops.

Usage of Tutor.com increased by 27.6 percent, with 217 sessions completed and an average student satisfaction rating of 4.91 out of 5. Promotional efforts included classroom presentations, social media campaigns, and orientation outreach to ensure students were aware of available resources.

Dual Enrolment participation also remained strong, with 35 students enrolled and a 97 percent success rate. Seven students earned associate degrees in 2024, three of whom received top graduate awards. CLAS further promoted the programme through participation in signature discovery events at middle schools, strengthening pathways for future student engagement.

Additionally, Phi Theta Kappa inducted four students into the Beta Chi Upsilon chapter: Diamond DeShield (Associate of Science, Actuarial Science), Kayley Cronje (Applied Science, Hospitality Management), Zuri Swan (Associate of Arts, Business Administration), and Jaden Alex Walrond (Associate of Science, Actuarial Science).

Mathematics lecturer Mr. Troy Ashby received an honorary membership in the Beta Chi Upsilon chapter in recognition of his outstanding contributions to mathematics education. Most notably, Mr. Ashby memorised and wrote 20,000 digits of π (Pi) over 24 hours, achieving over 99% accuracy and setting national records.

Director

MRS. BERNADETTE MCINTOSH-TUCKER



Academic libraries are increasingly seen and designed to be third spaces, fulfilling the definition of a social environment separate from home (first space) and work/school (second space) where people can gather, socialize, and build community. By offering a neutral, low-stress environment, and opportunities for social connection, libraries provide a crucial space for students and faculty to meet social and academic needs beyond their formal obligations.

This past year, the Bermuda College Library fully embodied this role, thriving as the vibrant heart of our campus. It became a buzzing hub where the quiet focus of research meets the energy of collaboration, creating a true third space for connection and inspiration. Every initiative was designed to reinforce this identity, transforming our services into dynamic experiences that are particularly vital for first-generation students, for whom the library often serves as an essential gateway to academic confidence and success.

"In March 2025, the library officially launched The Idea Lab, a dedicated makerspace designed to foster creativity, media production, and digital fluency. Between October 2024 and March 2025, staff worked diligently to acquire and install equipment to support animation, video podcasting, and hands-on instruction. The result was a dynamic space that immediately began attracting interest and engagement. Students from both public and private high schools toured The Idea Lab and participated in demonstrations that expanded their exposure to digital content creation while strengthening their ability to critically evaluate information sources.

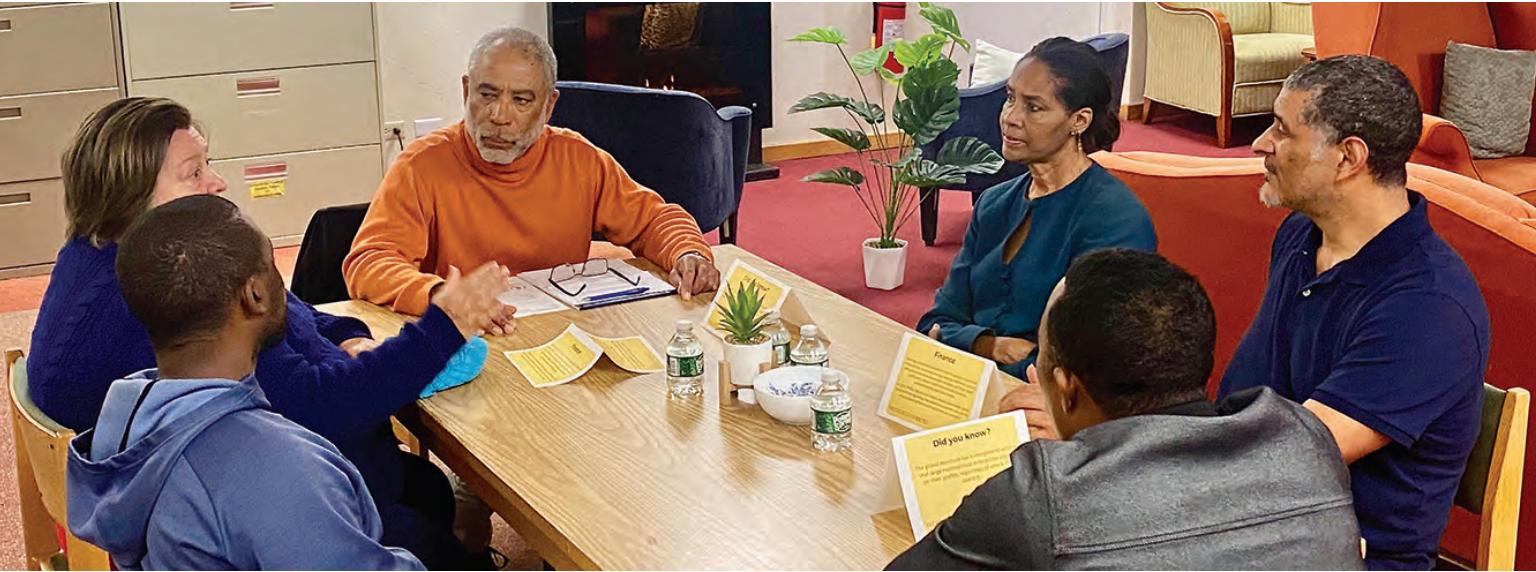
Student academic development remained a central focus throughout the year, highlighted by a 114% increase in students receiving instruction in information and digital literacy skills compared to 2023 – 2024. Outreach efforts extended to students in their penultimate year

from seven secondary schools: Warwick Academy, Somersfield Academy, Chatmore Academy, The Berkeley Institute, The Bermuda Institute, Saltus Grammar, and Cedarbridge Academy. These students received guided tours of the library and engaged in hands-on learning activities, including mind mapping, animation, video editing, navigating online research databases, and analysing social media algorithms. The sessions emphasised practical skills such as identifying misinformation and fake news, bridging academic learning with digital fluency and real-world information literacy. As a result, the library experienced a notable increase in high school student memberships, underscoring its growing role as both a learning hub and a catalyst for digital empowerment.

Through the Signature Taster Programme, the library also engaged middle school students in interactive sessions on information literacy, careers in libraries, and how library services support academic and career goals.

The library saw continued growth in overall student engagement, with students increasingly accessing technician support, digital learning tools, and remote research databases. Reference queries increased by 7%, and research database usage rose by 8.47% with JSTOR (a premier online database) recording over 2,000 additional searches compared to the previous year. JSTOR connects students to a vast digital library of academic journals, books, and primary sources across disciplines like the humanities, social sciences, and sciences.

The library deepened its collaborative relationships with schools, academic departments, and student-focused services. A key partnership with the Counselling and Career Centre led to joint programming promoting mental health awareness and student well-being. Work with the Eco Club supported an environmental awareness initiative, reinforcing sustainability in the library's messaging and engagement.



Pictured above: Professor Emeritus Craig Simmons leads a Community Conversation roundtable discussion at the Bermuda College Library.

In March 2025, the library launched the “Popcorn & A Show” series, screening documentaries that explored equity, social change, and underrepresented histories through film and discussion.

The library also co-hosted a TeenTober Horror Movie Night in October 2024 with Student Life, featuring a screening of Crimson Peak and themed refreshments to encourage social connection and student led engagement.

In recognition of Women’s History Month, the library screened Fly With Me, a documentary on the role of female flight attendants in the U.S. civil rights movement, sparking valuable discussion on gender and social justice.

The library’s digital communication efforts continued to grow, with a 9.29% increase in Instagram followers. The platform was used to:

- Promote library events and services
- Share academic resources such as APA and MLA citation guides
- Highlight book spotlights and fun facts
- Encourage student interaction through quizzes and research support links

These efforts increased visibility and improved access to library services, contributing to higher engagement in research appointments and programming.

In alignment with the library’s theme inspired by the United Nations International Day of Peace, “Cultivating a Culture of Peace”, the library hosted a series of public and campus events fostering inclusive dialogue and community connection:

- International Day of Peace observance (September 2024)

- “One Love” Community Movie Night and facilitated dialogue on unity with Karim Creary (November 2024)
- Waffle Wednesday (January 2025), drawing 61 attendees, including Gilbert Institute P5-P6 students
- Progress & Possibilities: A Community Conversation (February 2025), with approximately 45 attendees across expert-led roundtables.

These events successfully created shared spaces where students and community members could exchange ideas and reflect on relevant societal topics.

The library averaged 2,000 visitors per month, with peak usage in October, November, and February. Study rooms remained essential, with 387 bookings logged between April 2024 and March 2025.

Feedback from an April 2024 survey (56 responses) revealed that 80% of students use the library weekly, with students primarily using the space for research, socialising, the café use, and group study.

The BCL Café, launched in April 2024, has continued to thrive. The addition of loyalty cards and snack offerings led to increased sales, with strong usage during January–March and promising revenue forecasts for the upcoming year.

The 2024–2025 academic year demonstrated the library’s continued growth as a centre for academic support, creative exploration, and civic dialogue. Through enhanced instructional programming, dynamic spaces like The Idea Lab, strong institutional partnerships, and a commitment to community engagement, the library remains a vital contributor to student success and campus-wide learning.

Enrolment at Bermuda College held firm at 565 in 2024, representing a modest increase from 2023. Traditional-aged students (24 and under) accounted for 77 percent of enrolment, with a gender breakdown of 57 percent female and 43 percent male.

In 2024, Bermuda College conferred 90 graduate awards. Satisfaction among graduates remained notably high, with 88 percent expressing satisfaction with their academic programme, up from 80 percent in 2023. Students also endorsed the quality of instruction, with an 89 percent satisfaction rate compared to 79 percent the previous year.

Post-graduation pathways were diverse: 38 percent intended to further their studies overseas (versus 50 percent in 2023), 13 percent continued studies at Bermuda College, and 25 percent entered employment. The United Kingdom remained the most popular destination at 39 percent, followed by the United States at 24 percent. Overall graduate satisfaction rose to 77 percent, up from 70 percent, while 81 percent indicated they would recommend Bermuda College, a slight increase from 80 percent in the previous year.

Ad-hoc surveys conducted to support Strategic Plan 2030 and ongoing reaccreditation efforts recognised the College's academic breadth, quality, and expertise, including knowledgeable and supportive instructors. The College's role in providing local, affordable education was also identified as particularly valuable for those unable to study abroad.

ENROLMENT & GRADUATION TABLE

ENROLMENT	2023	2024
Total number of Students	552	565
Full-Time Equivalents (FTEs)	477	485
APACE Registrations (APACE)	467	296

ATTENDING STATUS

Full-Time	304	297
Part-Time	248	268
Percent Full-Time	55%	53%
Percent Part-Time	45%	47%

GENDER

Male Students	251	245
Female	301	317
Percent Male	45%	43%
Percent Female	55%	57%

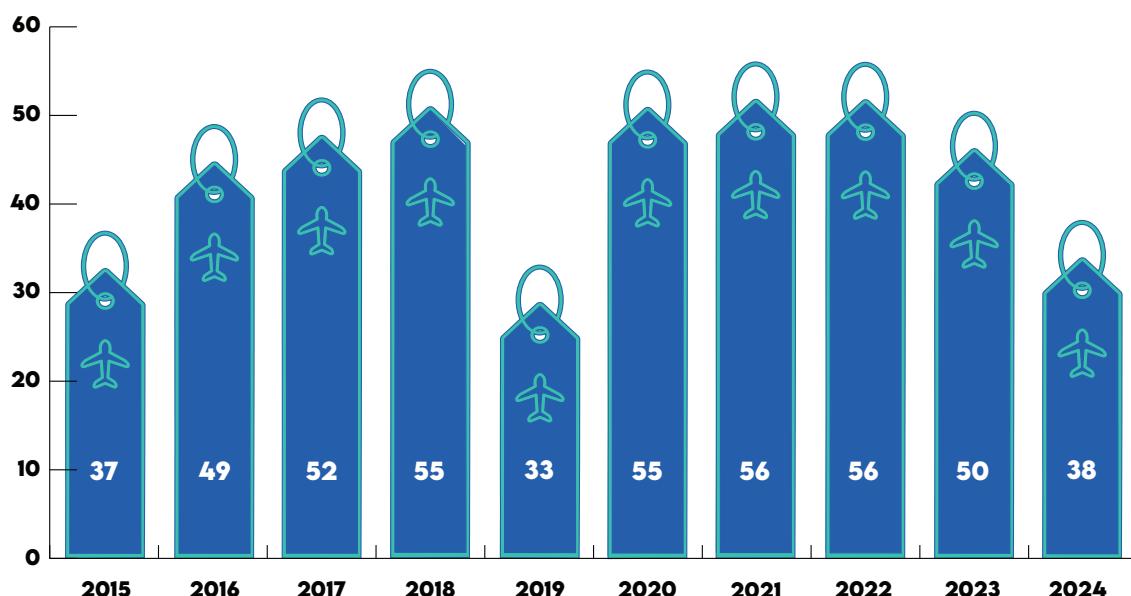
AGE

Under 25	423	438
25 and over	129	127
Percent 25 and under	77%	78%
Percent 25 and over	23%	22%

RETENTION RATES

Fall to Spring	76%	76%
Spring to Fall	64%	63%

GOING OVERSEAS AFTER GRADUATION



ENROLMENT



OVERALL SATISFACTION



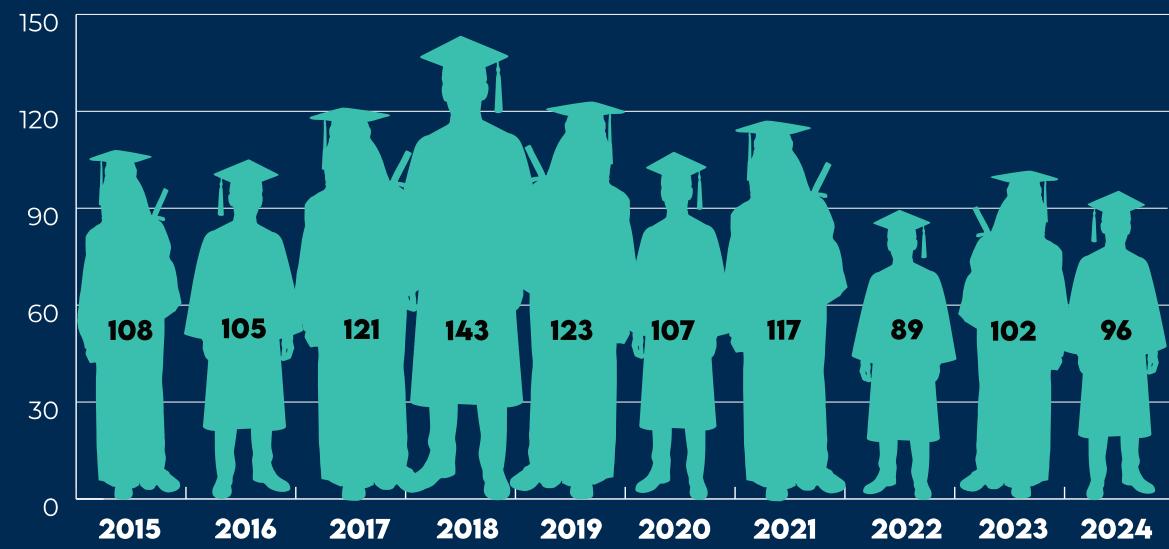
“The College’s role in providing local, affordable education was also identified as particularly valuable for those unable to study abroad.”

~ Cordell Riley





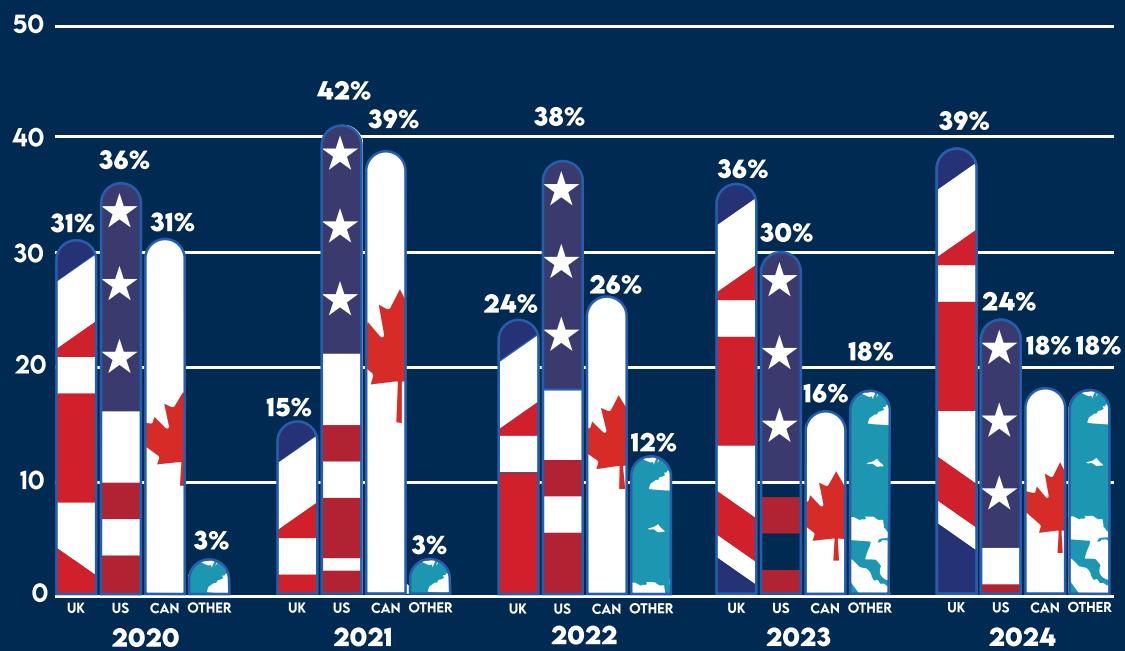
TOTAL GRADUATES





Pictured above: Class of 2024

INTENDED COUNTRY OF STUDY





In March 2025, the Bookstore completed its year-end stock take, an important exercise to reconcile physical inventory with system records. Enhanced preparation and strengthened controls resulted in one of the most accurate inventory counts in recent years. The marked reduction in stock write-offs reflects improved oversight and the College's continued commitment to excellence in financial stewardship.

Earlier in the year, a new textbook ordering process was introduced through a centralised Google document, enabling faculty and staff to input required titles and supplies for each course in one streamlined system. The initiative improved efficiency, reduced administrative back-and-forth, and provided greater transparency for monitoring and updates. This digital-first approach has enhanced accuracy and accountability in academic resource management while supporting operational efficiency across the College.

FACILITIES MANAGEMENT & SECURITY

Director of Facilities and Plant Operations
MR. CLEUN GAITON

Facilities Management oversaw the refurbishment of the Technical Education Centre roof and delivered several enhancements to campus infrastructure, including LED lighting retrofits, landscaping upgrades, and upgrades to the faculty staff lounge. The team also improved building security, completed mold remediation in high-traffic areas, and addressed accessibility improvements based on student feedback.

Sustainability continued to be a core value, with expanded recycling efforts and HVAC system upgrades to support energy efficiency.



Director
MS. LORRITA TUCKER
 submitted by Dr. Constance Ridley-Smith



Pictured above from left to right: Necheeka Trott, Dr. Dwayne Thompson, Mrs. Gwendolyn Lawrence, Alnisha Simmons and Lee Anne Hinton at the 2024 Commencement Ceremony

Bermuda College partnered with the Bermuda Clarity Institute to equip employees with cutting-edge skills in Artificial Intelligence. Over multiple cohorts, 30 staff members completed training in the Generative AI Foundations course, gaining practical knowledge in using AI tools for tasks such as meeting summaries, report writing, and idea generation.

Following the success of the first cohort, interest in the course grew organically with participants becoming enthusiastic advocates who helped foster a culture of innovation across campus. The course was led by Michelle Grant, Bermuda College's Instructional Technology & Design Specialist.

This initiative reflects the College's commitment to continuous improvement and future-focused professional development.

The Campus Culture Committee (CCC) continued with its internal branding goal, which was to reimagine and upgrade specific spaces on campus. The project entitled 'Vision Impact 2024' considered areas around the campus that could influence students and visitors visually.

The following public spaces were completed by March 2025:

Hallet Hall Upper Floor: The Inn Between became a contemporary social and study space complete with eating counters overlooking the North Hall courtyard, and café tables, a sofa, lounge chairs and TV

monitors displaying student and college events and course information.

Hallet Hall Lower Floor was designed and completed to allow students to socialize, eat and study while near the science labs and the Lecture Theatre. Two water features were included to lend an air of tranquillity.

The College's Board Room was modernised to include new drapes and chairs, a serving buffet and all-purpose AV System and TV/Monitor for hosting meetings.

Along with Bermuda College's new president, Dr. David Sam, the College saw an influx of new employees in the reporting year.

WE WELCOMED:

Tori Burgess, *Counsellor*

Joslynn Clarke, *Circulation and Collection Management Librarian*

Tesha Fisher, *Accounts Administrator*

Dr. Jahnae Harvey, *Lecturer*

Mae Ooi, *Science Lab Technician*

Rehana Packwood, *Digital Media Literacy User Services Technician*

Terreicay Richardson, *Culinary Kitchens Lab Assistant*

Cree Watson, *Financial Aid Specialist*

Joseph Weeks, *Lecturer*

Kenneth Williams-Sousa, *Maintenance Technician*

Dr. Kim Dismont-Robinson, *Senior Lecturer*

**LONG SERVICE
AWARDEES
2024
REPRESENTING
210 YEARS**

of service to the College
and the community

35
YEARS



Mrs. Ann Parsons

30
YEARS



Dr. Dwayne
Thompson

25
YEARS



Mr. Troy Ashby



Ms. Robin Ingham



Ms. L'Tanya-Marie
Roberts



Ms. Alnisha Simmons

15
YEARS



Mrs. Carleen Place

10
YEARS



Mr. Rui De Sa

5
YEARS



Mr. Cordell Riley

5
YEARS



Mr. Dennis Brown

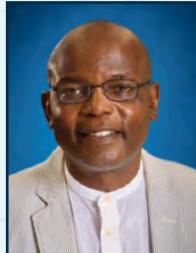


Ms. Mechelle Willins

RETIREES



Mr. Shawn DeShields



Mr. Ben Nwasike



Mrs. Gwendolyn
Lawrence

RETIREES



Ms. Sharrel Howes



Mrs. Evelyn
James-Barnett



Ms. Tammy
Richardson



Mr. Craig Simmons



Pictured from left to right: Dr. David Sam, Dr. Ali Arouzi, and Dr. Carika Weldon in the newly renovated CariGenetics Precision Diagnostics Lab

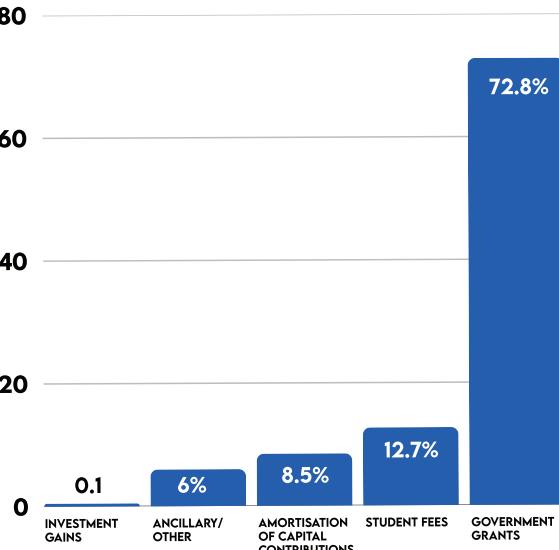
Faced with a declining population of traditional-aged students and resultant funding constraints, Bermuda College navigated the year with strategic focus. Priorities centred on modernisation, outreach, and operational efficiency while managing fiscal challenges.

Key milestones included a formalised partnership with CariGenetics Limited, the world's first genetic research company dedicated to understanding the unique DNA of Caribbean ancestry. This partnership allowed for two former classrooms to be renovated to house both a research laboratory and a clinical genetics lab dedicated

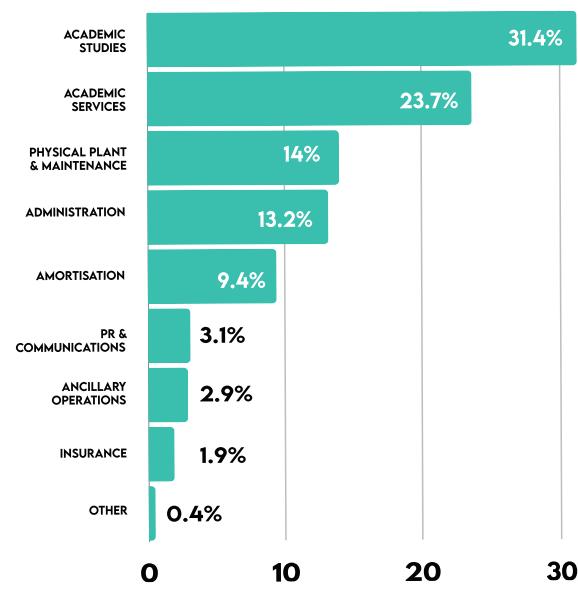
to cutting-edge work in genomics. The College also established partnerships with Bermuda's National Sports Governing Bodies, underscoring its commitment to supporting the island's young people and aspiring elite athletes.

In addition, the introduction of a dedicated platform to promote the College's campus as a community venue generated a 200 percent increase in revenue compared to the previous year, reinforcing the College's role as a hub for both education and community engagement.

BERMUDA COLLEGE REVENUE SOURCES 2025 ↗



BERMUDA COLLEGE EXPENDITURES 2025 ↗



Director
 MR. BEN IKE NWASIKE
 submitted by Karmeta Hendrickson



The 2024-25 academic year marked a major step in Bermuda College's digital transformation. Following the retirement of longtime Director Ben Nwasike, Karmeta Hendrickson was appointed Interim Director and has since led the department through infrastructure modernisation, strengthened cybersecurity, and expanded cloud integration. ITS remained focused on delivering resilient, secure, and user-friendly services that support student success, academic delivery, and operational continuity.

Key Accomplishments

- **Anthology Cloud Migration**

The College's Anthology system was successfully migrated to Microsoft Azure, improving stability, reliability, and user access.

- **Finance System Upgrade Planning**

Preparations began to replace Dynamics GP with Microsoft Business Central. Vendor selection is in progress, with a phased migration planned to increase automation and cloud compatibility.

- **New Website Project**

A redesigned Bermuda College website is in development and on track for launch in September 2025.

- **Cybersecurity and Monitoring Enhancements**

FortiSIEM was installed, with training and dashboard configuration scheduled for year-end.

Real-time dashboards were introduced to monitor infrastructure health.

- Action1, a patch management platform, went live and is expanding.

- Multi-factor authentication (MFA) was implemented across all systems.

- **PC Refresh for Windows 11**

More than 100 aging PCs and laptops were replaced in preparation for Microsoft's end-of-support for Windows 10.

Staff and Faculty Training Initiatives

To support the transition to cloud-based platforms and encourage smooth adoption, ITS launched targeted training programmes across key systems:

- **OneDrive:** Faculty and staff participated in onboarding sessions covering secure file storage, collaboration, and backup practices.

- **SharePoint:** Introductory and intermediate training sessions were delivered to academic and administrative departments, focusing on document libraries, version control, and shared workflows.

- **Anthology:** End-user support and virtual workshops were offered during the system's cloud transition to introduce the new interface, highlight enhancements, and guide users through key changes.

Additional resources, including quick-start guides and recorded sessions, remain available through the College's internal portal. More advanced and role-specific training will continue in the next academic cycle.



Ambitious
beginnings
led us to a
50 year
celebration.

July 1, 2024

50th Anniversary Launch

To mark the occasion, a commemorative plaque and a granite paving stone were unveiled and installed on the College campus.

January 23, 2025

**50th Anniversary Stamp Launch
and Retirees Luncheon**

The Bermuda Post Office issued a commemorative stamp in honour of the College's half-century anniversary and history of excellence as Bermuda's only tertiary institution.

April 5, 2025

50th Anniversary Gala

We will showcase the past and present at this event by honouring some of our distinguished faculty and alumni as well as by highlighting the talents of some of our culinary students who will assist in the preparation of the meals.

April 26, 2025

**50th Anniversary
Golf Tournament**

We look forward to connecting with old friends and new at our Golf Tournament. In addition to the fellowship, we are hopeful that the event becomes an annual affair.

May 23, 2025

Bermuda Day Parade

There's no better way for us to connect with the community than during the Bermuda Day festivities. We will participate in the parade to celebrate and affirm our presence as the only tertiary institution on island.

ACADEMIC PROGRAMMES		ATHORA DIVISION OF PROFESSIONAL AND CAREER EDUCATION (NON-CREDIT COURSES)	
Associate of Arts		Certificate Programmes	
Art and Design		Accounting Technician	ACCA Association of Chartered Certified Accountants
Arts		Applied Science Technology	AMA American Management Association
Arts and Science		Electrical Wiring Technology	BOMI Building Owners and Managers Institute
Business Administration		Heating, Ventilation and Air Conditioning Technology	CPA Certified Public Accountant (USA)
Early Childhood Education		Motor Vehicle Technology	CPA Chartered Professional Accountant (CANADA)
Associate of Science		Office Assistants	CITY & GUILDS International Qualifications
Actuarial Science		Plumbing Technology	ICDL International Computer Drivers License
Computer Information Systems		Wood Technology	ILM Leadership & Management Development
Diagnostic Imaging Technology			ACAMS Association of Certified Anti-Money Laundering Specialists
Education			ICA International Compliance Association
Marine Science		COMMUNITY ACCESS PROGRAMMES	KIXKO
Nursing		BC On-line (Distance Education courses)	
Pre-Health Science		Culinary Education at Department of Corrections	
Pre-Medical Science		Dual Enrolment Programme (High Schools)	
Science			
Associate of Applied Science		EXTERNAL PROGRAMMES	
Culinary Arts		Georgia State University	
Heating Ventilation & Air Conditioning		Bachelor of Business Administration (Finance and/or Risk Management and Insurance)	
Hospitality Management		Framingham State Univ., M.Ed. & Grad. Cert. in Ed. Leadership	
Motor Vehicle Technology		MBA Concentration in Management	
Plumbing Technology			
Foundation Diploma Programme (UK)		Mount Saint Vincent University	WORKFORCE DEVELOPMENT CERTIFICATES
Foundation Diploma Programme (USA & Canada)		Bachelor of Business Administration	PROFESSIONAL DEVELOPMENT WORKSHOPS
Diploma Programmes			SHORT TRAINING AND EXAM REVIEW COURSES
Computer Network Technology			ONLINE COURSES
Computer Programming Technology			
Culinary Arts			
Food & Beverage Management			
Heating, Ventilation & Air Conditioning Technology			
Hospitality Management			
Motor Vehicle Technology			
Plumbing Technology			
Wood Technology			

OUR COMMITMENT

- INNOVATIVE EDUCATION
- QUALITY TEACHING
- UNPARALLELED STUDENT SUPPORT

BERMUDA COLLEGE BOARD OF GOVERNORS (as at March 31, 2025)

The Bermuda College Board of Governors is committed to steering the College towards greater achievements and continued excellence. Through thoughtful leadership and strategic initiatives, the Board ensures that Bermuda College remains a premier institution for higher education, dedicated to serving the needs of the community.

Mr. Nasir Wade (*Chairman*)
Mr. Denton Williams (*Deputy Chairman*)
Dr. David Sam (*President, August 2024*)
Ms. Arlene Brock (*Chair, Honorary Fellow*)
Mrs. Malika Cartwright
(*Department of Workforce Development*)
Miss Nahjae Raynor (*Student Representative*)
Mrs. Cherie Dill
Dr. Teneika Eve (*Faculty Association Representative*)
Mr. Frank (Chip) Gillis

Mrs. Karmeta Hendrickson
(*Professional Support Staff Representative*)
Mrs. Jozelle Opoku
Ms. Lisa Smith
(*Permenant Secretary, Ministry of Education*)
Mr. Ryan Taylor
Dr. Lana Talbot
Mrs. Charmaine Tucker
Mr. Shelby Weldon

2024
2025

ANNUAL REPORT

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BERMUDA COLLEGE - PUBLISHED 2025