



Bermuda Educators Council
Strategic Plan
2021-2025

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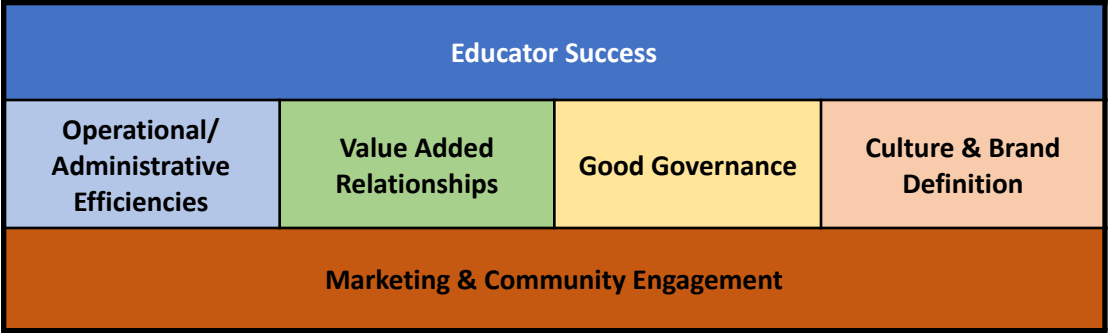
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INTRODUCTION & BACK DROP

The Bermuda Educators Council (BEC) strategic plan for 2021-2025, will see the Council repositioning itself along six strategic priority areas that council members and our educator community have identified:



This plan has been shaped by a wide range of stakeholder data collected during the preliminary phase of the 2021 strategic planning process. This phase highlighted societal changes and trends in global education and business and explored the Council’s relationships and standing with its stakeholder community and education partners.

ABOUT THE CONSULTATION PROCESS

- The Strategic Planning Committee, in conjunction with consulting firm Performance Solutions, undertook a thorough document review and critical examination of the Act and its mandate.
- This was followed by a series of stakeholder meetings, including outreach to the educator community, to better understand current perceptions, challenges, and opportunities to strengthen the support provided by the Council.
- Council members invited stakeholders to working sessions where the mission and vision were developed, and goal setting began.

GETTING STARTED

- Through the process, a greater appreciation for the challenges facing the BEC was realized and a subsequent commitment to address these challenges was made.
- A communications plan was developed, leading to the launch of an inaugural Council newsletter.
- Working in teams, BEC members and stakeholders took a close look at success barriers and clearly identified the starting point for plan development.

IDENTIFICATION OF CURRENT INTERNAL & EXTERNAL CHALLENGES:

Lack of organizational structure, specifically across systems, people, and processes

- Lack of clarity regarding fiscal management and governance practices
- Limited technology and automation
- Lack of awareness of BEC mandate and remit amongst stakeholder groups
- Loss of knowledge & momentum with simultaneous Council member changes
- Lack of cohesive communication and connectivity with core stakeholders
- Absence of transparency between Ministry, Chair, Council Members and Community Stakeholders

BUILDING THE PLAN: STEP 1

Creating the Vision, Mission and Core Values

BEC's vision, mission and values provide the foundation for the Strategic Plan 2021 - 2023 and serve as a barometer for each strategy and goal outlined below.

Vision: The Bermuda Educators Council is committed to providing its members with responsive member services; relevant professional learning, an efficient licensure process, and transparent professional conduct processes to ensure that educators in Bermuda are prepared to impact students positively.

Mission: The mission of the Bermuda Educators Council (BEC), as a licensure body, is to establish and maintain high-quality teaching standards and professional conduct to enhance the learning of Bermuda's students.

Values:

- Professionalism in its interactions with Bermuda's educators and stakeholders
- Efficient organizational structures to support Bermuda's educators
- Relevant resources to support the growth and development of Bermuda's educators
- Transparent Council communication with Bermuda's educators and its stakeholders
- Fiscal responsibility to ensure the Council is trusted and valued by Bermuda's educators and stakeholders.

BUILDING THE PLAN: STEP 2

In support of the mission and vision and to identify the path forward, a series of Goal Statements were developed along with the associated actions, accountabilities, and success metrics.

1. EDUCATOR SUCCESS

We will continue to focus resources on strategically important programmes that offer Educators significant growth potential and enable the Council to capitalize on the strengths of its faculty, staff, and community partners. This positions the Council to provide the resources essential to developing lifelong learners.

Action	Responsibility for driving	Timeline Year/QTR	Success Metrics	Progress Status Red – No progress Yellow – Underway Green - Completed
Goal 1: Establish an up-to-date roster of academic, technical, and professional programmes to meet the needs of the community.				
1. Collaborate with post-secondary educational programme providers to establish a list of available professional learning opportunities	Professional Learning Committee		Comprehensive list of professional learning programmes	
2. Establish a set of standards and evaluation rubric against which post-secondary learning opportunities can be measured	Professional Learning Committee		Professional learning standards established Evaluation rubric developed	
3. Establish the number of professional learning credits needed to renew teacher licensure	Professional Learning Committee		Renewal licenses evidence the professional learning credits	
4. Streamline the professional learning credit reporting process for educators	Professional Learning Committee		Updated professional learning reporting process	
Goal 2: Streamline licensure process				
1. Establish a licensure review committee	Licensure review committee		Review committee is established with governance rules	
2. Analyze current licensure process to determine areas for improvement	Licensure review committee		Protocol for analyzing licensure process Completed process analysis	

3. Identify critical processes for updating and streamlining	Licensure review committee		Streamline process developed with implementation timeline	
4. Devise an implementation strategy for updated/refined licensure processes	Licensure review committee		Strategy developed with timeline	
Goal 3: Foster excellence in teaching and learning				
1. Establish a set of teaching standards aimed to improve student learning	Professional Learning Committee		Teaching standards established Timeline for effective date Training schedule developed for teachers	
2. Establish the criteria for teacher licensure renewal	Professional Learning Committee		Licensure renewal criteria established Timeline for communicating with educators and building leaders	
3. Analyze a series of professional learning standards and rubrics to establish codes for professional conduct with evaluation rubric to be applied with Bermuda's educators	Professional Learning Committee		Analysis of a specified number of professional learning standards Professional learning standards established Professional learning standards evaluation rubric developed Timeline for communicating and training educators established	

2. COUNCIL CULTURE AND BRAND DEFINITION

We will foster a Council identity; promote a culture of education that leverages talent and expertise; and engage educators and employees within and outside of the Bermuda Council. We will practice shared governance and the effective use of data-driven decision making. We will develop a community of care to promote recognition of Bermuda Council as a community of sharing and learning, and a community to which Educators and staff are proud to belong to.

Action	Responsibility for driving	Timeline Year/QTR	Success Metrics	Progress Status Red – No progress Yellow – Underway Green - Completed
Goal 1: Recast the Council’s brand				
1. Solidify vision, mission, and core values	Council Leadership		Increased and understanding of Council remit by stakeholders	
2. Establish criteria to evidence vision, mission, and core values	Marketing		Marketing initiatives	
3. Share information to clarify role of the Council (Council identity) with key stakeholders.	Marketing / SLT		External Stakeholder & Internal knowledge surveys conducted annually and moved to biannually after 5 years.	
4. Develop masterclasses to share expertise held by Council members.	Professional Development		Number of Participants in Masterclasses Programme evaluations	
Goal 2: Develop and promote a community of care				
5. Establish a Membership & Engagement Committee			Established committee whose role would be to support Council leadership engagement	

6. Identify promising practices to build community	Membership & Engagement Committee		Established list of practices the Council will implement to evidence a culture of care.	
7. Establish a calendar of events to implement a culture of care	Membership & Engagement Committee		Calendar of agreed upon events	
8. Create a system of regular communication and connection with stakeholders	Membership & Engagement Committee		Conduct organizational culture survey to determine improvement in culture	

3. VALUE ADDED RELATIONSHIPS (Internal & External)

We will invest in our internal and external relationships by ensuring strategic training and development to enhance responsibility/accountability that will maximize the potential of Council members, staff, and the educator community to advance the Council’s mission.

We will explore, evaluate, and act upon strategic opportunities within the context of the Council Mission and Vision 2023 to advance the development of the Council community and the community-at-large.

Action	Responsibility for driving	Timeline Year/QTR	Success Metrics	Progress Status Red – No progress Yellow – Underway Green - Completed
Goal 1: Invest in internal and external partnerships through strategic training and development				
1. Enhance PD offering registration process.			Revised PD registration process	
2. Develop a digital platform where members can access and utilize a library of resources			Build a PD resource library Build digital platform to house resources	
3. Maintain a calendar of events and training opportunities.			A calendar of PD offerings % of employees that participate	
Goal 2: Determine, evaluate, and act upon strategic opportunities within the context of the mission and vision for 2023.				
4. Identify up to 3 opportunities for immediate action.			3 opportunities acted upon with evidence of success	
5. Conduct a community-facing survey to share success and obtain ideas for opportunities			Survey developed, analyzed, shared Opportunities identified and chosen	

6. Develop succession plan to maintain institutional knowledge and continuity.			Developed plan	
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4. IMPROVED OPERATIONAL/ ADMINISTRATIVE EFFICIENCIES

Create an office environment and technological infrastructure that provides a safe, secure, reliable, modern, and sustainable environment that meets existing and evolving stakeholder community needs and supports the overall Council reputation for quality service and support.

Action	Responsibility for driving	Timeline Year/QTR	Success Metrics	Progress Status Red – No progress Yellow – Underway Green - Completed
Goal 1: Upgrade Technology				
1. Assess and develop an IT plan for current preventative & evolving IT needs.			Approved IT Plan with measurable targets.	
2. Ensure administration is equipped with all equipment to all for seamless in office and remote working.			Seamless ability to carry out job responsibilities regardless of location.	
3. Increase office internet bandwidth to increase critical Internet and connectivity needs of Educators and employees.			Bandwidth increased to appropriate levels	
4. Explore the feasibility of cloud application for critical functions and applications.			Number of Cloud applications Documents on Cloud	

5. MARKETING & COMMUNITY ENGAGEMENT

Marketing will be used to support programmes (and practices/policies) that create opportunities to engage our community of educators. Our goal is to diversify marketing/ communication strategies; transform our approach towards and frequency of stakeholder communication and evaluate and effectively deliver expanded programmes based on stakeholder feedback.

Action	Responsibility for driving	Timeline Year/QTR	Success Metrics	Progress Status Red – No progress Yellow – Underway Green - Completed
Goal 1: Diversity branding and marketing strategies.				
1. Explore cost-effective opportunities to enhance Council marketing and communication.			Identified list of cost-effective opportunities for marketing and greater outreach to the educator community	
2. Develop a system of shared responsibility for the creation and management of a dynamic social media presence.			Degree of engagement with educator community	

6. GOOD GOVERNANCE

Action	Responsibility for driving	Timeline Year/QTR	Success Metrics	Progress Status Red – No progress Yellow – Underway Green - Completed
Introduce consistent practice of shared governance, transparency and data-driven decision making				
1. Identify best practices of shared governance most applicable to the mandate of the Council				
2. Leverage/ adhere to guidance and allowances permitted by the Act and incorporate into all decision making.				
3. Identify areas for enhanced transparency around decisions and operational practices				
4. Ensure Fiscal Management practices adhere to best practice standards for quality assurance and incorporate appropriate accounting controls			Establish Financial Management Committee Prepare monthly, quarterly and year end financial statements Report monthly to Council members and annually to stakeholders Utilise two factor security for all transactions	
5. Engage educator community differently with respect to data sharing; information gathering and rationale behind requests				