



NORTH ISLAND COLLEGE BOARD OF GOVERNORS REGULAR MEETING

To be held in Q̄əp̄ix̄ʔidaʔas (The Gathering Place)

Campbell River Campus

Thursday, December 7, 2023 @ 1:00 pm

AGENDA

	TOPIC	ATTACHMENT	ACTION	TIME
1.	CALL TO ORDER			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Welcome Board of Governors New Members – Student Representatives			
1.3	Declaration of Possible Conflict of Interest			
1.4	Adoption of Agenda		To adopt	(5 mins)
2.	CONSENT AGENDA			
2.1	Minutes of the Regular Meeting of September 28, 2023	✓	To approve	
2.2	Executive Committee Report, October 19 and November 20, 2023	✓	Information	
2.3	Governance and Board Development Committee Report, October 19 and November 20, 2023	✓	Information	
2.4	Finance and Audit Committee Report, November 24, 2023	✓	Information	
2.5	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
3.	BOARD BUSINESS			
3.1	Board Bylaw #4 Domestic Tuition and Fee Bylaw	✓	To approve	
3.2	NIC Enterprise Risk Management Policy & Framework	✓	To approve	
3.3	Board Members Roundtable Discussion		Information	(30 mins)
4.	REPORTS ON STRATEGIC ACTIVITIES			
4.1	President			
4.1.1	President’s Report		Information	(10 mins)
4.2	Vice President, Academic			
4.2.1	Program Name Change – Indigenous Education	✓	To approve	
4.3	Vice President, Finance and College Services			
4.3.1	Second Quarter Financial Statement FY2023/24	✓	Information	
4.3.2	Second Quarter Financial Forecast FY2023/24	✓	Information	(15 mins)
4.4	Chair, Education Council			
4.4.1	Education Council Report	✓	Information	(3 mins)
5.	INFORMATION (attachments)			
5.1	Board Schedule and Workplan (2023-24)			

- 5.2 College Highlights Report, December 2023
- 5.3 [Link to Governance Manual](#)
- 5.4 2023 Board Retreat agenda
- 5.5 NIC & BC's StrongerBC: Future Ready Action Plan
- 5.6 Commonly used acronyms
- 5.7 [Link to Board bylaws](#)

6. NEXT MEETING DATE
Regular Meeting – February 8, 2024, Port Alberni

7. ADJOURNMENT 2:30 pm



**Minutes of the Regular Meeting of the
North Island College Board of Governors**
Held in Qəpixʔidaʔas (The Gathering Place)
Campbell River Campus
Thursday, September 28, 2023

BOARD MEMBERS PRESENT

N. Arsenault, Community Member, Comox Valley Region
J. Atherton, Community Member, Comox Valley Region
L. Domae, President
S. Does, Community Member, Campbell River Region
M. Erickson, Faculty Representative
W. Gus, Chair, Education Council
J. Kim, Student Representative
J. Langille, Community Member, Comox Valley Region
R. LaTrace, Support Staff Representative
B. Minaker, Community Member, Comox Valley Region
V. Puetz, Community Member, Campbell River Region
S. Thakur, Student Representative
P. Trasolini, Community Member, Campbell River Region
V. White, Community Member, Port Alberni Region

ABSENT

C. Moglove, Community Member, Campbell River Region

ALSO PRESENT

M. Allison, Director, College Governance & Strategy
T. Bellavia, Vice President, Academic
T. Budd, Lead, WATSON Inc.
S. Chauhan, incoming student representative-elect
K. Crewe, Associate Vice President, People, Equity & Inclusion
C. Fowler, Vice President, Finance and College Services
K. Kuhnert, Vice President, Students & Community Engagement
R. Reid, Executive Assistant, Board of Governors
W. Skulmoski, Director, Institutional Research & Planning
K. Wingwiri, incoming student representative-elect
Members of North Island Students' Union (NISU) Executive and
North Island College Faculty Association (NICFA)

1. CALL TO ORDER

J. Atherton called the meeting to order at 1:08 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

J. Atherton acknowledged that the meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

J. Atherton also thanked outgoing student representatives J. Kim and S. Thakur and welcomed student representatives-elect S. Chauhan and K. Wingwiri as guests.

1.2 Welcome Board of Governors New Members

J. Atherton welcomed J. Langille and V. White who were present at this meeting as well as C. Moglove who was unable to attend.

1.3 Oath of Appointment (All Board Members)

J. Atherton requested all Board Members to read and sign the Oath of Appointment form. This is a practice done annually during the Board's inaugural meeting.

1.4 Declaration of Possible Conflict of Interest

The Board acknowledged its bylaw on the code of conduct and conflict of interest guidelines should there be a need for Board Members to declare a conflict of interest on any of the agenda items.

1.5 Election of Chair

L. Domae, as Presiding Officer for the purpose of conducting the elections for Board Chair, opened the floor for nominations to the position of Chair of the North Island College (NIC) Board of Governors.

J. Atherton nominated P. Trasolini to the position of Chair. N. Arsenault supported the nomination. P. Trasolini accepted the nomination.

L. Domae called a second and a third time for nominations to the position of Chair. Hearing none, L. Domae declared P. Trasolini as Chair of the NIC Board of Governors by acclamation for the period of one year from September 2023 to 2024.

1.6 Election of Vice Chair

P. Trasolini opened the floor for nominations to the position of Vice Chair of the NIC Board of Governors.

J. Atherton nominated S. Dores to the position of Vice Chair. N. Arsenault supported the nomination. S. Dores accepted the nomination.

P. Trasolini called a second and a third time for nominations to the position of Vice Chair. Hearing none, P. Trasolini declared S. Dores as Vice Chair of the NIC Board of Governors by acclamation for the period of one year from September 2023 to 2024.

1.7 Adoption of Agenda

J. Atherton proposed to alternate agenda items under Reports on Strategic Activities and Board Business based on Watson Inc. lead consultant T. Budd's availability for 3.2 Governance Authority Matrix.

Moved S. DORES / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF SEPTEMBER 28, 2023 AS AMENDED.

Motion carried

2. CONSENT AGENDA

Moved S. DORES / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF SEPTEMBER 28, 2023.

Motion carried

3. REPORTS ON STRATEGIC ACTIVITIES

3.1 President

3.1.1 President's Report

L. Domae thanked College staff and faculty and highlighted some of her and College activities since June:

-
- Student orientation and marketplace events at all campuses;
 - The first College Conversation of the academic year covered update reports on enrolment, BUILD 2026, Comox Valley Student Housing Project and the National Day for Truth and Reconciliation;
 - Copies of the updated BUILD 2026 and its Year 2 Dashboard have been distributed to over 250 community partners and stakeholders and follow-up meetings are underway;
 - Attended the Union of British Columbia Municipalities annual forum;
 - College's Facilities staff addressed fires both in the Comox Valley and Port Alberni regions, ensuring that there was continued program delivery at both campuses;
 - Work around cybersecurity continues as staff is developing risk management policy and risk register for the Board's approval, adding that information on the Board's education session around cybersecurity in June is included in the Information section of this meeting's agenda;
 - Site blessing of the future Centre of Excellence for Early Learning was attended by Minister Robinson, Board Members, faculty and staff.

3.2 Vice President, Finance and College Services

3.2.1 Financial Information Act Report, Year Ended March 31, 2023

C. Fowler presented the report which is a requirement under the Province's Financial Information Act. Some of the particular requirements in creating the report includes reporting on contracts as well as board and staff remuneration above \$75,000 all on cash basis as opposed to accrual basis.

Moved J. LANGILLE / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2023 AS REQUIRED UNDER THE FINANCIAL INFORMATION ACT.

Motion carried

3.2.2 NIC 5-Year Capital Plan Priorities

C. Fowler presented the College's capital plan priorities for submission to the Ministry, which includes the College's most pressing capital needs. At the top of the list are:

- The Comox Valley Health Science Building which is envisioned to replace the portables and discontinue a leasehold space;
- Port Alberni Trades Training Facility which would replace the current lease space for Trades programs;
- Campbell River Future Ready Innovation Centre which would increase spaces for classrooms, shops and wet lab.

C. Fowler likewise noted that accessibility upgrades and security camera infrastructure are being planned for all NIC campuses and learning centre. A privacy impact assessment would have to be conducted as part of the process for establishing the security infrastructure across campuses.

C. Fowler added that funding for a Campbell River Student Housing would come from a different funding envelope.

Moved J. ATHERTON / Seconded S. THAKUR: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE-YEAR CAPITAL PLAN (2024/25 to 2028/29) FOR FINAL SUBMISSION TO THE MINISTRY OF POST-SECONDARY EDUCATION AND FUTURE SKILLS.

Motion carried

3.2.3 First Quarter Financial Statements FY2023/24

The Board received the report. C. Fowler noted that while a deficit is showing on the report, revenues and funding are yet to be received in the next few months. He added that the second quarter report would provide a more accurate financial picture.

3.2.4 First Quarter Financial Forecast FY2023/24

The Board received the First Quarter Financial Forecast FY2023/24 report which is forecasting that the College will be on budget by fiscal yearend.

M. Allison joined the meeting at 2:00 pm.

3.2.5 Fires at Comox Valley Campus Briefing

C. Fowler provided a verbal update on the fires that transpired within the Comox Valley Campus over the last few months. He reported that renovations are being done around the campus' shipping area to temporarily accommodate office spaces that were lost due to the fire at the Village until the College can determine permanent spaces.

T. Budd joined the meeting at 2:05pm.

P. Trasolini acknowledged the presence of T. Budd and redirected the meeting back to Board Business: Report from Closed Meeting of June 29, 2023 and Governance Authority Matrix.

4. BOARD BUSINESS

4.2 Report from Closed Meeting of June 29, 2023 – Governance Manual

The Board approved its Governance Manual at its Closed Meeting of June 29, 2023, formally adopting a responsibility-based governance model. At the meeting, the following resolutions were passed:

THAT THE BOARD OF GOVERNORS ADOPT THE NORTH ISLAND COLLEGE BOARD MANUAL DATED JUNE 23, 2023;

THAT THE BOARD OF GOVERNORS RESCIND THE CURRENT BYLAW #2 – CONFLICT OF INTEREST AND APPROVE A NEW BYLAW #2 – BOARD CODE OF CONDUCT AND CONFLICT OF INTEREST BYLAW;

THAT THE BOARD OF GOVERNORS RESCIND THE FOLLOWING POLICIES:

- Policy SR-1: President/CEO's Role
- Policy SR-2: Monitoring the President and CEO's Performance
- Policy EL-1: General Executive Constraint
- Policy EL-2: People Treatment
- Policy EL-3: Emergency Executive Succession Policy EL-4: Compensation and Benefits
- Policy EL-5: Communication and Counsel to the Board
- Policy EL-6: Financial Requirements
- Policy EL-7: Budgeting/Forecasting
- Policy EL-8: Asset Protection
- Governance Process Policy
- Student/Employee Appeals to the College Board of Governors Policy.

4.3 Governance Authority Matrix

T. Budd commented that the Governance Authority Matrix is the last piece of the Board's Governance Manual which should be read with the manual but is an easy reference to show which key governance players are responsible for the actions that are outlined in the matrix.

Moved N. ARSENAULT / Seconded B. MINAKER: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE GOVERNANCE AUTHORITY MATRIX DATED SEPTEMBER 28, 2023 FOR INCLUSION IN ITS GOVERNANCE MANUAL.

Motion carried

L. Domae noted that T. Budd will join the board at its retreat in November to conduct a governance workshop.

M. Allison and T. Budd left the meeting at 2:11pm.

4.4 Sexualized Violence Prevention and Response Policy

K. Kuhnert presented the amended policy which the Board's Governance and Board Development Committee has reviewed at its meeting of September 14, 2023 and now recommends for approval. Some revisions to the policy are:

- Updated language and flowcharts;
- Updated list of resources and processes;
- Updated position titles.

The Board requested that references be made to "college community" and not "campus community" as the intent is to involve the broader college regions' communities.

Moved B. MINAKER / Seconded J. KIM: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE AND ADOPT THE REVISED SEXUALIZED VIOLENCE PREVENTION AND RESPONSE POLICY 3-34 AS PRESENTED ON SEPTEMBER 28, 2023.

Motion carried

At 2: 25 pm, the meeting moved back to Agenda Item 3. Reports on Strategic Initiatives.

3. REPORTS ON STRATEGIC INITIATIVES (Cont'd)

3.3 Vice President, Academic

3.3.1 2023/24 Fiscal Year Credit Enrolment Report

T. Bellavia highlighted the following on this report:

- The fiscal stable year report shows comparative numbers that reflect head counts of credit enrolments, different from the full-time equivalent (FTE) enrolment report which is the preferred reporting metric by the Ministry;
- The information provided may be broken down into three main themes: healthy increase in international student enrolment is offsetting the slight decline in domestic enrolment, the timing of one-time only funding and availability of funds impact reporting of domestic enrolment and various combinations of economic, labour market and demographic factors affect the NIC student population half of which are of working age.

W. Skulmoski further clarified that the head counts culminate in FTE reporting as required by the Ministry and will go to the Board for approval prior to submission. Although head counts are a better metrics for short-term programming, the required reporting requirements from the Ministry are in FTEs.

V. Puetz joined the meeting while W. Skulmoski left the meeting at 2:43 pm.

3.3.2 Program Name Changes: Tourism & Hospitality Management

T. Bellavia commented that the proposed program name changes aim to align the College's credentials with the post-secondary education sector and develop consistent language between similar credentials.

Moved M. ERICKSON / Seconded V. PUETZ: THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVES THE FOLLOWING PROGRAM NAME CHANGES:

- **TOURISM & HOSPITALITY MANAGEMENT POST-GRADUATE CERTIFICATE**
- **TOURISM & HOSPITALITY MANAGEMENT POST-GRADUATE DIPLOMA**

Motion carried

3.4 Chair, Education Council

3.4.1 Education Council (EdCo) Report

W. Gus reported that the Education Council (EdCo) met in September and approved amended policy 3-22 Program and Course Credentials to allow accreditation of micro credentials as well as revisions to the practical nursing pathway to diploma.

At 2:54 pm, the meeting moved to the remainder of 4. Board Business.

4. BOARD BUSINESS (Cont'd)

4.4 Board Members Roundtable Discussion

Several Board Members attended their respective committee meetings and various College events and activities.

As a director on the Canadian Mental Health Association BC Division, J. Atherton shared that the organization will be bringing a care team to the Comox Valley to provide support and services for those going through a mental health crisis. She added that care teams across the province already report having a significant impact in the communities they serve.

V. Puetz provided an update on a Campbell River area housing project for women and children by the Campbell River and North Island Transition Society. The housing project is envisioned to provide long-term rentals for disadvantaged women and children.

New Board Members J. Langille and V. White both shared that they are alumni of the College and have come full circle with their membership on the Board.

S. Thakur and J. Kim noted that this is their last Board meeting as their terms as student representatives end in October. W. Gus shared that she will be an elder-in-residence at the Port Alberni campus in 2024 and will end her term as Education Council Chair by end of this year.

5. INFORMATION

The Board received the following information items:

- 5.1 Board Schedule and Workplan (2023-24)
- 5.2 College Highlights Report, September 2023
- 5.3 FY 2022/23 Audit Findings Report

-
- 5.4 2023 Annual Board Evaluation Results
 - 5.5 Board of Governors education session on cybersecurity, June 2023
 - 5.6 PSFS appreciation letter to E. Mosley, August 2023
 - 5.7 OIC 443/2023 – new appointments and reappointments
 - 5.8 Commonly used acronyms
 - 5.9 Link to Board bylaws

6. NEXT MEETING DATE

The next regular meeting is Thursday, December 7, 2023, Campbell River Campus.

7. ADJOURNMENT

Moved J. ATHERTON / Seconded V. PUETZ: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADJOURN ITS REGULAR MEETING OF SEPTEMBER 28, 2023.

Motion carried

Time: 3:17 pm

Patricia Trasolini, Chair

Rachel Reid, Executive Assistant



North Island College Board of Governors
December 7, 2023

Working together, North Island College builds healthy and thriving communities, one student at a time.

**AGENDA ITEM: Regular Meeting
 2.2 Executive Committee Report**

October 19, 2023

Committee members Patricia Trasolini (chair), Jane Atherton, Shelley Dores, Nancy Arsenault and Lisa Domae met on October 19, 2023 with Rachel Reid (Executive Assistant), Melanie Allison (Director, College Governance & Strategy), Colin Fowler (VP, Finance & College Services) and Casey Black (CIO & ED, Education Technologies & Data Management) attending as resource persons.

Territorial Acknowledgment

P. Trasolini called the meeting to order at 10:56 am and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

P. Trasolini requested adding to the agenda a report on a meeting with the NIC Foundation Board Chair. The committee adopted the agenda as amended.

Committee Business

Cybersecurity Risk Management Forum Update

P. Trasolini and S. Dores attended the Ministry-sponsored forum on Cybersecurity on October 5, 2023. L. Domae provided a background on the issue of cybersecurity among post-secondary institutions, noting that a process is already in place at the College for when cybersecurity is breached. She added that the responsibility of the Board around cybersecurity is not limited to risk mitigation but also to increase the College's ability to respond to cyber-attacks and cybersecurity breaches.

The following are what the College is currently undertaking to mitigate risk:

- An operational procedure is in place to monitor employees' accounts and provide automatic responses to possible cybersecurity breaches;
- Development of a risk registry;
- Documenting measures and activities that support mitigating risk;
- Working with a third party (KPMG) who will be doing a cybersecurity assessment for the College and make recommendations moving forward;

- Building an employee culture where employees are part of the conversation around internal and external cybersecurity threats.

The Board will be provided with a comprehensive enterprise risk management policy and process inclusive of the issue of cybersecurity. An education session with the KPMG will be scheduled for its December 7, 2023 meeting.

Indigenous Board Members Gathering Update

S. Dores reported attending the Indigenous Board Members Gathering hosted by the Ministry on October 16 in Vancouver. A few takeaways from the conference are:

- Indigenous staff can have their Indigenous names on business cards
- Invite members of the Indigenous Education Council to regular board meetings;
- Establish practice of territorial acknowledgment at the start of every meeting;
- Make space for Indigenous members from staff, faculty and community to actively engage in the development of Indigenous education programming.

L. Domae assured the Committee that efforts are being made to promote inclusivity at all levels but also noted that current provincial legislation guides the Board in its governance role and responsibilities.

Committee appointments update

The Committee received a list of committee memberships which will be included in the next Board meeting agenda for information. P. Trasolini noted that the NIC Foundation is requesting an appointment from the Board of Governors to a voting position in their Board of Directors.

Joint initiative: NIC Board and Foundation

P. Trasolini met with the NIC Foundation Board Chair to discuss the joint initiative proposed at the last joint meeting of the two Boards in September. She added that the Foundation Board is looking for support from this Board to get the fundraising initiative started. L. Domae was instructed to identify what resources could be provided to the Foundation Board. Staff will provide a plan that will be reported to the Foundation and NIC Board.

Information

Draft Board retreat agenda, November 2-3, 2023

N. Arsenault requested that digital copies of retreat materials be sent to her and those participating virtually. She volunteered to lead the virtual breakout sessions should there be any.

Next meeting date

The Committee's next meeting date is Monday, November 20.

Time: 12:55 pm.

November 20, 2023

Committee members Patricia Trasolini (chair), Shelley Dores, Nancy Arsenault and Lisa Domae met on November 20, 2023 with Rachel Reid (Executive Assistant) attending as resource persons.

P. Trasolini called the meeting to order at 10:20am.

Committee Business

Draft regular meeting minutes of September 28, 2023

The Committee received the draft minutes of September 28, 2023.

Draft Board meeting schedule for December 7, 2023

L. Domae highlighted the education sessions on enterprise risk management by M. Allison, Director, College Governance and Strategy, and on cybersecurity by the KPMG project team.

Draft Board regular and closed business meeting agendas, December 7, 2023

The Committee reviewed the two draft agendas and instructed staff to replace “in-camera” with “closed”, following the adoption of the Board’s Governance Manual in June.

Request for appointments/reappointments from CABRO

P. Trasolini has spoken with the three Board appointees who are up for reappointment. She will contact a possible candidate to determine their interest in putting their name forward.

Information

Committee appointments – final

A copy of the final committee appointments will be added to the Board’s agenda under Information.

Next meeting date

The Committee agreed to hold its next meeting on Friday, January 26, 2024 at 10:30am.

Time: 10:56 am.



North Island College Board of Governors
December 7, 2023

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
2.3 Governance and Board Development Committee Report

October 19, 2023

Committee members Nancy Arsenault (chair), Patricia Trasolini, Barry Minaker, Rylee LaTrace and Shelley Dore met on October 19, 2023 with Lisa Domae (President), Melanie Allison (Director, College Governance and Strategy) and Rachel Reid (Executive Assistant) as resource persons.

Territorial Acknowledgment

N. Arsenault called the meeting to order at 9:05 am and acknowledged that the committee meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

Discussion ensued about whether previous committee reports be included as a standing agenda item. The committee agreed that a link to the previous committee report as included in the Board of Governors' meeting agenda will suffice.

P. Trasolini requested adding a brief discussion on a Board representative to the NIC Foundation Board of Directors. N. Arsenault suggested moving Annual Board Evaluations to the next meeting agenda as the topic is not time sensitive.

The committee adopted the agenda as amended.

Committee Business

Governance Manual

The Board's Governance Manual as approved by the Board in June was circulated among the committee members. The committee directed staff to review and correct minor corrections such as grammatical errors, NIC brand alignment and formatting.

N. Arsenault led the discussion around proposed updates to the Manual:

- Board Members must commit to adhering to the values and principles embedded in the Manual. Annually during the inaugural meeting of the Board and for all incoming new Members

thereafter, all Board Members are required to read and sign the Oath of Appointment. In the Oath of Appointment (appendix C), the following paragraph will be included:

- *I have read and understood the Board of Governors' Governance Manual and agree to conduct myself in accordance with its terms.*
- Use the terms “Indigenous” and “First Nations” throughout the Manual where they are appropriate.
- All references to “government” will be spelled with lower case, an indication that all levels of government are being referred to.
- On page 5 prior to Key Definitions, use the updated map approved by the Indigenous Education Council.
- Provide language around maximum terms for appointed Board Members.
- In the Finance & Audit Committee’s terms of reference, include language around potential conflict of interest when exercising independent judgment. It is understood that committee members may be excused from the meeting agenda item discussions but not the committee.
- Refer section 9.3.4. Accounting Systems and Internal Controls – *c. ensures compliance with NIC’s policies and procedures that these systems are operating effectively* to Finance & Audit Committee to determine whether it needs to monitor outcomes from systems and controls.

M. Allison will incorporate the updates to the Governance Manual for distribution to the Committee and publication on the Board’s webpage.

Annual Board Retreat Draft Agenda, November 2-3

L. Domae summarized the activities outlined in the retreat agenda. N. Arsenault requested that the retreat facilitator, WATSON Inc., distribute handouts prior to the retreat. She will be participating virtually and volunteered to lead the virtual break-out sessions with others who are planning on participating virtually.

Committee meeting dates

N. Arsenault noted that she will be attending the November 20 committee meeting virtually and requested that the January 25 meeting be moved to an earlier date as she will be away that week. The committee agreed to consider January 18 as a possible meeting date.

NIC’s policy structure/overview

N. Arsenault reported meeting with M. Allison about NIC policies and their structure/framework. M. Allison reported that a policy framework/development review is currently being developed in consultation with the College’s various internal groups. This review will standardize how policies are created and will be brought to this committee for its input.

M. Allison added that some NIC policies that are required to be approved by the Board will also be brought to the committee sometime in the spring for approval by the Board in June. Some of these College policies are human resources-related policies like the Code of Ethical Conduct which covers all NIC employees. She added that policy around cybersecurity will be included in the College’s risk management policy which will go to the Finance & Audit Committee for its review before going to this

committee for review. A projected timeline of College policies going for Board committees' review and eventual Board approval will be included in a future committee agenda.

Board representative on the NIC Foundation Board

P. Trasolini advised that the NIC Foundation Board Chair has requested an appointment from the Board of Governors.

Standing/Future Agenda Items

- Establishment of a whistleblower policy (2024)

Next meeting date

The next committee meeting date is on Monday, November 20, 2023.

Time: 10:37 am.

November 20, 2023

Committee members Nancy Arsenault (chair), Patricia Trasolini, Barry Minaker and Shelley Dores met on October 19, 2023 with Lisa Domae (President), Melanie Allison (Director, College Governance and Strategy) and Rachel Reid (Executive Assistant) as resource persons.

Territorial Acknowledgment

N. Arsenault called the meeting to order at 9:09 am and acknowledged that the committee meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Annual Board Evaluations

The following comments were made by Committee members:

- Whether the questions in the annual survey serve the Board's needs;
- Responses to the survey questions provide numbers but do not answer the "whys" and "hows";
- Need for self-evaluation exists but the mechanics are not in the survey;
- The survey ought to be supplemented by individual interviews with either the Board Chair or Committee Chair.

The Committee considered the following:

- Align the annual evaluation with the Board’s governance manual;
- Strengthen the evaluation by seeking a balance of qualitative and quantitative approaches;
- Consider changing the timing of the survey to the Board’s June meeting: have all complete the survey and facilitate conversation while in session;
- One-on-one check in by the Board Chair after completion of survey.

L. Domae suggested that these considerations be brought to WATSON Inc for their recommendation.

M. Allison will follow up with WATSON Inc. around their availability.

Board Retreat Debrief

Committee members highlighted the governance sessions with WATSON Inc., adding that the retreat was an opportunity to get to know each other on a personal basis. Areas to improve on are:

- Consider avoiding food wastage
- Provide breakfast for both days;
- All Board Members should be encouraged to attend in person;
- Retreat materials should be sent to Board Members ahead of time.

Plans for next year’s retreat which will take place in either the Campbell River or Comox Valley region will be developed in early 2024.

P. Trasolini joined the meeting at 9:46 am.

New Member Orientation

L. Domae reported that all new Board Members have gone through the orientation.

C. Moglove reported receiving an email reminder from CABRO about the Governing in the Public Interest Online Certificate Program which is offered to all Government appointees. The Committee directed staff to follow up with CABRO regarding:

- Whether elected Board Members may likewise take the certificate program;
- The timing of program delivery to alert Board Members ahead of time.

B. Minaker commented that the program was very helpful to him in understanding what his role is as a Board Member, finding relevance in areas that one would not have expertise on.

Future Agenda Items

Establishment of a whistleblower policy (June 2024)

M. Allison or K. Crewe will provide an update on the policy in February 2024.

Role of Education Council

B. Minaker requested a presentation from Education Council around their role in the College and relationship with the Board of Governors. L. Domae suggested having a session on that topic at the next retreat or at a Board education session.

Next meeting date

The next committee meeting date is on Friday, January 19, 2023.

Time: 10:18 am.



North Island College Board of Governors
December 7, 2023

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
2.4 Finance & Audit Committee Report

Committee members Jerad Langille (chair), Murray Erickson, Valery Puetz and Shubham Chauhan met via Teams and in-person on Friday, November 24, 2023 with Colin Fowler (VP, Finance & College Services), Melanie Allison (Director, College Governance & Strategy), and Rachel Reid (Executive Assistant) as resource persons.

Territorial Acknowledgment

J. Langille called the meeting to order at 3:01pm, acknowledging that the committee meeting is being held in traditional territories of the combined 35 First Nations of the of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee agreed to move informational items FY 2023/24 Q2 Forecast and FY 2023/24 Q2 Financial Statements up in the agenda. The committee adopted the agenda as amended.

Committee Business

FY 2023/24 2nd Quarter Forecast

C. Fowler noted that the College is projecting a deficit by yearend, adding that the Ministry is expected to approve the deficit. The 3rd Quarter Forecast will be brought to the Committee at its meeting in January 2024.

V. Puetz joined the meeting at 3:05 pm.

FY 23/24 2nd Quarter Financial Statements

The Second Quarter Financial Statements show a deficit of \$1.2M as a result of the following:

- Tuition revenues are expected to come in during the latter part of the year (Third and Fourth quarters);
- Funding from Government related to the shared recovery mandate around bargaining settlements were not received during the Second Quarter;
- International tuition revenues are expected to exceed the budgeted 25 percent increase and the majority of that comes in during the second half of the fiscal year.

On a question from the Committee around internally monitoring metrics for liquidity, C. Fowler reported that staff reviews accounts to provide forecasting rather than using traditional ratios.

M. Allison joined the meeting at 3:34 pm.

NIC Enterprise Risk Management Policy & Framework

M. Allison presented a draft Enterprise Risk Management Policy with an NIC Risk Appetite Statement and draft risk management key activities timeline. She highlighted the following:

- The original risk management policy of 2019 has been updated following the BC Government's risk management guidelines for the public sector;
- Using a standard approach, the policy revisions include risk management roles and responsibilities across various College constituencies including the Board, committees, risk management working group (as a subcommittee of the College's Operations Team) and Leadership Team;
- Risk registry reporting to the Board through the President will be annually at first then frequency will be determined based on the risk management working group's recommendation.

The Committee discussed the following:

- Trigger mechanism for reporting to the Board will be through the College President as issues emerge;
- Documentation and communication across all College groups are a major focus;
- The draft timeline aims to provide an understanding of the College's key risks and communicating the framework across the College;
- Risk is inherent but risk management requires that the organization is cognizant of those inherent risks.

The Committee recommends approval of the draft policy.

Information

Genus Investment Returns Statement, September 2023

It was noted that statements from Genus Capital Management on the College's long-term investment are a major source of information around the Board's ability to fund capital projects.

Standing/Future Agenda Items

1. Long Term Investment Policy
2. Review of Finance & Audit Committee Terms of Reference (as included in Board Governance Manual)
3. Board policy: review of amortization policies in the post-secondary sector (discussion from January 26, 2023)
4. External auditor procurement process

The Committee agreed on the following:

- Staff will establish a targeted procurement process that will include invitations to local firms. Those invitations will be sent out by February 2024.
- The Committee will review its terms of reference prior to discussing the external auditor procurement process as the selection process is part of the Committee's terms of reference.
- Review of policies must be regular as this is part of risk management.

Next meeting date

The next Committee meeting will be on Friday, January 26, 2024 at 3:00 pm.

Time: 3:55pm



BOARD OF GOVERNORS – ACTION SHEET

December 7, 2023

Agenda #: 3.1

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item:

Board Bylaw No. 4 – Domestic Tuition and Fee Bylaw (attachment)

Action Required:

For approval

**Draft Motion/
Recommendation:**

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE BYLAW NO. 4, 2024-2025 DOMESTIC TUITION AND FEE BYLAW WHICH INCLUDES A 2% INCREASE TO DOMESTIC TUITION AND MANDATORY FEES WITH THE EXCEPTION TO THE EMPLOYMENT TRANSITIONS PROGRAMS.

Background/History/Executive summary:

As part of the 2024-2025 budget development process, NIC has reviewed Board Bylaw #4 – domestic tuition and fee bylaw. Post-secondary institutions are required to comply with the Ministry of Post-Secondary Education and Future Skills tuition limit policy that restricts tuition and mandatory fee increases to two percent (2%). Information on the tuition limit policy is available on the [Ministry's website](#).

Policy analysis/strategic priority:

The draft revision of Bylaw 4 (attached) applies a 2% increase to all program areas with the exception of the Employment Transition programs. The Ministry has set a maximum fee for these programs.

Additionally, the following changes have been made to the by-law:

Coast Forest Worker Certificate

This aligns the certificate with diploma tuition, resulting in a \$700 reduction for certificate stream. Under the mandatory lab fees, certificate courses have been added by course rather than by program. The rate that students pay for lab remains the same. These changes align with the Coastal Forest Technology Diploma and allow first-year courses to be offered together without a differential rate. Additionally, this change supports students who need to take the course part-time as well as allows NIC to offer these courses in a micro-credential.

Culinary Business Operations

Lab fees are now listed by course instead of by program. This change supports how tuition fees are charged and students who need to study part-time. The rate that students pay remains the same.

Attachments:

1. Board Bylaw No. 4 – Domestic Tuition and Fee Bylaw

Action:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE BYLAW NO. 4, 2024-2025 DOMESTIC TUITION AND FEE BYLAW WHICH INCLUDES A 2% INCREASE TO DOMESTIC TUITION AND MANDATORY FEES WITH THE EXCEPTION TO THE EMPLOYMENT TRANSITIONS PROGRAMS.

NORTH ISLAND COLLEGE

BYLAW NO. 4 2024-2025 Academic Year

DOMESTIC TUITION AND FEE BYLAW

This bylaw establishes principles for a sustainable tuition fee model for courses and programs. Under the *College and Institute Act*, the Board of Governors is responsible for approving tuition fees.

North Island College will take into consideration the following principles when setting Tuition and Fees:

Principles:

Tuition and Fees are the students' contribution to the overall costs of instructional courses and programs including materials and supplies used in the course delivery.

In setting Tuition and Fees, the following factors will be taken into account:

1. The Mission and Values of the College, program duration and operating costs, available provincial funding for the program, and tuition and fees for comparable programming at other BC institutions.
2. Tuition and Fees for courses and programs that do not receive provincial funding will be set at a level that covers the full cost of the course or program, including a contribution to the operation of support services.
3. Programs which require specialized supplies or facilities may have fees levied to cover those additional costs.
4. Tuition and Fees for programs offered in partnership with other post-secondary institutions will be established with the partner institution(s).
5. The Tuition fee model will strive for simplicity.
6. Proposed Tuition and Fees for new programs will be brought forward to the Board as part of the credential approval process.
7. Tuition and Fees will comply with the Province of British Columbia's Tuition Limit Policy.

Scope:

This bylaw applies to domestic tuition and lab and supply fees for:

All courses and programs that lead to a credential;

Department of Accessible Learning (DAL) courses and programs.

THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE IN OPEN MEETING ASSEMBLED
ENACTS AS FOLLOWS:

1. This bylaw shall be known and may be cited as Bylaw No. 4, 2024-2025 Academic Year, "Domestic Tuition and Fee Bylaw".

2. Tuition and fees payable by students (international students excluded) to North Island College shall be those set out in Schedules "A" and "B" attached hereto.
3. Tuition and fees will be communicated to students by inclusion in the College Calendar and by posting on the College Website.
4. This bylaw will be reviewed at least once per year.

Approved the 7th day of DECEMBER, 2023.

Chair, Board of Governors

Executive Assistant, Board of Governors

BYLAW NO. 4
2024-2025 Academic Year

SCHEDULE "A"

DOMESTIC TUITION FEES

Effective for courses and programs with start dates after August 15, 2024

Adult Basic Education (except ABE Fundamental).....	\$127.36/credit
Adult Basic Education (Fundamental)	\$129.90/course
Department of Accessible Learning	\$129.90/credit
English as a Second Language (Beginner).....	\$191.14/credit
Employment Transition Construction Access Certificate.....	\$4,800.00/program
Employment Transition Grounds & Custodial Assistant Certificate	\$3,200.00/program
Employment Transition Kitchen Assistant Certificate	\$3,200.00/program
Indigenous Studies	
Aboriginal Leadership Certificate	
ABG courses	\$138.94/credit
Indigenous Language Fluency Certificate	\$171.40/credit
Arts and Science (except as listed below)	\$111.14/credit
BIO 113, 330, 301	\$158.42/credit
BIO 250	\$138.94/credit
CHN 101, 102	\$138.94/credit
CPS 104.....	\$138.94/credit
CPS 110, 113, 114, 127, 128, 129.....	\$158.42/credit
ENG 170	\$138.94/credit
GEO 220	\$138.94/credit
GLS 140, 240, 241	\$158.42/credit
IPH 101, 102, 201, 202, 310, 350	\$158.42/credit
LRN 100.....	\$158.42/credit
MAT 122	\$138.94/credit
MAT 156.....	\$158.42/credit
PHY 215, 216.....	\$171.40/credit
Business (except as listed below)	\$111.14/credit
BUS 360, 370, 375.....	\$138.94/credit
BUS 500.....	\$158.42/credit
Cooperative Education	\$111.14/credit

Digital Design & Development (except as listed below).....	\$111.14/credit
DGL 105, 114, 204, 214	\$138.94/credit
DGL 409	\$158.42/credit
 Fine Arts (except as listed below).....	 \$111.14/credit
Professional Photography Certificate	\$8,925.83/program
Professional Potter Advanced Diploma.....	\$11,424.93/program
Metal Jewellery Design Certificate	\$6,341.14/program
 Health (except as listed below)	 \$111.14/credit
Activity Assistant Certificate	\$2,916.90/program
Community Mental Health Worker	\$5,497.20/program
Pre-program Pathway Course – CMH 150	\$981.04/course
Practical Nursing Access and Diploma (PNS)	\$171.40/credit
NUR 170, 173, 201	\$171.40/credit
 Hospital Unit Clerk Certificate	 \$5,145.91/program
Human Services (except as listed below)	\$111.14/credit
Early Childhood Care & Education Certificate	\$90.44/credit
 Landscape Horticulture Fundamentals	 \$1,585.27/program
 Tourism and Hospitality (except as listed below).....	 \$111.14/credit
Adventure Guiding Certificate	\$10,291.72/program
THM 175, 276, 300, 320	\$138.94/credit
THM 340, 390	\$158.42/credit
TMA 225.....	\$190.14/credit
 Trades and Technology:	
Apprenticeships (except as listed below).....	\$105.58/week
Landscape Horticulture Level 2.....	\$3,230.28/program
Lather Interior Systems Mechanic.....	\$580.23/level
Professional Cook Level 1	\$2,596.16/program
Professional Cook Level 2	\$1,112.64/program
Professional Cook Level 3.....	\$741.76/program
Welding Level B	\$1,483.52/program
Welding Level A	\$741.76/program
 Foundation and other programs:	
Aircraft Structures Technician (AME-S) Certificate	\$3,337.92/program
Aquaculture Technician Certificate	\$3,962.94/program
Aquaculture Technician Diploma AQT 200, 201, 202, 203, 204, 205, 206	\$542.15/course
Aquaculture Technician Diploma AQT 207, 208.....	\$167.89/course
Automotive Collision & Refinishing Technician Foundation Harmonized Certificate	\$4,637.52/program
Automotive Service Technician Foundation Harmonized Certificate	\$2,596.16/program
Carpentry Foundation Harmonized Certificate	\$2,225.28/program

Foundation and other programs (continued):

Coastal Forest Technology Diploma	\$130.94/credit
Coastal Forest Worker Certificate	\$130.94/credit
Culinary Business Operations Certificate.....	\$111.14/credit
Culinary Business Operations Diploma.....	\$111.14/credit
Electrician Foundation Harmonized Certificate	\$2,225.28/program
Electronics Technician Core Diploma	\$3,272.58/program
Fabricator-Welder Foundation Harmonized Certificate	\$2,967.04/program
Furniture Design and Joinery Certificate.....	\$3,337.92/program
Heavy Mechanical Trades Foundation Certificate.....	\$4,122.24/program
Industrial Automation Technician Certificate.....	\$3,272.58/program
Instrumentation and Electrical Automation Technician Diploma	\$3,864.42/year
Motor Sport & Power Equipment Technician Foundation Certificate	\$2,576.40/program
Parts & Warehousing Person Foundation.....	\$3,030.70/program
Plumbing & Piping Trades Foundation Harmonized Certificate	\$2,596.16/program
Welder Foundation Harmonized Certificate	\$2,596.16/program
Underground Mining Essentials Certificate	\$9,465.79/program

Prior Learning Assessment (for above as applicable).....75% of tuition

NORTH ISLAND COLLEGE

BYLAW NO. 4
2024-2025 Academic Year

SCHEDULE "B"

LAB AND SUPPLY FEES

Effective for courses and programs with start dates after August 15, 2024

Mandatory Fees

Learner Resource Fee:

Credit-based tuition	\$5.80/credit
Program-based tuition	\$19.46/month

*Note: Fee is levied on registration for post-secondary courses and programs

Lab Fees

Adult Basic Education

BIO 060	\$13.38/course
CHE 051, 060	\$13.38/course
PHY 050, 060	\$13.38/course

Arts and Science

ANT 260	\$64.63/course
BIO 102, 103, 110, 111, 160, 161, 200	\$13.38/course
BIO 211, 301	\$149.91/course
BIO 203, 215, 230	\$67.23/course
BIO 250, 330	\$131.88/course
CHE 110, 111, 200, 201	\$13.38/course
CHE 152	\$67.23/course
CPS 104	\$131.88/course
CPS 100, 101, 102, 146	\$13.38/course
CPS 113, 114, 127, 128, 129	\$26.84/course
ENR 100, 101	\$65.93/course
GLS 241	\$149.91/course
MAT 181, 182	\$13.38/course
PHY 100, 101, 120, 121	\$13.38/course
PHY 215, 216	\$129.30/course
SSA 100, 101	\$67.23/course

Business

BUS 170	\$13.38/course
---------------	----------------

Digital Design & Development

DGL courses	\$26.84/course
-------------------	----------------

Fine Arts

FIN 110, 111, 210, 211, 292	\$40.30/course
FIN 115, 120, 121, 130, 131, 135, 140, 145, 200, 201, 215, 217, 220, 221, 230, 231, 235, 236, 245, 291, 293, 294, 295, 296, 297, 298	\$67.23/course
Metal Jewellery Design Certificate	\$229.71/program
Professional Photography Certificate	\$134.50/program
Professional Potter Advanced Diploma.....	\$380.41/program

Health

CMH 150, 160, 165, 170, 175	\$26.84/course
ECC 124, 125	\$26.84/course
HCA 120	\$13.38/course
NUR 109	\$134.50/course
NUR 119, 175, 201, 209, 219, 375	\$26.84/course
NUR 309	\$100.86/course
PNS 106, 116, 126, 236, 246.....	\$129.30/course

Human Services

HSW 136.....	\$26.84/course
--------------	----------------

Tourism & Hospitality

THM 119	\$646.76/course
THM 219	\$970.14/course
THM 170, 175, 276	\$161.43/course
THM 275	\$264.58/course

Trades & Technology

Aircraft Structures Technician	\$269.09/program
Aquaculture Technician Certificate	\$143.57/program
Aquaculture Technician Diploma AQT 201, 202, 204, 205, 206	\$55.20/course
Automotive Collision & Refinishing Technician Foundation Harmonized Certificate	\$324.72/program
Automotive Service Technician Harmonized.....	\$168.16/program
Carpentry Foundation Harmonized	\$1,055.51/program
Coastal Forest Resource Technology Diploma/Coastal Forest Worker Certificate CFW/RFT 100, 101, 102, 104, 105, 106, 107.....	\$70.34/course
CFW/RFT 103, 108.....	\$105.51/course
CFW/RFT 112, RFT 201, 209.....	\$54.12/course
Culinary Business Operations Certificate (PCA 100 and 200 level courses) ...	\$43.58/course
Culinary Business Operations Diploma (PCA 300 level courses)	\$44.85/course
Electrician Foundation Harmonized Certificate	\$100.86/program
Electronics Technician Core Certificate	\$100.86/program
Fabricator-Welder Foundation Harmonized Certificate	\$168.16/program
Furniture Design and Joinery Certificate.....	\$134.50/program
Heavy Mechanical Trades Foundation Certificate.....	\$358.49/program
Industrial Automation Technician Diploma.....	\$100.86/program
Instrumentation and Electrical Automation Technician Diploma	\$535.50/year
Landscape Apprenticeship.....	\$152.12/level
Landscape Fundamentals.....	\$1,554.19/program
Lather Interior Systems Mechanic.....	\$243.75/program

Trades & Technology (continued):

Motor Sport & Power Equipment Technician Foundation Certificate	\$162.36/program
Parts & Warehousing Person Foundation Certificate.....	\$91.99/program
Plumbing & Piping Trades Foundation Harmonized Certificate	\$100.86/program
Professional Cook 1	\$33.59/program
Professional Cook 2.....	\$65.92/program
Professional Cook 3.....	\$51.68/program
Welding Level A	\$96.05/program
Welding Level B	\$192.17/program
Welder Foundation Harmonized Certificate	\$336.31/program



BOARD OF GOVERNORS – ACTION SHEET

December 7, 2023

Agenda #: 3.2

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: NIC Policy #2-21 Enterprise Risk Management

Action Required: Approval

Draft Motion/ Recommendation: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE AND ADOPT THE REVISED POLICY 2-21 ENTERPRISE RISK MANAGEMENT AND THE RISK APPETITE STATEMENT TEMPLATE AS PRESENTED ON DECEMBER 7, 2023.

Background/History/Executive summary:

In alignment with the [Risk Management Guideline for the B.C. Public Sector](#), the Leadership Team recommends that NIC will work to develop and implement a sustainable Enterprise Risk Management (ERM) framework and foster an embedded risk culture across the College.

ERM is the coordinated, ongoing application of risk management across all parts of an organization, at all levels, from strategic planning to service delivery and provides an effective way to identify and manage risks that may require cross-departmental collaboration and senior level decision-making.

NIC Policy#2-21 has been revised to:

- Establish common risk language and direction related to enterprise risk management
- Assign roles and responsibilities for risk across the College
- Build a culture of risk awareness and risk appetite
- Establish the ERM framework, including the use of risk registers for reporting risk.

NIC's Risk Appetite will be developed by the Leadership Team and brought to the Board for input and approval. The Risk Appetite Statement template has been developed for the first version of the document, noting that the risk categories/types will develop over time as NIC's Enterprise Risk Management framework is implemented and improved.

The Finance and Audit Committee recommends the approval of the revised NIC Policy #2-21 and the Risk Appetite Statement Template.

ERM Procedures are under development to provide employees with further detail on NIC's ERM framework including risk management processes and guidance on how risk should be assessed and reported.

Next steps

- Establish Risk Management Working Group (Dec 2023);
- Develop Risk Appetite Statement;
- Provide College-wide workshops to ensure awareness of the policy and procedures;
- Develop campaigns to promote an embedded risk culture;
- NIC Enterprise Risk Register review by Board (TBD March 2024).

Attachments:

NIC Policy #2-21
Risk Appetite Statement template

Action:

Requesting Board of Governors approval



Policy	#1-21
Approved By:	Board of Governors
Effective Date:	
Approval Date:	
Previous Version(s) Approval Date:	November 28, 2019
Date to be Reviewed:	2026
Administrator Responsible:	

ENTERPRISE RISK MANAGEMENT POLICY

POLICY STATEMENT

North Island College (NIC) recognizes that a coordinated risk management approach is critical to the achievement of its mandate, strategic goals and operational priorities. Risk is inherent in many aspects of post-secondary operations and although we cannot eliminate risk, we seek to manage risk to protect and enhance the value that NIC delivers to the community.

NIC is committed to implementing and maintaining a sustainable Enterprise Risk Management (ERM) framework and fostering an embedded risk culture across the College. ERM is the coordinated, ongoing application of risk management across all parts of an organization, at all levels, from strategic planning to service delivery and provides an effective way to identify and manage risks that may require cross-departmental collaboration and senior level decision-making.

PURPOSE STATEMENT

The purpose of this policy is to outline the principles, roles and responsibilities as part of the college's approach to risk management through an overall Enterprise Risk Management (ERM) framework.

SCOPE AND APPLICATION

This policy applies to all members of the College Community and extends to all activities and operations undertaken by the College.

PRINCIPLES

The following principles underpin NIC's approach to risk management:

1. NIC takes on risk as a necessary part of its operation and acknowledges that all activities have an element of risk and that not all risks can be fully mitigated or transferred.
2. NIC recognizes Enterprise Risk Management (ERM) as critical to the achievement of its goals and governance responsibilities, as understanding the most significant risks to strategic goals and service delivery supports informed decision-making and the future sustainability of the College.
3. NIC's ERM Framework is aligned with [CSA ISO 31000, an international risk management standard adopted by the BC Government](#) to provide a structure for managing risk and

implementing effective enterprise risk management programs across the B.C. public sector. Processes within the ERM Framework are customized and proportionate to the external and internal context related to the College's strategic goals and operational priorities.

4. The ERM Procedures (Appendix XX) provide further detail on NIC's ERM framework including risk management processes and guidance on how risk should be assessed and reported.
5. Risk management is an integral part of all college activities and informs decision-making at all levels. Through an integrated and systematic approach, risk management is incorporated into NIC's strategic, academic, and operational planning and decision-making processes.
6. NIC will consider the amount and type of risk that it may or may not take relative to its objectives as part of its decision-making processes and will generally accept a level of risk proportionate to the benefits expected to be gained, and the scale or likelihood of damage.
7. Risk management is a shared responsibility at NIC. Employees are expected to understand the risks that fall within their area of responsibility and are expected to manage and communicate these risks appropriately.
8. NIC's Risk Appetite Statement ([Appendix XX](#)) outlines the amount and types of risk the College is willing to accept to achieve its mandate, strategic goals and operational priorities. The Risk Appetite Statement is a key part of the College's decision-making processes and should guide employees in their actions and ability to accept and manage risk within their areas of responsibility.
9. Risks are dynamic and can emerge, change or disappear with shifts in the external and internal context. NIC strives to anticipate, plan for, and respond to changes and events in an appropriate and timely manner.
10. The ERM Framework will be updated as needed to reflect changes in the College's practices, public sector guidance, and NIC's mandate and strategic plan.
11. Risk management is continually improved through learning and experience. NIC's ERM framework will be reviewed regularly and is informed by both provincial and internationally accepted risk management standards and guidelines. As the College continues to advance, risk management capacity and knowledge will progress and NIC's ERM Framework will mature.

DEFINITIONS

College Community includes:

- (a) registered NIC students, past and present;
- (b) all employees of NIC;
- (c) contractors and third parties required by contract to comply with NIC policies and procedures;
- (d) members of the NIC Foundation and donors;
- (e) members of the Board of Governors; and
- (f) all other persons granted access to NIC property or resources.

Enterprise Risk Management (ERM) means the application of risk management processes and practices across the College, at all levels from strategic planning to service delivery in both academic and operational areas.

Enterprise Risk Management (ERM) Framework– a systematic, integrated, cyclical and proactive approach to managing an NIC’s risks and opportunities in relation to its mandate, strategic goals and operational priorities.

Risk means the effect of uncertainty on the College achieving its mandate, strategic goals and operational priorities.

Risk appetite means a high-level indication of how much risk the College is willing to accept to achieve its mandate, strategic goals and operational priorities. Articulating an organization's risk appetite is an important factor in facilitating risk-informed decision-making.

Risk management means the consistent, coordinated, structured and disciplined effort to understand and treat risk, reduce uncertainty and better meet or exceed goals and objectives.

An extended list of NIC ERM Framework definitions is outlined in the ERM Procedures.

ROLES AND RESPONSIBILITIES

NIC’s ERM Framework sets the tone for shared responsibility of risk management throughout the organization and supports the development of an embedded risk culture.

Embedded risk culture at NIC means that:

1. Strategic and operational decisions are made with awareness of risk management;
2. There is an emphasis on a proactive approach to implementing the College’s risk management framework;
3. Everyone is expected to be aware of the risks that are present in their daily activities and manage risk within their role;
4. All employees have a responsibility to ensure that any risks that are observed are communicated to their supervisor.



Adaptation of the Deloitte Enterprise Risk Management Model

Board of Governors

NIC's Board of Governors is accountable for the oversight of risk management and the strategic performance of the College. The Board has overall responsibility for ensuring that the College has an effective risk management framework and approves the Enterprise Risk Management Policy and Risk Appetite Statement.

To understand the risks facing the College in pursuit of its strategic priorities, the Board will annually receive NIC's Enterprise Risk Register, which includes an overview of the key strategic risks and the risk control activities being undertaken. The President reports emerging key risks to the Board as needed.

Board Finance and Audit Committee

The Board of Governors Finance and Audit Committee has the responsibility on behalf of the Board of Governors of reviewing the College's risk management processes to ensure that they are adequate and effective.

The Finance and Audit Committee will review NIC's Enterprise Risk Register and will support the development of the Enterprise Risk Management Policy and Risk Appetite Statement, recommending improvements to the College's overall approach to risk management.

Leadership Team

The Leadership Team is responsible for implementing the ERM Framework and identifying and managing strategic risks across the College. The Leadership Team will also consider key operational risks as appropriate.

The Leadership Team is accountable for ensuring effective mitigation strategies for key risks, including emerging risks. NIC's Enterprise Risk Register will be reviewed and updated by the Leadership Team at least twice a year.

Risk Management Working Group

The Risk Management Working Group is a sub-committee of NIC's Operations Team and is responsible for implementing the ERM Framework, overseeing and reviewing the Operational Risk Registers, and reporting key risks to the Leadership Team.

The group reviews risk registers to update risks and identify when risks should be escalated to or de-escalated from the Enterprise Risk Register.

The group will ensure accurate and reliable risk guidelines and documents exist, and relevant information is available to employees.

Deans & Directors

Deans and Directors are responsible for identifying, evaluating, and managing operational risks within their areas of responsibility. Deans and Directors will ensure that the information in the Operational Risk Registers is current and accurate for the purposes of overseeing and reporting on risk.

Key risks will be escalated for consideration by the Risk Management Working Group and/or Leadership Team as necessary.

Managers & Supervisors

Supervisors and managers are responsible for ensuring that all risks in their areas of operation are identified and managed appropriately, escalating risks as needed. Supervisors and managers will ensure that everyone in their area understands their risk management responsibilities.

All Employees

Employees are expected to be aware of the risks that are present in their daily activities and manage risk within their role. All employees have a responsibility to ensure that any risks that are observed are communicated to their supervisor.

RISK REPORTING

NIC uses a system of risk registers to help identify, quantify, and manage risk. Each risk register identifies and defines each key risk; and assigns associated risk scores, controls and actions that manage the risk in accordance with the College's risk appetite for each risk category.

Enterprise Risk Register

NIC's Enterprise Risk Register identifies key risks that are considered to have a fundamental impact on the College's ability to deliver its mandate, mission, achieve strategic goals or to operate effectively.

Operational Risk Registers

Each area within the College will have its own Operational Risk Register which will be reviewed regularly by its relevant management committee.

Improvement actions and risk indicators will be monitored regularly. Risks will vary widely across the College and managers are responsible for managing risk in a manner appropriate to each operational area.

Key risks from Operational Risk Registers will be reviewed by the Risk Management Working Group to ensure that emerging risks are escalated and added to NIC's Enterprise Risk Register as and when necessary.

Project Risk Registers

Major or transformational projects will establish and maintain a risk register, which shall be coordinated by the project lead and monitored by the relevant committee or working group.

RISK OWNERS

Risk owners are responsible for monitoring their risks and ensuring that the risk is managed appropriately, including liaising with colleagues to ensure that risks are mitigated across divisions and departments.

Risks within Operational and Project Risk Registers will be delegated to Deans and Directors or members of the Leadership Team.

To ensure that key risks are managed appropriately, responsibility for each strategic and operational risk on NIC's Enterprise Risk Register will be delegated to an appropriate Leadership Team Risk Lead.

Links to Other Related Policies, Documents and Websites:

NIC Risk Appetite Statement (under development)

NIC ERM Procedures (under development)

[Risk Management Guideline for the BC Public Sector](#)

NIC Risk Appetite Statement

Approved by the Board of Governors *date*

Risk is inherent in many aspects of post-secondary operations and although we cannot eliminate risk, we seek to manage risk to protect and enhance the value that NIC delivers to the community.

Risk appetite is a high-level indication of how much risk the College is willing to accept to achieve its mandate, strategic goals, and operational priorities.

NIC's Risk Appetite Statement is a key part of the College's decision-making processes and should guide employees in their actions and ability to accept and manage risk within their areas of responsibility.

Some risks may fall into more than one risk category and discussions with the Risk Management Working Group will be necessary to determine how to proceed.

Legal, Compliance & Ethics	
Reputation	
Financial Sustainability	
Strategic	
Operational	



BOARD OF GOVERNORS – ACTION SHEET

December 7, 2023

Agenda #: 4.2.1

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: Program Name Change – Indigenous Education

Action Required: For Approval

Background/History/Executive summary:

[Policy 3-07, Appendix A](#), outlines that “All program name changes must be submitted to the BOG for approval.” As such, this item is being submitted to the Board to consider approval of a name change to the Aboriginal Leadership Certificate.

The new name is consistent with our strategic planning goals.

Rationale:

The purpose of the proposed name change is twofold: to bring the Aboriginal Leadership Certificate into alignment with the preferred term used in international contexts, i.e., “The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)”. Secondly, current students in the Aboriginal Leadership Certificate have provided feedback and have strongly advocated for the name replacement of Aboriginal with Indigenous.

The only change concerns the removal of ‘Aboriginal’ and its replacement with ‘Indigenous.’

OLD NAME: Aboriginal Leadership Certificate

NEW NAME: Indigenous Leadership Certificate

Policy analysis/strategic priority:

Said change will support student recruitment and ensure consistent naming practices within Indigenous Education. Name changes align with several *Working Together* strategic priorities including institutional commitment to making Indigenous education a priority and ensuring Indigenous histories, worldviews, and knowledge are accurately reflected.

Action:

THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVES THE FOLLOWING PROGRAM NAME CHANGE:

- **INDIGENOUS LEADERSHIP CERTIFICATE**



BOARD OF GOVERNORS – ACTION SHEET

December 7, 2023

Agenda #: 4.3.1

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: Second Quarter Financial Statements FY2023/24 (attachment)

Action Required: For Information

Background/History/Executive summary:

Each quarter NIC completes a set of financial results following the same process that is used at year-end, but without an external audit. That only happens at year-end.

NIC's 2nd Quarter financial statements show a deficit of \$1.204 million. However, this doesn't include some revenue figures that will significantly improve the financial results as the fiscal year progresses:

- The Shared Recovery Mandate (SRM) funding related to the negotiated wage settlements for NICFA employees was not received in time for inclusion in the 2nd Quarter statements. We are now paying faculty members at the new pay rates, but the revenue that funds those increases has not yet been received. Based on the size of the Faculty workforce at NIC it's estimated that this item alone would have a \$350,000 impact on the 2nd Quarter statements.
- NIC pays circuit costs to BCNet each year of \$207,000. The Province funds these costs, but after we send them the invoice indicating the amount. That revenue is yet to come in, and we don't accrue the revenue because the Ministry doesn't commit to this funding each year.
- International student numbers are up significantly over our planned amount that was built into the budget. This will increase revenue but the revenue is recognized mainly from September to April – the Fall and Winter semesters. The following table provides some further context:

2nd Quarter FY 23/24					
Tuition and Fee Breakdown					
				Budget	% of Budget
	2Q FY 23/24	2Q FY 22/23	Variance	FY 23/24	To Date
Domestic	1,755,401	1,424,934	330,467	4,261,606	41.19%
CE & Contracts	873,266	468,071	405,195	1,358,825	64.27%
International	<u>3,034,847</u>	<u>2,063,126</u>	<u>971,721</u>	<u>7,243,612</u>	41.90%
Total	5,663,514	3,956,131	1,707,383	12,864,043	44.03%

- The Domestic, Continuing Education and Contract training amounts exceed the previous year, but the headcount data (including projections for the Winter semester) don't indicate that we should expect to exceed budget significantly in these areas. However, International student headcount data shows significant increases this year over last.

- NIC's 23/24 budget anticipated growth of approximately 22%, but International student enrolment numbers for the year consistently show an increase in excess of 50%.

Public post-secondary institutions in BC have March 31st fiscal year-ends to match that of government. However, this doesn't align with the academic year which results in deficits in the 1st and 2nd Quarters. One of the sector's main revenue sources is tuition which is higher from September to April each year. Most of those months are in the second half of the fiscal year. NIC is still on track to meet or exceed our budget target of a \$643K deficit.

Policy analysis/strategic priority:

This agenda item is linked to the *BUILD 2026* Foundational Goals 2.2 and 2.3: NIC's finances. The financial result for 23/24 keeps NIC on track with these foundational strategic plan goals.

Attachments:

1. Financial statements for the quarter ended September 30, 2023.

Action:

For information

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the six months ended September 30, 2023 and 2022**

North Island College
Index to the Financial Statements
For the six months ended September 30, 2023 and 2022

	<u>Page</u>
FINANCIAL STATEMENTS	
Statement of Financial Position	1
Statement of Operations and Accumulated Surplus	2
Statement of Remeasurement Gains and Losses	3
Statement of Cash Flows	4
Statement of Changes in Net Financial Assets (Net Debt)	5
Schedule 1 - Schedule of Expenses by Object	6

North Island College
Statement of Financial Position
As at September 30, 2023 and 2022

	Sept 2023	Sept 2022
Financial assets		
Cash and cash equivalents	\$ 9,825,864	\$ 8,423,350
Accounts receivable	1,491,930	953,251
Due from government organizations	302,075	191,441
Inventories held for resale	463,535	457,533
Portfolio investments	<u>17,234,334</u>	<u>16,403,862</u>
	29,317,738	26,429,437
 Liabilities		
Accounts payable and accrued liabilities	11,057,327	11,854,284
Due to government organizations	601,140	930,034
Employee future benefits	394,330	462,138
Leasehold inducements	-	-
Deferred revenue	5,450,386	4,776,182
Deferred contributions	14,777,650	12,063,340
Deferred capital contributions	<u>46,025,638</u>	<u>39,697,911</u>
	78,306,471	69,783,889
 Net financial assets (net debt)	(48,988,733)	(43,354,452)
 Non-financial assets		
Tangible capital assets	52,113,144	46,491,081
Prepaid expenses	<u>97,655</u>	<u>400,818</u>
	52,210,799	46,891,899
 Accumulated surplus	<u>\$ 3,222,066</u>	<u>\$ 3,537,447</u>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 3,538,758	\$ 4,136,351
Accumulated rereasurement gains (losses)	<u>(316,692)</u>	<u>(598,904)</u>
	<u>\$ 3,222,074</u>	<u>\$ 3,537,445</u>

North Island College
Statement of Operations and Accumulated Surplus
For the six months ended September 30, 2023 and 2022

	Budget 2023	% of Budget	Sept 2023	Sept 2022
Revenue				
Province of British Columbia				
Base Operating grant	\$ 32,324,859	46	\$ 14,866,492	\$ 14,002,345
Industry Training Authority grant	2,994,084	47	1,396,431	1,752,236
Routine capital	160,592		-	130,000
Leases	306,975	53	161,760	152,021
Aboriginal service plan	259,057	30	77,965	230,571
Literacy grants	203,000	149	303,361	273,535
Student aid	185,000	57	105,495	66,437
Educational partnerships	789,000	26	207,594	181,000
Province of BC contracts	<u>210,000</u>	90	<u>189,197</u>	<u>280,632</u>
	37,432,567	46	17,308,295	17,068,777
Government of Canada	1,261,763	29	360,849	114,795
Tuition and student fees	12,864,043	44	5,663,514	3,956,131
Contract services	2,851,313	39	1,107,156	1,382,210
Sales of goods and services	1,166,000	45	524,659	597,346
Investment income	707,889	66	467,622	297,603
Realized gain(loss) from investments	50,000	241	120,673	24,032
Other income	1,007,660	106	1,070,462	815,826
Revenue recognized from deferred capital contributions	<u>3,599,832</u>	47	<u>1,705,713</u>	<u>1,684,669</u>
	60,941,067	46	28,328,943	25,941,389
Expenses (Schedule 1)				
Instructional and non-sponsored research	58,209,142	47	27,434,432	25,638,591
Ancillary services	1,100,365	45	493,620	396,352
Sponsored research	1,282,349	32	412,969	182,485
Special purpose	<u>991,796</u>	120	<u>1,191,495</u>	<u>1,070,703</u>
	61,583,652	48	29,532,516	27,288,131
Deficit for the year	(642,585)		(1,203,573)	(1,346,742)
Accumulated surplus, beginning of period	<u>4,742,331</u>		<u>4,742,331</u>	<u>5,483,093</u>
Accumulated surplus, end of period	<u>\$ 4,099,746</u>		<u>\$ 3,538,758</u>	<u>\$ 4,136,351</u>

North Island College
Statement of Remeasurement Gains and Losses
For the six months ended September 30, 2023 and 2022

	Sept 2023	Sept 2022
Accumulated remeasurement gains, beginning of period	\$ 270,478	\$ 766,998
Unrealized gains (losses) attributed to:		
Pooled funds	(466,497)	(1,341,870)
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>(120,673)</u>	<u>(24,032)</u>
Remeasurement gains(losses) for the period	(587,170)	(1,365,902)
Accumulated remeasurement gains (losses), end of period	<u>\$ (316,692)</u>	<u>\$ (598,904)</u>

North Island College
Statement of Cash Flows
For the six months ended September 30, 2023 and 2022

	Sept 2023	Sept 2022
Cash provided by (used in):		
Operations		
(Deficit) surplus for the period	\$ (1,203,573)	\$ (1,346,742)
Items not involving cash:		
Amortization of tangible capital assets	2,069,694	2,013,402
Revenue recognized from deferred capital contributions	(1,705,713)	(1,684,669)
Change in employee future benefits	(79,275)	(130,587)
Gain on sale of tangible capital assets	(78,474)	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(730,677)	103,802
Decrease (increase) in due from government organizations	2,208,843	629,663
Decrease (increase) in prepaid expenses	102,578	-
Decrease (increase) in inventories held for resale	6,582	(150,999)
Increase (decrease) in accounts payable and accrued liabilities	(1,913,207)	(846,065)
Increase (decrease) in due to government organizations	(73,447)	614,200
Increase (decrease) in deferred revenue	2,551,997	2,342,290
Increase in non-capital contributions	<u>681,492</u>	<u>(1,683,843)</u>
Net change in cash from operating activities	3,040,393	1,207,194
Capital activities		
Cash used to acquire tangible capital assets	(4,096,656)	(929,510)
Proceeds from deferred capital contributions	5,273,196	-
Proceeds on sale of assets held for sale	-	-
Proceeds on disposal of tangible capital assets	<u>97,663</u>	<u>-</u>
Net change in cash from capital activities	1,274,203	(929,510)
Investing activities		
Decrease (increase) in investments	234,695	1,128,980
Net remeasurement gains (losses)	<u>(587,170)</u>	<u>(1,365,902)</u>
Net change in cash from investing activities	(352,475)	(236,922)
Net change in cash and cash equivalents	2,758,548	(1,305,980)
Cash and cash equivalents, beginning of period	<u>7,067,317</u>	<u>9,729,331</u>
Cash and cash equivalents, end of period	<u>\$ 9,825,864</u>	<u>\$ 8,423,350</u>

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the six months ended September 30, 2023 and 2022

	Budget 2023	Sept 2023	Sept 2022
(Deficit) surplus for the year	\$ -	\$ (1,203,573)	\$ (1,346,742)
Acquisition of tangible capital assets	-	(4,096,657)	(929,510)
Amortization of tangible capital assets	4,366,104	2,069,694	2,013,402
Gain on sale of tangible capital assets	-	(78,474)	-
Proceeds on sale of tangible capital assets	<u>-</u>	<u>97,663</u>	<u>-</u>
	4,366,104	(2,007,774)	1,083,892
Acquisition of prepaid expenses	-	(58,789)	-
Use of prepaid expenses	<u>-</u>	<u>161,367</u>	<u>-</u>
	-	102,578	-
Net remeasurement gains (losses)	-	(587,170)	(1,365,902)
Change in net financial assets (net debt)	4,366,104	(3,695,939)	(1,628,752)
Net debt, beginning of period	<u>(45,292,794)</u>	<u>(45,292,794)</u>	<u>(41,725,700)</u>
Net debt, end of period	<u>\$ (40,926,690)</u>	<u>\$ (48,988,733)</u>	<u>\$ (43,354,452)</u>

North Island College
Schedule 1 - Schedule of Expenses by Object
For the six months ended September 30, 2023 and 2022

Expenses	Budget 2023	% of Budget	Sept 2023	Sept 2022
Salaries and benefits	\$ 44,044,673	44	\$ 19,504,314	\$ 18,658,689
Other personnel costs	987,941	67	661,711	543,027
Advertising and promotion	827,941	44	366,179	349,819
Books and periodicals	448,411	40	177,465	200,681
Cost of goods sold	680,000	43	290,098	238,249
Equipment costs	1,826,988	75	1,363,615	1,462,962
Facility costs	2,557,702	65	1,654,599	1,358,024
Financial service charges	246,502	36	88,886	77,417
General fees and services	2,125,000	34	718,407	558,241
Student awards	823,680	108	890,384	806,924
Supplies and general expenses	1,457,145	59	856,218	513,008
Travel	980,669	60	587,585	234,153
Grant transfers	210,896	144	303,361	273,535
Amortization of tangible capital assets	<u>4,366,104</u>	47	<u>2,069,694</u>	<u>2,013,402</u>
	<u>\$ 61,583,652</u>	48	<u>\$ 29,532,516</u>	<u>\$ 27,288,131</u>



BOARD OF GOVERNORS – ACTION SHEET

December 7, 2023

Agenda #: 4.3.2

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: Second Quarter Financial Forecast FY2023/24 (attachment)

Action Required: For Information

Background/History/Executive summary:

Each quarter NIC and other public post-secondary institutions prepare forecasts for the Ministry in a template they provide. The template is used to consolidate the financial results of not only the post-secondary sector, but all public sector organizations that are part of the government reporting entity. As it is fulfilling a broader purpose, the template isn't very user friendly. The information from that forecast template has been simplified and is included as an attachment.

While we are still projecting a small deficit for fiscal 23/24, the growth in international students above what was planned for in the budget has improved the forecasted deficit.

Program funding received after the budget was approved has been included in the forecast, as have cost pressures such as the Cyber-security audit. The forecast will be updated again in the 3rd Quarter and will come to the Board at its February 8, 2024 meeting.

Policy analysis/strategic priority:

This agenda item is linked to the BUILD Foundational Goals 2.2 and 2.3; NIC's finances. The financial result for 23/24 keep NIC on track with these foundational strategic plan goals.

Attachments:

1. 2nd Quarter Forecast.

Action:

For information

NIC FY 23/24 Forecast

	2nd Quarter Forecast	Board Approved Budget	Variance	Comments
Revenues				
Province of BC Revenue	37,829,302	37,432,567	396,735	Increase reflects Pre-Health Science and ECCE program funding received post-Budget
Contract Services and Federal Grants	4,113,076	4,113,076	0	
Student Tuition and Fees (Note 1)	13,811,043	12,864,043	947,000	Increase reflects International student numbers that exceed the budgeted amounts
Bookstore and Cafeteria Revenue	1,166,000	1,166,000	0	
Investment Income	757,889	757,889	0	
Other Income	1,007,660	1,007,660	0	
Capital Revenue	<u>3,599,832</u>	<u>3,599,832</u>	<u>0</u>	
Total Revenue	62,284,802	60,941,067	1,343,735	
Expenditures				
Salaries, Benefits and Other Personnel Costs	45,549,202	45,032,614	516,588	Increases to reflect larger International student numbers and additional program funding
Operating Costs	12,564,081	12,184,934	379,147	Cost pressures include Cyber audit, Student Housing demand survey & Capital planning costs
Amortization of Capital Assets	<u>4,366,104</u>	<u>4,366,104</u>	<u>0</u>	
Total Expenditures	<u>62,479,387</u>	<u>61,583,652</u>	<u>895,735</u>	
Revenue less Expenditures	(194,585)	(642,585)	448,000	NIC has put forward deficit approval as part of the Ministry process

Notes:

1. NIC's 23/24 budget included a 22% increase in International student tuition revenue to reflect growth in the number of students. However, our student numbers have grown faster than anticipated, and it's expected that 40 to 50% growth is more realistic.
2. Both the growth in International student numbers and the additional Provincial program funding requires additional sections to be added. This can be offset by hiring lags and vacancies that happen throughout the year.

Education Council Chair Report to the Board of Governors

December 2023

On October 6th the Education Council Executive Committee met with Liesel Knaack, Director, Centre for Teaching and Learning Innovation to prepare for the Quality Assurance Process Audit.

Education Council met on October 13th and approved the following:

- Coastal Forestry Technology Certificate Program Revision
- Coastal Forestry Technology Diploma Program Revision

I attended the Indigenous Board Member Gathering hosted at Musqueam on October 16th.

On October 30th I attended the Academic Quality Enhancement Working Group meeting.

On November 6th I attended the Academic Governance Council Fall Meeting hosted at BCIT.

On November 8th I joined the coffee and chat with the Education Team at the Port Alberni campus.

Education Council met on November 10th and approved the following:

Course Revisions

- WXT 105 Trades Work Experience Abroad
- ENR 100 Introduction to Engineering I
- ENR 101 Introduction to Engineering II
- MAT 053 Advanced Mathematics
- MAT 181 Calculus I
- SSA 100 The Solar System and Space Exploration
- SSA 101 Stars and Deep Space Astronomy

Program Revision

- Fine Arts Diploma

On November 16th and 17th I attended the Quality Assurance Process Audit meeting at the Crown Isle Resort in Comox.

I joined the People Plan Conversation and Coffee at the Port Alberni campus on November 20th.

The next meeting of Education Council will be held on December 15th.

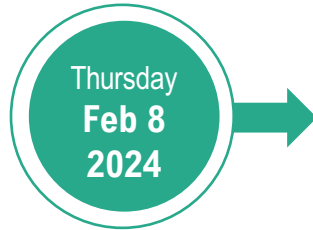
This is my last Board of Governors meeting. My esteemed colleague, Aisling Brady will begin her term as Education Council chair in January. It has been my pleasure to serve on this board. I have learned a great deal from all of you and I hope that I have contributed to the board's experience as well.

NIC Board of Governor's 2023/24 Workplan

(5.1)

MISSION Working together, NIC builds healthy and thriving communities, one student at a time.

VISION By 2026, NIC will deliver BC's best individualized education and training experience.



CAMPBELL RIVER

UCLUELET

CAMPBELL RIVER

PORT ALBERNI

COMOX VALLEY

MIXALAKWILA

COMOX VALLEY

BOARD DEVELOPMENT & EDUCATION

- Joint meeting with NIC Foundation

BOARD BUSINESS

- ***Officer Elections***
- Standing Committee Reports
- New Appointed Member Oaths

ORGANIZATIONAL PERFORMANCE

- Fiscal Year 22/23 Enrolment Report

FIDUCIARY

- ***Statement of Financial Information (SOFI)***
- Q1 Financial Statements
- Q2 Financial Forecast

CAMPUS/CENTRE DEVELOPMENT

- ***5-Year Capital Plan Priorities***

Items that are in this font and italicized require Board approval

BOARD DEVELOPMENT & EDUCATION

- Annual Board Retreat

BOARD BUSINESS

- ***Committee Appointments***
- New Elected Member Oaths

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports

FIDUCIARY

- ***Bylaw 4: Domestic Tuition and Fees***
- Q2 Financial Statements
- Q3 Financial Forecast

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports
- Triennial Bylaw & Policy Review

ORGANIZATIONAL PERFORMANCE

- ***BUILD 2026*** Dashboard Review
- Fiscal Year Enrolment Report

FIDUCIARY

- Q3 Financial Statements
- Q4 Financial Forecast

BOARD DEVELOPMENT & EDUCATION

- Fiscal Year Draft Budget Presentation

BOARD BUSINESS

- Joint meeting with Indigenous Education Council

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports
- ***Board Workplan 2024/25***
- ***Mandate Letter, if received***

FIDUCIARY

- ***Budget 2024/25***

STUDENT ASSOC. FEES

- ***Direct institution to collect fees***

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports
- ***2023/24 Institutional Accountability Plan & Report***
- ***President's objectives/goals 2024/25***

ORGANIZATIONAL PERFORMANCE

- ***BUILD 2026*** Updates & Dashboard Review
- ***2023/24 Full-time Equivalent Enrolment Report***

FIDUCIARY

- ***2023/24 Audited Financial Statements***

ONGOING AS REQUIRED

ORGANIZATIONAL PERFORMANCE

- ***Strategic Plan Approval***

PROGRAMMING

- ***Credential Approval***
- ***Program Cancellation***

FIDUCIARY

- ***New Programming Tuition and Fees***

CAMPUS/CENTRE DEVELOPMENT

- ***Lease Approval***
- ***Land Sale***

EMPLOYEES

- ***Collective Agreement Ratification***

	September 2023	October/November 2023	December 2023 - January 2024	February 2024	March 2024	April - May 2024	June 2024
Board committee meetings to be held virtually and/or in the Komoux Hall Boardroom (venue and dates are subject to change)							
Executive Committee	Sept 14 9am	Oct 19 & Nov 20 11am	Jan 25 9am	Feb 29 9am	Mar 28 9am		Jun 13 9am
Governance and Board Development	Sept 14 11am	Oct 19 & Nov 20 9am	Jan 25 11am		Mar 28 11am		Jun 13 11am
Finance and Audit	Sept 15 3pm	Nov 24 3pm	Jan 26 3pm		Mar 29 3pm		Jun 14 3pm
College Engagement Events (optional)							
						Apr 29-May 1 CICan Annual Conference Calgary, AB	
NIC Community Engagement Events (optional)							
		College Conversations TBC	College Conversations TBC		College Conversations TBC	May 31 Employee Recognition Event Location TBC	June Graduation Comox Valley, Port Alberni, Campbell River
						College Conversations TBC	College Conversations TBC

Please note, dates subject to change



COLLEGE HIGHLIGHTS REPORT DECEMBER 2023

CONTINUING EDUCATION AND TRAINING (CET)

CET Overview

Bob Haugen, Director, Continuing Education and Training

Exceptional Fall Term

The fall term has been our busiest to date with an incredible number of programs funded through the Future Skills Grant as well as Community Workforce Response Grant programs. We provided funded training needed to join the workforce or improve their working situation to almost 200 students. These grants help fill the labour gaps in our economy, help participants improve their work prospects, and help develop and expand our economy.

We are very proud of the tremendous contributions the staff of the Continuing Education Department have made to develop, promote, and deliver this training. It requires exceptional people to deliver exceptional results.

We have installed a state-of-the-art Marine Radar Navigation Simulator lab in our marine training facility in Campbell River and we now have the most advanced training lab on Vancouver Island. Radar navigation is the safest navigation system, and most vessels are equipped with the technology. Every radar equipped vessel must have radar system certified navigators and we now have the tools to train them.

We are continuing to develop and pursue community partnerships to better meet the training needs of our regions and to introduce our expanding catalogue of training programs. Initiatives like the Community Learning Councils are helping to achieve this. We see the Continuing Education Department as an important player in expanding and fostering community economic and social development.

Comox Valley Campus

Susan Murray, Regional Continuing Education & Training Officer

First Aid Training

First Aid training continues to be very busy with contracts, open courses, and training for NIC programs with approximately 460 students so far in the 2023 Fall term. We continue to have an increase in requests for Emergency Medical Responder (EMR) training and have submitted the EMR course for approval for the 2024 Winter Future Skills Grant funding.

NEW - Food Preparation & Mobile Truck Program

We just wrapped up our very first eight-week fully funded Food Preparation & Mobile Truck program in partnership with the North Vancouver Island Chefs Association, LUSH Food Action Society, and the Community Workforce Response Grant. We had a group of six students on the course who participated in three modules of hands-on training including basic cooking and food prep skills, food truck prep and events, and processing seasonal food into value added

products. They participated in local events as part of the LUSH food truck team. Students left the program with their own reference books, assorted kitchen supplies and a set of professional chef knives. The feedback from the students was very positive and for some of them it could be life changing.

Regenerative Farming Program

The 2023 Summer Regenerative Farming program was in partnership with Vancouver Island University (VIU) and fully funded by the Community Workforce Response Grant. We had a course of 22 students with a mix of students from the NIC catchment area and the VIU catchment including Powell River. The new format of having a one-week bootcamp in Courtenay before the students start their online courses and farm practicum worked very well. The feedback from the students was very positive. This program is in high demand, and we get inquiries year-round.

Craft Brewing & Packaging Program

The Craft Brewing & Packaging program is set to start in January in partnership with Vancouver Community College, VIU and possibly Okanagan College. This offering will be a blended model of online learning and practicums in their home areas with a potential of 40 students over the four catchment areas. This program is in high demand, and we get inquiries year-round.

Microbrewing Operations Program

The Microbrewing Operations program was part of the first iteration of the Future Skills Grant (FSG) funding will be wrapping up in December. This program is online with a full class of 24 students. The group will be celebrating their graduation on December 7.

Comox Valley Campus

Julian Benedict, Project Lead-Regional Continuing Education/Training Officer

Activity Assistant Certificate Program Certificate

Students seeking to expand their professional training for rewarding careers in Long Term Care recreation have again filled our program for the upcoming Winter 2024 semester. The popular online program continues to attract students from across the province, including Vancouver Island, the BC Interior, Northern BC and beyond. Employment in this field remains very robust, with many participants being offered conditional employment positions even before the program is finished. To learn more, visit: www.nic.bc.ca/activity-assistant.

Animal Care Aide Program Certificate

The Animal Care Aide Program began its busy fall program in early October 2023. Students continue to prefer its convenient online format, attracting students well beyond the Comox Valley. Participants learn all the foundational skills needed to support healthy animal guardianship in animal shelters, vet clinics, animal hospitals and shelters. To learn more, visit: www.nic.bc.ca/animal-care.

NEW AND IN DEMAND: Marketing in the Digital Economy Exceeds All Expectations

In an economy where industry-ready online marketing skills are increasingly crucial, the College's revamped Marketing in the Digital Economy program has thrived. Inspired by its predecessor, the Digital Elevation Expertise Program (or DEEP), this online program launched in early September 2023 with 20 students. However, demand was so significant that the course

was expanded to 30 students, and then an additional section was added in the same semester.

In total, some 60 students are now completing this online program, developed, and taught by industry knowledge leader, Serena Neumerschitsky. The 12-week, four-course micro-credential explores the fundamentals of business development, including marketing, budgeting, planning, digital design, branding, E-commerce, social media, networking and much more. Each three-week course combines dynamic lectures with flexible cohort discussion and interaction, followed by self-direct learning and implementation. Continuing Education has scheduled another section to begin in late January 2024. To learn more, visit: www.nic.bc.ca/digital-economy.

NEW ONLINE COURSE! Mental Health and Neurodiversity

Continuing Education is proud to announce the launch of its second of six new specialty courses as part of the Applied Long Term Care Practitioner micro-credential. The eight-week course is designed for health care workers providing frontline care to residents experiencing mental health challenges, and those who live with Neurodiversity. Each section of this course explores definitions, behavioral and emotional responses within those definitions, and potential communication strategies and activities to support residents and families. This new course begins in January 2024. To learn more, visit: www.nic.bc.ca/long-term-care.

Continuing Education Instructors Making a Difference in the Community

Joanne Watson has a 30-year food service connection with our community, including over two decades of experience teaching Food Safe at NIC. In her current role as Executive Director of the Campbell River Food Bank, Joanne works tirelessly to foster food security in our region. For the second year in a row, Joanne was honoured with the City of Campbell River's Stewardship Award for creating a Gleaning Station at the Food Bank. In partnership with the Greenways Land Trust, gleaning rescues thousands of kilos of fruit each year from the landfill and diverts it back into the community where it's needed most. In 2023, Joanne was honoured with the distinguished Dr Phil Minnaar Memorial Award for outstanding achievement in community service.



Joanne Watson

Comox Valley ElderCollege

Miriam Miller, Regional Continuing Education & Training Officer

ElderCollege is entering its 25th year as a dynamic, successful program here at North Island College. It is a bittersweet milestone as we honour the passing of one of its co-founders, Mary Elizabeth Smith, who was a very kind and inspiring member of our community. We continue to grow post-Covid and have 730 members for Fall 2023, although we will add to that number come our winter term beginning in February 2024. Our students continue to have the option to do classes online – making our programs accessible to our students and their diverse needs. However, most of our 70+ classes are now in person, again, which brings much joy and warmth

to our community.

Port Hardy Campus

Jennifer Case, Regional Continuing Education & Training Officer

Future Skills Grant – Office & Clerical Skills

A Future Skills Grant-Funded Office & Clerical Skills program is currently being delivered online to participants across the province. Due to demand, we added six more seats to the program for a total of 18 students (with a growing interest list of over 70 applicants). Students spend 16 weeks, with nine hours of weekly online class time covering bookkeeping, MS Office, employability, and customer service skills.

Upcoming Programs

Project Management Foundations

This program will run part-time, one week of lecture and labs, with a week off between sections for a total of eight weeks, beginning in mid-January. Topics include team building & leadership, finance & budgeting, and organizational project coordination.

Marine Guiding Foundations

Working with local businesses and the Regional District of Mount Waddington, an application for Community Workforce Response Grant (CWRG) funds will be made to run the Marine Guiding Foundations program out of the Mixelakwila campus. The program is expected to start in late February and run through to mid-May, in time for graduates to begin working in the local tourism industry.

Campbell River Campus

Sandy Rose, Regional Continuing Education & Training Officer

Hospital Unit Clerk (HUC)

Another enthusiastic group of 11 students began the nine month, online HUC program this Fall. With employment opportunities still abundant and starting wages on the rise, this an excellent opportunity for those interested in this career. Students will be prepared to meet industry demand come April 2024 when they complete the program.

Community Workforce Response Grant (CWRG) - Industrial Sewing

The City of Campbell River Economic Development department was informed that there were no longer any formal industrial sewing programs located in Canada – the last one having closed approximately 10 years ago. Vertical Madness in Campbell River operates out of Robron School and had been training at-risk students in the industrial sewing trade. These students were immediately employed after they took the program.



Through this, we identified a need to continue that trade into an adult learning path and career through this same instructor. With the expected growth in the industry and the need for staff, it was determined the only way to support the manufacturing of industrial textile goods was through a training program. This eight-week program provided 12 students with the skills and knowledge needed to gain entry level, well-paid employment at several businesses both locally and in neighboring communities. Upon completion, two students had opened their own businesses and four others have already gained employment in the community.

Future Skills Grant – Wildfire Essentials

Future Skills Grant-funded Wildfire Essentials program saw 12 students complete the three-week training at the Campbell River campus. Always popular and in-demand, a waitlist was in place with inquiries coming in regularly. This program is designed to provide the fundamental



theory and practical skills necessary for an entry level wildland firefighter. The program included key industry certifications and students were certified in both BC and Alberta curriculum and many other certificates upon completion. Declared as now officially the most expensive, most destructive wildfire seasons on record in BC, twelve newly certified, job-ready individuals will help meet the provincial firefighting needs come the 2024 wildfire season.

Community Workforce Response Grant (CWRG) - Heavy Equipment Operator (HEO) – Foundation & Level 1 Technical Training

We have been working with the Homalco Nation to apply for funding to deliver the 12-week HEO program at the Campbell River campus starting in January 2024. This program will address skills shortages and employment opportunities for heavy equipment operators in Campbell River and surrounding areas of coastal BC and Vancouver Island. With multiple large projects on the horizon, including subdivision development, the John Hart dam project, BC Hydro projects and more, the need for skilled operators is vital. Heavy equipment operators are listed as one of the top in-demand trades over the next 10 years. Coupled with the anticipated growth in the region, this training is seen as a step toward preparing a workforce for the future. Keeping this training local with participants completing three weeks of sponsored practical training will increase access for students, provide supervised operating experience in actual work environments, provide employers the opportunity to prepare and pre-screen new hires, and decrease the costs to deliver the program. Upon completion, candidates will be registered apprentices with Skilled Trades BC.

Upcoming 2024 Programming

Community Workforce Response Grant (CWRG) - Meat Processing Fundamentals

Initial discussions with the Wei Wai Kai Nation took place earlier this fall to explore the potential of a Meat Processing Fundamentals program at the Campbell River campus. Although still in discussions, this program would be expected to run in early January 2024.

Community Workforce Response Grant (CWRG) - Wildfire Crew Member Training

Due to changes in CWRG applicant eligibility through the Emerging Priorities stream, we have been instructed to seek an alternate community partner. As such, we are now working with the City of Campbell River to apply for a five-week Wildfire Crew Member Training program in Campbell River. This program is scheduled to start on January 22nd if funding is secured.

Campbell River Campus

Lynn Weaver, Regional Continuing Education & Training Officer

Marine Training

In partnership with the Campbell River Chamber of Commerce, a CWRG Marine Essentials was offered in July. Twelve students successfully completed an enhanced marine program preparing them for work in entry level mariner positions.

The Fall marine training has been comprised of our regular offerings plus an additional Master Ltd program for those utilizing the Future Skills Grant fund. The program is scheduled to be completed by the third week of December.

Metal Jewellery Design

The 2023 Fall term startup was smoother than the previous year as instructors settled into their new class and studio space. The program has eight new enthusiastic artists in session as well as a new instructor who brings a fresh perspective to the drawing and design classes.

The weekend general interest jewellery classes have been well attended. The interest is higher than in previous years and ideally these courses will pique the students' interest in our full-time program.

Campbell River ElderCollege

The Fall term offered twenty-three courses to the membership. We welcomed many new courses and course leaders, and the term has been an overall success.

Port Alberni Campus

Leanne Moore, Regional Continuing Education & Training Officer

Heavy Equipment Operator (HEO) – Foundation & Level 1 Technical Training

A second Heavy Equipment Operator (HEO) was delivered in Port Alberni in 2023, in partnership with Nuu-chah-nulth Employment and Training Program (NETP). Partial funding was provided by the Community Workforce Response Grant- Indigenous Stream with NETP

providing the balance of the funding to provide students supports. It started with a full cohort of 10 students, with nine of them completing the program. The site-based work experience resulted in at least two of the students with job offers upon completion of the program. Communities in the Nuuchahnulth region have expressed a need for heavy equipment operators so there will be more employment opportunities coming available.



Marine Field Technician Training – Coastal Restoration

In the spring/summer CET partnered with Coast Restoration Society and delivered two intakes of Marine Field Technician training for their employees, in Port Alberni and Ladysmith. The two-week program includes Swiftwater Rescue Technician Level 1, Rigging for Marine, Marine Basic First Aid, Restricted Operator Certificate – Maritime (ROC-M), WildsafeBC Wildlife Awareness & Safety Level 1, Transportation of Dangerous Goods (TDG), and WHMIS. This training will assist individuals in accessing a variety of seasonal, part-time, and full-time positions related to environmental remediation work.

Future Skills Grant - Building Service Worker – Comprehensive Program

A Future Skills Grant-funded Building Service Worker (BSW) - Comprehensive program is currently taking place at the Port Alberni campus. Due to high demand, we added an extra three seats to the program for a total of 15 students. The program includes Building Service Worker Level 1, 2 and 3 as well as Emergency First Aid and Foodsafe Level 1. BSW is a required certification by a few major local employers including the School District 70, City of Port Alberni and the West Coast General Hospital.

Upcoming 2024 Programming – Alberni Clayoquot Region

Trades Discovery

Starting February 5, 2024 and in partnership with Nuuchahnulth Employment & Training (NETP), the Trades Discovery program will be delivered over 13 weeks in Tyhistanis, Tofino, and will prepare students for entry-level positions in the trades industry and/or for further training in trades. The program will be comprised of the following modules: digital literacy, math upgrading, carpentry, electrical, plumbing and pipe.



Meat Processing Fundamentals

Due to the demand and the success of the last Meat Processing Fundamentals program, Alberni Clayoquot Regional District (ACRD) has requested another program in 2024. With our support, ACRD is preparing a submission for Community Workforce Response Grant (CWRG) funding.

NEW! Building Deconstruction & Salvage

A Community Workforce Response Grant (CWRG) application has been submitted by the City of Port Alberni for a Building Deconstruction and Salvage program. This training program is designed to equip participants with the necessary skills and knowledge to work in the building deconstruction and salvage industry. The training includes working with hazardous materials, building scaffolding and other support structures, doing general labour on the job site, and becoming proficient in the use of construction tools and equipment. The program is expected to start at the end of January 2024.

Wildfire Crew Member Training

Due to changes in Community Workforce Response Grant (CWRG) applicant eligibility, we are currently seeking a partner to submit an application for a 4-week Wildfire Crew Member Training for 2024 at the Port Alberni campus.

TRADES AND TECHNICAL PROGRAMS

Where we've been...

Where has the time gone? It seems like we just kicked off our Fall term and already we're about to say hello to the holidays and goodbye to 2023. Let's do a quick recap of the Trades and Technical programs lineup that has moved the hands of the clock so quickly.

We currently have eight Foundation programs and two Electrical Apprenticeships that will carry over into the 2024 Winter and Spring terms. Coastal Forest Worker Certificate program will conclude on December 22nd with the Coastal Forest Technology Diploma students moving into their second term in the new year. We have had *eight* SkilledTradesBC exams up to November 24th with another *seven* to come between December 8 and 15.

The Professional Cook Level 1, Culinary Business Operations Certificate and Culinary Business Operations Diploma programs are full speed ahead in Campbell River and instructor Sean McSavaney is also underway with the Culinary programs at the Port Alberni campus.

Where we're going...

January is on the horizon and fast approaching with six Apprenticeships right off the hop! In the Comox Valley campus, Carpentry Levels 2 and 3 and Plumbing Apprenticeship Level 2 will see full enrolment for startup on the 2nd. These three programs are all waitlisted! In Campbell River, Heavy Mechanical Levels 1 and 4 are showing fantastic numbers as is Electrical Apprenticeship Level 1.

The ever-popular Trades Sampler is back at the end of January with new instructor, Gordon Clayton, leading a cohort of 17 dual-credit students!

There are two upcoming Foundation programs at the Courtenay campus, Carpentry and Plumbing, an Electrical Foundation cohort is also slotted for TEBO center in Port Alberni. Campbell River is up to the challenge with Electrical, Welding, Automotive Service Technician, Automotive Collision & Refinishing, Fabricator-Welder and Heavy Mechanical Foundation programs. And we haven't even touched February – we'll fill you in next time!

Highlights

On November 2nd and 3rd, the Campbell River campus was the “IT” venue for Culinary craftsmanship! For four years now, we have hosted the Canadian Junior Culinary Team for a week as they prepare to compete in February 2024 for the Culinary Olympics in Stuttgart, Germany. By reservation only, customers were able to taste and appreciate the Olympic menu and interact with the competitors vying for the ultimate award of excellence. Our own Professional Cook Level 1 students were able to watch young chefs, all under the age of 23, perform at the highest level of technical expertise. NIC is the third of five practical demonstrations before these talented and deserving young artists reach their destination. We wish them well!

Exciting News on the Forestry Front!

Coleen MacLean, RPF, MEM

Trades and Technical is thrilled to announce the successful completion of the Coastal Forestry Technical Diploma program's Technology Accreditation Canada Audit on November 21st. This accreditation is a significant milestone for our program, signifying national and international recognition as a technical, science-based program endorsed by engineering and forestry professionals. The formal report and Letter of Accreditation from the audit teams are expected in early January.

The attainment of accreditation holds *profound* implications for our program. NIC can now be officially listed as an accredited program on the Forest Professionals of BC (FPBC) website, with the privilege to display both TAC and FPBC logos on our own website. These credentials are crucial for enhancing our visibility and credibility, playing a vital role in future student recruitment efforts. Furthermore, this accreditation allows our 2022 and 2023 graduates, currently registered with FPBC as Allied Science Training Forest Technologists (ASTFT), to transition to TFT status.

Program Advisories

Our commitment to reengaging with Program Advisories has been prioritized and successfully realized. Program Advisory Committees (PACs) have been established for heavy duty, electrical, welding, and forestry disciplines. Carpentry, automotive, and plumbing are scheduled for initial PAC meetings in January-February 2024. We express our gratitude for the positive engagement and support received from our industry partners throughout this process. Their collaboration has been instrumental in the success of these initiatives.

Did Anyone Say “Micro-Credentials”?

Trades and Technical is excited to introduce a diverse array of new micro-credentials scheduled for launch in January 2024. Spanning areas such as natural resources, aquaculture, film, and GIS, these planned micro-credentials are in alignment with the Ministry of Advanced Education and Skills Training's framework. The initiative aims to "increase access to post-secondary education and be accessible to a range of potential learners...provide flexibility, reduce barriers, and increase opportunities for employment and life-long learning"(source: https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/micro-credentials/mc_framework.pdf).

Let's take a walk in the woods with:

Natural Resource Technology & Data Management – familiarizes resource workers with technology and software used in resource management. (Data collection techniques, integrity, basic analytics, etc.)

Fundamentals of Forest Operations – introductory to advanced technical math with instruction including coastal harvesting and principles of forest engineering and surveying.

Timber Cruising I – a blend of theory as students are introduced to coastal flora and fauna from an environmental awareness perspective.

Timber Cruising II – a blend of theory and applied learning introducing students to inferential statistics and advanced timber cruising skills.

Principles of Ecological Monitoring – ecosystem stewardship.

Natural Resource Field Safety – theory and applied skills to prepare for safety and physical requirements of working in the field, both land and water.

Intro to Natural Resource Management – technical math, communications, essential skills for success and foundational skills.

GIS Drone to Map – introductory GIS course covering fundamental GIS skills from an operational drone mapping perspective including drone types, data collection and application.

Fundamentals of GIS – introduction to how GIS is connected to mapping and data management.

EOS Arrow & Field Maps – EOS Arrow and GNSS technology for remote data collection in combination with mobile GIS apps providing a hands-on learning approach.

Time to get Reel!

The Film micro-credentials are developed as blended programs with learners accessing core crew theory, essential skills, workplace readiness, and employer mentorship via their online learning platform and virtual classes which are followed by in-person, studio-based applied training, mentorship, and in-person industry engagement.

The partnership between Trades and Technical programs and INFILM here on Vancouver Island is an outstanding collaboration that has proven the Motion Picture micro-credentials offered by NIC to be highly sought-after by students of all ages, interests and abilities – so much so, that we have added yet one more micro to the training lineup. There truly is something for everyone!

Motion Picture Rigging will soon be ready for its close-up! During the production of a film or TV show, Riggers work closely with the crew to set up equipment, move and dismantle cameras, erect scene specific screens and or props, survey sites, plan installation and make sure all gear is in working order and in place. The show won't go on without the Riggers!

Rigging now joins Accounting, Craft Services, Greensperson, Grip, Lighting, Production Assistant, Set Construction and Set Dresser for a total of nine Motion Picture Micro-Credentials!

New to Trades and Technical Programs

We are happy to welcome our new Program Officer, Sabrina Rose. Sabrina has a Bachelor of Science: Applied Social Sciences and Humanities and has a practiced background in Crisis Intervention and as an Outreach Support Worker. She brings her knowledge and experience with group education, communication, skill building and team collaboration to the Trades and Technical programs team. What a great fit!

OFFICE OF GLOBAL ENGAGEMENT

Climate Action Network for International Education (CANIE)

Submitted by Markella Gionet, Administrative Assistant to Executive Director, International Education

On November 30, Executive Director Mark Herringer participated as a panelist at the Climate Action Network for International Education (CANIE) Americas Meeting for Universities and Colleges. Using work outlined in the *Journeying Together* plan, and with support provided by Colin Fowler re: *Build 2026 8.1*, Climate and Sustainability, Mark summarized NIC's climate action as well as the some of the work being done to increase virtual (COIL) exchange, Indigenous partner environmental project support through CARTI, and other activities in support of our commitments under the CANIE Accord.

The image is a promotional graphic for the CANIE Americas Meeting. It features a background of a green landscape with water. The text is in green and white. The CANIE logo is in the top right corner. The main title is 'CANIE Accord for Universities & Colleges'. The date and time are 'Thursday, November 30th, 2023' and '4:00pm EST'. The panelists are listed below: Mark Herringer (North Island College), Killian Dumont (Louisiana State University), and Alejandra Barahona (LCI Veritas University). Each panelist has a circular portrait and a small flag icon below their name.

Canadian Bureau of International Education (CBIE) Award of Excellence presented to NIC

Submitted by Mark Herringer, Executive Director, International Education

NIC's Office of Indigenous Education (OIE) and Office of Global Engagement (OGE) have been chosen as the recipient of this year's national Reconciliation & Internationalization Award of Excellence by the Canadian Bureau for International Education (CBIE) for the College's plan, *Journeying Together*.

This award recognizes leadership and initiative in advancing reconciliation with Indigenous communities through international education on campus.

The CBIE Excellence Awards were given at this year's CBIE Annual Conference during an in-person ceremony and reception on Nov. 28 at the Vancouver Convention Centre. In attendance from NIC were President Lisa Domae, team members of the OGE and OIE including Elders in Residence Fernanda Pare (K'ómoks) and June Johnson (We Wai Kai). Indigenous Learning Facilitator Sara Child (Kwagwł), one of the architects of the plan, was unable to attend. CBIE is the national voice advancing Canadian international education by creating and mobilizing expertise, knowledge, opportunity, and leadership.

The following video link highlights NIC's *Journeying Together*, which was shared at the CBIE Excellence Awards Ceremony on November 28.

<https://www.youtube.com/watch?v=F0SdFngWTrc>



From left to right: Mike Hillian, Global Engagement Liaison, Mark Herringer, Executive Director, International Education, Amy Collins, International Admissions Officer, Angie Price, Manager, International Student Services, June Johnson, Elder in Residence (We Wai Kai), Fernanda Pare, Elder in Residence (K'ómoks), Dr. Lisa Domae, NIC President, Agalya Kathirvelu, International Student Advisor, Li Yan, International Student Advisor, Romana Pasca, Manager, International Projects, Partnerships and Global Education, Margaret Hearnden, Global Learning Facilitator.

Kenya Blue Economy Skills Training Program (KBEST) at NIC

Submitted by Romana Pasca

NIC has successfully secured two additional international capacity building projects in Kenya as part of the CIGan [Kenya Blue Economy Skills Training Program \(KBEST\)](#).

These two new projects are based in Mombasa county, Kenya and will entail collaboration with multiple post-secondary institutions. NIC has formed partnerships with Nova Scotia Community College, Saskatchewan Polytechnic, and VCC for one project, and with Dalhousie University and College of the North Atlantic for the other. These initiatives are designed to create links between Kenyan technical and vocational training (TVET) institutions along the coastal regions and Canadian post-secondary institutions by collaborating on knowledge sharing with focus on aquaculture and trades, curriculum/micro credentials development, entrepreneurship, teacher training, career development, student services, and applied research.

STUDENT AFFAIRS

Housing:

- Physical build is in the foundation stage after seeing fencing erected, and excavation completed. We are looking forward to seeing framing next;
- We are currently working with KFN in regard to art opportunities on the project;
- Work is progressing on operational plans including staff structure and policies governing housing;
- Learning in order to deliver accessible, culturally safe environments for all students within housing.

Healthy Trades:

- Classroom visits to introduce students to key members of NIC Student Services and Skilled Trades BC; 29 in-person visits delivered to date;
- Weekly virtual or in person drop in hours at PA, CV and CR campuses for students to ask questions about available supports, help get connected to the resources they need, and chat about their experiences;
- Trades Leadership Program: paid opportunities for Trades students to build leadership skills.
- Healthy Trades Wellness Series:
 - o October (CR, CV + PA): Tailgate Toolkit discussion on Substance Use and Harm Reduction in the Trades [72 attendees – staff and students]
 - o November (CR, CV + PA): Naloxone Training [23 attendees – staff, students and community members]



**'TAILGATE
TOOLKIT'**

- Walk with Me + Healthy Trades partnership: Healthy Students Liaison for the Trades has been engaging with community Trades organization on behalf of the Walk With Me team to help destigmatize the conversation around substance use and addiction in the Trades.
 - o Four Walk With Me [Trades] Story Walks planned on NIC campuses in CV and CR for Trades apprentices, instructors, and Trades Community members December 1st and December 13th

Student Life:

Orientation

- Four virtual Orientation sessions focused on preparing students for their transition into NIC
- Four in-person Marketplace events:
 - o Campbell River campus on September 6 with 34 community partners, 11 NIC partners, and fed a total of 360 people;
 - o Comox Valley campus on September 7 with 30 community partners, 11 NIC partners, and fed a total of 550 people;
 - o Port Alberni campus on September 11 with 14 community partners, 9 NIC partners, and fed a total of 230 people;
 - o M̓ixalakwa campus on Sept 28 with 3 NIC partners and fed a total of 13 people at the community meal.
- Huge collaborative effort from many departments and individuals across the college community
- Folks loved the chance to connect with students, employees and community, there was great atmosphere at each event, and students were able to meet with most areas of NIC supports and felt very welcomed to campus



RIIC (Rural Inter-Institutional Collaboration)

- Collaborative partnership between College of the Rockies, Selkirk College and NIC to offer 5 Students Supporting Students Online workshops over the 2023-2024 academic year;
- Students can learn from facilitators from all three PSI's and interact with peers from all three PSI's;
- Three workshops offered in the Fall:
 - o Starting a Conversation about Suicide in September
 - o Consent and Sexualized Violence in October
 - o Active Bystander Intervention in November
 - o (48 students attended)
- Two more workshops to be offered in Winter:
 - o Starting a Conversation about Mental Health in January
 - o Supporting Survivors of Sexualized Violence in February



Public Health Nurse partnership in Campbell River

- Public Health Nurse is available on CR Campus one day per week to support students with questions about health including (but not limited to) sexual health and STI testing, as well as access to free birth control

Foundry Partnership in CV and CR

- Courtney Hughes from Foundry Comox Valley is a substance use and harm reduction counsellor who comes to CV and CR Campuses on alternating Wednesdays to offer substance use and harm reduction counselling support to students aged 14-24. She can also offer support to parents or family members of youth aged 14-24 who are struggling with substance use, and brings a peer support worker with her to campus each week. The peer support worker is available to listen and chat with students in addition to the counsellor.

Orange Shirt Day, September 30



- Opportunity to partner with departments at NIC
- LLC displays on each campus
- Indigenous Education workshops and conversations on each campus
- Seeded paper activity with information and resources, supports and OSD tshirts handed out at each campus by Student Life and NISU
- Self-guided paths of reconciliation on each campus with videos of reflection on website
- 10 ways to get involved in TRC on NIC website

Thrive

- Fall 2023 Thrive ran from Oct 16 -27;
- 32 events across four campuses and one centre (Tebo);
- Huge partnership event with HR, LLC, OGE, Go-By-Bike,



Indigenous Ed, NISU, Healthy Students' Liaison and more;

- 524 students participated in events, and 223 employees;
- Events focused on many aspects of health and wellbeing, including physical, mental, social, and environmental;
- Movie nights, toolbox talks on harm reduction, Indigenous Education wellness events, free yoga, grab-and-go healthy breakfasts, coffee chats on wellness, a workshop on improving executive function and more.

BS Nursing Project



- Students in their fourth year of the BSN program (Savanah Watson, Josh Kwaksistala, Anna Bissonette) took on a partnership with Student Life and Canada Blood Services to host 3 donor drive events on the CV, CR and PA Campuses;
- Students were raising awareness on how to become stem cell donors with Canada Blood Services;
- Through their work, NIC community members (students and employees) expressed interest in registering to become stem cell donors, and took donor registration kits to do so.

16 ays of Activism against Gender-Based Violence

16 DAYS OF ACTIVISM AGAINST GENDER-BASED VIOLENCE
 NOV 25 TO DEC 10 2023

An opportunity to reflect on what we can do in our classrooms, communities, and lives to minimize the disproportionate violence faced by women, girls, and 2SLGBTQIA+ individuals.

NOVEMBER 25
 International Day for the Elimination of Violence Against Women
 Reflect on the international day for the elimination of violence against women. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

NOVEMBER 26
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

NOVEMBER 27
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

NOVEMBER 28
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

NOVEMBER 29
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 1
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 2
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 3
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 4
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 5
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 6
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 7
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 8
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 9
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

DECEMBER 10
 International Day for the Girl Child
 Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls. Reflect on the impact of violence against women and girls.

Visit NIC's Library & Learning Commons for more information and resources during this important time of reflection.

NIC Counselling Services: 1-800-715-0364
 Vancouver Island Crisis Line: 1-800-414-8888
 KJVA-FA Crisis Line: 1-800-568-6977
 Victoria/BC: 1-800-563-0800, VICTORIA@CJVC.PC

From November 25 – December 10:

- Poster campaign in bathrooms with a calendar to inform, educate and support students around this important topic;
- Short film screening on November 29 in CR LLC with facilitated chat and lunch afterwards; included community partners from the Campbell River Family Services Society, Campbell River and North



Island Transition Society, and Comox Valley Transition Society;

- Tabling events to inform, educate and support happening on three campuses and one centre (Tebo) in first week of December;
- Resources developed on what is GBV in plain language, and what is tech-facilitated GBV, and where to find supports.

Winter Celebrations with NISU, Student Life and Leadership Team



- Four events happening on CV, CR and PA Campuses plus Tebo
- Celebrate the term with a warm meal for all campus community members

Early Assist

- Continues to grow in awareness and use
- An increase in over 30 referrals to date for Fall 2023 over Fall 2022



Board of Governors Annual Retreat November 2 & 3, 2023

Purpose/Objectives

The overall objectives of the 2023 Annual Retreat are for both new and current Board Members to

- Develop a fulsome understanding of responsibility-based governance and the NIC Board of Governors Manual
- To introduce the Board to NIC operations and activities on the West Coast

THURSDAY, NOVEMBER 2		
Time	Activity & Presenters/Facilitators/Guests	Venue
8:30-9:15am	<p>Breakfast</p> <p>Welcome to the Territory <i>Vi Mundy, Yuułuʔiłʔath (Ucluelet First Nation) & past NIC Board Member</i></p> <p>Agenda Review <i>Patricia Trasolini, Board Chair</i> <i>Lisa Domae, President & CEO</i></p> <p>Introduction to the West Coast and NIC <i>Marisa Bennett, Associate Director, Indigenous Education, Regional Partnerships & Port Alberni Campus Administrator</i> <i>Bill Morrison, Instructor and Ucluelet Campus Lead</i></p>	Hemlock Room, Black Rock Resort
9:15-9:30am	Travel to Interpretive Walk Site	
9:30-10:30am	<p>Field Trip: Yuułuʔiłʔath Interpretive Walk <i>Jeneva Touchie, Yuułuʔiłʔath, Language Manager</i> <i>Sam Touchie, Yuułuʔiłʔath, Executive Assistant</i></p>	Amphitrite Point Lighthouse, Ucluelet
10:30-11am	Travel to NIC Ucluelet Centre	
11-12pm	<p>NIC Brand Session <i>Diane Naugler, Executive Director, Community Engagement</i> <i>Erin Kenny, Associate Director, Marketing & Future Students</i> <i>Marketing Team TBC</i></p>	NIC Ucluelet Centre, 1636 Peninsula Rd.
Noon-1pm	<p>Lunch <i>Students invited to attend, TBC</i></p>	NIC Ucluelet Centre, 1636 Peninsula Rd.

1-5pm	Responsibility Based Governance Workshop <i>Teresa Budd, WATSON Inc.</i>	Hemlock Room, Black Rock Resort
5-6pm	Break	
6pm	Team Building / Dinner - Nuuchahnulth Drum Making Workshop <i>Students invited to attend, TBC</i>	Wine Cellar, Black Rock Resort

FRIDAY, NOVEMBER 3		
Time	Activity & Presenters/Facilitators	Venue
7:45-8:30am	Breakfast	
8:30-10:30am	Responsibility Based Governance Workshop <i>Teresa Budd, WATSON Inc.</i>	Hemlock Room Black Rock Resort
10:30-10:45am	Break	
10:45-11:40am	Build 2026 Study Session	Hemlock Room Black Rock Resort
11:40-11:55am	Travel to Ucluelet Community Centre	
12:00-2pm	Working Together Community Lunch, NIC on the West Coast – An Update NIC Update Presentation <ul style="list-style-type: none"> • Territorial Acknowledgement, Welcome & Introduction <i>Lisa Domae, President & CEO</i> • Education & Programming <i>Tony Bellavia, VP Academic</i> • Regional & Update <i>Marisa Bennett, Associate Director, Indigenous Education, Regional Partnerships & Port Alberni Campus Administrator</i> <i>Bill Morrison, Instructor and Ucluelet Campus Lead</i> <i>Education Team attendees & Community guests TBC</i>	Ucluelet Community Centre, 500 Matterson Dr.
2pm	Wrap-up/depart	

NIC and BC's Stronger BC: Future Ready Action Plan

A PRESENTATION TO THE BOARDS OF NIC AND NICF

SEPTEMBER 28, 2023

Tony Bellavia

Kathleen Kuhnert

Colin Fowler

Kelly Shopland

Mark Herringer

Together, we are building a future in B.C. where people are able to acquire the skills and find the opportunities they need to thrive, and employers are able to find the people they need to sustain and grow their businesses.

- Selina Robinson,
Minister of Post-
Secondary Education
and Future Skills (PSFS)



Mission

Working together, NIC builds healthy and thriving communities, one student at a time.

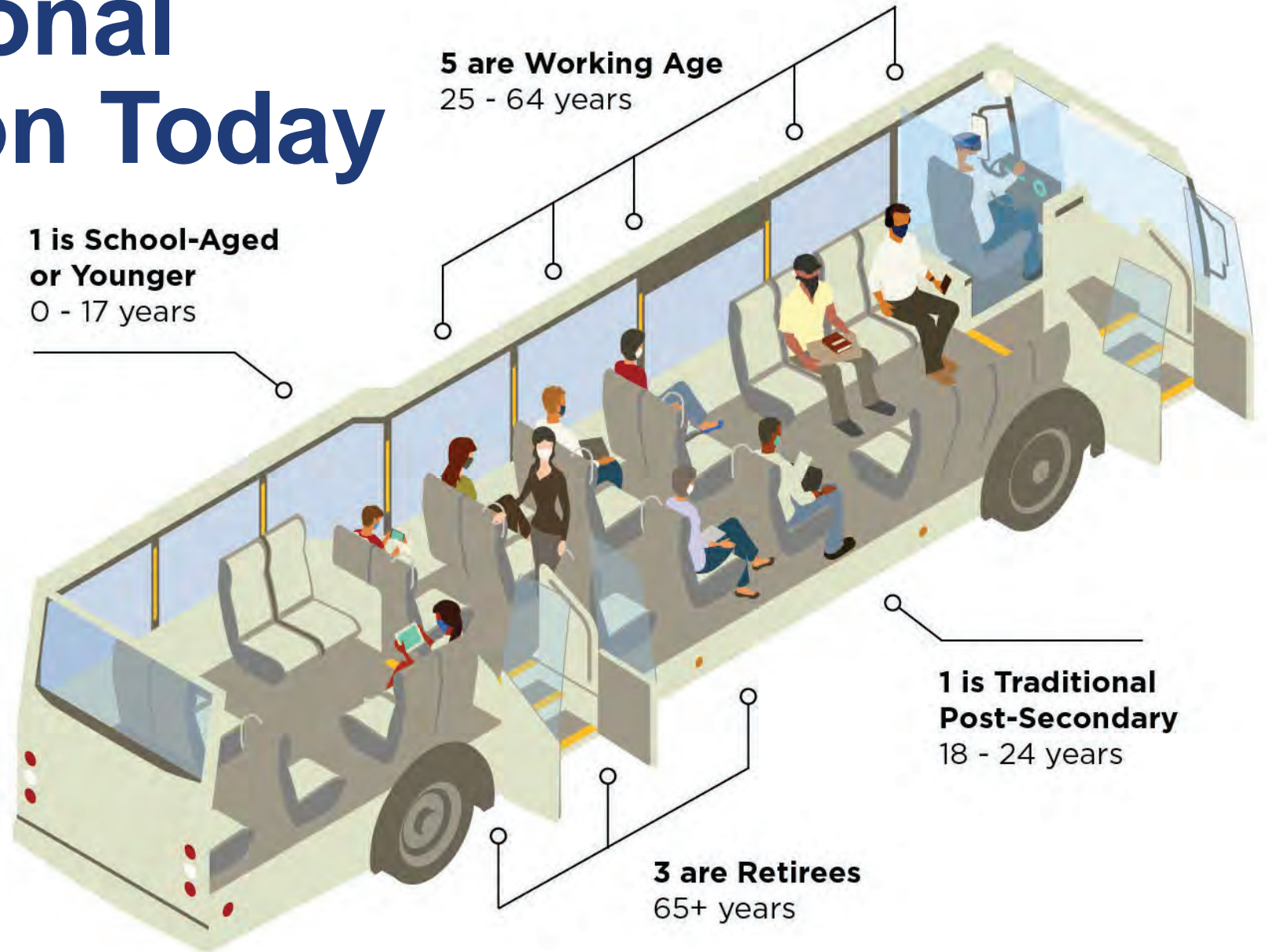
Vision

By 2026, NIC will deliver BC's best individualized education training and experience.

Presentation Agenda

- Who are NIC students?
- What is the Future Ready Action Plan?
- What are the 5 priorities of Future Ready?
- How is NIC involved in Future Ready?
- NIC's eligible offerings for the StrongerBC future skills grant.
- NIC's response to the 5 priorities of Future Ready.
- Comments and Questions

NIC Regional Population Today



NIC Student Demographics

(student headcount as of Fall stable enrolment date)

2817

Fall Student
Headcount

29

Average Age

1535

Female

1157

Male

37

Non-Binary

332

Indigenous

662

International

Key demographic percentages and totals do not equal 100% as some students declined to answer 1 or more questions.

What is the Stronger BC: Future Ready Action Plan?

- The plan is supported by \$480 million in new funding over three years, starting in 2023.
- An ambitious plan with the goal of equipping individuals to succeed in our changing economy and close the skills gap.
- Strive to fill the more than one million job openings expected over the next ten years.
- Announced May 2, 2023.

Stronger BC: Future Ready Action Plan

Get ready for in-demand jobs

Helping you train and reskill



People who want post-secondary education
3,000 more tech-relevant post-secondary spaces will meet the demand for technology workers

People who want to reskill
A new grant of up to \$3,500 will cover the costs of tuition for eligible short-term skills training

People facing barriers
New training programs make sure people facing multiple barriers can get the education they need to succeed

Indigenous Peoples
Expanding Indigenous-led post-secondary education and ongoing funding to support skills training and labour market opportunities for Indigenous Peoples

People new to BC
Help so newcomers can work in their fields with a faster assessment for internationally-trained professionals

StrongerBC
for everyone

Five key priorities

For further info: [StrongerBC: Future Ready Action Plan](#)

People Who Want Post-Secondary Education

NIC Response:

- Expanding programming
- Expanding development of micro-credentials
- Expand dual credit programming
- Continue to seek one time funding opportunities
- New program development process
- Expanding Digital Design and Development (DGL)
- Updated policy 3-22, supporting development of Micro-Credentials, introduction of fsg programming
- Expand dual credit programming throughout region from 275 students enrolled in Trades, Health and Human Services (HHS), university studies courses in 2022-23

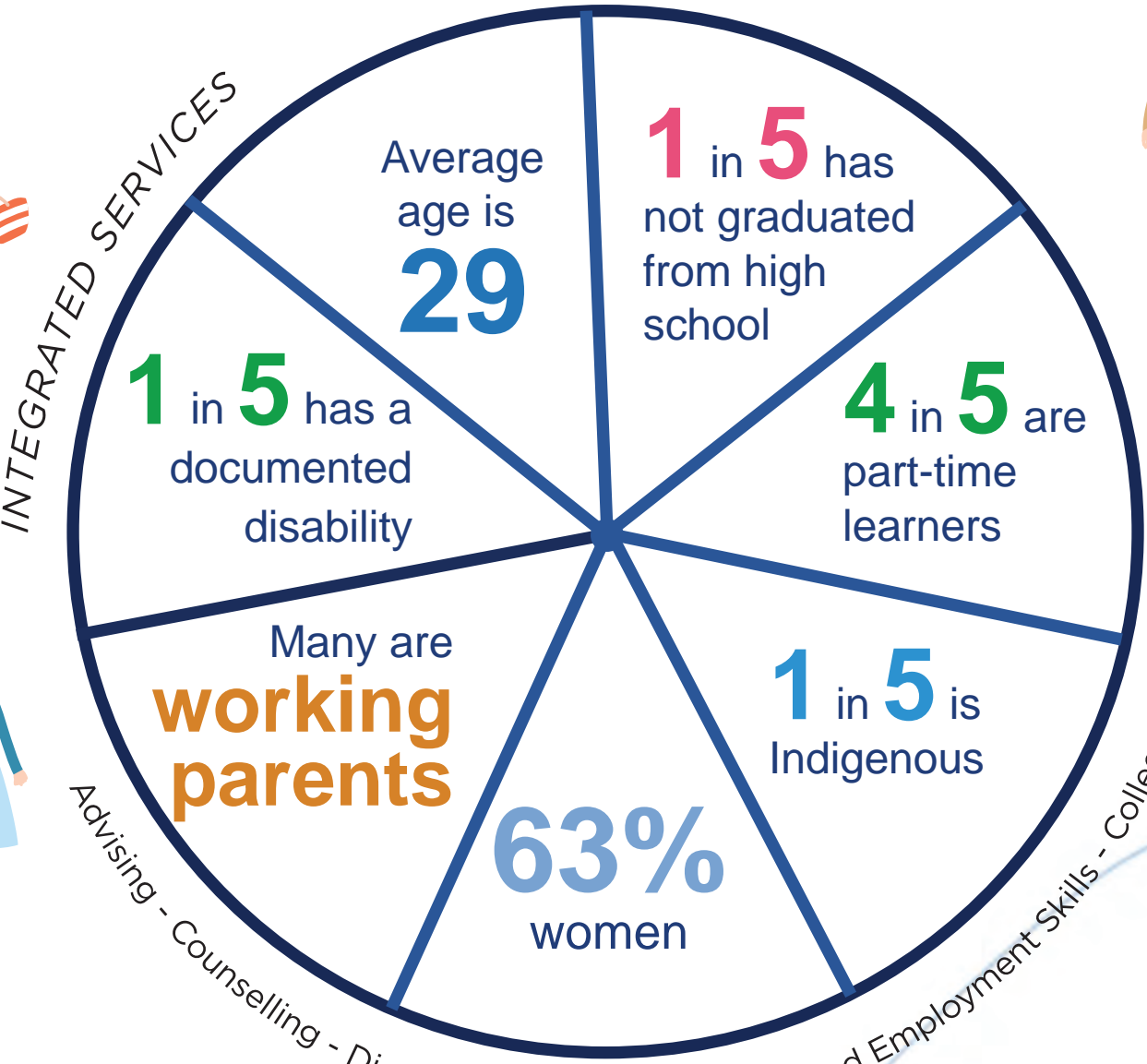
BC's Stronger BC Future Skills Grant

- \$3500 available for every British Columbian, 19 years of age or older.
- To use for 400 eligible training opportunities at post-secondary institutions throughout B.C.
- Programs are all 12 weeks or less in length and provide paths to high-demand jobs.

People Who Want to Reskill

- Courses/programs will need to be 12 weeks/288 hours or less to be eligible.
- Education Team responded to the first future skills grant call by submitting 29 micro-credentials (m/c) for approval.
- 6 are being offered in the fall semester and the goal is to offer the remaining 23 m/c in the Winter semester.

People Facing Barriers



INTEGRATED SERVICES

College Preparation

Advising - Counselling - Disability - Computer, Study, And Employment Skills

People Facing Barriers

Financial Support

- The North Island College Foundation (NICF) offered over \$635 K in student support in 2022-23 to 468 students and is on track to offer over \$546,000 in 2023-24.
- \$63,000 in Emergency funding is available throughout the year. NIC Financial Aid distributed to 212 students.
- Twenty-three former youth in care benefited from the BC Government's Provincial Tuition Waiver Program in 22-23 (21% increase over last year).
- NIC has the lowest tuition on Vancouver Island

People Facing Barriers

Wrap-around supports

- Counselling, Accessible Services, Educational/Financial Aid Advising
- Expanded Elder, Counseling and Navigator guided, in person and digital Indigenous student supports.
- International students have additional supports through Office of Global Engagement.
- Aboriginal Scholars program supports 20-30 students annually.
- Healthy Students Liaison in Trades (*Bell Let's Talk grant*)
- Access Navigators supporting students transitioning from ABE to PSI programming (*one-time funded to Aug 2024*)

People Facing Barriers

Programming

- Flexible programming in Developmental programs
- Community Workforce Response Grants are often tuition free and have embedded cultural supports.
- Library & Learning Commons offers research, writing, math & technical support (Library & Learning Commons)

Other initiatives

- Expanded childcare seats at the Comox Valley Campus by Fall 2025.
- CARE2 is NIC's student mental health and well-being plan.
- Accessibility Advisory Committee established and NIC's first Accessibility Plan drafted.

Indigenous Education Council

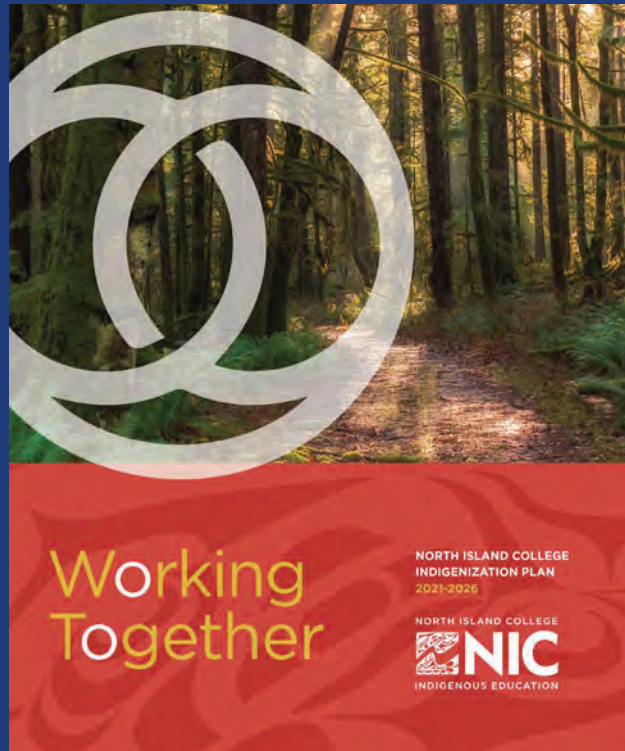
- Appointed representatives from the 35 First Nations, Metis Chartered Communities, and Indigenous organization throughout the NIC service region
- Advocate for Indigenous People and provide guidance and direction to the College.
- Provide guidance in the development and implementation of the Aboriginal Service Plan; Approve of the finalized plan and priorities.
- Work in collaboration with NIC to provide guidance in the development and implementation of the Working Together Indigenization Plan

Indigenous Led Education & Training

- Associate Director and Manager of Regional and Indigenous Partnerships are in place at the Port Alberni and Mixalakwa campuses to support Nations and Indigenous led Education and Training initiatives
- Under the guidance of Nations, support communities to access funding such as ISET and PSPP
- Commitment to self determined rights - Establish and delivery partnership programs with delivery models, curriculum, and holistic wrap around supports identified and determined by Nations

Indigenous People: Reconciliation

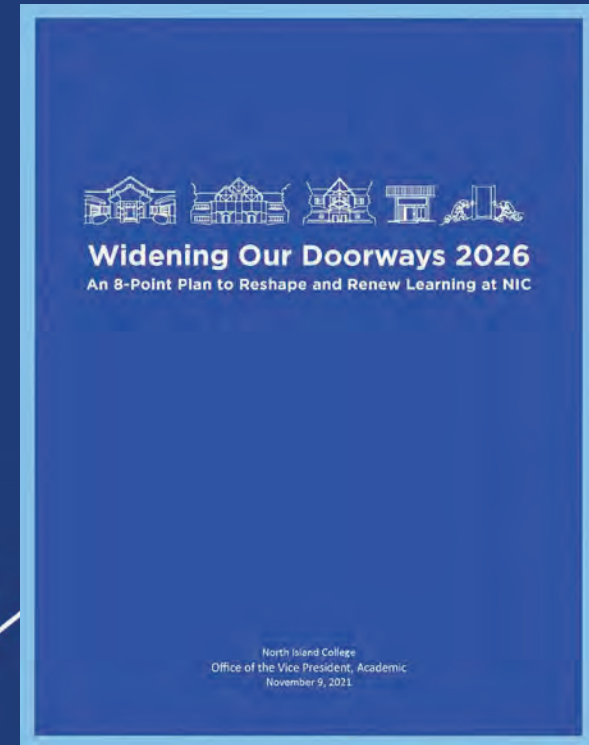
Working Together



Journeying Together



Widening Our Doorways 2026



People New to BC

Estimated that new people to Canada will fill 38% of B.C.'s forecast 1,017,000 job openings over next ten years (BC Labour Market Outlook: 2022 Edition).

Global learning enriches the educational experience of all students at NIC and we value international students' many contributions to our communities.

BUILD 2026

- Global Learning Enrolment: 600 FTE (2026).
- Agreements, partnerships and projects.
- Student satisfaction above 81% at 84%. Achieved ongoing

Student Housing Commons at NIC Comox Valley Campus

- \$77.2 million project
- Rooms for 217 students
- 20 dedicated suites for students with families in a separate building
- Students from across the North Island
- Indigenous students
- Short-term lease opportunities
- Accessible rooms for students



Centre of Excellence in Early Learning

NIC is excited to announce funding for the new Centre of Excellence in Early Learning which will create both new learning spaces and 75 new childcare spaces.

For updates, visit <https://www.engage.nic.bc.ca/>



Commonly Used Acronyms

This is a partial list of acronyms commonly used at North Island College.

ABE	Adult Basic Education (formerly known as Adult Upgrading)
AEC	Aboriginal Education Council (now Indigenous Education Council)
	Ministry of Post-Secondary Education and Future Skills (new name 2023)
AGC	Academic Governance Council. This is the group of EdCo chairs from all BC colleges and institutes (BCIT and the Justice Institute), which meets twice a year to discuss areas of common concern.
ASD	Access for Students with Disabilities. Now renamed to DALs.
AVP	Associate Vice President
AST	Arts, Science and Technology (Faculty of)
BCNet	Not-for-profit, shared services organization providing computer support and services to post-secondary institutions
BOG	Board of Governors
CABRO	Crown Agencies and Board Resourcing Office
CARTI	Centre for Applied Research, Technology and Innovation
CEO	Chief Executive Officer
CET	Continuing Education and Training
CICan	Colleges and Institutes Canada
COO	Chief Operating Officer
CR	Campbell River
CUPE	Canadian Union of Public Employees
CV	Comox Valley
DAC	Deans Advisory Council
DACSO	Diploma, Associate degree, and Certificate Student Outcomes; conducts annual surveys of former students from British Columbia's post-secondary institutions
DALS	Department of Accessible Learning Services
DCC	Deferred Capital Contribution
DCWG	Department Chairs Working Group
EdCo	Education Council
ET	Education Team
VPA	Vice President, Academic
FASM	Faculty of Arts, Science & Management
FPSE	Federation of Post-Secondary Educators of BC
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (formerly Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (now Skilled Trades BC))
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JEDC	(Ministry of) Jobs, Economic Development and Innovation
LT	Leadership Team
MYPP	Multi-Year Program Plan
NIC	North Island College
NICFA	North Island College Faculty Association (Union)
NISU	North Island Students' Union
OGE	Office of Global Engagement (formerly International Education)
OIC	Order-in-Council
PA	Port Alberni
PSEA	Post-Secondary Employers' Association
PSEC	Public Sector Employers' Council Secretariat
PSI	Post-Secondary Institution
QAPA	Quality Assurance Process Audit
SIF	Strategic Investment Fund
STBC	Skilled Trades BC (formerly Industry Trades Authority)
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
UCIPP	University, College and Institute Protection Program
UT	University Transfer