

DASHBOARD

May 28 to Sept. 23, 2021

Report to the Board of Governors

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



How to read this document

PROGRESS BAR

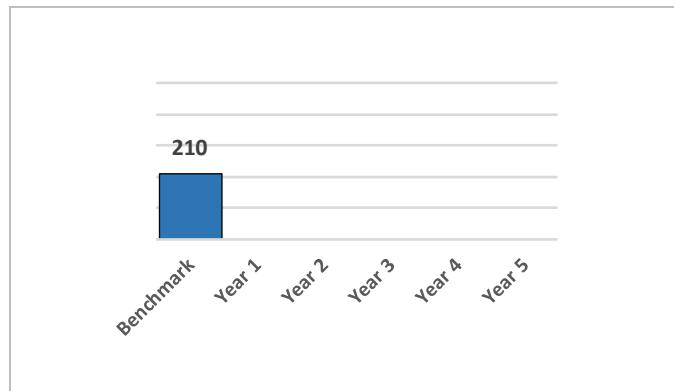
This status bar will show increasingly green as NIC gets closer to completing its outcome.

Project milestones will be added as projects progress, with additional detail added and reporting refined.



CHARTS

Benchmark data shows status at the beginning of the strategic plan. Progress will be shown as data becomes available, typically on an annual basis.





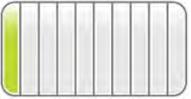
People

We will recruit, encourage, develop, and retain a supportive, inclusive, and diverse community of employees.

1.1 HEALTHY AND PRODUCTIVE WORKPLACES

We will instill health and wellness more intentionally into college structures and operations.

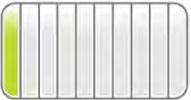
Outcome: Healthier employees working in safe and supportive workplace

2026 MEASUREABLE	STATUS
National Standard of Canada for Psychological Health and Safety in the Workplace	 Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. A new Human Resources advisor position has been hired and research is underway to prepare a multi-year plan with key initiatives and resources identified.	

1.2 PEOPLE DEVELOPMENT

Excellent people, working together with support and development, will realize our vision and achieve our strategic goals.

Outcome: Thriving, inspired and productive employees

2026 MEASUREABLE	STATUS
People Strategy operational	 Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. A new Human Resources Advisor position has been hired and recruitment for a new Manager, Employee Relations position is underway.	

1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION

We will empower people to collaborate, inspire, and support each other.

Outcome: A culture of collaboration supported by peer networks

2026 MEASUREABLE	STATUS
Employee Engagement Survey results and actions implemented	
	Started
PROGRESS UPDATE SUMMARY	
The Employee Engagement Project Interim Action Plan was created in 2019 with many action items completed. The plan needs to be refreshed to align with BUILD 2026.	



Foundation

We will strengthen our core operations to make NIC more resilient and agile.

2.1 TEACHING AND LEARNING

We will systematically support and enhance the quality of instruction at NIC through the development of a comprehensive teaching and learning strategy.

Outcome: Teaching excellence

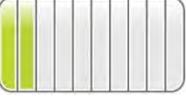
2026 MEASUREABLE	STATUS										
Student assessment of the quality of instruction (% "Very good" and "Good") <ul style="list-style-type: none">• DAC = Diploma, Associate Degree, & Certificate Students Survey• TFTRV = Trades Foundation & Trades-Related Vocational Students Survey• APP = Apprenticeship Students Survey• BGS = Baccalaureate Graduates Survey	Target: >=90% <table><thead><tr><th>Survey Type</th><th>Percentage</th></tr></thead><tbody><tr><td>DAC</td><td>95%</td></tr><tr><td>TFTRV</td><td>97%</td></tr><tr><td>APP</td><td>96%</td></tr><tr><td>BGS</td><td>87%</td></tr></tbody></table> <p>Benchmark Year 1 Year 2 Year 3 Year 4 Year 5</p>	Survey Type	Percentage	DAC	95%	TFTRV	97%	APP	96%	BGS	87%
Survey Type	Percentage										
DAC	95%										
TFTRV	97%										
APP	96%										
BGS	87%										
PROGRESS UPDATE SUMMARY											
B.C. Student Outcomes Survey Year 1 data will be available after the end of the 2021/22 fiscal year.											

2026 MEASUREABLE	STATUS
Teaching and Learning Strategy Operational	
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete.	

2.2 FINANCES

We will develop a responsive financial model to eliminate our deficit and create fiscal health.

Outcome: Fiscal strength

2026 MEASUREABLE	STATUS
Balanced budget within three years of the pandemic ending	 Started
PROGRESS UPDATE SUMMARY	
The 4 th wave of the pandemic has delayed the beginning of our financial recovery until at least January 2022. Mid-year budget adjustments for fiscal year 2021/22 have been made to keep the projected deficit to \$1.56M. The continuation of the pandemic with additional operating costs and lower revenues threatens the timeline for balancing the budget.	

2026 MEASUREABLE	STATUS
Long-term financial health (positive net asset position)	 Started, scheduled for 2024/25
PROGRESS UPDATE SUMMARY	
Recovery of net asset growth to pre-pandemic levels will begin post-pandemic (currently projected for 2024/25). While the pandemic has begun to erode NIC's net assets, the College has not drawn down long-term investments in over a year. This has protected funds needed for future capital projects.	

2.3 INFORMATION TECHNOLOGY

We will actively and intentionally leverage our IT capacity through planning and investment.

Outcome: Resilient, stable and secure IT services with predictable costs

2026 MEASUREABLE	STATUS
IT Service Management (ITSM*) model operational	 Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. It is initially focused on updating and replacing NIC's legacy helpdesk system in fall 2021, aligning IT services and training for employees.	

2.4 CAMPUSES AND CENTRES

We will review the capacity of our teaching locations, reimagine our places, spaces and programming, and support the development of living-learning communities through student housing.

Outcome: Thriving, inspired and integrated campuses and centres

2026 MEASUREABLE	STATUS
Optimum enrolment at each location	 Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , will be finalized in the fall. This plan will include initiatives to establish campus instructional capacity.	

2026 MEASUREABLE	STATUS
Campus Master Planning	 Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. The Mixalakwila campus plan is in development and will be finalized in the fall.	

2026 MEASUREABLE	STATUS
NIC Housing Commons (Comox Valley) operational	 Started
PROGRESS UPDATE SUMMARY	
In preparation for presentation to Treasury Board in fall 2021, the NIC Housing Commons business case was revised in late August 2021 to reflect current costs. A Director of Capital Projects has been hired.	



Frame

We will embed caring learning services that support students in their studies.

3.1 STUDENT WELL-BEING

We will embed student well-being into programming to improve accessibility and build connections between students as they balance their responsibilities.

Outcome: Increased student-well-being

2026 MEASUREABLE	STATUS
Overall mental wellbeing <ul style="list-style-type: none">(% "Average" and "High" mental well-being All students)Overall mental well-being based on the Warwick-Edinburgh Mental Wellbeing Scale indicator (summed score of 14 items).Reference: https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs.	Target: Maintain or increase 81% <p>Benchmark Year 2 Year 4</p>
PROGRESS UPDATE SUMMARY	
Canadian Campus Wellbeing Survey data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions. It is anticipated that data will be available by fall 2023.	

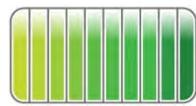
2026 MEASUREABLE	STATUS
Student Service Customer Satisfaction Survey – overall satisfaction (% "Very satisfied" and "Satisfied")	Target: Maintain or increase 90% <p>Benchmark Year 1 Year 2 Year 3 Year 4 Year 5</p>
PROGRESS UPDATE SUMMARY	
NIC's Student Services annual customer service survey will launch Sept. 20, 2021. Year 1 data will be available after the end of the 2021/22 fiscal year.	

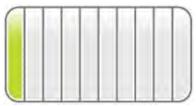
3.2 STUDENT SUPPORT AND PERSISTENCE

We will seamlessly integrate in-class and out-of-class experiences to support students in completing their studies.

Outcome: Retain students with proactive support strategies

2026 MEASUREABLE	STATUS
% first-year student retention (Fall term retention in programs >= two years in length for students new to NIC)	Target: Increase  47% Benchmark Year 1 Year 2 Year 3 Year 4 Year 5
PROGRESS UPDATE SUMMARY	
Benchmark is 47% (2020 fall term). Year 1 data will be available after the end of the 2021/22 fiscal year.	

2026 MEASUREABLE	STATUS
\$ scholarships, bursaries, awards, and emergency funds disbursed to students (maintain or increase)	Target: Maintain or increase  Achieved
PROGRESS UPDATE SUMMARY	
Since allocating \$211K to students in 2021, market increases and new allocation practices have more than doubled NIC's annual awards to students.	

2026 MEASUREABLE	STATUS
# of childcare spaces and early childhood care and education program seats (maintain or increase)	 Started
PROGRESS UPDATE SUMMARY	
NIC is working on a business case to expand on-campus childcare services. The application will include space for Early Childhood Education program delivery.	

4



Doorways

We will increase the many ways students can access education and training at NIC.

4.1 PROGRAM ENTRY

We will review programs to ensure they support students with multiple access points and provide pathways to learning for under-represented students.

Outcome: Wider access to courses and programs

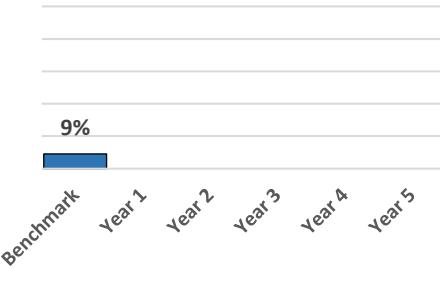
2026 MEASUREABLE	STATUS							
<p>% of FTEs in access courses and initiatives</p> <p>Each full-time student in a full-time program is equivalent to one FTE. Part-time student enrolments are converted into full-time equivalents based on their course registrations as a proportion of a full-time course load – for example, a student taking 50% of a full course load is equivalent to 0.5 FTEs.</p> <p>Access courses and initiatives include credit course FTEs for non-conventional delivery (i.e., everything that is not onsite, scheduled delivery), Indigenous students, in-community, DAL, ABE, Joy of Lifelong Learning, evening and weekend courses, dual admission and dual credit.</p>	<p>Target: Increase</p> <table><tr><td>40%</td><td>Benchmark</td><td>Year 1</td><td>Year 2</td><td>Year 3</td><td>Year 4</td><td>Year 5</td></tr></table>	40%	Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5
40%	Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5		
PROGRESS UPDATE SUMMARY								
Benchmark is 40% (FY 2019/20). Year 1 data will be available after the end of the 2021/22 fiscal year.								

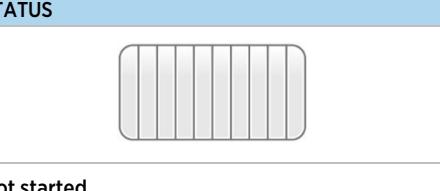
4.2 LEARNING AND SERVICES

We will increase access to education and training by offering students flexible learning and service options.

Outcome: Serve more adult students through flexible delivery

2026 MEASUREABLE	STATUS							
<p>% of courses with more than one entry point per year</p> <p>(Credit courses with more than one entry point)</p>	<p>Target: Increase</p> <table><tr><td>27%</td><td>Benchmark</td><td>Year 1</td><td>Year 2</td><td>Year 3</td><td>Year 4</td><td>Year 5</td></tr></table>	27%	Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5
27%	Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5		
PROGRESS UPDATE SUMMARY								
NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , will be finalized in the fall. It will include initiatives to expand the percentage of courses with more than one entry point/year. Year 1 data will be available after the end of the 2021/22 fiscal year.								

2026 MEASUREABLE	STATUS
% of courses with multiple modes of delivery (Credit courses with more than one delivery type and blended delivery)	Target: Increase  Benchmark Year 1 Year 2 Year 3 Year 4 Year 5
PROGRESS UPDATE SUMMARY	
During the 2021/22 academic year, NIC will offer increased flexibility for students. 68% of courses or programs will be offered in either a face-to-face or blended format and 32% of courses will be offered digitally. Year 1 data will be available after the end of the 2021/22 fiscal year.	

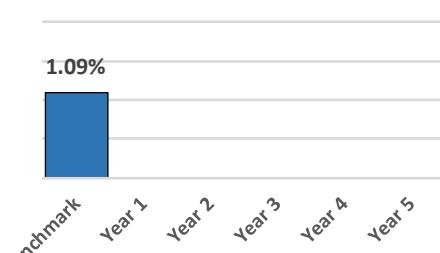
2026 MEASUREABLE	STATUS
Digital learning strategy developed and operational	 Not started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative with the goal to develop and establish a digital learning strategy through NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , which will be finalized in the fall.	

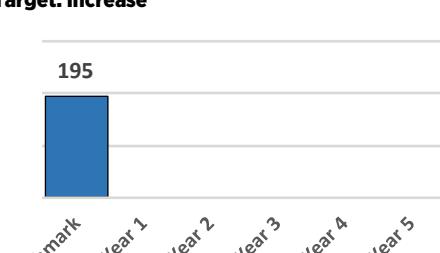
2026 MEASUREABLE	STATUS
Digital service strategy developed and operationalized	 Not started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to develop and establish a digital service strategy. While a digital service model was successfully developed in response to the pandemic, and a hybrid of in person and digital services are now available, student satisfaction survey data will support development of an ongoing digital service delivery strategy.	

4.3 PATHWAYS TO LEARNING

We will connect students to learning opportunities close to home and across BC.

Outcome: Seamless transitions to and from NIC

2026 MEASUREABLE	***STATUS														
% of BC high school students who transition to NIC within two years of graduation (# of transitioners to NIC/# of graduates BC)	Target: Increase  <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>Benchmark</td><td>1.09%</td></tr><tr><td>Year 1</td><td></td></tr><tr><td>Year 2</td><td></td></tr><tr><td>Year 3</td><td></td></tr><tr><td>Year 4</td><td></td></tr><tr><td>Year 5</td><td></td></tr></tbody></table>	Year	Value	Benchmark	1.09%	Year 1		Year 2		Year 3		Year 4		Year 5	
Year	Value														
Benchmark	1.09%														
Year 1															
Year 2															
Year 3															
Year 4															
Year 5															
PROGRESS UPDATE SUMMARY															
Overall, 242 youth between ages of 8 and 14 participated in NIC Youth Academy summer camp activities in summer 2021. The camps familiarize youth with NIC. The review and renewal of dual credit agreements with local school districts will occur over the 2021/22 academic year. Year 1 data will be available in June 2022.															

2026 MEASUREABLE	STATUS														
# students participating in post-secondary pathway agreements	Target: Increase  <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>Benchmark</td><td>195</td></tr><tr><td>Year 1</td><td></td></tr><tr><td>Year 2</td><td></td></tr><tr><td>Year 3</td><td></td></tr><tr><td>Year 4</td><td></td></tr><tr><td>Year 5</td><td></td></tr></tbody></table>	Year	Value	Benchmark	195	Year 1		Year 2		Year 3		Year 4		Year 5	
Year	Value														
Benchmark	195														
Year 1															
Year 2															
Year 3															
Year 4															
Year 5															
PROGRESS UPDATE SUMMARY															
NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , will be finalized in the fall. It will include initiatives to expand the number of students participating in post-secondary pathway agreements. Year 1 data will be available after the end of the 2021/22 fiscal year.															

5



Rooms

We will examine and renew our programs, the types of credentials we offer, and the needs of the unique communities we serve.

5.1 INDIGENOUS* EDUCATION

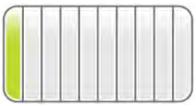
* Inclusive of First Nations, Métis, Inuit, and their communities, arts, cultures, and histories in Canada.

We will work collaboratively with Indigenous communities to develop and deliver unique programming that incorporates Indigenous knowledge, language, and culture.

Outcome: Indigenous-led learning

2026 MEASUREABLE	STATUS												
<p>% of Indigenous student FTEs</p> <p>(% of domestic FTEs self-identified in K-12 and B.C. post-secondary per B.C.'s Aboriginal Administrative Data Standard)</p> <p>Each full-time student in a full-time program is equivalent to one FTE. Part-time student enrolments are converted into full-time equivalents based on their course registrations as a proportion of a full-time course load – for example, a student taking 50% of a full course load is equivalent to 0.5 FTEs.</p> <p>Target is based on 2016 Census data showing the percent of Indigenous people in the population of the NIC region. The target will be updated based on 2021 Census data when First Nations People, Metis and Inuit data become available in the fall of 2022.</p>	<p>Target: >=13%</p> <table><tr><td>Benchmark</td><td>18%</td></tr><tr><td>Year 1</td><td>18%</td></tr><tr><td>Year 2</td><td></td></tr><tr><td>Year 3</td><td></td></tr><tr><td>Year 4</td><td></td></tr><tr><td>Year 5</td><td></td></tr></table>	Benchmark	18%	Year 1	18%	Year 2		Year 3		Year 4		Year 5	
Benchmark	18%												
Year 1	18%												
Year 2													
Year 3													
Year 4													
Year 5													
PROGRESS UPDATE SUMMARY													
<p>This is a five-year initiative to maintain or increase the percentage of Indigenous students FTEs through the Indigenization Plan. NIC has established several partnerships and educational agreements with Indigenous communities for the 2021/22 academic year and continues to offer Indigenous language courses. Year 1 data will be available after the 2020/21 fiscal year.</p>													

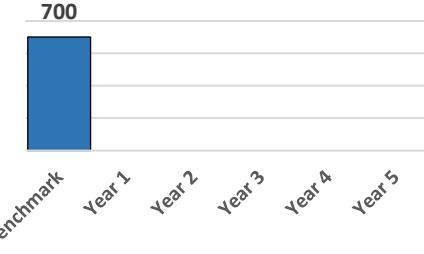
2026 MEASUREABLE	STATUS												
<p>% of Indigenous students satisfied with NIC in helping them to meet their educational goals</p> <p>(% "Very satisfied" and "Satisfied")</p>	<p>Target: >=90%</p> <table><tr><td>Benchmark</td><td>95%</td></tr><tr><td>Year 1</td><td>95%</td></tr><tr><td>Year 2</td><td></td></tr><tr><td>Year 3</td><td></td></tr><tr><td>Year 4</td><td></td></tr><tr><td>Year 5</td><td></td></tr></table>	Benchmark	95%	Year 1	95%	Year 2		Year 3		Year 4		Year 5	
Benchmark	95%												
Year 1	95%												
Year 2													
Year 3													
Year 4													
Year 5													
PROGRESS UPDATE SUMMARY													
<p>The 2021 NIC Indigenous Education Student Satisfaction Survey will launch in December 2021. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>													

2026 MEASUREABLE	STATUS
# of Indigenization Plan recommendations operational	 Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to implement recommendations in the Indigenization Plan. Key employees are in place, and core competency training is in development.	

5.2 COMMUNITY-CONNECTED LEARNING

We will enrich student learning through student-centred, community-relevant learning.

Outcome: Place-based learning

2026 MEASUREABLE	STATUS
# students participating in co-ops, practicums, internships and other work-integrated learning experiences	Target: Maintain or increase  700 Benchmark Year 1 Year 2 Year 3 Year 4 Year 5
PROGRESS UPDATE SUMMARY	
This is a five-year initiative with the goal to increase the number of students participating in work-integrated learning experiences. Work is underway to expand, integrate or formalize student opportunities. Year 1 data will be available after the end of the 2021/22 fiscal year.	

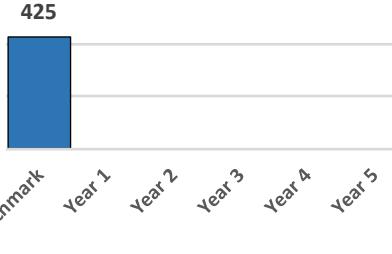
2026 MEASUREABLE	STATUS
Place-based learning strategy operational	 Not started
PROGRESS UPDATE SUMMARY	
This multi-year initiative will establish a place-based learning strategy through NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , which will be finalized in the fall.	

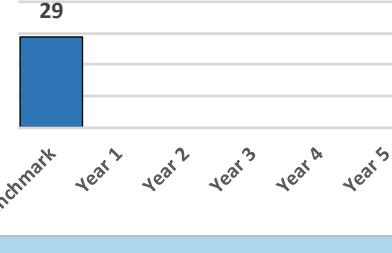
2026 MEASUREABLE	STATUS
Child care and learning facility operational	 Not started
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take until 2024 to complete. NIC is working on a business case to expand on-campus childcare spaces at the Comox Valley campus. The business case will include space for Early Childhood Education program delivery.</p>	

5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING

We will offer individualized and customized education and training to meet the changing needs of students, industry, and communities.

Outcome: Individualized advising support and customizable training or programs

2026 MEASUREABLE	STATUS						
# of students with advising support	Target: Increase  <table> <tr> <td>Benchmark</td> <td>Year 1</td> <td>Year 2</td> <td>Year 3</td> <td>Year 4</td> <td>Year 5</td> </tr> </table>	Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5
Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5		
PROGRESS UPDATE SUMMARY							
<p>A revised tracking process has been launched to track future students and current students. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>							

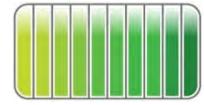
2026 MEASUREABLE	STATUS						
# of short-term customized micro-credentials and programs	Target: Maintain or increase  <table> <tr> <td>Benchmark</td> <td>Year 1</td> <td>Year 2</td> <td>Year 3</td> <td>Year 4</td> <td>Year 5</td> </tr> </table>	Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5
Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5		
PROGRESS UPDATE SUMMARY							
<p>Year 1 data will be available after the end of the 2021/22 fiscal year through NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, which will be finalized in the fall.</p>							

5.4 GLOBAL LEARNING

We will develop a phased plan to broaden and renew international education at NIC.

Outcome: Revitalize and diversify international engagement at NIC

2026 MEASUREABLE	STATUS
# new international students each year	<p>Target: Increase</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex: 1; text-align: center;">  <p>214</p> </div> <div style="flex: 1; text-align: center;"> <p>Benchmark</p> <p>Year 1</p> <p>Year 2</p> <p>Year 3</p> <p>Year 4</p> <p>Year 5</p> </div> </div>
PROGRESS UPDATE SUMMARY	
<p>This initiative will increase enrolment through an established sustainable international enrolment and service model. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>	

2026 MEASUREABLE	STATUS
# of active capacity- building agreements	
PROGRESS UPDATE SUMMARY	
<p>NIC's goal of having one new international project by 2023 is considered complete. As of September 2021, NIC has a new international project, four student mobility opportunities, two Global Skills Opportunities grants, two new pathway agreements and two MOUs.</p>	

2026 MEASUREABLE	STATUS
Canadian Campus Wellbeing Survey - International student agreement that NIC provides a supportive learning environment (% "Strongly agree" and "Agree" International students)	<p>Target: Maintain or increase</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex: 1; text-align: center;">  <p>81%</p> </div> <div style="flex: 1; text-align: center;"> <p>Benchmark</p> <p>Year 2</p> <p>Year 4</p> </div> </div>
PROGRESS UPDATE SUMMARY	
<p>Canadian Campus Wellbeing Survey data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions. It is anticipated that data will be available by fall 2023.</p>	

5.5 PROGRAM RESPONSE AND RENEWAL

NIC will continue to deliver high-quality, relevant, and responsive programming.

Outcome: High-quality, relevant and responsive programming Priority High

2026 MEASUREABLE	STATUS
# of programs with program renewal plans* <small>* Program renewal plans provide programming and embedded services for workers, small business owners and industries negatively affected by the pandemic.</small>	 Not started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. The process will be established over the course of the 2021/22 academic year.	

2026 MEASUREABLE	STATUS
Quality Assurance Process Audit (QAPA**), Province of BC <small>** An external review process, required by all public post-secondary institutions, Government of BC website: bit.ly/BCQAPA</small>	 Started
PROGRESS UPDATE SUMMARY	
NIC's institutional review is scheduled for 2023. Meanwhile, 11 programs are preparing to proceed through a program review process in the upcoming academic year.	

6



Windows

We will raise awareness about the quality and diversity of learning at NIC.

6.1 BRAND AND IDENTITY

We will build on history and culture to establish our distinct place in an increasingly competitive post-secondary landscape.

Outcome: Clearly describe who we are, what we do, and for whom we do it

2026 MEASUREABLE	STATUS
Better defined overall role and scope of the College	 Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative with the goal to establish NIC's brand through a Community Engagement Strategy. Work has begun on the RFP process for a market research study and digital audit.	

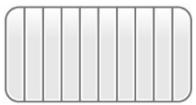
6.2 INTEGRATED ENROLMENT

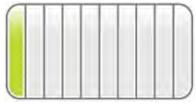
We will integrate marketing, recruitment, and advising strategies to better serve students.

Outcome: Better coordinate and strengthen how we communicate the value of our programs to prospective students*

* A person from any demographic or community who has expressed interest in studying at NIC for any amount of time.

2026 MEASUREABLE	STATUS
% of programs with a clearly defined student audience profile	 Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to establish a student audience profile for programs. Key positions have been filled to support marketing and recruitment. The academic division will work with Student Services to establish student audience profiles.	

2026 MEASUREABLE	STATUS
% programs with integrated enrolment strategies	
Not started	
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take five years to complete. Integrated enrolment strategies are planned, in NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, which will be finalized in the fall.</p>	

2026 MEASUREABLE	STATUS
Measured and qualified digital performance	
Not started	
PROGRESS UPDATE SUMMARY	
<p>A new Director of Future Students and Community Engagement and a Marketing Manager have been hired and an request for proposals for a digital presence audit and digital marketing strategy has begun.</p>	



Roof

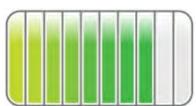
We will develop diverse, inclusive, and accountable processes that support college employees and provide new opportunities to contribute.

7.1 RECONCILIATION

We will include Indigenous worldviews in governance processes across the College.

Outcome: Adoption of the Truth and Reconciliation Commission's (TRC) Calls to Action for Education and the UN Declaration on the Rights of Indigenous Peoples

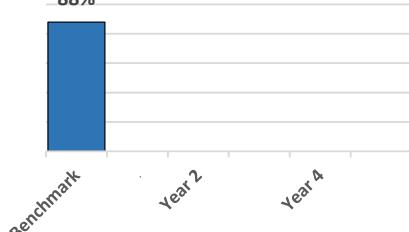
2026 MEASUREABLE	STATUS
% of employees who participate in educational initiatives and intercultural competency training.	 Started
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to have 75% of employees complete core competency training. NIC-specific Indigenous cultural training materials are being developed; however, training has not yet begun.	

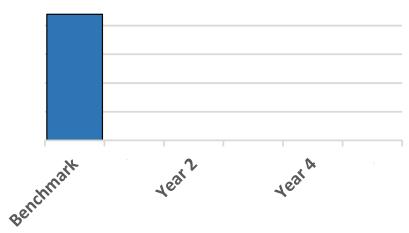
2026 MEASUREABLE	STATUS
# of named program areas with clear and measurable commitments to address specific TRC calls to action for education	 Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to have all named program areas with clear and measurable commitments address specific TRC calls to action for education through an Indigenization Plan. Five of six program areas have achieved this goal.	

7.2 DIVERSITY, EQUITY, AND INCLUSION

We will meaningfully foster diversity, equity and inclusion by creating safe learning and workplaces and eliminating the inequities in NIC classrooms, systems, and structures.

Outcome: A diverse, equitable and inclusive college that welcomes all

2026 MEASUREABLE	STATUS				
<p>Student agreement that they are respected at NIC regardless of personal characteristics, identity or background (% "Strongly agree" or "Agree" All students)</p>	<p>Target: Maintain or increase</p>  <table border="1"> <tr> <td>88%</td> <td>Benchmark</td> <td>Year 2</td> <td>Year 4</td> </tr> </table>	88%	Benchmark	Year 2	Year 4
88%	Benchmark	Year 2	Year 4		
PROGRESS UPDATE SUMMARY					
<p>This ongoing initiative will be addressed through a Diversity, Equity and Inclusion Strategy. Data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions in the Canadian Campus Wellbeing Survey. It is anticipated that NIC will participate in Winter 2023, with data available by fall 2023.</p>					

2026 MEASUREABLE	STATUS				
<p>Student agreement that NIC values diversity (% "Strongly agree" or "Agree" All students)</p>	<p>Target: Maintain or increase</p>  <table border="1"> <tr> <td>88%</td> <td>Benchmark</td> <td>Year 2</td> <td>Year 4</td> </tr> </table>	88%	Benchmark	Year 2	Year 4
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PROGRESS UPDATE SUMMARY					
<p>This ongoing initiative will be addressed through a Diversity, Equity and Inclusion Strategy. Data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions in the Wellbeing Survey. It is anticipated that NIC will participate in Winter 2023 Canadian Campus Wellbeing Survey, with data available by fall 2023.</p>					

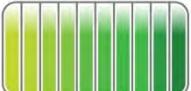
2026 MEASUREABLE	STATUS
Diversity, Equity and Inclusion Strategy operational	 Started
PROGRESS UPDATE SUMMARY	
A cross-college working group has commenced work on an Equity, Diversity and Inclusion Policy, however a Diversity, Equity and Inclusion Strategy has not yet been developed.	

2026 MEASUREABLE	STATUS
% students and employees who self-report as a member of a marginalized group protected from discrimination by the BC Human Rights Code	 Not started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take multiple years to complete. It is designed to increase the percent of employees and students who identify as a marginalized group through the development of a Diversity, Equity and Inclusion Strategy. Baseline data is not yet available.	

7.3 TRANSPARENCY AND ACCOUNTABILITY

We will facilitate open dialogue, collaboration, and consultation, to manage risk, achieve our goals, and obtain results.

Outcome: Clear, productive, and accountable organizational structure that uses a respectful and consultative decision-making framework

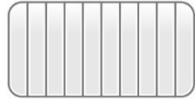
2026 MEASUREABLE	STATUS
New structures, teams and committees operational	 Achieved
PROGRESS UPDATE SUMMARY	
New administrative structures have been implemented and will be revised as needed.	

2026 MEASUREABLE	STATUS
Regular engagement with the North Island Students' Union (NISU).	 Started
PROGRESS UPDATE SUMMARY	
This initiative to develop strategies to increase student participation through regular engagement with NISU is ongoing. A regular meeting schedule with NISU has been developed and regular Student Town Halls are planned.	

7.4 ENROLMENT PLANNING

We will adjust our offerings through data-driven, program-specific, regionally responsive, collaborative enrolment planning and review that responds to student demand and guides our resourcing.

Outcome: Optimum college-wide domestic and international enrolment

2026 MEASUREABLE	STATUS
Enrolment targets for all programs	 Not started
PROGRESS UPDATE SUMMARY	
NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , will be finalized in the fall. It will include initiatives to establish enrolment targets for all programs.	



Environment

We will implement practices that acknowledge the cultural significance of the traditional lands on which we are gathered and sustain the planet for future generations.

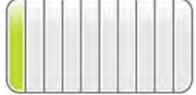
8.1 CLIMATE AND SUSTAINABILITY

We will combat climate change through education, research, and operations.

Outcome: Climate change education and research

2026 MEASUREABLE	STATUS
Create benchmarks and targets to understand and improve efforts to reduce climate change	 Started
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to track sustainability through the adoption of the UN Sustainable Development Goals. NIC tracks carbon emissions and offsets as part of its annual report to government.	

2026 MEASUREABLE	STATUS
# of courses, research, and applied learning initiatives that include sustainability	 Not started
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to increase the number of learning initiatives that include sustainability. Work will be implemented through NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , which will be finalized in the fall and the Centre of Applied Research, Technology and Innovation. Baseline data has not yet been collected.	

2026 MEASUREABLE	STATUS
Retrofits and construction that reduce energy use and greenhouse gas emissions	 Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to implement processes through facilities planning. NIC receives funding for projects that reduce emissions. This year, two new electric vehicle charging stations were installed at the Comox Valley campus.	

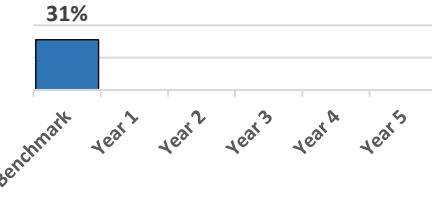


Communities

9.1 SERVING THE PEOPLE OF THE REGION

We will serve all communities, including those with barriers to participation in education and the economy.

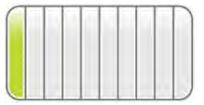
Outcome: Higher enrolment from within the region

2026 MEASUREABLE	STATUS
% of in-region public high school graduates who transition to NIC within two years of graduation (# of transitioners to NIC/# of graduates NIC region)	Target: Increase  31% Benchmark Year 1 Year 2 Year 3 Year 4 Year 5
PROGRESS UPDATE SUMMARY	
The review and renewal of dual credit agreements with local school districts will occur during the 2021/22 academic year. Year 1 data will be available after the end of the 2021/22 fiscal year.	

9.2 COMMUNITY ENGAGEMENT

We will support the people and communities we serve through active collaboration and engagement.

Outcome: To be at the heart of civic conversations

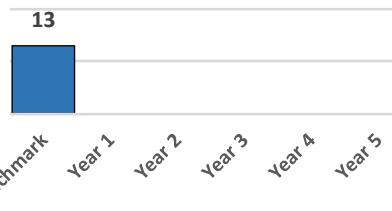
2026 MEASUREABLE	STATUS
Community Engagement Strategy created Alumni Association operational	 Started
PROGRESS UPDATE SUMMARY	
Key positions have been filled in preparation for strategy development and the creation of an Alumni Association.	

9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION

We will intentionally use human, financial, and physical resources to promote social and economic development.

Outcome: To be a hub for knowledge, service and innovation in the North Island

2026 MEASUREABLE	STATUS
# of active community partnerships	 Started
PROGRESS UPDATE SUMMARY	
Key positions have been filled to support the development of a Community Engagement Strategy and increase the number of active community partnerships.	

2026 MEASUREABLE	STATUS
# of students involved in research projects	Target: Increase  Benchmark Year 1 Year 2 Year 3 Year 4 Year 5
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to increase the number of students involved in research projects through NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , which will be finalized in the fall. The Centre for Applied Research Technology and Innovation has submitted new research submissions for student work. Year 1 data will be available after the 2021/22 fiscal year.	