BUILD

2026

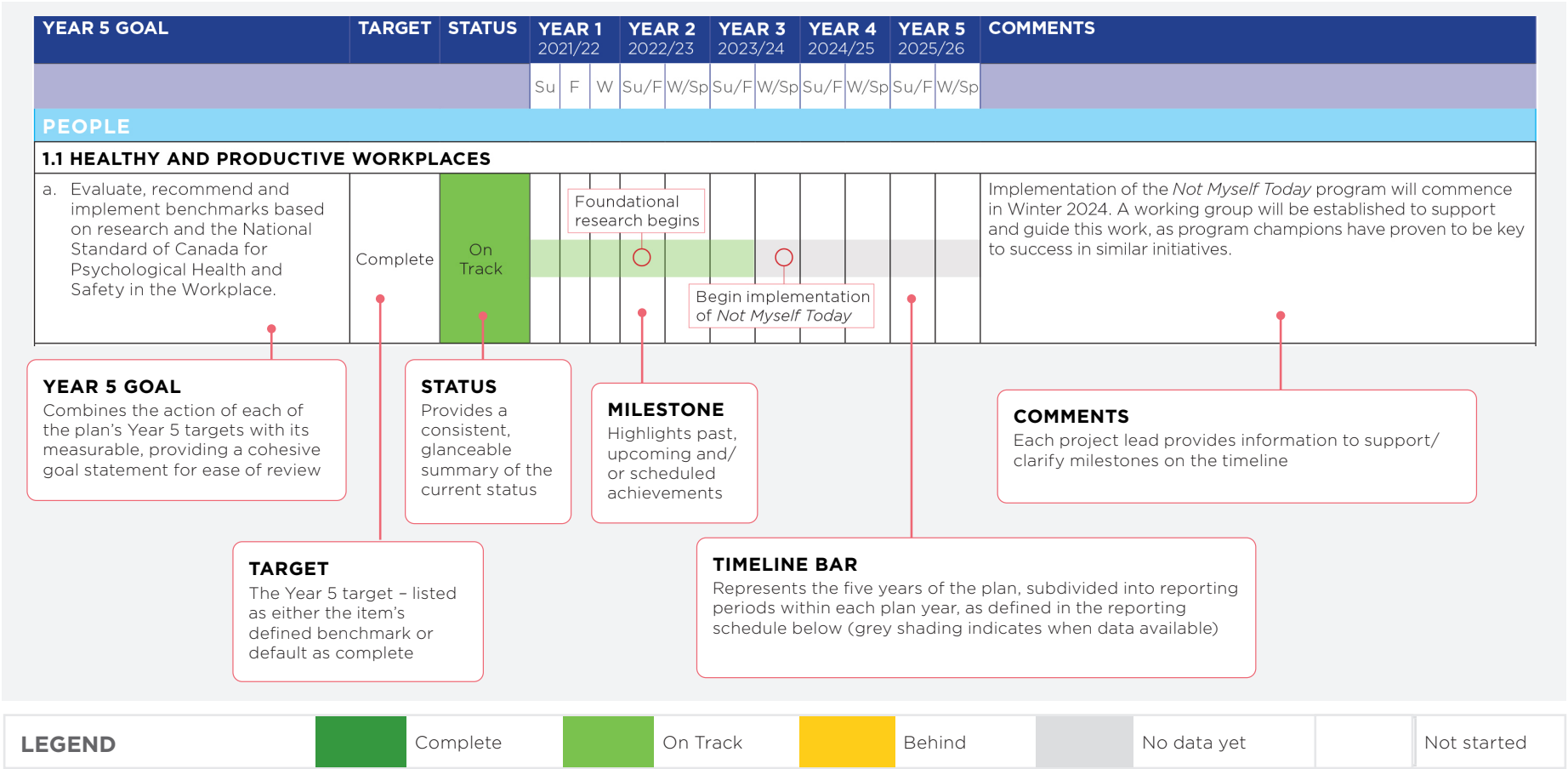STRATEGIC PLAN AND YEAR 3 REPORT 1 DASHBOARD

July - December 2023

NORTH ISLAND COLLEGE

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

How the Dashboard Works

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.1 HEALTHY AND PRODUCTIVE WORKPLACES														
a. Evaluate, recommend and implement benchmarks based on research and the National Standard of Canada for Psychological Health and Safety in the Workplace.	Complete	On Track				Foundational research begins		Begin implementation of *Not Myself Today*						Implementation of the *Not Myself Today* program will commence in Winter 2024. A working group will be established to support and guide this work, as program champions have proven to be key to success in similar initiatives.

YEAR 5 GOAL
Combines the action of each of the plan's Year 5 targets with its measurable, providing a cohesive goal statement for ease of review

STATUS
Provides a consistent, glanceable summary of the current status

MILESTONE
Highlights past, upcoming and/or scheduled achievements

COMMENTS
Each project lead provides information to support/clarify milestones on the timeline

TARGET
The Year 5 target – listed as either the item's defined benchmark or default as complete

TIMELINE BAR
Represents the five years of the plan, subdivided into reporting periods within each plan year, as defined in the reporting schedule below (grey shading indicates when data available)

LEGEND		Complete		On Track		Behind		No data yet		Not started

BUILD 2026 REPORTING

Current Report

PLAN YEAR	YEAR 1			YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	2021/22			2022/23		2023/24		2024/25		2025/26	
Term	Summer	Fall	Winter	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring
Measurement Period	May to Aug 2021	Sep to Dec 2021	Jan to Apr 2022	July to December 2022	January to June 2023	July to December 2023	January to June 2024	July to December 2024	January to June 2025	July to December 2025	January to June 2026
Reporting Date	Sep 21	Jan 22	Jun 22	February 2023	June 2023	February 2024	June 2024	February 2025	June 2025	February 2026	June 2026

BUILD 2026 DASHBOARD

YEAR 3 REPORT 1: July 1 - December 31, 2023

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.1 HEALTHY AND PRODUCTIVE WORKPLACES														
a. Evaluate, recommend and implement benchmarks based on research and the National Standard of Canada for Psychological Health and Safety in the Workplace.	Complete	On Track				Foundational research begins ○		○						Implementation of the *Not Myself Today* program will commence in Winter 2024. A working group will be established to support and guide this work, as program champions have proven to be key to success in similar initiatives. Begin implementation of *Not Myself Today*
1.2 PEOPLE DEVELOPMENT														
a. Implement People Plan to develop thriving, inspired and productive employees.	Complete	On Track				Draft strategy complete ○	○	*Thriving Together Dashboard Year 1* ○						*Thriving Together – People Plan* launched to the College community in October 2023. Year 1 priorities have been identified and are underway. People Plan launched
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION														
a. Develop and implement an internal communications strategy.	Complete	On Track			Strategy consultation complete	○		Begin implementation ○	○					Draft employee communications strategy to be presented for feedback in Winter 2024. Draft strategy complete

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet ☐ Not started

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

FOUNDATION

2.1 TEACHING AND LEARNING

YEAR 5 GOAL	TARGET	STATUS	TIMELINE	COMMENTS
a. Maintain or increase the target of 90% graduate and former student assessment of the quality of instruction across all programs.	≥ 90%	On Track	96% 93% Next data available	
b. Implement a student-learning-experience survey.	Complete	On Track	Survey complete Implementation in TT programs Implementation in HHS and ASM Implementation institution-wide	Phase 1 of the student-learning-experience survey was released for end of term, Fall 2023 in Health & Human Services and Arts, Science & Management. Phase 2 will expand the end-of-term survey to Trades & Technical programs and Continuing Education & Training in Winter 2024. Phase 3 will include mid- and end-of-term surveys for all programs in Fall 2024.
c. Implement combined teaching-and-learning/digital-learning strategy.	Complete	On Track	Begin draft strategy Draft strategy shared internally	Development of the draft combined teaching-and-learning/ digital-learning strategy is planned for Spring 2024, with a version to share internally in Fall 2024.

2.2 FINANCES

YEAR 5 GOAL	TARGET	STATUS	TIMELINE	COMMENTS
a. Balanced budget within three years of the pandemic ending.	Balanced	On Track	Projected: ($1.5M) ($793K) ($642K) 0 $100K Actual: $57K ($741K)	NIC is on track to meet or reduce the targeted budget deficit of $643K. Preliminary planning assumptions for 2024/25 include a balanced budget.
b. Long-term financial health (positive net asset position).	> $2.8M	On Track	Projection in 2021: $3.9M $2.8M $2.1M $2.1M $2.2M Current Projections: $4.1M $4.1M $4.2M Actual: $5.4M $4.7M	The College's net asset position remains on pace to exceed the *BUILD 2026* goal of net asset growth to pre-pandemic levels in fiscal year 2024/25. The revised projection for 2023/24 means the erosion of NIC's net assets will be less than anticipated.

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet ☐ Not started

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

FOUNDATION

2.3 INFORMATION TECHNOLOGY

a. Implement IT Service Management (ITSM) model*.	Complete	Complete					TeamDynamix (ITSM) complete ○							The ITSM foundational elements transitioning NIC's approach to managing IT are complete. The ITSM framework's continuous-improvement approach will be ongoing at NIC, as best practices are refined and implemented.
b. Improve NIC's cybersecurity risk mitigation and response capabilities.	NIST CSF Score ≥ 2.9	On Track				2022 Score 1.9 ○	2023 Score 2.3 ○		2024 Score assigned ○					**NEW** The NIST Cybersecurity Framework (CSF) is an internationally recognized score that measures the strength of an organization's cybersecurity protection program.

2.4 INTEGRATED ENROLMENT

a. Define optimum enrolment for NIC.	Complete	Complete			Optimum enrolment established ○									The Education Team continues its work in enrolment planning to meet the College's enrolment targets, set at 3,000 FTEs by 2026. The FTE measure will need reconsideration, as Ministry directions for shorter, faster, labour-market-focused programming continue.
b. Implement enrolment targets for all programs.	Complete	Complete				Template implemented ○	Annual process implemented ○							Annual program targets are in place, and a new Integrated Enrolment planning process has been developed to promote the offering of a forward-thinking, relevant mix of programs and student spaces in the region and beyond.
c. Develop and implement an integrated, strategic enrolment-planning process.	Complete	No data yet						Begin draft planning process ○		Implement process ○				**NEW** The Associate Vice President, College Experience will work with the college community to develop and implement NIC's first integrated, strategic enrolment-planning process.

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* IT Service Management Model (ITSM) is a set of policies, practices and procedures for consistently improving the processes, activities and supports required to deliver customer-service-oriented technologies in alignment with business goals.

LEGEND ■ Complete ■ On Track ■ Behind ▨ No data yet ☐ Not started

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

FOUNDATION

2.5 CAMPUSES AND CENTRES

a. Develop Campus Master Planning concepts and share with communities.	Complete	On Track	Mixalakwila complete / Port Alberni complete / Comox Valley complete / Campbell River complete	Campus planning continues to support key projects: replacing the Tebo Centre in Port Alberni (PA) and the Village portables in Comox Valley (CV); and expanding the Campbell River (CR) campus.
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.	Complete	On Track	Tree removal/site clearance / Operational development begins / Construction begins / Housing opens	Design-build team, Urban One, has completed the design phase of the project, and construction has begun. Site excavation is complete, and building footings are being poured. Prefabrication of the wood framing will begin shortly.
c. Develop a business case for an NIC Housing Commons at the Campbell River campus.	Complete	On Track	Begin developing business case / Business case complete / Business case to Ministry	**NEW** The Director, Envision North Island will lead this process and engage with community partners. Potential building sites are currently being identified, and consultations with rights holders are underway.

2.6 RISK MANAGEMENT

a. Develop and implement a College-wide risk-management program.	Complete	On Track	Framework development / ERM policy revision / Risk Appetite statement / Framework implemented	NIC's Risk Management Policy #2-21 has been revised to establish the college-wide Enterprise Risk Management (ERM) framework, assign roles and responsibilities for risk and build a culture of risk awareness and risk appetite.

FRAME

3.1 STUDENT WELL-BEING

a. Develop and implement a Student Mental Health and Well-Being plan.	Complete	Complete	Plan complete / CARE² Dashboard Year 1 / CARE² Dashboard Year 2	The Year 2 dashboard report of NIC's plan supporting student mental health and well-being, *The CARE² Plan*, can be found at Engage NIC.

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

FRAME

3.2 STUDENT SUPPORT AND PERSISTENCE

YEAR 5 GOAL	TARGET	STATUS	TIMELINE	COMMENTS
a. Increase first-year student retention (Fall to Fall) above 47%.	> 47%	On Track	52% retention / 58% retention / 57% retention / Next data available	
b. Maintain or increase $ scholarships, bursaries, awards and emergency funds available to students.	≥ $500K	On Track	≥ $540K / > $567K / ≥ $635K / Next data available	
c. Increase # of childcare spaces above 94.	>94	On Track	Inventory of seats complete / Explore expansion opportunities / New CV spaces complete	In addition to building 75 new childcare spaces at the Comox Valley campus, NIC is assessing childcare needs in Campbell River and Port Alberni as part of the market and demand studies on student housing. The findings will inform the campus plans for those locations and plans for developing expanded childcare spaces.

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

DOORWAYS

4.1 PROGRAM ENTRY

| a. Increase the % of full-time equivalents (FTEs)* in access** courses and initiatives above 40%. | > 40% | On Track | | | | 72% ○ | | 60% ○ | | Next data available ○ | | | | NIC continues to work with community partners, industry and First Nations to source one-time funding opportunities to support in-person, blended and digital programming throughout the college region. |

4.2 LEARNING AND SERVICES

a. Increase % of courses with more than one entry point per year above 27%.	> 27%	On Track				28% ○		28% ○		Next data available ○				
b. Increase the % of courses with multiple modes of delivery above 9%.	> 9%	On Track				44% ○		33% ○		Next data available ○				
c. Develop and implement fully operational digital service strategy.	Complete	On Track					Strategy complete ○	○						A Digital Student Services Committee has been established and is working on a 3-year rolling plan to implement the digital service strategy.

Strategy implementation

* Full-time Equivalent (FTE) is the metric used to measure enrolment across BC public post-secondary institutions. Full-time students count as one FTE while students taking part-time course loads count as less than one FTE.

** Access includes off-campus, non-traditional credit courses delivered at a time or place that is more available to students. This involves programs delivered off-campus, face-to-face, across the region, Adult Basic Education, Employment Transition, Joy of Lifelong Learning, dual credit and dual admission courses as well as evening and weekend courses.

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

DOORWAYS

4.3 PATHWAYS TO LEARNING

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22	YEAR 2 2022/23	YEAR 3 2023/24	YEAR 4 2024/25	YEAR 5 2025/26	COMMENTS
a. Maintain dual-credit enrolment above 170.	> 170	On Track	253 enrolments ○ 275 enrolments	○	Next data available ○			Due to changes in the Ministry of Education and Child Care's dual-credit policy, we anticipate lower dual-credit enrolments in 2023/24 and will adjust our target accordingly.
b. Maintain or increase the # of partnership agreements each year, equal to or above 16.	≥ 16	On Track	16 partnership agreements ○ 18 partnership agreements	○	Next data available ○			

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

ROOMS

5.1 INDIGENOUS-LED EDUCATION

YEAR 5 GOAL	TARGET	STATUS	YEAR 1–5 tracking	COMMENTS
a. Maintain or increase % of FTE Indigenous students* greater than or equal to representation in the population.	≥ 14%	On Track	19% Indigenous students · 20% Indigenous students · Next data available	
b. Maintain or increase % of Indigenous students satisfied with NIC's help in achieving educational goals, above or equal to 90%.	≥ 90%	Behind	90% · 90% · 86% · Next data available	The 2023 NIC Indigenous Student Satisfaction Survey was conducted in November 2023, with results marginally below target. This is expected to be a temporary blip, within year-over-year variability; however, the complete report will be reviewed in January 2024 to identify areas where educational supports can be strengthened to improve student satisfaction.
c. Implement Indigenization Plan recommendations.	Complete	On Track	Indigenization plan costing complete · Working Together Dashboard Year 1 · Working Together Dashboard Year 2	The Year 2 dashboard report of NIC's Indigenization plan, Working Together, was approved by the Indigenous Education Council in Fall 2023 and can be reviewed at Engage NIC.

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

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

ROOMS

5.2 COMMUNITY-CONNECTED LEARNING

a. Maintain or increase the # of students participating in co-ops, practicums, internships and work-integrated learning experiences to over 700 participants.	> 700	On Track				916 students ⃝		Next data available ⃝						
							921 students							
b. Implement place-based learning initiatives in program renewal plans.	Complete	Complete				Strategy implemented ⃝								Within their renewal plans – which identify and prioritize goals against the benchmarks and targets outlined in *Widening Our Doorways* and *Working Together* – program areas continue the strategy to infuse place-based learning.
c. Open an expanded and fully operational integrated child-care and learning facility at the Comox Valley campus.	Complete	On Track				Business case development ⃝	Business case approved ⃝	Builder selected ⃝	⃝		⃝			The Centre of Excellence in Early Learning at the Comox Valley campus is underway, with the building design and permit application submitted in December 2023. The project builder will be selected early in 2024. NIC continues consultation and operational planning support with Beaufort Children's Centre.
						$14.2M Ministry funding achieved		Construction begins	Academic & child-care spaces open					

5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING

a. Increase # of students with advising support above 425 students.	> 425	On Track			547 ⃝	543 ⃝	576 ⃝	593 ⃝	⃝					
									Next data available					
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track			24 ⃝		26 ⃝	Next data available ⃝						

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

ROOMS

5.4 GLOBAL LEARNING

YEAR 5 GOAL	TARGET	STATUS	Year data		COMMENTS
a. Increase # of new international student enrolments each year above 214 new students.	> 214	On Track	194 new students 2021/22 · 304 new students 2022/23 · Next data available		
b. Increase # of agreements, including one international project by 2023 and 20+ students engaged internationally.	Complete	Complete	All goals met · All goals met · 2 new Kenya Blue Economy projects · 7 study-abroad scholarships		NIC's international programs continue to expand, with projects underway in Kenya, Japan and New Zealand.
c. Maintain or increase % of international student responses (agree/strongly agree) that NIC provides a supportive learning environment above 81%.	≥ 81%	On Track	84% · Next survey		

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

ROOMS

5.5 PROGRAM RESPONSE AND RENEWAL

a. Complete renewal plans* for all programs.	Complete	On Track												

Program renewal plans complete · 2022/23 progress reports complete · 2023/24 renewal plans complete

b. Complete Provincial Quality Assurance Process Audit (QAPA)**.	Complete	On Track												NIC submitted its institutional report and self-study in October 2023 and hosted the QAPA panel visit in mid-November. The panel reviewed quality-assurance processes and practices and provided an assessment/recommendation report in early December. The College is currently preparing its institutional response, for submission to the Ministry by February 2024.

QAPA Panel Visit · QAPA orientation · Institutional report submitted · Institutional response & final summary complete

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* Program renewal plans provide programming and embedded services for workers, small business owners and industries negatively affected by the pandemic.

** An external review process, required by all public post-secondary institutions, Government of BC website: **bit.ly/BCQAPA**

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

WINDOWS

6.1 BRAND AND IDENTITY

| a. Establish brand with better overall role and scope of the College. | Complete | On Track | | | | | | | | | | | | |

Internal/external audits complete

Tactical plan operative

Brand architecture finalized

Brand strategy complete

Consultant recommendations received

Refreshed brand rollout

6.2 MARKETING & RECRUITMENT

| a. Establish a clearly defined student audience profile for all areas of study. | Complete | Complete | | | | | | | | | | | | |

Audience profiles complete

| b. Implement annual marketing and recruitment plans. | Complete | On Track | | | | | | | | | | | | |

2024/25 plan under development

2023/24 tactical plan complete

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

ROOF

7.1 RECONCILIATION

a. 75% of employees complete NIC-specific Indigenous, intercultural competency training.	≥ 75%	No data yet	Framework complete / Pilot delivery / Module review/approval (Year 3)	NIC has made significant progress in developing its core-competency course for all employees. Community development of the final two (of six) modules will continue in Winter 2024, and Nations will review their local modules in Spring 2024. Following Indigenous Education Council approval, a pilot course delivery is planned for Summer 2024.
b. 100% of all named program areas with clear measurable commitments to address specific TRC Calls to Action for education.	Complete	Complete	All commitments defined (Year 2)	

7.2 DIVERSITY, EQUITY AND INCLUSION

a. Maintain or increase 88% (2020) of students that agree strongly with "I am respected regardless of my personal characteristics, identity or background."	≥ 88%	On Track	Canadian Campus Wellbeing Survey — 88% (Year 3) / Next survey (Year 4)	Success in this measure is built on initiatives in *The CARE² Plan*, Accessibility Plan, new counseling model and revised conduct processes. The recently launched *Thriving Together – People Plan*, and the Accessibility Plan, will help guide our DEI Policy and further strengthen results.
b. Maintain or increase 88% of students that agree or strongly agree with "My institution values diversity."	≥ 88%	On Track	Canadian Campus Wellbeing Survey — 88% (Year 3) / Next survey (Year 4)	The same initiatives noted in 7.2.a. are foundational for ongoing success in this measure.
c. Implement Diversity, Equity and Inclusion (DEI) Strategy.	Complete	On Track	Accessibility Plan launched / Draft DEI policy / DEI Strategy and Action Plan work commence / DEI strategy complete	NIC's Accessibility Plan launched September 1, 2023. The DEI Strategy and Action Plan was identified as a Year 1 priority in the *People Plan*, and work on this initiative will begin in Winter 2024, guided by a DEI Working Group (to be established).

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

ROOF

7.3 TRANSPARENCY AND ACCOUNTABILITY

| a. Implement new administrative structures, teams and operational committees to meet strategic and operational needs. | Complete | Complete | New administrative structure ◯ | | | | | | | | | | | Being revised as needed. |
| b. Increase engagement with the North Island Students' Union (NISU). | Complete | Complete | | | | New MOU with NISU ◯ | | | | | | | | NISU participated on the Campus Life Advisory Committee and the Sexualized Violence Education Team and partnered with Student Life to enhance Orientation and Thrive Week and deliver a sexualized-violence-awareness campaign. With College support, NISU is establishing food services at the Comox Valley and Port Alberni campuses, beginning Winter 2024 |

ENVIRONMENT

8.1 CLIMATE AND SUSTAINABILITY

a. Reduce greenhouse gas emissions.	Complete	On Track				2021 Carbon Neutral outcomes ◯		Next data available ◯						
b. Implement process to track # of courses, research and applied learning initiatives that include sustainability.	Complete	Complete						Process established ◯						Sustainability outcomes were incorporated in 21 applied-research initiatives, including kelp restoration projects, waste-water reduction in distillation processes and the evaluation of processing technologies for seaweed harvesting.
c. Explore adoption of the Sustainability Tracking Assessment and Rating System for Higher Education (STARS).	Complete	On Track								Decision on tracking system ◯				NIC's Climate and Sustainability Committee continues to use STARS gap analysis to help inform climate-action initiatives. The committee has commissioned a CleanBC Energy study for the Comox Valley campus, which will provide recommendations for reducing energy consumption and greenhouse-gas emissions.

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COMMUNITIES

9.1 SERVING THE PEOPLE OF THE REGION

a. Increase above 278 the # of students participating in custom regional and in-community programming. — Target: > 278 — Status: On Track — 353, 374, Next data available

9.2 COMMUNITY ENGAGEMENT

a. Create community-engagement strategy. — Target: Complete — Status: Complete — Consultation complete, Draft strategy complete, Final strategy approved, Draft strategy in development, Final strategy shared with community consultees

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
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COMMUNITIES

9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION

a. Create alumni-relations capacity.	Complete	On Track	Alumni-relations readiness assessment complete · · / Capacity plan complete	Alumni community established ·	An approved 3-year operation plan is being implemented.
b. Increase the number of active community partnerships to enhance programming.	12	On Track	18 partnerships · · 28 partnerships · / 31 partnerships		
c. Increase # of students involved in research projects to greater than 13 students.	> 13	On Track	13 students · · 30 students · · / 28 students / 23 students		

LEGEND ■ Complete ■ On Track ■ Behind ▨ No data yet ☐ Not started

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