

BUILD



STRATEGIC PLAN AND YEAR 3 DASHBOARD

NORTH ISLAND COLLEGE

North Island College is honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish peoples, on whose traditional and unceded territories the College's campuses are situated.



The **BUILD 2026 vision** uses architecture as an analogy to illustrate a responsive, student-centred strategic plan. It envisions stronger, thriving, more integrated places of learning that reflect and support the richness of the region. It opens the College to the communities we serve, creating a welcoming educational home for students and communities to call their own.



7 A **roof**, or values of governance, that promote resiliency and create a safe place where all students and employees belong.

6 **Windows** that allow the world to see who we are.

9 **Communities** that connect us and provide opportunities to engage, learn and collaborate.

2 A solid **foundation** and **frame** that supports students and employees and provides a basis to build upon.

1 A team of dedicated **people**, or employees, who are supported and committed to the work ahead.

4 Accessible **doorways** and **rooms**, or programs, that are open to all, making education more attainable and responsive for everyone.

8 A sustainable **environment**, vital to local cultures, economies and people.

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Look for the *Working Together* symbol to see how *BUILD 2026* supports and works with NIC's Indigenization Plan.

WELCOME

BUILD 2026 is North Island College's commitment to ensure students are at the centre of everything we do. The plan is founded on our passionate belief that learning empowers people and builds healthier and more resilient communities.

It is our promise to support unique people and communities through individualized learning.

Visit engage.nic.bc.ca to share your voice as we continue building NIC together.

MISSION

WORKING TOGETHER, NIC BUILDS HEALTHY AND THRIVING COMMUNITIES, ONE STUDENT AT A TIME.

BUILD 2026 represents a strengthening of our commitment to the many, diverse communities we serve. It is about raising our ambitions together with community. In many ways, we are putting down roots, and we are asking you to join us.

Originally created during COVID-19, this plan is designed to be responsive and has been adjusted annually to meet students' and communities' ever-changing needs.

This plan takes individualized education and training further, so more people can discover, grow and transform themselves through education, as they prepare for rewarding careers, participate in shifting economies and contribute to more diverse and just societies.

VISION

BY 2026, NIC WILL DELIVER BC'S BEST INDIVIDUALIZED EDUCATION AND TRAINING EXPERIENCE.

Though our vision is ambitious, we are ready. We respond quickly to students' needs when they need it most.

BUILD 2026 requires us to work with students and communities to be more resilient. It invites us to continue to be responsive and refine our operations to meet ongoing change.

We are grateful to align *BUILD 2026* with NIC's first Indigenization plan, *Working Together*.

The two overarching plans, reinforced by a growing number of integrated and supporting plans, guide our work as we strive to be Indigenous serving, ensure education and training is accessible and meet the social and economic needs of students and communities across the region.

YEAR 3 IN REVIEW

As NIC enters the fourth year of this integrated strategic plan, we are proud of all that the college team has accomplished together with the communities we serve.

We continue to deliver results across a wide range of programming, infrastructure, Indigenization and health and well-being measures. A few examples of our Year 3 achievements include:

BALANCED BUDGET

On March 14, 2024, NIC's Board of Governors passed the College's budget for 2024/25. This approval marked NIC's timely return to a balanced budget, following three years of managing a deficit budget as we emerged from the COVID-19 pandemic.

NIC balanced the budget by limiting the growth of expenses where feasible, while concurrently experiencing a return of international-student enrolment to pre-pandemic levels. In addition, the Province of BC provided funding for programs with a high labour-market demand, including programs in health and technology. These factors combined to make our target of a balanced budget within three years of the pandemic ending achievable.

STUDENT HOUSING

NIC's first on-campus student housing is on track to open for students studying at our Comox Valley campus in September 2025. The 217-bed student housing commons is possible through funding provided through BC's Student Housing program.

In addition to being a key element of our commitment to providing affordable and accessible, high-quality post-secondary education and training, the student housing commons is leading our sustainability initiatives.

This April, the project won the Carbon Leadership Forum of BC's Embodied Carbon award for large buildings.

In Fall 2024, NIC undertook a comprehensive student-housing-demand survey of students, prospective students and community members across our service region. Study results showed strong demand for, and support of, on-campus student housing in both the Campbell River and Port Alberni regions.

CENTRE OF EXCELLENCE IN EARLY LEARNING

Construction on the Centre of Excellence in Early Learning at the Comox Valley campus is anticipated to begin in summer of 2024 and to be completed for opening in Fall 2025. Made possible with funding from the Province and the Government of Canada, this important project, in partnership with the Beaufort Children's Centre, will expand childcare spaces and enrolment in NIC's Early Childhood Care and Education programs. The expanded teaching and learning capacity is vital to NIC's role in enabling our region's workforce.

YEAR 3 IN REVIEW CONTINUED

RESPONSIVE TO LABOUR MARKET NEEDS

NIC's co-strategic plans, *BUILD 2026* and *Working Together* are designed to facilitate responsive, operational decision-making. Responsiveness means providing the education and training opportunities our communities need to support vibrant and sustainable economies.

This year, NIC expanded in several critical educational areas, including nursing and health programming as well as technology and trades training, including apprenticeships. In response to the province's StrongerBC Future Skills Grants and other labour-market initiatives, NIC offered a record number of customized short-term micro-credentials and vocational training programs.

NIC continues to expand our global engagement in support of broader learning opportunities for domestic students and increased recruitment of qualified international students seeking to build their future in Canada. This year, the College offered 45 scholarships to support NIC students to study abroad. With 369 new international students in 2023/24, our international student enrolment returned to pre-pandemic levels.

THRIVING TOGETHER - PEOPLE PLAN

In Fall 2024, NIC launched *Thriving Together*, our first people plan. Based on extensive employee consultation, this plan charts the path for NIC as we work together to build a more respectful and supportive workplace.

Thank you to all NIC employees who take time to participate in our college conversations and who help support important *Thriving Together* initiatives such as the new Diversity, Equity and Inclusion Committee, the launch of the *Not Myself Today* program and the rollout of the remote-work program.

By working together on these important improvements, we raise the College's ability to support and foster our overall mental, emotional and social health.

There is still much to accomplish together. We look forward to meeting the goals outlined in this report and thank you for your continued interest, guidance and support.



Lisa Domae PhD, RPP
President and CEO,
North Island College

Patricia Trasolini
Chair, North Island College
Board of Governors

Working together to support students and communities.

NIC's two overarching strategic and Indigenization plans, ***BUILD 2026*** and ***Working Together***, are supported by ***Widening Our Doorways***, ***Journeying Together***, ***The CARE² Plan***, and ***Thriving Together - People Plan***.

Through the implementation of these plans, the College ensures all learning at NIC is relevant and accessible, connects students and faculty with Indigenous perspectives and supports the mental health, wellbeing and success of all members of the college community. The six plans work collectively to realize connected goals, measures and targets which support student success, strengthen communities and foster lasting, meaningful reconciliation across the region.



Look for the *Working Together* symbol throughout this document to see how the *BUILD 2026* actions support the goals from NIC's first Indigenization Plan.

27 Commitments

NIC's commitments were confirmed during the 2019 consultation with employees, students and community members. In 2021, the commitments were further defined, integrated and amended to meet students' changing learning needs.

These commitments inspired our *People* action statements.

ENGAGING PEOPLE

1. Healthy and Productive Workplaces
2. People Development
3. Employee Engagement and Collaboration

These commitments inspired our *Frame, Doorways and Rooms* action statements.

SUPPORTING STUDENTS

Caring and Supportive

4. Student Well-Being
5. Student Support and Persistence

Access

6. Program Entry
7. Learning and Services
8. Pathways to Learning

Learning and Programming

9. Indigenous-Led Education
10. Community-Connected Learning
11. Self-Directed and Customized Learning
12. Global Learning
13. Program Response and Renewal

These commitments inspired our *Foundation, Windows and Roof* action statements.

STRENGTHENING THE COLLEGE

Enrolment Services

14. Brand and Identity
15. Marketing & Recruitment
16. Integrated Enrolment

Infrastructure

17. Teaching and Learning
18. Finances
19. Information Technology
20. Campuses and Centres

Leadership

21. Reconciliation
22. Diversity, Equity and Inclusion
23. Transparency and Accountability

These commitments inspired our *Environment and Communities* action statements.

ENVIRONMENT

24. Climate and Sustainability

SERVING COMMUNITIES

25. Serving the People of the Region
26. Community Engagement
27. Social and Economic Development of the Region

9 Action Statements

Our vision, while ambitious, will be realized when we turn our commitments into action statements.

These action statements were inspired by our *Engaging People* commitments.

People

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

These action statements were inspired by our *Strengthening the College* commitments.

Foundation

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

These action statements were inspired by our *Supporting Students* commitments.

Frame

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

Doorways

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

Rooms

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

These action statements were inspired by our *Strengthening the College* commitments.

Windows

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

Roof

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

These action statements were inspired by our *Serving Communities* commitments.

Environment

8. 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.

Communities

9. We will serve the social and economic development needs of the people and region.

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												The <i>Not Myself Today</i> program launched in April 2024 and is being utilized as a platform to support the future implementation of the <i>National Standard for Psychological Health and Safety in the Workplace</i> .

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

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)

COMMENTS
 Information, as needed, to support/clarify milestones on the timeline

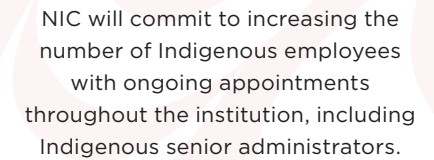
TARGET
 The Year 5 target – listed as either the item's defined benchmark or default as complete

LEGEND		Complete	On Track	Behind	No data yet	Not started
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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



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

Positive workplaces are cultivated. Care for our employees' physical and psychological health leads to greater satisfaction, commitment and productivity. A healthy workplace promotes healthy lifestyles, safe physical environments, diverse and culturally safe and supportive work cultures and strong mental health for employees, and ultimately, the students we serve. We will instill health and wellness more intentionally into college structures and operations.

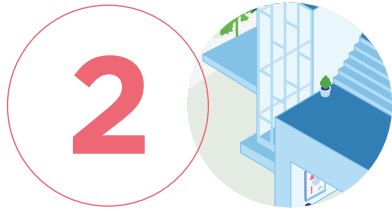
YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.1 HEALTHY AND PRODUCTIVE WORKPLACES														
a. Evaluate, recommend and implement benchmarks based on research and the National Standard of Canada for Psychological Health and Safety in the Workplace.	Complete	On Track												The <i>Not Myself Today</i> program launched in April 2024 and is being utilized as a platform to support the future implementation of the <i>National Standard for Psychological Health and Safety in the Workplace</i> .
						Foundational research begins				Implementation of <i>Not Myself Today</i> complete				
								Begin implementation of <i>Not Myself Today</i>						

NIC's people are our pillars of strength and our competitive advantage. Professional, dedicated and caring employees are at the heart of our student experience. **Excellent people, working together with support and development, will realize our vision and achieve our strategic goals.**

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														
1.2 PEOPLE DEVELOPMENT														
a. Implement People Plan to develop thriving, inspired and productive employees.	Complete	On Track												
			Draft strategy complete						Thriving Together Dashboard Year 1					
			People Plan launched											

All NIC employees are valued. The ability to share perspectives with colleagues across college campuses, groups and department areas creates a culture of collaboration that shares knowledge and makes NIC a more positive, engaging place to work. **We will empower people to collaborate, inspire and support each other.**

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														
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION														
a. Develop and implement an internal communications strategy.	Complete	On Track												
						Strategy consultation complete				Draft strategy complete				
												Begin implementation		



Foundation

The quality of NIC's teaching and learning experiences, its financial health, information technology framework and its campuses and centres are the foundation for the delivery of NIC's education and training programs. They provide the basis necessary to achieve our vision, mission and mandate. Properly laid, the foundation also withstands the unavoidable pressures on today's operating environment. **We will strengthen our core operations to make NIC more resilient and agile.**

2.1 TEACHING AND LEARNING

Exceptional teaching and learning experiences are key to each student's academic success. While the educational landscape continues to change, we will support students' learning needs and experiences by encouraging excellence and learning within faculty groups. **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

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														
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%		93%				
b. Implement a student-learning-experience survey.	Complete	On Track				Survey complete				Implementation in TT programs				
								Implementation in HHS and ASM				Implementation institution-wide		

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 <i>continued</i>														
c. Implement combined teaching-and-learning/digital-learning strategy.	Complete	On Track												The “Roadmap for Enhancing Quality Student Learning” will set standards for teaching and learning for the next five years.
<div>Begin draft Roadmap</div> <div>Complete Roadmap</div>														

2.2 FINANCES

NIC has a long history of strong and sound financial management, in keeping with our responsibility to the Province and people of the region. This ensures our sustainability over the long term, giving confidence to students and employees, as we recover from the pandemic and guard against future challenges and threats to our financial security. **We will develop a responsive financial model to eliminate the deficit and create fiscal health.**

Outcome: Fiscal strength

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														
2.2 FINANCES														
a. Balanced budget within three years of the pandemic ending.	Balanced	Complete												NIC has returned a modest surplus of \$78K in 2023/24, well ahead of its budgeted deficit.
<div>Projected: (\$1.5M) (\$793K) (\$642K) 0</div> <div>Actual: \$57K (\$741K) \$78K</div>														
b. Long-term financial health (positive net asset position).	> \$2.8M	On Track												The College's net assets for 2023/24 increased to over \$4.8M as a result of the annual surplus.
<div>Projected in 2021: \$3.9M \$2.8M \$2.1M \$2.1M \$2.2M</div> <div>Current Projections: \$4.8M \$4.8M</div> <div>Actual: \$5.4M \$4.7M \$4.8M</div>														

2.3 INFORMATION TECHNOLOGY

NIC's need for a more robust and effective Information Technology (IT) framework was reinforced throughout the pandemic. A solid network, resilient hardware and an integrated suite of applications and services for students and employees require additional investment to meet 21st-century learning needs. **We will actively and intentionally leverage our IT capacity through planning and investment.**

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

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								
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				

* 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.

2.4 INTEGRATED ENROLMENT

Integrated enrolment planning is a collaborative, college-wide process to ensure NIC offers, administers and promotes a forward-thinking and relevant mix of program types and student spaces in the region and beyond. Important planning considerations include government priorities, labour market needs and, most importantly, student demand. **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

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														
2.4 INTEGRATED ENROLMENT														
a. Define optimum enrolment for NIC.	Complete	Complete	Optimum enrolment established											
b. Implement enrolment targets for all programs.	Complete	Complete	Template implemented											
			Annual process implemented											
c. Develop and implement an integrated, strategic enrolment-management planning process.	Complete	No data yet						Begin draft planning process				Implement process		The Strategic Enrolment-Management Planning process will launch in Fall 2024.

2.5 CAMPUSES AND CENTRES

Since 1975, NIC's facilities have changed with the region's needs. Once a collection of 24 regional learning centres, NIC now operates four campuses in Campbell River, Comox Valley, Port Alberni and Micalakwila (Port Hardy) and the Ucluelet centre. In 2019, we opened the temporary St. Joe's location of the Comox Valley campus to meet burgeoning program needs. **We will review the capacity of our teaching locations, re-imagine our places, spaces and programming and support the development of living-learning communities* through student housing.**

Outcome: Thriving, inspired and integrated campuses and centres

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	<div><div>Mixelakwila complete</div><div>Port Alberni complete</div><div>Campbell River complete</div><div>Comox Valley complete</div></div>												To align with the Ministry’s prioritization of capital housing projects over the next two cycles, NIC’s efforts have shifted to the development of student housing in both Campbell River and Port Alberni. Campus planning continues to support the replacement of the Tebo Centre in Port Alberni and the Village portables in Comox Valley as well as the expansion of the Campbell River campus.
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.	Complete	On Track	<div><div>Tree removal/ site clearance</div><div>Construction begins</div><div>Housing opens</div><div>Operational development begins</div></div>												
c. Develop a business case for an NIC Housing Commons at the Campbell River campus.	Complete	On Track	<div><div>Begin developing business case</div><div>Business case to Ministry</div><div>Business case complete</div></div>												The demand study demonstrated a need for 170 single-student beds and an additional 60 family units. The NIC Student Housing Advisory Committee has begun meeting, and community partners have expressed enthusiastic support for the project.

* Living-learning communities are places where students live in a supported environment that directly connects them to peers and supports.

2.6 RISK MANAGEMENT

Risk is inherent in many aspects of post-secondary operations, and as we cannot eliminate all risk, a coordinated approach to risk management is critical to help us think through what might happen as we position ourselves to harness the present and embrace the future. **We will manage risk effectively in order to protect and enhance the value that NIC delivers to the community.**

Outcome: Informed decision-making and a proactive risk-management culture

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														
2.6 RISK MANAGEMENT														
a. Develop and implement a college-wide risk-management program.	Complete	On Track												
<div>Framework development</div> <div>Risk Appetite statement</div> <div>ERM policy revision</div> <div>Framework implemented</div>														



NIC will establish
Indigenous-centred
holistic learning
environments for
learner success.

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

3.1 STUDENT WELL-BEING

Health and wellness begins with knowing students as individuals, treating each student fairly and equitably, and celebrating and learning from their diversity. **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

[illegible]

3.2 STUDENT SUPPORT AND PERSISTENCE

NIC students are never alone on their educational path. While each student's situation is unique, financial stress, lack of childcare, the wrong learning path, under-developed study skills, learning struggles, interpersonal conflict and feeling a lack of belonging can all factor into their ability to reach their educational goals. **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

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															
a. Increase first-year student retention (Fall to Fall) above 47%.	> 47%	On Track	<div><div>52% retention</div><div>58% retention</div><div>57% retention</div><div>Next data available</div></div>												
b. Maintain or increase the dollar amount of scholarships, bursaries, awards and emergency funds available to students.	≥ \$500K	On Track	<div><div>> \$540K</div><div>> \$567K</div><div>> \$635K</div><div>> \$700K</div></div>												
c. Increase # of childcare spaces above 94.	>94	On Track	<div><div>Inventory of seats complete</div><div>Explore expansion opportunities</div><div>New CV spaces complete</div></div>												



4.1 PROGRAM ENTRY

Outcome: Wider access to courses and programs

* 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.

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

Time and place can render post-secondary learning and services inaccessible for students with multiple family and work commitments. **We will increase access to education and training by offering students flexible learning and service options.**

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														
4.2 LEARNING AND SERVICES														
a. Increase % of courses with more than one entry point per year above 27%.	> 27%	On Track			28%		28%		36%					
b. Increase the % of courses with multiple modes of delivery above 9%.	> 9%	On Track			44%		33%		27%					
c. Develop and implement fully operational digital service strategy.	Complete	Complete					Strategy complete				Three-year rolling action plan			
							Strategy implementation							

4.3 PATHWAYS TO LEARNING

NIC links students, community, employers, industry and educational institutions. We welcome students from educational institutions on Vancouver Island, across BC and around the world. We are a gateway for learning.

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

Outcome: Seamless transitions to and from 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	
DOORWAYS														
4.3 PATHWAYS TO LEARNING														
a. Maintain dual-credit enrolment above 170.	> 170	On Track												The Ministry of Education and Child Care is in the process of finalizing a new dual-credit framework by Fall 2024. This is expected to result in an increase in dual-credit enrolments in the 2024/25 academic year.
b. Maintain or increase the # of partnership agreements each year, equal to or above 40.	≥ 40	On Track												



Rooms



NIC will implement intellectual and cultural traditions of Indigenous peoples through curriculum and learning approaches relevant to learners and communities.

Learning is NIC's reason for being. Our high-quality, relevant and responsive programming draws students from across BC and around the world. COVID-19 has shifted local and global industries, regional labour markets, employment rates and individual student needs.

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-LED EDUCATION

Serving the distinct 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions has strengthened NIC's programming, spaces and services. With the guidance of Indigenous leadership, Elders, students and employees, we are committed to supporting Indigenous-led education and celebrating Indigenous knowledge. **We will work collaboratively with Indigenous communities to develop and deliver unique programming that incorporates Indigenous knowledge, language and culture.**

Outcome: Indigenous-led 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
			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														
a. Maintain or increase % of FTE Indigenous students* greater than or equal to representation in the population.	≥ 14%	On Track	<div> <div>19% Indigenous students</div> <div>20% Indigenous students</div> <div>20% Indigenous students</div> </div>											
b. Maintain or increase % of Indigenous students satisfied with NIC's help in achieving educational goals, above or equal to 90%.	≥ 90%	Behind	<div> <div>90%</div> <div>90%</div> <div>86%</div> <div>Next data available</div> </div>											The Indigenous Education Council (IEC) continues to identify strategies that can be implemented to enhance Indigenous student satisfaction.

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

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	
ROOMS														
5.1 INDIGENOUS-LED EDUCATION														
c. Implement Indigenization Plan recommendations.	Complete	On Track	Indigenization plan costing complete			Working Together Dashboard Year 2								
			Working Together Dashboard Year 1			Working Together Dashboard Year 3								

Outcome: Place-based learning

5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING

Rapid economic and social change is being unevenly felt across the region. Students now need more accessible skills and credentials that provide access to changing economies.

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

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														
5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING														
a. Increase # of students with advising support above 425 students.	> 425	On Track				547	543	576	593	759				Advising services provided by the new, grant-funded Access Navigator positions combined with established advising services to far exceed the target in this measure.
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track				24		26		26				

5.4 GLOBAL LEARNING

Global learning enriches the educational experience of all students at NIC, builds a diverse campus community and supports NIC's sustainability. It brings the world to NIC and provides all students opportunities to study, learn and gain international experience. COVID-19 is affecting student mobility worldwide, with many students beginning their studies in their home countries. We value international students' many contributions to the communities we serve and look forward to connecting international and Indigenous students with communities through learning.

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

Outcome: Revitalize and diversify international engagement at 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	
ROOMS														
5.4 GLOBAL LEARNING														
a. Increase # of new international student enrolments each year above 214 new students.	> 214	On Track				194 new students 2021/22				369 new students 2023/24				
							304 new students 2022/23							
b. Increase # of agreements, including one international project by 2023 and 20+ students engaged internationally.	Complete	Complete				All goals met		All goals met		24 employees engaged in international activity				International programs continue to expand, with NIC faculty members, students and Elders engaged in France, Japan, Kenya, Mexico, New Zealand and Tanzania.
										59 students in study-abroad programs				
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		

5.5 PROGRAM RESPONSE AND RENEWAL

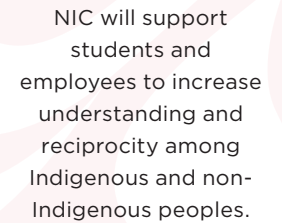
NIC's courses and programs must continuously evolve to continue to be responsive to the changing needs of students, communities, businesses and industries across the region. In a world where there are growing questions about the value and relevancy of post-secondary education, we strive to be the touchpoint for the region's students. **NIC will continue to deliver high-quality, relevant and responsive programming.**

Outcome: High-quality, relevant and responsive programming

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	Complete				Program renewal plans complete		2022/23 progress reports complete						
							2023/24 renewal plans complete							
b. Complete Provincial Quality Assurance Process Audit (QAPA)**.	Complete	Complete				QAPA orientation		QAPA Panel Visit		Institutional report submitted			Action items underway	
								Institutional response & final summary complete						

* 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



6.1 BRAND AND IDENTITY

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

* Based on BC Student Outcomes Survey of Diploma, Associate Degree, and Certificate Students.

Engaging marketing, relevant recruitment and supportive advising will enable more students to meet their goals. NIC's digital presence must be responsive to a rapidly changing online landscape to effectively empower student recruitment, retention and engagement. **We will integrate marketing, recruitment and advising strategies to better serve students.**

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														
6.2 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	Complete												
			2024/25 plan under development											
			2023/24 tactical plan complete											

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

Everybody has the right to see themselves respectfully represented in the NIC community and its places. This is a core value, central to our mission and integral to students and employees alike. **We will meaningfully foster diversity, equity and inclusion by creating safe learning and workplaces and eliminating the inequities in NIC classrooms, systems and structures.**

[illegible]

7.3 TRANSPARENCY AND ACCOUNTABILITY

Transparent decision-making builds a culture of trust and respect. **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

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														
7.3 TRANSPARENCY AND ACCOUNTABILITY														
a. Implement new administrative structures, teams and operational committees to meet strategic and operational needs.	Complete	Complete												Being revised as needed.
b. Increase engagement with the North Island Students' Union (NISU).	Complete	Complete												



8.1 CLIMATE AND SUSTAINABILITY

Outcome: Climate change education and research

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

[illegible]



Communities



NIC will build relationships and be accountable to Indigenous communities in support of self-determination through education, training and applied research.

Communities come together through NIC. We anchor the region's communities through education, training, knowledge and innovation. We work with people, industry, Indigenous and not-for-profit organizations to enrich learning. The mutually beneficial exchange of knowledge and resources leads to healthy and thriving people and communities. It also leads to a healthy college. **We will serve the social and economic development needs of the people and region.**

9.1 SERVING THE PEOPLE OF THE REGION

Each of the communities in the region we serve is unique in their cultures, economies and access to digital technology and infrastructure. Before the pandemic, fewer people across the region were prepared for further education than the provincial average; and the pandemic may have created new obstacles on their educational path. We believe all students and communities should have access to education. **We will serve all communities, including those with barriers to participation in education and the economy.**

Outcome: Higher enrolment from within the region

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	
COMMUNITIES														
9.1 SERVING THE PEOPLE OF THE REGION														
a. Increase above 278 the # of students participating in custom regional and in-community programming.	> 278	On Track				353		374		287				

9.2 COMMUNITY ENGAGEMENT

NIC is a meeting place where communities come together and work to enrich the region's health and sustainability through education. This is possible only if we are in conversation with those around us, if we are open to hearing a diverse range of voices and if we are committed to work in concert to tackle the issues in front of us. **We will support the people and communities we serve through active collaboration and engagement.**

Outcome: To be at the heart of civic conversations

[illegible]

9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION

NIC is a publicly funded college established by the provincial government to serve the people and communities of the region. In doing so, we support the region's health and sustainability. **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

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	
COMMUNITIES														
9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION														
a. Create alumni-relations capacity.	Complete	On Track												An approved alumni-relations plan is on track, with NIC's first alumni-engagement events held in Campbell River, Comox Valley and Port Alberni in May 2024.
b. Increase the number of active community partnerships to enhance programming.	12	On Track												
c. Increase # of students involved in research projects to greater than 13 students.	> 13	On Track												



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