

BUILD



STRATEGIC PLAN AND YEAR 4 REPORT 1 DASHBOARD

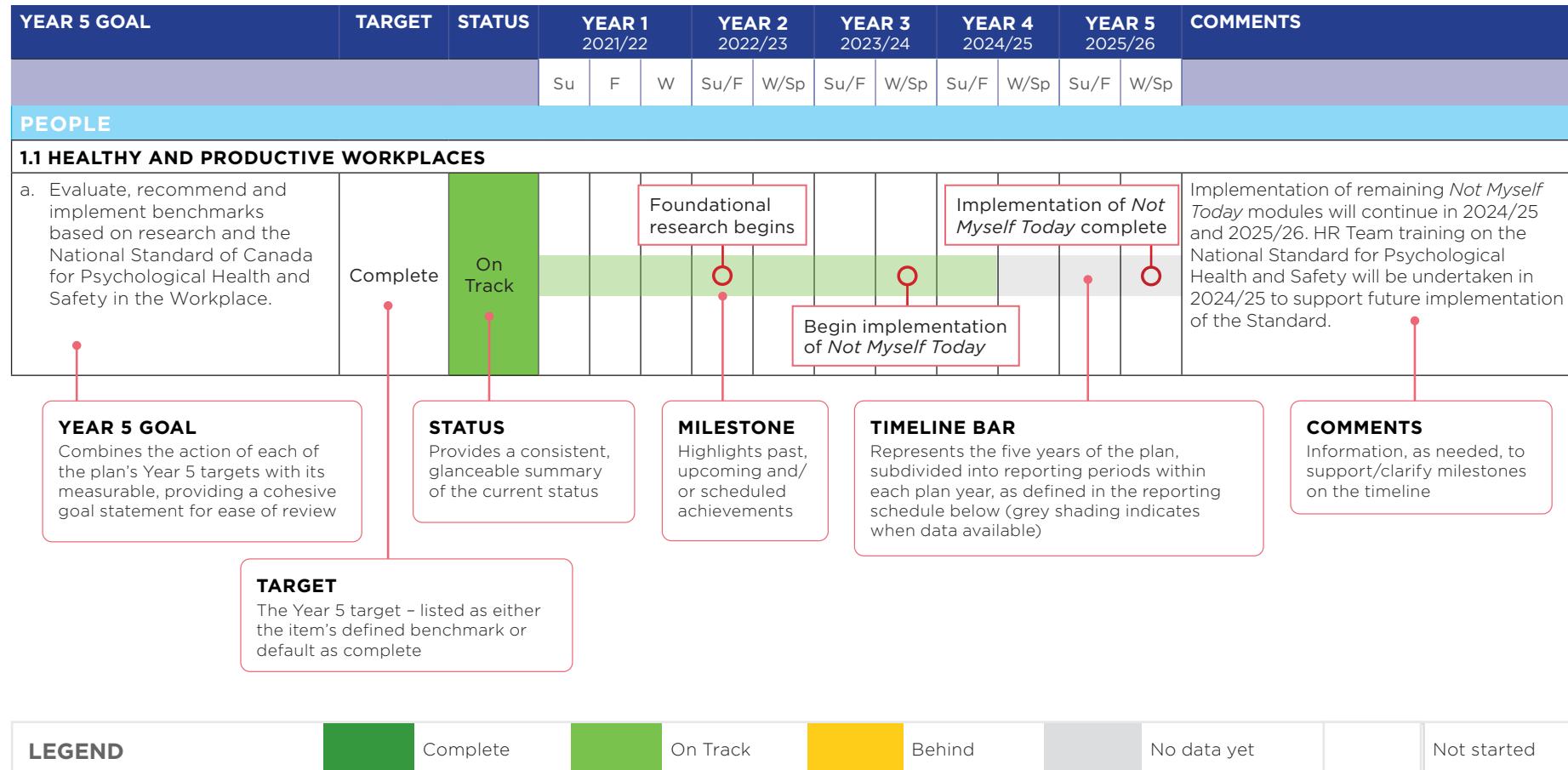
July - December 2024

NORTH ISLAND COLLEGE

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



How the Dashboard Works



BUILD 2026 REPORTING

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

Current Report

BUILD 2026 DASHBOARD

YEAR 4 REPORT 1: July - December 2024

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		
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 Not Myself Today complete				Implementation of remaining <i>Not Myself Today</i> modules will continue in 2024/25 and 2025/26. HR Team training on the National Standard for Psychological Health and Safety will be undertaken in 2024/25 to support future implementation of the Standard.	
1.2 PEOPLE DEVELOPMENT														
a. Implement People Plan to develop thriving, inspired and productive employees.	Complete	Complete				Draft strategy complete	Thriving Together Dashboard Year 1						The <i>Thriving Together</i> Year 1 Dashboard included planning priorities for Year 2 and was published and shared out in November 2024.	
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION														
a. Develop and implement an internal communications strategy.	Complete	Complete				Strategy consultation complete	Strategy complete						An update will be provided in Winter/Spring 2025.	

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		
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%				Next data available	
b. Implement a student-learning-experience survey.	Complete	Complete			Survey complete				Implementation in TT programs					
c. Implement combined teaching-and-learning/digital-learning strategy.	Complete	On Track						Implementation in HHS and ASM	Implementation institution-wide				Members of the Academic Matters Working Group are working on the Roadmap for Enhancing Quality Student Learning to provide principles and values, competencies and directions for future teaching, learning and digital experiences.	

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			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				Projected: (\$1.5M)	(\$793K)	(\$642K)	0					
						Actual: \$57K	(\$741K)	\$78K						
b. Long-term financial health (positive net asset position).	> \$2.8M	On Track				Projected in 2021: \$3.9M	\$2.8M	\$2.1M	\$2.1M	\$2.2M				
						Current Projections: Actual: \$5.4M	\$4.7M	\$4.8M	\$4.8M	\$4.8M				
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		2024 Score assigned						
							2023 Score 2.3							

* 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.

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F		
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								
c. Develop and implement an integrated, strategic enrolment-management planning process.	Complete	On Track				Annual process implemented								
						Begin draft planning process								
						Implement process								

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			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%		54%					
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				

* 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.

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F			
DOORWAYS															
4.3 PATHWAYS TO LEARNING															
a. Maintain dual-credit enrolment above 170.	> 170	On Track				253 enrolments			184 enrolments						
b. Maintain or increase the # of partnership agreements each year, equal to or above 40.	≥ 40	On Track				75 partnership agreements			64 partnership agreements						
							275 enrolments			77 partnership agreements			Next data available		
													Next data available		

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F			
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				19% Indigenous students		20% Indigenous students							
b. Maintain or increase % of Indigenous students satisfied with NIC's help in achieving educational goals, above or equal to 90%.	≥ 90%	On Track				90%		90%		86%		90%	The Indigenous student survey was revised, based on feedback from the Indigenous Education Council, and sent to 370 self-declared Indigenous students in November 2024.		
c. Implement Indigenization Plan recommendations.	Complete	Complete				Indigenization plan costing complete		Working Together Dashboard Year 2					Working Together Dashboard Year 3 Report is available on the Working Together page of the Engage NIC site.		

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

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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			910 students						
b. Implement place-based learning initiatives in program renewal plans.	Complete	Complete				921 students			Strategy implemented					
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	Centre of Excellence in Early Learning open					Occupancy is scheduled for mid- to late-Fall 2025. Beaufort Child-Care licensing of the new space is expected in early 2026.	
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	766						
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track	24		26		26			Next data available				

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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							
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	14 employees engaged in international activity	21 students in study-abroad programs	59 students in study-abroad programs		NIC's international engagement was led predominantly by Indigenous students and faculty members this year. OGE secured \$800,000 in grants to support international exchanges and research over the next three years. The department is currently pursuing two projects through CICan South Africa Skills Development Training Program.		
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						

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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						
b. Complete Provincial Quality Assurance Process Audit (QAPA)**.	Complete	Complete				QAPA orientation		QAPA Panel Visit		Institutional report submitted				
							Institutional response & final summary complete		Final QAPA summary received from Degree Quality Assessment Board					

* 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

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WINDOWS														
6.1 BRAND AND IDENTITY														
a. Establish brand with better overall role and scope of the College.	Complete	Complete				Internal/external audits complete		Tactical plan operative	Brand architecture finalized		Refreshed brand rollout complete			
								Consultant recommendations received	Refreshed brand rollout		Brand strategy complete			
6.2 MARKETING & RECRUITMENT														
a. Establish a clearly defined student audience profile for all areas of study.	Complete	Complete						Audience profiles complete					Core audience profiles are now supporting recruitment.	
											2 supplementary profiles completed		In consultation with departments, work continues on further segmenting core profiles to create profiles for international and continuing education where needed.	
b. Implement annual marketing and recruitment plans.	Complete	Complete						2024/25 plan under development	2026/27 plan under development					
								2023/24 tactical plan complete	2025/26 plan under development					

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ROOF															
7.1 RECONCILIATION															
a. 75% of employees complete NIC-specific Indigenous, intercultural competency training.	≥ 75%	Behind						Framework complete		Pilot completed modules			Continued work with Nations to finalize the local modules. Indigenous Education and Human Resources teams will begin piloting the completed modules in Winter 2025.		
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					Develop 3 final modules	Pilot 3 final modules				
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			Next survey					
b. Maintain or increase 88% of students that agree or strongly agree with "My institution values diversity."	≥ 88%	On Track					Canadian Campus Wellbeing Survey			Next survey			Further institutional efforts in the area of DEI are expected to strengthen these results.		
c. Implement Diversity, Equity and Inclusion (DEI) Strategy.	Complete	On Track				Draft DEI policy		Commerce DEI strategic framework		Implement DEI strategic framework			College-community consultation and survey was completed in Fall 2024 to inform the development of the DEI strategic framework.		
							Accessibility Plan launched			DEI strategic framework complete			The Accessibility Plan Year 1 report and Year 2 plans were published in November 2024.		

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ENVIRONMENT															
8.1 CLIMATE AND SUSTAINABILITY															
b. Implement process to track # of courses, research and applied-learning initiatives that include sustainability.	Complete	Complete													
c. Explore adoption of the Sustainability Tracking Assessment and Rating System for Higher Education (STARS).	Complete	On Track													

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F		
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			Next data available	
9.2 COMMUNITY ENGAGEMENT														
a. Create community-engagement strategy.	Complete	Complete				Consultation complete		Draft strategy complete		Community Engagement Advisory evaluating strategy's goals				
						Draft strategy in development		Final strategy shared with community consultees		Final strategy approved				

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F		
COMMUNITIES														
9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION														
a. Create alumni-relations capacity.	Complete	Complete				Alumni-relations readiness assessment complete								
						Capacity plan complete							Initial plan updated	
b. Increase the number of active community partnerships to enhance programming.	12	On Track				18 partnerships	28 partnerships	32 partnerships						
						31 partnerships	32 partnerships							
c. Increase # of students involved in research projects to greater than 13 students.	> 13	On Track				13 students	30 students	32 students						
						28 students	23 students	25 students						

