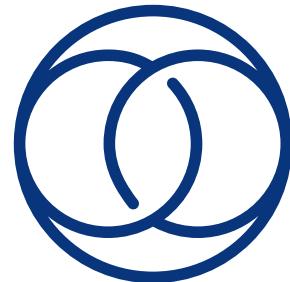


BUILD



STRATEGIC PLAN AND YEAR 4 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.

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



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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 4 IN REVIEW

NIC enters the fifth and final year of the BUILD 2026 strategic plan focused on upholding our mission of helping to strengthen the communities we serve.

Despite the challenges to post-secondary institutions nation-wide, NIC continues to deliver results across a wide range of programming, infrastructure, Indigenization and health and well-being measures.

ADAPTING TO CHANGE

In the past year, NIC has faced a rapidly shifting external landscape, primarily impacted by the federal government's new, restrictive immigration policies. Reductions in study-permit approvals for international students and adjustments to post-graduation work-permit eligibility have created an unprecedented decline in international student enrolment nationwide. For NIC, that has meant going from its highest level of full-time international student enrolments (640) in 2024/25 to a projected drop of 32% (to 436) in 2025/26. This translates to an anticipated \$2.8 million reduction in revenue for the college, straining NIC's finances and capacity to deliver programs.

Though NIC has been less reliant on international students than many institutions (22% vs 32% for BC public colleges), international enrolment and its associated revenue have been critical to supporting program delivery across all areas of the college. The sudden shortfall has therefore impacted every division and added to existing challenges.

DIFFICULT DECISIONS

In response, NIC has taken steps to ensure its sustainability and uphold its commitment to students and communities. The college initiated a difficult, necessary organizational realignment in early 2025 to re-balance resources. Adjusting staffing levels to match the new enrolment reality resulted in the elimination of 24 full-time equivalent (FTE) administrative, support staff and faculty positions (through retirements, layoffs and elimination of vacant positions), representing downsizing those roles by approximately 11%, 8% and 12%, respectively. Advance layoff notices were issued to an additional 11 FTEs of regular faculty.

Concurrently, the college is reviewing and consolidating its program offerings, announcing suspensions of several programs effective Fall 2025 to focus resources on core offerings. These difficult decisions aim to preserve the overall quality, accessibility and financial health of NIC's education and services. Despite the challenges of this transition, NIC remains committed to its students and communities.

Realignment is intended to ensure that NIC programs continue to meet student demand and community needs in a sustainable way. Central to this effort is the implementation of a Strategic Enrolment Management framework, which provides a focused plan for shaping NIC's future by keeping programming relevant, responsive and aligned with strategic priorities.



Ditidaht First Nation, Vancouver Island

Graduates of Continuing Education,
MS Office Applications

YEAR 4 IN REVIEW CONTINUED



MOVING FORWARD

North Island College is unwavering in its mission to help strengthen communities through student-focused, accessible, flexible and responsive education. NIC's broad range of affordable, high-quality programs delivered on the North Island and BC Central Coast increases regional participation in the skilled economy and leads to further post-secondary opportunities for our students. Embedded in its communities, the college continues to collaborate with First Nations, local governments and industry partners to deliver culturally relevant training aligned with regional needs. This deep community engagement is a cornerstone of NIC's approach and will remain so throughout thriving times and challenging times in the evolution of post-secondary education.



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.

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

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

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

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

People

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

Foundation

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

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.

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.

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				Foundational research begins			Implementation of <i>Not Myself Today</i> complete					Implementation of the remaining two modules of <i>Not Myself Today</i> continues. Following training on the National Standard in Psychological Health and Safety, HR staff will assess the College's readiness (including weighing the financial requirements) for implementation of the Standard in 2026/27.
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					

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

1



People

The power of NIC lies in the strength, commitment and diversity of our people and workplaces. In our fast-changing digital world, our ability to act quickly, creatively and entrepreneurially requires a collaborative culture of growth and innovation.

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

1.1 HEALTHY AND PRODUCTIVE WORKPLACES

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.

Outcome: Healthier employees working in safe and supportive workplaces

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 <i>Not Myself Today</i> complete			Implementation of the remaining two modules of <i>Not Myself Today</i> continues. Following training on the National Standard in Psychological Health and Safety, HR staff will assess the College's readiness (including weighing the financial requirements) for implementation of the Standard in 2026/27.		



NIC will commit to increasing the number of Indigenous employees with ongoing appointments throughout the institution, including Indigenous senior administrators.

1.2 PEOPLE DEVELOPMENT

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.**

Outcome: Thriving, inspired and productive employees

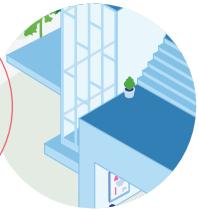
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATIONS

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.**

Outcome: A culture of collaboration supported by peer networks

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	Complete				Strategy consultation complete		Draft strategy complete						Revised plan to be completed and shared with Leadership Team and the NIC community in Fall 2025.	
							○			○	○				
								Begin implementation							
									Revision in development						

2



NIC will commit to making Indigenous Education a priority.

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			
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%		97%			
b. Implement a student-learning-experience survey.		Complete				Survey complete			Implementation in TT programs				Implementation of the survey continues institution-wide.	
								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						Begin draft Roadmap	Implement Roadmap				
								Finalize Roadmap					

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

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		
FOUNDATION														
2.3 INFORMATION TECHNOLOGY														
a. Implement IT Service Management (ITSM) model*.	Complete	Complete												
b. Improve NIC's cybersecurity risk-mitigation and response capabilities.	NIST CSF Score ≥ 2.9	On Track												

* 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									
c. Develop and implement an integrated, strategic enrolment-management planning process.	Complete	On Track				Annual process implemented									
						Begin draft-planning process		Implement process							

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 Mixalakwila (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	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									Campbell River complete				
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.	Complete	On Track					Tree removal/ site clearance	Construction begins							Housing opens				
c. Develop a business case for an NIC Housing Commons at the Campbell River campus.	Complete	Complete							Begin developing business case						Business case to Ministry				
															Business case complete				

* 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		
FOUNDATION														
2.6 RISK MANAGEMENT														
a. Develop and implement a college-wide risk-management program.	Complete	Complete				Framework development	Risk Appetite statement							
						ERM policy revision	Framework implemented							



Frame

From the moment students enter the college, our services support their learning experiences. With “we are NICe” setting the tone, our learning services integrate with our many and varied courses and programs to ensure students are supported.

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

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	Su/F	W/Sp	Su/F	W/Sp		
FRAME																			
3.1 STUDENT WELL-BEING																			
a. Develop and implement a Student Mental Health and Well-Being plan.	Complete	Complete				Plan complete			CARE ² Dashboard Year 2			CARE ² Dashboard Year 4					The CARE ² Plan Year 4 Dashboard will be published and shared on The CARE² Plan page of the Engage Site in Fall 2025.		

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	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				52% retention				58% retention				Next data available					
b. Maintain or increase the dollar amount of scholarships, bursaries, awards and emergency funds available to students.	≥ \$500K	On Track					> \$540K				> \$567K						The efforts of the NIC Foundation have resulted in a substantial increase in the number and value of its awards, resulting in over a million dollars in awards delivered to students this year.		
c. Increase # of childcare spaces above 94.	>94	On Track					Inventory of seats complete							New CV spaces complete			Building completion is now targeted for January 2026, with Beaufort Child Care Centre planning to license the facility in spring and open it in Fall 2026.		
														Explore expansion opportunities					

4



Doorways

Learning is a journey towards self-discovery, personal growth and socioeconomic prosperity. At NIC, our passionate commitment to life-long learning ensures we provide relevant and accessible learning opportunities for all. For many students, access also means valuing their life experiences and being able to choose what, how and when they progress through their studies. **We will increase the many ways students can access education and training at NIC.**

4.1 PROGRAM ENTRY

At NIC we recognize that learning happens in a variety of ways, both inside and outside traditional classrooms. We will enable more students to achieve their goals through NIC. **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

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%		54%		51%		

* 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 courses load 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.

4.2 LEARNING AND SERVICES

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.

Outcome: Serve more adult students through flexible delivery

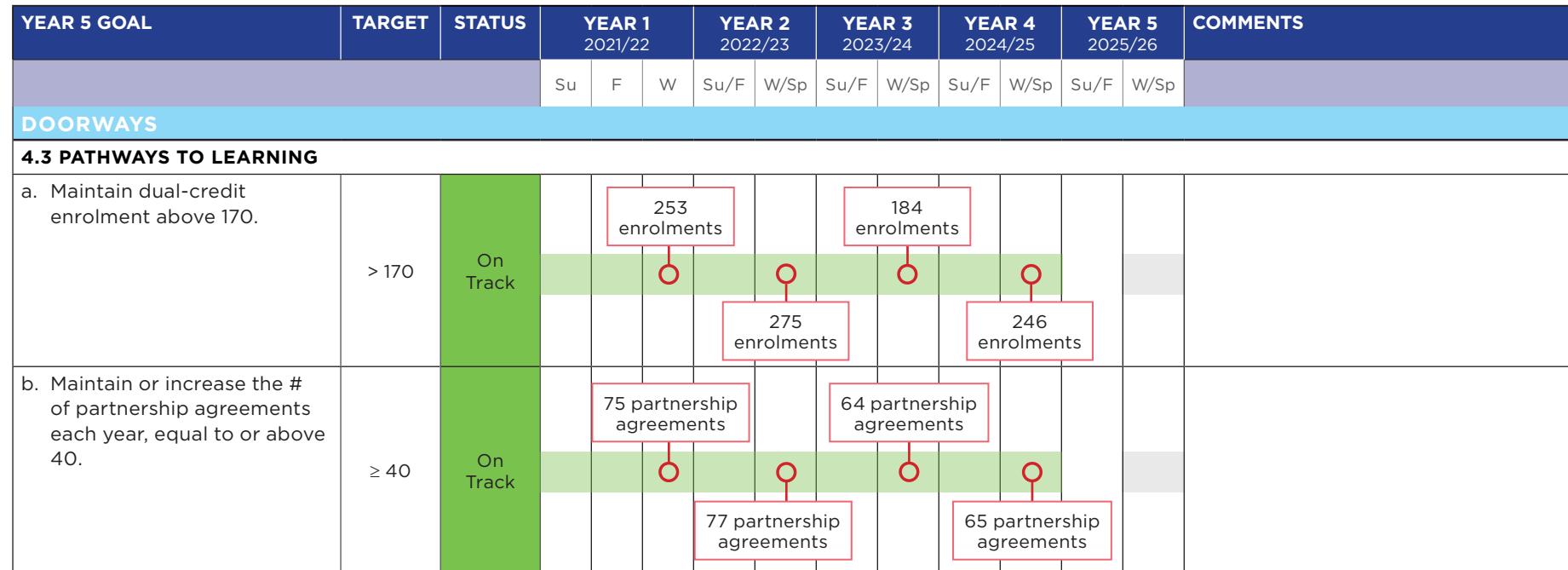
YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22		YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS		
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp		
DOORWAYS															
4.2 LEARNING AND SERVICES															
a. Increase % of courses with more than one entry point per year above 27%.	> 27%	On Track			28%		28%		36%		31%				
b. Increase the % of courses with multiple modes of delivery above 9%.	> 9%	On Track			44%		33%		27%		25%				
c. Develop and implement fully operational digital service strategy.	Complete	Complete						Strategy complete			Three-year rolling action plan			Principles of the plan are in place for reviewing new technologies.	
								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



5



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				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%				Next data available

* 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														
5.1 INDIGENOUS-LED EDUCATION														
c. Implement Indigenization Plan recommendations.	Complete	Complete				Indigenization plan costing complete		Working Together Dashboard Year 2		Working Together Dashboard Year 4				Working Together Dashboard Year 4 Report will be presented to the Indigenous Education Council then made available on the Working Together page of the Engage NIC site in Fall 2025.
								Working Together Dashboard Year 1		Working Together Dashboard Year 3				

5.2 COMMUNITY-CONNECTED LEARNING

Community-driven, applied learning provides students with tactile understandings of their studies and new connections to employers and industry.

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

Outcome: Place-based 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														
5.2 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				938 students			
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 complete			
							\$14.2M Ministry funding achieved				Construction begins			

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	766	684				
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track			24		26		26		22				

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			
ROOMS															
5.4 GLOBAL LEARNING															
a. Increase # of new international student enrolments each year above 75 new students.	> 75	On Track				194 new students 2021/22			369 new students 2023/24				Recruitment of new international students in 2024/25 has been significantly impacted by IRCC regulation changes, and we expect this negative impact to continue into 2025/26.		
b. Increase # of agreements, including one international project by 2023 and 20+ students engaged internationally.	Complete	Complete				All goals met	All goals met	All goals met	14 employees engaged in international activity				\$800K in grants supported international exchanges, including students from Cameroon studying Electrical Foundations at NIC and NIC students studying abroad. OGE will lead a three-year, \$450,000 project with two Canadian and 15 South African partners on "Gender Equity and Inclusion in the Classroom and On Campus".		
c. Maintain or increase % of international student responses (agree/strongly agree) that NIC provides a supportive learning environment above 81%.	≥ 81%	On Track				84%			86%				Indigenous students made up half the students in study-abroad programs this year. Four students attended NIC on exchange from Mexico and Belgium.		

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.**

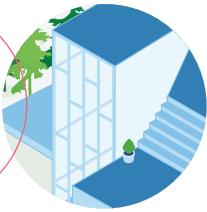
Outcome: High-quality, relevant and responsive programming

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			
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							
									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

6



Windows



NIC will support students and employees to increase understanding and reciprocity among Indigenous and non-Indigenous peoples.

At NIC, we champion the value of post-secondary education and training and deliver high-quality learning and training experiences. When asked, approximately 90% of students tell us they are satisfied with their education, say our quality of instruction is high and feel well prepared for further studies.* Yet, there remains a lack of awareness about who we are, what we do and what sets us apart from other post-secondary institutions. **We will raise awareness about the quality and diversity of learning at NIC.**

6.1 BRAND AND IDENTITY

NIC operates in an increasingly crowded post-secondary marketplace, occupied by public and private post-secondary institutions and non-traditional digital providers. **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

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			
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			

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

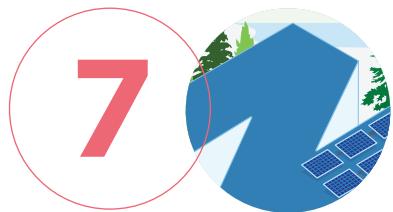
LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet □ Not started

6.2 MARKETING AND RECRUITMENT

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.**

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.



Roof

Good governance puts values and principles into practice every day. It ensures programs are accountable to the people who fund our work, including governments, the public and students, and our social responsibilities to each other and the planet. **We will develop diverse, inclusive and accountable processes that support college employees and provide new opportunities to contribute.**

7.1 RECONCILIATION

Meaningful reconciliation with Indigenous Peoples and communities requires inclusive policies and processes that invite Indigenous participation and perspectives in NIC decision-making. **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

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			
ROOF															
7.1 RECONCILIATION															
a. 75% of employees complete NIC-specific Indigenous, intercultural competency training.	≥ 75%	Behind						Framework complete		Pilot completed modules			Final review of the modules with Nations and participants is underway. The Journey to Reconciliation course will be complete for a pilot group to start in Summer 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				

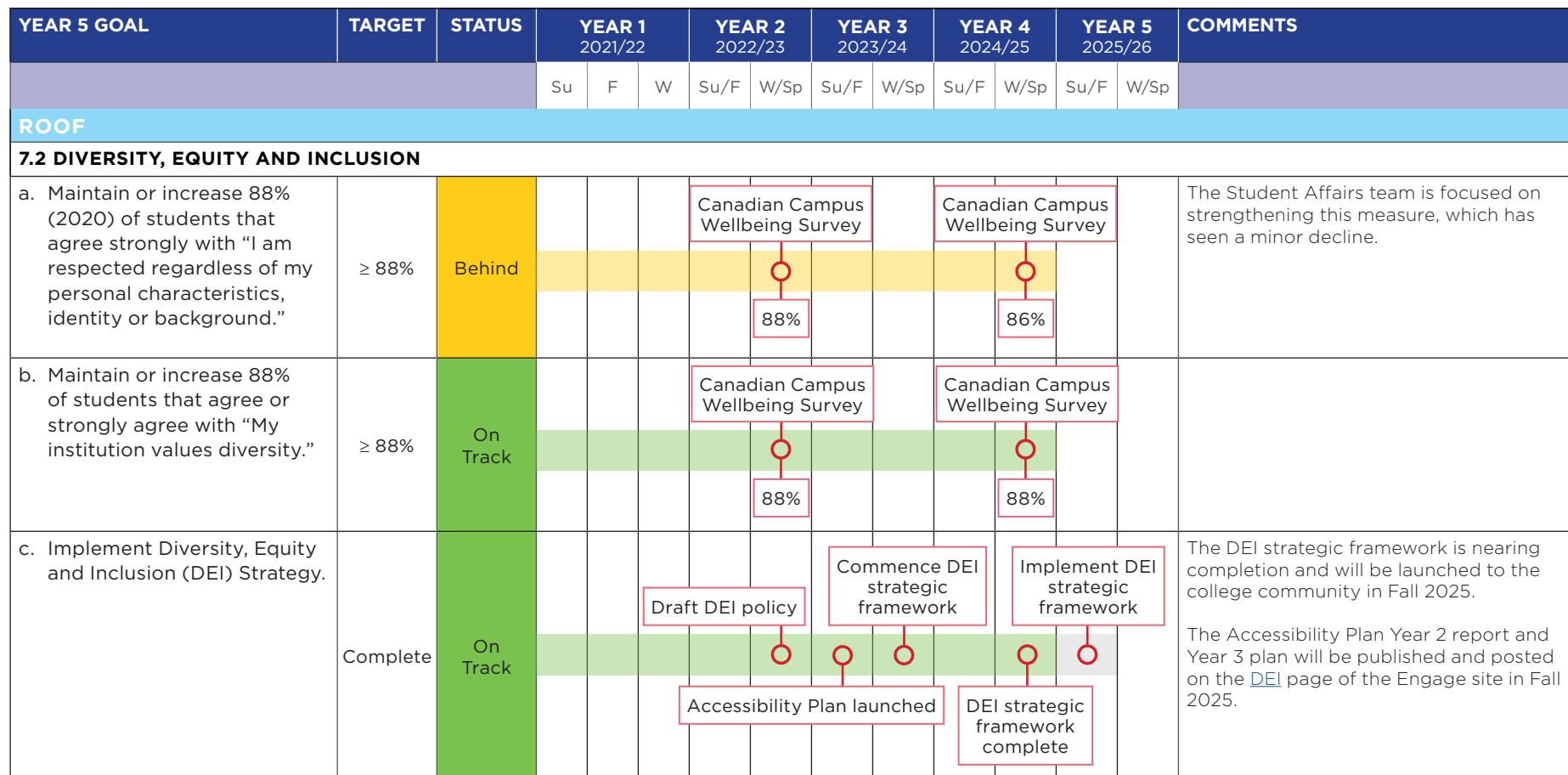


NIC will ensure governance structures recognize and respect Indigenous Peoples.

7.2 DIVERSITY, EQUITY AND INCLUSION

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.**

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



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												NISU and NIC continue to collaborate and review efficiencies on how to best support each other, particularly with the expansion of NISU's food services.	

8



Environment

The places where we live, learn, work and play matter. The incredibly biodiverse coastal mountains, ocean and forests which form the landscape we live on are key to our identities, inspire us and support the health and economies of people. **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

As a forward-focused organization that improves people's futures through education and training, NIC is grateful to support people in the region in their environmental efforts. This includes the most vulnerable members of society, who disproportionately experience the impacts of climate change. **We will combat climate change through education, research and operations.**

Outcome: Climate change education and research

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
ENVIRONMENT													
8.1 CLIMATE AND SUSTAINABILITY													
a. Reduce greenhouse gas emissions.	Complete	On Track				Upgraded lighting & hot-water heaters		Continued expanding access to online classes					NIC's greenhouse gas emissions in 2024 were 1,084 tonnes, down from 1,107 tonnes in 2017.

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		
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	Complete											The decision on STARS was budget-driven, averting the expense of reporting work required by the system. The Climate and Sustainability Committee will continue to focus on hands-on, cost-neutral or cost-saving initiatives.	

9



Communities

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.**



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

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		380	

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

9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGIONS

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

