



***Student Success Plan***  
***2007/08 – 2010/11***

***Prepared by the Student Success Steering Committee***

***September 2008***

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# **I. INTRODUCTION AND BACKGROUND**

## **The North Island College Definition of Student Success**

Student success at North Island College is defined as a process that begins with an individual's decision to seek education and attend college, continues with a student's development while in college, and is completed with the student's attainment of their educational goal(s). With that in mind, the North Island College Student Success Plan has been developed to steer the College toward achieving its goal of providing an environment that promotes the success of all of its students. In order to do so, the NIC Student Success Plan is guided by the following principles:

- Students come first
- Student success is everyone's business
- Decisions should be based on relevant information from a variety of sources
- Student success strategies should be designed to meet the needs of NIC's diverse student body
- To be effective, the planning process must be open, inclusive, risk-taking, comprehensive and results oriented
- The development of student success strategies will make use of an "appreciative inquiry" approach. This will be grounded in the assumption that "we're good, and we strive to be the best."
- Student success should enhance the success of all members of the NIC Community, students and employees alike

## **Background**

The NIC Student Success Plan has been designed to support the goals of both the North Island College Service and Education Plans, and more importantly to meet the needs of North Island College students and the communities within the NIC Region. Both the NIC Service Plan and Education Plan call for the development of comprehensive plans to enhance student recruitment, enrolment, retention, and quality of life to ensure that NIC meets and exceeds the expectations of its Mission, Values, and Goals and its overall mandate as set by the BC Ministry of Advanced Education.

In order to facilitate NIC's emphasis on putting students first through enhanced student recruitment, retention and success, the College formed the President's Advisory Committee on Student Enrolment (PACSE), the Marketing Implementation Steering Committee, and the Enrolment Management Steering Committee (EMSC) in early 2005: the latter two committees report through their Chairs to the PACSE. Membership on both the Marketing Implementation Steering Committee and the Enrolment Management Steering Committee was designed to cover a broad array of the NIC community in order to integrate the many divisions, departments, and campuses that compose North Island College.

Integration is a key term within the concept of student success as all departments and divisions have an interest in and play a key role in achieving NIC's enrolment goals. With

the concept of integrating the broad diversity of NIC in mind and coordinating our efforts to enhance student success, the Enrolment Management Steering Committee defined objectives and priorities relating to student success and providing a forum to help the College achieve its goal – the NIC Student Success Project. In September 2007, the Enrolment Management Steering Committee was re-titled the Student Success Steering Committee, to reflect changes in the distribution of responsibilities for enrolment management at NIC.

## **Evolution of the North Island College Student Success Plan**

With the North Island College definition of student success in mind, and the notion that the entire NIC Community must be integrated in order to enhance the success of our students, the Enrolment Management Steering Committee set about creating the inaugural student success plan in the Winter of 2006 by initiating the NIC Student Success Project. The NIC Student Success Project had as its goal the creation and implementation of the NIC Student Success plan by the Fall of 2006.

The plan itself has evolved from the project in phases. The first phase of the project consisted of student success retreats that gave a voice to the students, faculty, staff, and administration of the College. Again, with integration in mind, it was recognized that it was essential to hear what the entire NIC Community considered to be the priorities in enhancing student success at the College. What became evident throughout the discussion was that the college community as a whole was in agreement that we do a good job of providing our students with opportunities to be successful; however, there were many things that we could do to enhance our services and facilities to provide an even better environment for student success.

There were four key areas of focus that arose from the Appreciative Inquiry exercise that took place at each of the retreats:

- Campus Life
- Student Support
- Teaching & Learning
- Data, Analysis, & Research

With these four key focus areas in mind, Student Success Project Teams were formed and were tasked with developing a series of strategies and goals that reflected the discussion at each of the student success retreats. These strategies and goals were submitted to the Enrolment Management Steering Committee and became the basis for the NIC Student Success Plan.

With the working draft of the NIC Student Success Plan reaching the approval stage, we are now in Phase III of the project – carrying forward the strategies and goals of the plan and working toward achieving our goal of enhancing student success at North Island College.

<b>Evolution of the NIC Student Success Plan</b>		
<b>Date</b>	<b>Event</b>	<b>Outcome</b>
<b>Phase I</b>		
August 2005	Inaugural Meeting of the Enrolment Management Committee (EMSC)	<ul style="list-style-type: none"> <li>• Committee Established</li> <li>• Terms of Reference discussed</li> <li>• Student Success Initiative Outlined</li> </ul>
November 2005	EMSC Meeting	<ul style="list-style-type: none"> <li>• Student Success Project Charter Approved</li> </ul>
January 2006	Student Success Charter Distributed	<ul style="list-style-type: none"> <li>• All NIC Employees receive Student Success Project Charter and are invited to participate in a Student Success Project Retreat</li> </ul>
February 2006	Student Success Project Retreat I	<ul style="list-style-type: none"> <li>• 64 members of the College Community attend</li> <li>• Appreciative Inquiry used to initiate discussion, determine common themes, and establish priorities</li> </ul>
March 2006	Student Success Project Retreat II	<ul style="list-style-type: none"> <li>• Student Success Project Teams formed (Campus Life, Data, Analysis, and Research, Student Support, and Teaching &amp; Learning)</li> <li>• Appreciative Inquiry Process completed, Provocative Propositions established, priorities outlined, and strategies developed</li> </ul>
April 2006	EMSC Meeting	<ul style="list-style-type: none"> <li>• Student Success Project Teams submit strategies to EMSC for review and prioritization</li> </ul>
May 2006	EMSC Meeting	<ul style="list-style-type: none"> <li>• Initial draft of Student Success Plan reviewed and feedback given by EMSC members</li> <li>• All 64 members of the original Student Success Project Retreat asked to rank the strategies submitted to the EMSC by the project teams</li> </ul>

June 2006	<ul style="list-style-type: none"> <li>• President’s Advisory Committee on Student Enrolment (PACSE) Meeting</li> <li>• EMSC Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Student Success Plan – Working Draft I submitted to PACSE for review &amp; comments</li> </ul>
<b>Phase II</b>		
September 2006 to August 2007	Student Success Plan, 2006-07	<ul style="list-style-type: none"> <li>• Formation of Student Success Advisory Committees</li> <li>• Implementation of the NIC Student Success Plan</li> </ul>
Phase III September 2007 to August 2011	Student Success Plan, 2007/08 – 2010/11	<ul style="list-style-type: none"> <li>• Revised Strategies, Actions and Outcomes</li> <li>• Implementation of Student Success Plan, 2007/08 – 2010/11</li> </ul>

### **Implementation of the NIC Student Success Plan**

The NIC Student Success Plan was designed to be inclusive and consultative. It was the responsibility of the Enrolment Management Steering Committee, with four Student Success Advisory Committees (SSAC) acting as a resource to liaise with the NIC Community and to aid in achieving the many strategies and goals that have been laid out. (See Appendix 5 for SSAC Terms of Reference). The four Student Success Advisory Committees evolved from the original Student Success Project Teams to become the:

- Campus Life Student Success Advisory Committee
- Student Support Student Success Advisory Committee
- Teaching & Learning Student Success Advisory Committee
- Data, Analysis & Research Student Success Advisory Committee

The Student Success Advisory Committees were important components of the original plan as they were the conduit between the Student Success Steering Committee and the college community as a whole. Members of the NIC Community that wished to bring forward ideas or proposals that would support the Student Success Plan were encouraged to present them to one of the Student Success Advisory Committees, which would in turn bring the proposals forward to the Student Success Steering Committee.

It is important to recognize that the Student Success Plan is a living document and will continue to evolve as the student environment changes, and as the topic of student success across North America expands. Many of the original members (see Appendix 3) of the Student Success Advisory Committees are no longer active. With that in mind, in the 2007/08 - 2010/11 version of the plan, it has been decided to allow those with lead responsibilities for the various strategies to decide how and where they can most effectively seek input from members of the College community. In some cases this may mean the continuance of a Student Success Advisory Committee, while in other cases it may not.

The North Island College Student Success Plan has been designed to cover the three-year period 2007/08 to 2010/11. Strategies will be reviewed on an annual basis, and the plan will be monitored regularly by the Student Success Steering Committee to ensure that goals are being met and that the plan moves forward.

### **Budget & Resources**

In order for the goals and strategies of the NIC Student Success Plan to be successfully achieved, the plan must be resourced appropriately. With this in mind, the Student Success Steering Committee has determined that the process for providing budget and resources for each of the Student Success Strategies will be based on the fiscal year and will be built into the annual NIC budget process. Requests for funding to achieve the many goals and strategies set out in the plan will be made through the Student Success Steering Committees which in turn will bring the requests forward to Deans' Council.

## II. GOALS, STRATEGIES, ACTIONS, AND OUTCOMES, 2007/08 – 2010/11

### A. CAMPUS LIFE

**Goal: Enhance Campus Life College Wide**

- Develop a positive culture both inside and outside of the classroom to foster the development of a student as a whole person.
- Create a campus life position dedicated to enhancing student life and developing relevant activities and programs. The need for dedicated student space for students to meet in group study, to socialize, to create a campus culture, etc. is essential in enhancing student success.

<b>CAMPUS LIFE</b>				
<b>Strategy</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Resources Required</b>
<b>i. Campus Life Position:</b> Establish this position with the first priority for it being to identify and designate social space for students on each of NIC's campuses.	Advocate for a part-time employee as described in previously-prepared position description.	Decision on position made.	Vice President, Education	Funding for Campus Life/Student Affairs Officer
<b>ii. Encourage Student Events</b>	Use student ambassadors to organize and promote campus events	Expanded series of campus events	Director of Student Services & Registrar	Additional Resources not required

### B. STUDENT SUPPORT

**Goal: Enhance Student Success through Educational Planning, Career Planning, and Early Intervention Strategies**

- Develop Early Intervention Strategies which make it possible to identify those students who may be encountering problems at a stage where the provision of support and advice is likely to be most effective.
- Develop Individual Education Plans for all students taking upgrading courses across the College.
- Provide improved access to learning resources and communications to support students in their efforts to be successful in their courses and programs.

<b>STUDENT SUPPORT</b>				
<b>Strategy</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Resources Required</b>
<b>i. “Early Intervention”:</b> Create “Early Intervention” strategies and mechanisms for students who are experiencing difficulties in meeting the requirements of their courses.	a. Explore best practices in early intervention at other post-secondary institutions.	a. Development and adoption of early intervention strategies and mechanisms.	Director of Student Services & Registrar	Additional Resources not required
	b. Expand Orientation Events to include activities that will help identify at-risk students.	b. Improved data on at-risk students		
<b>ii. Individual Education Plans:</b> Create IEP’s for every upgrading student college wide	Explore use of the e-advicing tool (module) in Colleague for creating and maintaining IEPs	Development of mechanism for creation and maintenance of IEPs for every upgrading student college wide.	Director of Student Services & Registrar	Additional Resources not required
<b>iii. Library Operating Hours:</b> Extend Library operating hours	Prepare plan for implementation of expanded library hours at CV campus on pilot basis in 2008-09	Expanded library services provided at CV campus on pilot basis.	Director of Student Services & Registrar in consultation with Associate Vice President, Education	Funding for additional operating hours

### ***C. TEACHING & LEARNING***

#### ***Goal: Create a Teaching and Learning Centre at NIC:***

- Promote an environment that fosters high levels of student engagement inside and outside the classroom by encouraging and supporting faculty exploration and adoption of methods shown to be effective in raising levels of student engagement.
- Create a service whereby trained peer tutors are utilized to provide one-on-one help that focuses on students skill development

<b>TEACHING &amp; LEARNING</b>				
<b>Strategy</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Resources Required</b>
<b>i. Teaching and Learning Centre</b> Establish mechanisms by which resources and approaches for the enhancement of teaching can be shared, and create a point of referral for students who are struggling with the academic demands of courses and programs.	a. Develop a model of NIC Teaching Commons along lines proposed in paper prepared by E. Burrell	a. Develop a Teaching Commons for NIC	Associate Vice President, Education in consultation with Deans' Council	a. Funding for part-time coordinator position
	b. Continue the development of a Teaching/Learning Resource Site (discussion groups, article references, place to publish NIC developed articles, theses, etc).	b. Electronically accessible, web-based repository of supporting materials, NIC faculty research, discussions, CFPs, events, notices, etc		b. Funding for website development & management
	c. Events and Activities focused on the scholarship of teaching and learning.	c. Records of lectures, symposia, workshops etc. geared to stimulating institution-wide discourse on teaching & learning		c. Additional budget to coordinator position in support of events and activities
	d. Develop model of Learning Centre(s) dedicated to support of fundamental learning	d. Develop Learning Centre(s) for NIC	Associate Vice President, Education in consultation with Department of	d. See above
	e. Continue development of a service which provides the assistance of Trained Peer Tutors.	e. Develop Academic Peer Tutor Training course with a referral service	Access for Students with Disabilities Services, the Director of Student Services and Deans' Council	e. Funding to pilot Peer Tutor Training course

#### ***D. DATA, ANALYSIS, & RESEARCH***

##### ***Goal: Provide Benchmark Data for Student Success Project***

- Develop benchmark data to determine where our strengths lie and how to improve upon them.

<b>DATA, ANALYSIS &amp; RESEARCH</b>				
<b>Strategy</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Resources Required</b>
<b>i. Data Collection:</b> Develop a strategy for collecting accurate and appropriate data for NIC and the Student Success Project.	a. Complete evaluation of existing NIC Data to determine which is most effective for the Student Success Project.	a. Data collected, gaps identified, survey process suitable for NIC identified, and costed.	Manager, Institutional Research	a. Additional Resources not required
	b. Develop a process to conduct standard and consistent surveys of students at entry to NIC, while attending, and at exit .	b. Survey prepared and implemented.		b. Funding for Pilot study already identified (may require additional funding to meet program needs)

### **III. CONCLUSION**

The Student Success Plan is work of many hands. It is the outcome of a process which has been at once inclusive, integrated and collaborative. The Student Success Steering Committee proceeded on the assumption that “we’re good, and we strive to be the best”. The foundation was laid with the development of a definition of student success and of a Project Charter. The retreats held during the early part of 2006 generated a large number of ideas and suggestions from a broad cross-section of the NIC community.

This could have resulted in a very lengthy plan, containing a sizable number of strategies and actions. The Student Success Steering Committee decided instead to concentrate on a few key priorities in each of the four key areas. This was based on the view that it was better to make significant progress in discrete number of projects through adopting a highly focused approach, than to risk making more limited progress across the full spectrum of possible topics and activities by spreading ourselves too thin.

The Student Success Plan envisages what will become an ongoing process. Each year the Student Success Steering Committee will take stock of the progress made to date, and review the strategies and actions for the year following. Further retreats and forums may be held whenever the way forward is not clear. By this means, it is hoped that NIC students will be supported and assisted in their learning by an ever-growing array of practices, facilities, and services. The abiding goal will be to make North Island College recognized an institution exemplifying “the best” when it comes to promoting and facilitating student success.

## ***Appendix 1: Student Success Project Charter***

### **Student Success: A Working Definition**

Student success is defined as a process that begins with the individual's decision to seek education and attend college, continues with the student's development while in college and is completed with the student's attainment of their educational goal(s).

### **Purpose of the Project Charter**

The purpose of this document is to set forth the guiding principles, expected outcomes, and critical success factors, of the NIC Student Success Initiative.

### **Principles**

The North Island College Student Success Initiative is guided by the following principles:

- Students come first
- Student success is everyone's business
- Decisions should be based on relevant information from a variety of sources
- Student success strategies should be designed to meet the needs of NIC's diverse student body
- To be effective, the planning process must be open, inclusive, risk-taking, comprehensive and results oriented.
- The development of student success strategies will make use of an "appreciative inquiry" approach. This will be grounded in the assumption that "we're good, and we strive to be the best".
- Student success should enhance the success of all members of the NIC community, students and employees alike.

### **Goals**

The SS steering committee has identified the following as the goals for the Student Success Initiative:

- To position NIC as "the first choice of the residents of North Vancouver Island and the Central Coast for post-secondary education and training"
- To identify strategies that enhance student learning and success
- To develop tactical implementation schedules for strategies identified during the development of the Student Success plan. These strategies will focus on retention, innovation and organizational health.
- To enhance our services to students

### **Project Outcomes**

The SS Steering Committee expects to identify long-term strategies and near-term action plans to achieve and maintain the optimum retention and success rates of NIC students.

### **Critical Success Factors**

Factors critical to the success of this initiative are:

### ***Leadership***

- Effective leadership, sponsorship and support for the project.

### ***Commitment***

- Commitment to the development, implementation and evaluation of student success strategies, and to continuous improvement.
- Sufficient commitment to generate adequate attendance at all planned meetings and brainstorming sessions.

### ***Consultation and Collaboration***

- Cooperation, collaboration and teamwork.
- Open consultative approach that ensures strategic planning decisions are made in the context of NIC as a whole.
- Commitment that the views of those who will be asked to implement strategic planning goals and objectives are understood and sensitively accommodated.
- Consideration of the external and internal environment and stakeholder involvement.

### ***Resources***

- Sufficient human and financial resources to ensure success.

### ***Research***

- Research to provide strategic information on rates of completion, persistence, and graduation, as well as on student engagement and support mechanisms. This will enable NIC to identify effective strategies for enhancing student success.

### ***Communications***

- Regular communication of progress to the College community, including the celebration of milestones, to sustain momentum.

## *Appendix 2:*

### *Student Success Steering Committee Terms of Reference*

The Student Success Steering Committee will have general oversight and coordination of activities and planning related to student success. The Vice President Education will chair the Student Success Steering Committee.

The membership of the Student Success Steering Committee is as follows:

- Vice President Education (chair)
- Associate Vice President, Education
- Manager, Educational Planning and Operations
- Manager, Institutional Research
- Director of Student Services and Registrar
- One representative from each of the four instructional divisions (two faculty, two administrators)
- One regional representative (from either Port Alberni, Port Hardy, or a College Centre)
- Two current or recent NIC students

The Student Success Steering Committee will report to the Vice President, Education and will have the following responsibilities:

- Set the overall goals, objectives and strategies related to Student Success at NIC;
- Coordinate and monitor the development and implementation of the Student Success Plan;
- Ensure the resources required for Student Success planning and implementation are available;
- Identify additional data and research needs;
- Facilitate participation by NIC community;
- Create and monitor data-based measures of success;
- Sponsor and support project teams on specific areas such as retention, graduation, advising, customer service, and campus life;
- Plan and support appropriate PD activities
- Maintain regular communication with the Recruitment Working Group through cross membership and periodic joint meetings

**Appendix 3:**

***The original memberships of the Student Success Advisory Committees, 2005-2006***

**CAMPUS LIFE ADVISORY COMMITTEE**

*The ‘Raison d’être’ of the Campus Life Project Team is to promote the development of a physical environment that is conducive to holistic living for the NIC Community.*

Team Members (as of June 2006):

*Mike Evans*

*Peggy Nelson*

*Jeff Hoy*

*Brigid Walters*

*Theresa Brossard*

*Jocelyne Van-Neste Kenny*

*Aveline Bradley*

*Colleen Hanley*

*Kerri Lowey*

*Billy Strachan*

**STUDENT SUPPORT ADVISORY COMMITTEE**

*NIC Student Support Services is committed to the success of every student by providing accessible education opportunities and fostering the whole person from first contact to exit.*

Team Members (as of June 2006):

*Mary Anne Guenther*

*Sylvia Aiello*

*Brigitte MacInnes*

*Lindsay Bourque*

*Michelle Hume*

*Richelle Gardiner-Hynds*

*Jane Larsen*

*Barb Wood*

*Wendy Harris*

**TEACHING & LEARNING ADVISORY COMMITTEE**

*Teaching/Learning at NIC is an inclusive, innovative, creative, energizing process that engages students, staff, faculty and community.*

Team Members (as of June 2006)

*Doug Larsen*

*Eppie Burrell*

*Theresa Hanley*

*Phyllida Drummond*

*Natalie Crawshaw*

*Linda Jay*

*Sheila Doncaster*

***DATA, ASSESSMENT, & RESEARCH ADVISORY COMMITTEE (DART)***

*Working collaboratively with all student success teams, we will provide data for the development and analysis of long-term educational and service planning by evaluating and developing benchmarks for support service, teaching and learning, and student life initiatives. DART will also support other teams by providing analysis of existing labour market and community demands. Finally, the Team will develop research and analysis on course and program success and satisfaction. The Team will use a variety of methods, including focus groups and surveys, to achieve its goals.*

*Team Members* (as of June 2006):

*Wes Skulmoski  
Deena Patterson  
Susan Toresdahl  
Steve Beasley  
Erin Eigler  
Marion Lade  
Lyn Barton*

**Appendix 4: Additional Strategies Brought Forward for Consideration**

**CAMPUS LIFE**

<i>Strategies</i>	<i>Actions</i>
<i>Wellness Initiatives</i>	<p><i>Combine Student Life Coordinator position and position dedicated to Wellness Initiatives on Campus</i></p> <p><i>Consult with NIC Nursing Program to brainstorm initiatives that could be planned within the context of the Nursing program</i></p> <p><i>Develop and implement project in consultation with Student Life Coordinator and NISU to implement projects that would enhance success</i></p>
<i>Enhance variety of healthy food choices on Campuses</i>	<p><i>Conduct a survey of students to ask about their food preferences</i></p> <p><i>Work with Cafeterias to develop process of enhancing choice</i></p> <p><i>Provide professional development in the realm of providing healthy and diverse food choices</i></p>
<i>Development of a Sustainable Systems Action Plan</i>	<i>After development of base plan, request for small budget for initiatives and promotion for expanded initiatives</i>
<i>Development of comprehensive materials use and recycling plan</i>	<p><i>Initiate a thorough and comprehensive study on current systems and establish recommendations for improvement</i></p> <p><i>Consult with helpdesk to initiate less wasteful printing initiatives</i></p> <p><i>Undertake initiatives to promote &amp; encourage change</i></p> <p><i>Expand current recycling program to include cardboard and other recyclable materials</i></p> <p><i>Develop and expand program for recycling of old office equipment/supplies</i></p> <p><i>Consult with cafeterias to discuss initiatives to reduce cafeteria waste</i></p>
<i>Work with transit agencies in each community to coordinate bus schedules with NIC Schedule</i>	<p><i>Establish representation on Comox Valley Transit Advisory Board</i></p> <p><i>Coordinate schedules with nearby transit users like Home Depot and Aquatic Centre (CVC)</i></p> <p><i>Review course and bus schedules regularly to ensure coordination</i></p>
<i>Establish Car Pooling program for Staff and Students</i>	<i>Develop physical and online space and assign responsibility to coordinate NIC Car Pooling Program</i>

## **STUDENT SUPPORT**

<i>Strategies</i>	<i>Actions</i>
<i>Create process in which all students entering NIC must complete educational plans</i>	<p><i>Review Colleague information on implementation of Educational Plans</i></p> <p><i>Train advisors and faculty in the use of Colleague Educational Planning Tool</i></p> <p><i>Promote the use and benefits of Educational Plans to incoming students</i></p>
<i>Enhance NIC's Educational and Career Advising Services</i>	<p><i>Perform an audit of Student to Advisor ratios and compare them to NACADA standards</i></p> <p><i>Survey students to determine whether current services are meeting their needs</i></p> <p><i>Establish guidelines to strengthen career advising and services to NIC Students through professional resources and best practices models</i></p>
<i>Increase Assessment Department Resources on Each Campus</i>	<p><i>Increase Assessment Clerk staffing hours in Campbell River to 20% position</i></p> <p><i>Increase Assessment Clerk staffing hours in Port Alberni to 20% position</i></p> <p><i>Increase Assessment Clerk staffing hours in the Comox Valley to 60% position</i></p> <p><i>Increase ABEF fundamental assessment faculty at the Comox Valley Campus to accommodate for individual assessments (20% - 30% position)</i></p>
<i>Improve Testing Space at Comox Valley Campus</i>	<i>Assessment Clerk requires sound barrier between students and Assessment Clerk. Current Space does not comply with the Code for Fair Testing.</i>
<i>Establish Electronic Student Accounts</i>	<i>Work with Colleague Management and IT Departments to coordinate project</i>
<i>Creation of a committee to look at student supports to increase student success</i>	<p><i>Provide information to students, staff, and faculty on Student Services processes and contacts</i></p> <p><i>Clarify the roles of Student Services Staff/Departments and make the information readily accessible to students and staff</i></p>
<i>Create an NIC Alumni Association</i>	<p><i>Investigate Alumni Associations at other community colleges in BC to determine viability</i></p> <p><i>Work with the NIC Foundation to determine desire for NIC Alumni Association</i></p> <p><i>Determine starting point to begin to collect names of graduation students and criteria for membership in the Association</i></p>
<i>Enhance telephone and fax communications for students</i>	<i>Provide technical resources to NISU to support free local phone calls and faxes from designated areas</i>

<i>Enhance communications for Distance Students</i>	<i>Work with Distributed Learning Committee to establish detailed procedures for communicating with Distance Students</i>  <i>Establish procedures on each campus to allow distance students to easily access instructors and information on other campuses</i>
<i>Provide Photo ID for all Students</i>	<i>Investigate cost of implementing Photo ID Card System</i>

### **TEACHING & LEARNING**

<b>Strategies</b>	<b>Actions</b>
<i>Create an environment that fosters higher levels of student engagement inside and outside of the classroom</i>	<i>Encourage and support faculty exploration and adoption of methods shown to be effective in raising levels of student engagement</i>
<i>Establish a physical space which for a Teaching and Learning Centre at NIC which incorporates a Learning Commons, a Teaching Commons, and a Scholarship of Teaching and Learning component</i>	<i>Research models of TLCs</i>  <i>Embark on fundraising campaign to raise necessary capital funding</i>

### **DATA, ANALYSIS, & RESEARCH**

<b>Strategies</b>	<b>Actions</b>
<i>Research program, course and service evaluations at other public post-secondary institutions and develop a model for use at NIC</i>	<i>Collect data from colleagues at other institutions and evaluate policies and procedures around collection of data</i>
<i>Determine where students are transferring and what NIC can do to enhance transfer capability</i>	<i>Contact MAVED, BCCAT, and other resources to determine trends for transfer students in general and specific to NIC students.</i>
<i>Determine data required for the Student Success Project</i>	<i>Contact Co-Leaders from each team to determine the data that they require for their goals/strategies</i>

### ***Appendix 5: Student Success Project Advisory Committee Terms of Reference***

The Student Success Project is supported by the following four Advisory Committees:

1. Campus Life
2. Student Support
3. Teaching & Learning
4. Data, Analysis & Research

Each of these Advisory Committees:

- Serves as a resource for the Student Success Steering Committee (EMSC) in developing and implementing Student Success Plan (SSP);
- Creates and refines strategies;
- Makes recommendations to EMSC;
- Helps in monitoring the effectiveness of SSP strategies;
- May develop its own vision or purpose statement;
- Liaises with the broader NIC community;
- Has a members who also sits on EMSC;
- Has a total membership of approximately six to ten;
- Meets at the call of the chair.

***Appendix 6: Key Sources (list of relevant literature/articles)***

Community College Survey of Student Engagement, “Engagement by Design: 2004 Findings”, [www.ccsse.org](http://www.ccsse.org).

Evelyn, Jamilah, “Community Colleges Struggle to Foster ‘Engagement’, Survey Finds, *Chronicle of Higher Education*, December 3, 2004.

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