

NORTH ISLAND COLLEGE



2020-2025 Strategic Planning Survey Report

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Table of Contents

EXECUTIVE SUMMARY.....	1
KEY FINDINGS	2
SURVEY RESULTS	3
Q1 What is your affiliation with North Island College (NIC)?.....	3
Q2 Are/were you an International Student at NIC?.....	4
Q3 In what region do you currently live?	5
Q4 What is your age group?.....	6
Q5 What is your gender?.....	7
Q6 Do you identify yourself as an Aboriginal person, that is, First Nations, Métis or Inuit?.....	8
Q7 In your opinion, is the vision statement still relevant for NIC in the next five years?	9
Q8 Should NIC change the vision statement in the new strategic plan?	10
Q9 Ideas or phrases would you like to see included in a new vision statement for NIC?	11
Q10 In your opinion, is the mission statement still relevant for NIC in the next five years? ...	13
Q11 Should NIC change its mission statement in the new strategic plan?.....	14
Q12 Ideas or phrases would you like to see included in a new mission statement for NIC? ...	15
Q13 Choose up to seven values you feel should guide the College in the next five years.....	16
Q14 Individual words or phrases best represent the values that are most important about how NIC operates?.....	17
Q15 Please choose up to five priorities that you feel are relevant for NIC leadership and employees to focus on in the next five years.....	18
Q16 Please identify up to five other high level priorities that you feel NIC should consider for the new strategic plan.	19
Q17 Please share any additional thoughts or suggestions for NIC's strategic plan.	20
APPENDIX A – Survey Text.....	21

EXECUTIVE SUMMARY

To support development of NIC's Plan20-25 strategic plan, feedback was collected from community members, students and employees in an online survey delivered between August 20 and October 15, 2019. Questions were asked about the College's mission, vision, values and strategic priorities. The survey was promoted through the NIC website, local media outlets, all NIC social media platforms, and with flyers and posters. Three NIC gift certificates valued at \$500, \$300 and \$200 were offered as incentives.

A total of 1,509 people responded to the survey, including 686 community members and local business people, 630 current students and 271 NIC employees.

Residents from all areas of the College's service region responded to the survey, with the majority living in the Comox Valley (53%) followed by Campbell River/Strathcona (21%), Alberni-Clayoquot (13%), Mount Waddington (8%) and Central Coast (<1%).

Representation among youth and young adults in the respondent pool was impressive with just over one-third (34%) in the 17-29 age group. Just under one-third, (32%) of respondents were in the 30-49 group, 27% were in the 50-69 group and 5% were in the 70+ group.

Ten percent of respondents self-identified as Aboriginal, slightly less than the proportion found in the regional population (13%). Fifteen percent of respondents were international students, slightly more than the representation seen in the College's student population (i.e. 13% enrolled in credit courses).

The remainder of this document presents data for each of the seventeen questions asked in the survey. Key findings have been summarized in the following section and a copy of the survey questionnaire has been appended at the end of the document.

KEY FINDINGS

Vision Statement

- 72% of respondents indicated they believe the current vision statement is still relevant for NIC in the next five years
- Top three themes to include in a new vision statement:
 1. Diversity/Inclusion/Multicultural
 2. Community Focus/Partnerships
 3. Focus on Education/Life-Long Learning

Mission Statement

- 83% of respondents indicated they believe the current mission statement is still relevant for NIC in the next five years.
- Top three themes to include in a new mission statement as chosen:
 1. Diversity/Inclusion
 2. Community Partnerships & Engagement
 3. International Education

College Values

- Top seven values to guide the College in the next five years:
 1. Student Success
 2. Access
 3. Community
 4. Integrity/Honesty/Ethical
 5. Diversity/Inclusion
 6. Innovation
 7. Environment/Climate

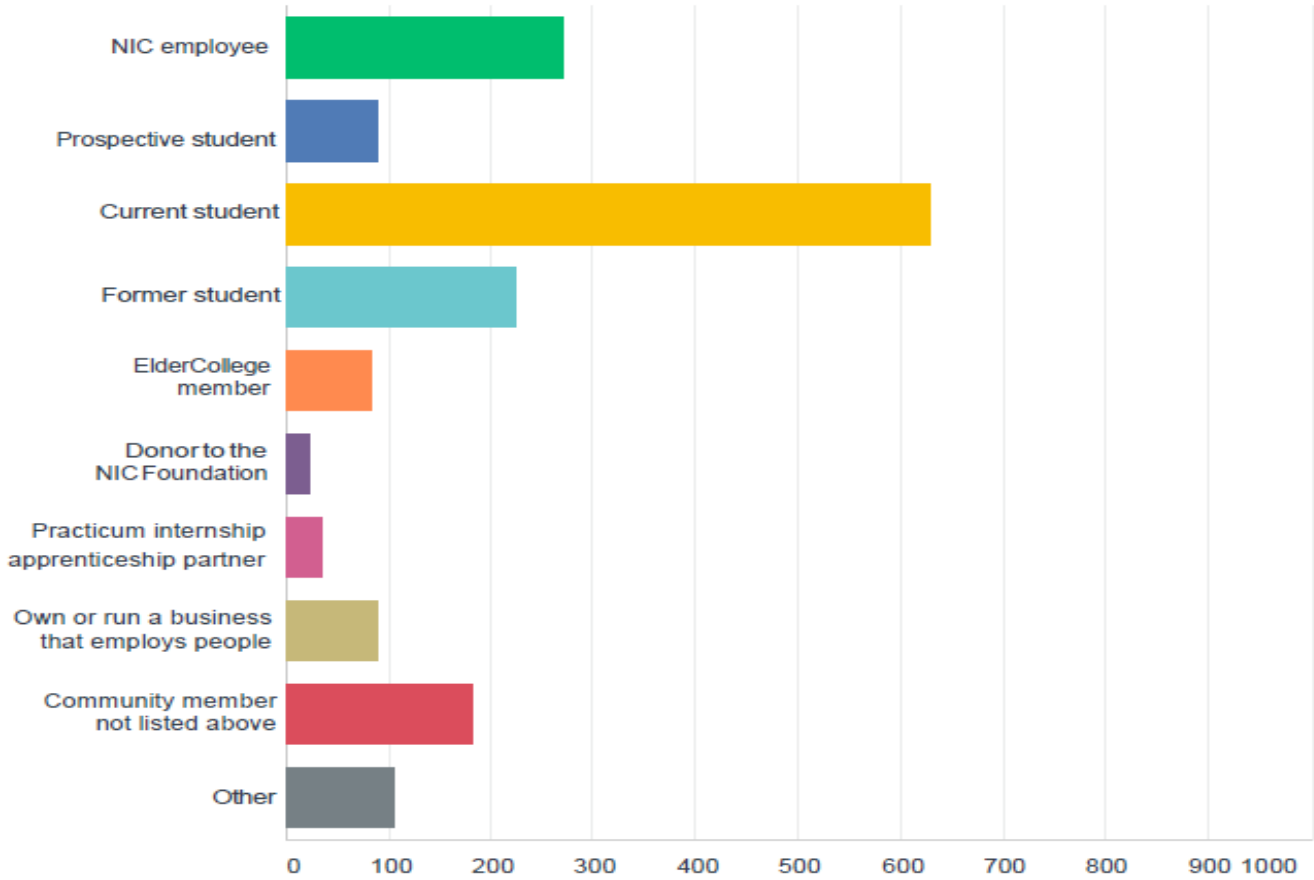
Strategic Priorities

- Top five priorities to focus on in the next five years:
 1. High Quality, Relevant, Responsive Curriculum & Programs
 2. Student Experience and Success
 3. Access to Learning and Services Across the Region
 4. Active Connections to Community
 5. Resources, Investment, Sustainability

SURVEY RESULTS

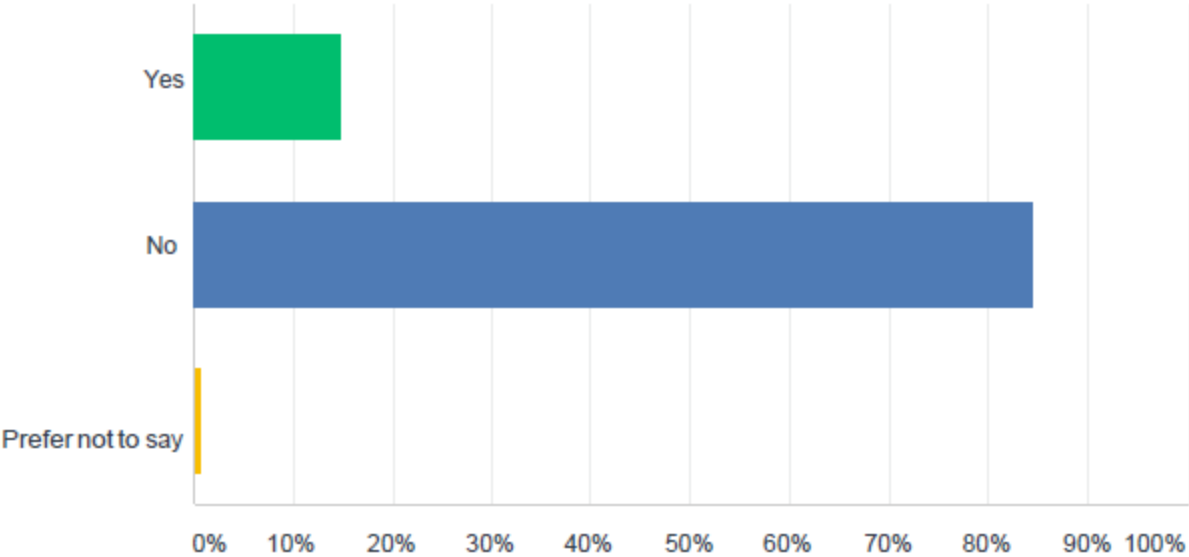
Q1 What is your affiliation with North Island College (NIC)? (Choose all that apply)

A total of 1,509 respondents provided 1,737 responses.



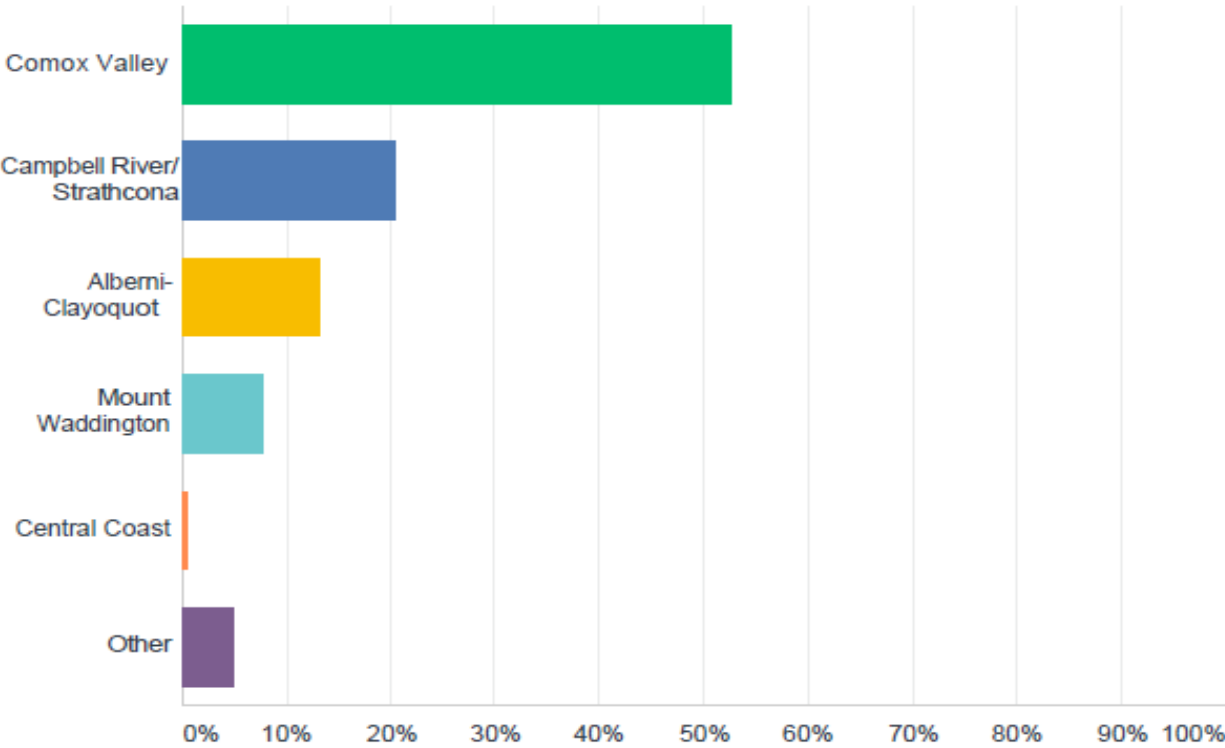
ANSWER CHOICES	RESPONSES
NIC Employee	271
Prospective student	89
Current student	630
Former student	226
ElderCollege member	83
Donor to the NIC Foundation	23
Practicum internship or apprenticeship partner	36
I own and/or run a business that employs people	89
I am a community member not in any of the above categories	183
Other	107
TOTAL	1,737

Q2 Are/were you an International Student at NIC?



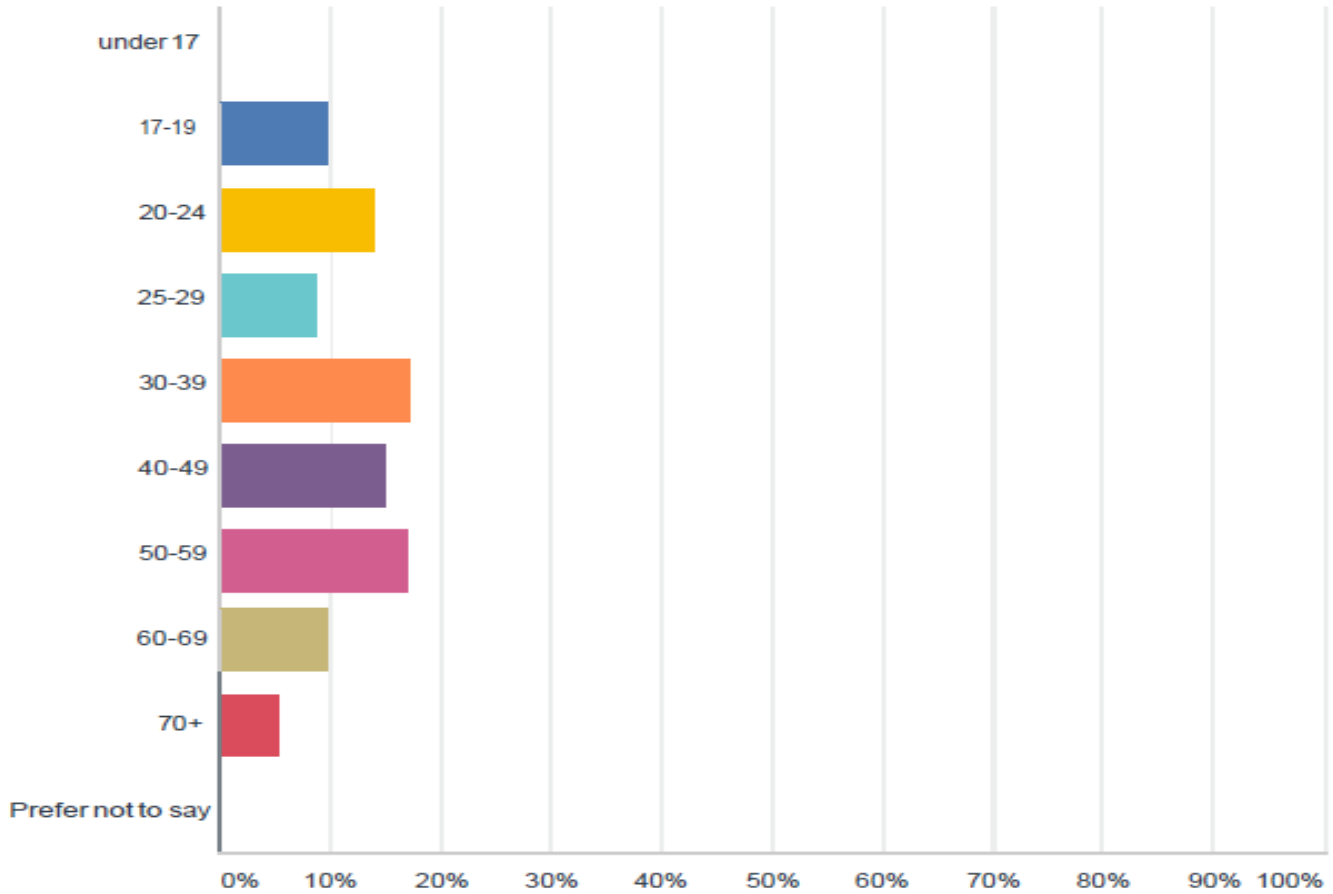
ANSWER CHOICES	RESPONSES	
Yes	14.85%	124
No	84.43%	705
Prefer not to say	0.72%	6
TOTAL		835

Q3 In what region do you currently live?



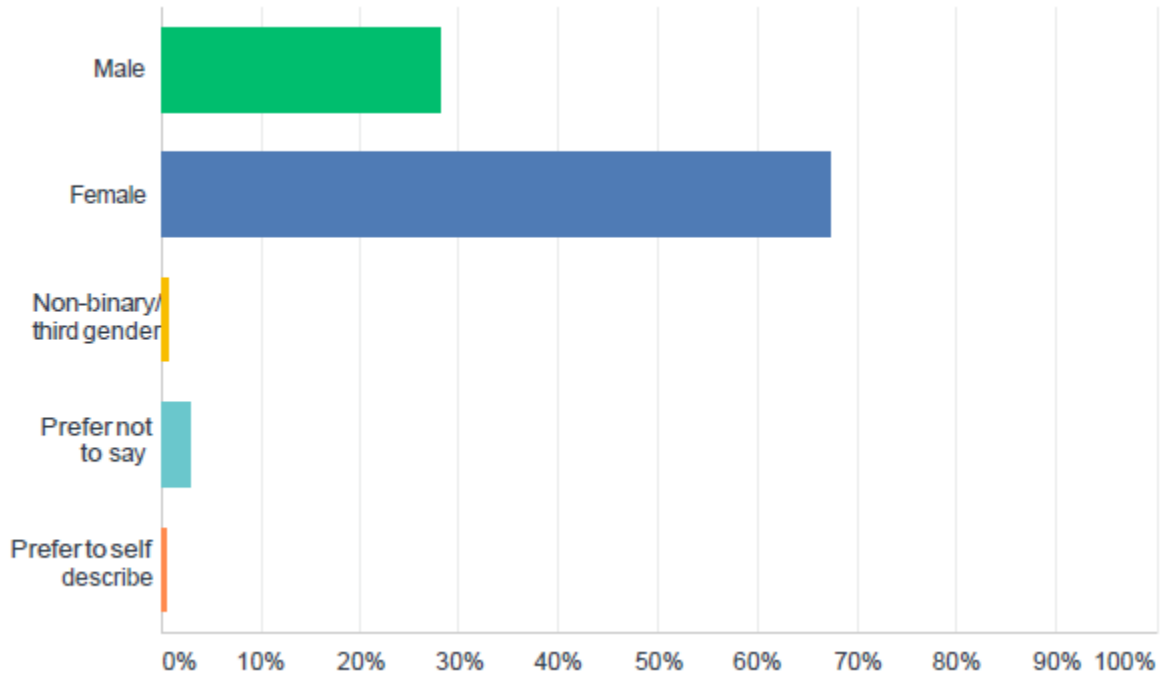
ANSWER CHOICES	RESPONSES	
Comox Valley	52.78%	721
Campbell River/Strathcona	20.50%	280
Alberni-Clayoquot	13.25%	181
Mount Waddington	7.69%	105
Central Coast	0.66%	9
Other	5.12%	70
TOTAL		1,366

Q4 What is your age group?



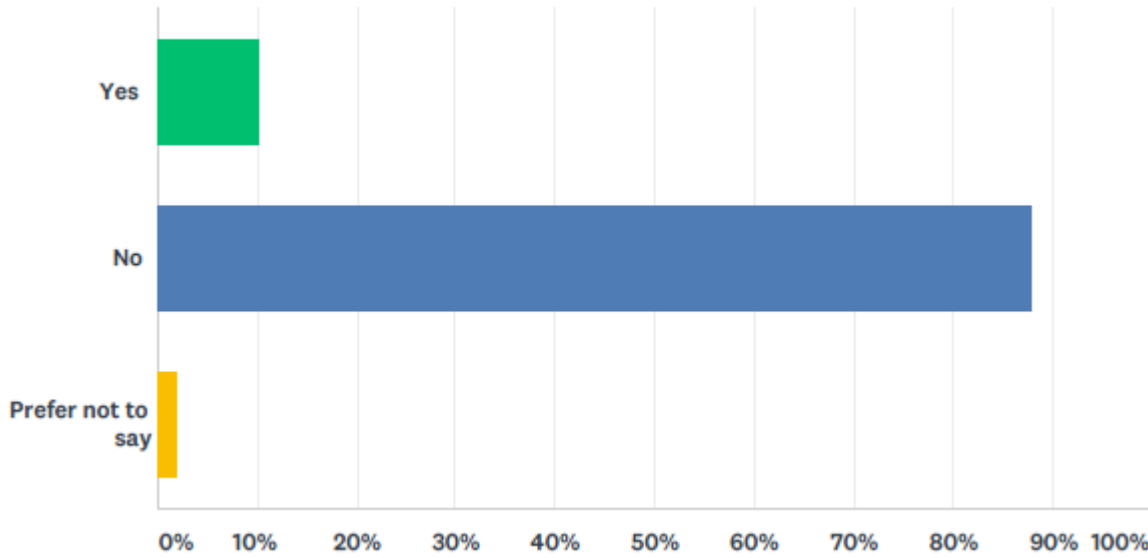
ANSWER CHOICES	RESPONSES	
under 17	0.22%	3
17-19	10.64%	145
20-24	14.09%	192
25-29	8.88%	121
30-39	17.17%	234
40-49	14.82%	202
50-59	16.87%	230
60-69	10.42%	142
70+	5.14%	70
Prefer not to say	1.76%	24
TOTAL		1,363

Q5 What is your gender?



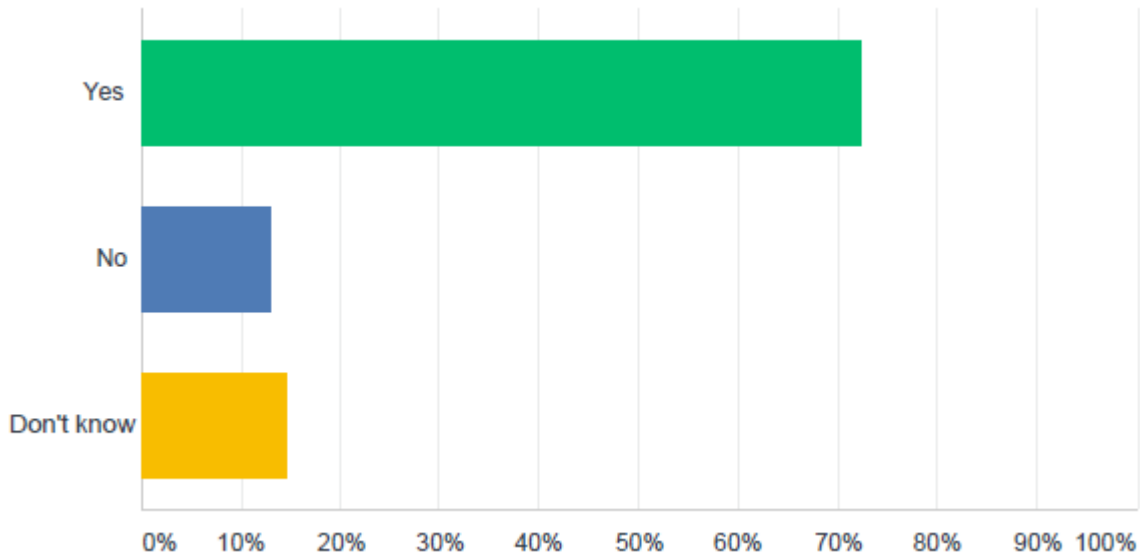
ANSWER CHOICES	RESPONSES	
Male	28.06%	381
Female	67.45%	916
Non-binary/third gender	0.88%	12
Prefer not to say	3.02%	41
Prefer to self describe	0.59%	8
TOTAL		1,358

Q6 Do you identify yourself as an Aboriginal person, that is, First Nations, Métis or Inuit?



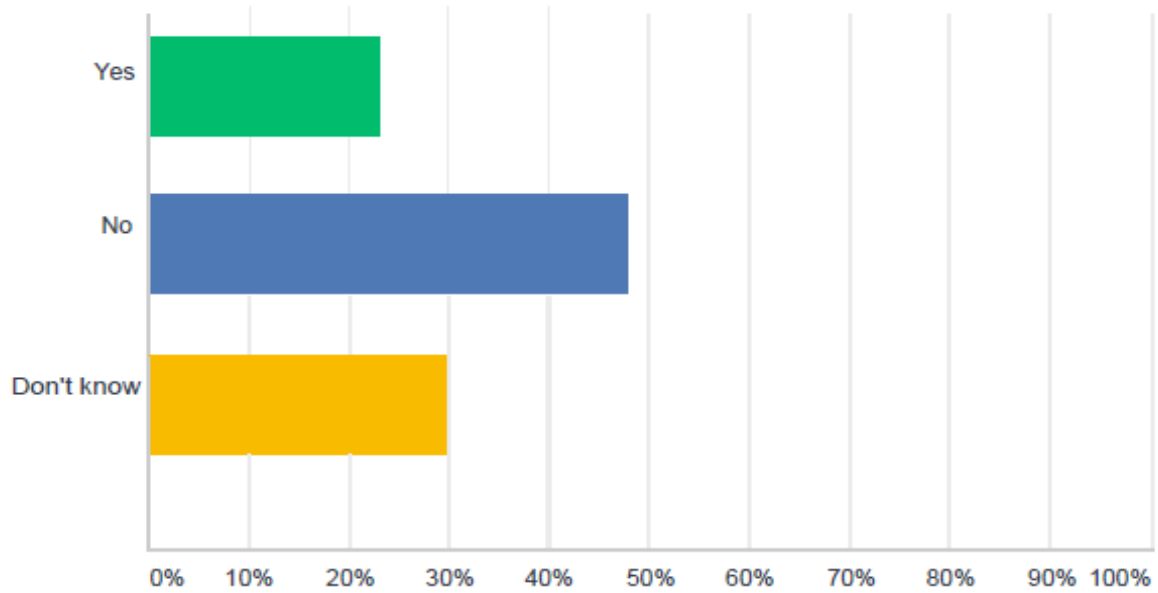
ANSWER CHOICES	RESPONSES	
Yes	10.24%	139
No	87.84%	1,192
Prefer not to say	1.92%	26
TOTAL		1,357

Q7 In your opinion, is the vision statement still relevant for NIC in the next five years?



ANSWER CHOICES	RESPONSES	
Yes	72.47%	990
No	12.96%	177
Don't know	14.57%	199
TOTAL		1,366

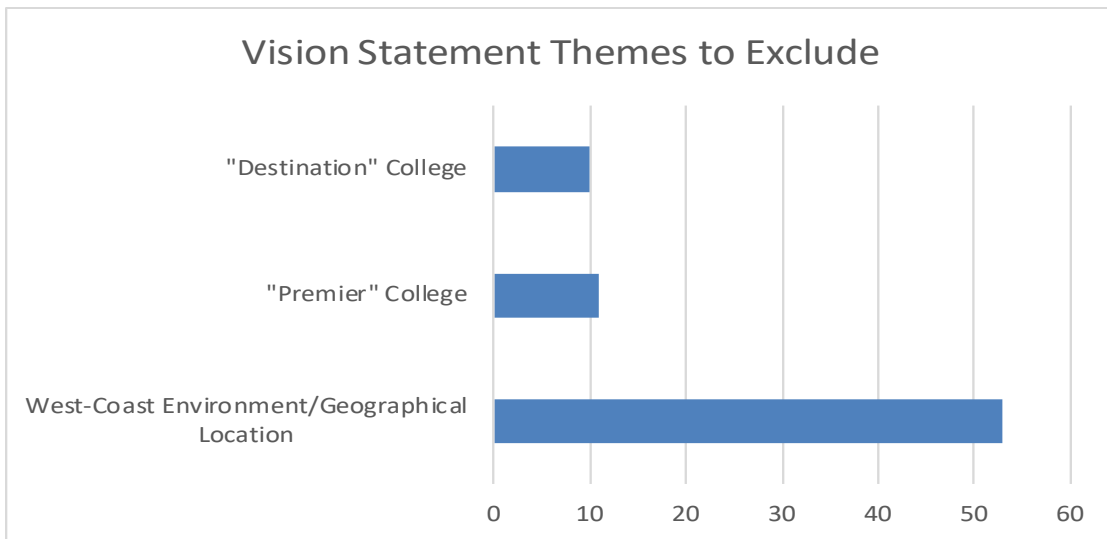
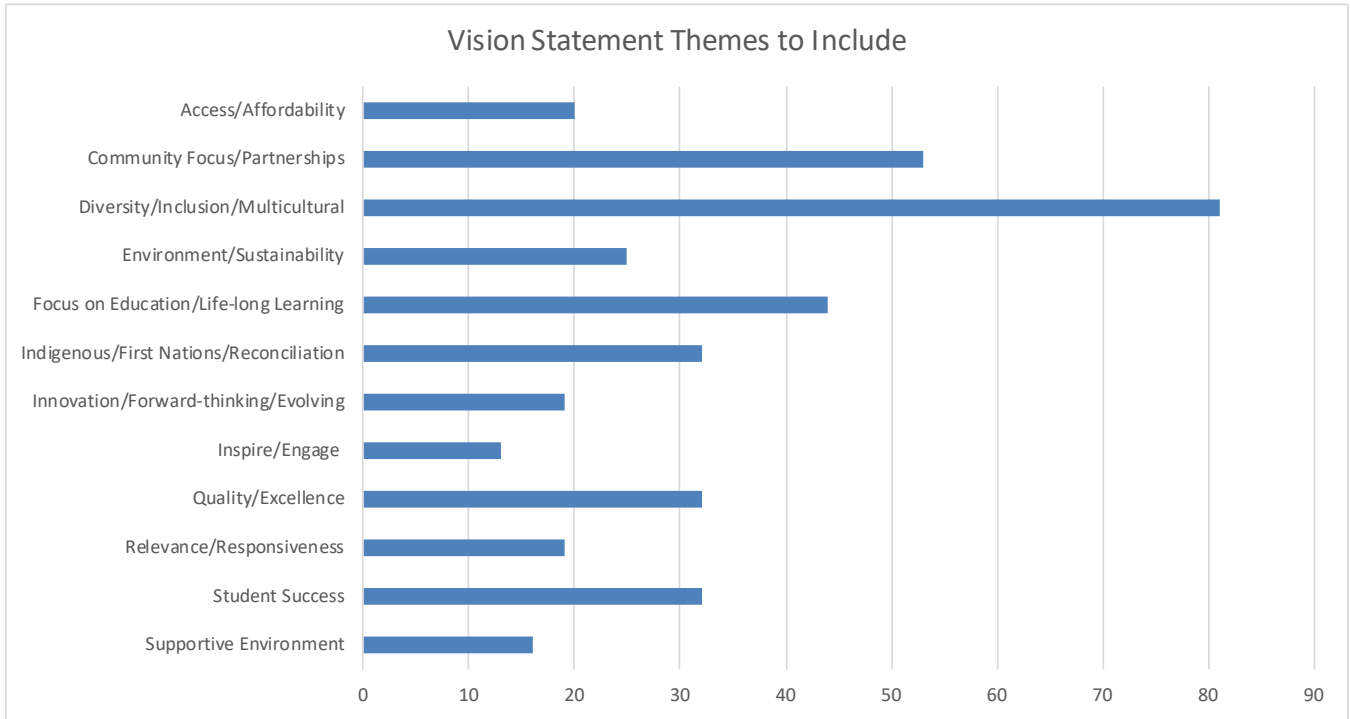
Q8 Should NIC change the vision statement in the new strategic plan?



ANSWER CHOICES	RESPONSES	
Yes	22.91%	313
No	47.88%	654
Don't know	29.21%	399
TOTAL		1,366

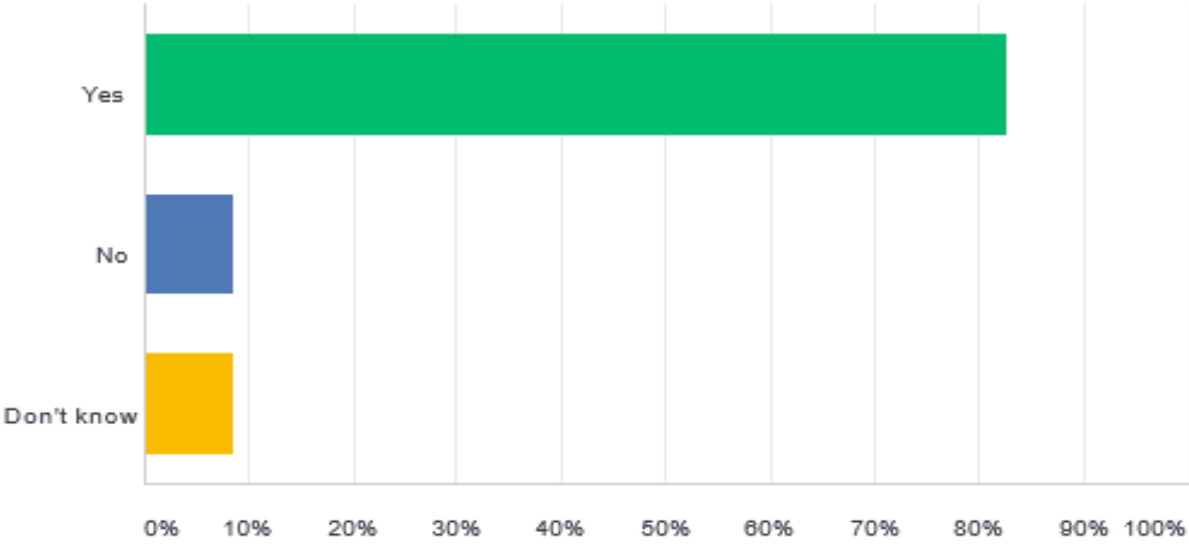
Q9 What ideas or phrases would you like to see included in a new vision statement for NIC?

Themes were coded from long answers for 505 valid responses.
 Themes with fewer than 10 valid responses are not shown.



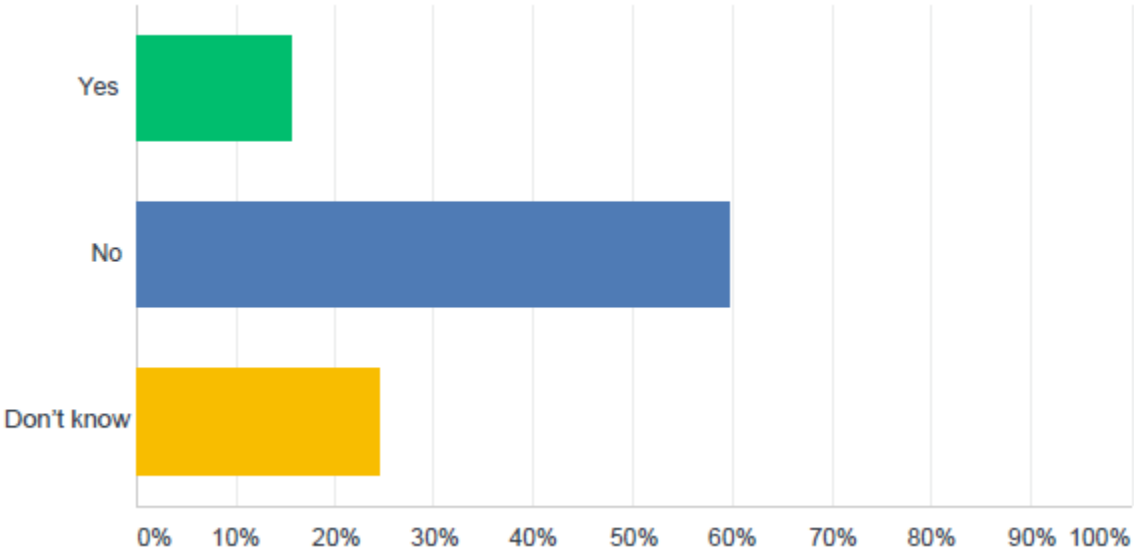
VISION STATEMENT THEMES TO INCLUDE	RESPONSES	
Access/Affordability	3.96%	20
Community focus/Partnerships	10.50%	53
Diversity/Inclusion/Multicultural	16.04%	81
Environment/Sustainability	4.95%	25
Focus on Education/Life-long Learning	8.71%	44
Indigenous/First Nations/Reconciliation	6.34%	32
Innovation/Forward-thinking/Evolving	3.76%	19
Inspire/Engage	2.57%	13
Quality/Excellence	6.34%	32
Relevance/Responsiveness	3.76%	19
Student Success	6.34%	32
Supportive Environment	3.17%	16
VISION STATEMENT THEMES TO EXCLUDE		
“Destination” College	1.98%	10
“Premier” College	2.18%	11
West-coast Environment/Geographical Location	10.50%	53
Excluded Valid Responses for Themes < 10	8.91%	45
TOTAL VALID RESPONSES		505

Q10 In your opinion, is the mission statement still relevant for NIC in the next five years?



ANSWER CHOICES	RESPONSES	
Yes	82.72%	1,087
No	8.68%	114
Don't know	8.60%	113
TOTAL		1,314

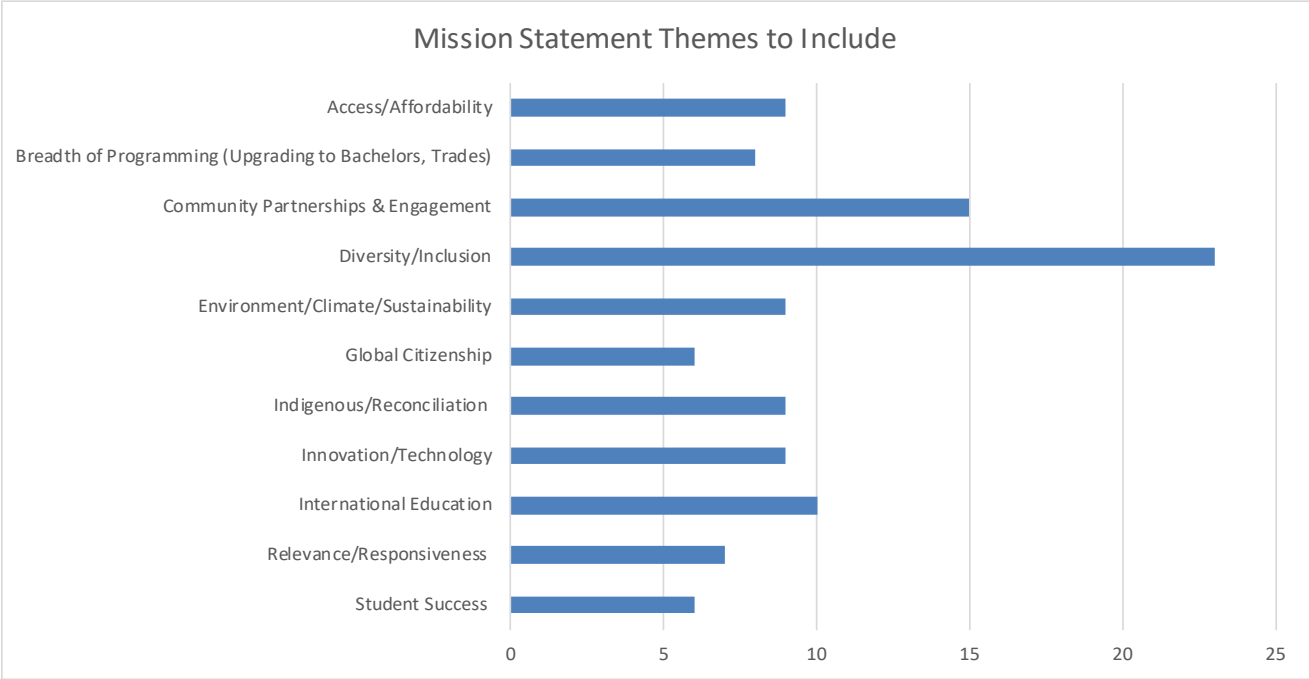
Q11 Should NIC change its mission statement in the new strategic plan?



ANSWER CHOICES	RESPONSES	
Yes	15.60%	205
No	59.82%	786
Don't know	24.58%	323
TOTAL		1,314

Q12 What ideas or phrases would you like to see included in a new mission statement for NIC?

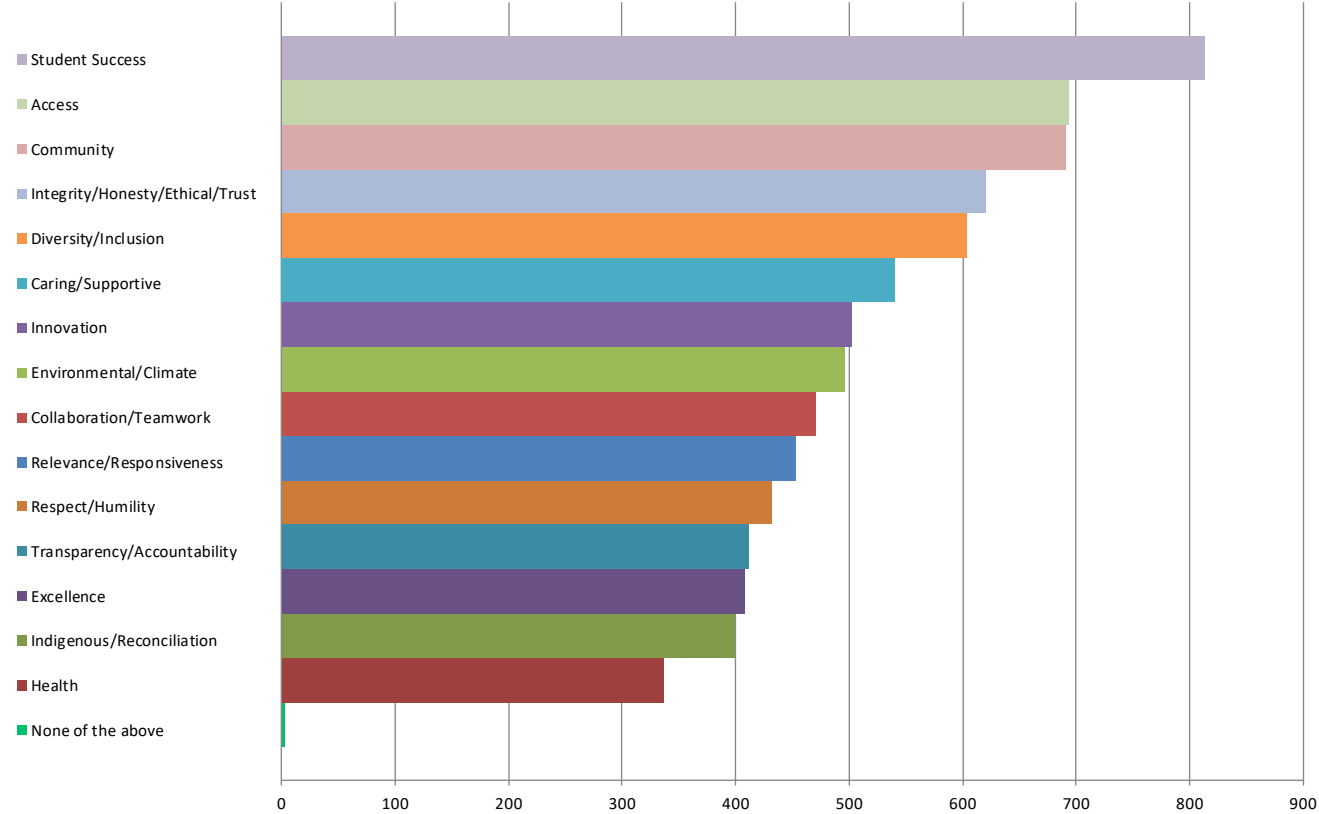
Themes were coded from long answers for 207 valid responses.
 Themes with fewer than five valid responses are not shown.



MISSION STATEMENT THEMES TO INCLUDE	RESPONSES	
Access/Affordability	3.85%	9
Breadth of Programming (Upgrading to Bachelors, Trades)	3.42%	8
Community Partnerships & Engagement	6.41%	15
Diversity/Inclusion	9.83%	23
Environment/Climate/Sustainability	3.85%	9
Global Citizenship	2.56%	6
Indigenous/Reconciliation	3.86%	9
Innovation/Technology	3.86%	9
International Education	4.27%	10
Relevance/Responsiveness	2.99%	7
Student Success	2.56%	6
MISSION STATEMENT THEMES TO EXCLUDE	RESPONSES	
Service Region	11.11%	26
Adult Learners	11.54%	27
Excluded Valid Responses for Themes < 10	29.91%	70
TOTAL VALID RESPONSES		234

Q13 NIC employees have identified a list of core values/guiding principles they feel are important to how the College operates. Please choose up to seven values you feel should guide the College in the next five years.

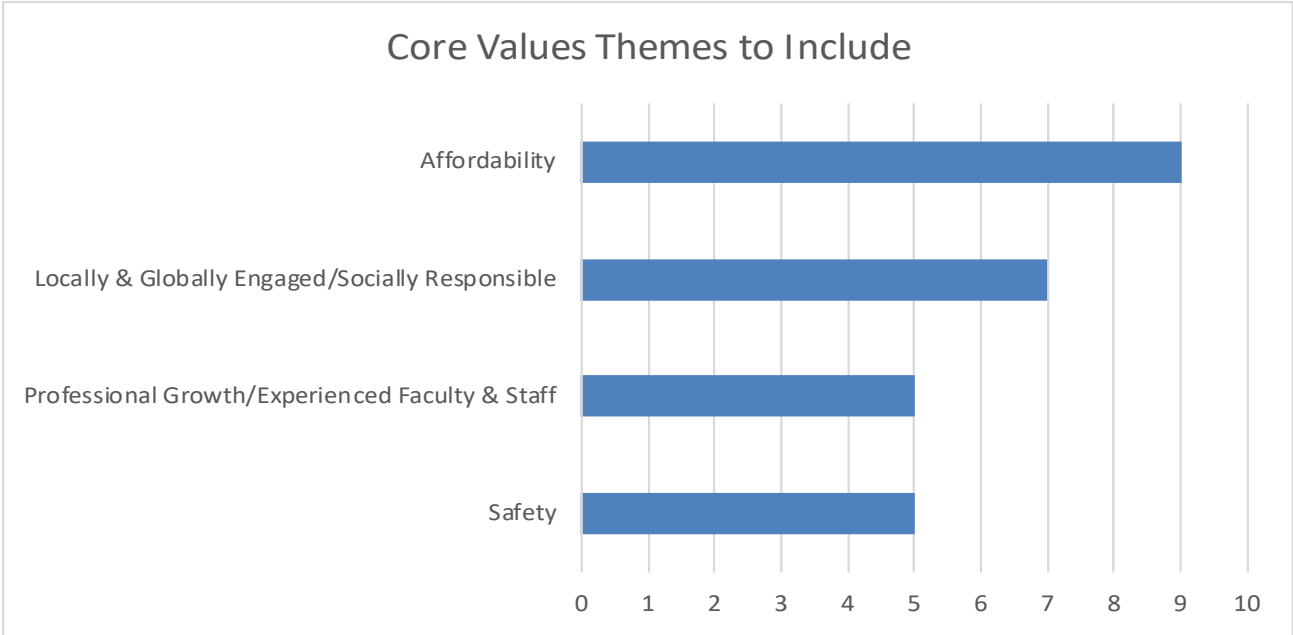
A total of 1,232 respondents provided 7,870 responses.



ANSWER CHOICES	RESPONSES	
Student Success	10.33%	813
Access	8.81%	693
Community	8.78%	691
Integrity/Honesty/Ethical/Trust	7.88%	620
Diversity/Inclusion	7.67%	604
Caring/Supportive	6.86%	540
Innovation	6.38%	502
Environmental/Climate	6.30%	496
Collaboration/Teamwork	5.97%	470
Relevance/Responsiveness	5.76%	453
Respect/Humility	5.49%	432
Transparency/Accountability	5.22%	411
Excellence	5.17%	407
Indigenous/Reconciliation	5.07%	399
Health	4.27%	336
None of the above	0.04%	3
TOTAL		7870

Q14 If you have additional suggestions for core values/guiding principles: What individual words or phrases best represent the values that are most important about how NIC operates?

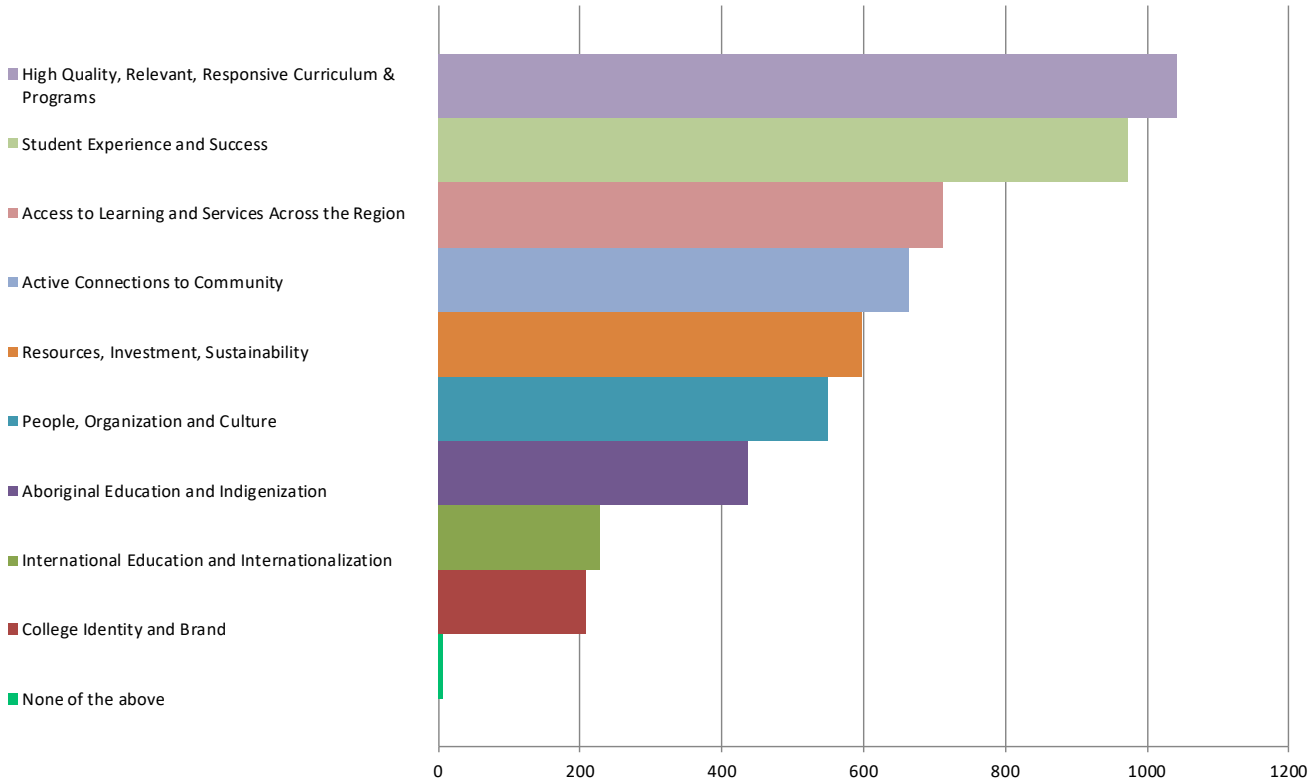
Themes were coded from long answers for 66 valid responses.
 Themes with fewer than five valid responses are not shown.



CORE VALUES THEMES TO INCLUDE	RESPONSES
Affordability	9
Locally & Globally Engaged/Socially responsible	7
Professional growth/Experienced faculty & staff	5
Safety	5
Excluded Responses for themes < 10	40
TOTAL VALID RESPONSES	66

Q15 Plan2020, NIC's current strategic plan, identified nine high level strategic priorities listed below. These strategic priorities have been our focus in Plan2020. Please choose up to five priorities that you feel are relevant for NIC leadership and employees to focus on in the next five years.

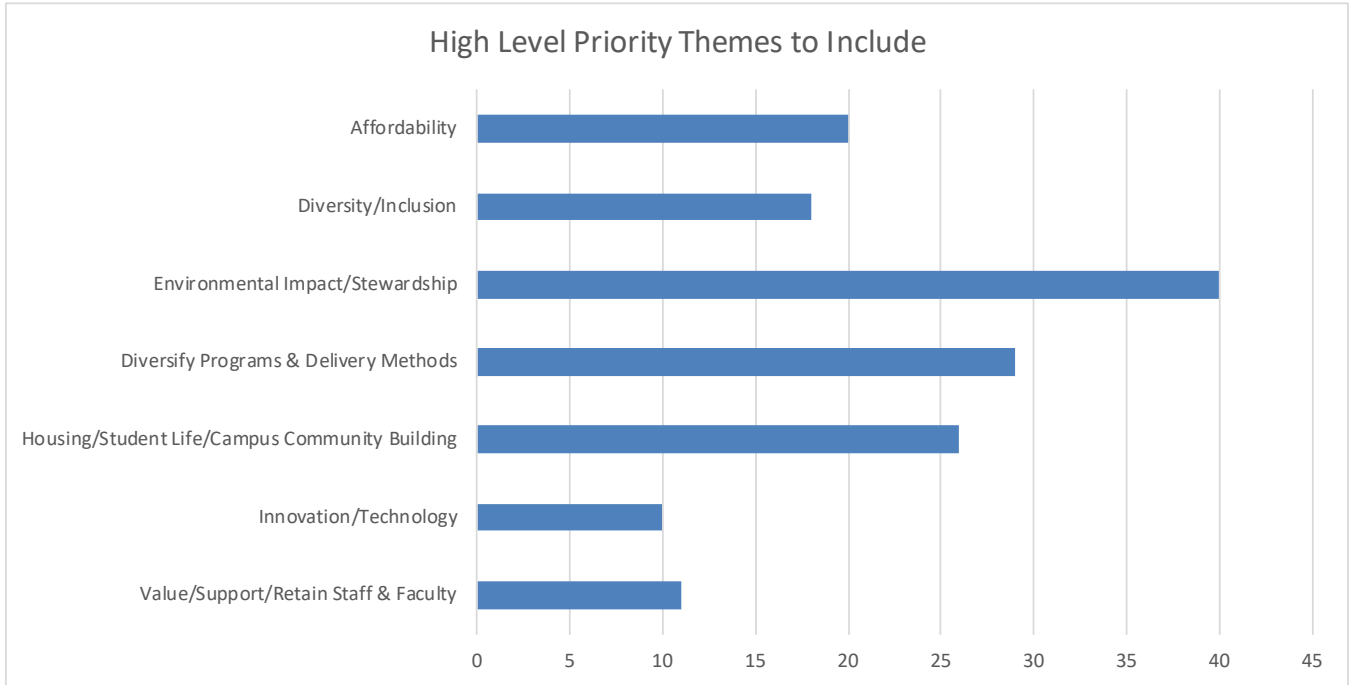
A total of 1,232 respondents provided 5,413 responses.



Answer Choices	Responses	
High Quality, Relevant, Responsive Curriculum & Programs	84.58%	1042
Student Experience and Success	78.81%	971
Access to Learning and Services Across the Region	57.79%	712
Active Connections to Community	53.90%	664
Resources, Investment, Sustainability	48.46%	597
People, Organization and Culture	44.48%	548
Aboriginal Education and Indigenization	35.39%	436
International Education and Internationalization	18.51%	228
College Identity and Brand	16.96%	209
None of the above	0.49%	6
TOTAL		5,413

Q16 Please identify up to five other high level priorities that you feel NIC should consider for the new strategic plan.

Themes were coded from long answers for 173 valid responses.
 Themes with fewer than five valid responses are not shown.



HIGH LEVEL PRIORITIES THEMES TO INCLUDE	RESPONSES	
Affordability	11.56%	20
Diversity/Inclusion	10.40%	18
Environmental Impact/Stewardship	23.12%	40
Diversify Programs & Delivery Methods	16.76%	29
Housing/Student Life/Campus Community Building	15.03%	26
Innovation/Technology	5.78%	10
Value/Support/Retain Staff & Faculty	6.36%	11
Excluded Valid Responses for Themes < 10	10.98%	19
TOTAL VALID RESPONSES		173

Q17 Please share any additional thoughts or suggestions for NIC's strategic plan.

There were 258 valid responses to this question. Notable responses are provided in the table below.

NOTABLE RESPONSES
Ensure your focus is on students. Great delivery of programs will ensure a strong growth in your brand. Ensure strong retention and recognition of the fine instructors that you have at NIC. I am a strong proponent of NIC.
NIC is a very special institution because of its relationships with students, staff and communities. Let's not lose this strength as the pressures of the business model increase around us. Continue to be a caring organization, put people first as pressure mounts, and remind ourselves of our values, mission and goals whenever decisions are challenging. Make this strategic plan a living document so that the College can be responsive to a rapidly changing environment. In so doing, over the next five years, make process and outcomes transparent and accountable for all members of the College community.
NIC was a great school to attend, with smaller classes, flexibility and great knowledgeable teachers. If you leverage the lower cost, small class sizes and faculty, that could also help to draw new students to NIC.
NIC is a unique college - we deliver community-based education and skills training with Indigenous and rural communities with such success, unlike I've ever seen done at other institutions that I have worked at. These partnerships should be built upon and built into our brand better-- we reach hard-to-reach populations that other institutions attempt to reach but often fail. We are leaders in this way, but no one knows it (except those who work here).
Ensure that high tech, constantly changing areas of education are taught by instructors with relevant contemporary knowledge.
Focus on creating more vibrant and inviting campuses, people need to feel part of something bigger. Post-secondary education is about so much more than just classes. It's about building a community and an identity. Campus culture and community connections are a huge part of post-secondary, and are things that are sorely missing from the NIC Campbell River campus
Institute a more environmentally conscious approach. There are little to no recycling bins around campus or in classrooms. This is far different from other institutions, which provide numerous recycling and composting bins in each building.
Need to offer more online programs and courses for people who can't make regular daytime hours work. I hate that I have to use schools who aren't local for courses I want to take.
Personally, I think it would be great for NIC to have something that it does differently than other institutions and does it really well. Can we aim towards, for example, being leaders in sustainability and environment, or having top-rated trades programs, or the top employment success rate of a certain program? It's choosing one thing and doing it really well, so we can have a 'claim to fame' that could potentially attract more students.
I believe the College should do more to expand and grow to give potential students more options to pursue a diversity of careers. A strong partnership with the hospital would make sense (nursing and administrative). A strong partnership with CFB Comox (mechanics, engineering, maintenance, and administrative). A strong partnership with tourism (Mount Washington needs etc). More options for pre-university/university training.
NIC needs to continue to support this community - staff and students from near and far - but also be leaders in Canada in becoming a sustainable and forward-thinking institution.
Reading the priorities, I don't really see a focus on infrastructure. I think this needs to be clearly identified. The two primary campuses (Comox Valley and Campbell River) need additional facilities. Housing would go a long way to generating a "community" at both sites. Having attended a large provincial university, one of the key benefits was a sense of a 24/7 community that revolved around the campus.
The environmental scan showed how important access to education in-community is for NIC students: the vast majority of our students are from the NIC region. That emphasizes to me that students in remote communities should be a priority in planning for services: they remain under-served. With the new technologies available we need to find a way to provide better access to meet their learning needs. That may mean advocating for improved internet access on their behalf- which is also on our behalf. Our mandate is to serve some significantly isolated communities: let the government help us to do that.



Strategic Planning Survey

North Island College is developing a new strategic plan for 2020 – 2025. A key part of the process is to seek input from community members, students and employees. Your participation is important to ensure people from the region have a voice in determining the College's priorities for the next five years. Your feedback will help NIC continue to offer relevant, responsive, high quality programs and services leading to employment, further learning and personal growth.

Please ensure that you have 15 minutes to complete the entire survey as you will not be able to complete part of the survey and resume at a later time nor will your responses save when you go to a previous page. Also note that the software will time out if left inactive for an extended period of time so you may need to start over if you leave your computer and come back later.

At the end of the survey, you will have an opportunity to submit your contact information to enter a prize draw for one of three NIC gift certificates valued at \$500, \$300 and \$200 to be used toward tuition or at any NIC bookstore.

Your contact information will not be linked to your survey response data and your responses will remain anonymous.

To review Plan2020, NIC's current strategic plan, please visit the link below. As Plan2020 concludes, it will be replaced with the new strategic plan in the spring of 2020.

<https://www.nic.bc.ca/about-us/the-nic-commitment/strategic-plan/>

To read NIC's Environmental Scan containing regional data for the College Plan 20-25

please visit: <https://www.nic.bc.ca/pdf/nic-environmental-scan-2019.pdf>

This survey will be open for responses until the end of the first week in October.

Introductory Questions

* 1. What is your affiliation with North Island College (NIC)?
(Choose all that apply)

- NIC Employee
- Prospective student
- Current student
- Former student
- ElderCollege member
- Donor to the NIC Foundation
- Practicum internship or apprenticeship partner
- I own and/or run a business that employs people
- I am a community member not in any of the above categories
- Other

2. Are/were you an International Student at NIC?

- Yes
- No
- Prefer not to say

Strategic Planning Survey

* 3. In what region do you currently live?

- Comox Valley
- Campbell River/Strathcona
- Alberni-Clayoquot
- Mount Waddington
- Central Coast
- Other

4. What is your age group?

- under 17
- 17-19
- 20-24
- 25-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70+
- Prefer not to say

5. What is your gender?

- Male
- Female
- Non-binary/third gender
- Prefer not to say
- Prefer to self describe

6. Do you identify yourself as an Aboriginal person, that is, First Nations, Métis or Inuit?

- Yes
- No
- Prefer not to say

NIC's Vision Statement

NIC holds a vision of being a premier community and destination College, in a spectacular west-coast environment that inspires and prepares students for success in a rapidly changing world.

An institution's vision describes what it aspires to create, or look like when it achieves its full potential in the future.

* 7. In your opinion, is the vision statement still relevant for NIC in the next five years?

- Yes
- No
- Don't know

* 8. Should NIC change the vision statement in the new strategic plan?

- Yes
- No
- Don't know

9. What ideas or phrases would you like to see included in a new vision statement for NIC?

NIC's Mission Statement

NIC is committed to meeting the education and training needs of adults within its service region by providing high quality, affordable higher education and skills training, collaborating with our partners to create pathways to learning, and empowering individuals to achieve their full potential.

An institution's mission statement is its purpose or reason for existence.

* 10. In your opinion, is the mission statement still relevant for NIC in the next five years?

- Yes
- No
- Don't know

* 11. Should NIC change its mission statement in the new strategic plan?

- Yes
- No
- Don't know

12. What ideas or phrases would you like to see included in a new mission statement for NIC?

NIC's Values

* 13. NIC employees have identified a list of core values/guiding principles they feel are important to *how* the College operates. Please **choose up to seven** values you feel should guide the College in the next five years.

- Access
- Caring/Supportive
- Collaboration/Teamwork
- Community
- Diversity/Inclusion
- Environmental/Climate
- Excellence
- Health
- Indigenous/Reconciliation
- Innovation
- Integrity/Honesty/Ethical/Trust
- Relevance/Responsiveness
- Respect/Humility
- Student Success
- Transparency/Accountability
- None of the above

14. If you have additional suggestions for core values/guiding principles: What individual words or phrases best represent the values that are most important about how NIC operates?

NIC's Strategic Priorities

* 15. Plan2020, NIC's current strategic plan, identified nine high level strategic priorities listed below. These strategic priorities have been our focus in Plan2020. Please **choose up to five** priorities that you feel are relevant for NIC leadership and employees to focus on in the next five years.

- Student Experience and Success
- High Quality, Relevant, Responsive Curriculum & Programs
- Access to Learning and Services Across the Region
- Aboriginal Education and Indigenization
- International Education and Internationalization
- People, Organization and Culture
- Resources, Investment, Sustainability
- Active Connections to Community
- College Identity and Brand
- None of the above

16. Please identify up to five other high level priorities that you feel NIC should consider for the new strategic plan.

Final Questions

17. Please share any additional thoughts or suggestions for NIC's strategic plan.