

BUILD



STRATEGIC PLAN AND YEAR 5 REPORT 1 DASHBOARD

July - December 2025
NORTH ISLAND COLLEGE

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



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												Implementation of the remaining <i>Not Myself Today</i> modules is underway. Currently assessing resource requirements for implementation of the National Standard.

YEAR 5 GOAL
Combines the action of each of the plan's Year 5 targets with its measurable, providing a cohesive goal statement for ease of review

STATUS
Provides a consistent, glanceable summary of the current status

MILESTONE
Highlights past, upcoming and/or scheduled achievements

TIMELINE BAR
Represents the five years of the plan, subdivided into reporting periods within each plan year, as defined in the reporting schedule below (grey shading indicates when data available)

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

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

LEGEND		Complete	On Track	Behind	No data yet	Not started
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BUILD 2026 REPORTING

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

YEAR 5 REPORT 1: July - December 2025

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet ■ Not started BUILD 2026 + DASHBOARD | YEAR 5 REPORT 1 | PAGE 4

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS	
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp		
FOUNDATION															
2.2 FINANCES															
a. Balanced budget within three years of the pandemic ending.	Balanced	Complete	Projected: (\$1.5M) Actual: \$57K (\$793K) (\$741K) (\$642K) \$78K												
b. Long-term financial health (positive net asset position).	> \$2.8M	On Track	Projected in 2021: \$3.9M Current Projections: \$5.4M \$2.8M \$4.7M \$2.1M \$4.8M \$2.1M \$4.3M \$2.2M												Due to the impact of IRCC changes on international student enrolments, NIC is projecting a deficit of \$552,633 in FY25/26, resulting in a reduction of net assets to \$3.7M.
2.3 INFORMATION TECHNOLOGY															
a. Implement IT Service Management (ITSM) model*.	Complete	Complete	TeamDynamix (ITSM) complete												
b. Improve NIC’s cybersecurity risk-mitigation and response capabilities.	NIST CSF Score ≥ 2.9	On Track	2022 Score 1.9 2023 Score 2.3 2024 Score 2.7												The CANARIE-funded National CyberSecurity Assessment is working through a platform change – “NCA: The Next Generation”. It is targeting a spring 2026 launch, which will delay the score for this cycle.

* IT Service Management Model (ITSM) is a set of policies, practices and procedures for consistently improving the processes, activities and supports required to deliver customer-service oriented technologies in alignment with business goals.

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FOUNDATION														
2.5 CAMPUSES AND CENTRES														
a. Develop Campus Master Planning concepts and share with communities.	Complete	Complete	Mixelakwila complete			Port Alberni complete			Campbell River complete					
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.	Complete	Complete	Tree removal/site clearance			Construction begins			Housing opens			Project was completed on budget and opened to accommodate students in September 2025.		
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			Business case was submitted to the Ministry; however, it was not selected to proceed further at this time.		
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		

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FRAME														
3.1 STUDENT WELL-BEING														
a. Develop and implement a Student Mental Health and Well-Being plan.	Complete	Complete												The CARE² Dashboard Year 4 is posted on Engage NIC. Currently piloting our Community Competency Program – the final milestone in our plan – with connections to student housing.
3.2 STUDENT SUPPORT AND PERSISTENCE														
a. Increase first-year student retention (Fall to Fall) above 47%.	> 47%	Complete												Through the continued efforts of Student Affairs, student retention numbers have improved significantly during the plan's timeline.
b. Maintain or increase the dollar amount of scholarships, bursaries, awards and emergency funds available to students.	≥ \$500K	On Track												
c. Increase # of childcare spaces above 94.	>94	On Track												Construction delays have pushed the project completion target into July 2026, with facility opening set for September 1. Beaufort Children's Centre and NIC continue to meet, focusing on preparations for opening operations in Fall 2026. Childcare spaces will be prioritized for NIC students, followed by NIC employees.

[illegible]

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DOORWAYS														
4.3 PATHWAYS TO LEARNING														
a. Maintain dual-credit enrolment above 170.	> 170	On Track				253 enrolments			184 enrolments			Next data available		
							275 enrolments				246 enrolments			
b. Maintain or increase the # of partnership agreements each year, equal to or above 40.	≥ 40	On Track				75 partnership agreements			64 partnership agreements			Next data available		
							77 partnership agreements				65 partnership agreements			

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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				Next data available		
						20% Indigenous students				21% 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		
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 is published on the Engage NIC .
						Working Together Dashboard Year 1		Working Together Dashboard Year 3						

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ROOMS														
5.2 COMMUNITY-CONNECTED LEARNING														
a. Maintain or increase the # of students participating in co-ops, practicums, internships and work-integrated learning experiences to over 700 participants.	> 700	On Track			916 students			910 students			Next data available			
							921 students			938 students				
b. Implement place-based learning initiatives in program renewal plans.	Complete	Complete						Strategy implemented						
c. Open an expanded and fully operational integrated child-care and learning facility at the Comox Valley campus.	Complete	On Track			Business case development	Business case approved	Builder selected							Anticipated completion in July 2026.
						\$14.2M Ministry funding achieved		Construction begins						
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	843		Two contributing factors in the significant increase in this measure are growth in utilization of Access Navigators and students' need for guidance in response to program closures.
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track			24		26		26		22			
											Next data available			

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ROOMS															
5.5 PROGRAM RESPONSE AND RENEWAL															
a. Complete renewal plans* for all programs.	Complete	Complete	Program renewal plans complete 2022/23 progress reports complete 2023/24 renewal plans complete												
b. Complete Provincial Quality Assurance Process Audit (QAPA)**.	Complete	Complete	QAPA orientation QAPA Panel Visit Institutional report submitted Institutional response & final summary complete Final QAPA summary received from Degree Quality Assessment Board												

* Program renewal plans provide programming and embedded services for workers, small business owners and industries negatively affected by the pandemic.

** An external review process, required by all public post-secondary institutions, Government of BC website: bit.ly/BCQAPA

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WINDOWS														
6.1 BRAND AND IDENTITY														
a. Establish brand with better overall role and scope of the College.	Complete	Complete	Internal/external audits complete Tactical plan operative Brand architecture finalized Refreshed brand rollout complete Consultant recommendations received Refreshed brand rollout Brand strategy complete											
6.2 MARKETING & RECRUITMENT														
a. Establish a clearly defined student audience profile for all areas of study.	Complete	Complete	Audience profiles complete 2 supplementary profiles completed											
b. Implement annual marketing and recruitment plans.	Complete	Complete	2023/24 tactical plan complete 2024/25 plan under development 2025/26 plan under development 2026/27 plan under development											

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ROOF														
7.1 RECONCILIATION														
a. 75% of employees complete NIC-specific Indigenous, intercultural competency training.	≥ 75%	Behind						Framework complete		Pilot completed modules		Pilots continue		Pilots of Journey to Reconciliation training are underway with Education Team, Operations Team and CTLI faculty, with feedback and adjustments implemented into the training. Final approval from Nations is still underway.
									Develop 3 final modules		Pilots of 7 modules underway			
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								
7.2 DIVERSITY, EQUITY AND INCLUSION														
a. Maintain or increase 88% (2020) of students that agree strongly with “I am respected regardless of my personal characteristics, identity or background.”	≥ 88%	Complete (achieved 99% of target)						Canadian Campus Wellbeing Survey		Canadian Campus Wellbeing Survey				No further data expected during the plan's timeline.
								88%		86%				
b. Maintain or increase 88% of students that agree or strongly agree with “My institution values diversity.”	≥ 88%	Complete						Canadian Campus Wellbeing Survey		Canadian Campus Wellbeing Survey				No further data expected during the plan's timeline. Maintenance of this target represents successful growth of an inclusive culture, through ongoing efforts in Indigenization, training and celebrating diversity.
								88%		88%				
c. Implement Diversity, Equity and Inclusion (DEI) Strategy.	Complete	Complete						Draft DEI policy		Commence DEI strategic framework		Implement DEI strategic framework		The DEI Strategic Framework was completed and published on the NIC website and the internal portal in October. <i>The Accessibility Plan Year 2 Report</i> and Year 3 plan were published and posted on the newly created Accessibility web page in November 2025.
									Accessibility Plan launched			DEI strategic framework complete		

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ROOF														
7.3 TRANSPARENCY AND ACCOUNTABILITY														
a. Implement new administrative structures, teams and operational committees to meet strategic and operational needs.	Complete	Complete				New administrative structure								
b. Increase engagement with the North Island Students' Union (NISU).	Complete	Complete				New MOU with NISU			NISU Eats CV & PA Campuses					NISU and NIC are in the preliminary stages of exploring the delivery of IT services. A draft MOU has been presented to NISU for consideration.
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			New heat pump at PA campus			Purchased EV for inter-campus travel	Sustainability goals have been built into the college's new capital builds, resulting in reduced greenhouse gas emissions and lower utility costs.
													Upgrade central cooling system at CR campus	

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COMMUNITIES															
9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION															
a. Create alumni-relations capacity.	Complete	Complete	Alumni-relations readiness assessment complete Capacity plan complete Initial plan updated Alumni strategy operational Alumni network surpassed goals												
b. Increase the number of active community partnerships to enhance programming.	12	On Track	31 partnerships 32 partnerships 57 partnerships Next data available												
c. Increase # of students involved in research projects to greater than 13 students.	> 13	On Track	13 students 30 students 32 students 33 students Next data available												



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