



DRAFT College Plan20-25

As of May 5, 2020

North Island College's Strategic Plan 2020-2025 (College Plan20-25) provides the College's overall direction for the next five years.

It focuses on the areas most important to our students, people, partners, and stakeholders and strengthens the College and region we serve.

College Plan20-25 includes the following components:

- Mandate
- Mission
- Vision
- Commitments
- Strategic Priorities
- Goals
- Assessment and Reporting
- Strengths, Opportunities and Challenges (in development)

We will support College Plan20-25 through the alignment of our multi-year plans, annual budgeting, department planning, operations, and performance reporting processes.

Mandate

North Island College (NIC) is a comprehensive community college, mandated to provide accessible education to the people and communities of North Central Vancouver Island and parts of the B.C. Central Coast.

Our roles and responsibilities are set out in the College and Institute Act and by the provincial Ministry of Advanced Education, Skills & Training through an annual mandate letter, which outlines high-level provincial priorities, policies and expectations.

Mission

The Mission statement summarizes why we exist, what we do and for whom.

At NIC, we provide high-quality education and services to support diverse learners and communities in achieving their educational, economic and social development goals.

Vision

Our Vision statement expresses what we aspire to be and create at our very best.

At NIC, we are a first choice education institution, passionate about creating lifelong learning, inclusion and student success.

**NIC will work with Elders for Indigenous translations in Kwak'waka and Nuuchahnulth.*

Commitments

Our Commitments support our Vision. They are based in the values, ideas, behavioural traits, characteristics and institutional concerns important to our students, communities, people and College.

We are dedicated to advancing and embodying the following Commitments through our actions and operations.

We are deeply committed to:

1. Supporting Students

Learning	Ensuring teaching and learning is central to all we do
Student Success	Empowering and supporting students as our primary focus
Access	Removing barriers and creating opportunities for students to access education and training opportunities
Health and Well-being	Fostering and integrating health and wellness into all we do
Caring and Supportive	Developing engaged learning and supportive working environments to ensure everyone belongs
Excellence and Quality Improvement	Continually improving programs and teaching practices that support employees in providing effective and exceptional education opportunities

2. Serving Communities

Indigenous Reconciliation	Working closely with, learning from and being guided by Indigenous communities to ensure our relationships, programs, policies and practices are respectful, based on reciprocity, and support reconciliation
Relevance, Responsiveness	Collaborating with communities to develop and deliver innovative, relevant and responsive programs and services that meet their changing needs
Environmental Stewardship and Climate Change	Mitigate factors contributing to climate change by sharing knowledge and encouraging individual and collective actions to reduce greenhouse gas emissions Serving as stewards of our natural environment, minimizing waste production and limiting our environmental impact
Intercultural understanding	Providing opportunities for our learners and people to strengthen their intercultural literacy skills

Commitments

3. Engaging our People

- Workplace Excellence** Being widely recognized as an outstanding place to work
- Diversity and Equity** Infusing and promoting diversity, inclusion and equity across the College's operations and plans
- Communication, Engagement and Teamwork** Engaging across divisions, campuses and departments to support collaboration, teamwork and communication
- Health and Well-being** Ensuring a healthy and safe working environment for all
- Mutual Respect and Integrity** Acting with integrity to build trust and respect, while valuing the unique contributions and dignity of every person

4. Strengthening our College

- Fiscal Sustainability** Enhancing the College's financial strength and sustainability
- Relationships** Collaborating with employers, community partners and post-secondary institutions to maximize educational opportunities for all
- Infrastructure and Technology** Growing and renewing campus facilities, learning capacity and information technology resources
- Innovation** Encouraging creativity, risk-taking, problem solving and new initiatives to benefit students, communities and the College
- Strategic Enrolment Practices** Optimizing student enrolments to support program vitality and outstanding student experiences
- Transparency and Accountability** Measuring, assessing and reporting regularly on the College's plans, activities, performance and progress

Strategic Priorities and Goals

1. Supporting our Students

to achieve their educational goals

Learning and Student Success

Increase student success through high-quality curriculum, excellence in teaching and learning, effective student support services and integrated work experiences.

Access

- Enable increased access to College programs and services by addressing geographic and financial barriers, as well as the lack of supports and educational preparedness.

Health and Well-Being

- Enhance campus life across the College and implement proactive supports to foster student health and well-being.

Caring and Supportive

- Further develop our strong, supportive culture to enhance students' lived experiences of inclusion and belonging.

Excellence and Quality Improvement

- Implement a system of program and service quality reviews and improvements.

2. Serving our Communities

by connecting to who we are and where we live

Indigenous Reconciliation

Increase and strengthen relationships with First Nations communities, Indigenous Education initiatives, programs, policies and practices in support of the Truth and Reconciliation Commission Calls to Action and the BC Declaration on the Rights of Indigenous Peoples Act.

Relevant and Responsive

- Create and strengthen partnerships to ensure the College offers innovative, relevant and responsive programs and services that meet changing needs of the region.

Environmental Stewardship and Climate Change

- Reduce greenhouse gas emissions and mitigate factors contributing to climate change through leadership, education and action.
- Implement initiatives to reduce waste production and limit the environmental impact of College operations.

Intercultural Understanding

- Provide opportunities for our learners and people to develop greater intercultural literacy skills required for a changing world.

3. Engaging our People

to thrive and be their best

Workplace Excellence

Attract, develop, retain and celebrate highly talented and dedicated employees who are proud to be a part of NIC and contribute to the success of our College, by continuously improving human resource practices.

Diversity and Equity

- Create and implement initiatives that advance and celebrate our College as a model for diversity, inclusion and equity.

Engagement, Teamwork and Leadership

- Strengthen communication, engagement, teamwork and leadership across the College.

Health and Safety

- Develop and improve the College's comprehensive employee health, safety and well-being.

4. Strengthening our College

and build our capacity to serve and excel

Strategic Enrolment

Optimize College enrolments to support program vitality and outstanding student experiences, through the implementation of proactive strategic enrolment management practices.

Fiscal Sustainability

- Grow and diversify revenue sources.

Infrastructure and Technology

- Advance toward completion the projects in our Five-year Major Capital Plan including the Housing Commons, Campbell River Gathering Place, Comox Valley “Village” Replacement and the Tebo Trades Centre Replacement in Port Alberni.

Innovation

- Create initiatives that build the College’s capacity to innovate and serve as a community resource.

Transparency and Accountability

- Implement improved systems, processes and tools to measure, communicate and report on the College’s activities, performance and progress.

Assessment and Reporting

North Island College is accountable to students, communities and the provincial government.

We report annually on the priorities established in BC Ministry of Advanced Education, Skills & Training mandate letter and the performance plan and Strategic Goals through our Institutional Accountability Plan and Report.

In 2020, NIC will create a new assessment and online reporting system to gather information from College departments regarding their work to deliver on NIC's Priorities and Goals.

The College will also develop new key performance indicators (KPI's) for each Strategic Priority to measure and track important data points over time.

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