



College Plan20-25: Process Update

August 19, 2019

A. INTRODUCTION

North Island College's Board of Governors approved the Strategic Plan, 2016-2020 ([Plan2020](#)) in June 2015. It was developed through a yearlong collaborative process lead by a college-wide committee comprised of employees, students and community members. *Plan2020* set out the College's mission, vision, values, priorities and goals that have been the focus of NIC's efforts for the past four years. The final year of *Plan2020* will end on March 31, 2020.

The College initiated the process to develop a new Strategic Plan, 2020-2025 (Plan20-25) in the fall of 2018. These notes provide an update on the process activities completed to date and those that will be undertake in the fall of 2019 and spring 2020, leading to the completion and approval of Plan20-25.

Strategic planning is an organizational activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, assess and adjust the organization's direction in response to a changing environment.

It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.¹

The College Plan20-25 will be composed of the following components. Descriptions for each of these components can be found in Appendix B. (College Planning Notes and Definitions).

Plan20-25 Components



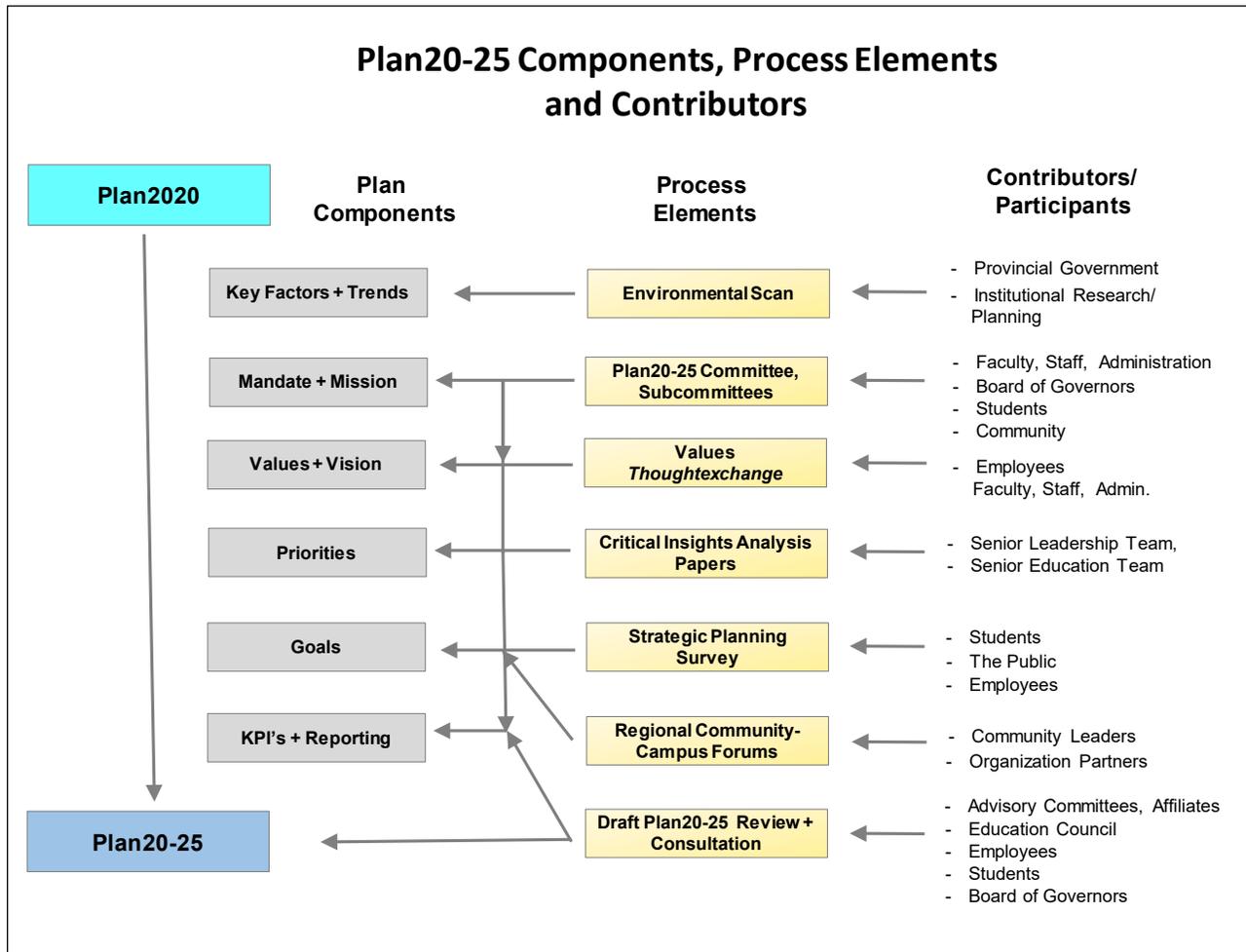
As a provincial government entity, NIC must reflect in its strategic plan, it's statutory mandate and obligations (BC [College and Institute Act](#)) as well as the government's policies and priorities for post-secondary education as communicated through the Ministry of Advanced Education and Skills Training (AEST). As a regional community college, it is imperative the strategic plan also focus on the needs and priorities of communities within our service region.

Strategic Plan20-25 will provide overall direction and focus for the integration and alignment of the College's other multi-year plans, annual budgeting, operations and performance reporting processes. This topic is addressed in Section C. Integration/Alignment of College Plans/Operations below.

¹ Balanced Scorecard Institute Strategy Management Group. (n.d.) Retrieved from <https://www.balancedscorecard.org/BSC-Basics/Strategic-Planning-Basics>

The chart below provides an overview of the Plan20-25 components, the process elements used in their development and the contributors/participants who will be involved in each.

Chart 1



B. PLANNING PROCESS ELEMENTS

The following section describes the major process elements shown above in Chart 1 used in the development of College Plan20-25.

1. Environmental Scan - Key Factors + Trends

An organization undertakes the environmental scan process to systematically gather and interpret relevant data to identify external and internal conditions, forces and trends that could affect its ability to fulfill its mission. To plan effectively, it is imperative to understand how key issues and trends in both the external and internal operating environments have changed in recent years, as well how those and other variables are projected to change into the future. Preparing an up-to-date environmental scan is therefore an important element of the strategic planning process.

A new [Environmental Scan](#) was created in support of the 2020-2025 Strategic Planning Process. It identifies key factors and trends that will be considered in developing Plan20-25.

2. College Plan20-25 Committee (CPC) and Subcommittees

The College president established the CPC in December 2018 to support and coordinate the process for developing the new College Plan20-25, for approval by the Board of Governors. As such, the CPC, which the president chairs, is responsible for and will be directly and actively engaged in:

- reviewing and providing input on the planning process components to be used in the development of College Plan20-25;
- participating in the planning process activities;
- reviewing and providing feedback on drafts of College Plan20-25; and,
- recommending the final draft Plan20-25 for approval by the Board of Governors.

The committee composition is broadly representative including faculty, staff, administrators, Board members and community members. Volunteers were invited to participate, and others were selected by the president to ensure diverse perspectives, roles and campus participation. The NICFA, CUPE, NISU, ElderCollege and Aboriginal Education Council were invited to designate a member to serve as a liaison to the CPC. Committee meetings are open to all employees, students and Board members.

The Committee met on December 18, 2018, January 22, March 5 and April 9, 2019. On average 35 of the 50 members attended each of the meetings. Future meetings are scheduled for August 27 (confirmed), October 30, January 14, 2019 and March 11 (tentative).

Subcommittees

Four subcommittees (Environmental Scan, College Values, Student and Community Engagement, and Performance Assessment and Reporting) have been established to support the overall Committee's work.

In the spring of 2019, the **Environmental Scan Subcommittee** reviewed and provided input on the draft Environmental Scan, March 31, 2019 prepared by the Office of Institutional Research and Planning.

In the spring of 2019, the **College Values Subcommittee** provided direct input on the process used to engage employees in the identification of the College's core values using *Thoughtexchange*, an online conversation system (described below). In the fall of 2019, the Subcommittee will work with the ideas provided by employees and will draft a set of statements articulating the College values that will serve as guiding principles to be included in Plan20-25. The Values Subcommittee will also review feedback from the College community, students and employees regarding the College vision statement, and will consider developing a new or revised vision statement.

The **Student and Community Engagement Subcommittee** provided advice and direction regarding approaches for obtaining participation from students and community members in the development of the College's new strategic plan. The primary avenues and activities emerging from the Subcommittee's discussions for obtaining student participation are: 1) short video narratives, 2) social media, 3) an online survey and 4) in-person focus groups.

The primary avenues and activities identified for engaging community leaders, partner organizations and the public are: 1) outreach presentations to organizational stakeholders, 2) online survey and 3) Regional Community-Campus Forums. These avenues and activities are described later in this document. In the fall of 2019, the Subcommittee's work will include providing further advice on undertaking these activities and utilizing the information generated from them in the development of the draft Plan20-25.

The **Performance Assessment and Reporting Subcommittee** will contribute to the development of an annual performance assessment and reporting process for Plan20-25 that will culminate each year in the production of the Annual Accountability Plan and Report (IAPR). The Subcommittee will also provide input on the identification of Key Performance Indicators (KPI's) to assess and track the College's progress on important measures of success over time.

3. College Values *Thoughtexchange*

The College articulates those principles that are fundamentally important about what it does and how it does them through its statement of values. As part of the College Plan20-25 process, it will be timely to engage employees, students, Board members and the community in an inquiry and discussion regarding the guiding ideas that are most important for the College.

The first phase of this consultation process took place during College Values Week, April 1-5, using *Thoughtexchange*, an online tool that enables efficient sharing, review and ranking of information contributed by large groups of people. NIC employees were asked to comment on the following question:

What individual words best represent the organizational values (guiding principles) that are most important about HOW the College operates?

In all, 190 employees from every campus and region shared 471 thoughts on the College's organizational values. The 471 individual thoughts were subjected to content analysis in order to distill out the most frequently cited values key words. *Thoughtexchange* results are available on the [Plan20-25 pages](#) of myNIC.

The Plan20-25 Committee will use the values words generated through *Thoughtexchange* to develop a draft set of organizational values (guiding principles) that will be shared for further review and feedback from employees, students and the community.

4. Critical Insights Analysis Paper (CIA) (Plan2020 Priorities)

Drawing on information contained in the previous three IAPRs and supplemented by new information provided in the Environmental Scan (2019), a three-to-four page Critical Insights Analysis (CIA) paper was developed for each of NIC's nine Plan2020 priorities, by the Senior Leadership Team (SLT) with input from others within the College. Each CIA paper provides context, a summary of progress related to the priority and identifies gaps and areas for potential further goal development and action. These papers will serve as resources for strategic thinking and dialogue involving the Board of Governors, Senior Leadership Team, College Plan20-25 Committee, Senior Education Team and Education Council.

Community Outreach Presentations

In order to generate awareness of and participation in the College strategic planning process on the part of the public and community leaders, the president will undertake a series of Community Outreach Presentations from August to October. Requests to provide a short presentation/briefing are being made to municipal and regional governments, school boards, chambers of commerce and other local and regional organizations. A brief slide show will inform audiences on the College's planning process as well as participation opportunities (described below) for community members.

These public presentations and any resulting media interviews and coverage should generate community awareness and interest on the College's planning process.

5. Strategic Planning Survey

A comprehensive online survey of community members, employees and students will be conducted from September to October 2019 to obtain broad participation and input into the development of the new Strategic Plan20-25. The survey's objective is to obtain feedback and suggestions on the redevelopment and renewal of NIC's mission, values, vision, strategic priorities and goals.

The survey will include approximately 15 multiple choice and open-ended questions and will require 10-15 minutes to complete. Participation will be open to all residents of the North Island College region including all current and former students and employees.

Access to the online survey will be provided and encouraged through direct email invitations as well as through promotion via the College website and social media platforms. The College will also announce the Strategic Plan Survey is open for public participation through a media release and ask media to publish the web URL link to the survey.

Various College partner organizations and groups (e.g. local governments, school districts and chambers of commerce) will be asked to assist in promoting participation in the survey through their own communications. In addition to completing the survey themselves, everyone will be asked to share the survey link and encourage their friends, family and co-workers to participate.

The survey questionnaire is modelled on a tool utilized by the Comox Valley School District (71) as a part of their own strategic planning process in 2019. The Office of Institutional Research and Planning (lead by Manager, Wes Skulmoski) and the Planning and Communication Officer (Christiana Wiens) will support the survey process and data analysis. Survey results will be published and shared with the College community through Campus Town Hall meetings and the Regional Community-Campus Forums in November.

The survey engagement process and data gathered should be invaluable in helping to inform the development of the NIC Plan20-25 mission, values, vision, strategic priorities and goals.

6. Regional Community-Campus Forums

NIC will host in-person face-to-face, half-day Regional Community-Campus Forum meetings in the Comox Valley, Campbell River, Port Alberni and Port Hardy during the week of November 4-7. These forums will hope to engage community leaders, organizational stakeholders and College partners in dialogue regarding the major issues and trends in the College operating context (Environmental Scan), provincial government mandate, core values and feedback obtained from the Strategic Planning Survey regarding the College mission, vision, strategic priorities and goals.

Forum invitations will be sent to community leaders, organizational partners and stakeholders in September, with the hope that 50-80 participants will attend each one.

7. Draft College Plan20-25 – Review + Consultation

NIC will publish a draft College Plan20-25 online by December 20, 2019. Discussion and feedback will be solicited from January to March 2020 and comments, questions and suggestions from employees, students and community will be encouraged.

In addition to the College Plan20-25 Committee and subcommittees, other existing committees and organizational settings will be utilized to discuss and seek feedback regarding the draft Plan20-25, including: the Board of Governors; Education Council; Department Chairs Working Group (DCWG); Senior Education Team (SET); Aboriginal Education Council (AEC); NIC Students' Union (NISU); NIC Foundation Board; and, through regular departmental meetings.

The Campus Town Hall Meetings held in January and March 2020 will provide opportunities to review and discuss the draft Plan20-25 with College employees. Focus group meetings with students on each campus will be held in February to seek feedback.

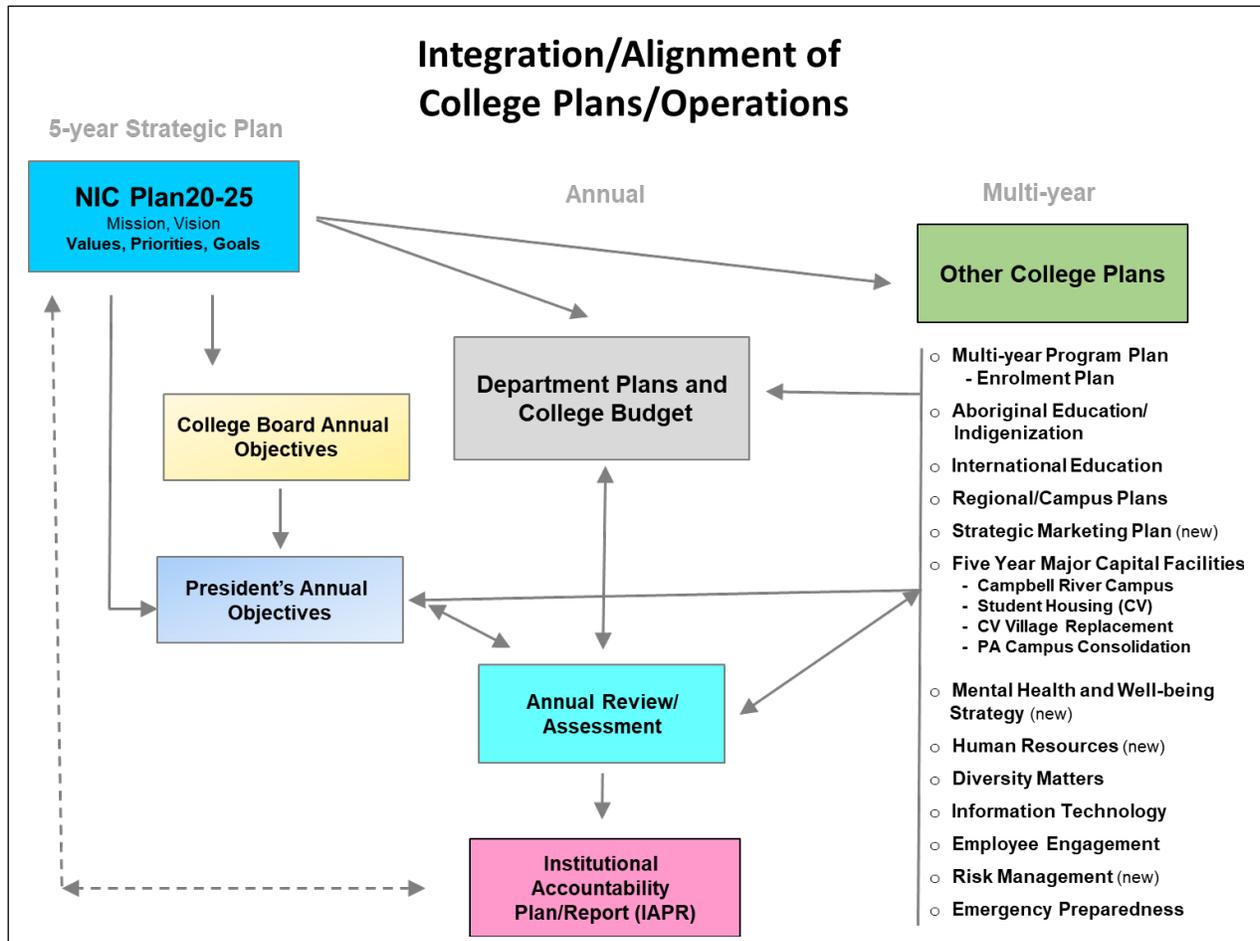
Community members will be invited to review documents online and provide comments regarding the draft College Plan20-25.

C. INTEGRATION/ALIGNMENT OF COLLEGE PLANS/OPERATIONS

The College's Strategic Plan framework will be implemented and advanced through effective alignment and integration of additional multi-year College plans as well as program and service delivery initiatives carried out annually through department plans and various other college-wide initiatives.

To ensure alignment and integration occurs, College departments and working groups will be charged with documenting how their annual objectives and initiatives reflect and support Plan20-25 priorities and goals through the completion of a **Planning and Priority Alignment Matrix**, which will list key departmental objectives and initiatives in relation to the Plan20-25 priorities and goals framework.

Chart 2



D. PERFORMANCE ASSESSMENT – IAPR AND KPI'S

The annual Institutional Accountability Plan and Report (IAPR) is the primary mechanism through which the College reports to the provincial Ministry of Advanced Education and Skills Training (AEST) and the community regarding its performance in relation to College's priorities and goals as well as the government's policy and programming directions and requirements.

In support of the annual IAPR reporting process on Plan20-25 progress and performance (as well as NIC's other college-wide plans) a new assessment and online reporting system utilizing the **Planning and Priority Alignment Matrix** as a framework will gather and collate information from NIC departments regarding their work relevant to the College's priorities and goals.

A new set of Key Performance Indicators (KPI's) will also be determined for each strategic priority thematic area to measure and track important data points over time.

E. PROCESS TIMELINE: DECEMBER 2018 TO APRIL 2020

<u>MONTH</u>	<u>ACTIVITY/FOCUS</u>
December 2018	<ul style="list-style-type: none"> – Plan20-25 Committee established – Board Meeting, December 6 – Plan20-25 Committee 1st Meeting (18th)
January 2019	<ul style="list-style-type: none"> – Plan20-25 Committee 2nd Meeting (22nd) – Board Meeting 24th – Plan20-25 Process Framework Approval
February	<ul style="list-style-type: none"> – Planning/Communication Officer Appointed
March	<ul style="list-style-type: none"> – Environmental Scan Completed – Critical Insights Analysis re <i>Plan2020</i> – Plan20-25 Committee Meeting (5th)
April	<ul style="list-style-type: none"> – College Values <i>ThoughtExchange</i> – Campus Town Hall Meeting
May – July	Process Planning/Preparation
August 2019	<ul style="list-style-type: none"> – Community Outreach – Presentations – Plan20-25 Committee Meeting (27th)
September	<ul style="list-style-type: none"> – Community Outreach Presentations – Student/Community Engagement / Social Media – Strategic Planning Survey (Online, Sept. 1 to Oct.7)
October	<ul style="list-style-type: none"> – Campus Town Hall Meetings (1-3rd) – Subcommittee Meetings – Plan20-25 Committee Meeting (30th)
November	<ul style="list-style-type: none"> – Regional Community-Campus Regional (4-7th) – Campus Town Hall Meetings (25-27th)
December	<ul style="list-style-type: none"> – Subcommittee Meetings – First Draft Plan20-25 (20th)
January 2020	<ul style="list-style-type: none"> – Plan20-25 Committee Meeting (14th) – Review and Consultation re Draft Plan20-25 – Campus Town Hall Meetings (27-30th)
February	<ul style="list-style-type: none"> – Subcommittee Meetings – Student Focus Groups – Review and Consultation re Draft Plan20-25
March	<ul style="list-style-type: none"> – Plan20-25 Committee Meeting (11th) – Campus Town Hall Meetings (23-26th) – Board Review of Draft Plan20-25 (19th)
April	<ul style="list-style-type: none"> – College Board Meeting (26th) Final Approval, Plan20-25

APPENDIX A

Planning Principles

The following eight principles will guide the development of NIC's College Plan20-25.

Engagement

Broadly based faculty, staff, student, administrative, Board and community involvement in the planning process will encourage better decisions and will strengthen individual and group ownership of the resulting systems, activities and initiatives required to achieve the priorities and goals established in College Plan20-25.

Focus

The focus of the College and its multi-year planning processes will be on meeting the broad educational needs of students and other stakeholders as expressed in its current mission, vision and values.

Learning

Planning is synonymous with learning when integrated with action and assessment of results. The planning process will support both organizational and individual learning through the collection and analysis of both quantitative and qualitative information.

Leadership

Leadership and responsibility for the planning process will be shared across College governance and management structures. Relevant statutory and institutional administrative roles, authority and accountability (management, Board, Education Council) will be followed.

Sustainability

The planning process will require the College to think with foresight into the future and attempt to predict how conditions will change, and how changes may affect students, stakeholders and the College as a whole.

Systems Integration

The strategic planning process will reflect that the College operates through and creates value for students and other stakeholders through many complex and interdependent institutional systems, planning processes, programs and services.

Enterprising

The planning process and resulting plan will help the College become even more agile, flexible and responsive in the face of rapid development of knowledge and technologies, increasing competition, rising expectations of students and changing requirements of external stakeholders.

Accountability

The College is accountable to its external and internal communities for achieving its mission, goals and intended results, as well as making the most effective and efficient use of resources. The provincial government (Ministry of Advanced Education and Skills Training) establishes specific requirements that the College must follow.

APPENDIX B

College Planning: Notes and Definitions

BC College and Institute Act

Provincial colleges are created by and operate under the legal framework provided by the [College and Institute Act](#) (as well as other pertinent BC statutes). The Act sets out (among other things): powers of the minister; objects of a college; Board composition; powers and duties of boards and education councils; functions and duties of the college; president and employees; duties of the president; and, the Institution as an agent of government. In pursuing their mandate and mission, and developing plans, the colleges are both empowered and limited by the provisions of the Act.

Ministry of Advanced Education (AEST) Service Plan, 2018/19 – 2020-21

The provincial government, through the Ministry of Advanced Education and Skills Training (MAEST) sets out strategic directions for BC's public post-secondary education through a three-year service plan. The Ministry Service Plan reflects the government's priorities and the mandate directions assigned to the Minister by the Premier.

Mandate Letter from Minister AEST (Annual Update)

The Minister communicates through the annual Mandate Letter to post-secondary education institutions the priorities of the government and its expectations for specific policy, program and service directions for the year. Some of the directions to institutions carry forward over multiple years, while some may be discontinued and new ones added.

NIC Plan20-25 (Five-Year Strategic Plan)

The College's five-year Strategic Plan will identify and describe the institution's major priorities (or areas of focus) as well as the mid-term, multi-year goals related to those priority areas. The priorities and goals have college-wide applicability and they are intended to reflect the institution's core values and support advancement of the College's mandate, mission and vision for the future.

Mandate: The College's institutional mandate is its statutory purpose as set out in the BC [College and Institute Act](#). The legal mandate is supplemented and clarified through provincial government policy directions and priorities communicated through the Ministry Service Plan, Institutional Mandate Letter, Annual Budget Letter and periodic ministerial directives.

Mission: The College mission statement summarizes why it exists, what it does and for whom.

Values: The College values are the ideas, qualities, behavioural traits and characteristics that are fundamentally important to the College. They are principles the College is deeply committed to supporting, embodying and advancing through how it operates.

Vision: The College vision statement is a future-oriented expression of what the institution aspires to be and create at its very best. The vision statement is driven by and supported by NIC's values.

Priorities: The College's priorities will be expressed and represented in broad thematic terms. They will be centred on clusters of the College's core values.

Goals: College major multi-year strategic goals will be stated in terms of broad outcomes, results, improvements or changes that can be measured, tracked and reported over time.

Other College Plans (multi-year functional)

The College develops a variety of multi-year plans related to specific college-wide functions (or areas of activity) that are integral to its success. Some of these plans are prescribed and submitted to the provincial government, while others are designed to support the College's functional or regional needs. It is expected these plans will be aligned and supportive of the College's five-year Strategic Plan.

College Department Plans

College departments develop objectives and tactical action plans that are supportive and aligned with the College's five-year Strategic Plan priorities and goals. For instructional areas, annual plans are developed through the Multi-Year Program Planning (MYPP) process.

President's Annual Objectives

The College president develops a set of annual performance objectives in consultation with the Board of Governors. The objectives identify and focus on activities (related to the College's strategic priorities and goals) and results that are of particular importance and urgency for the year. The president's objectives are supported by and largely achieved through the work of the Senior Leadership Team (SLT).

College Board Annual Objectives

The College Board creates an annual governance-oriented set of objectives that support the College's priorities and goals, as well as the development of effective Board operations and governance.

Annual Review/Assessment

Annual review, assessment and reporting will occur for each component and level of planning. In 2019, NIC will develop an improved system and tools for aggregating data and sharing information regarding its progress relative to its five-year Strategic Plan, priorities and goals as well as annual objectives and results at the campus, functional and department levels.

Institutional Accountability Plan/Report (IAPR)

The annual Institutional Accountability Plan/Report is the required public mechanism established by the provincial government for post-secondary education institutions to report to the minister and community regarding its activities and progress.

Key Performance Indicators (KPI's)

Key Performance Indicators (KPI's) are high level quantifiable measures established to assess over time the College's performance and progress (changes) relative to its strategic priorities and major goals. They may be categorized as **Input** measures (attributes or resources entering the College or being consumed); **Process** (or activity measures of efficiency, e.g. related to time, cost); **Outputs** (results measures indicating how much is produced); and **Outcomes** measures (related to accomplishments or impacts).