

<p>NORTH ISLAND COLLEGE BOARD OF GOVERNORS REGULAR MEETING TO BE HELD IN THE STAN HAGEN THEATRE, COMOX VALLEY CAMPUS THURSDAY, SEPTEMBER 23, 2021 @ 1:00 PM</p>
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AGENDA

Topic	Attachment	Action	Time
1. CALL TO ORDER			
1.1 Acknowledgement of First Nations Traditional Territory			
1.2 Oath of Appointment (All Board Members)	✓	(To sign)	
1.3 Election of Chair (L. Domae will be presiding officer)			
1.4 Election of Vice Chair			
1.5 Adoption of Agenda		To adopt	(15 mins)
2. CONSENT AGENDA			
2.1 Minutes of the Regular Meeting of June 17, 2021	✓	To approve	
2.2 Executive Committee Report	✓	Information	
2.3 Finance and Audit Committee Report	✓	Information	
2.4 Governance and Board Development Committee Report	✓	Information	
2.5 College Highlights Report	✓	Information	
2.6 Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
3. BOARD BUSINESS			
3.1 Annual Board Evaluation Results	✓	To discuss	
3.2 Joint Meeting with Indigenous Education Council	✓	To discuss	
3.3 Draft Board Retreat Agenda, October 28/29, 2021	✓	To discuss	
3.4 Roundtable Board Member Reports		Information	(20 mins)
4. REPORTS ON STRATEGIC ACTIVITIES			
4.1 President			
4.1.1 President's Report		Information	
4.2 Vice President, Finance and College Services			
4.2.1 Financial Information Act Report	✓	To approve	
4.2.2 NIC 5-Year Capital Plan Priorities	✓	To approve	
4.2.3 Comox Valley Student Housing Project Revised Budget	✓	To approve	
4.2.4 Sale of Vigar Property Update	✓	Information	
4.2.5 First Quarter Financial Statements 2021/22	✓	Information	
4.2.6 FY 2021/2022 Budget Projections	✓	Information	(45 mins)

4.3 Vice President, Academic
4.3.1 Fall 2021 Stable Enrolment Report ✓ Information (15 mins)

4.4 Chair, Education Council
4.4.1 Education Council Report ✓ Information (3 mins)

5. INFORMATION (attachments)

- 5.1 Election Timeline Fall 2021
 - 5.2 President's Awards 2021
 - 5.3 AEST Letter and Orders-in-Council – B. Minaker, R. Everson, S. Frank, E. Mosley reappointments
 - 5.4 AEST Appreciation Letter to Jane Murphy
 - 5.5 AEST Letter re Governing in the Public Interest training opportunity
 - 5.6 Link to Board bylaws and policies
 - 5.7 Commonly used acronyms
-

6. NEXT MEETING DATES

- Annual Retreat, October 28/29, 2021 Port Alberni Region
 - Regular meeting – Thursday, November 25, 2021 Comox Valley Campus
-

7. ADJOURNMENT 3:00 pm



**North Island College
Board of Governors**

Oath of Appointment

The following Oath of Office is to be sworn, signed and dated before the Board at the commencement of all members' first meeting with the Board. The Ministry suggests that either the Board Chair, or, if an institution prefers, a Commissioner of Oaths would be appropriate administrators of the Oath.

I, _____, sincerely promise and affirm that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities of my position as a Member of the Board of North Island College. I have read and agree to abide by the Code of Conduct Policy and the Conflict of Interest Bylaw of the Institution.

(Signature)

Date

**MINUTES OF THE REGULAR MEETING OF THE
NORTH ISLAND COLLEGE BOARD OF GOVERNORS
HELD VIA VIDEOCONFERENCE
THURSDAY, JUNE 17, 2021**

**BOARD MEMBERS
PRESENT**

J. Atherton, Community Member, Comox Valley Region, Vice Chair
L. Domae, President
M. Erickson, Faculty Representative
R. Everson, Community Member, Comox Valley Region
S. Frank, Community Member, Comox Valley Region
W. Gus, Chair, Education Council
D. Hoogland, Support Staff Representative
A. McCubbin, Community Member, Comox Valley Region
B. Minaker, Community Member, Comox Valley Region
E. Mosley, Community Member, Port Alberni Region, Chair
J. Murphy, Community Member, Comox Valley Region
C. Scarlatti, Student Representative
P. Trasolini, Community Member, Campbell River Region

BOARD MEMBERS ABSENT

P. Chakraborty, Student Representative
V. Puetz, Community Member, Campbell River Region

ALSO PRESENT

M. Allison, Director, College Governance & Strategy
T. Bellavia, Acting Vice President, Academic
K. Crewe, Associate Vice President, People, Equity and Inclusion
C. Fowler, Vice President, Finance and College Services
M. Herringer, Executive Director, International Education
K. Kuhnert, Vice President, Students and Community Engagement
R. Reid, Executive Assistant, Board of Governors
W. Skulmoski, Manager, Institutional Research & Planning
C. Wiens, Planning and Communications Officer

IN THE GALLERY

Members of North Island Students Union (NISU), NIC Faculty
Association (NICFA) and CUPE (support staff union)

1. CALL TO ORDER

E. Mosley called the meeting to order at 1:00 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

E. Mosley acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

E. Mosley also read a statement on behalf of NIC Board of Governors, acknowledging the impacts and trauma of the discovery of the unmarked graves of 215 children at the site of the former Kamloops Residential school on the territory of the Tk'emlúps te Secwépemc Nation.

The Board acknowledges the pain and grief experienced by the Tk'emlúps te Secwépemc, knowing that many Indigenous peoples in the region are also residential school survivors and that they, and their families, have been deeply affected by the effects of colonization that still exist across Canada today.

E. Mosley added that as an educational institution, NIC has an active role to play in reconciliation and reiterated the College's support of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish peoples within the region as the College takes steps following the Truth and Reconciliation Commission Calls to Action.

The following are some actions that the College has taken to date:

- Letter to employees from NIC President L. Domae, including resources for counselling and supports;
- Public statement posted on the College website, repeating resources for counselling and supports;
- Half-masting of flags at all campuses (ongoing);
- Letter to the Indigenous Education Council, confirming our commitment to Indigenous-led Education and requesting a meeting to discuss next steps;
- Department or Dean led meetings to remember the moment of silence on May 31;
- Providing space and resources to Indigenous Elders and advisors to grieve;
- Competency training for all employees in development.

1.2 Adoption of Agenda

Moved C. SCARLATTI / Seconded J. MURPHY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF JUNE 17, 2021 AS PRESENTED.

Motion carried

2. CONSENT AGENDA

- 2.1 Minutes of the Regular Meeting of May 27, 2021
- 2.2 Executive Committee Report, May 31, 2021
- 2.3 Finance and Audit Committee, June 4, 2021
- 2.4 June 2021 College Highlights Report
- 2.5 Correspondence and Information (Agenda item #5)

Moved C. SCARLATTI / Seconded J. ATHERTON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF JUNE 17, 2021.

Motion carried

3. BOARD BUSINESS

3.1 2021/2022 AEST Mandate Letter

L. Domae summarized the five foundational principles stated in the Ministry's mandate letter to NIC, noting that those same principles are incorporated throughout the College's strategic plan *BUILD 2026*, adding that having those principles embedded in *BUILD 2026* allows the College to achieve its mandate going forward.

S. Frank and W. Gus joined the meeting at 1:14 pm.

Asked for an update on Government's direction around international education as was indicated in the previous year's mandate letter, L. Domae reported that the Ministry is looking to the post-secondary sector to produce skilled workers, whether domestic or international students, to fill jobs as reflected in labour market projections. M. Herringer added that the Province is working with the Federal Government to clear pathways in designated areas for international students to achieve permanent resident status.

Moved P. TRASOLINI / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ACKNOWLEDGES ITS COMMITMENT TO PROVINCIAL GOVERNMENT DIRECTION TO THE COLLEGE AS STATED IN THE GOVERNMENT'S MANDATE LETTER OF JUNE 1, 2021 AND AUTHORIZES THE BOARD CHAIR TO SIGN THE SAID MANDATE LETTER ON ITS BEHALF.

Motion carried

3.2 2020/2021 Institutional Accountability Plan and Report

L. Domae presented NIC's 2020/2021 Institutional Accountability Plan and Report (IAPR) which is a required annual report to the Ministry describing its goals, objectives and outcomes, what actions were taken to achieve those outcomes and accomplishments achieved based on priorities within the College's 2020/21 mandate letter. The IAPR also reports on progress toward the goals and objectives of the Ministry as established by the Accountability Framework performance measures.

L. Domae noted that while the College chose to include in the current IAPR outcomes and achievements based on *Plan 2020*, there will be separate reporting for *BUILD 2026* in the years to come. She added that the College's new Indigenization Plan *Working Together* will also have a built-in reporting mechanism which she hopes to present at the Board's September meeting.

Moved C. SCARLATTI / Seconded D. HOOGLAND: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT FOR THE 2020/21 REPORTING CYCLE.

Motion carried

3.3 Finance and Audit Committee Terms of Reference

Moved J. ATHERTON / Seconded P. TRASOLINI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE AS PRESENTED.

Motion carried

3.4 Roundtable Regional Reports

E. Mosley and J. Atherton together with L. Domae attended a series of governance workshops, including discussions around implementation of the TRC Calls to Action, hosted by BC Colleges.

C. Scarlatti is currently mentoring a student representative who sits on a Vancouver-based college board of governors. He also participated in a number of virtual workshops and activities.

J. Murphy and a colleague met with Kathleen Haggith, NIC's dean of health and human services, about innovative approaches to health care education and how the College could respond to the sector's human resources needs. She expressed appreciation for the College's responsiveness to such requests and highlighted the importance of building relationships and working with employers in the region in order for the College to be able to respond to industry needs.

A. McCubbin participated in NIC Foundation meetings as the Board's representative. D. Hoogland attended an Education Council (EdCo) meeting, noting the detailed work that the EdCo does and encouraged other Board Members to join at least one EdCo meeting.

4. REPORTS ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President's Report, June 2021

L. Domae highlighted the month of June as graduation month and acknowledged all NIC graduates who completed their credentials throughout the pandemic. She added that the spring/summer enrolment indicates an increase of about nine percent in domestic enrolment.

4.2 Vice President, Finance and College Services

4.2.1 Audited Financial Statements for Year End March 31, 2021

C. Fowler presented the College's audited financial statements and highlighted the following:

- At year end March 31, 2021, the College reported a deficit of \$1.6M, lower than the Ministry-approved deficit of \$2.3M;
- The College is managing a low cash flow position to date but has not pulled monies out of its investment portfolio to mitigate the issue;
- Cost reduction of about \$1.5M offset increased costs in technology-related expenses that support digital program delivery.

Moved M. ERICKSON / Seconded A. MCCUBBIN: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2021.

Motion carried

4.3 Chair, Education Council (EdCo)

4.3.1 Education Council Report

W. Gus attended the NIC Faculty Association's (NICFA) annual general meeting and expressed appreciation for retiring NICFA president Shirley Ackland.

5. INFORMATION

The Board received the following information items:

- 5.1 FY 2020/2021 Audit Findings Report
- 5.2 Learner Resource Fee Annual Report
- 5.3 Commonly used acronyms
- 5.4 Link to Board [policies](#) and [bylaws](#)

6. NEXT MEETING DATES

- 6.1 Regular meeting – Thursday, September 23, 2021
- 6.2 Joint meeting with Indigenous Education Council – Friday, October 15, 2021

7. ADJOURNMENT

The regular meeting adjourned at 2:07 p.m.

Eric Mosley, Chair

Rachel Reid, Executive Assistant

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS
SEPTEMBER 2021**

**AGENDA ITEM: Regular Meeting
 2.2 Executive Committee Report**

The Executive Committee met on September 10, 2021 at 9am with E. Mosley (chair), J. Atherton, P. Trasolini, L. Domae and R. Reid attending.

Meeting schedule and agenda, September 23, 2021

The Committee reviewed and amended the draft agendas and schedule for the Board's meeting on September 23. Upon discussing current and evolving public health guidelines, the Committee supports holding the September 23 meeting in-person in the Stan Hagen Theatre in the Comox Valley campus. While inside the theatre, participants will maintain physical distancing and the use of masks will not be discouraged.

Regular and in-camera minutes of June 17, 2021

The Committee noted that the minutes have been sent to the Board Members by email for their comments and corrections. The minutes will be updated and included in the September 23, 2021 meetings for approval.

Joint meeting with Indigenous Education Council

L. Domae reported that the Indigenous Education Council (IEC) has requested that the planned October 15 joint meeting be postponed at a later time when conditions are safer for Elders and Indigenous communities public health guidelines to participate. The Committee reviewed the draft agenda and requested that the content and substance of the draft be kept for review until such time that a date for the joint meeting would have been confirmed.

Invitation to IEC member to Board of Governors

The Committee recognized that the general public are invited to the Board's regular/open meetings but would like to strengthen NIC's commitment to implement the Truth and Reconciliation Commission's Calls to Action. It was agreed that efforts will be made to advocate for amending the College and Institute Act's section on board composition to specifically allow for an Indigenous member to sit as an ex-officio Board Member.

Committee and Board succession

The Committee reviewed the current status of appointments of appointed Board Members and discussed the upcoming College elections for the positions of faculty, support staff and student representatives in October. E. Mosley will be contacting current Board appointees for their interest in the standing committees as well as chairmanship of each.

The Committee also discussed succession with regards to the positions of Board Chair and Vice Chair and agreed to take a more active role in ensuring that the Board will have continuity in its work by seeking local support in recruiting potential Board appointees and eventual appointment by the Ministry.

Annual Board Retreat

The Committee reviewed and was satisfied with the draft schedule of activities for the Board's annual retreat in October, recognizing at the same time that the public health advisory could change. If PHO guidelines prevent an in-person retreat, the Committee agrees with the Governance and Board Development Committee that the retreat be postponed at a later time instead of conducting it virtually.

Finance and Audit Committee
Tuesday, September 14, 2021 1:30 pm
Komoux Hall/Via BlueJeans

Members present: M. Erickson (Chair), A. McCubbin, V. Puetz, C. Scarlatti

Resources: C. Fowler (VP, Finance & Facilities), S. Fleck (Director, Finance), R. Reid (EA to BoG)

Call to Order

M. Erickson called the meeting to order at 1:32 pm.

Financial Information Act Report

C. Fowler reported that the annual Financial Information Act Report is a standard report to Government. Information in the report is on cash basis within the given time period, unlike other financial reports that follow an accrual basis of accounting.

Draft 1st Quarter 21/22 Financial Statements

The Committee received the draft financial statements for first quarter of FY 2021/22. C. Fowler reported that the sale of the Vigar Road property is closing soon, following approval from the Ministry, and proceeds from the sale would go to funding other capital projects. Funds from that sale is not included in this quarter's financial statement.

Capital Projects Update

The Committee received a draft list of capital projects for submission to the Ministry. In the report is a list of four priority capital projects including the Comox Valley Student Housing, the Village Replacement, Tebo Vocational Centre replacement and the Campbell River Student Housing. C. Fowler reported that the funding amounts relating to the Comox Valley Student Housing project will be updated based on Ministry's more recent directions around adjusting the budget to reflect present-day costs before it goes to the Treasury Board for approval. He added that the Provincial Treasury interest rate to be applied to debt financing will be set for 30 years so no fluctuations will be expected as opposed to regular commercial or residential mortgage interest rates.

Large Payments Report

The Committee received the large payments report for the period June to August 2021.

Budget Projections

C. Fowler presented budget projections for fiscal year 2021/2022 showing a small decrease in international tuition revenues with an expectation that the numbers will bounce back in January 2022 with possible loosening of travel restrictions, overall revenue is down but domestic tuition is holding steady and the College is on track for a \$1.556M deficit by year end.

The meeting adjourned at 2:25 pm.

Murray Erickson
Committee Chair

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
SEPTEMBER 2021

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
2.4 Governance and Board Development Committee Report

Committee members Danielle Hoogland (chair), Sharlene Frank and Barry Minaker met on September 8, 2021 at 3:00 p.m. with Lisa Domae (President/CEO), Melanie Allison (Director, College Governance and Strategy) and Rachel Reid (Executive Assistant) as resource persons.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

a. Annual Board Evaluation

The Committee received the preliminary results summary of the 2021 annual Board evaluation. The evaluation is the third of a series since 2019 using the same set of survey questions, giving an opportunity to see trends in areas where the Board can improve on (weaknesses) or leverage (strengths).

Based on the last three years' evaluation results, the Committee agreed on the following:

- A fulsome 360 evaluation will be recommended to the Board in year 2022;
- The evaluation results will inform this year's annual retreat as well as the Board's action plan for 2022;
- Board members' needs change over time so implementing board orientation at regular intervals during the year should be considered;
- Board members need a clear understanding of their roles and responsibilities with an emphasis on policy governance;
- Executive Limitations policies need to be reviewed and considered in relation to the President's performance metrics (with a request for the Executive Committee to review).

The Committee will present the evaluation results at the Board of Governors meeting of September 23rd.

b. Draft Annual Board Retreat Agenda/Program of Activities

The Committee reviewed the draft agenda and program of activities for the upcoming annual retreat scheduled for October 28 and 29 in the Port Alberni region. The proposed agenda will have

presentations on programs delivered in the Port Alberni/West Coast region as well as sessions on board governance to be facilitated by an external facilitator.

The Committee reiterated that the following topics should be included in the governance sessions:

- Board governance foundational training (now to be an effective governor);
- How the strategic plan informs the Board’s work plan.

While the retreat is planned as an in-person event, it will ultimately be guided by the Province’s public health guidelines. The Committee agreed that should public health guidelines prevent the annual retreat from taking place in-person, it should be postponed to a later date when in-person events would be allowed. The Committee also agreed that, should there be a postponement, the Board should still develop its work plan for 2022.

c. Board Member Orientation

The current orientation manual will be reviewed at the next Committee meeting in October. Committee members will suggest improvements to both the content of the orientation manual as well as the agenda of orientation day and frequency of orientation.

Future Agenda Items

- a) Review of board member orientation
- b) Review of Governance Policy GP-9 Student/Employee Appeals to the College Board of Governors
- c) Review of Board-Staff Relationship and Executive Limitations policies
- d) Establishment of a whistleblower policy
- e) Review and consideration of transition to paperless Board operations (plan for a demonstration of Microsoft Teams at a future Board education session)

Next meeting date: Wednesday, October 13 @ 3:00 p.m.

Time: 4:44 p.m.

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS
COLLEGE HIGHLIGHTS REPORT
SEPTEMBER 2021**

TRADES AND TECHNICAL PROGRAMS

**Report to the Board of Governors
September 2021**

WELL, we rolled out those lazy-hazy-crazy days of summer...except Trades and Technical Programs forgot the lazy...and the hazy, so that leaves.... What a summer it has been! Six foundation programs, Professional Cook Levels 1(PA) and 2(CR) and three Apprenticeships in Heavy Mechanical, Electrical and Welding kept us hopping through July and August and then the flood gates released a surge of Foundation and Apprenticeship programs in our fall lineup.

Trades and Technical Programs alone have 19 new starts in September. You name it, we got it! The kitchen will be jumping with Professional Cook Level 1 running concurrently with the Culinary Business Certificate and Culinary Business Diploma programs followed closely by a Professional Cook Level 1 funded contract thrown in for good measure. Our first year Coastal Forest Technology students are returning for their second year, while two more cohorts of Coastal Forest Worker Certificate and Coastal Forest Technology Diploma will be joining us at the Campbell River campus. Heavy Mechanical Foundation is full, with a healthy waitlist, as is Automotive Foundation. The Furniture Design and Joinery program in Port Alberni is rocking full numbers and the Carpentry and Plumbing Apprenticeships at the Comox Valley are standing room only.

Coming back into the fold, Industrial Automation is rejoining the Faculty of Trades and Technical programs led by instructor Cory Batch. He has a cohort of 14 eager students ready to step into the advanced world of robotics.

And we can't forget we were awarded funding for two new cohorts of the Automotive Collision and Refinishing Technician Foundation program and Heavy Mechanical Plus Micro-credential which combines three micro-credentials for a supported entry into a Heavy Mechanical trades career.

Also - proud to have been chosen as a pan-Canadian partner with Conestoga College (funded by the Federal Government) to deliver a pilot Welder Foundation Harmonized Enhanced program at the Port Alberni campus. Teamwork!

On the heels of success from the film Production Assistant and Craft Services micro-credentials, we have now added Motion Picture Accounting Clerk Micro-credential slated for November. Over six weeks students will learn basic accounting essentials so in demand for the Film industry. This role is crucial to film production companies and students will learn how to prepare and process bills and invoices, accounts payable and receivables, work with budgets and become familiar with various other financial documents. This is an exciting career opportunity!

Ongoing is the Fabricator-Welder Micro-credential program in Port Alberni which continues until October 15th. Students began their journey into the world of Welding with instructor Ivan Peterson to

complete the Apprenticeship Level 1 portion before moving on to the complexities of Metal Fabrication under the skill and knowledge of Karl Plautz. This unique cohort will provide graduating students with their trades' certifications for both skilled trades while they also earn 225 work-based training credits towards the Interprovincial Red seal certification in either Welding or Metal Fabrication.

Highlights

As one of the final projects for the Campbell River Carpentry Foundation students, instructor Tom Klatt introduced students to something they will become all too familiar with on any job site. Concrete. While it seems a simple enough substance to work with – in comes the big truck and Voila! you have a seamlessly poured foundation, right? not so fast! Many factors affect the final product, such as type, consistency, temperature, and time. One wheelbarrow at a time, Tom took students through the steps to a brand spanking new sidewalk outside our C-Wing entrance! Check it out....



Trades and Technical was approached by the Director of Training and Operations for DiveSafe International, Kelly Korol, to offer a short welding orientation to their commercial diving students and instructors. From August 3rd – 5th, under the experienced and watchful eye of Mike Griffin, NIC delivered the basic topside SMAW welding procedures necessary for students to attain their welding competency for underwater welding and Oxy-Acetylene cutting techniques.

Kelly had this to say: *“Thank you for hosting our 3-day welding course, it was a resounding success. Feedback from the students was excellent, they enjoyed and learned a lot. My instructors, Reggie and Breton, who popped in to liaison, also reported the students having a great experience and meeting all of our training objectives. Thank you NIC and Mike for making this course happen. We would like to do it again in the spring of 2022 and on-going in the future.”*

Students were also given the challenge of making a “legacy plaque”. This is a 16x16 metal art plate that is fixed to the wall of the DiveSafe barge when students graduate. Not only does this allow the students to apply their new-found welding skills, it also commemorates their journey to becoming commercial divers. Well done!!



Hammerhead Shark



Angler Fish

We can think of only one other thing that may rival the artwork above. THAT would be the talent of the students from the inaugural run of Trades and Technical's Metal Fabricator program. Instructors Karl Plautz and Terry Waters (yes, we brought him back!) guided students through a variety of welding and fabrication techniques as they gained advanced skills for the metal trades. Now *these* are unique barbeques...



September 1st reunited Campbell River faculty and staff for an informative and fun Welcome Back! New faces and old friends came together to reminisce, catch up, share current events and participate in some friendly competition as NIC's Top Chefs battled it out with teams Xavier and Sunshine in the kitchen. Chefs laid down the oven mitts, challenge accepted, and the flour was flying as six teams went to war on a scone recipe full of surprise ingredients, extra recipes and hinderances devised by Chef Sunshine to kick it up a notch! One team lost their utensils, another could only use one hand and then we had those who had to sing out their directions and ingredients while another was caught blatantly trying to bribe our esteemed judges as they nibbled their way around the tables. We may just have some budding Chef's in our midst, but for now they've hung up their aprons!

It was, to say the least, a gathering that reminded us all of the day-to-day interaction with colleagues that has been so missed and is such an integral part of the North Island College community.



That's a \$20



Orientation Day!

How surreal! September 7th we officially sprung back to life with the return of chatter, laughter and excited conversation echoing in the once empty hallways when the doors opened to students, faculty and staff. Face-to-face instruction has resumed at the NIC campuses and it was with nervous anticipation 2021 Fall kicked off!

Welcome Aboard!



Miles Hemmingway is our new instructor for the Automotive Collision and Refinishing Technician program. Miles is a Red Seal Journeyman and a Platinum Steel Structure Technician who brings 12 years of know-how and experience as a Collision and Refinishing Technician. With a focus on detail and a strong work ethic of maintaining high standards in the industry, Miles will hold his students to these same expectations while they gain the skills that will allow them to excel in their chosen profession. Glad to have you with us Miles!

Allan Aikman has joined the Culinary Arts program. This Red Seal Chef is a recent retiree from VIU and will spearhead a Professional Cook Level 1 contract at the Campbell River campus running from September 13 through to May 13, 2022. With 25 years of educational experience working with a diverse range of students, Al looks forward to mentoring a brand new group of students through their Level 1 training. Al was enticed by the beauty of the Comox Valley and Campbell River areas and once he saw the teaching kitchen at the Campbell River campus, he knew this was a recipe for success! He doesn't just consider our kitchen "state of the art", the words "WORLD CLASS" were thrown into the mix!



Sarah Kristian is the newest member of our Cafeteria staff. Sarah is an NIC success story that has come full circle. She started her culinary career right here at the Campbell River campus in 2019 and achieved her Red Seal after completing Professional Cook Level 3 in early 2021. We are proud to have her back with us in the cook position for the Cafeteria.

Bringing 45 years of experience, Eric Skehor is our newest Plumbing instructor at the Comox Valley campus. Eric's certifications are extensive. Not only does he hold his Inter-Provincial Qualification for Plumbing, he is also a Grade "A" Gasfitter, has a Certificate of Competency as Gas Safety Inspector, completed Quality Management Systems Auditor/Lead Auditor Training and has his Associate Certificate in Leadership Levels 1 and 2. With an abundance of knowledge to share, Eric is looking forward to contributing not just to the success of his students, but to technical trade development at NIC.

Faculty of Trades and Technical Programs Year at a Glance



2020 - 2021

OFFICE OF GLOBAL ENGAGEMENT

Fall Semester Orientations

Submitted by Jennifer Barth, Manager Operations, International Education

On August 30th we hosted a live virtual orientation for all our new fall students and had close to 70 participants. While many (40+) of the new students have arrived in Canada, we do have some students who are unable to travel who will study offshore.

On September 1st, we hosted a series for 4 mid-sized groups (15-30) of students on campus at our CV campus. The groups were scheduled on a rotational basis and were provided masks and sanitizer before participating in a series of outdoor activities including a welcome by the OGE team and Campus Life Assistants (CLA) campus tour, photo contest and then were present with lunch and NIC swag bags. It was wonderful to welcome our students on campus once again.

We are developing a series of activities for the fall semester in collaboration with Student Life, NISU and with 4th year nursing students who will be actively engaged with our department this fall.

Work is being done to prepare communities (CV, PA, and CR) for a larger intake of students in January 2022. Suitable, affordable accommodation is top of mind and conversations are being had with local motels in each area to find temporary dwelling for incoming international students until they can find permanent housing. Our homestay provider, Canada Homestay Network, will be actively recruiting more hosts in each of those areas and has agreed to a reduction of some fees to make homestay a more viable option for international students.

Funding for Study Abroad Scholarships

Submitted by Romana Pasca, Manager, International Projects, Partnerships and Global Education

NIC has successfully secured funding for two projects through the **Global Skills Opportunity Program** administered by Colleges and Institutes Canada:

1. The “**Learning and Working together to Build 2026**” student mobility project is a 4 year project that has received \$500000 in funding to provide the opportunity to build on NIC’s previous expertise on student outbound mobility and to support the development of a multi-year versatile and sustainable study abroad program. The project will provide diverse opportunities for experiential and place-based learning to NIC’s students and faculty.
2. The “**Passage from Northwest Canada: Students from northern BC, Yukon, and Northwest Territories Go Global**” project unites five northern institutions from BC, Yukon, and NWT to create and deliver collaborative study abroad opportunities to students from Aurora College, Coast Mountain College, Northern Lights College, Yukon University, and NIC. This project has received \$700000 in funding for a period of 4 years.

Both projects will engage students who, traditionally, have not had the opportunity to engage in study abroad experiences.

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Update from the Office of Global Engagement September 2021

International Recruitment and Enrolment Update

September term has begun! In September 2020 there was a hopefulness of September 2021 being a “normal” term. It certainly is not and we have learned to let go of all expectations, but the fact that we could safely welcome many international students to Canada is a great success. I am sure that you are already aware of some challenges that international students face during COVID-19 - we have included an article to this newsletter for some insights. In a regular year, international recruitment team will all come together during the orientation week, but with COVID-19 we only were able to welcome one team member from Ontario, Ewerton Lacerda, who handles Americas. Ewerton and I had a great time with new students who showed up to the international student orientation, and our students were very excited and energetic even in small numbers!

This term, we are welcoming about 90 students to NIC. The majority of students have arrived, while some students are still in transit, in quarantine, or planning on late arrival. Considering the massive challenge with study permit processing and arrival planning, 90 is a good number. About 60% of these students are from India, while the rest come from Philippines, Zimbabwe, South Africa, Sri Lanka, Nepal, Korea, Japan, Jordan, Iran, Australia, Belgium, China, Colombia, Czech Republic, UK, and Hong Kong. Unfortunately we have about 40 students (aside from 90) that did not receive study permit decision in time and are deferred to the January 2022 term. For January 2022 term, including these deferral students, we have about 140 students who have so far paid tuition deposit. Our international admissions have been working tirelessly to process a large volume of applications that came in over the last month, and recruitment team is busy soliciting tuition deposit. Over the next few weeks we expect the admission numbers to take shape.

In order to keep up the demand in admission, OGE is adding a new international admissions assistant to the team. Once the hiring is complete, please welcome our new staff!

- Junko



International Education Articles

[How international students heading to Canada are navigating pandemic travel,](#) August 22, 2021, CBC

- *CBC News spoke with four international students whose journeys to pursue post-secondary education in Canada have been anything but ordinary.*
- *Some international students say they are overcoming huge hurdles to get back to campus amid travel restrictions tied to the pandemic.*
- *Indian students who wish to travel to Canada must obtain a negative COVID-19 test result from a third country before coming to Canada due to an extended travel ban on flights from India until Sept. 21.*

[Canada leads in international student perception,](#) August 18, 2021, BCCIE

- *As the world begins to open to travel, the IDP Connect Crossroads V survey shows Canada's International Education sector is well positioned for recovery.*
- *Canada led the pack with positive student perceptions in all categories, including welfare of international students, economic stability of the nation, policies for international students, post-study work visa policies, safety of citizens and visitors, and response to the coronavirus.*

[‘How powerful is place?’ U of T hosts major global academic summit with Times Higher Education](#)

September 02-03, 2021

- *The connections between our digital and physical worlds are rapidly evolving. The power of place in those dimensions is facing re-evaluation. Consequently, the modern university's status and mission are evolving. Learn more about THE World Academic Summit 2021, in partnership with the University of Toronto, focus on the interrelationship between universities and the places in which they are located.*

[The Office of Global Engagement supported the 5th PIEoneer Awards. NIC is a proud sponsor of the Progressive Education Delivery Award.](#)

- **[2021 PIEoneer Award winners revealed at hybrid London gala,](#)** *The PIE News, News and business analysis for Professionals in International Education September 06, 2021*
- *The PIEoneer Awards has recognised the success, achievement and innovation of 21 individuals, companies and associations and their work supporting international students and leading the international education sector during 2020.*

September 2021 Orientation and Fall Plans & International Student Engagement



On August 30th we hosted a live virtual orientation for all our new fall students and had close to 70 participants! While many (40+) of the new students have arrived in Canada, we do have some students who are unable to travel who will study offshore.

On September 1st, we hosted a series for four mid-sized groups (15-30) of students on campus at our CV campus.

The groups were scheduled on a rotational basis and were provided masks and sanitizer before participating in a

series of outdoor activities. Students were welcomed by the OGE team and Campus Life Assistants (CLA). Students participated in a campus tour, photo contest, and were then presented with lunch and NIC welcome bags. **Many of the new students have waited many months, traveled with confusing restrictions, and arrived under quarantine requirements--welcoming these students brought joy and smiles to the OGE team.** "Welcome back" campus visits have been planned for both the CR and PA campuses. Various OGE team members will travel to these campuses to be available to students for day visits. The CR visit occurred Thursday, September 9th and the PA visit is scheduled for Monday, September 20.

The CR OGE office is once again operational! OGE staff will be on campus 5 days a week and look forward to connecting with the CR NIC community again

Work is underway to prepare communities (CV, PA, and CR) for a larger intake of students in January 2022. **Suitable, affordable accommodation is top of mind and conversations are being had with local motels in each area to find temporary dwellings for incoming international students until they can find permanent housing.** Our homestay provider, Canada Homestay Network will be actively recruiting more hosts in each of those areas and has agreed to a reduction of some fees to make homestay a more viable option for international students.

We are developing a series of activities for the fall semester in collaboration with Student Life, NISU and with fourth year nursing students who will be actively engaged with our department this fall.

This September, the OGE will begin recruiting students for our new student hire program, International Peer Connector (IPC) Program. IPC's will work with the OGE to support some of the international student specific activities such as connecting with and supporting new international students when they arrive (and those studying offshore), new international student orientation, international education week activities as well as other OGE activities. This position will be open to both international and domestic students.

-Jen

Global Learning by Margaret Hearnden

I hope this Global Learning newsletter finds you and yours safe and well. Whichever way you have spent the summer, I hope it included time to relax and enjoy the sunshine, and opportunities to connect with those you hold dear. I managed to go the whole summer, only getting sunburnt once (no mean feat for me – I can sear in 3 minutes) and in celebration of the new term, I got a haircut – first time in four years.

For those of you who do not know me, my name is Margaret Hearnden. I'm a member of the Centre for Teaching and Learning Innovation (CTLI) and the College's Global Learning Facilitator. My role is to support faculty around intercultural aspects of education. That includes (but is not limited to), collating /creating resources for instructors around diverse and inclusive learning and gathering / sharing information from incoming international students around their learning experiences and needs.



The Centre for Teaching and Learning Innovation website [Teach Anywhere](#) has been created for faculty to support all aspects of teaching and learning.

Along with resources on course design, teaching digitally and learning technologies, there is a section called [Practices and Pedagogies](#), under which you can find the tabs [Diverse Learning](#) and [Inclusive Learning](#).

'Diverse Learning' focuses on ideas for working with International Students, and for students for whom English is an Additional Language). 'Inclusive Learning' focuses on inclusion in its broadest sense.

Realizing that students have complex identities, this differentiation is purely to make it easier for you to go straight to the resources you need. I'll be adding more to these sections in the weeks / months to come and am hoping you will let me know about resources you need / what you would find helpful in your work.

Please feel free to email me at Margaret.Hearnden@nic.bc.ca

Resources

If you're looking for a refresher or for new ideas on inclusive teaching strategies, check out this article, with useful video links: [Why we're speaking up about inclusive teaching strategies](#)

Quote of the Month

"Seize the moment. Remember all those women on the 'Titanic' who waved off the dessert cart" (Erma Bombeck.

Study Abroad & Partnerships

INTERNATIONAL PROJECTS:

OGE and Trades Department were successful in securing a 3 year international capacity building project in Kenya. This is a partnership with Vancouver Island University and British Columbia Institute of Technology in Canada and Kisii National Polytechnic and Keroka Technical Training Institute in Kenya. The project is funded through Colleges and Institutes Canada (CICan) and Mastercard Foundation to implement the Young Africa Works in Kenya: Youth Employability through Technical and Vocational Education and Training (Young Africa Works in Kenya-TVET) program in close collaboration with the Ministry of Education (MOE), other relevant Government of Kenya agencies, and the private sector. NIC will contribute expertise for the development and enhancement of the welding and electrical programs at the partners institutions in Kenya.

PARTNERSHIPS:

On August 20th, a new pathway agreement between NIC and VTC Academy in Vietnam was officially signed allowing students graduating from the from the VTC Academy's Full Stack Web Development and Mobile Application Development programs to transfer

seamlessly into NIC's Advanced DIGITAL Design + Development programs. The agreement is NIC Digital Design + Development's first partnership with a Vietnamese college or university. It lays the groundwork for further opportunities for student exchange, virtual classroom collaborations, and the ability to earn credentials at both locations.



STUDENT MOBILITY OPPORTUNITIES:

NIC has successfully secured funding for two projects through the **Global Skills Opportunity Program** administered by Colleges and Institutes Canada:

1. The “**Learning and Working together to Build 2026**” student mobility project is a 4 year project that has received \$500000 in funding to provide the opportunity to build on NIC’s previous expertise on student outbound mobility and to support the development of a multi-year versatile and sustainable study abroad program. The project will provide diverse opportunities for experiential and place-based learning to NIC’s students and faculty.
2. The “**Passage from Northwest Canada: Students from northern BC, Yukon, and Northwest Territories Go Global**” project unites five northern institutions from BC, Yukon, and NWT to create and deliver collaborative study abroad opportunities to students from Aurora College, Coast Mountain College, Northern Lights College, Yukon University, and NIC. This project has received \$700000 in funding for a period of 4 years.

Both projects will engage students who, traditionally, have not had the opportunity to engage in study abroad experiences. The official announcement about the study abroad scholarship opportunities available to NIC students will be made at a later date.

-Romana

Sincerely,

The Office of Global Engagement Team



CONTINUING EDUCATION AND TRAINING

CET Overview

Bob Haugen, Director, Continuing Education & Training

It has been a very busy summer season with courses being delivered throughout the NIC region. Many of our programs have been funded under the Community Workforce Response Grant Program (CWRG). The funding under CWRG is provided through partnerships with community organizations and we have developed many of these this year. In 2021 we have partnered with Chambers of Commerce, Municipal Governments, Regional Districts, community-based non-profits, First Nations and private companies. The courses and programs we are delivering range from Wildfire Response to Digital Marketing, Farmworker and Craft Brewing.

We are continuing to offer many of our programs in online and blended formats where the delivery method meets the needs of our students and instructors. Our Activity Assistant Program has been revamped as a completely online offering and has been very popular with students and with the employer group. We continue to market the program throughout the province. Our online digital marketing program DEEP has been very successful, and we are planning to deliver the program in other regions of the province as well. First Aid and Marine courses continuing with in-person delivery and pre-Covid-19 class sizes with some restrictions following the Provincial Health guidelines.

CET staff members are returning to the office after many have been working for the last 18 months from home. The first quarter has been extremely busy in our department and the CET staff have risen to the challenge.

Comox Valley Campus

Susan Murray, Regional Continuing Education & Training Officer

First Aid Training

First Aid training is very busy with contracts, open courses and training for NIC programs. I am working on the programming for the 2021WI – 2022SU.

Sustainable Farming Program

The sustainable farming program started on June 9th with this being our second year. The course is going extremely well with a wonderful engaged group of students. We had the good fortune of receiving funding again this year. The training will once again be held at Lentelus Farms and our community funding partner is LUSH Valley.

Program Video: <https://youtu.be/x4tkBPw1rCA>

Craft Brewing & Malting Program

The first Craft Brewing & Malting program wrapped-up on June 9th and was a huge success. The second program started in August and is going well. We were very lucky to receive funding again this time and are working in partnership with the Comox Valley Chamber of Commerce. This fully funded 8-month program has provided the students with excellent credentials to continue their way to brew master status or work at local craft brewery establishments.

Program Video: <https://youtu.be/8PamYNa5eNs>

Digital Elevation Expertise Program (DEEP)

We are in the process of interviewing students for an upcoming fully funded DEEP course in partnership with the Comox Valley Chamber of Commerce. This program will assist students to update their skills and work for a local business or start their own digital consulting business. Participants will have access to a laptop computer, childcare and other supports. By the end of the program participants will be equipped to master sought-after skills required by employers in our region.

Comox Valley Campus

Julian Benedict, Project Lead-Regional Continuing Education/Training Officer

Advanced Memory Care Micro-Credential Pilot Program

North Island College Continuing Education successfully launched its new Memory Care digital course on Sept 9, 2021. The 8-week intensive course - designed specifically for caregivers working on Long Term care facilities - explores how the brain functions, and how to better support those living with Dementia. The course has attracted a lot of attention - the instructor was even featured on CKNW radio 980's Lynda Steele show. Once the first cohort is completed in late October 2021, feedback from the pilot course will be gathered to further enhance the curriculum. A new course has already been scheduled to begin in mid-January 2022 given heightened demand. Students who complete the training will receive a Certificate of Completion from North Island College. To learn more, visit: www.nic.bc.ca/memory-care. To learn more, visit www.nic.bc.ca/memory-care.

Activity Assistant Certificate Program

The North Island College Activity Assistant Program continues to draw students from across the province. This innovative and digitally delivered credential develops highly trained recreation aides for public and private care facilities. The program's fall cohort was completely full and began training on Sept 8, 2021. Applicants are already applying for the busy Winter cohort, which begins in early January 2022. The program is expanding its reach to non-traditional students from across Vancouver Island and increasingly more remote areas, such as northern BC, where hazardous winter weather driving has presented a barrier to on-campus learning.

Animal Care Aide Program

The North Island College Animal Care Aide Program continues to be one of the most popular programs at the College. Fall 2021 applications exceeded available spaces for the early October start date, and an additional cohort is already filling up that is scheduled for early January 2022. The pandemic transitioned many workers from the office to home; as a result, many Canadians were finally afforded an opportunity to enjoy the company of a beloved pet on a full-time basis. Now more than ever, professionally trained staff are needed for positions across the animal welfare sector – pushing demand for front-line staff. The digitally delivered North Island College Animal Care Aide Program is committed to meet the growing demand of this sector across Vancouver Island, and beyond. To learn more, visit: www.nic.bc.ca/animal-care.

Comox Valley ElderCollege

Comox Valley ElderCollege (CVEC) has decided to extend its all-digital learning program throughout the Fall 2021 semester. Expanding its suite of courses and lectures to well over 50. Organizers hope to attract even more than the 800+ online registrants they had last Fall, as more people become familiar and comfortable with online learning. CVEC has also been very successful at attracting a broad range of new instructors interested in providing online courses, many from outside the Comox Valley area. CVEC volunteers also decided to reintroduce their popular paper course guide this fall, along with a comprehensive digital guide to supplement the online delivery of classes. CVEC will return to on-campus course delivery starting in the Winter 2022 semester but will continue to offer digital courses as well. To assist students further, CVEC has introduced a shortened website URL: www.nic.bc.ca/CVEC.

Campbell River Campus

Sandy Rose, Regional Continuing Education & Training Officer

Hospital Unit Clerk

We are excited to begin Fall 2021 with 12 students registered for the digital offering commencing September 8th. Recruitment efforts were ongoing and continued right up until first day of classes. Island Health has confirmed that demand is high to fill vacancies in unit clerk postings throughout Island Health facilities. Partner institutes at VIU and Camosun are still not operational since the impact of Covid, so it's great to be able to provide this training to meet our community needs. We were hopeful that all 16 available seats would be filled, but admission requirements have been a limiting factor with many applicants not able to satisfy all pre-requisites. Work is underway to evaluate existing pre-requisites with the aim of determining whether these are in line with competencies needed to achieve success with the learning outcomes of the program. Changes to the typing speed pre-requisite will be coming for Fall 2022 with an official change to be requested through Education Council for implementation in Fall 2022.

Motor Vehicle Inspector

After a long postponement due to securing a new instructor, the MVI course was offered August 13-15 at the Campbell River campus. Demand has been high and a full class of 12 students was delivered.

Coastal Log Scaling

Although interest for the part-time program has been high, this has not yet resulted in many confirmed registrations. With the program set to start October 17th and only 3 of 12 seats claimed, the program may need to be delayed in order to secure the needed participants. Existing applicants will be encouraged to act now to secure their seat.

Wildfire 2022

After a very successful 2021 program, plans are in the works for a 2022 delivery. NIC will again partner with Strategic Natural Resource Consultants to co-develop and apply for funding through the Community Workforce Response Grant, Emerging Priorities stream.

Power Saw Training

Two, 2-day power Saw courses were delivered to the Kwakiutl First Nation in Port Hardy over 5 days August 31-September 3rd. Ten students received training in safety legislation to chainsaw operation, pre-work preparedness, personal site safety planning and safe chainsaw work procedures. The last day included field demonstrations and evaluations of individual skills.

Campbell River Campus

Renee Reedel, Regional Continuing Education & Training Officer

Marine Training

North Island College Marine training continues to be in good demand. The department offered courses throughout the summer here on campus as well as through distance learning. Some courses filled and additional classes were offered to meet student needs. The month of September is filling up quickly! We continue to distribute our Marine Monthly newsletter and we have placed advertisements in the Western Mariner and BC Tugboat magazines.

Metal Jewelry

We had a successful “Show and Sell” event here at the Campbell River campus on June 29th. Students displayed their creations and promoted the program. There were many sales and the afternoon finished with a family potluck lunch. Renovations are in full swing here at the Campbell River campus. This includes the Metal Jewellery studio that will not be complete by January 2022. Since the studio will not be ready for a January start, we will postpone the 2022 intake to the fall. This will allow more time to advertise the program and provide us with the opportunity to include potential international students. Once the studio is complete, we will also be able to run workshops that have been very popular in the past.

Part-time Vocational

The online Bookkeeping program starting September 14th has 10 out of 12 students registered. The computerized bookkeeping course, SAGE-50 will be held on campus and begins November 9th.

Port Alberni Campus

Leanne Moore, Regional Continuing Education & Training Officer

NEW-Farmworker Fundamentals – Two Intakes

CET delivered two funded intakes of the 8-week Farmworker Fundamentals program this summer. One of the programs was in partnership with NETP, Alberni Valley Employment Centre and Port Alberni Shelter Society. The second offering was offered in partnership with Alberni Clayoquot Regional District and the Port Alberni Shelter Society. The classes managed to work hard throughout the summer with very little disruption from the extreme heat.

The Farmworker program provides students with the skills they need to be productive agricultural workers in greenhouses and market garden farms. The course includes modules in greenhouse operations, planting and transplanting, fieldwork, harvesting and farmer’s market sales. The program is presented by several experienced organic farmers and horticulturalists.

Many of the students that completed the program found employment in the field.



Digital Elevation Expertise Program (DEEP)

18 participants are currently attending the funded, online DEEP program offered in partnership with Community Futures Alberni Clayoquot. It is a unique offering in that the business owners are attending the training alongside the students and the students will then complete work experience with one of the businesses who are registered with the program. The feedback from students has been very positive.

Port Hardy Campus

Renee Reedel, Regional Continuing Education & Training Officer

Marine Training

Two successful STER grant programs through the Community Workforce Response Grant were held in Port Hardy and Port McNeill in the month of July. These were the Marine Essential Programs that included SVOP, ROC-M, SDV-BS and Marine Basic First Aid. Each student also received daily food vouchers, travel and child support as well as PPE for them to use to launch their Marine careers.

Students within the community of Port Hardy had also requested the campus to host a separate SVOP course in August which was of great success.

While Harry, the instructor, was still in the community a contract with the Kwakiutl Band was awarded to our department. Harry was able to stay and teach another SVOP as well as a SDV-BS course!

We are currently working with the Namgis First Nation in Alert Bay. They are applying for funding to provide Marine training to members of their community to work on a 70' commercial fishing vessel. The training may include skipper and deckhand courses.

Port Hardy Campus

Donna Merry, Regional Manager, Mixalakwa & CET

Digital Essential Skills

MX Campus is waiting to hear back on a STER grant application for a second unique delivery of Digital Essential Skills in the region: should the application be successful, participants from four remote First Nations communities will join an online class in beginner computer skills, supported by a locally hired facilitator in each community, who will coordinate the logistics of receiving and preparing the laptop computers, helping the participants to log into the digital classroom in Bluejeans, and assisting if students run into difficulties. This model allows us to deliver instruction remotely, and to offer familiar, local support to the students. The program is proposed to start on Oct. 18, 2021.

*BOG Evaluation Ratings 2021***What is working well in terms of the Board?**

Highest ratings

	2021 Average	2020 Average	2019 Average
2.7 Our board experience effective meeting practices (eg. Clear agenda, good facilitation, timing) – process – enhancing board operations	6.4	6.4	6.2
2.4 Our board engages in a review of board effectiveness on an annual basis	6.3	5.4	
2.11 Our committees focus on key issues and opportunities that advance board priorities	6.2	5.3	
4.1 Our board monitors organizational compliance with key policies and procedures	6.2	6.6	6.5
4.2 Review significant new policies or major amendments to existing policies (oversee financial performance and risk mitigation)	6.1	5.9	5.7
4.3 Oversee the integrity of financial planning, performance and results (oversee financial performance and risk mitigation)	6.4	6.0	6.1

- Strengths are in board process and in finance, risk & compliance
- Notable increases in two areas this year – board effectiveness review each year and committee work
- Note that we removed the questions relating to work of board chair (captured in Q2.7 which remained the same)
- Comments also reflect strength in meeting preparation and practices, process and committee work

Opportunity areas:

Lowest Ratings

	2021 Average	2020 Average	2019 Average
2.1 Our board receives a comprehensive orientation on appointment to the board	4.0	5.2	
2.2 Board members clearly understand their roles and responsibilities (Board process)	4.9	4.8	5.2
3.2 Use the college's strategic priorities as a framework for discussion and decision-making (focusing on strategic direction and key priorities)	5.2	4.7	5.7

3.4 Monitor college performance in relation to key priorities and related strategies (focusing on strategic direction and key priorities)	4.7	4.8	5.0 (also lowest rating in 2019)
5.1 Set terms of reference and performance expectations for the president	5.7	4.7	5.6
5.3 Provide direct and constructive feedback to senior management	4.8	4.9	4.9 (also lowest rating in 2019)
5.4 Monitors the performance of the president and CEO against established metrics	4.4	5.1	
6.4 Seek feedback regarding their personal performance as a board member	3.7	3.6	4.6 (lowest rating in 2019)

- Significant decrease in board orientation however slight increase in board members understanding their roles and responsibilities.
- Also significant decrease in monitoring performance of president against established metrics however significant increase in setting terms of reference and performance expectations (perhaps explained because of change in presidents)
- Question 6.4 continues to be low, however board self-assessment score average is relatively high (5.7). We still don't have a process/mechanism for board members to seek feedback regarding their performance as a board member (who do they seek feedback from, when should they seek feedback, and how should they seek feedback, etc)?
- Comments reflect the challenges of meeting virtually, confidentiality, board orientation, bringing in diverse perspectives, and board, college and stakeholder relationships.

Average of response for each heading, by response category:

	2021 average	2020 average	2019 average
Structure – issue is diversity, representation of stakeholders	5.3	5.3	5.3
Process – board development – roles and responsibilities (hope to address at retreat through our new policy presentation)	5.3	5.3	5.6
Process – board meetings	6.0	6.0	6.0
Process – board leadership	discontinued	6.4	6.4
Process – board committees -does the board as a whole	6.0	5.5	5.8

understand the roles of each committee?			
Strategic orientation	5.2	5.2	5.4
Finances, risk and compliance	6.2	5.8	5.7
Management oversight	5.0	5.0	5.3
Proficiency	5.2	5.2 (brought down due to personal performance feedback)	5.6
Culture	5.5	5.5	5.8
Outreach	5	5.8	6.0
Board self-assessment	5.7		

Greatest decrease in outreach. Increased average for financial oversight and committee work.

Board Evaluation Process - Summer 2021
Summary of Averages

Question	Average
1 STRUCTURE (ensuring appropriate board composition)	
Our Board:	
1.1 Appropriately represents our key stakeholders (students, faculty, staff, communities, etc)	5.5
1.2 Is suitably diverse and reflective of our community	5.0
1.3 Possesses the necessary competencies to meet our mandate and responsibilities	5.4
1.4 Has appropriate background experiences to meet the needs of the board	5.3
2 PROCESSES (enhancing board operations)	
Our Board:	
2.1 Receives a comprehensive orientation on appointment to the board	4.0
2.2 Clearly understands its roles and responsibilities	4.9
2.3 Actively participates in ongoing board development activities	5.8
2.4 Engages in a review of board effectiveness on an annual basis	6.3
Our Board:	
2.5 Receives advance meeting materials that are appropriate and relevant to the proposed agenda	5.9
2.6 Is suitably prepared for board meetings (e.g. read materials in advance, follow-up on assignments)	6.1
2.7 Experiences effective meeting practices (e.g. clear agenda, good facilitation, suitable timing)	6.4
2.8 Presents information in a coherent, clear and timely manner	5.8
Our Committees:	
2.9 Align their work with terms of reference for their committee	5.7
2.10 Clearly understand their roles and responsibilities	6.0
2.11 Focus on key issues and opportunities that advance board priorities	6.2
2.12 Provide clear, informative and complete reporting to the board	5.8
3 STRATEGIC ORIENTATION (focusing on strategic direction and key priorities)	
Our Board:	
3.1 Takes a broad perspective to emerging issues, challenges and opportunities	5.6
3.2 Uses the college's strategic priorities as a framework for discussion and decision-making	5.2
3.3 Actively supports and advances the board's action plan objectives	5.4
3.4 Monitors college performance in relation to key priorities and related strategies	4.7
4 FINANCES, RISK & COMPLIANCE (overseeing financial performance and risk mitigation)	
Our Board:	
4.1 Monitors organizational compliance with key policies and procedures	6.2
4.2 Reviews significant new policies or major amendments to existing policies	6.1
4.3 Oversees the integrity of financial planning, performance and results	6.4
4.4 Reviews potential sources of risk and oversee associated mitigation strategies	5.9

5	MANAGEMENT OVERSIGHT (providing direction and guidance to the president and CEO)	
	Our Board:	
5.1	Sets terms of reference and performance expectations for the president and CEO	5.7
5.2	Provides guidance and support, as appropriate, to the president and CEO	5.3
5.3	Provides direct and constructive feedback to the president and CEO	4.8
5.4	Monitors the performance of the president and CEO against established metrics	4.4
6	PROFICIENCY (ensuring personal effectiveness)	
	Our Board:	
6.1	Shares relevant knowledge and expertise to strengthen board performance	5.6
6.2	Makes principled and ethical decisions, even if sensitive or controversial	5.9
6.3	Stands behind board decisions even if they are not their primary choice	5.4
6.4	Seeks feedback regarding their personal performance as a board member	3.7
7	CULTURE (strengthening group dynamics)	
	Our Board:	
7.1	Works to create an environment of trust that encourages frank and open dialogue	5.1
7.2	Demonstrates comfort in the expression of differing views in board and committee meetings	5.2
7.3	Welcomes differing perspectives and opinions to strengthen proposed solutions	5.7
7.4	Willingly collaborates with others to achieve desired results	5.8
8	OUTREACH (engaging with key stakeholders and the broader community)	
	Our Board Members:	
8.1	Act as effective ambassadors for the college	5.1
8.2	Reach out to the community to build awareness and support	4.8
8.3	Demonstrate support for college partnerships with external stakeholders	5.0
8.4	Actively advocate on behalf of the college	5.0
9	BOARD MEMBER SELF-ASSESSMENT	
	I, as a Board Member:	
9.1	Actively participate in the annual Board retreat and the development of annual board objectives	5.6
9.2	Attend all regular Board and committee meetings and come prepared (e.g. read materials in advance)	5.7
9.3	Follow meeting rules of order and participate in reaching consensus in board decisions	5.8
9.4	Understand and follow the College and Institute Act, Board bylaws and policies (including roles and responsibilities)	5.9
9.5	Engage in learning opportunities related to board governance, community development and post-secondary education	5.5

NORTH ISLAND COLLEGE



North Island College
Board of Governors Survey Results
Summer 2021

Prepared by the Office of Institutional Research & Planning

Revised September 9, 2021

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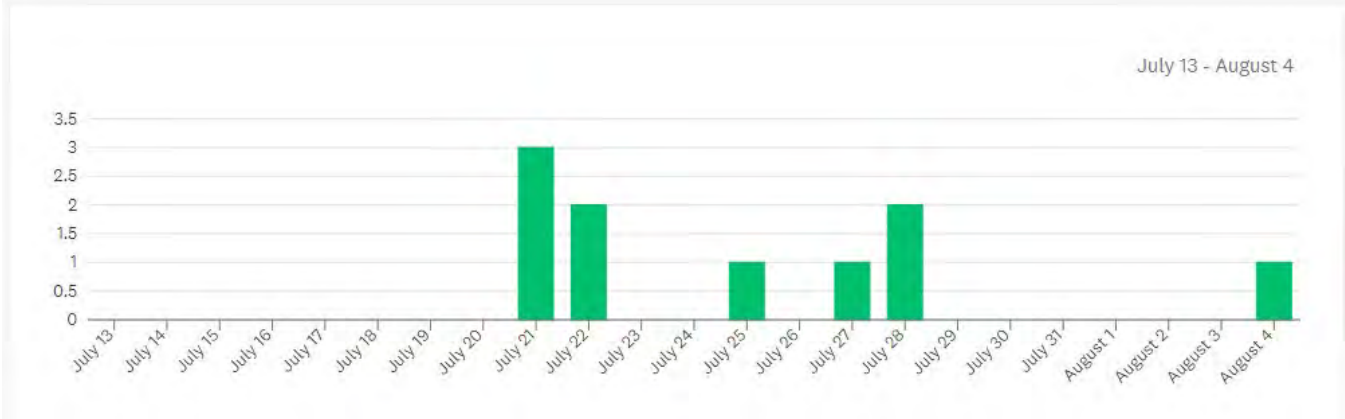
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Number of Survey Responses and Timeline of Responses

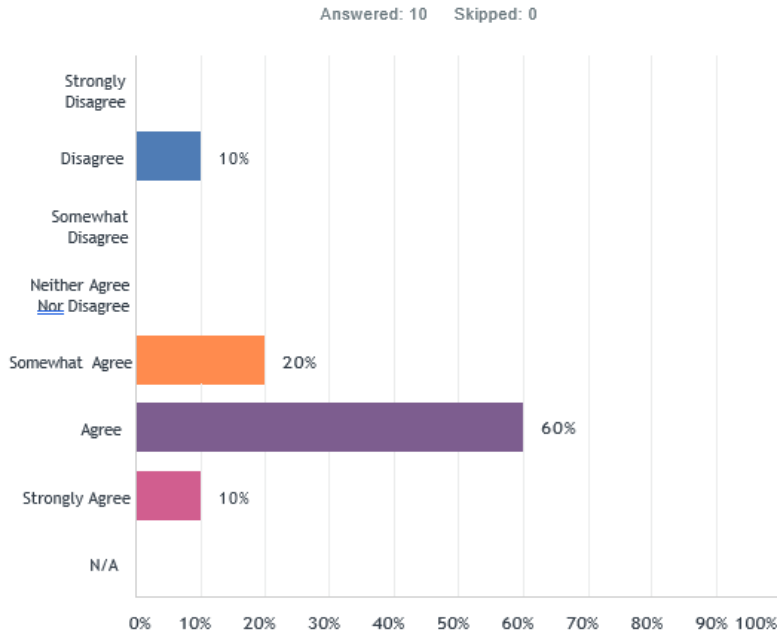
Total Responses = 10 (71% response rate)



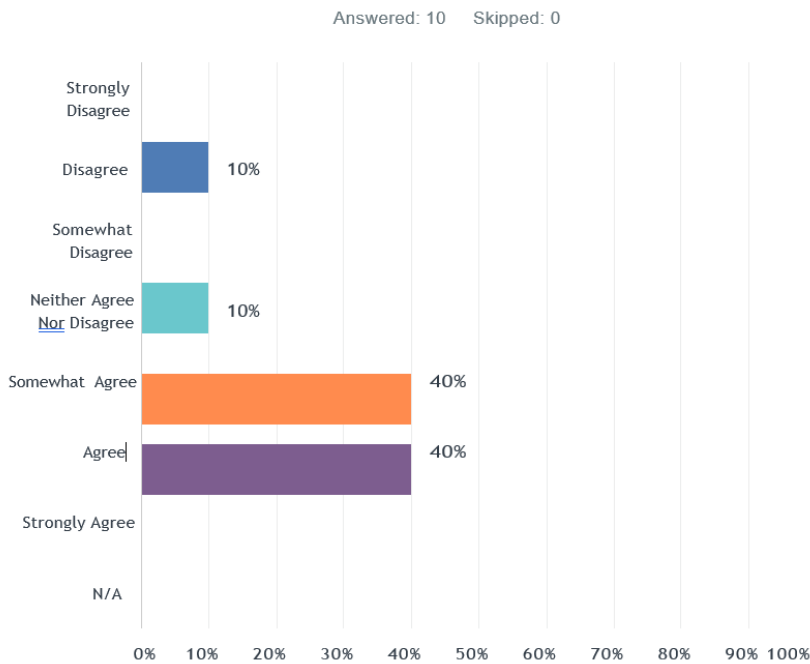
1. STRUCTURE: *(ensuring appropriate board composition)*

Our Board:

1.1 Appropriately represents of our key stakeholders (students, faculty,staff, communities, etc.).

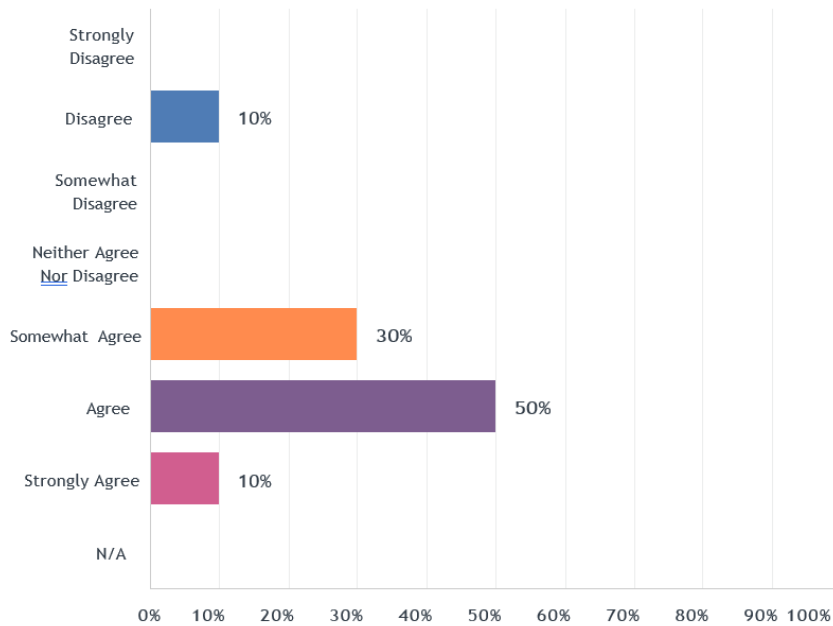


1.2 Is suitably diverse and reflective of our community.



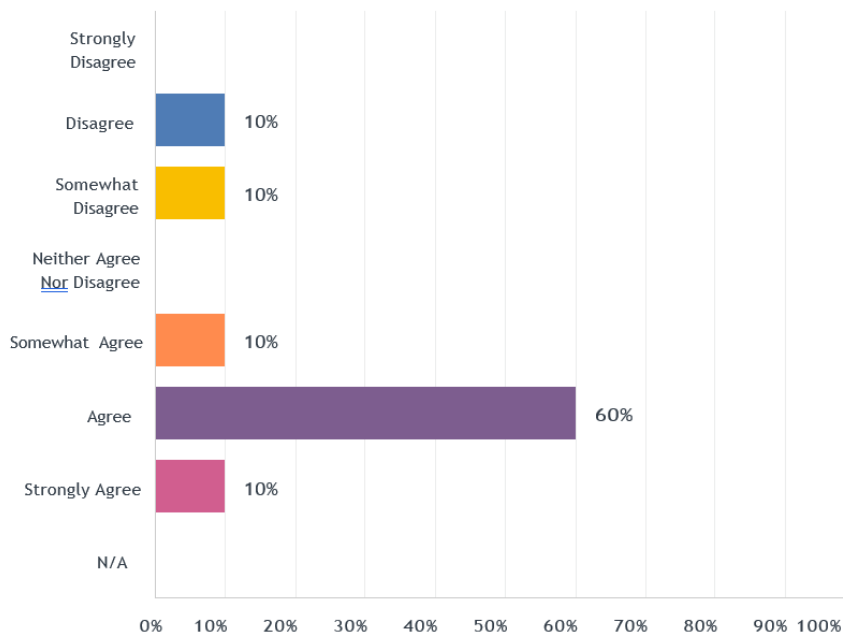
1.3 Possesses the necessary competencies to meet its mandate and responsibilities.

Answered: 10 Skipped: 0



1.4 Has appropriate background experiences to meet the needs of the board.

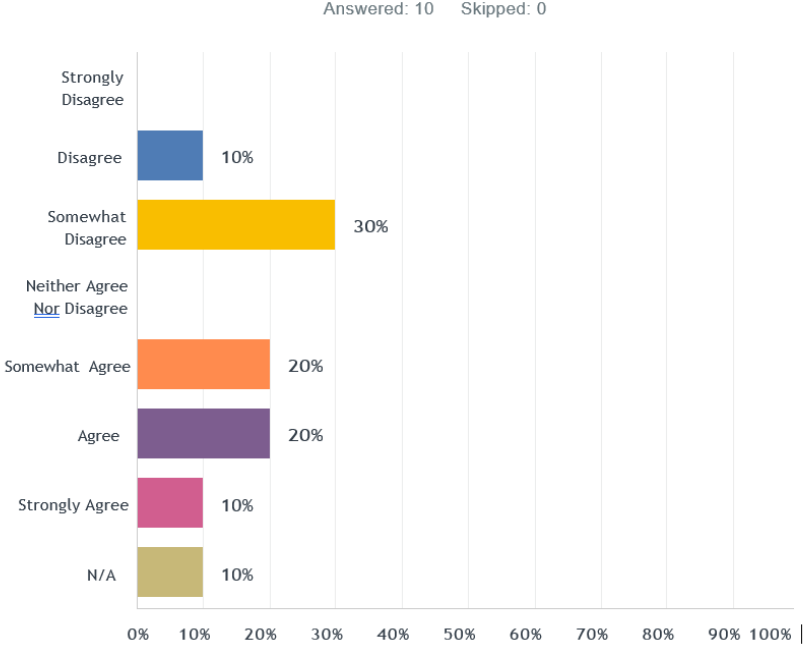
Answered: 10 Skipped: 0



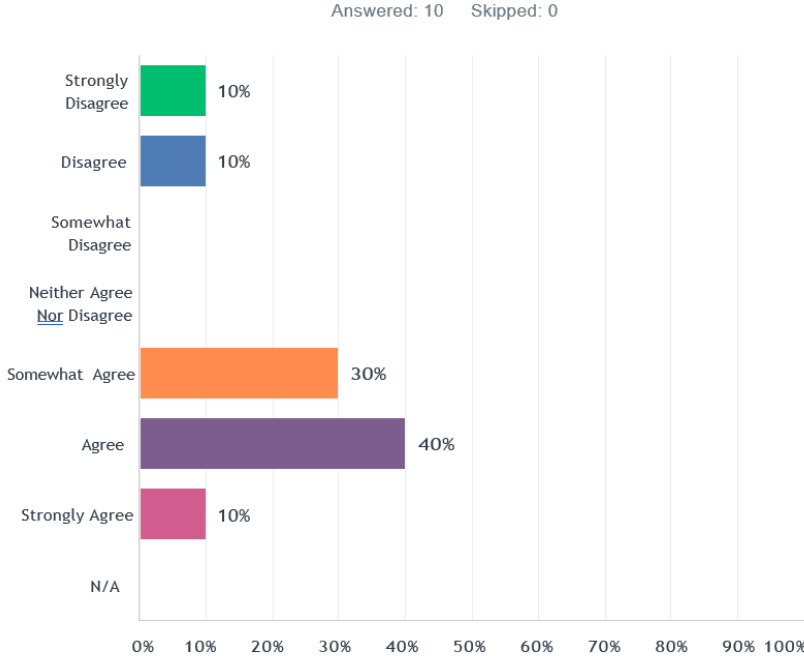
2. PROCESSES: (enhancing board operations)

Our Board:

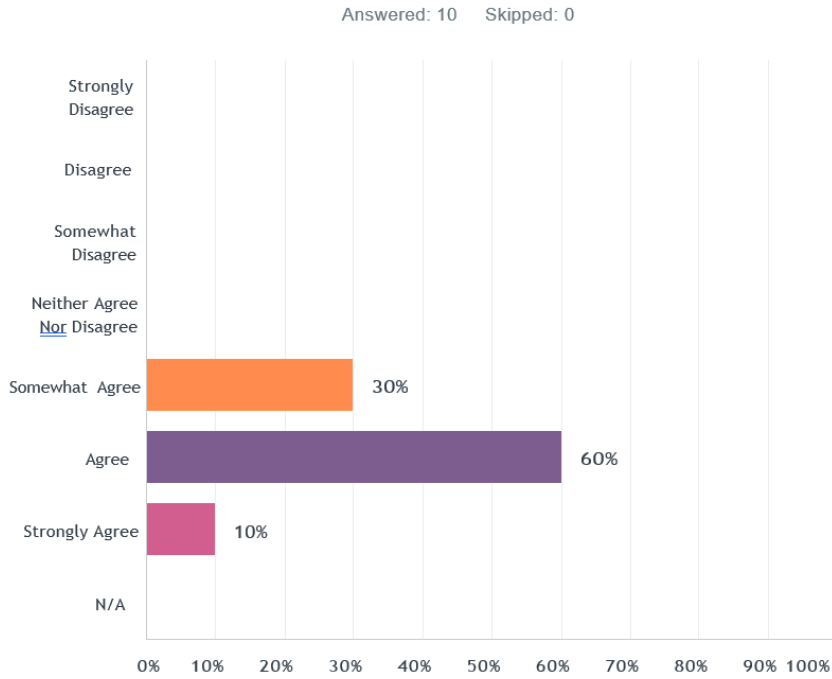
2.1 Receives a comprehensive orientation on appointment to the board.



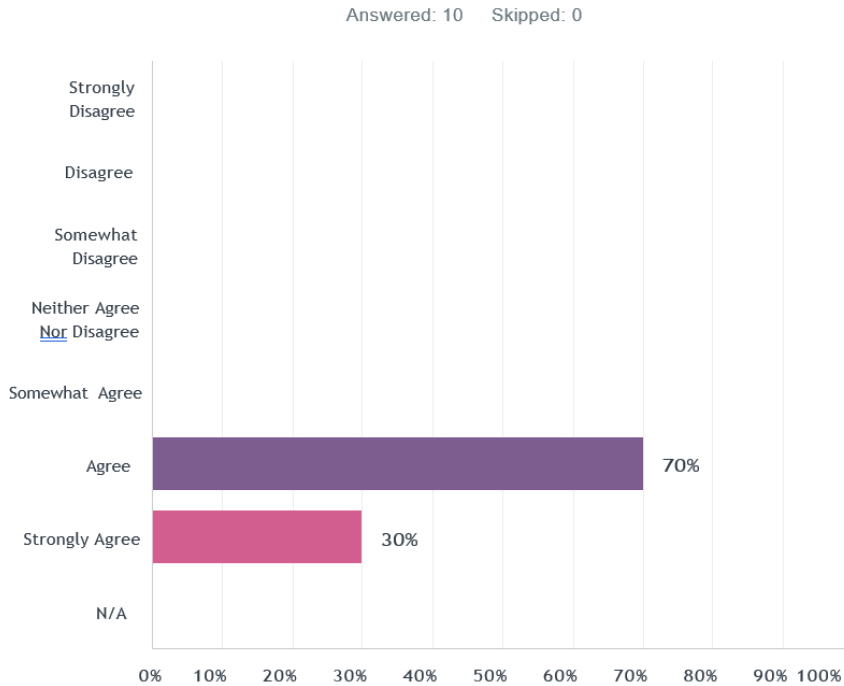
2.2 Clearly understand its roles and responsibilities.



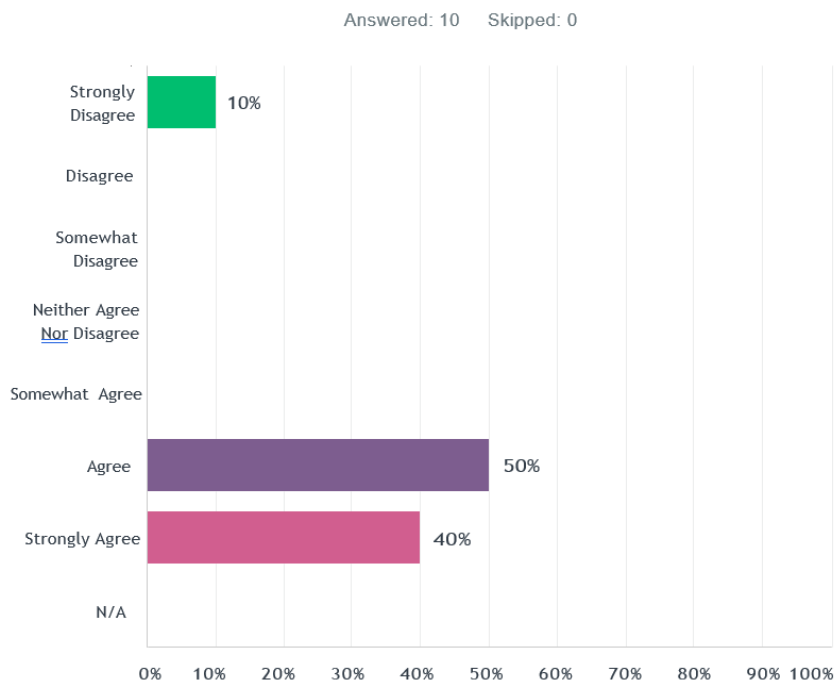
2.3 Actively participates in ongoing board development activities.



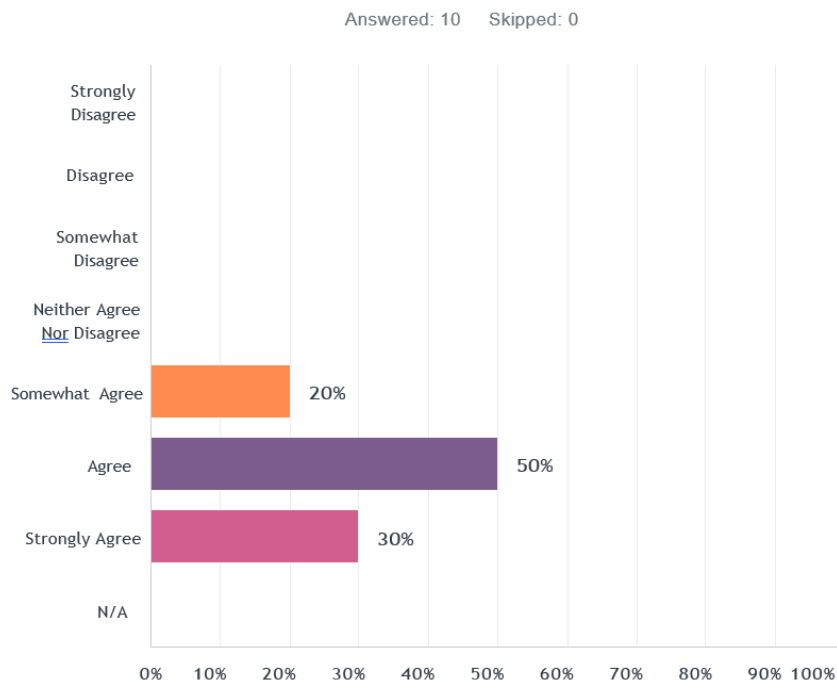
2.4 Engages in a review of board effectiveness on an annual basis.



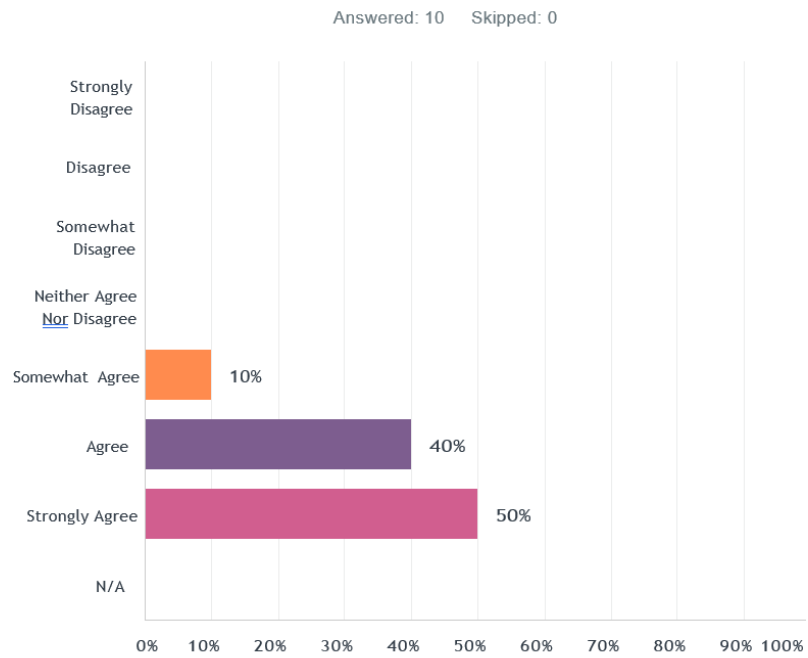
2.5 Receives advance meeting materials that are appropriate and relevant to the proposed agenda.



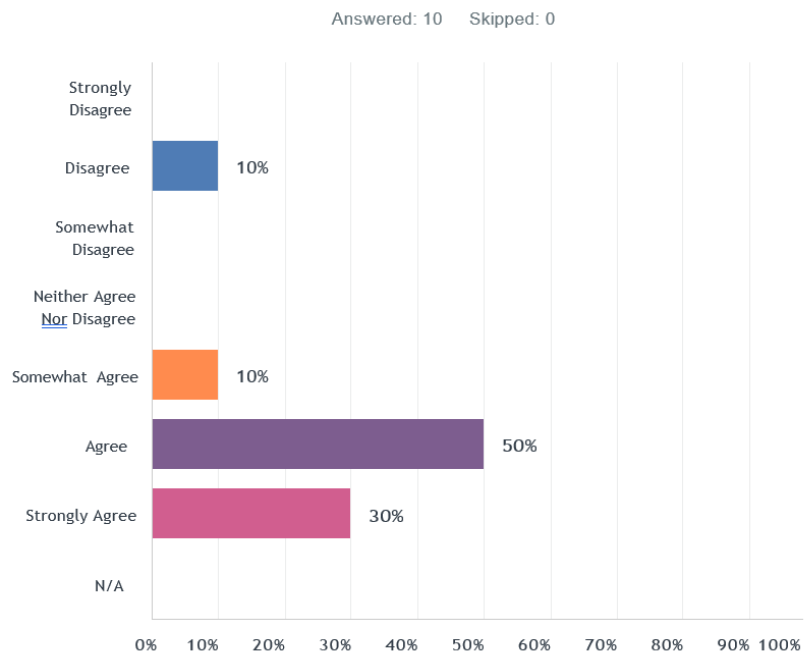
2.6 Is suitably prepared for board meetings (e.g. reads materials in advance, follows up on assignments).



2.7 Experiences effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).



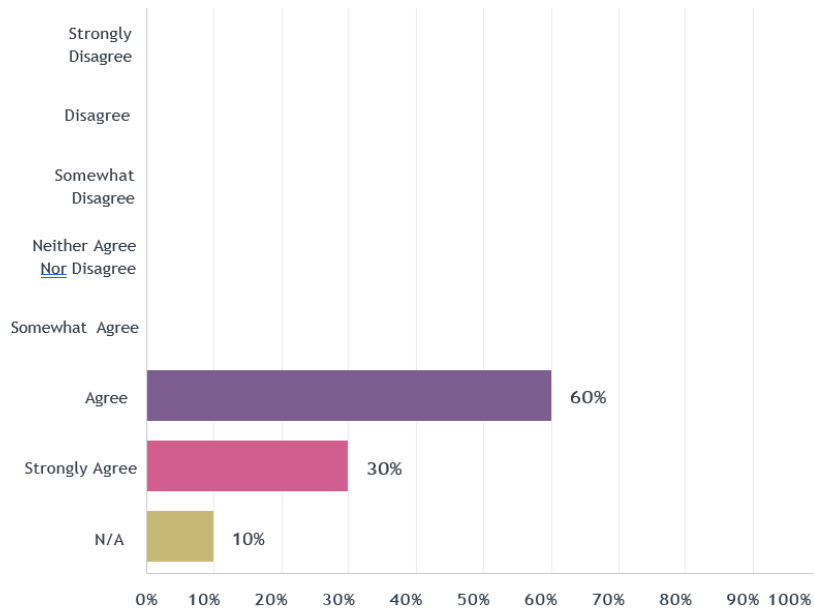
2.8 Presents information in a coherent, clear and timely manner.



Our Committees:

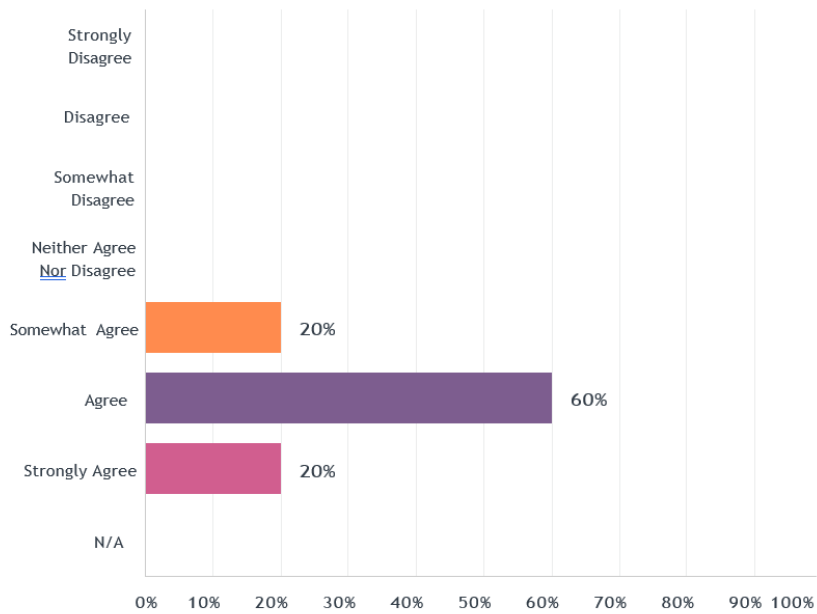
2.9 Align their work with terms of reference for their committee.

Answered: 10 Skipped: 0



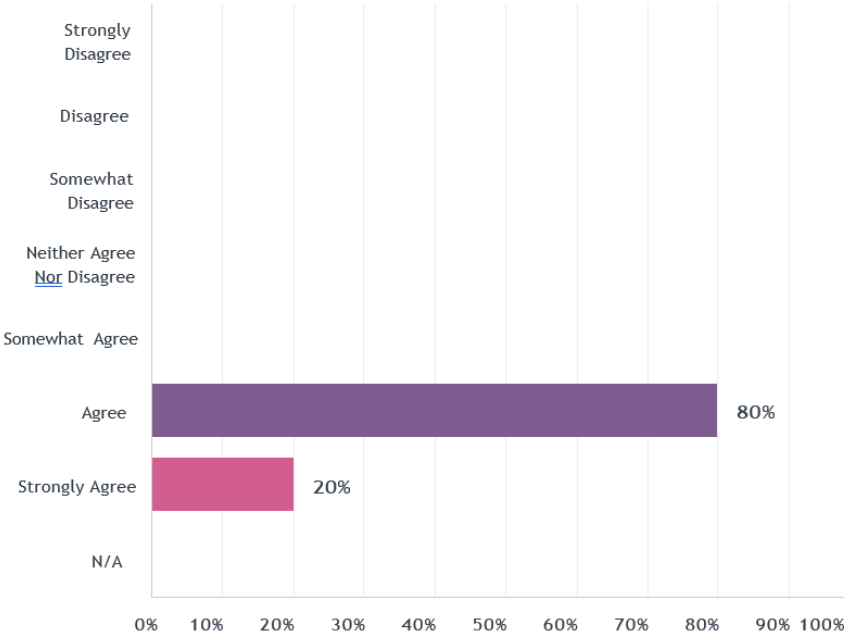
2.10 Clearly understand their roles and responsibilities.

Answered: 10 Skipped: 0



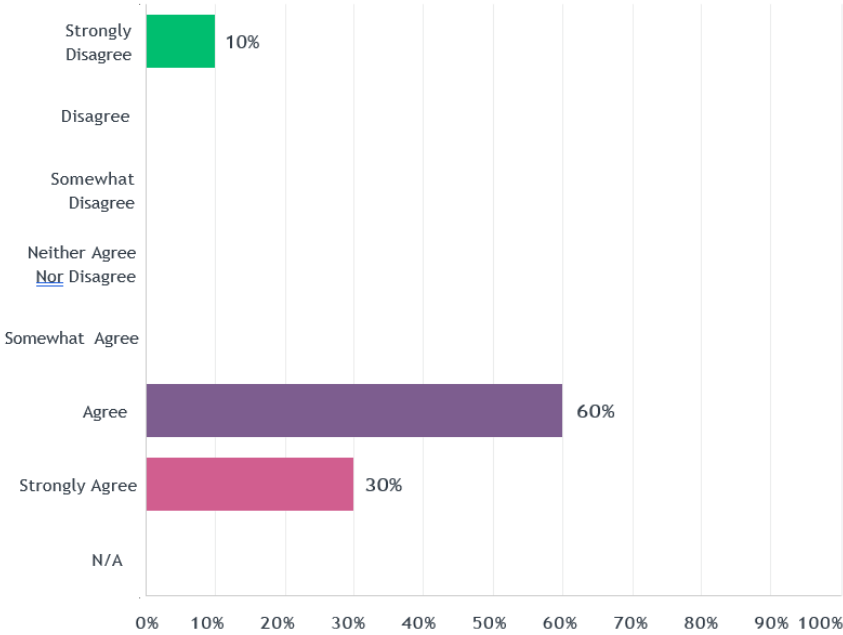
2.11 Focus on key issues and opportunities that advance board priorities.

Answered: 10 Skipped: 0



2.12 Provide clear, informative and complete reporting to the board.

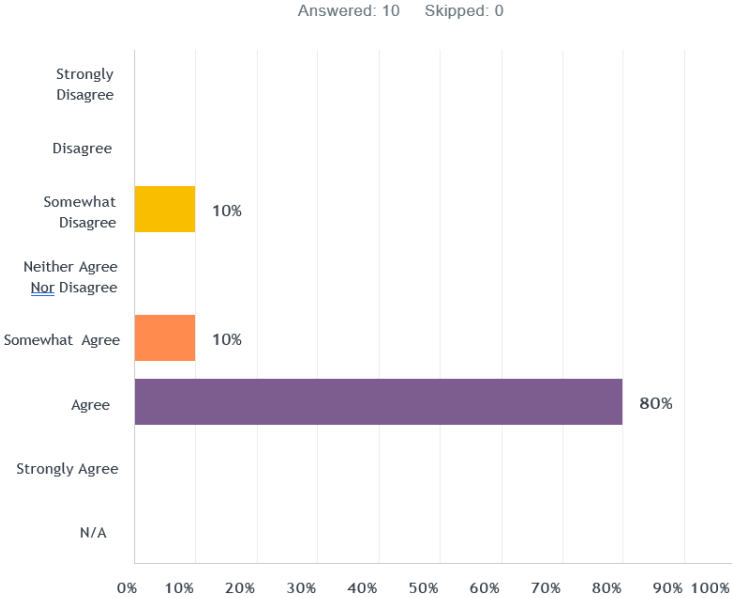
Answered: 10 Skipped: 0



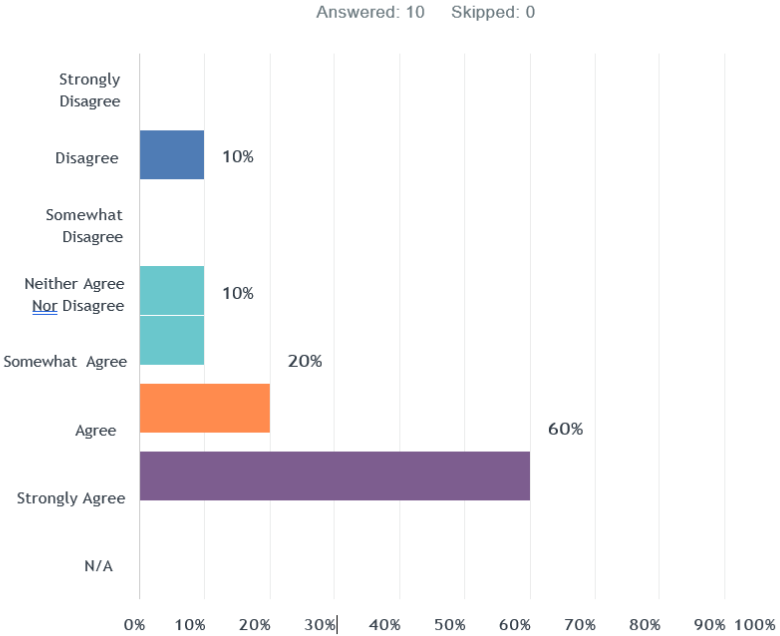
3. STRATEGIC ORIENTATION: *(focusing on strategic direction and key priorities)*

Our Board:

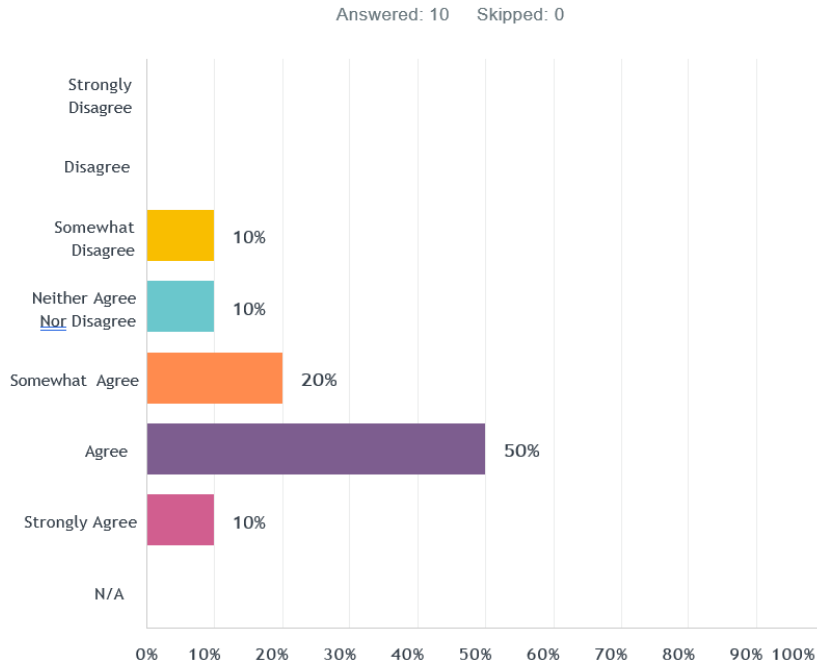
3.1 Takes a broad perspective to emerging issues, challenges and opportunities.



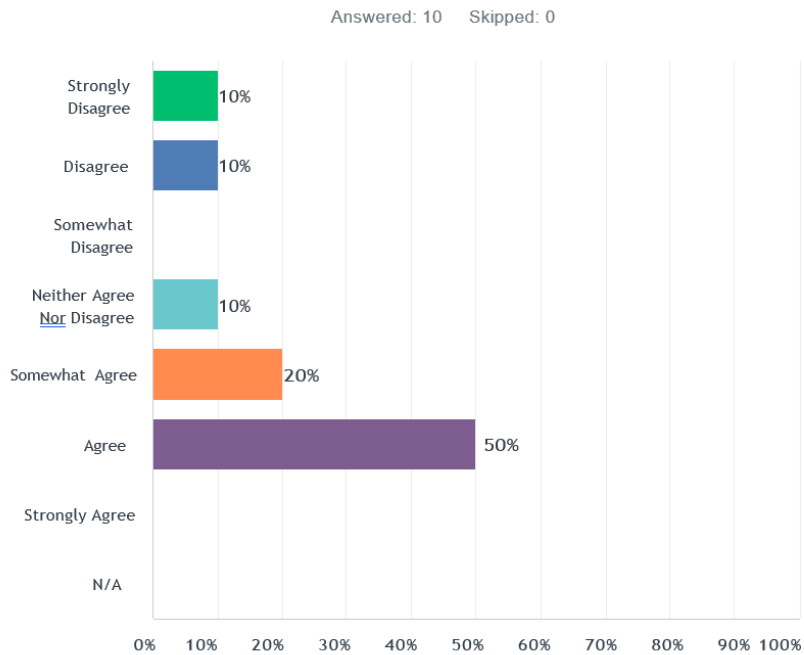
3.2 Uses the college’s strategic priorities as a framework for discussion and decision-making.



3.3 Actively supports and advances the board's action plan objectives.



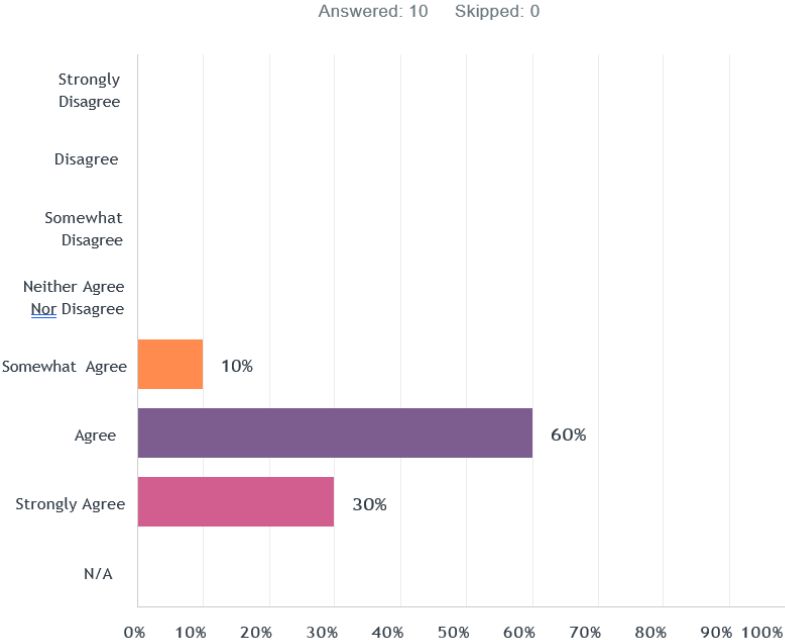
3.4 Monitors college performance in relation to key priorities and related strategies.



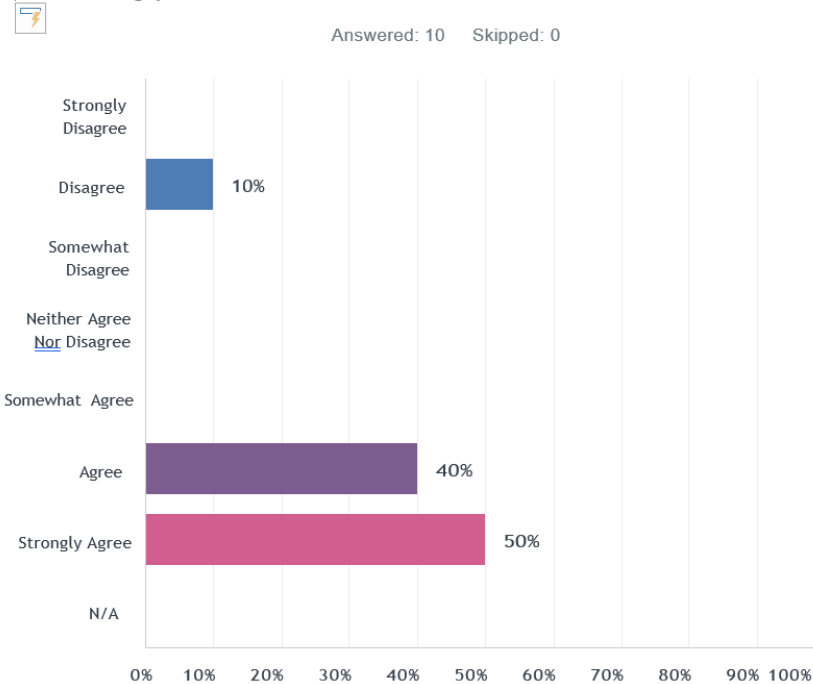
4. FINANCES, RISK & COMPLIANCE: *(overseeing financial performance and risk mitigation)*

Our Board:

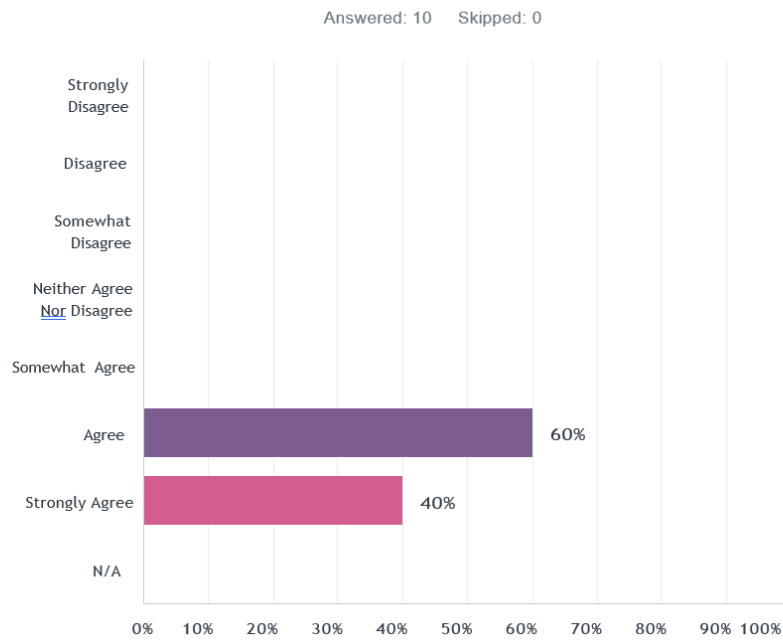
4.1| Monitors organizational compliance with key policies and procedures.



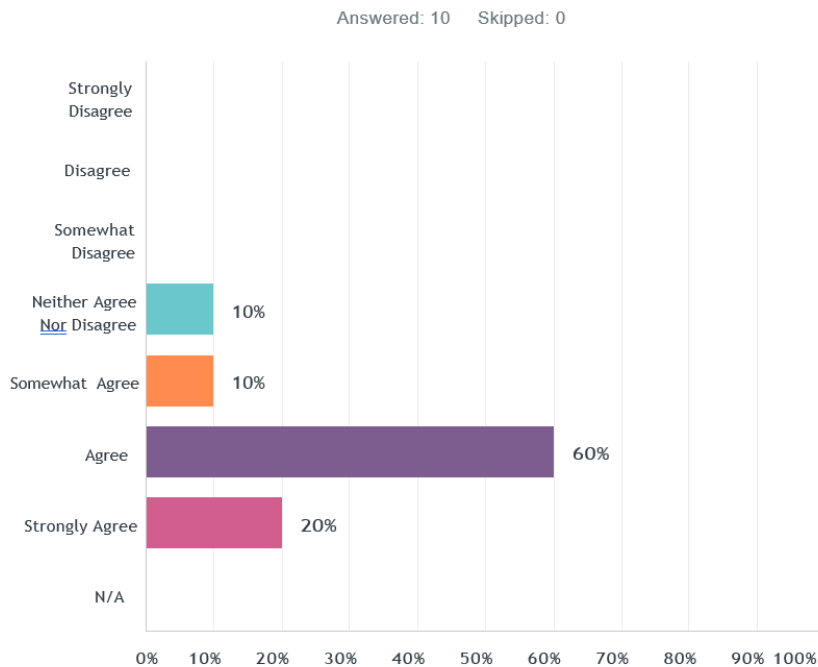
4.2 Reviews significant new policies or major amendments to existing policies.



4.3 Oversees the integrity of financial planning, performance and results.



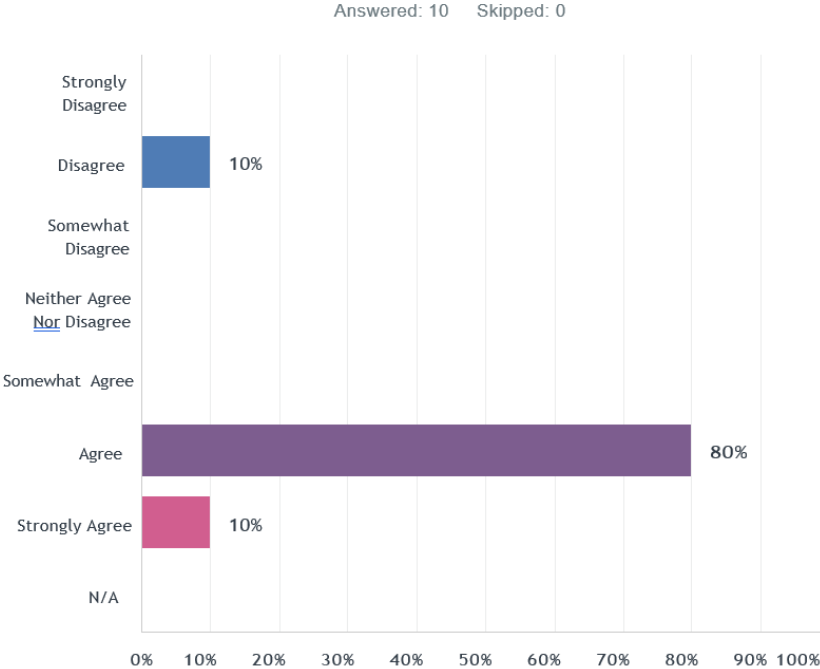
4.4 Reviews potential sources of risk and oversees associated mitigation strategies.



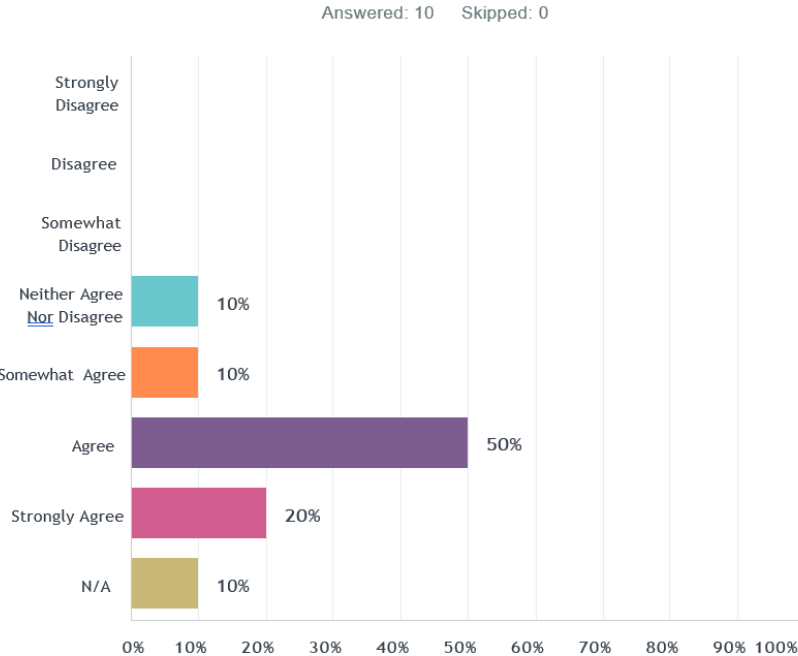
5. MANAGEMENT OVERSIGHT: *(providing direction and guidance to the president and CEO)*

Our Board:

5.1 Sets terms of reference and performance expectations for the president and CEO.

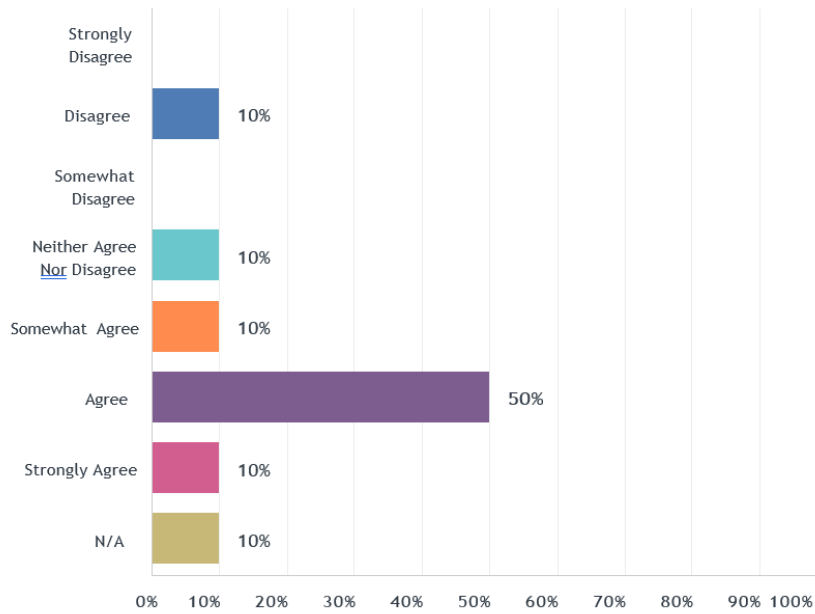


5.2 Provides guidance and support, as appropriate, to the president and CEO.



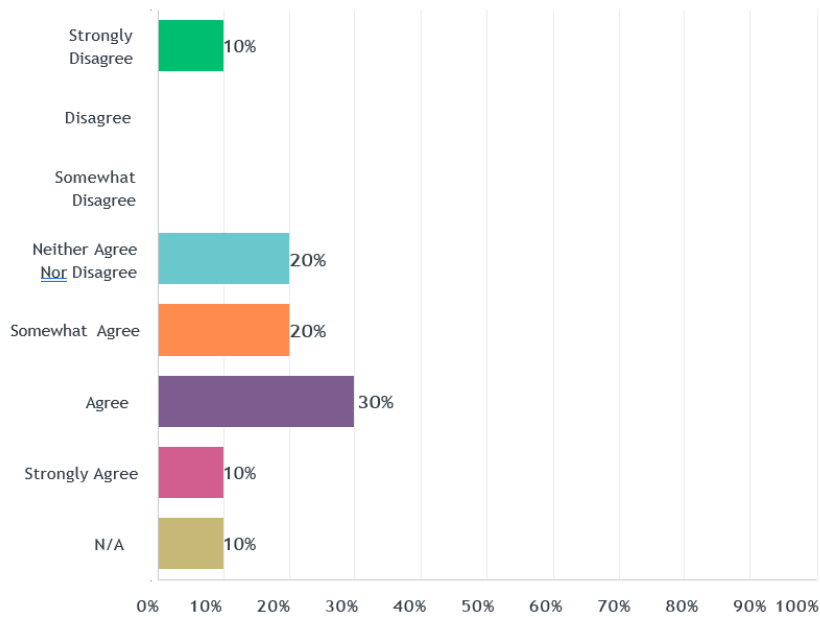
5.3 Provides direct and constructive feedback to the president and CEO.

Answered: 10 Skipped: 0



5.4 Monitors the performance of the president and CEO against established metrics.

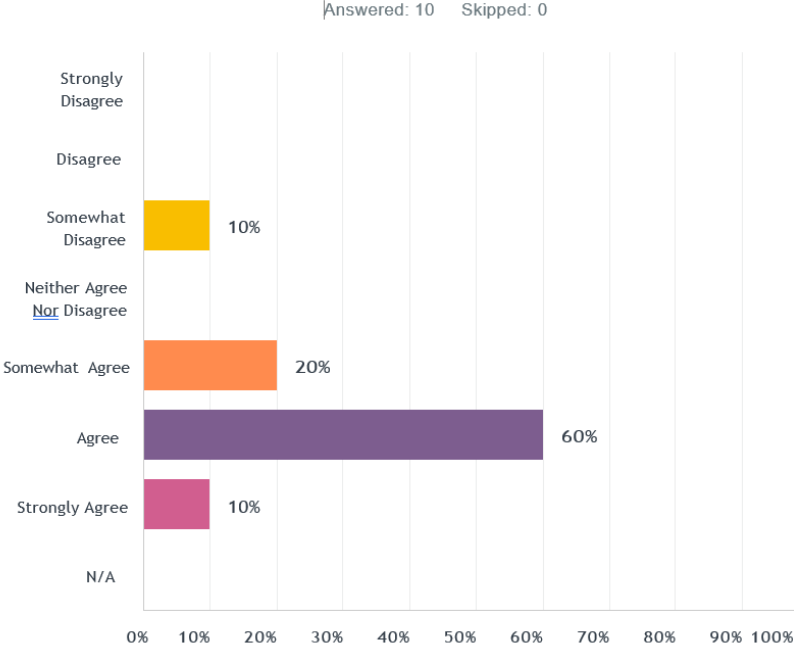
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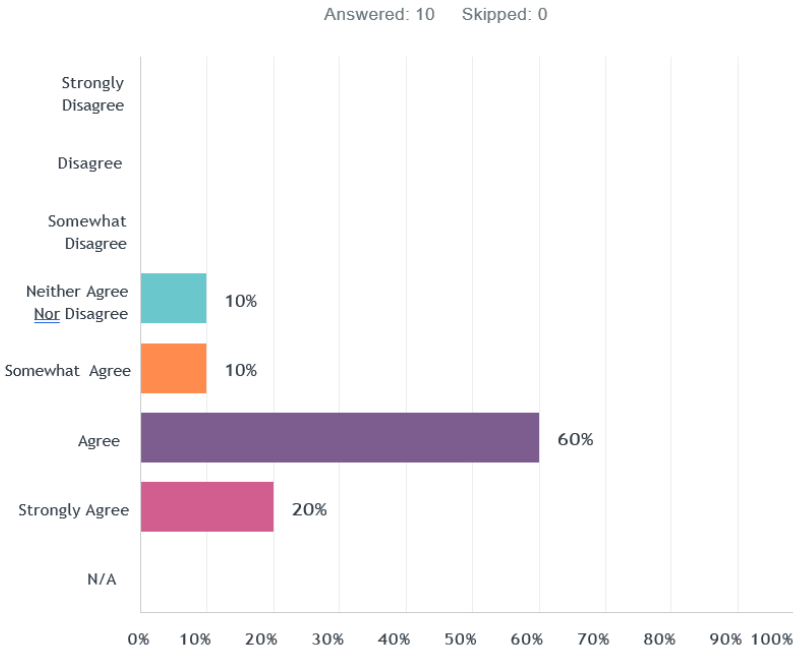
6. PROFICIENCY: (ensuring personal effectiveness)

Our Board:

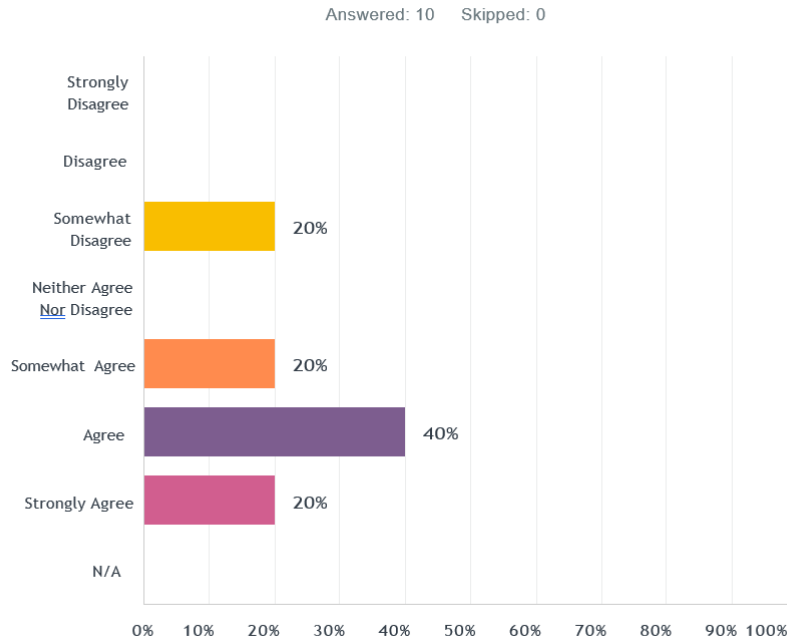
6.1 Shares relevant knowledge and expertise to strengthen board performance.



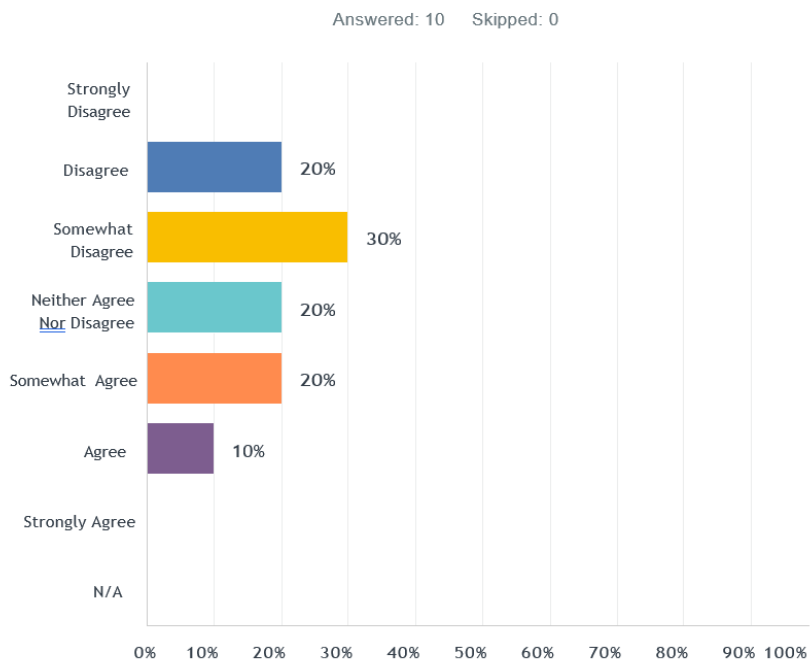
6.2 Makes principled and ethical decisions, even if sensitive or controversial.



6.3 Stands behind board decisions even if they are not their primary choice.



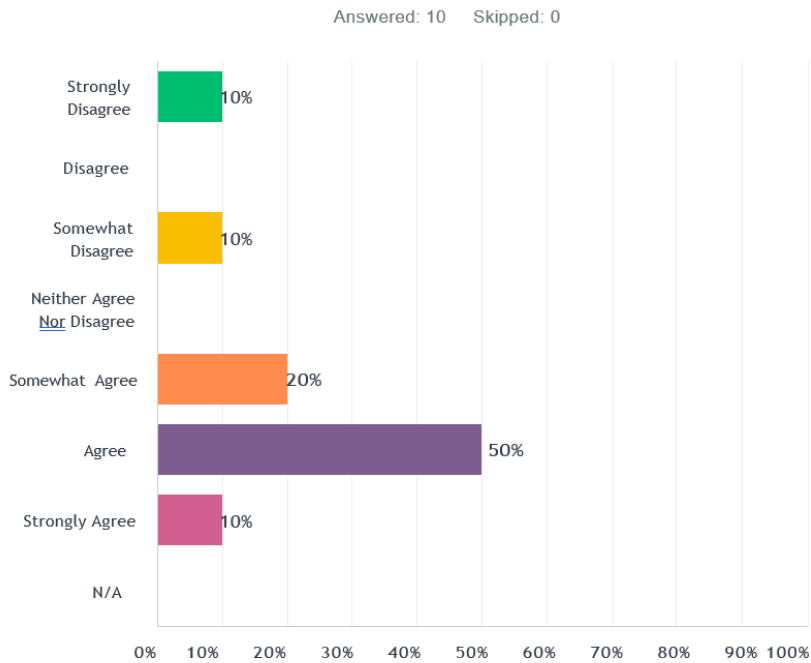
6.4 Seeks feedback regarding their personal performance as a board member.



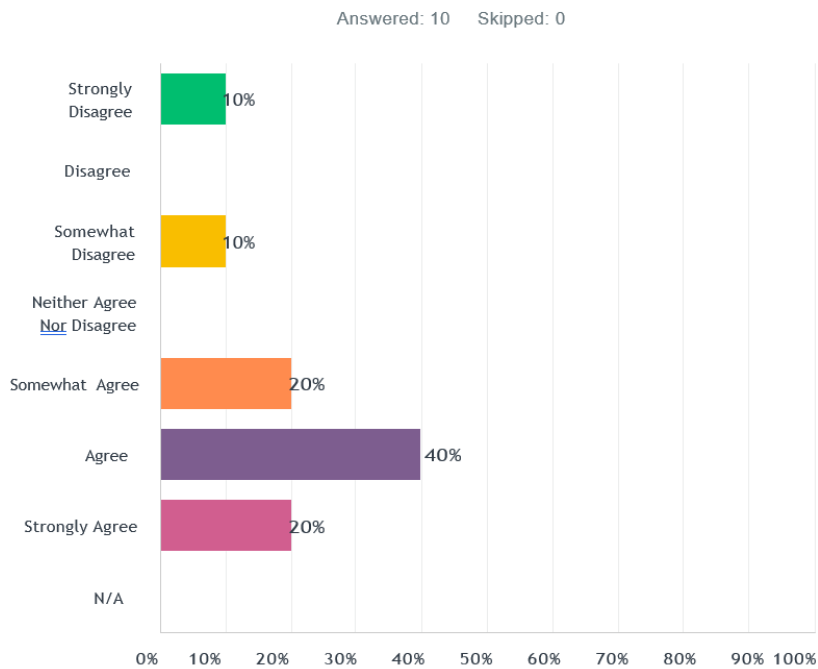
7. CULTURE: *(strengthening group dynamics)*

Our Board:

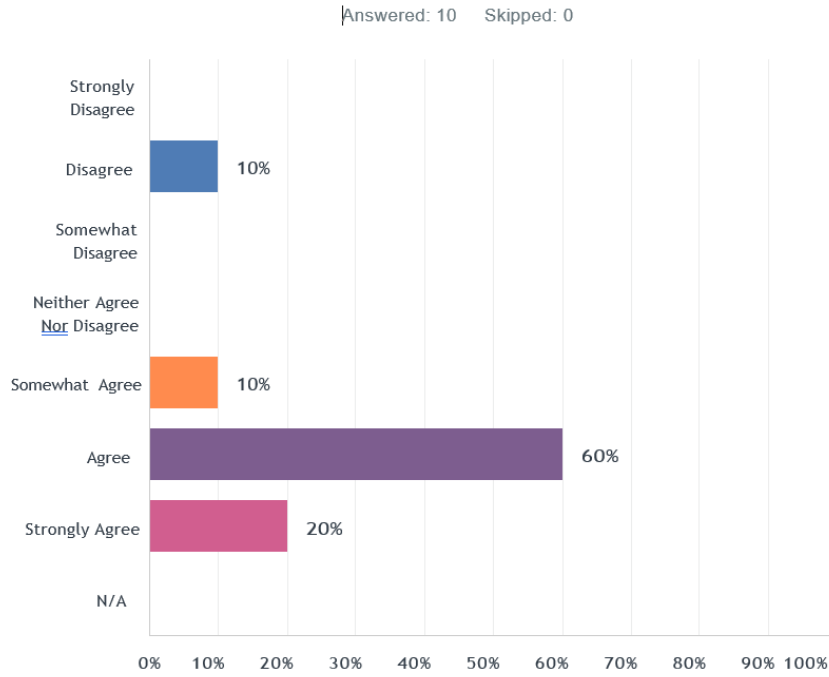
7.1 Works to create an environment of trust that encourages frank and open dialogue.



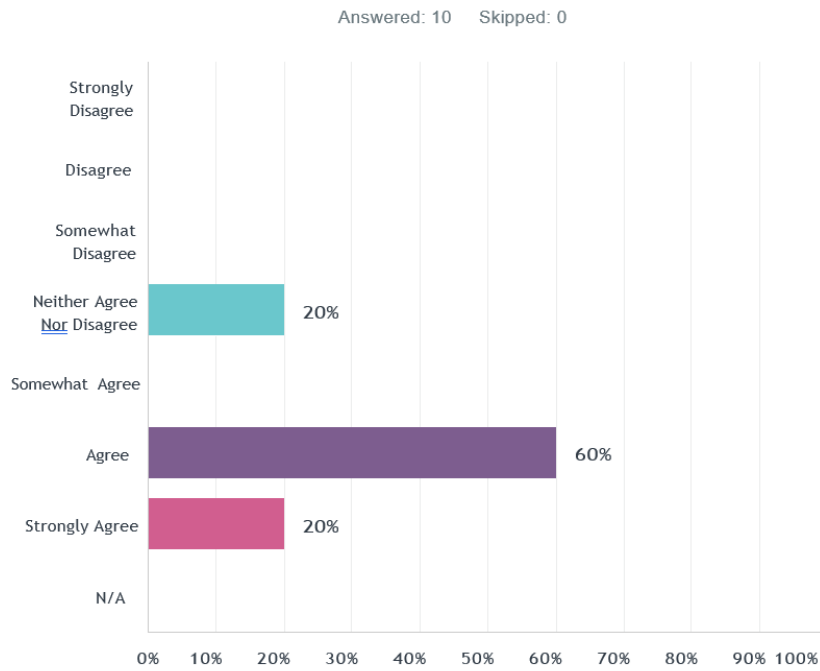
7.2 Demonstrates comfort in the expression of differing views in board and committee meetings.



7.3 Welcomes differing perspectives and opinions to strengthen proposed solutions.



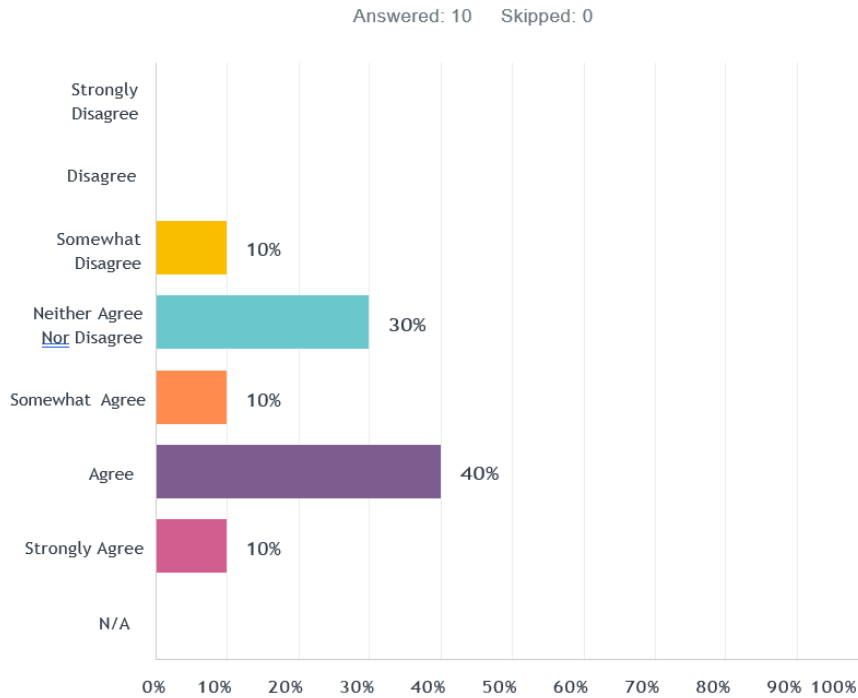
7.4 Willingly collaborates with others to achieve desired results.



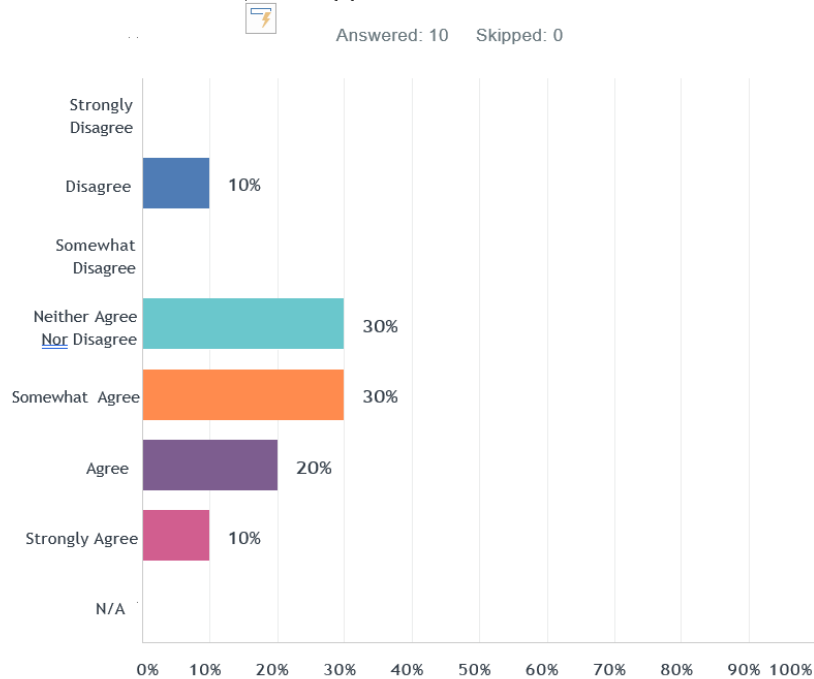
8: OUTREACH: *(engaging with key stakeholders and the broader community)*

Our Board Members:

8.1 Act as effective ambassadors for the college.

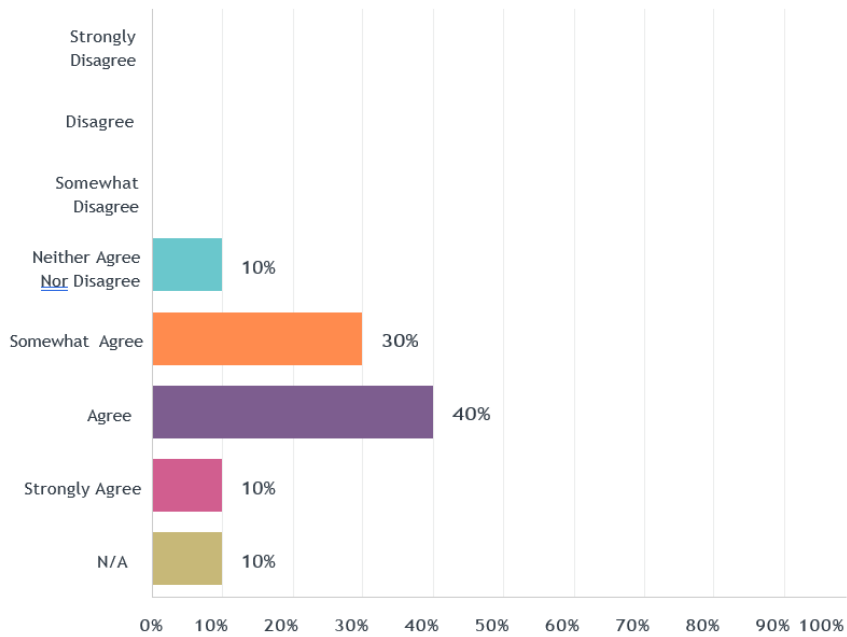


8.2 Reach out to the community to build awareness and support.



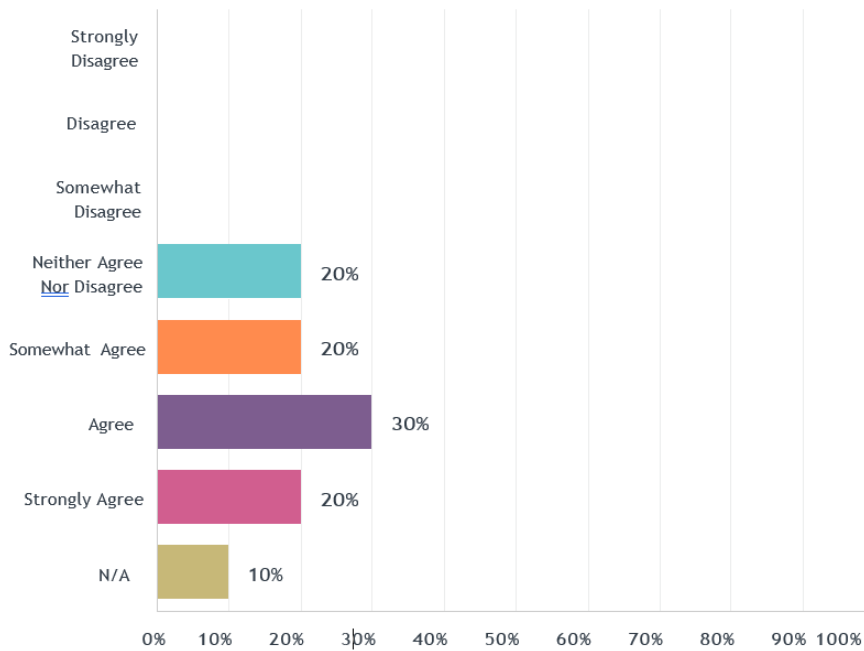
8.3 Demonstrate support for college partnerships with external stakeholders.

Answered: 10 Skipped: 0



8.4 Actively advocate on behalf of the college.

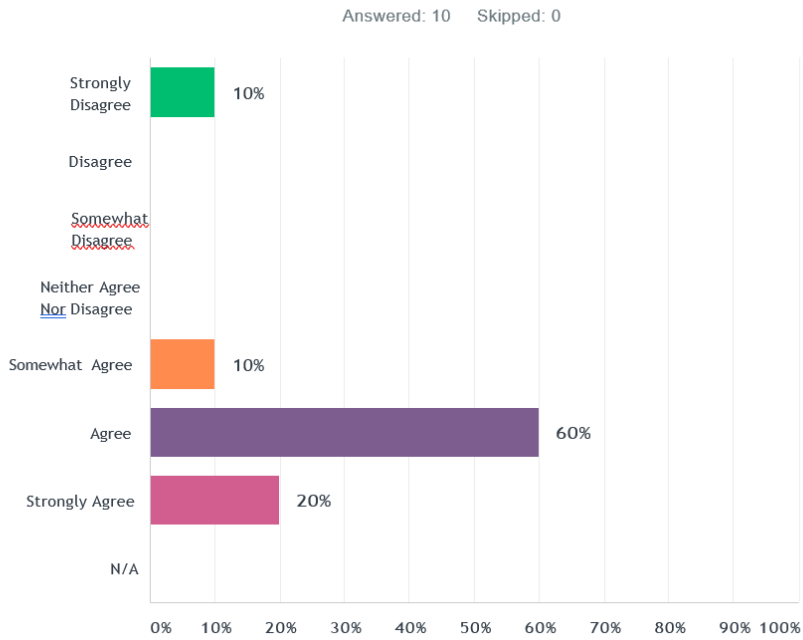
Answered: 10 Skipped: 0



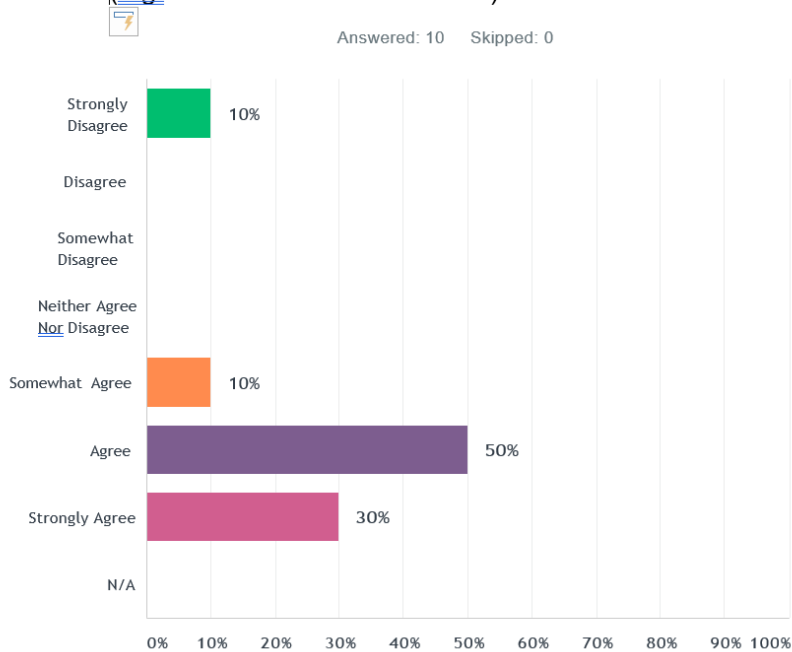
9. BOARD MEMBER SELF-ASSESSMENT

I, as a Board Member:

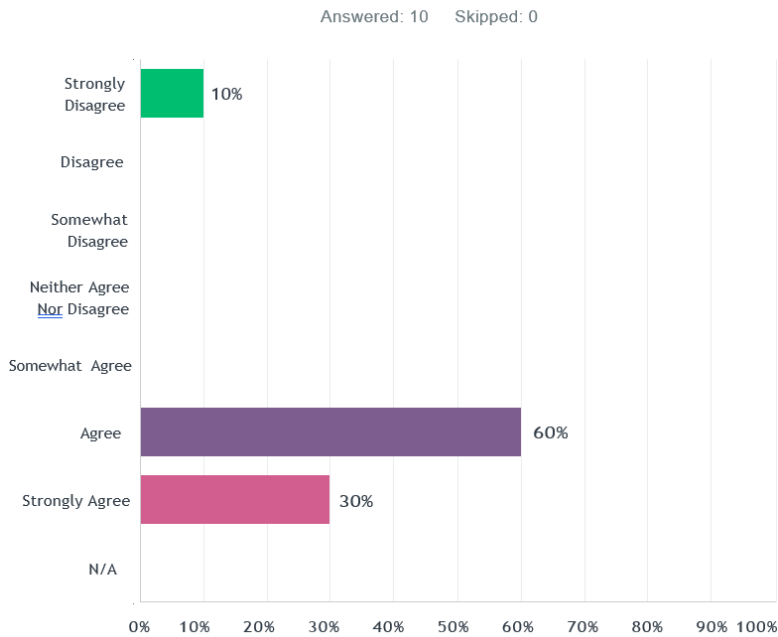
9.1 Actively participate in the annual board retreat and the development of annual board objectives.



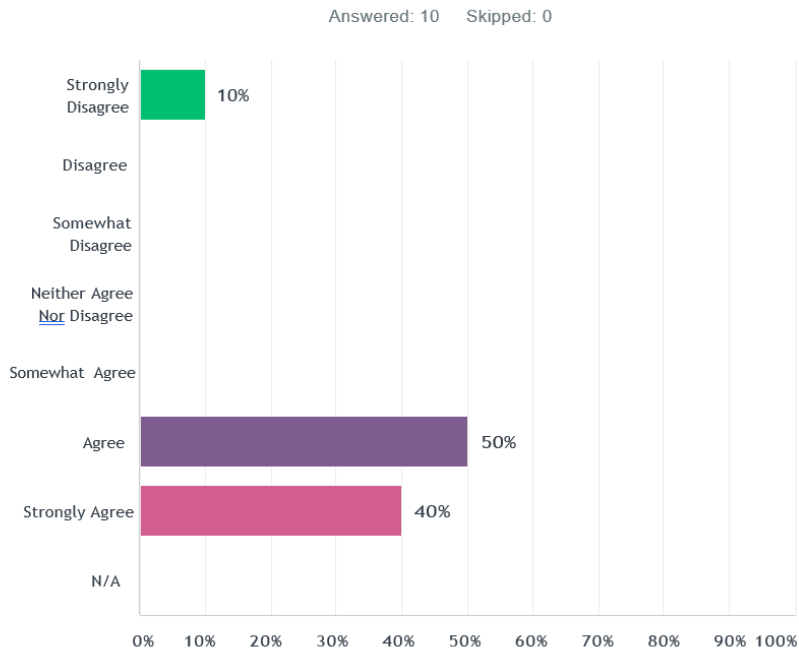
9.2 Attend all regular board and committee meetings and come prepared (e.g. read materials in advance).



9.3 Follow meeting rules of order and participate in reaching consensus in board decisions.

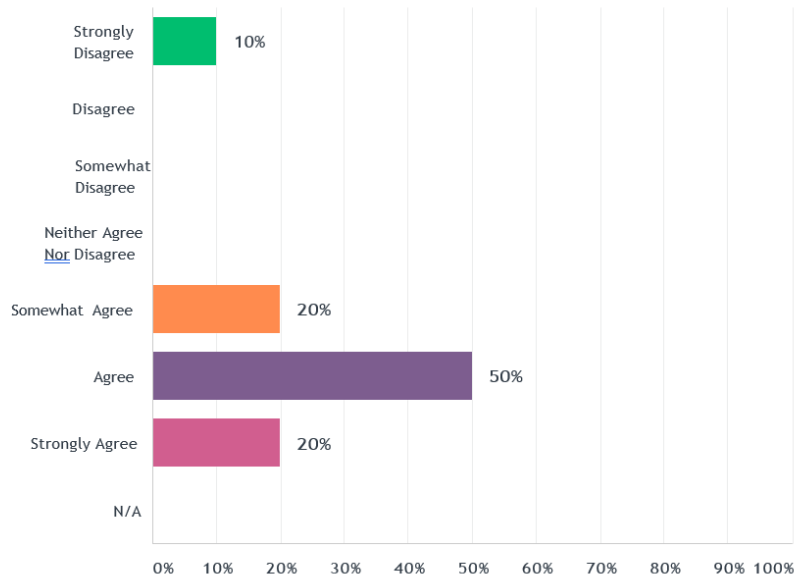


9.4 Understand and follow the College and Institute Act, board bylaws and policies (including roles and responsibilities).



9.5 Engage in learning opportunities related to board governance,community development and post-secondary education.

Answered: 10 Skipped: 0



10: Additional Comments

10.1 What's working well in terms of the NIC Board?

- Responsive to feedback
- We have managed to accomplish a lot within the restrictions imposed by COVID-19
- Governors have great experience in governance from various backgrounds and together we work well to achieve the best for our students and communities.
- most things seem to be working well
- well run meetings
- While participation in Board meetings has been muted by concerns of confidentiality, what discussion does take place is at a high level and respectful.
- The Board is collegial and committed. The Board is also well prepared for meetings, engages in good discussion, and is receptive to feedback. The Board maintained effective governance during the pandemic and also executed a very successful presidential search.
- Structure; information sharing; number and types of committees.
- Board members consistently attend are prepared for meetings.
- Most things.

10.2 What could be improved in terms of the NIC Board?

- Addressing outbursts, maintaining point of order
- I look forward to having in-person meetings and actually getting to know each other; having more in-depth conversations about NIC
- Now that the Strategic Plan is in place, ensuring that we as a board monitor the progress regularly and request course correction as necessary.
- could be more industry representatives on the board, ie potential employers of students
- more information re college internal operations
- Find a way to get a buy in from all of the college communities for the governance structure and recognition that a Board member is to act collaboratively for the benefit of the college as a whole. That

is, the difference between bringing a perspective from a community and acting as a representative of just that community.

- Bringing in diverse perspectives to a given issue and to ensure that we have all the information we need to make effective decisions. Meeting in person this upcoming year may allow for more robust discussions.
- Ongoing orientation to board role. One introductory session does not meet needs. Clear definition of board role especially in relationship to stakeholders. Closer working relationship with the Indigenous Education Council.
- Always more DEI ?
- Some do not speak up at all during any meetings. To have more than a few people's input it would be nice to see everyone at differing points be involved not merely just present.

10.3 What one change would make a significant difference to NIC Board effectiveness?

- Paddling together, synchronicity; working together as one
- I think we need to bond as a group to build comfort, trust and understanding of each other's strengths and skills.
- More bonding opportunities now that Covid restrictions are being lifted. We need to get to know each other better in order to feel comfortable about voicing our opinions.
- clear objectives and measurable targets
- see 47 [Q 10.2 – What could be improved in terms of the NIC Board]
- An acceptance by the college communities of thoughts expressed in item 47 [Q 10.2 – What could be improved in terms of the NIC Board]
- . Collaboration is difficult to achieve where there is not trust and trust cannot be achieved without understanding that the oath of confidentiality has some meaning and not just when it is convenient.
- Improve how we communicate and where information (eg. minutes, agendas, etc.) is kept to ensure it is easily accessible. Thus, exploration of Teams or the NIC portal is necessary. Also, to improve orientation of new board members.
- Clear understanding of the meaning of working as one voice. This could be through further defined policy and orientation sessions
- There has been a recent change to appropriate attendance by senior staff at meetings.
- Development in getting everyone to open up during meetings and not just present.

10.4 Any other comments about the NIC Board not covered by this set of questions?

- This has been an extraordinary year and building a rapport within it has been challenging. The board has been impacted by the pandemic and this extraordinary circumstance hasn't been addressed in the framework of this evaluation.
- no
- The board has not been invited to give meaningful input into decision making
- Good people. Challenges to be met before it can be as effective and collaborative as it can be.
- no
- Making students more aware of what is expected before they run in the election. Some have no idea the commitment level required or see the profit and not the commitment required to effectively represent the student body on the BOG.

Appendix A – Survey Overview and Instructions



2021 Board of Governors Evaluation Process

Board Member Leadership Responsibilities

This survey is designed to assess overall board member effectiveness and asks members to rate the board across a range of attributes that have been identified as critical to effective performance. Results will be provided to the board with insights regarding its strengths and areas for development.

In order to provide the broadest possible perspective, feedback is being requested from each board member. Please complete this survey by **August 4, 2021**. It will require less than 30 minutes to complete.

Your individual reply is confidential. We are committed to keeping all replies in strictest confidence. Your numerical responses are anonymous and will be averaged with responses from other board members. Any comments you make will be included in the summary report, but you will not be identified as the source of those comments.

PART I - SURVEY

Each statement in this survey is preceded by, "Our Board", "Our Committees", "Our Board Members" or "As a Board Member". Please indicate the extent to which you agree with each statement, from strongly disagree to strongly agree. If you feel you don't have enough information, that the statement is not applicable, and/or you are unsure of your response, you can respond with a "N/A", indicating "Not applicable".

SCALE

1- Strongly Disagree 2- Disagree 3- Somewhat Disagree 4- Neither Agree nor Disagree 5- Somewhat Agree 6- Agree 7- Strongly Agree

N - N/A

Appendix B – Survey Questions

1. **STRUCTURE** (ensuring appropriate board composition)

Our Board:

- 1.1 Appropriately represents our key stakeholders (students, faculty, staff, communities, etc)
- 1.2 Is suitably diverse and reflective of our community
- 1.3 Possesses the necessary competencies to meet our mandate and responsibilities
- 1.4 Has appropriate background experiences to meet the needs of the board

2. **PROCESSES** (enhancing board operations)

Our Board:

- 2.1 Receives a comprehensive orientation on appointment to the board
- 2.2 Clearly understands its roles and responsibilities
- 2.3 Actively participates in ongoing board development activities
- 2.4 Engages in a review of board effectiveness on an annual basis

Our Board:

- 2.5 Receives advance meeting materials that are appropriate and relevant to the proposed agenda
- 2.6 Is suitably prepared for board meetings (e.g. read materials in advance, follow-up on assignments)
- 2.7 Experiences effective meeting practices (e.g. clear agenda, good facilitation, suitable timing)
- 2.8 Presents information in a coherent, clear and timely manner

Our Committees:

- 2.9 Align their work with terms of reference for their committee
- 2.10 Clearly understand their roles and responsibilities
- 2.11 Focus on key issues and opportunities that advance board priorities
- 2.12 Provide clear, informative and complete reporting to the board

3. **STRATEGIC ORIENTATION** (focusing on strategic direction and key priorities)

Our Board:

- 3.1 Takes a broad perspective to emerging issues, challenges and opportunities
- 3.2 Uses the college's strategic priorities as a framework for discussion and decision-making
- 3.3 Actively supports and advances the board's action plan objectives
- 3.4 Monitors college performance in relation to key priorities and related strategies

4. FINANCES, RISK & COMPLIANCE (*overseeing financial performance and risk mitigation*)

Our Board:

- 4.1 Monitors organizational compliance with key policies and procedures
- 4.2 Reviews significant new policies or major amendments to existing policies
- 4.3 Oversees the integrity of financial planning, performance and results
- 4.4 Reviews potential sources of risk and oversee associated mitigation strategies

5. MANAGEMENT OVERSIGHT (*providing direction and guidance to the president and CEO*)

Our Board:

- 5.1 Sets terms of reference and performance expectations for the president and CEO
- 5.2 Provides guidance and support, as appropriate, to the president and CEO
- 5.3 Provides direct and constructive feedback to the president and CEO
- 5.4 Monitors the performance of the president and CEO against established metrics

6. PROFICIENCY (*ensuring personal effectiveness*)

Our Board:

- 6.1 Shares relevant knowledge and expertise to strengthen board performance
- 6.2 Makes principled and ethical decisions, even if sensitive or controversial
- 6.3 Stands behind board decisions even if they are not their primary choice
- 6.4 Seeks feedback regarding their personal performance as a board member

7. CULTURE (*strengthening group dynamics*)

Our Board:

- 7.1 Works to create an environment of trust that encourages frank and open dialogue
- 7.2 Demonstrates comfort in the expression of differing views in board and committee meetings
- 7.3 Welcomes differing perspectives and opinions to strengthen proposed solutions
- 7.4 Willingly collaborates with others to achieve desired results

8. OUTREACH (*engaging with key stakeholders and the broader community*)

Our Board Members:

- 8.1 Act as effective ambassadors for the college
- 8.2 Reach out to the community to build awareness and support
- 8.3 Demonstrate support for college partnerships with external stakeholders
- 8.4 Actively advocate on behalf of the college

9. BOARD MEMBER SELF-ASSESSMENT

I, as a Board Member:

- 9.1 Actively participate in the annual Board retreat and the development of annual board objectives
- 9.2 Attend all regular Board and committee meetings and come prepared (e.g. read materials in advance)
- 9.3 Follow meeting rules of order and participate in reaching consensus in board decisions
- 9.4 Understand and follow the College and Institute Act, Board bylaws and policies (including roles and responsibilities)
- 9.5 Engage in learning opportunities related to board governance, community development and post-secondary education

10. Additional Comments

- 10.1 What's working well in terms of the NIC Board?
- 10.2 What could be improved in terms of the NIC Board?
- 10.3 What one change would make a significant difference to NIC Board effectiveness?
- 10.4 Any other comments about the NIC Board not covered by this set of questions.

**Joint Meeting
Board of Governors & Indigenous Education Council
Date/Time/Venue TBD**

Theme: Indigenous Governance

SCHEDULE

Time	Activity	Presenters/Facilitators
9:00 – 9:30 am	Arrival, Coffee/Tea	
9:30 – 9:40 am	Opening Ceremony	
	Acknowledgment of Traditional Territories; General Introductions	BOG and IEC chairs
9:40 – 10:00 am	Roundtable Introductions and Goals for Day	BOG and IEC Chairs, President
10:00 – 10:05 am	Introduction: Dr Dawn Smith	K. Shopland / IEC member (Victoria TBC)
10:05 – 10:35 am	Introduction to the three traditions? History of Nations and Territories	TBD
10:35 – 10:45 am	Break	
10:45 – 11:15 am	Board of Governors: Role, Responsibilities, and Processes <ul style="list-style-type: none"> • College and Institute Act • Appointment process 	BOG Chair and L. Domae
11:15 – 11:45 am	Indigenous Education Council: History, Role and Current Responsibilities	IEC Chair and K. Shopland
11:45 – 12:30 pm	History of Indigenous Education and Working Effectively with Indigenous Peoples	D. Smith
12:30 – 1:00 pm	LUNCH BREAK/SOCIALS	
1:00 – 1:30 pm	Indigenous Education at NIC: History and Current	T. Bellavia/K.Shopland
1:30 – 3:00 pm	Indigenization and Indigenous Governance in a Non-Indigenous Post-Secondary System	D. Smith
3:00 – 3:15 pm	Break	
3:15 – 4:00 pm (tentative)	Learning from our partners: Indigenization and Indigenous Governance at Camosun College	Sherri Bell, President of Camosun College (TBC)
3:15 – 4:30 pm (?)	Discussion session: Establishing strong relationships between BOG, IEC and College	D. Smith
4:30 pm	Closing Ceremony	
	ADJOURN	

Board of Governors Annual Retreat

October 28 – 29, 2021

Port Alberni Region

Purpose/Objectives

The overall purposes of the 2021 Annual Retreat is for both new and current Board Members to get (re)acquainted with their roles and responsibilities as members of a governing board, build on last year's identified strengths and weaknesses based on the 2021 Board Evaluation and engage in-person as a team following a year and a half of virtual meetings.

The retreat to be held in the Port Alberni region will also introduce the Board to programs that the College implements within Port Alberni all the way to the West Coast of the Island.

Possible facilitator:

[Natasha Himer, WATSON Inc.](#)

Schedule

THURSDAY, OCTOBER 28		
Time	Activity	Venue/Presenters/Facilitators
11:00 am	Arrival at Tebo Vocational Centre	4751 Tebo Avenue, Port Alberni
11:15 – 11:45 am	Acknowledgement of First Nations Traditional Territory Introductions - Review of the Itinerary/Agenda	Jane Jones, NIC Elder in Residence and Luke George, Indigenous Navigator All
11:45-12:15	Introduction to Port Alberni and the Alberni Valley Regional Plan <i>Ministry Mandate: BUILD 2026 Strategies</i> 2.4 Campuses and Centres 5.2 Community Connected Learning	Tony Bellavia, VP Academic and Felicity Blaiklock, Director Port Alberni campus
12:15 - 1:15 pm	Lunch Break with students/faculty	Tebo Vocational Centre
1:15 – 3:00 pm	Automotive, Welding and Joinery Program Presentations: Groups to be divided into three for vocational program experience: automotive, welding and joinery programs <i>Ministry Mandate: BUILD 2026 Strategy</i> 5.5 Program Response and Renewal	All with faculty and students
3:00 – 3:15 pm	BREAK	Tebo Vocational Centre
3:15 – 4:45 pm	Early Childhood Care and Education Program Presentation: Office of Global Engagement <i>Ministry Mandate: BUILD 2026 Strategies</i> 5.4 Global Learning 9.3 Social and Economic Development of the Region	Kathleen Haggith, Dean Health and Human Services and Mark Herringer, Executive Director International Education
5:00 – 6:00 pm	BREAK/CHECK-IN	Best Western Barclay, Port Alberni

6:00 – 6:45 pm	DINNER	@ hotel (pre-order)
6:45 – 7:00 pm	Travel to Rogers Street Bistro, Port Alberni Campus	
7:00 – 9:00 pm	Team Building/Socials: NIC TOP CHEF	Chef Al Irving, Rogers Street Bistro, PA Campus

FRIDAY, OCTOBER 29		
Time	Activity	Venue/Presenters/Facilitators
7:45 – 8:30 am	Breakfast	@ hotel (pre-order)
8:30 – 10:00 am	Governance 101 (throughout): <ul style="list-style-type: none"> – Introduce working definition of governance and WATSON' approach to governance – Highlight elements of high functioning boards – Review key features of post-secondary governance context (e.g., public sector context, academic governance principles, legal framework (reference to College and Institute Act)) – Review roles and responsibilities of key governance participants (e.g., discussion of key stewardship areas for the Board; committees, chair and committee chairs) – Review fundamental duties of board members (i.e., fiduciary duty, duty of care and related principles - speaking with one voice, confidentiality, conflicts of interest, reasonable reliance) – Explore practices to elevate board discussions and support a strategic perspective – Explore the impact of positive board dynamics and culture (e.g., practices to support open, inclusive dialogue, trust and candour) 	Natasha Himer, WATSON Inc.
10:00 – 10:15 am	BREAK	

10:15 – 12 noon	Governance 101	Natasha Himer, WATSON Inc.
12:00 – 1:30 pm	COMMUNITY LUNCH	(TBC – PHO guidelines dependent; possibly at hotel)
1:30 – 2:30 pm	Governance 101	Natasha Himer, WATSON Inc.
2:30 – 3:00 pm	Wrap-up/depart	

DRAFT



NIC PRESIDENT'S REPORT to the BOARD OF GOVERNORS

June 10 to Sept. 14, 2021

FIRST 120 DAYS

I begin by thanking all NIC employees who have worked so very hard to create safe and welcoming spaces for students to learn this fall. Returning to campus amidst the COVID-19 Delta variant continues to reinforce the need for safe, healthy and respectful on-campus practices. We have updated NIC's Return-to-Campus Guidelines to reflect the new Provincial Health Officer mask-wearing order, mandatory vaccinations for health care students and employees, and the vaccine passport (in the limited cases where applicable on campus). While these requirements help prevent transmission, heightened concerns about on-campus safety remain. I am grateful to the North Island College Students' Union (NISU), the NIC Faculty Association (NICFA), and CUPE #3479 leadership whose commitment to NIC has led to many productive discussions, which continue to inform our response.

ABOUT THIS REPORT

This report captures the College's activities and achievements to the end of my first 120 days as NIC's new president. This is the final update in a series of three 30-day, 60-day, and 120-day reports in May, June and September. The series reviews completion of the infrastructure required to achieve the vision and outcomes in BUILD 2026, NIC's new strategic plan, as well as the return to campus this fall.

BUILD 2026

I am very excited to introduce the first BUILD 2026 Dashboard that will be presented to the Board of Governors and college community throughout the year. Regular attention to the Dashboard, measureables and initiatives will facilitate ongoing review and ensure BUILD 2026's relevancy, especially as the pandemic continues through a fourth wave and economic recovery is delayed. The Dashboard encourages engagement; integration; flexibility and adaptability; transparency and accountability - each of which is a key BUILD 2026 attribute.



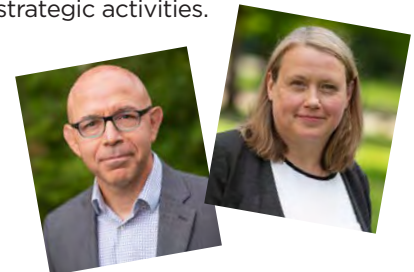
The Dashboard reports areas where activity has been achieved, started or not yet begun. Although only a short summer has passed since the Board of Governors approved BUILD 2026, our very early achievements are encouraging, given that we are reporting on the first four months of a five-year plan. While it was anticipated COVID-19 would have long-lasting impacts on NIC, we had hoped cases, restrictions and the ongoing anxiety associated with them would have subsided by now. As a result of the Delta variant, NIC's pandemic response continues to dominate the work of the Leadership Team and the greater college community. As the fourth wave has not yet peaked, and the need for a timely responses continue, we can expect progress on some BUILD 2026 outcomes will be slowed or stalled. The Plan's vision and strategic directions continue to guide our day-to-day decision-making across all areas. The next Dashboard will be presented to the Board in the new year, with the goal of presenting an updated document three times a year.

LEADERSHIP TEAM

Achievement of BUILD 2026's audacious vision requires a senior team composed of the right people in the right positions. I am honoured and privileged to announce that two trusted, highly respected and familiar faces are part of the College's Leadership Team in new positions. Tony Bellavia was selected as the College's new Vice President, Academic. Tony leads a new Education Team with responsibility for implementation of Widening Our Doorways, NIC's Academic

plan and Working Together, NIC's Indigenization plan, into instruction and programming. As NIC's new Director of Public Affairs and Communications, Christiana Wiens' focus will be on garnering public and government support for NIC and on internal communications. Tony and Christiana join Colin Fowler, Vice President, Finance and College Services, Kathleen Kuhnert Vice President, Students and Community Engagement, Ken Crewe, Associate Vice President, People, Equity

and Inclusion, and Melanie Allison, Director, College Governance on the Leadership Team. Colin will lead a new administrative Operations Team designed to implement the College's strategic activities.





NIC PRESIDENT'S REPORT

to the BOARD OF GOVERNORS

June 10 to Sept. 14, 2021

ORIENTATION AND WELCOME BACK EVENT PHOTOS



RETURN TO CAMPUS, FALL 2021




September saw the return of more students and employees to campus and increased delivery of in-person instruction and services. It was a pleasure to see Board members join the College Conversation and Welcome Back events. In combination with virtual Student Orientations and Welcome Back booths, these events kicked-off the return to campus in the past two weeks. It has been an absolute delight to reconnect with employees and to feel the energy of more students in classrooms and on campuses. There is a tangible sense of joy of learning in the air, and it is infectious.

Students and employees have returned to a different campus this fall than in previous years. Our pursuit of individualized education and training experiences has diversified how we deliver instruction. The table below is a snapshot of how NIC has changed in response to student demand.

	Term	Fully Face-to-Face*	Blended**	Digital***	Total
2019	2019FA	93%	1%	6%	100%
Now	2021FA	31%	31%	38%	100%

* Face-to-Face Learning: In-person instruction that takes place on campus or in community
 ** Blended Learning: A mix of digital and on-campus instruction
 *** Digital Learning: Scheduled or unscheduled classes where a student connects digitally to an instructor or to course materials

NIC's response to COVID-19's disruption to post-secondary education and our commitment to high quality and caring education has seen domestic enrolments rise by 8% in the fall term. Unfortunately, the pandemic continues to affect international students, whose new and returning enrolment is down 20% from September 2020. While we anticipate international enrolment will rebound in January, we have adjusted the College's budget to keep the projected deficit for fiscal year 2021/22 to \$1.56M.



BUILD

2026

DASHBOARD

June to September 2021

Quarterly Report to the Board of Governors

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






People

We will recruit, encourage, develop, and retain a supportive, inclusive, and diverse community of employees.

1.1 HEALTHY AND PRODUCTIVE WORKPLACES

We will instill health and wellness more intentionally into college structures and operations.


Outcome: Healthier employees working in safe and supportive workplace

2026 MEASUREABLE	STATUS
National Standard of Canada for Psychological Health and Safety in the Workplace	
	Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. A new Human Resources Advisor position has been hired and research is underway to prepare a multi-year plan with key initiatives and resources identified.	

1.2 PEOPLE DEVELOPMENT

Excellent people, working together with support and development, will realize our vision and achieve our strategic goals.


Outcome: Thriving, inspired and productive employees

2026 MEASUREABLE	STATUS
People Strategy operational	
	Started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take five years to complete. A new Human Resources Advisor position has been hired and recruitment for a new Manager, Employee Relations position is underway.	

1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION

We will empower people to collaborate, inspire, and support each other.

Outcome: A culture of collaboration supported by peer networks

2026 MEASUREABLE	STATUS
Employee Engagement Survey results and actions implemented	
	Started
PROGRESS UPDATE SUMMARY	
The Employee Engagement Project Interim Action Plan was created in 2019 with many action items completed. The plan needs to be refreshed to align with BUILD 2026.	



Foundation

We will strengthen our core operations to make NIC more resilient and agile.

2.1 TEACHING AND LEARNING

We will systemically support and enhance the quality of instruction at NIC through the development of a comprehensive teaching and learning strategy.

Outcome: Teaching excellence


2026 MEASUREABLE	STATUS										
<p>Student assessment of the quality of instruction</p> <p>(% "Very good" and "Good")</p> <ul style="list-style-type: none"> • DAC = Diploma, Associate Degree, & Certificate Students Survey • TFTRV = Trades Foundation & Trades-Related Vocational Students Survey • APP = Apprenticeship Students Survey • BGS = Baccalaureate Graduates Survey 	<p>Target: >=90%</p> <table border="1"> <caption>Student Assessment Data</caption> <thead> <tr> <th>Survey</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>DAC</td> <td>95%</td> </tr> <tr> <td>TFTRV</td> <td>97%</td> </tr> <tr> <td>APP</td> <td>96%</td> </tr> <tr> <td>BGS</td> <td>87%</td> </tr> </tbody> </table>	Survey	Percentage	DAC	95%	TFTRV	97%	APP	96%	BGS	87%
Survey	Percentage										
DAC	95%										
TFTRV	97%										
APP	96%										
BGS	87%										
<p>PROGRESS UPDATE SUMMARY</p>											
<p>B.C. Student Outcomes Survey Year 1 data will be available after the end of the 2021/22 fiscal year.</p>											


2026 MEASUREABLE	STATUS
<p>Teaching and Learning Strategy Operational</p>	
<p>Not started</p>	
<p>PROGRESS UPDATE SUMMARY</p>	
<p>This initiative is expected to take five years to complete.</p>	

2.2 FINANCES

We will develop a responsive financial model to eliminate our deficit and create fiscal health.

Outcome: Fiscal strength


2026 MEASUREABLE	STATUS
Balanced budget within three years of the pandemic ending	
	Started
PROGRESS UPDATE SUMMARY	
<p>The 4th wave of the pandemic has delayed the beginning of our financial recovery until at least January 2022. Mid-year budget adjustments for fiscal year 2021/22 have been made to keep the projected deficit to \$1.56M. The continuation of the pandemic with additional operating costs and lower revenues threatens the timeline for balancing the budget.</p>	

2026 MEASUREABLE	STATUS
Long-term financial health (positive net asset position)	
	Started, scheduled for 2024/25
PROGRESS UPDATE SUMMARY	
<p>Recovery of net asset growth to pre-pandemic levels will begin post-pandemic (currently projected for 2024/25). While the pandemic has begun to erode NIC's net assets, the College has not drawn down long-term investments in over a year. This has protected funds needed for future capital projects.</p>	

2.3 INFORMATION TECHNOLOGY

We will actively and intentionally leverage our IT capacity through planning and investment.


Outcome: Resilient, stable and secure IT services with predictable costs


2026 MEASUREABLE	STATUS
IT Service Management (ITSM*) model operational	
	Started
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take five years to complete. It is initially focused on updating and replacing NIC's legacy helpdesk system in fall 2021, aligning IT services and training for employees.</p>	

2.4 CAMPUSES AND CENTRES

We will review the capacity of our teaching locations, reimagine our places, spaces and programming, and support the development of living-learning communities through student housing.

Outcome: Thriving, inspired and integrated campuses and centres

2026 MEASUREABLE	STATUS
Optimum enrolment at each location	
	Started
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take five years to complete. NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, will be finalized in the fall. This plan will include initiatives to establish campus instructional capacity.</p>	

2026 MEASUREABLE	STATUS
Campus Master Planning	
	Started
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take five years to complete. The Mixalakwa campus plan is in development and will be finalized in the fall.</p>	

2026 MEASUREABLE	STATUS
NIC Housing Commons (Comox Valley) operational	
	Started
PROGRESS UPDATE SUMMARY	
<p>In preparation for presentation to Treasury Board in fall 2021, the NIC Housing Commons business case was revised in late August 2021 to reflect current costs. A Director of Capital Projects has been hired.</p>	



Frame

We will embed caring learning services that support students in their studies.

3.1 STUDENT WELL-BEING

We will embed student well-being into programming to improve accessibility and build connections between students as they balance their responsibilities.

Outcome: Increased student-well-being

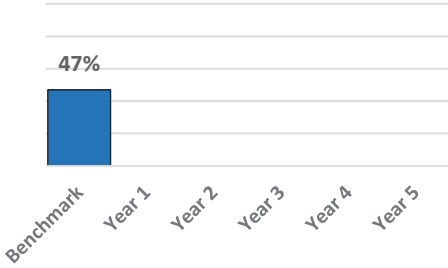
2026 MEASUREABLE	STATUS
<p>Overall mental wellbeing</p> <ul style="list-style-type: none"> (% "Average" and "High" mental well-being All students) • Overall mental well-being based on the Warwick-Edinburgh Mental Wellbeing Scale indicator (summed score of 14 items). Reference: https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs. 	<p>Target: Maintain or increase</p> <p>A bar chart with a vertical axis and a horizontal axis. The vertical axis has a tick mark at 81%. The horizontal axis has three categories: 'Benchmark', 'Year 2', and 'Year 4'. A blue bar for 'Benchmark' reaches the 81% mark. The bars for 'Year 2' and 'Year 4' are not visible, suggesting they are at or below the 81% level.</p>
PROGRESS UPDATE SUMMARY	
<p>Canadian Campus Wellbeing Survey data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions. It is anticipated that data will be available by fall 2023.</p>	

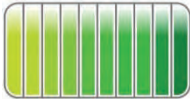
2026 MEASUREABLE	STATUS
<p>Student Service Customer Satisfaction Survey – overall satisfaction</p> <p>(% "Very satisfied" and "Satisfied")</p>	<p>Target: Maintain or increase</p> <p>A bar chart with a vertical axis and a horizontal axis. The vertical axis has a tick mark at 90%. The horizontal axis has six categories: 'Benchmark', 'Year 1', 'Year 2', 'Year 3', 'Year 4', and 'Year 5'. A blue bar for 'Benchmark' reaches the 90% mark. The bars for 'Year 1' through 'Year 5' are not visible, suggesting they are at or below the 90% level.</p>
PROGRESS UPDATE SUMMARY	
<p>NIC's Student Services annual customer service survey will launch Sept. 20, 2021. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>	


3.2 STUDENT SUPPORT AND PERSISTENCE

We will seamlessly integrate in-class and out-of-class experiences to support students in completing their studies.

Outcome: Retain students with proactive support strategies

2026 MEASUREABLE	STATUS
<p>% first-year student retention</p> <p>(Fall term retention in programs >= two years in length for students new to NIC)</p>	<p>Target: Increase</p>  <p>A bar chart with a vertical axis and a horizontal axis. The horizontal axis is labeled with 'Benchmark', 'Year 1', 'Year 2', 'Year 3', 'Year 4', and 'Year 5'. The 'Benchmark' bar is blue and reaches the 47% mark on the vertical axis. The other bars are empty.</p>
PROGRESS UPDATE SUMMARY	
<p>Benchmark is 47% (2020 fall term). Year 1 data will be available after the end of the 2021/22 fiscal year.</p>	

2026 MEASUREABLE	STATUS
<p>\$ scholarships, bursaries, awards, and emergency funds disbursed to students (maintain or increase)</p>	<p>Target: Maintain or increase</p>  <p>A progress indicator consisting of ten vertical bars of varying heights, all colored green, indicating that the target has been achieved.</p> <p>Achieved</p>
PROGRESS UPDATE SUMMARY	
<p>Since allocating \$211K to students in 2021, market increases and new allocation practices have more than doubled NIC's annual awards to students.</p>	

2026 MEASUREABLE	STATUS
<p># of childcare spaces and early childhood care and education program seats (maintain or increase)</p>	 <p>A progress indicator consisting of ten vertical bars. The first bar is green, and the remaining nine are grey, indicating that the target has just started.</p> <p>Started</p>
PROGRESS UPDATE SUMMARY	
<p>NIC is working on a business case to expand on-campus childcare services. The application will include space for Early Childhood Education program delivery.</p>	



Doorways

We will increase the many ways students can access education and training at NIC.

4.1 PROGRAM ENTRY

We will review programs to ensure they support students with multiple access points and provide pathways to learning for under-represented students.

Outcome: Wider access to courses and programs

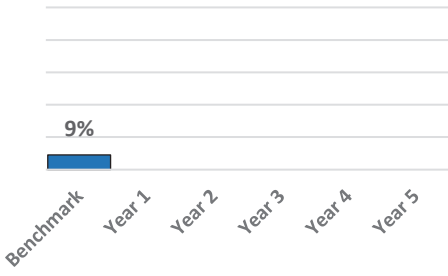
2026 MEASUREABLE	STATUS														
<p>% of FTEs in access courses and initiatives</p> <p>Each full-time student in a full-time program is equivalent to one FTE. Part-time student enrolments are converted into full-time equivalents based on their course registrations as a proportion of a full-time course load – for example, a student taking 50% of a full course load is equivalent to 0.5 FTEs.</p> <p>Access courses and initiatives include credit course FTEs for non-conventional delivery (i.e., everything that is not onsite, scheduled delivery), Indigenous students, in-community, DAL, ABE, Joy of Lifelong Learning, evening and weekend courses, dual admission and dual credit.</p>	<p>Target: Increase</p> <table border="1"> <caption>Chart Data for 4.1 Program Entry</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>40%</td> </tr> <tr> <td>Year 1</td> <td>-</td> </tr> <tr> <td>Year 2</td> <td>-</td> </tr> <tr> <td>Year 3</td> <td>-</td> </tr> <tr> <td>Year 4</td> <td>-</td> </tr> <tr> <td>Year 5</td> <td>-</td> </tr> </tbody> </table>	Category	Value	Benchmark	40%	Year 1	-	Year 2	-	Year 3	-	Year 4	-	Year 5	-
Category	Value														
Benchmark	40%														
Year 1	-														
Year 2	-														
Year 3	-														
Year 4	-														
Year 5	-														
PROGRESS UPDATE SUMMARY															
<p>Benchmark is 40% (FY 2019/20). Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															

4.2 LEARNING AND SERVICES

We will increase access to education and training by offering students flexible learning and service options.


Outcome: Serve more adult students through flexible delivery

2026 MEASUREABLE	STATUS														
<p>% of courses with more than one entry point per year</p> <p>(Credit courses with more than one entry point)</p>	<p>Target: Increase</p> <table border="1"> <caption>Chart Data for 4.2 Learning and Services</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>27%</td> </tr> <tr> <td>Year 1</td> <td>-</td> </tr> <tr> <td>Year 2</td> <td>-</td> </tr> <tr> <td>Year 3</td> <td>-</td> </tr> <tr> <td>Year 4</td> <td>-</td> </tr> <tr> <td>Year 5</td> <td>-</td> </tr> </tbody> </table>	Category	Value	Benchmark	27%	Year 1	-	Year 2	-	Year 3	-	Year 4	-	Year 5	-
Category	Value														
Benchmark	27%														
Year 1	-														
Year 2	-														
Year 3	-														
Year 4	-														
Year 5	-														
PROGRESS UPDATE SUMMARY															
<p>NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, will be finalized in the fall. It will include initiatives to expand the percentage of courses with more than one entry point/year. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															

2026 MEASUREABLE	STATUS
<p>% of courses with multiple modes of delivery</p> <p>(Credit courses with more than one delivery type and blended delivery)</p>	<p>Target: Increase</p> 


PROGRESS UPDATE SUMMARY

During the 2021/22 academic year, NIC will offer increased flexibility for students. 68% of courses or programs will be offered in either a face-to-face or blended format and 32% of courses will be offered digitally. Year 1 data will be available after the end of the 2021/22 fiscal year.

2026 MEASUREABLE	STATUS
<p>Digital learning strategy developed and operational</p>	 <p>Not started</p>

PROGRESS UPDATE SUMMARY

This is a five-year initiative with the goal to develop and establish a digital learning strategy through NIC's updated academic plan, *Widening Our Doorways 2026*, which will be finalized in the fall.

2026 MEASUREABLE	STATUS
<p>Digital service strategy developed and operationalized</p>	 <p>Not started</p>

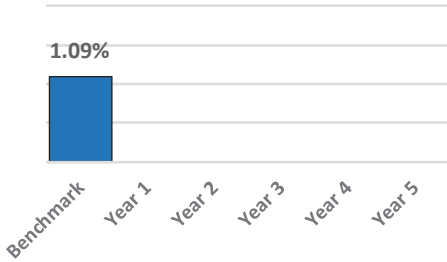
PROGRESS UPDATE SUMMARY

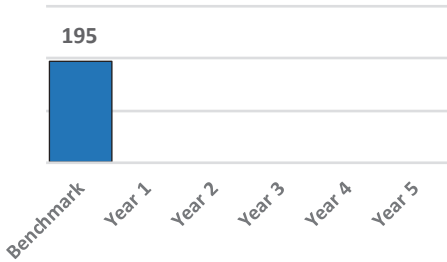
This is a five-year initiative to develop and establish a digital service strategy. While a digital service model was successfully developed in response to the pandemic, and a hybrid of in person and digital services are now available, student satisfaction survey data will support development of an ongoing digital service delivery strategy.

4.3 PATHWAYS TO LEARNING

We will connect students to learning opportunities close to home and across BC.

Outcome: Seamless transitions to and from NIC

2026 MEASUREABLE	***STATUS														
<p>% of BC high school students who transition to NIC within two years of graduation</p> <p>(# of transitioners to NIC/# of graduates BC)</p>	<p>Target: Increase</p>  <table border="1"> <caption>Chart Data for % of BC high school students who transition to NIC</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>1.09%</td> </tr> <tr> <td>Year 1</td> <td></td> </tr> <tr> <td>Year 2</td> <td></td> </tr> <tr> <td>Year 3</td> <td></td> </tr> <tr> <td>Year 4</td> <td></td> </tr> <tr> <td>Year 5</td> <td></td> </tr> </tbody> </table>	Category	Value	Benchmark	1.09%	Year 1		Year 2		Year 3		Year 4		Year 5	
Category	Value														
Benchmark	1.09%														
Year 1															
Year 2															
Year 3															
Year 4															
Year 5															
PROGRESS UPDATE SUMMARY															
<p>Overall, 242 youth between ages of 8 and 14 participated in NIC Youth Academy summer camp activities in summer 2021. The camps familiarize youth with NIC. The review and renewal of dual credit agreements with local school districts will occur over the 2021/22 academic year. Year 1 data will be available in June 2022.</p>															

2026 MEASUREABLE	STATUS														
<p># students participating in post-secondary pathway agreements</p>	<p>Target: Increase</p>  <table border="1"> <caption>Chart Data for # students participating in post-secondary pathway agreements</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>195</td> </tr> <tr> <td>Year 1</td> <td></td> </tr> <tr> <td>Year 2</td> <td></td> </tr> <tr> <td>Year 3</td> <td></td> </tr> <tr> <td>Year 4</td> <td></td> </tr> <tr> <td>Year 5</td> <td></td> </tr> </tbody> </table>	Category	Value	Benchmark	195	Year 1		Year 2		Year 3		Year 4		Year 5	
Category	Value														
Benchmark	195														
Year 1															
Year 2															
Year 3															
Year 4															
Year 5															
PROGRESS UPDATE SUMMARY															
<p>NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, will be finalized in the fall. It will include initiatives to expand the number of students participating in post-secondary pathway agreements. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															



Rooms

We will examine and renew our programs, the types of credentials we offer, and the needs of the unique communities we serve.

5.1 INDIGENOUS* EDUCATION

* Inclusive of First Nations, Métis, Inuit, and their communities, arts, cultures, and histories in Canada.

We will work collaboratively with Indigenous communities to develop and deliver unique programming that incorporates Indigenous knowledge, language, and culture.

Outcome: Indigenous-led learning

2026 MEASUREABLE	STATUS														
<p>% of Indigenous student FTEs</p> <p>(% of domestic FTES self-identified in K-12 and B.C. post-secondary per B.C.'s Aboriginal Administrative Data Standard)</p> <p>Each full-time student in a full-time program is equivalent to one FTE. Part-time student enrolments are converted into full-time equivalents based on their course registrations as a proportion of a full-time course load – for example, a student taking 50% of a full course load is equivalent to 0.5 FTEs.</p> <p>Target is based on 2016 Census data showing the percent of Indigenous people in the population of the NIC region. The target will be updated based on 2021 Census data when First Nations People, Metis and Inuit data become available in the fall of 2022.</p>	<p>Target: >=13%</p> <table border="1"> <caption>Chart Data for % of Indigenous student FTEs</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>18%</td> </tr> <tr> <td>Year 1</td> <td>0%</td> </tr> <tr> <td>Year 2</td> <td>0%</td> </tr> <tr> <td>Year 3</td> <td>0%</td> </tr> <tr> <td>Year 4</td> <td>0%</td> </tr> <tr> <td>Year 5</td> <td>0%</td> </tr> </tbody> </table>	Category	Value	Benchmark	18%	Year 1	0%	Year 2	0%	Year 3	0%	Year 4	0%	Year 5	0%
Category	Value														
Benchmark	18%														
Year 1	0%														
Year 2	0%														
Year 3	0%														
Year 4	0%														
Year 5	0%														
PROGRESS UPDATE SUMMARY															
<p>This is a five-year initiative to maintain or increase the percentage of Indigenous students FTEs through the Indigenization Plan. NIC has established several partnerships and educational agreements with Indigenous communities for the 2021/22 academic year and continues to offer Indigenous language courses. Year 1 data will be available after the 2020/21 fiscal year.</p>															


2026 MEASUREABLE	STATUS														
<p>% of Indigenous students satisfied with NIC in helping them to meet their educational goals</p> <p>(% "Very satisfied" and "Satisfied")</p>	<p>Target: >=90%</p> <table border="1"> <caption>Chart Data for % of Indigenous students satisfied</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>95%</td> </tr> <tr> <td>Year 1</td> <td>0%</td> </tr> <tr> <td>Year 2</td> <td>0%</td> </tr> <tr> <td>Year 3</td> <td>0%</td> </tr> <tr> <td>Year 4</td> <td>0%</td> </tr> <tr> <td>Year 5</td> <td>0%</td> </tr> </tbody> </table>	Category	Value	Benchmark	95%	Year 1	0%	Year 2	0%	Year 3	0%	Year 4	0%	Year 5	0%
Category	Value														
Benchmark	95%														
Year 1	0%														
Year 2	0%														
Year 3	0%														
Year 4	0%														
Year 5	0%														
PROGRESS UPDATE SUMMARY															
<p>The 2021 NIC Indigenous Education Student Satisfaction Survey will launch in December 2021. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															


2026 MEASUREABLE	STATUS
# of Indigenization Plan recommendations operational	
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to implement recommendations in the Indigenization Plan. Key employees are in place, and core competency training is in development.	


5.2 COMMUNITY-CONNECTED LEARNING

We will enrich student learning through student-centred, community-relevant learning.

Outcome: Place-based learning

2026 MEASUREABLE	STATUS
# students participating in co-ops, practicums, internships and other work-integrated learning experiences	<p>Target: Maintain or increase</p> 
PROGRESS UPDATE SUMMARY	
This is a five-year initiative with the goal to increase the number of students participating in work-integrated learning experiences. Work is underway to expand, integrate or formalize student opportunities. Year 1 data will be available after the end of the 2021/22 fiscal year.	

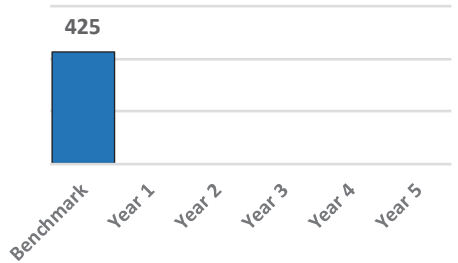
2026 MEASUREABLE	STATUS
Place-based learning strategy operational	
PROGRESS UPDATE SUMMARY	
This multi-year initiative will establish a place-based learning strategy through NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , which will be finalized in the fall.	

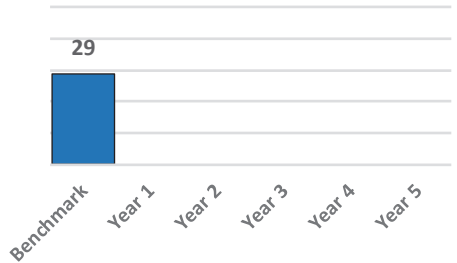
2026 MEASUREABLE	STATUS
Child care and learning facility operational	
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take until 2024 to complete. NIC is working on a business case to expand on-campus childcare spaces at the Comox Valley campus. The business case will include space for Early Childhood Education program delivery.</p>	

5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING

We will offer individualized and customized education and training to meet the changing needs of students, industry, and communities.

Outcome: Individualized advising support and customizable training or programs

2026 MEASUREABLE	STATUS														
# of students with advising support	<p>Target: Increase</p>  <table border="1"> <caption>Advising Support Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>425</td> </tr> <tr> <td>Year 1</td> <td>-</td> </tr> <tr> <td>Year 2</td> <td>-</td> </tr> <tr> <td>Year 3</td> <td>-</td> </tr> <tr> <td>Year 4</td> <td>-</td> </tr> <tr> <td>Year 5</td> <td>-</td> </tr> </tbody> </table>	Year	Value	Benchmark	425	Year 1	-	Year 2	-	Year 3	-	Year 4	-	Year 5	-
Year	Value														
Benchmark	425														
Year 1	-														
Year 2	-														
Year 3	-														
Year 4	-														
Year 5	-														
PROGRESS UPDATE SUMMARY															
<p>A revised tracking process has been launched to track future students and current students. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															

2026 MEASUREABLE	STATUS														
# of short-term customized micro-credentials and programs	<p>Target: Maintain or increase</p>  <table border="1"> <caption>Micro-credentials Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>29</td> </tr> <tr> <td>Year 1</td> <td>-</td> </tr> <tr> <td>Year 2</td> <td>-</td> </tr> <tr> <td>Year 3</td> <td>-</td> </tr> <tr> <td>Year 4</td> <td>-</td> </tr> <tr> <td>Year 5</td> <td>-</td> </tr> </tbody> </table>	Year	Value	Benchmark	29	Year 1	-	Year 2	-	Year 3	-	Year 4	-	Year 5	-
Year	Value														
Benchmark	29														
Year 1	-														
Year 2	-														
Year 3	-														
Year 4	-														
Year 5	-														
PROGRESS UPDATE SUMMARY															
<p>Year 1 data will be available after the end of the 2021/22 fiscal year through NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, which will be finalized in the fall.</p>															

5.4 GLOBAL LEARNING

We will develop a phased plan to broaden and renew international education at NIC.

Outcome: Revitalize and diversify international engagement at NIC

2026 MEASUREABLE	STATUS														
<p># new international students each year</p>	<p>Target: Increase</p> <table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>214</td> </tr> <tr> <td>Year 1</td> <td>0</td> </tr> <tr> <td>Year 2</td> <td>0</td> </tr> <tr> <td>Year 3</td> <td>0</td> </tr> <tr> <td>Year 4</td> <td>0</td> </tr> <tr> <td>Year 5</td> <td>0</td> </tr> </tbody> </table>	Category	Value	Benchmark	214	Year 1	0	Year 2	0	Year 3	0	Year 4	0	Year 5	0
Category	Value														
Benchmark	214														
Year 1	0														
Year 2	0														
Year 3	0														
Year 4	0														
Year 5	0														
PROGRESS UPDATE SUMMARY															
<p>This initiative will increase enrolment through an established sustainable international enrolment and service model. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															


2026 MEASUREABLE	STATUS
<p># of active capacity- building agreements</p>	<p>Achieved</p>
PROGRESS UPDATE SUMMARY	
<p>NIC's goal of having one new international project by 2023 is considered complete. As of September 2021, NIC has a new international project, four student mobility opportunities, two Global Skills Opportunities grants, two new pathway agreements and two MOUs.</p>	


2026 MEASUREABLE	STATUS								
<p>Canadian Campus Wellbeing Survey - International student agreement that NIC provides a supportive learning environment</p> <p>(% "Strongly agree" and "Agree" International students)</p>	<p>Target: Maintain or increase</p> <table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>81%</td> </tr> <tr> <td>Year 2</td> <td>0</td> </tr> <tr> <td>Year 4</td> <td>0</td> </tr> </tbody> </table>	Category	Value	Benchmark	81%	Year 2	0	Year 4	0
Category	Value								
Benchmark	81%								
Year 2	0								
Year 4	0								
PROGRESS UPDATE SUMMARY									
<p>Canadian Campus Wellbeing Survey data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions. It is anticipated that data will be available by fall 2023.</p>									

5.5 PROGRAM RESPONSE AND RENEWAL

NIC will continue to deliver high-quality, relevant, and responsive programming.

Outcome: High-quality, relevant and responsive programming Priority High

2026 MEASUREABLE	STATUS
<p># of programs with program renewal plans*</p> <p>* Program renewal plans provide programming and embedded services for workers, small business owners and industries negatively affected by the pandemic.</p>	<div style="text-align: center;">  </div> <p>Not started</p>
<p>PROGRESS UPDATE SUMMARY</p>	
<p>This initiative is expected to take five years to complete. The process will be established over the course of the 2021/22 academic year.</p>	

2026 MEASUREABLE	STATUS
<p>Quality Assurance Process Audit (QAPA**), Province of BC</p> <p>** An external review process, required by all public post-secondary institutions, Government of BC website: bit.ly/BCQAPA</p>	<div style="text-align: center;">  </div> <p>Started</p>
<p>PROGRESS UPDATE SUMMARY</p>	
<p>NIC's institutional review is scheduled for 2023. Meanwhile, 11 programs are preparing to proceed through a program review process in the upcoming academic year.</p>	




Windows

We will raise awareness about the quality and diversity of learning at NIC.

6.1 BRAND AND IDENTITY

We will build on history and culture to establish our distinct place in an increasingly competitive post-secondary landscape.

Outcome: Clearly describe who we are, what we do, and for whom we do it


2026 MEASUREABLE	STATUS
Better defined overall role and scope of the College	
	Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative with the goal to establish NIC's brand through a Community Engagement Strategy. Work has begun on the RFP process for a market research study and digital audit.	


6.2 INTEGRATED ENROLMENT

We will integrate marketing, recruitment, and advising strategies to better serve students.

Outcome: Better coordinate and strengthen how we communicate the value of our programs to prospective students*

* A person from any demographic or community who has expressed interest in studying at NIC for any amount of time.

2026 MEASUREABLE	STATUS
% of programs with a clearly defined student audience profile	
	Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to establish a student audience profile for programs. Key positions have been filled to support marketing and recruitment. The academic division will work with Student Services to establish student audience profiles.	

2026 MEASUREABLE	STATUS
% programs with integrated enrolment strategies	 Not started
PROGRESS UPDATE SUMMARY	
<p>This initiative is expected to take five years to complete. Integrated enrolment strategies are planned, in NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, which will be finalized in the fall.</p>	

2026 MEASUREABLE	STATUS
Measured and qualified digital performance	 Not started
PROGRESS UPDATE SUMMARY	
<p>A new Director of Future Students and Community Engagement and a Marketing Manager have been hired and a request for proposals for a digital presence audit and digital marketing strategy has begun.</p>	




Roof

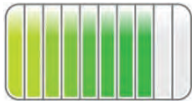
We will develop diverse, inclusive, and accountable processes that support college employees and provide new opportunities to contribute.

7.1 RECONCILIATION

We will include Indigenous worldviews in governance processes across the College.

Outcome: Adoption of the Truth and Reconciliation Commission’s (TRC) Calls to Action for Education and the UN Declaration on the Rights of Indigenous Peoples

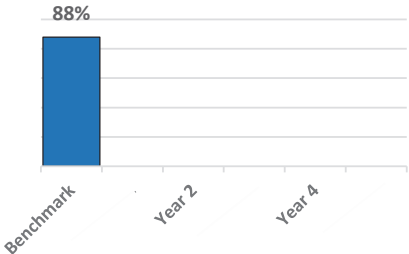
2026 MEASUREABLE	STATUS
% of employees who participate in educational initiatives and intercultural competency training.	
	Started
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to have 75% of employees complete core competency training. NIC-specific Indigenous cultural training materials are being developed; however, training has not yet begun.	

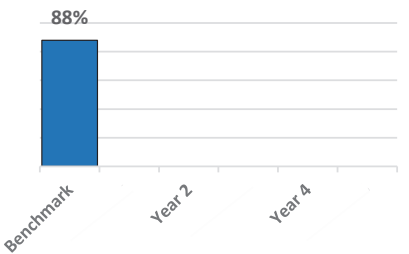
2026 MEASUREABLE	STATUS
# of named program areas with clear and measurable commitments to address specific TRC calls to action for education	
	Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to have all named program areas with clear and measurable commitments address specific TRC calls to action for education through an Indigenization Plan. Five of six program areas have achieved this goal.	


7.2 DIVERSITY, EQUITY, AND INCLUSION


We will meaningfully foster diversity, equity and inclusion by creating safe learning and workplaces and eliminating the inequities in NIC classrooms, systems, and structures.

Outcome: A diverse, equitable and inclusive college that welcomes all

2026 MEASUREABLE	STATUS
<p>Student agreement that they are respected at NIC regardless of personal characteristics, identity or background</p> <p>(% "Strongly agree" or "Agree" All students)</p>	<p>Target: Maintain or increase</p>  <p>The chart displays a single bar for the Benchmark at 88%. The x-axis is labeled with 'Benchmark', 'Year 2', and 'Year 4'. The y-axis has a horizontal line at 88%.</p>
<p>PROGRESS UPDATE SUMMARY</p> <p>This ongoing initiative will be addressed through a Diversity, Equity and Inclusion Strategy. Data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions in the Canadian Campus Wellbeing Survey. It is anticipated that NIC will participate in Winter 2023, with data available by fall 2023.</p>	

2026 MEASUREABLE	STATUS
<p>Student agreement that NIC values diversity</p> <p>(% "Strongly agree" or "Agree" All students)</p>	<p>Target: Maintain or increase</p>  <p>The chart displays a single bar for the Benchmark at 88%. The x-axis is labeled with 'Benchmark', 'Year 2', and 'Year 4'. The y-axis has a horizontal line at 88%.</p>
<p>PROGRESS UPDATE SUMMARY</p> <p>This ongoing initiative will be addressed through a Diversity, Equity and Inclusion Strategy. Data will be updated on a biennial schedule dependent on cohort participation of B.C. public post-secondary institutions in the Wellbeing Survey. It is anticipated that NIC will participate in Winter 2023 Canadian Campus Wellbeing Survey, with data available by fall 2023.</p>	

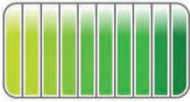
2026 MEASUREABLE	STATUS
Diversity, Equity and Inclusion Strategy operational	
	Started
PROGRESS UPDATE SUMMARY	
A cross-college working group has commenced work on an Equity, Diversity and Inclusion Policy, however a Diversity, Equity and Inclusion Strategy has not yet been developed.	

2026 MEASUREABLE	STATUS
% students and employees who self- report as a member of a marginalized group protected from discrimination by the BC Human Rights Code	
	Not started
PROGRESS UPDATE SUMMARY	
This initiative is expected to take multiple years to complete. It is designed to increase the percent of employees and students who identify as a marginalized group through the development of a Diversity, Equity and Inclusion Strategy. Baseline data is not yet available.	

7.3 TRANSPARENCY AND ACCOUNTABILITY

We will facilitate open dialogue, collaboration, and consultation, to manage risk, achieve our goals, and obtain results.

Outcome: Clear, productive, and accountable organizational structure that uses a respectful and consultative decision-making framework

2026 MEASUREABLE	STATUS
New structures, teams and committees operational	
	Achieved
PROGRESS UPDATE SUMMARY	
New administrative structures have been implemented and will be revised as needed.	

2026 MEASUREABLE	STATUS
<p>Regular engagement with the North Island Students' Union (NISU).</p>	<div data-bbox="1133 323 1321 422" style="text-align: center;"> </div> <p data-bbox="998 447 1073 470">Started</p>
PROGRESS UPDATE SUMMARY	
<p>This initiative to develop strategies to increase student participation through regular engagement with NISU is ongoing. A regular meeting schedule with NISU has been developed and regular Student Town Halls are planned.</p>	

7.4 ENROLMENT PLANNING

We will adjust our offerings through data-driven, program-specific, regionally responsive, collaborative enrolment planning and review that responds to student demand and guides our resourcing.

Outcome: Optimum college-wide domestic and international enrolment

2026 MEASUREABLE	STATUS
<p>Enrolment targets for all programs</p>	<div data-bbox="1138 978 1326 1077" style="text-align: center;"> </div> <p data-bbox="998 1102 1110 1125">Not started</p>
PROGRESS UPDATE SUMMARY	
<p>NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, will be finalized in the fall. It will include initiatives to establish enrolment targets for all programs.</p>	



Environment


We will implement practices that acknowledge the cultural significance of the traditional lands on which we are gathered and sustain the planet for future generations.


8.1 CLIMATE AND SUSTAINABILITY

We will combat climate change through education, research, and operations.

Outcome: Climate change education and research

2026 MEASUREABLE	STATUS
Create benchmarks and targets to understand and improve efforts to reduce climate change	
	Started
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to track sustainability through the adoption of the UN Sustainable Development Goals. NIC tracks carbon emissions and offsets as part of its annual report to government.	

2026 MEASUREABLE	STATUS
# of courses, research, and applied learning initiatives that include sustainability	
	Not started
PROGRESS UPDATE SUMMARY	
This is an ongoing initiative to increase the number of learning initiatives that include sustainability. Work will be implemented through NIC's updated academic plan, <i>Widening Our Doorways 2026</i> , which will be finalized in the fall and the Centre of Applied Research, Technology and Innovation. Baseline data has not yet been collected.	

2026 MEASUREABLE	STATUS
Retrofits and construction that reduce energy use and greenhouse gas emissions	
	Started
PROGRESS UPDATE SUMMARY	
This is a five-year initiative to implement processes through facilities planning. NIC receives funding for projects that reduce emissions. This year, two new electric vehicle charging stations were installed at the Comox Valley campus.	

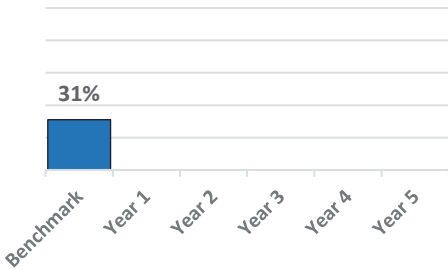


Communities

9.1 SERVING THE PEOPLE OF THE REGION

We will serve all communities, including those with barriers to participation in education and the economy.

Outcome: Higher enrolment from within the region

2026 MEASUREABLE	STATUS														
<p>% of in-region public high school graduates who transition to NIC within two years of graduation</p> <p>(# of transitioners to NIC/# of graduates NIC region)</p>	<p>Target: Increase</p>  <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>31%</td> </tr> <tr> <td>Year 1</td> <td>0%</td> </tr> <tr> <td>Year 2</td> <td>0%</td> </tr> <tr> <td>Year 3</td> <td>0%</td> </tr> <tr> <td>Year 4</td> <td>0%</td> </tr> <tr> <td>Year 5</td> <td>0%</td> </tr> </tbody> </table>	Category	Value	Benchmark	31%	Year 1	0%	Year 2	0%	Year 3	0%	Year 4	0%	Year 5	0%
Category	Value														
Benchmark	31%														
Year 1	0%														
Year 2	0%														
Year 3	0%														
Year 4	0%														
Year 5	0%														
PROGRESS UPDATE SUMMARY															
<p>The review and renewal of dual credit agreements with local school districts will occur during the 2021/22 academic year. Year 1 data will be available after the end of the 2021/22 fiscal year.</p>															

9.2 COMMUNITY ENGAGEMENT

We will support the people and communities we serve through active collaboration and engagement.

Outcome: To be at the heart of civic conversations

2026 MEASUREABLE	STATUS
<p>Community Engagement Strategy created</p> <p>Alumni Association operational</p>	 <p>Started</p>
PROGRESS UPDATE SUMMARY	
<p>Key positions have been filled in preparation for strategy development and the creation of an Alumni Association.</p>	

9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION

We will intentionally use human, financial, and physical resources to promote social and economic development.

Outcome: To be a hub for knowledge, service and innovation in the North Island

2026 MEASUREABLE	STATUS
<p># of active community partnerships</p>	<div data-bbox="1133 436 1328 541" data-label="Figure"> </div> <p data-bbox="998 562 1073 590">Started</p>
PROGRESS UPDATE SUMMARY	
<p>Key positions have been filled to support the development of a Community Engagement Strategy and increase the number of active community partnerships.</p>	

2026 MEASUREABLE	STATUS														
<p># of students involved in research projects</p>	<p data-bbox="1013 869 1170 896">Target: Increase</p> <div data-bbox="1013 919 1463 1178" data-label="Figure"> <table border="1"> <caption>Research Project Student Involvement Data</caption> <thead> <tr> <th>Category</th> <th>Number of Students</th> </tr> </thead> <tbody> <tr> <td>Benchmark</td> <td>13</td> </tr> <tr> <td>Year 1</td> <td>0</td> </tr> <tr> <td>Year 2</td> <td>0</td> </tr> <tr> <td>Year 3</td> <td>0</td> </tr> <tr> <td>Year 4</td> <td>0</td> </tr> <tr> <td>Year 5</td> <td>0</td> </tr> </tbody> </table> </div>	Category	Number of Students	Benchmark	13	Year 1	0	Year 2	0	Year 3	0	Year 4	0	Year 5	0
Category	Number of Students														
Benchmark	13														
Year 1	0														
Year 2	0														
Year 3	0														
Year 4	0														
Year 5	0														
PROGRESS UPDATE SUMMARY															
<p>This is an ongoing initiative to increase the number of students involved in research projects through NIC's updated academic plan, <i>Widening Our Doorways 2026</i>, which will be finalized in the fall. The Centre for Applied Research Technology and Innovation has submitted new research submissions for student work. Year 1 data will be available after the 2021/22 fiscal year.</p>															

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

*Working together, North Island College builds healthy and thriving communities,
one student at a time.*

AGENDA ITEM: **Regular Meeting**
4.2.1 Fiscal 20/21 Financial Information Act (attachment)

Background:

All “public bodies”, which includes the public post-secondary sector, must prepare statements of information in accordance with the Financial Information Act, and in the prescribed format. The key reports that are disclosed in the Statement of Financial Information (SOFI) are:

- A report showing each employee earning more than \$75,000;
- A report showing amounts paid to suppliers of goods and services that are more than \$25,000;
- A schedule of Guarantees and Indemnity agreements; and
- NIC’s audited financial statements that were approved by the Board in June.

A copy of the reports identified above is included in the Board package.

Action:

For approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2021 AS REQUIRED UNDER THE FINANCIAL INFORMATION ACT.

NORTH ISLAND COLLEGE

STATEMENT OF FINANCIAL INFORMATION

FOR THE YEAR ENDED MARCH 31, 2021

Financial Information Regulation (FIR) Schedule 1

**NORTH ISLAND COLLEGE
SCHEDULE OF DEBTS
FIR SCHEDULE 1, SECTION 4
FOR THE YEAR ENDED MARCH 31, 2021**

The outstanding amount of debt secured by debt instruments is NIL.

**NORTH ISLAND COLLEGE
MANAGEMENT REPORT
FIR SCHEDULE 1, SECTION 9 (3)
FOR THE YEAR ENDED MARCH 31, 2021**

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with generally accepted accounting principles and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises this responsibility. The Board meets with management and the external auditors once a year or as needed.

The external auditors, KPMG, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Financial Information Act. Their examination includes a review and evaluation of North Island College's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Board of Governors.

On behalf of North Island College:

Colin Fowler
Vice President, Finance & Facilities

Eric Mosley
Chair, Board of Governors

Date

Date

**NORTH ISLAND COLLEGE
APPROVAL OF FINANCIAL INFORMATION
FIR SCHEDULE 1, SECTION 9 (1)
FOR THE YEAR ENDED MARCH 31, 2021**

The undersigned represents the Board of Governors of North Island College and approves all statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.

On behalf of North Island College:

Eric Mosley
Chair, Board of Governors

Date

**NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2021**

North Island College has given the following indemnities under the Guarantees and Indemnities Regulation:

	Issue Date	Indemnity Number	Indemnitee	Description
1.	09/13/2017	20187771	Al Davidson Ltd.	1636 Peninsula Road lease
2.	07/25/2007	080263	BC Health Authorities	Work Experience / Practicum Placements
3.	10/13/2010	110962	Canadian Red Cross Society	First Aid Courses
4.	11/26/2019	202011159	Canadian Red Cross Society	Learning Experiences
5.	02/01/2018	20188649	City of Port Alberni	2018-2021 Lease 4751 Tebo Avenue
6.	12/14/2021	202112423	Cybersecurity Collaboration Agreement	University College & Institute Protection Program Canarie
7.	05/20/2019	202010370	Educational Institution Affiliation Agreement	Collaboration practicum placement sites at non - HCPP sites
8.	08/17/2011	120618	Follett Higher Education Group	Online Access to Text Rental Website
9.	02/01/2017	20187173	Frost Financial Corp.	Lease of space at Thunderbird Mall for Port Hardy Campus.
10.	11/20/2020	202112333	Kryterion Testing Solutions	Proctored Internet-based tests through Webassessor.

**NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2021**

North Island College has given the following indemnities under the Guarantees and Indemnities Regulation:

Issue Date	Indemnity Number	Indemnitee	Description
11. 04/01/2016	20176184	Minister of Indian Affairs and Northern Development	DIAND initiatives
12. 08/21/2018	20199423	Mitacs Inc.	Internships/Fellowships at Mt. Waddington
13. 11/20/2020	202112519	National Advanced Placement & Prior Learning Program (N-APPL)	Providing and delivering academic services
14. 03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
15. 01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software
16. 06/18/2009	100349	Performance Objects Inc.	Master subscription agreement for Software
17. 10/15/2019	202010766	Seniors Village 3 LLP	Practice Education
18. 09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.

**NORTH ISLAND COLLEGE
STATEMENT OF SEVERANCE AGREEMENTS
FIR SCHEDULE 1, SECTION 6 (7)
FOR THE YEAR ENDED MARCH 31, 2021**

There were no new severance agreements made between North Island College and its non-unionized employees during fiscal year ended March 31, 2021.

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2021**

A. Board of Governors

Name	Position	Remuneration	Expenses
Atherton, Jane	Board Member	2,500	-
Bellrose, Darius	Board Member	1,500	228
Chakraborty, Priyanka	Board Member/Student Empl.	3,717	-
Everson, Robert	Board Member	2,500	-
Frank, Sharlene	Board Member	2,500	-
Hunt, Ross	Board Member	2,500	187
McCubbin, Andrew	Board Member	2,500	-
Minaker, Barry	Board Member	2,500	-
Mosley, Eric	Board Chair	2,750	781
Murphy, Jane	Board Member	2,875	273
Puetz, Valery	Board Member	2,500	91
Sawatzky, Jeanette	Board Member	1,500	228
Scarlatti, Christopher	Board Member	1,000	800
Trasolini, Patricia	Board Member	2,500	-
		33,342	2,588

B. Other Employees > \$75,000

Name		Remuneration	Expenses
Ackland, Shirley	Fac, Appld Bus Tech	99,335	-
Almond, Janis	Fac, Accessible Learning	99,305	-
Anderson, James	Inst, Human/Social Sciences	93,811	157
Awai, Katriona	Manager, Financial Services	97,514	1,995
Baird, Niki	Fac, Accessible Learning	99,298	1,741
Balfry, Patrick	Inst, Automotive, Trades	80,364	-
Banton-Smith, Samantha	Inst, Counsellor, Human Services	87,472	-
Batch, Cory	Inst, Electronics	99,333	4,069
Batho, Catherine	Inst, Early Childhood Education	99,333	136
Bauby, Xavier	Inst, Professional Cook	98,632	-
Beaupre, Byron	Inst, Heavy Duty Mech	80,704	-
Bellavia, Antonio	Ass. Vice President Access	146,591	278
Bellham, Darin	Ass. Registrar, Student Services	83,868	-
Bennis, Othman	Inst, Business Admin	90,340	2,484
Black, Casey	Dir, Information Technology	150,315	4,035

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2021**

B. Other Employees > \$75,000 (continued)

Name		Remuneration	Expenses
Blacquiere, Ashley	Inst, Digital Design & Development	90,316	2,167
Blaiklock, Felicity	Dir, Student Affairs & PA Admin	109,718	171
Bowman, John	President	206,755	-
Brady, Aisling	Inst, Math/Sciences	101,514	-
Budisa-Bonneau, Anita	Coord, Work Integrated Ed	99,335	1,864
Burton, Pamela	Inst, Nursing	99,334	-
Cameron, Debra	Inst, ABE & Math & Sciences	97,467	401
Caraballo Acosta, Pedro	Inst, Tourism	96,584	7,524
Carrel, Alix	Inst, Human/Social Sciences	99,351	56
Chapelle, Alan	Inst, Bus Admin	96,311	-
Charette, Nick	Inst, Plumbing/Heating	99,986	-
Child, Sara	Inst, Indigenous Education	81,375	-
Chow, Yiling	Inst, Human/Social Sciences	99,339	396
Connell, Katrina	Inst, Early Child Care Ed	90,438	-
Crewe, Ken	Dir, Human Resources	130,044	-
Cruickshank, Neil	Dean, Arts/Sciences/Tech	125,747	228
Cumming, Anne	Inst, English	101,955	757
Dack, Richard	Inst, Nursing	99,255	91
Davis, Ronald	Inst, Bus Admin	98,813	-
Deagle, Heidi	Inst, Nursing	99,223	-
Deagle, Sarah	Asst Registrar, Enroll Serv	81,389	1,065
Deveaux, Natalie	Coord, Assessment Services	81,388	1,612
Diemer, Jason	Inst, Math/Sciences	99,333	-
Domae, Lisa	Exec.VP, Academic COO	158,631	1,211
Elgersma, Fetze	Int Mgr, App Services & Edu Tech	86,784	980
Elias, Harley	Inst, Tourism	83,337	-
Erickson, Murray	Inst, Bus Admin	101,259	2,328
Faust, Sandra	Inst, Adult Basic Ed	99,333	-
Finnerty, Jolean	Manager, Office of Advancement	79,289	91
Fleck, Susan	Director, Finance	114,230	2,061
Fowler, Colin	Vice-Pres Finance & Facilities	155,480	2,232
Fraser, Joanna	Inst, Nursing	94,109	5,000
Gaetz, Roslyn	Fac, Access Learn Serv	99,335	-
Gallant, Lynette	Coord, Library Services	99,335	2,698
Gardiner-Hyndy, Richelle	Inst, Human/Social Sciences	99,292	-
George, Darren	Inst, Math/Sciences	99,333	-

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2021**

B. Other Employees > \$75,000 (continued)

Name		Remuneration	Expenses
Gereluk, Theresa	Inst, Early Child Care Ed	99,314	-
Gingras, Jeannette	Inst, Office Admin	99,222	-
Girard, Elizabeth	Inst, Acc Learning	86,725	-
Goodliffe, Rachel	Inst, Practical Nursing	99,440	-
Graham, David	Dir, Facilities Management	130,247	3,864
Gray, Danean	Manager, Human Resources	96,585	91
Gus, Wilma	Inst, Adult Basic Ed	99,394	2,975
Haggith, Kathleen	Dean, Health & Human Services	125,747	741
Hardin, Erik	Inst, Carpentry Apprentice	99,333	-
Harris, Wendy	Learning Specialist, CVC	99,335	895
Harrison, Donna	Inst, Math/Sciences	99,313	-
Harsell, Bradley	Inst, Electronics	81,815	1,134
Hartman, RaeAnn	Assoc Dean, Health & Human	102,150	331
Hartnett, Caitlin	Inst, Adult Basic Ed	83,152	5,625
Haugen, Robert	Mgr, Contract & Training Services	85,275	1,034
Hearnden, Margaret	Global Learning Facilitator	91,020	1,000
Heidt, Randall	VP, Strategic Initiatives	152,423	7,309
Herringer, Mark	Exec Dir, Int'l Education	133,778	1,101
Hinman-Smith, Daniel	Inst, Human/Social Sciences	99,333	-
Howie, Heather	Asst Registrar, Records	78,129	734
Irving, Alan	Inst, Professional Cook	90,506	-
Johns, David	Inst, Electrical	126,183	-
Johnsen, Kelly	Inst, Human Services	96,715	744
Jones, Michele	Inst, Math/Sciences	81,816	-
Jones, Miriam	Mgr, Stud Servs & Projs	91,643	1,126
Khan, Alexandra	Dir, Marketing & Comm	107,538	13,622
Knaack, Liesel	Dir, Cen T & L Innovation	110,195	993
Kuhnert, Kathleen	Assoc VP, Stu Serv/Registra	134,986	1,398
Laird, Robert	Inst, Carpentry Apprentice	99,333	-
Lawrence, Jeffrey	Inst, Human/Social Sciences	99,333	-
Leclair, Junko	Mgr, Int Enrol & Recruit	78,310	85
Lightfoot, Dennis	Inst, Math/Sciences	99,480	56
Lowey Mackenzie, Kerri	Inst, Human Services	99,333	-
Lu, Frank	Inst, Bus Admin	99,333	600

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2021**

B. Other Employees > \$75,000 (continued)

MacFadgen, Lynne	Regional Dir, CE & Training	102,800	-
Madarasz, Christian	Inst, Office Admin	99,333	-
Marriott, Judith	Inst, Bus Admin	99,289	1,625
Martin, Dean	Manager, Student Life	94,431	374
Mason, Karen	Inst, Nursing (SH)	99,333	7,698
Mayboudi, Ali	Inst, Bus Admin	99,335	-
McCaffrey, Noreen	Inst, Adult Basic Ed, Assessment	99,363	525
McConomy, Erin	Inst, English	81,778	1,685
McIntosh, Stephen	Inst, Joinery/Cabinet	99,397	-
McKay, Elizabeth	Inst, Nursing	99,111	-
McPherson, Barbara	Inst, Practical Nursing	101,437	-
Meiers, Janice	Inst, Nursing	106,813	-
Merry, Donna	Reg Mgr, Mixalakwa Campus	98,969	-
Michaud, Laurie	Inst, Nursing, Coord, Practice Plc.	102,675	4,357
Milligan, Sandra	Inst, Math/Sciences	99,333	696
Morrison, William	Inst, College Centre	99,333	-
Moseley, Ann-Marie	Inst, Bus Admin	77,612	-
Naugler, Diane	Dean, Bus & Applied Studies	125,747	158
Nelson, Peggy	Adm Mgr, EVP Academic	80,694	46
Newton, Sean	Inst, English	99,333	2,500
Oberik, Lynne	Inst, Nursing	99,333	586
O'Connell, Cheryl	Dean, Trades & Technical	125,747	4,442
O'Donnell, Kathleen	Inst, Acc Learning	99,333	-
Paquet-Combe, Marie-France	Inst, Health Care Assistant	76,423	-
Parkinson, William	Dir, Enrollment Planning	113,869	574
Patterson, Deena	HR Advisor, HRM & HRIS	83,849	-
Pelletier, Norma	Inst, Bus Admin	99,333	-
Perron, Linda	Inst, Fine Arts	99,333	-
Petr, Trevor	Inst, Electrical	99,333	-
Petteplace, Lindsay	HR Adv, Recruit & Benefits	75,677	583
Pinel, David	Inst, Indigenous Eco Touris	99,346	922
Plautz, Karl	Inst, Welder Fabricator	95,829	-
Posner, Christopher	Inst, Automotive Mechanics	81,891	-
Rowes, Amy	Counsellor	97,051	1,880
Russell, Elizabeth	Inst, Fine Arts	90,002	-
Schiller, Suzanne	Fac, Learning Commons	98,605	-
Schmidt, Danita	Inst, Adult Basic Ed	96,514	-
Scholtz, Antonie	Inst, Human/Social Sciences	88,212	-

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2021**

Shantz, Susan	Inst, Human Services	89,369	743
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B. Other Employees > \$75,000 (continued)

Name		Remuneration	Expenses
Shopland, Kelly	Dir, Indigenous Education	105,353	-
Simpson, Nadine	Inst, Adult Basic Ed	99,355	401
Skulmoski, Wes	Mgr, Inst Research & Planning	87,342	-
Stuart, Leslie	Coord, Learning Centre, PN	101,043	-
Tabata, Naomi	Manager, CARTI	91,327	-
Taylor, Jason	Inst, Electrical	89,213	-
Tilston, Caroline	Inst, Nursing	93,839	-
Trudel, Anthony	Inst, Adult Basic Ed & Assessment	94,511	406
Tulloch, Laurie	Inst, Early Child Care Ed	99,333	-
Udy, Christopher	Dir, Trades & Technical	111,772	-
Van De Ven, Gerald	Manager, Health & Safety	89,577	-
van Orden, Meindert	Inst, English	79,682	-
Vipond, Sara	Inst, Fine Arts	99,334	3,848
Wallace, Jason	Manager,Purch,Print,Retail Serv	84,129	13,587
Wang, Sherrie	Inst, Math/Sciences	99,333	202
Watts, Lesley-Anne	Inst, English	86,093	-
Willers, Michael	Inst, Math/Sciences	99,333	-
Wilson, Megan	Inst, Media/Graphic Design, Fine Ar	99,291	3,791
Wrye, Jennifer	Inst, Human/Social Sciences	99,333	-
Yells, Bryan	Mgr, Facilities Operations	86,832	1,908
Zhao, Chunxiao	Inst, Bus Admin	99,333	2,500
		14,487,889	149,323

C. Other Employees < \$75,000

Consolidated Remuneration / Expenses < \$75,000	14,072,720	160,488
TOTAL	28,593,951	312,399

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2021**

A. Payments >\$25,000

Name	Payment
Abell Pest Control	40,005
Adam's the Tarp & Tool Co. Ltd	36,962
Agnel Egidor Worth	32,320
Alberni Valley Refrigeration	45,189
Baiocco Ventures Ltd	30,361
BC Electronic Library Network	121,486
BC Hydro	258,841
BCNET	597,869
Bee-Clean Building Maintenance	703,018
Bell Media Inc	33,734
Blackboard Inc	58,737
Camosun College	38,144
CDW Canada, Inc	57,441
Cengage Canada	91,572
Charter Telecom	113,819
City Electric Supply	38,496
City of Courtenay	106,049
City of Port Alberni	163,646
Clermont's Ultimate Tool Supply Inc	27,803
College Pension Plan	1,803,129
Comox Valley United Way	30,712
Compugen Inc	583,756
Container King	27,160
COSTCO Wholesale	31,287
Dale's Plumbing And Mechanical Ltd	71,198
Dependable Lawn Care Ltd	112,449
Diesel Laptops Lic	41,881
Digarc	29,093
Employer Health Tax	604,950
English Bay Entertainment Inc	31,500
ESC Automation	289,957
Explorance	30,015
Festo Didactic Ltd	107,988
Footprints Security Patrol Inc	119,943

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2021**

A. Payments >\$25,000 (continued)

Name	Payment
Formline Architecture	118,770
FortisBC-Natural Gas	65,443
Frosst Financial Corp	167,030
Genus Investments	62,468
Grant Illuminated Signs	26,791
Harris & Company	59,174
Hitec Screen Printing	25,145
Houle Electric Limited	409,023
Idp Education Ltd	46,495
Illume Student Advisory Services Inc	41,135
Island West Coast Developments Ltd	776,018
Kevin's Lawn Care	40,127
KPMG LLP T4348	31,395
Leaders International	47,706
Lentelus Farms	40,058
Linde Canada Inc	49,734
Login Canada	38,421
Manulife Financial	2,176,914
McElhanney Consulting	73,791
McQueen Construction Ltd	529,053
Microserve V8205	970,245
Moneris/Chase	186,864
MPS	26,891
Municipal Pension Plan	859,305
Nelson Roofing & Sheet Metal Ltd	73,338
Nuu-Chah-Nulth Tribal Council	65,415
Oxford University Press	27,584
Peak Landscaping	31,804
Pearson Education Canada	136,838
Port Alberni Shelter Society	35,175
Providence Residential Community Care	91,140
Purolator Inc	33,985
Queens Printer	91,354

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2021**

Receiver General of Canada 1,455,075

A. Payments >\$25,000 (continued)

Name	Payment
Ricoh Canada Inc	54,202
Roper Grevall Llp	49,068
Russell Food Equipment Ltd	50,421
School District #72	138,294
ScreenScape Networks Inc	35,058
Sea45 Compliance Consult & Creative	39,900
Service First Ltd	49,587
Shell Energy North America (Canada) Inc	55,813
Southern Butler Price	33,866
Ssa Quantity Surveyors Ltd	28,896
Staples Business Advantage	251,120
Sysco Victoria	46,943
TELUS Mobility	96,002
Tianxiang Liu (Victor)	29,397
Top Hat	29,449
Tyco Integrated Fire And Security	77,892
Vancouver Island Enterprises	28,565
Vancouver Island University	128,655
Vancouver Island Varsteel	40,748
Windsor Plywood	40,652
Worksafe BC	67,669
	\$ 16,792,411

B. Consolidated Payments <\$25,000 **\$ 3,311,284**

C. Grants & Contributions

Consolidated Payments for Grants & Contributions > \$25,000 214,956

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2021**

Consolidated Payments for Grants & Contributions < \$25,000

-

\$ 214,956

TOTAL

\$ 20,318,651

**NORTH ISLAND COLLEGE
RECONCILIATION TO FINANCIAL STATEMENTS
FIR SCHEDULE 1, SECTION 6 & 7
FOR THE YEAR ENDED MARCH 31, 2021**

Items reported under FIR

Employee Remuneration - Schedule 1, Section (6)	28,593,951
Employee Expenses - Schedule 1, Section (6)	312,399
Supplier Payments - Schedule 1, Section (7)	20,318,651

\$	49,225,001
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Per Financial Statements - Schedule of Expenses

50,820,385

Reconciling items

Capital Purchases	2,854,446
Amortization of Capital Assets	(4,000,240)
GST Rebates and Recoveries	361,971
Accrual Timing, Tax and other Differences	(811,561)

\$	49,225,001
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Financial Information Regulation, Schedule 1
Checklist – Statement of Financial Information (SOFI)

For the Corporation:

Corporate Name: North Island College Contact Name: Ingrid Burkholder, CGA,CPA
 Fiscal Year End: March 31, 2021 Phone Number: (250) 334-5214
 Date Submitted: September 30, 2021 E-mail: ingrid.burkholder@nic.bc.ca

For the Ministry:

Ministry Name: _____ Reviewer: _____
 Date Received: _____ Deficiencies: Yes No
 Date Reviewed: _____ Deficiencies Addressed: Yes No
 Approved (SFO): _____ Further Action Taken: _____

Distribution: Legislative Library Ministry Retention

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
General					
1 (1) (a)	Statement of assets and liabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (b)	Operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (c)	Schedule of debts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (d)	Schedule of guarantee and indemnity agreements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (e)	Schedule of employee remuneration and expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (f)	Schedule of suppliers of goods and services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (3)	Statements prepared on a consolidated basis or for each fund, as appropriate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (4) 1 (5)	Notes to the financial statements for the statements and schedules listed above	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Statement of Assets & Liabilities					
2	<ul style="list-style-type: none"> • A balance sheet prepared in accordance with GAAP or stated accounting principles / policies, and • Show changes in equity and surplus or deficit due to operations 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Operational Statement					
3 (1)	Prepared in accordance with GAAP or stated accounting principles / policies and consists of: <ul style="list-style-type: none"> • a Statement of Income or Statement of Revenue and Expenditures, and • a Statement of Changes in Financial Position 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3 (2) 3 (3)	<ul style="list-style-type: none"> • The Statement of Changes in Financial Position may be omitted if it provides no additional information • The omission must be explained in the notes 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3 (4)	Community colleges, school districts, and municipalities must prepare a Statement of Changes in Financial Position for the Capital Fund	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Schedule of Debts					
4 (1) (a) 4 (2)	List each long-term debt (secured by debentures, mortgages, bonds, etc.), stating the amount outstanding, the interest rate, and the maturity date	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (1) (b)	Identify debts covered by sinking funds or reserves and amounts in these accounts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (3) 4 (4)	<ul style="list-style-type: none"> • The schedule may be omitted if addressed under section 2 or 5 and it provides no additional information • The omission must be explained in a note to the schedule 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Schedule of Guarantee and Indemnity Agreements					
5 (1)	List financial agreements that required government approval prior to being given (see Guarantees and Indemnities Regulation in FIA Guidance Package)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5 (2)	State the entities involved, and the specific amount involved if known	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5 (3) 5 (4)	<ul style="list-style-type: none"> • The schedule may be omitted if addressed under section 2 or 4 and it provides no additional information • The omission must be explained in a note to the schedule 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedule of Remuneration and Expenses (See Guidance Package for suggested format)					
6 (2) (a)	List separately, by name and position, the total remuneration and the total expenses for each elected official, member of the board of directors, and employee appointed by Cabinet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (b)	List alphabetically each employee whose total remuneration exceeds \$75,000 and the total expenses for each [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (c)	Include a consolidated total for employees whose remuneration is \$75,000 or less [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (d)	Reconcile or explain any difference between total remuneration in this schedule and related information in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (3)	Exclude personal information other than name, position, function or remuneration and expenses of employees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Schedule of Remuneration and Expenses (See Guidance Package for suggested format)					
6 (6)	Report the employer portion of EI and CPP as a supplier payment to the Receiver General for Canada rather than as employee remuneration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (7) (a) 6 (7) (b)	Include a statement of severance agreements providing: <ul style="list-style-type: none"> • the number of severance agreements under which payment commenced in the fiscal year being reported on for non-union employees, and • the range of equivalent months' compensation for them (see Guidance Package for suggested format)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (8)	Provide the reason for omitting a statement of severance agreements in a note to the schedule of remuneration and expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Schedule of Suppliers of Goods or Services (See Guidance Package for suggested format)					
7 (1) (a)	List in alphabetical order all suppliers of goods and services who received aggregate payments exceeding \$25,000	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (b)	Include a consolidated total of all payments to suppliers who received \$25,000 or less	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (c)	Reconcile or explain any difference between the consolidated total and related figures in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (2) (b)	Include a statement of payments for the purposes of grants or contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Inactive Corporations					
8 (1)	The ministry reports for the corporation if the corporation is not operating to the extent required to produce a SOFI	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (a)	The ministry's report contains the statements and schedules required under section 1 (1), to the extent possible	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (b)	The ministry's report contains a statement of the operational status of the corporation (see Guidance Package regarding what to include)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Approval of Financial Information					
9 (1)	Corporations other than municipalities – the SOFI is signed as approved by the board of directors or the governing body (see Guidance Package for example)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (2)	Municipalities – the SOFI is approved by its council and by the officer assigned responsibility for financial administration (see Guidance Package for example)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
9 (3)	A management report is included, signed by the head and chief financial officer, or by the municipal officer assigned responsibility for financial administration (see examples in annual report at http://www.gov.bc.ca/cas/popt/)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (4)	The management report explains the roles and responsibilities of the board of directors or governing body, audit committee, management, and the auditors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (5)	Signature approvals required in section 9 are for each of the statements and schedules of financial information, not just the financial statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Financial Information Act
Financial Information Regulation (FIR), Schedule 1

Statement of Financial Information (SOFI)
Index to FIR Schedule 1 and the Checklist

Page 1: Corporation Information

Ministry Information

General: Section One

- 1(1)(a) Statement of assets and liabilities
- 1(1)(b) Operational statement
- 1(1)(c) Schedule of debts
- 1(1)(d) Schedule of guarantee and indemnity agreements
- 1(1)(e) Schedule of employee remuneration and expenses
- 1(1)(f) Schedule of suppliers of goods and services
- 1(2) [Explanatory information for reference]
- 1(3) Statements prepared on a consolidated basis or for each fund
- 1(4) & (5) Notes to the statements and schedules in section 1(1)

Page 2: Statement of Assets & Liabilities: Section Two

- 2 Balance sheet
- Changes in equity and surplus or deficit

Operational Statement: Section Three

- 3(1) Statement of Income / Statement of Revenue and Expenditures
- Statement of Changes in Financial Position
- 3(2) & (3) Omission of Statement of Changes in Financial Position, with explanation
- 3(4) Requirement for community colleges, school districts and municipalities

Statement of Debts: Section Four

- 4(1)(a) & 4(2) List and detail the schedule of long-term debts
- 4(1)(b) Identify debts covered by sinking funds / reserves
- 4(3) & (4) Omission of schedule, with explanation

Page 3: Schedule of Guarantee and Indemnity Agreements: Section Five

- 5(1) List agreements under the Guarantees and Indemnities Regulation
- 5(2) State the entities and amounts involved
- 5(3) & (4) Omission of schedule, with explanation

Page 3 & 4: Schedule of Remuneration and Expenses: Section Six

- 6(1) [Definitions for reference]
- 6(2)(a) List remuneration / expenses for each elected official, member of board, Cabinet appointees
- 6(2)(b) List each employee with remuneration exceeding \$75,000, plus expenses
- 6(2)(c) Consolidated total for all employees with remuneration of \$75,000 or less
- 6(2)(d) Reconcile difference in total remuneration above with operational statement
- 6(3) Exclude personal information other than as required

Page 3 & 4: Schedule of Remuneration and Expenses: Section Six (continued)

- 6(4) & (5) [Explanatory information for reference]
- 6(6) Report employer portion of EI and CPP as a supplier payment
- 6(7)(a) & (b) Statement of severance agreements
- 6(8) Explain an omission of statement of severance agreements
- 6(9) [Statement of severance agreements to minister – not required unless requested]

Page 4: Schedule of Suppliers of Goods or Services: Section Seven

- 7(1)(a) List suppliers receiving payments exceeding \$25,000
- 7(1)(b) Consolidated total of all payments of \$25,000 or less
- 7(1)(c) Reconcile difference in total above with operational statement
- 7(2)(a) [Explanatory information for reference]
- 7(2)(b) Statement of payments of grants or contributions
- 7(2)(c) [Explanatory information for reference]

Page 5: Inactive Corporations: Section Eight

- 8(1) Ministry to report for inactive corporations
- 8(2)(a) Contents of report – statements and schedules under section 1(1) to extent possible
- 8(2)(b) Contents of report – operational status of corporation

Approval of Financial Information: Section Nine

- 9(1) Approval of SOFI for corporations (other than municipalities)
- 9(2) Approval of SOFI for municipalities
- 9(3) Management report
- 9(4) Management report must explain roles and responsibilities
- 9(5) Signature approval is for all contents of the SOFI

Access to the Financial Information: Section Ten

- 10(1) to (3) [Explanatory information for reference]

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

*Working together, North Island College builds healthy and thriving communities,
one student at a time.*

AGENDA ITEM: **Regular Meeting**
4.2.2 5-year Capital Plan (attachment)

Background:

Each year, the Ministry of Advanced Education and Skills Training requests a Five-Year Capital Plan submission from all public post-secondary institutions.

The timing of the Ministry’s request for this information each year requires the work to be done over the summer months when the Board doesn’t meet. It is our normal practice to submit the report in draft form to meet the Ministry’s timeline but noting that it still needs to go to the Board for approval. A final version of the plan will be submitted after approval by the Board. The Ministry understands that their timelines necessitate this methodology.

Executive Summary:

NIC’s 5-year capital plan includes four projects, the funding sources are summarized below. The Board has received more detailed briefings on the first two projects on this list, as they are the furthest along – with the Gathering Place project in Campbell River already receiving Ministry approval (and funding) to proceed.

Comox Valley Campus Student Housing

Estimated Cost: \$65.9 million

Proposed Funding Sources: Provincial Capital Grant \$54.4M, Debt Financing \$9.5M, NIC \$2M

- This project has proceeded to the Ministry and Treasury Board approval stage.
- Schematic design is complete, and the budget is based on a “Class C” cost estimate.

The Ministry requested an update to the Class C cost estimate which is the basis for deriving the budget for this project. That was completed on August 18, 2021, and the business case was updated to include this revision. The revised business case was sent to the Ministry on September 3, 2021.

Comox Valley Academic Building (to replace Village Portables)

Estimated Cost: \$27M

Proposed Funding Sources: Provincial Grant \$25M, NIC \$2M

- A new building to replace the Village portables.
- NIC is going to update the Campus Master plan for the Comox Valley campus prior to beginning design work on this project. Work on the Campus Master plan to begin this Fall to inform planning work on the new Academic building.

Port Alberni New Trades Building

Estimated Cost: \$22M

Proposed Funding Sources: Provincial Grant \$21M, NIC \$1M

Campbell River Student Housing

Estimated Cost: \$45M

Proposed Funding Sources: TBD – this project is simply a placeholder for the future (beyond the 5-year capital plan).

Action:

For approval

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE-YEAR CAPITAL PLAN (22/23 to 26/27) FOR FINAL SUBMISSION TO THE MINISTRY.

Five-Year Capital Plan Instructions (2022/23 to 2026/27)

Attachment 3: Prioritized List of Proposed Projects



Project Categories

- Category 1: New Priority Projects
- Category 2: Whole Asset Replacement & Renewal Projects
- Category 3: Student Housing Projects
- Category 4: Routine Capital

#	Institution	Campus	Region	Program Type	Project Description	Project Category	Strategic Alignment				Facility Condition Index (for existing assets)	Asset Replacement Value	Anticipated Construction Start Date (Month/Year)	Anticipated Occupancy Date (Month/Year)	Total Project Budget	Total Cashflow Forecast 2022/23	Total Cashflow Forecast 2023/24	Total Cashflow Forecast 2024/25	Total Cashflow Forecast 2025/26	Total Cashflow Forecast 2026/27	Total Cashflow Forecast Outgoing Years	Provincial Cashflow Forecast 2022/23	Provincial Cashflow Forecast 2023/24	Provincial Cashflow Forecast 2024/25	Provincial Cashflow Forecast 2025/26			
							CleanBC Targets	DRIPA Response	Mass Timber Eligibility	Community Benefits																		
1	NIC	Comox Valley	Vancouver Island / Coastal	Student Housing	New student housing complex. Single student and Family housing.	Student Housing Projects	Yes	Yes	Yes	Yes	N/A	N/A	Mar/2022	Aug/2023	\$ 65,883,000	\$ 4,000,000	\$ 21,000,000	\$ 40,883,000				\$ 4,000,000	\$ 20,000,000	\$ 30,417,688				
2	NIC	Comox Valley	Vancouver Island / Coastal	Health Sciences	New Academic building to replace the "Village" portable complex. Inadequate teaching space.	Whole Asset Replacement & Renewal Projects	Yes	Yes	Yes	Yes	0.61	\$ 3,432,033	Apr/2024	Dec/2025	\$ 27,000,000		\$ 9,000,000	\$ 18,000,000					\$ 9,000,000	\$ 16,000,000				
3	NIC	Port Alberni	Vancouver Island / Coastal	Trades	Replacement of the outdated and insufficient leased Tebo Vocational building with the construction of a new building built on the College property adjacent to the existing campus buildings.	Whole Asset Replacement & Renewal Projects	Yes	Yes	Yes	Yes	0.80	\$ 4,737,985	Apr/2025	Sep/2026	\$ 22,000,000			\$ 12,000,000	\$ 10,000,000					\$ 12,000,000				
4	NIC	Campbell River	Vancouver Island / Coastal	Student Housing	New Student Housing complex.	Student Housing Projects	Yes	Yes	Yes	Yes	N/A	N/A	Apr/2026	Aug/2028	\$ 45,000,000				\$ 15,000,000	\$ 30,000,000								
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															\$ 159,883,000	\$ 4,000,000	\$ 21,000,000	\$ 49,883,000	\$ 30,000,000	\$ 25,000,000	\$ 30,000,000	\$ 4,000,000	\$ 20,000,000	\$ 39,417,688	\$ 28,000,000	\$ 24,000,000	\$ 30,000,000	\$ 145,417,688

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

*Working together, North Island College builds healthy and thriving communities,
one student at a time.*

AGENDA ITEM: Regular Meeting
4.2.3 Update to Budget for the Comox Valley
Student Housing Project

Background:

In July 2021, the Ministry of Advanced Education and Skills Training asked the College to update the budget for the Comox Valley campus student housing project. The Ministry wanted to ensure they had updated costing in the project business case for a possible trip to Treasury Board this fall.

The College reached out to SSA Quantity Surveyors Ltd, who did the original “Class C” cost estimate based on the Indicative design completed in early 2020. No design changes were made, the update to the cost estimate was based on the same Indicative design work completed in early 2020. The revised Class C cost estimate was received on August 18, 2021, and the Student Housing Business case was updated to reflect the new cost estimates. The adjusted financial analysis section of the business case is attached.

These revised figures were built into the business case and sent to the Ministry on September 3rd, 2021. The table below shows the breakdown in the changes to the funding sources for the project:

Comox Valley Student Housing Project

	August 2021 Budget	June 2020 Budget	Change
Funding Source (in millions)			
Direct capital funding (Provincial grant)	54.4	48.1	6.3
New Debt Financing	9.5	8.3	1.2
Internal Financing (NIC)	<u>2</u>	<u>3.2</u>	<u>(1.2)</u>
Total	65.9	59.6	6.3

Action:

For the Board’s information.

4.0 FINANCIAL ANALYSIS

4.1 Capital Budget

The Housing Commons at NIC is projected to cost \$65.9 million, an estimate that is based on a Class C Cost Estimate prepared by SSA Quantity Surveyors (see Appendix). The estimate is inclusive of all the capital costs associated with the project and it meets Step 4 of BC's Energy Code. Table 4.1 provides a breakdown of the project costs, with further details included in the Appendix.

Table 4.2 provides the project breakdown by source of funds. Of the \$65.9 million total project cost, NIC is recommending a capital grant contribution of \$54.4 million from the provincial government, representing just over 83% of the total project budget. This capital grant will keep NIC's debt cost down, which will lower the overall operating costs for the Housing Commons at NIC.

Table 4-1 Estimated Project Costs

Category	Student Housing
Planning and Design	\$6,778,220
Construction	\$44,574,185
Contingencies	\$6,338,727
Escalation	\$3,664,995
Equipment and Furniture	\$2,360,041
Permits, Development Cost Charges and Net GST	\$2,166,832
Total Project Costs	\$65,883,000

Interest during construction (IDC) is included in the project contingencies.

Table 4-2 Project Funding (\$ Millions)

Project Component	Project Costs	Funding Sources			
		Prov. Loan	Prov. Grant	Institution Internal	Other (describe)
Housing Commons	\$65,883,000	\$9,465,312	\$54,417,688	\$2,000,000	

4.2 Operating Budget

COMPREHENSIVE STATEMENT OF OPERATIONS AND CASH FLOWS

The following is a comprehensive Statement of Operations and Cash Flows, summarized in Table 4-3. It includes all costs from NIC's detailed housing operating model, including direct staffing, student leaders, security, janitorial, repairs, maintenance and Wi-Fi.

NIC has met with staff from BC post-secondary institutions with family housing and has created an operating model to reflect learnings from the research. We are recommending the Ministry support 83% of the total housing capital costs, including a contingency budget of \$6.3 million and an escalation budget of \$3.6 million. This will keep debt-servicing costs at a manageable level and allow NIC's operating model to be self-sustaining.

While the operating model is self-sustaining, it does not provide much of a contingency for unknown events, especially in the project's early years. The Ministry of Advanced Education and Skills Training can assist by providing financial flexibility to NIC related to student housing. For example, the student housing amortization cost is \$1.647 million, while the deferred capital cost revenue is \$1.360 million. This creates an amortization pressure of \$0.287 million to be funded by rental revenues, but it creates little room for contingency within the project. Provincial financial flexibility would fund the project's amortization pressure and help ensure the success of the Housing Commons at NIC.

Assumptions

- All figures are in 2021 dollars with progressions for rising costs factored into the tables for future years. Revenue and expenses escalate annually in parallel.
- The College will receive Ministry funding for \$54,417,688 million. NIC's contribution is \$11.5 million, based on \$9.5 million in debt financing and a \$2 million contribution.
- The financing includes required parking upgrades.
- In cooperation with the K'ómoks First Nation, and to support the Indigenization of the space, NIC will commission a totem.
- The term of the loan is 30 years and the estimated interest rate is 3.06%.
- A Year 1 contingency of \$50,000 is included in the operating budget.

Table 4-3 NIC Student Housing Statement of Operations and Cash Flows in 2021 CAD

Cash Flow - Traditional Funding Model NIC Student Housing										
Year	1	2	3	4	5	6	7	8	9	10
<i>Revenue Escalation</i>	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<i>Expenses Escalation</i>	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
REVENUE										
Gross Rental Income (all 12 months)	\$1,966,200	\$2,005,524	\$2,045,634	\$2,086,547	\$2,128,278	\$2,170,844	\$2,214,261	\$2,258,546	\$2,303,717	\$2,349,791
Less Vacancy/Bad Debt (4%)	\$(78,648)	\$(80,221)	\$(81,825)	\$(83,462)	\$(85,131)	\$(86,834)	\$(88,570)	\$(90,342)	\$(92,149)	\$(93,992)
Summer/Conference Revenue (0%)	\$	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Ancillary Revenue	\$59,400	\$60,588	\$61,800	\$63,036	\$64,296	\$65,582	\$66,894	\$68,232	\$69,597	\$70,988
Projected Operating Revenue	\$1,946,952	\$1,985,891	\$2,025,609	\$2,066,121	\$2,107,443	\$2,149,592	\$2,192,584	\$2,236,436	\$2,281,165	\$2,326,788
Deferred Capital Contribution	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442	\$1,360,442
Total Revenue	\$3,307,394	\$3,346,333	\$3,386,051	\$3,426,563	\$3,467,886	\$3,510,035	\$3,553,026	\$3,596,878	\$3,641,607	\$3,687,230
OPERATING EXPENSES										
Staff	\$511,548	\$521,779	\$532,215	\$542,859	\$553,716	\$564,791	\$576,086	\$587,608	\$599,360	\$611,348
Non-Staff	\$651,928	\$664,967	\$678,266	\$691,831	\$705,668	\$719,781	\$734,177	\$748,861	\$763,838	\$779,115
Projected Total Operating Expenses	\$1,163,476	\$1,186,746	\$1,210,481	\$1,234,691	\$1,259,384	\$1,284,572	\$1,310,263	\$1,336,469	\$1,363,198	\$1,390,462
NET OPERATING INCOME	\$783,476	\$799,145	\$815,128	\$831,430	\$848,059	\$865,020	\$882,321	\$899,967	\$917,966	\$936,326
Other Expenses										
Debt Service Payment	\$482,557	\$482,557	\$482,557	\$482,557	\$482,557	\$482,557	\$482,557	\$482,557	\$482,557	\$482,557
Maintenance Reserve				\$30,000	\$40,000	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000
Amortization	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075	\$1,647,075
Year 1 Contingency (part of NIC budget)	\$50,000									
Total Expenses	\$3,343,108	\$3,316,378	\$3,340,113	\$3,394,323	\$3,429,016	\$3,474,204	\$3,509,895	\$3,546,101	\$3,582,830	\$3,620,094
NET SURPLUS	\$(35,714)	\$29,955	\$45,938	\$32,241	\$38,869	\$35,831	\$43,131	\$50,777	\$58,777	\$67,136
<i>Debt Service Coverage Ratio</i>	1.6	1.7	1.7	1.7	1.8	1.8	1.8	1.9	1.9	1.9

<i>Total Project Cost:</i>	<i>\$65,883,000</i>
<i>Total Debt:</i>	<i>\$9,465,312</i>
<i>Amortization (Months):</i>	<i>360</i>
<i>Interest Rate:</i>	<i>3.06%</i>

Funding Sources:	
Ministry Funding	54,417,688
Debt Financing	9,465,312
NIC Contribution	2,000,000
Total	65,883,000

OPERATING COSTS

NIC will adapt processes and procedures to operate student housing based on examples of successful self-operated housing at the University of Victoria, Vancouver Island University (VIU) and other BC public post-secondary institutions. We will follow guidelines developed by an Operations Subcommittee and former consultant Ian Johnsrude, who brought more than 11 years of housing experience from Seneca College, Algonquin College, and VIU. Ian provided valuable planning, support and leadership until his passing in late 2020.

The following analysis reveals the financial viability of the proposed new student housing facility at the Comox Valley campus, with assumptions on space utilization, unit distribution, project costs, rental rates, staffing models and operating costs.

Table 4-4 North Island College Student Housing Annual Operating Expenses

Student Housing Operating Budget			
Annual costs	Salary	Benefits	Total
Employee Salaries			
Manager, Student Housing			\$129,143
Student Housing Life & Organizer			\$72,457
Family Housing Life & Organizer			\$72,457
Community Leaders Rent (x7)			\$84,000
Community Leaders (x7)			\$35,000
Front desk/Manager Support			\$61,742
On-Call and call-out contingency			\$40,000
PD/Training			\$16,750
Staffing Costs			\$511,548
Utilities (Hydro, Wi-Fi)			\$162,496
Security 24/7			\$163,072
Furniture and Equipment Replacement			\$50,000
Janitorial			\$189,160
Landscaping			\$40,000
Annual housing software fees			\$31,200
Events and Miscellaneous			\$16,000
Operating Costs			\$651,928
Total annual operating budget			\$1,163,476

Assumptions

- Employee wages and benefits based on estimated pay grades and on-call contingency to be established.
- Student Community Leaders' rental expenses are included in remuneration (studio apartments). On-duty costs are for additional work, outside of normal expectations.
- Software fees do not include \$13,000-\$17,000 purchase costs, depending on system used. Fees range from \$1,000 to \$30,000 per year.
- Training includes annual international and regional conferences, one-time costs for applied suicide intervention training, protect international training and ongoing Community Leader training.

LOAN AMORTIZATION

- A loan amortization table has been prepared with the first ten years summarized in Table 4-3.
- Payback period: up to 30 years.
- Interest rate assumption: 3.06% based on Provincial Treasury's long-term borrowing rates.

4.3 Rental Rates

The proposed rental rates strike a balance between affordability for students and the College's ability to generate sufficient revenue to maintain a safe and secure facility while providing a positive living and learning experience. One of the project's key strategies in the first operational year will be to achieve full occupancy as soon as possible, establishing a reputation for effective building management and providing a high-quality housing environment.

Monthly student housing rents at four comparable or nearby post-secondary institutions (University of Victoria, Vancouver Island University, Thompson Rivers University and University of the Fraser Valley) range from \$755 to \$966 per month for a bedroom in cluster, double or quad apartment units.

The College is proposing a monthly all-inclusive rent of \$800/month in a quad apartment room as a conservative estimate. This includes all furnishings and utilities. As such, each apartment would generate \$3,200 monthly when completely occupied. A studio apartment would rent for \$1,050, with a discount for students serving as floor advisors. Nano suites would rent for \$850. In the family building, two-bedroom suites, with one or more students, would rent for \$1,475/month.

Table 4-5 Rental Rates

Estimated Rental Schedule	Units	Beds	Recommended Monthly Rental Rates Per Person (CAD)	Monthly Revenue (CAD)	Total AY Rent (CAD)
Family Housing 2 Bedroom/2-Bathroom	20	20	\$1,475 per family	\$29,500	\$354,000
Single Student Housing Studio Suite	39	39	\$1,050	\$40,950	\$491,400
Single Student Housing Nano Suite	12	12	\$850	\$10,200	\$122,400
Single Student Housing 4-Bedroom / 2-Bathroom Quad Suite	26	104	\$800	\$83,200	\$998,400
TOTAL	97	175	\$936	\$163,850	\$1,966,200

Assumptions

- Based on 175 apartments providing rental income.
- Rents include furnishings, electricity, gas, water/sewer, trash service and Wi-Fi. A 'one bill' system will serve as part of the marketing plan for the building.
- The College has based rates on a combination of competitive market comparisons for the Comox Valley market and typical rates for same styles at other campuses.
- NIC has based terms on a 100% 12-month contract for single students and family units, although some units will be available for short-term rentals.

Ancillary Revenue

- Suites are not intended for commercial use. Although NIC will partner with community organizations engaged in learning activities to fill units in the off-season, no substantial ancillary revenue is planned.
- Visiting families will be able to access one of three visitor suites, not including one suite left vacant for emergencies.
- Visitor suites could rent for approximately \$99 per night.
- Total annual anticipated ancillary revenue is \$59,400 (25 nights x \$99 x 12 months x 2 suites).

4.4. Project Financing

The project will be funded with a mix of grant funding from the Ministry of Advanced Education and Skills Training (AEST), NIC debt financing and NIC contributions. The mix of funding from each of those sources has been selected to keep debt-financing costs down, which will help ensure NIC's operating model is self-sustaining.

Table 4-6 provides a breakdown of the project capital budget over the construction timeframe. It assumes that NIC will receive approval for the project in 2021. NIC will work with AEST to determine the impacts to project financing should the project be delayed in approval.

NIC's financing model does not rely heavily on ancillary revenue, which helps to mitigate the risk associated with a reliance on external funding sources. The operating model for the Housing Commons at NIC is grounded on the assumption that students are at the centre of our planning and will be the preferred tenants through all months of the year. However, many of community partners, including 19 Wing, Island Health, School District 71 and others, have said they have short-term rental needs, and could make use of vacant suites.

Table 4-6 Sources of Funding for the Recommended Option

Project Financing	Year 1	Year 2	Year 3	Total
Direct capital funding	\$4,000,000	\$20,000,000	\$30,417,688	\$54,417,688
New debt financing	0	0	\$9,465,312	\$9,465,312
Internal financing	0	\$1,000,000	\$1,000,000	\$2,000,000
Total Project Financing	\$4,000,000	\$21,000,000	\$40,883,000	\$65,883,000

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
4.2.4 Sale of Vigar Property Update

Background:

At the June Board of Governors meeting, the Board approved the sale of NIC's Vigar Road Campbell River campus location for \$2,700,000. The final step in the process was to get Ministerial consent to sell the property, which NIC received on August 5th, 2021 (see attached).

With all of the approvals in place, the College moved forward with the completion of the sale dated September 15, 2021. The possession date is also September 15, 2021.

The Ministerial consent letter also provided direction regarding the use of the proceeds. The sales proceeds (see Table below) have been restricted for capital projects at the Campbell River campus. Specifically, this includes the Indigenous Gathering Place (estimated completion date October 2021), Classroom and Training space upgrades (projects currently ongoing), and future training space upgrades. The future training space upgrades will be held in reserve until the other two projects listed above are complete to ensure there are funds available.

Given the significant amount of time it took to complete the process to sell the Vigar Road property, the College entered into a rental agreement with the purchaser of the property. They rented the Vigar property for \$6,000 per month plus utilities. This rental went from July 15 to September 15, 2021.

Proceeds of Sale (in \$)

Purchase Price	2,700,000
Rent Revenue	<u>12,000</u>
Total Proceeds	2,712,000
Costs of Sale (Estimate)	
Real Estate and Legal Fees	121,242
Environmental	31,665
Net GST	<u>51,615</u>
Total Costs	204,522
Net Proceeds	2,507,478

Action:

For information



Our Ref. 122478
64200-35/NIC/Vigar Rd/2021

August 5, 2021

Colin Fowler
Vice-President, Finance and Facilities
North Island College
2300 Ryan Rd
Courtenay, BC V9N 8N6

Dear Colin Fowler:

Thank you for your June 24, 2021 request to dispose of property at 2780 Vigar Road in Campbell River to Schwigg Holdings Ltd (the Buyers). Your request also includes approval to spend the proceeds of the sale.

The legal description of the property to be disposed is PID 001-243-900, Lot 5, District Lot 132, Sayward District, Plan 30590. This property is civically known as 2780 Vigar Road in Campbell River, British Columbia.

It is the understanding of the Ministry of Advanced Education and Skills Training (the Ministry) that the sale price of the property is \$2,700,000, and the costs related to the sale are \$170,000, leaving net proceeds of \$2,530,000. The College's legal counsel has vetted the agreement to ensure it would not negatively affect the College's rights and interests and this sale will not affect the future delivery of educational programs.

Based on the information provided, pursuant to Section 50 (2), Part 6 of the *College and Institute Act*, your request has been approved. Please find enclosed the signed Consent form for your use.

In addition to this disposition, pursuant to Part 6 of the *College and Institute Act*, Section 50 (4), please be advised that your request to spend the proceeds from the sale of the property has been approved. This approval is based on the understanding that the proceeds will be restricted for capital project purposes at the Campbell River campus, which include an Indigenous Gathering Place, Classroom and Training Space Upgrades (2021) and Future Training Space Upgrades. It is the Ministry's understand that the future training space upgrades funding will be held in reserve until the two other projects are complete, to ensure these projects are fully funded.

... /2

Please ensure that Nicole Kisilewich, Acting Capital Asset Coordinator, receives a final executed copy of the sale for our files.

Should you have any questions or concerns regarding policies and procedures, please contact Nicole Kisilewich, by email at AEST.PropertyRequests@gov.bc.ca, or by telephone at 778-698-9821.

Sincerely,



Phil Hancyk, CPA, CA
Executive Director

Enclosures

pc: David Graham, Director
Facilities Management
North Island College

Deborah Gogela, Director
Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education and Skills Training

Alison Prince, Director
Capital Asset Management
Post-Secondary Finance Branch
Ministry of Advanced Education and Skills Training

Wendy Grondzil, Director
Post-Secondary Finance Unit
Post-Secondary Finance Branch
Ministry of Advanced Education and Skills Training



**Ministry of Advanced Education
and Skills Training**

**Post-Secondary Finance Branch
Capital Asset Management**

Location Address:
1st Floor, 835 Humboldt Street
Victoria BC V8V 4W8

Postal Address:
PO Box 9134
Stn Prov Govt
Victoria BC V8W 9B5
Tel. (250) 356-0151

CONSENT TO DISPOSE OF LAND AND/OR BUILDINGS

North Island College (the College) is requesting ministerial consent, pursuant to Part 6, Section 50(2) of the *College and Institute Act*, to dispose of land and/or building(s) by way of a Contract of Purchase and Sale between the College and Schwigg Holdings Ltd, dated for reference June 10, 2021. The property in Campbell River, British Columbia, to be disposed of is more particularly described as:

Legal Description: **PID 001-243-900**
Lot 5, District Lot 132, Sayward District, Plan 30590
Civically known as: 2780 Vigar Road, British Columbia, and highlighted in red on the attached Schedule A.

Buyer: Schwigg Holdings Ltd

Purchase Price: \$2,700,000

Pursuant to Part 6, Section 50(2) of the *College and Institute Act*, approval of the disposition as described above is granted.

July 28, 2021

Date

Minister of Advanced Education and Skills Training

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

*Working together, North Island College builds healthy and thriving communities,
one student at a time.*

AGENDA ITEM: **Regular Meeting**
4.2.5 F21/22 Q1 Financial Statements (*attachment*)

Background:

Each quarter, NIC's Finance team prepares a set of year-to-date financial statements – in this case for the period April 1 to June 30th, 2021 (attached). These statements form part of a quarterly reporting package that the College sends to the Ministry of Advanced Education and Skills Training.

There are a few items worth noting in the financial statements. Cash and cash equivalents have increased by \$2.1 million over June of 2020. This is partially due to the receipt of \$1.2 million from the Ministry of Children and Families for the Childcare expansion project funded in advance of construction.

Portfolio investments have increased by \$1.79 million, which all relates to market gains on the portfolio. NIC hasn't deposited or withdrawn funds from long-term investments since June 2020.

The figures in the Statement of Operations are within budget expectations for the period, but it is early in the year. The second quarter statements prepared in early October will provide a bit more information that will inform NIC's forecast and budget projections.

Action:

For the Board's information only.

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the three months ended June 30, 2021 and 2020**

North Island College
Index to the Financial Statements
For the three months ended June 30, 2021 and 2020

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North Island College
Statement of Financial Position
As at June 30, 2021 and 2020

	June 2021	June 2020
Financial assets		
Cash and cash equivalents	\$ 7,164,073	\$ 4,981,770
Accounts receivable	627,555	435,888
Due from government organizations	128,299	235,444
Inventories held for resale	332,693	246,105
Assets held for sale	583,511	-
Portfolio investments	<u>17,266,250</u>	<u>15,477,571</u>
	26,102,381	21,376,778
 Liabilities		
Accounts payable and accrued liabilities	9,276,489	8,745,998
Due to government organizations	411,220	367,940
Employee future benefits	527,611	401,454
Leasehold inducements	359,321	352,556
Deferred revenue	1,175,722	4,841
Deferred contributions	15,351,540	13,545,156
Deferred capital contributions	<u>39,133,009</u>	<u>38,467,828</u>
	66,234,912	61,885,773
 Net financial assets (net debt)	(40,132,531)	(40,508,995)
 Non-financial assets		
Tangible capital assets	46,506,847	47,975,959
Prepaid expenses	<u>217,508</u>	<u>91,418</u>
	46,724,355	48,067,377
 Accumulated surplus	<u>\$ 6,591,824</u>	<u>\$ 7,558,382</u>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 5,054,480	\$ 6,791,178
Accumulated remeasurement gains (losses)	<u>1,537,344</u>	<u>767,204</u>
	<u>\$ 6,591,822</u>	<u>\$ 7,558,382</u>

North Island College
Statement of Operations and Accumulated Surplus
For the three months ended June 30, 2021 and 2020

	Budget 2022	% of Budget	June 2021	June 2020
Revenue				
Province of British Columbia				
Base Operating grant	\$ 28,098,978	23	\$ 6,520,834	\$ 6,044,830
Industry Training Authority grant	3,272,668	25	821,198	893,062
Routine capital	160,592	81	130,000	130,000
Leases	347,604	25	86,502	86,901
Aboriginal service plan	436,473	15	66,023	120,150
Literacy grants	210,896	17	36,000	-
Student aid	359,620	10	35,573	68,221
Educational partnerships	817,593	17	135,428	131,188
Province of BC contracts	<u>772,896</u>	25	<u>193,455</u>	<u>26,386</u>
	34,477,320	23	8,025,013	7,500,738
Government of Canada	1,058,752	4	41,820	16,101
Tuition and student fees	10,813,628	22	2,353,199	3,349,901
Contract services	1,493,284	43	648,896	105,668
Sales of goods and services	965,000	10	96,721	13,525
Investment income	450,020	27	121,925	90,931
Realized gain(loss) from investments	-		295,727	(40,877)
Other income	470,692	21	98,381	37,999
Revenue recognized from deferred capital contributions	<u>2,916,306</u>	27	<u>792,340</u>	<u>834,240</u>
	52,645,002	24	12,474,022	11,908,226
Expenses (Schedule 1)				
Instructional and non-sponsored research	51,209,109	25	12,591,070	11,935,855
Ancillary services	965,000	14	131,909	114,718
Sponsored research	1,083,584	4	38,294	19,265
Special purpose	<u>943,416</u>	9	<u>84,383</u>	<u>87,019</u>
	54,201,109	24	12,845,656	12,156,857
Surplus for the year	(1,556,107)		(371,634)	(248,631)
Accumulated surplus, beginning of period	<u>5,426,114</u>		<u>5,426,114</u>	<u>7,039,809</u>
Accumulated surplus, end of period	<u>\$ 3,870,007</u>		<u>\$ 5,054,480</u>	<u>\$ 6,791,178</u>

North Island College
Statement of Remeasurement Gains and Losses
For the three months ended June 30, 2021 and 2020

	June 2021	June 2020
Accumulated remeasurement gains, beginning of period	\$ 1,543,213	\$ (399,629)
Unrealized gains (losses) attributed to:		
Pooled funds	289,857	1,125,956
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>(295,726)</u>	<u>40,877</u>
Remeasurement gains(losses) for the period	(5,869)	1,166,833
Accumulated remeasurement gains (losses), end of period	<u>\$ 1,537,344</u>	<u>\$ 767,204</u>

North Island College
Statement of Cash Flows
For the three months ended June 30, 2021 and 2020

	June 2021	June 2020
Cash provided by (used in):		
Operations		
(Deficit) surplus for the period	\$ (371,634)	\$ (248,631)
Items not involving cash:		
Amortization of tangible capital assets	949,541	980,681
Revenue recognized from deferred capital contributions	(792,340)	(834,240)
Change in employee future benefits	(54,948)	(36,226)
Gain on sale of tangible capital assets	-	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	648,943	21,371
Decrease (increase) in due from government organizations	1,119,901	1,140,682
Decrease (increase) in prepaid expenses	273,084	123,338
Decrease (increase) in inventories held for resale	(72,462)	22,974
Decrease in Leasehold inducements	(12,000)	(15,836)
Increase (decrease) in accounts payable and accrued liabilities	73,847	(535,635)
Increase (decrease) in due to government organizations	296,707	67,075
Increase (decrease) in deferred revenue	(978,837)	(1,936,197)
Increase in non-capital contributions	<u>2,631,113</u>	<u>3,454,751</u>
Net change in cash from operating activities	4,082,549	2,452,738
Capital activities		
Cash used to acquire tangible capital assets	(491,593)	(262,540)
Proceeds from deferred capital contributions	1,200,000	-
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>-</u>
Net change in cash from capital activities	708,407	(262,540)
Investing activities		
Decrease (increase) in investments	(389,132)	(596,848)
Net remeasurement gains (losses)	<u>(5,869)</u>	<u>1,166,833</u>
Net change in cash from investing activities	(395,001)	569,985
Net change in cash and cash equivalents	4,024,321	2,511,552
Cash and cash equivalents, beginning of period	<u>3,139,753</u>	<u>2,470,219</u>
Cash and cash equivalents, end of period	<u>\$ 7,164,073</u>	<u>\$ 4,981,770</u>

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the three months ended June 30, 2021 and 2020

	Budget 2022	June 2021	June 2020
(Deficit) surplus for the year	\$ -	\$ (371,634)	\$ (248,631)
Acquisition of tangible capital assets	-	(491,594)	(262,540)
Amortization of tangible capital assets	3,645,840	949,541	980,681
Gain on sale of tangible capital assets	-	-	-
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>-</u>
	3,645,840	457,947	718,141
Acquisition of prepaid expenses	-	(19,226)	(9,623)
Use of prepaid expenses	<u>-</u>	<u>292,310</u>	<u>132,961</u>
	-	273,084	123,338
Net remeasurement gains (losses)	-	(5,869)	1,166,833
Change in net financial assets (net debt)	3,645,840	353,528	1,759,681
Net debt, beginning of period	<u>(40,486,059)</u>	<u>(40,486,059)</u>	<u>(42,268,676)</u>
Net debt, end of period	<u>\$ (36,840,219)</u>	<u>\$ (40,132,531)</u>	<u>\$ (40,508,995)</u>

North Island College
Schedule 1 - Schedule of Expenses by Object
For the three months ended June 30, 2021 and 2020

Expenses	Budget 2022	% of Budget	June 2021	June 2020
Salaries and benefits	\$ 38,429,927	23	\$ 8,914,018	\$ 8,538,683
Other personnel costs	983,358	28	279,076	162,866
Advertising and promotion	782,632	14	113,037	22,087
Books and periodicals	361,924	30	107,333	48,564
Cost of goods sold	676,112	10	69,191	(238)
Equipment costs	1,659,538	52	866,464	1,086,220
Facility costs	2,745,906	25	681,184	838,897
Financial service charges	234,002	18	43,110	40,800
General fees and services	1,562,419	23	351,681	178,211
Student awards	732,354	8	59,133	87,019
Supplies and general expenses	1,471,260	22	330,545	164,698
Travel	704,941	6	45,343	8,369
Grant transfers	210,896	17	36,000	-
Amortization of tangible capital assets	<u>3,645,840</u>	26	<u>949,541</u>	<u>980,681</u>
	<u>\$ 54,201,109</u>	24	<u>\$ 12,845,656</u>	<u>\$ 12,156,857</u>

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

*Working together, North Island College builds healthy and thriving communities,
one student at a time.*

AGENDA ITEM: **Regular Meeting**
4.2.6 F21/22 Budget Projections (attachment)

Background:

NIC regularly updates the financial projections during the fiscal year. Attached are the latest projections prepared in early September when accurate enrolment numbers for the Fall were available.

The key change from the approved budget figures was the reduction in International student tuition revenues of \$774,980. This is a drop of 16% overall, which reflects the decrease in the number of international students enrolled in Fall classes (down 20% from last fiscal). This reduction was due to the challenges new students experienced in getting their study permits processed by the Government of Canada. NIC is expecting this to improve for the Winter semester, but for now it has delayed NIC's financial recovery.

The reduction in International tuition revenue was partially offset by an improvement in domestic student enrolment. There was also a realized gain on investment in the 1st quarter financial statements. After taking all of these items into account, revenues are down overall by \$240,172.

As the College already had a budgeted deficit of \$1,556,107, it was important to find savings to offset these reduced revenues. The impact of the administrative re-organization created savings of \$142,188. The College made reductions in Travel and other non-salary areas of \$124,000. This was offset by some unavoidable costs related to COVID-19 of \$25,000.

These budget adjustments were made to ensure the Colleges deficit doesn't grow while we await the recovery in International student numbers expected in 2022. Should the pandemic impacts continue, other strategies will have to be considered.

Action:

For information only

NORTH ISLAND COLLEGE
2021-2022 Budget Projections

	Forecast 2021-2022	Budget 2021-2022	Change
Revenues			
Province of BC revenues	34,477,320	34,477,320	0
Federal Government grants and contracts	1,058,752	1,058,752	0
Student fees			
Base funded programs	5,020,716	4,781,634	239,082
Cost recovery program	1,188,371	1,188,371	0
International Education	4,068,643	4,843,623	(774,980)
	<u>10,277,730</u>	<u>10,813,628</u>	<u>(535,898)</u>
Sales of goods	965,000	965,000	0
Contract services	1,543,284	1,543,284	0
Investment income	745,746	450,020	295,726
Other income	420,692	420,692	0
Total Operating Revenue	49,488,524	49,728,696	(240,172)
Amortization of deferred capital revenue	2,916,306	2,916,306	0
Total Revenue	52,404,830	52,645,002	(240,172)
Expenditures			
Salaries, benefits, other personnel costs	39,271,097	39,413,285	(142,188)
Operating Costs	11,042,984	11,141,984	(99,000)
Amortization of capital assets	3,645,840	3,645,840	0
Total Expenditures	53,959,921	54,201,109	(241,188)
Revenue less Expenditures	(1,555,091)	(1,556,107)	1,016

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 23, 2021

*Working together, North Island College builds healthy and thriving communities,
one student at a time.*

AGENDA ITEM: **Regular Meeting**
4.3.1 FALL 2021 Stable Credit Enrolment Report *(attachment)*

Tony Bellavia, Vice President, Academic will present the fall 2021 stable credit enrolment reports.

The following reports have been provided.

- All students
 - *Fall 2021 Stable Credit Enrolment Report - Instructional Area*
 - *Fall 2021 Stable Credit Enrolment Report - Campus/Location*
- Domestic students
 - *Fall 2021 Stable Credit Enrolment Report - Instructional Area*
 - *Fall 2021 Stable Credit Enrolment Report - Campus/Location*
- International students
 - *Fall 2021 Stable Credit Enrolment Report - Instructional Area*
 - *Fall 2021 Stable Credit Enrolment Report - Campus/Location*
 - *Fall 2021 International Students - Continent of Origin*

The fall 2021 stable enrolment reports capture enrolment in credit courses for programs confirmed during the fall 2021 term at the stable enrolment date and provide a point-in-time comparison with enrolment during the same period in the previous year. Stable enrolment is typically defined as the last date a student can withdraw from a course and receive a refund of tuition. This date is typically about ten days after the first day of classes for classes beginning in September. The fall 2021 stable enrolment reports provide a comparison of student headcount on this year's fall term stable enrolment date of September 16, 2021 with last year's fall term stable enrolment date of September 17, 2020.

Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC.

A total of 2,526 students were enrolled at the fall 2021 stable enrolment date, including 2,257 domestic students and 269 international students. Compared with last fall:

- total headcount is higher by 91 students (4%),
- domestic student headcount is higher by 158 students (8%), and
- international student headcount is lower by 67 students (20%).

It is important to note that this comparison is based on a point-in-time snapshot of the data at an early stage in the annual enrolment cycle. Enrolment will continue to grow throughout the remainder of the year as students register in continuous intake programs as well as programs with start dates later in the fall, winter, spring and summer terms, including community and industry responsive programming.

Action: For the Board's information.

Suggested Resolution: **NONE REQUIRED.**

ALL STUDENT ENROLMENT
Fall 2021 Stable Credit Enrolment Report
Student Headcount by Instructional Area - All Locations
 At September 17, 2021 with Comparison Data at September 18, 2020



Instructional Area	Fall 2021	Fall 2020	Change	% Change
Indigenous Education	154	113	41	36%
First Nations Studies	22	21	1	5%
Indigenous Language Studies	112	92	20	22%
Indigenous Leadership	26		26	
University Studies & Applied Programs	1,353	1,453	-100	-7%
Business Administration	359	402	-43	-11%
Digital Design + Development	113	93	20	22%
Fine Arts	120	124	-4	-3%
Information Technology & Computer Science	76	59	17	29%
Office Administration	131	118	13	11%
Tourism & Hospitality Management	39	82	-43	-52%
Tourism: Adventure Guiding	15	23	-8	-35%
University Studies	881	996	-115	-12%
Health & Community Care	472	433	39	9%
Early Childhood Care & Education	94	120	-26	-22%
Health Care Assistant	113	50	63	126%
Human Services	87	85	2	2%
Nursing: Bachelor of Science	140	141	-1	-1%
Practical Nursing Diploma	38	37	1	3%
Trades & Technology	167	109	58	53%
Automotive Service Technician Foundation	20	29	-9	-31%
Automotive Collision & Refinishing Foundation Harmonized	5		5	
Coastal Forest Worker	32	1	31	3100%
Culinary Business Operations	6	2	4	200%
Electrical Foundation	16	16	0	0%
Electronics Technician: Core		20	-20	-100%
Electronics Technician: Industrial Automation Technician	14		14	
Furniture Design and Joinery Certificate	16	15	1	7%
Heavy Mechanical	24	16	8	50%
Metal Fabrication Foundation	14		14	
One-Time Trades (including Ministry funded)	11	1	10	1000%
Welding	20	10	10	100%
Apprenticeship Training	158	149	9	6%
Apprenticeship: Automotive Service Technician Harmonized	2		2	
Apprenticeship: Carpentry	59	43	16	37%
Apprenticeship: Construction Electrician	28	47	-19	-40%
Apprenticeship: Heavy Duty Mechanic	16	24	-8	-33%
Apprenticeship: Plumbing	32	16	16	100%
Apprenticeship: Professional Cook	21	15	6	40%
Apprenticeship: Welding		4	-4	-100%
Adult Upgrading	382	362	20	6%
Access for Students with Disabilities (ASD)	76	67	9	13%
Adult Basic Education	312	294	18	6%
Employment Transition Kitchen Assistant		7	-7	-100%
Continuing Education & Training	92	76	16	21%
Activity Assistant	22	18	4	22%
Animal Care Aide	17	19	-2	-11%
Hospital Unit Clerk	12	10	2	20%
Occupational Skills	41	29	12	41%
Total Unduplicated Headcount	2,526	2,435	91	4%

Notes:

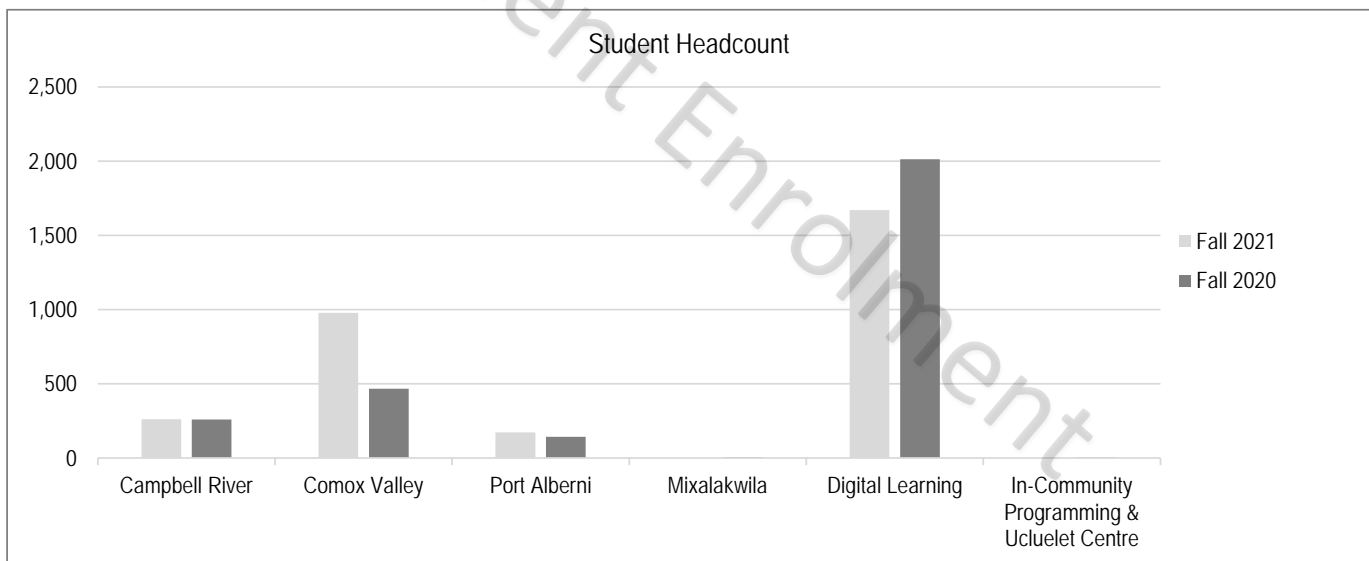
- Domestic and international student enrolments are included.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

ALL STUDENT ENROLMENT
Fall 2021 Stable Credit Enrolment Report
Student Headcount by Location

At September 17, 2021 with Comparison Data at September 18, 2020



Location	Fall 2021	Fall 2020	Change	% Change
Campbell River	261	260	1	0%
Comox Valley	979	467	512	110%
Port Alberni	173	144	29	20%
Mixalakwa		6	-6	-100%
Digital Learning	1,670	2,013	-343	-17%
In-Community Programming & Ucluelet Centre		4	-4	-100%
Total Unduplicated Headcount	2,526	2,435	91	4 %



Notes:

- Domestic and international student enrolments are included.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

DOMESTIC STUDENT ENROLMENT
Fall 2021 Stable Credit Enrolment Report
Student Headcount by Instructional Area - All Locations
At September 17, 2021 with Comparison Data at September 18, 2020



Instructional Area	Fall 2021	Fall 2020	Change	% Change
Indigenous Education	152	113	39	35%
First Nations Studies	21	21	0	0%
Indigenous Language Studies	112	92	20	22%
Indigenous Leadership	25		25	
University Studies & Applied Programs	1,100	1,132	-32	-3%
Business Administration	207	194	13	7%
Digital Design + Development	81	74	7	9%
Fine Arts	112	116	-4	-3%
Information Technology & Computer Science	53	39	14	36%
Office Administration	131	118	13	11%
Tourism & Hospitality Management	21	27	-6	-22%
Tourism: Adventure Guiding	14	20	-6	-30%
University Studies	721	801	-80	-10%
Health & Community Care	455	417	38	9%
Early Childhood Care & Education	83	106	-23	-22%
Health Care Assistant	113	50	63	126%
Human Services	81	83	-2	-2%
Nursing: Bachelor of Science	140	141	-1	-1%
Practical Nursing Diploma	38	37	1	3%
Trades & Technology	163	105	58	55%
Automotive Service Technician Foundation	20	29	-9	-31%
Automotive Collision & Refinishing Foundation Harmonized	5		5	
Coastal Forest Worker	32	1	31	3100%
Culinary Business Operations	5	2	3	150%
Electrical Foundation	16	16	0	0%
Electronics Technician: Core		17	-17	-100%
Electronics Technician: Industrial Automation Technician	12		12	
Furniture Design and Joinery Certificate	15	14	1	7%
Heavy Mechanical	24	16	8	50%
Metal Fabrication Foundation	14		14	
One-Time Trades (including Ministry funded)	11	1	10	1000%
Welding	20	10	10	100%
Apprenticeship Training	158	149	9	6%
Apprenticeship: Automotive Service Technician Harmonized	2		2	
Apprenticeship: Carpentry	59	43	16	37%
Apprenticeship: Construction Electrician	28	47	-19	-40%
Apprenticeship: Heavy Duty Mechanic	16	24	-8	-33%
Apprenticeship: Plumbing	32	16	16	100%
Apprenticeship: Professional Cook	21	15	6	40%
Apprenticeship: Welding		4	-4	-100%
Adult Upgrading	372	352	20	6%
Access for Students with Disabilities (ASD)	76	67	9	13%
Adult Basic Education	302	284	18	6%
Employment Transition Kitchen Assistant		7	-7	-100%
Continuing Education & Training	92	76	16	21%
Activity Assistant	22	18	4	22%
Animal Care Aide	17	19	-2	-11%
Hospital Unit Clerk	12	10	2	20%
Occupational Skills	41	29	12	41%
Total Unduplicated Headcount	2,257	2,099	158	8%

Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

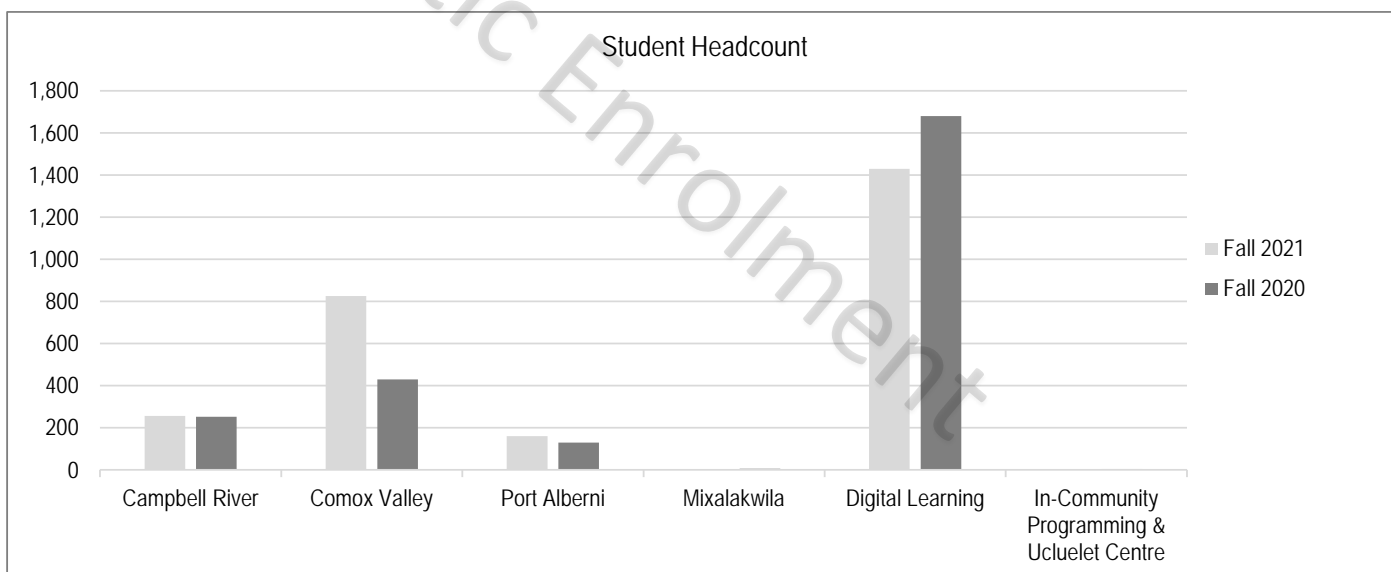
DOMESTIC STUDENT ENROLMENT
Fall 2021 Stable Credit Enrolment Report

Student Headcount by Location

At September 17, 2021 with Comparison Data at September 18, 2020



Location	Fall 2021	Fall 2020	Change	% Change
Campbell River	257	253	4	2%
Comox Valley	826	430	396	92%
Port Alberni	160	130	30	23%
Mixalakwa		6	-6	-100%
Digital Learning	1,429	1,680	-251	-15%
In-Community Programming & Ucluelet Centre		4	-4	-100%
Total Unduplicated Headcount	2,257	2,099	158	8%



Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

INTERNATIONAL STUDENT ENROLMENT
Fall 2021 Stable Credit Enrolment Report
Student Headcount by Instructional Area - All Locations
At September 17, 2021 with Comparison Data at September 18, 2020



Instructional Area	Fall 2021	Fall 2020	Change	% Change
Indigenous Education	2		2	
First Nations Studies	1		1	
Indigenous Leadership	1		1	
University Studies & Applied Programs	253	321	-68	-21%
Business Administration	152	208	-56	-27%
Digital Design + Development	32	19	13	68%
Fine Arts	8	8	0	0%
Information Technology & Computer Science	23	20	3	15%
Tourism & Hospitality Management	18	55	-37	-67%
Tourism: Adventure Guiding	1	3	-2	-67%
University Studies	160	195	-35	-18%
Health & Community Care	17	16	1	6%
Early Childhood Care & Education	11	14	-3	-21%
Human Services	6	2	4	200%
Trades & Technology	4	4	0	0%
Culinary Business Operations	1		1	
Electronics Technician: Core		3	-3	-100%
Electronics Technician: Industrial Automation Technician	2		2	
Furniture Design and Joinery Certificate	1	1	0	0%
Adult Upgrading	10	10	0	0%
Adult Basic Education	10	10	0	0%
Total Unduplicated Headcount	269	336	-67	-20%

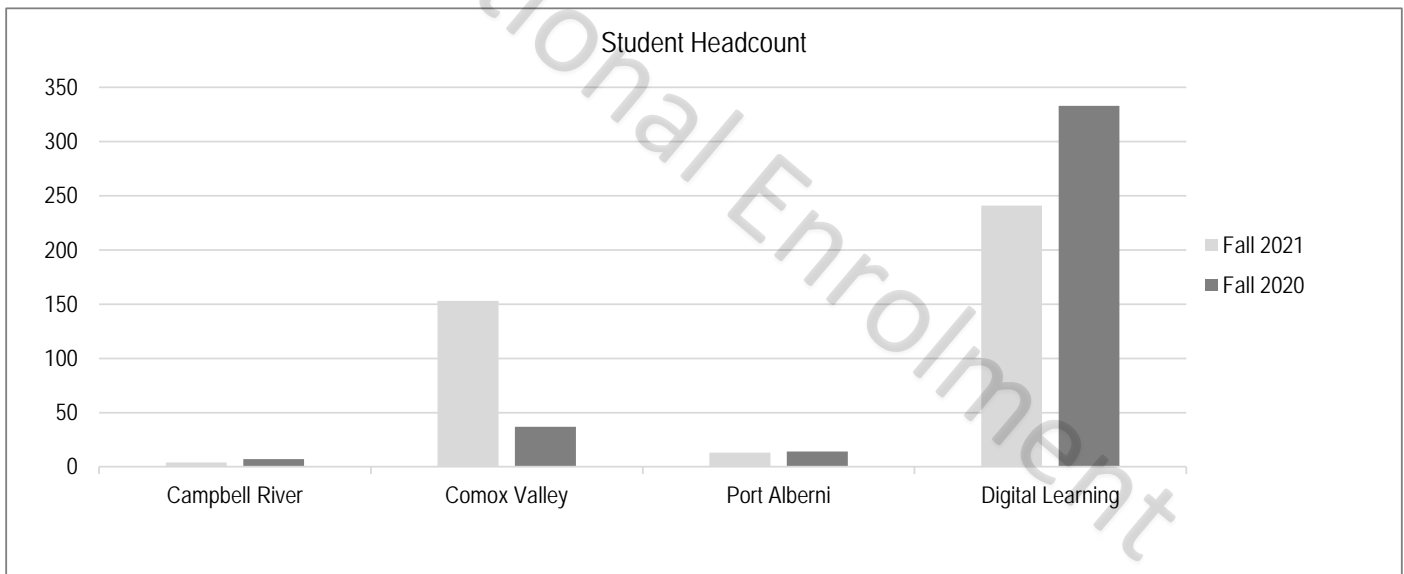
Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

INTERNATIONAL STUDENT ENROLMENT
Fall 2021 Stable Credit Enrolment Report
Student Headcount by Location
 At September 17, 2021 with Comparison Data at September 18, 2020



Location	Fall 2021	Fall 2020	Change	% Change
Campbell River	4	7	-3	-43%
Comox Valley	153	37	116	314%
Port Alberni	13	14	-1	-7%
Digital Learning	241	333	-92	-28%
Total Unduplicated Headcount	269	336	-67	-20%



Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

INTERNATIONAL STUDENT - CONTINENT OF ORIGIN

Fall 2021 Stable Credit Enrolment Report

At September 17, 2021 with Comparison Data at September 18, 2020

NORTH ISLAND COLLEGE



Continent of Origin	Fall 2021	Fall 2020	Change	% Change
Africa	11	9	2	22%
Eastern Africa	7	4	3	75%
Northern Africa		1	-1	-100%
Southern Africa	2	1	1	100%
Western Africa	2	3	-1	-33%
Asia	237	312	-75	-24%
Eastern Asia	14	19	-5	-26%
South-eastern Asia	17	28	-11	-39%
Southern Asia	205	265	-60	-23%
Western Asia	1		1	
Europe	9	5	4	80%
Eastern Europe	1		1	
Northern Europe	4	2	2	100%
Southern Europe	1	1	0	0%
Western Europe	3	2	1	50%
North America	7	7	0	0%
Caribbean	1	1	0	0%
Central America	3	1	2	200%
Northern America	3	5	-2	-40%
Oceania	2	1	1	100%
Australia and New Zealand	2	1	1	100%
South America	3	2	1	50%
South America	3	2	1	50%
Total Unduplicated Headcount	269	336	-67	-20%

EDCO Chair Report

Wilma Gus

September 2021

June 18th – Attended Curriculum Committee meeting

June 22nd - Participated in a demonstration of the new Curriculog system as it is being prepared for implementation

June 30th – Attended the Town Hall by Tony Bellavia

August 8th – 18th - Professional Development Activity

August 30th – Joined the President’s College Conversation

September 2nd –Participated in the celebration of the new academic year at the Port Alberni campus.

September 9th - Chaired the Education Council meeting where we approved the following courses, course revisions and program revisions:

NEW COURSES:

CWA 100 Construction Craft Worker Apprenticeship Level 1

CWA 200 Construction Craft Worker Apprenticeship Level 2

GLS 140 Fishing, Indigeneity and the Asian Pacific (Introductory)

GLS 240 Fishing, Indigeneity and the Asia Pacific (Comprehensive)

GLS 241 Field School: Fishing, Indigeneity and the Asia Pacific

PROGRAM REVISIONS:

Health Care Assistant Certificate

Advanced Digital Design & Development Diploma

Web and Mobile Application Development Diploma

Android Application Development Certificate

Web Design Fundamentals Certificate

Communication Design Diploma

COURSE REVISIONS:

CA 100 Health and Healing Concepts for Practice

HCA 05 Health 1: Interpersonal Communication

HCA 110 Health II: Lifestyle & Choices

HCA 115 Healing 1: Caring for individuals Experiencing Common Health Challenges

HCA 120 Healing 3: Personal Care and Assistance

HCA 125 Healing 2: Caring for Individuals Experiencing Cognitive or Mental Challenges

HCA 130 Work Role: Introduction to HCA

HCA 140 Practice Experience 1

HCA 145 Practice Experience II

HCA 150 Practice Experience III

DGL 104 Application Development Foundations

DGL 114 Introduction to Mobile App Development

I am always happy to respond to any questions.

Respectfully submitted

Wilma Gus

Election for Board of Governors and Education Council

Date	Action
Aug 30	Election promotion: student & employee myNIC sites, email to students and employees, Student Life newsletter, social media, digital hallway monitor slide, nomination forms made available to campuses/centre via myNIC site announcements and emails.
Sept 17	Nominations close by 4 pm. These must have arrived at Registrar's Office by 4 pm Deadline for requesting mail-in ballots
Sept 20	Nominees ratified; candidates declared, campaigning period begins Nominees may review their biographies at Registrar's Office
Sept 21	Biographies and election materials available to all campuses/centres
Oct 4	Election day
Oct 5	Ballots counted and results announced
Oct 11-15	Appeal period
Oct 11	Thanksgiving Day (college closed)
Oct 15	Education Council meets
Oct 28 & 29 (tbc)	Board of Governors retreat
Nov 5	Education Council meets

Note: a copy of the official meeting schedule(s) will be provided to the elected members (along with additional documents) by Rachel Reid for the Board of Governors and by Kara Foreman for Education Council.



OFFICE OF THE PRESIDENT

June 23, 2021

Natasha Longshaw
743 Gemsbok Dr
Campbell River, BC
V9W 8B3

Dear Natasha:

A handwritten signature in blue ink that reads "Natasha".

**Re: Governor General's Collegiate Bronze Academic Medal
President's Award for Academic Excellence – Diploma Programs**

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the Governor General's Collegiate Bronze Academic Medal and the President's Award for Academic Excellence for your achievements in the Practical Nursing program. The Governor General's Medal is a prestigious award that honours the top NIC student who achieves the highest overall average upon graduation from a diploma-level post-secondary program. You are also being honoured with a President's Award for Academic Excellence for achieving the highest academic standing upon completion of your Practical Nursing Diploma program.

On behalf of the North Island College community, I offer you my heartfelt congratulations on your exceptional academic achievements and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to be "L. Domae".

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health & Human Services
Joleen Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

North Island College is honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

June 23, 2021

Kimberly Giesbrecht
2647 5th Avenue
Port Alberni, BC
V9Y 2G2

Dear Kimberly, *Kimberly*

Re: President's Award for Academic Excellence – Adult Basic Education

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your achievements in the Adult Basic Education program.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lisa Domae".

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Felicity Blaiklock, Director, Student Affairs and PA Campus Administrator
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

David Alan Hardy
7779 Island Hwy
Black Creek, BC
V9J 1G8

Dear Alan: *Alan*

Re: President's Award for Academic Excellence – Bachelor Degree Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence for your achievements in the Bachelor of Business Administration Program. This award honours the student who has achieved the highest academic standing.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read "L. Domae", with a long horizontal flourish extending to the right.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Diane Naugler, Dean, Faculty of Business and Applied Studies
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

Sandra Hervieux
507 Deerwood Place
Comox, BC
V9M 4G3

Dear Sandra: *Sandra*

Re: President's Award for Academic Excellence – Bachelor Degree Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence for your achievements in the Bachelor of Science in Nursing Program. This award honours the student who has achieved the highest academic standing.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read 'L. Domae', with a long horizontal stroke extending to the right.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health and Human Services
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

Berkeley Mellin
474 Stewart Street
Comox, BC
V9M 2X6

Dear Berkeley, *Berkeley*

Re: President's Award for Academic Excellence – Certificate Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence for your achievements in the Business Administration Certificate program. This award honours the student who has achieved the highest academic standing upon completion of a certificate.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read 'L. Domae', with a long horizontal stroke extending to the right.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Diane Naugler, Dean, Faculty of Business and Applied Studies
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

Brandi Primeau
410 Goodwin Road
Campbell River, BC
V9W 6R7

Dear Brandi, *Brandi*

Re: President's Award for Academic Excellence – Certificate Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence for your achievements in the Business Administration Certificate program. This award honours the student who has achieved the highest academic standing upon completion of a certificate.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A blue ink signature of Lisa Domae, consisting of a stylized 'LD' followed by a long horizontal line.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Diane Naugler, Dean, Faculty of Business and Applied Studies
Jolean Finnerty, Manager, Office of Advancement

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June 23, 2021

Jonathan Wiersema
PO Box 83
Sointula, BC
V0N 3E0

Dear Jonathan *Jonathan*

Re: President's Award for Academic Excellence – Certificate Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Certificate Programs for your achievements in the Human Services – Educational Assistant/Community Support, Indigenous Focus. This award honours the student who has achieved the highest academic standing upon completion of a certificate.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read 'L Domae', with a long horizontal flourish extending to the right.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health & Human Services
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

North Island College is honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuw-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

June 23, 2021

Robyn Cooley
PO Box 1006
Ucluelet, BC
V0R 3A0

Dear Robyn, *Robyn*

Re: President's Award for Academic Excellence – Certificate Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Certificate Programs for your achievements in the Health Care Assistant Certificate Program. This award honours the student who has achieved the highest academic standing upon completion of a certificate.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read 'L. Domae', with a long horizontal stroke extending to the right.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health & Human Services
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

Dawn Harris
3117 McNaughton Avenue
Port Alberni, BC
V9Y 7Z8

Dear Dawn, *Dawn*

Re: President's Award for Academic Excellence – Diploma Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Human Services Diploma Program. This award honours the student who has achieved the highest academic standing upon completion of a diploma.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read "L. Domae", with a long horizontal line extending to the right.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health & Human Services
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

Erika Petrie
2572 Kendal Avenue
Cumberland, BC
V0R 1S0

Dear Erika, *Erika*

Re: President's Award for Academic Excellence – Diploma Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Human Services Diploma Program. This award honours the student who has achieved the highest academic standing upon completion of a diploma.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

A handwritten signature in blue ink, appearing to read 'L. Domae', is written over a light blue horizontal line.

Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health & Human Services
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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June 23, 2021

Kristi Inman
2769 B South Island Highway
Campbell River, BC
V9H 1L6

Dear Kristi, *Kristi*

Re: President's Award for Academic Excellence – Diploma Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Social Service Diploma Program. This award honours the student who has achieved the highest academic standing upon completion of a diploma.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,



Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Kathleen Haggith, Dean, Health & Human Services
Jolean Finnerty, Manager, Office of Advancement

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June 23, 2021

Emma Schulz
546 Edgewood Drive
Campbell River, BC
V9W 8H1

Dear Emma, *Emma*

Re: President's Award for Academic Excellence – University Studies

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – University Studies for the highest academic standing in the Dual Admissions UVic, BA Social Science Program.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,



Lisa Domae, PhD, RPP
President and CEO

cc. North Island College Board of Governors
Tony Bellavia, Acting Vice President, Academic
Kathleen Kuhnert, Vice President, Students & Community Engagement
Neil Cruickshank, Dean, Faculty of Arts, Science & Technology
Jolean Finnerty, Manager, Office of Advancement

Att: Transcript of Academic Record

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Our Ref. 121632

August 12, 2021

Barry A. Minaker
6381 Dunboyne Rd.
Courtenay BC V9J 1N1

Dear Barry Minaker:

I am pleased to confirm your reappointment as a member of the Board of North Island College, effective July 31, 2021, for a term ending July 31, 2024.

By continuing to serve as a member of the Board, you are playing an important role in governing the affairs of North Island College. I am enclosing a copy of the Order in Council for your information. I am also enclosing a copy of the most recent mandate letter for North Island College for your review.

Thank you for your contribution to post-secondary education in British Columbia and best wishes for a successful term.

Sincerely,

A handwritten signature in black ink that reads "Anne Kang".

Honourable Anne Kang
Minister

Enclosure

pc: Distribution List Follows

... /2

pc: Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Eric John Mosley, Chair of the Board
North Island College

Dr. Lisa Domae, President and CEO
North Island College

Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education and Skills Training

Nicola Lemmer, Assistant Deputy Minister
Post-Secondary Policy and Programs Division
Ministry of Advanced Education and Skills Training

Vanessa Geary, Senior Executive Lead
Crown Agencies and Board Resourcing Office

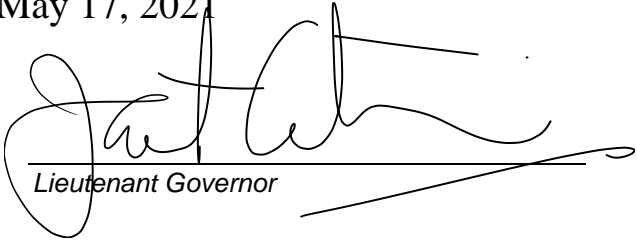
Rachel Reid, Executive Assistant to the Board
North Island College

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 292

, Approved and Ordered May 17, 2021

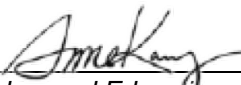


Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 31, 2021, the following appointments to the board of North Island College are made:

- (a) Robert Andrew Slade Everson is reappointed as a member for a term ending July 31, 2022;
- (b) Eric John Mosley is reappointed as a member for a term ending July 31, 2023;
- (c) Sharlene Joyce Frank and Barry A. Minaker are reappointed as members for terms ending July 31, 2024.



Minister of Advanced Education and Skills Training



Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: College and Institute Act, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 357/2019; OIC 619/2019



Our Ref. 121632

August 12, 2021

Eric John Mosley
5936 Saunders Rd North
Port Alberni BC V9Y 8W5

Dear Eric Mosley:

I am pleased to confirm your reappointment as a member of the Board of North Island College, effective July 31, 2021, for a term ending July 31, 2023.

By continuing to serve as a member of the Board, you are playing an important role in governing the affairs of North Island College. I am also enclosing a copy of the most recent mandate letter for North Island College. Going forward a copy of the Institution's mandate letter will be included with all appointment and reappointment letters. I appreciate your continued commitment to accountability.

Thank you for your contribution to post-secondary education in British Columbia and best wishes for a successful term.

Sincerely,

A handwritten signature in black ink that reads 'Anne Kang'.

Honourable Anne Kang
Minister

Enclosure

pc: Distribution List Follows

... /2

pc: Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Dr. Lisa Domae, President and CEO
North Island College

Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education and Skills Training

Nicola Lemmer, Assistant Deputy Minister
Post-Secondary Policy and Programs Division
Ministry of Advanced Education and Skills Training

Vanessa Geary, Senior Executive Lead
Crown Agencies and Board Resourcing Office

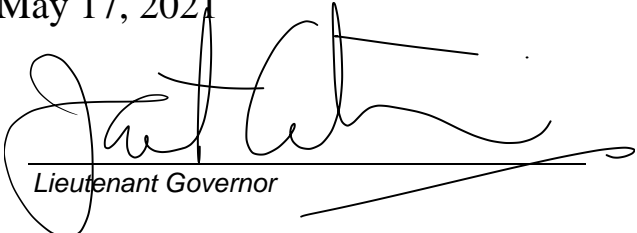
Rachel Reid, Executive Assistant to the Board
North Island College

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 292

, Approved and Ordered May 17, 2021

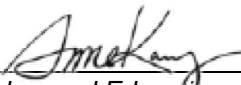


Lieutenant Governor

Executive Council Chambers, Victoria

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- (a) Robert Andrew Slade Everson is reappointed as a member for a term ending July 31, 2022;
- (b) Eric John Mosley is reappointed as a member for a term ending July 31, 2023;
- (c) Sharlene Joyce Frank and Barry A. Minaker are reappointed as members for terms ending July 31, 2024.



Minister of Advanced Education and Skills Training



Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: College and Institute Act, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 357/2019; OIC 619/2019



Our Ref. 121632

August 12, 2021

Robert Andrew Slade Everson
3122 Sahtloot Crescent
Comox BC V9M 4E4

Dear Robert Everson:

I am pleased to confirm your reappointment as a member of the Board of North Island College, effective July 31, 2021, for a term ending July 31, 2022.

By continuing to serve as a member of the Board, you are playing an important role in governing the affairs of North Island College. I am enclosing a copy of the Order in Council for your information. I am also enclosing a copy of the most recent mandate letter for North Island College for your review.

Thank you for your contribution to post-secondary education in British Columbia and best wishes for a successful term.

Sincerely,

Honourable Anne Kang
Minister

Enclosure

pc: Distribution List Follows

... /2

pc: Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Eric Mosley, Chair of the Board
North Island College

Dr. Lisa Domae, President and CEO
North Island College

Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education and Skills Training

Nicola Lemmer, Assistant Deputy Minister
Post-Secondary Policy and Programs Division
Ministry of Advanced Education and Skills Training

Vanessa Geary, Senior Executive Lead
Crown Agencies and Board Resourcing Office

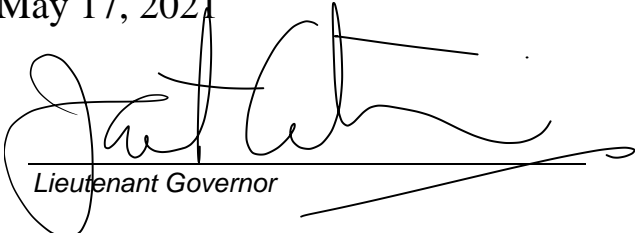
Rachel Reid, Executive Assistant to the Board
North Island College

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 292

, Approved and Ordered May 17, 2021




Lieutenant Governor


Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 31, 2021, the following appointments to the board of North Island College are made:

- (a) Robert Andrew Slade Everson is reappointed as a member for a term ending July 31, 2022;
- (b) Eric John Mosley is reappointed as a member for a term ending July 31, 2023;
- (c) Sharlene Joyce Frank and Barry A. Minaker are reappointed as members for terms ending July 31, 2024.



Minister of Advanced Education and Skills Training



Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: College and Institute Act, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 357/2019; OIC 619/2019



Our Ref. 121632

August 12, 2021

Sharlene Joyce Frank
3166 Sahtloot Crescent
Comox BC V9M 4E4

Dear Sharlene Frank:

I am pleased to confirm your reappointment as a member of the Board of North Island College, effective July 31, 2021, for a term ending July 31, 2024.

By continuing to serve as a member of the Board, you are playing an important role in governing the affairs of North Island College. I am enclosing a copy of the Order in Council for your information. I am also enclosing a copy of the most recent mandate letter for North Island College for your review.

Thank you for your contribution to post-secondary education in British Columbia and best wishes for a successful term.

Sincerely,

A handwritten signature in black ink, appearing to read "Anne Kang".

Honourable Anne Kang
Minister

Enclosure

pc: Distribution List Follows

... /2

pc: Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Eric John Mosley, Chair of the Board
North Island College

Dr. Lisa Domae, President and CEO
North Island College

Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education and Skills Training

Nicola Lemmer, Assistant Deputy Minister
Post-Secondary Policy and Programs Division
Ministry of Advanced Education and Skills Training

Vanessa Geary, Senior Executive Lead
Crown Agencies and Board Resourcing Office

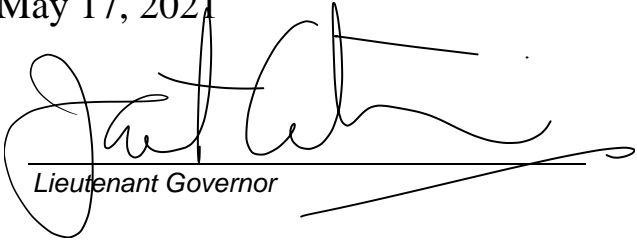
Rachel Reid, Executive Assistant to the Board
North Island College

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Minister of Advanced Education and Skills Training



Presiding Member of the Executive Council

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Authority under which Order is made:

Act and section: College and Institute Act, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 357/2019; OIC 619/2019



August 25, 2021

Our Ref. 121632

Jane N. Murphy
1077 Ash Street
Campbell River BC V9W 1G6

Dear Jane Murphy:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service and commitment in carrying out your duties as a member and former Chair of the Board of North Island College (NIC).

I appreciate the time you have invested with the Board over the last six years. During your time, you provided valuable leadership, community experience and knowledge of operations and governance. As an active participant in community events, you championed connections between local industry (particularly in the health and human services field) and the College. I recognize your leadership throughout the selection process for the successful appointment of the new College President, and you helped the College and the new President navigate unprecedented impacts of the COVID-19 pandemic. It is through the work of individuals like you that the post-secondary education system in this province continues to achieve success.

Thank you for your contribution to post-secondary education in British Columbia and my personal best wishes in your retirement from a lengthy career in the health care field and NIC's Board of Governors.

Sincerely,

A handwritten signature in black ink that reads "Anne Kang".

Honourable Anne Kang
Minister

pc: Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Eric Mosley, Chair of the Board
North Island College

Dr. Lisa Domae, President and CEO
North Island College

Rachel Reid, Executive Assistant to the Board
North Island College



September 10, 2021

Our Ref. 122517

Eric Mosley, Board Chair
North Island College
2300 Ryan Rd
Courtenay BC V9N 8N6

Dear Eric Mosley:

The Crown Agencies Board Resourcing Office (CABRO) has launched a new certificate program, [Governing in the Public Interest](#). This online program provides B.C. public appointees with the foundational knowledge needed to fulfill their governance responsibilities.

Going forward, all public appointees will receive an invitation to the certificate program upon their appointment and/or re-appointment. CABRO will be working closely with public sector organizations, including post-secondary institutions, to onboard cohorts of appointees into training as needed.

I ask that all board members (and at a minimum those appointed by Order in Council) complete the Governing in the Public Interest program. I encourage you, as Board Chair, to ensure all members of your board, not just newly appointed members, go through the training and achieve the certificate.

If you have any questions about the program, please contact Victoria Martin (Victoria.Martin@gov.bc.ca), who is co-ordinating the training at CABRO.

Thank you for your ongoing commitment to effective governance in the post-secondary system.

Sincerely,

A handwritten signature in black ink, appearing to read "Anne Kang".

Honourable Anne Kang
Minister

pc: Shannon Baskerville, Deputy Minister, Ministry of Advanced Education and Skills Training
Dr. Lisa Domae, President, North Island College
Tony Loughran, Executive Lead, Governance, Legislation and Corporate Planning Division
Victoria Martin, Research and Project Analyst, Crown Agencies and Board Resourcing Office
Rachel Reid, Executive Assistant to the Board, North Island College

Commonly Used Acronyms

This is an incomplete list of acronyms commonly used at North Island College.

ABE	Adult Basic Education (formerly known as Adult Upgrading)
AEC	Aboriginal Education Council (now Indigenous Education Council)
AEST	(Ministry of) Advanced Education and Skills Training
AGC	Academic Governance Council. This is the group of EdCo chairs from all BC colleges and institutes (BCIT and the Justice Institute), which meets twice a year to discuss areas of common concern.
ASD	Access for Students with Disabilities. Now renamed to DALs.
AVP	Associate Vice President
AST	Arts, Science and Technology (Faculty of)
BCNet	Not-for-profit, shared services organization providing computer support and services to post-secondary institutions
BOG	Board of Governors
CABRO	Crown Agencies and Board Resourcing Office
CARTI	Centre for Applied Research, Technology and Innovation
CEO	Chief Executive Officer
CET	Continuing Education and Training
CICan	Colleges and Institutes Canada
COO	Chief Operating Officer
CR	Campbell River
CUPE	Canadian Union of Public Employees
CV	Comox Valley
DAC	Deans Advisory Council
DACSO	Diploma, Associate degree, and Certificate Student Outcomes; BC Student Outcomes conducts annual surveys of former students from British Columbia's post-secondary institutions
DALS	Department of Accessible Learning Services
DCC	Deferred Capital Contribution
DCWG	Department Chairs Working Group
EdCo	Education Council
EVPA	Executive Vice President, Academic
FBAS	Faculty of Business and Applied Studies
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (former Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (Trades programs)
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JTT	(Ministry of) Jobs, Trade and Technology
MYPP	Multi-Year Program Plan
NIC	North Island College
NICFA	North Island College Faculty Association (Union)
NISU	North Island Students' Union
OGE	Office of Global Engagement (formerly International Education)
OIC	Order-in-Council
PA	Port Alberni
PSEA	Post-Secondary Employers' Association
PSEC	Public Sector Employers' Council Secretariat
PSI	Post-Secondary Institution
SET	Senior Education Team
SIF	Strategic Investment Fund
SLT	Senior Leadership Team
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
T&T	Trades & Technical (Faculty of)
UCIPP	University, College and Institute Protection Program
UT	University Transfer