



NORTH ISLAND COLLEGE BOARD OF GOVERNORS REGULAR MEETING

To be held in Room C210, Port Alberni Campus
Thursday, February 6th, 2025 @ 1:00 pm

AGENDA

	TOPIC	ATTACHMENT	ACTION	TIME
1.	CALL TO ORDER			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Declaration of Possible Conflict of Interest			
1.3	Adoption of Agenda		To adopt	(5 mins)
2.	CONSENT AGENDA			
2.1	Minutes of the Regular Meeting of December 5, 2024	✓	To approve	
2.2	Executive Committee Meeting Minutes, January 23, 2025	✓	Information	
2.3	Governance and Board Development Committee Meeting Minutes, January 23, 2025	✓	Information	
2.4	Finance and Audit Committee Meeting Minutes, January 24, 2025	✓	Information	
2.5	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
3.	BOARD BUSINESS			
3.1	2024/25 Fiscal Year Credit Enrolment Report (at Winter Term Stable Enrolment Date)	✓	Information	
3.2	Board Evaluation	✓	To approve	
3.3	Proposed Amendments to the 2024/25 Board Workplan	✓	To approve	
3.4	Board Members Roundtable Discussion		Information	
4.	REPORTS ON STRATEGIC ACTIVITIES			
4.1	President			
4.1.1	<i>BUILD 2026</i> Strategic Plan and Year 4 Report 1 Dashboard	✓	Information	
4.1.2	Minister Kang, Post Secondary and Future Skills (PSFS), Mandate Letter, January 16, 2025	✓	Information	
4.2	Vice President, Finance and College Services			
4.2.1	Fiscal Year 2024/25 Third Quarter Financial Statements	✓	Information	

4.3	Vice President, Academic		
4.3.1	Health Science Diploma	✓	To approve
4.4	Chair, Education Council		
4.4.1	Education Council Report	✓	Information
5.	INFORMATION (<i>attachments</i>)		
5.1	Ref. Letter 137128 - Letter of Acknowledgment of Institutional Accountability & Planning Report (IAPR)		
5.2	College Highlights		
5.3	Commonly used acronyms		
5.4	Link to Board bylaws		
6.	NEXT MEETING DATES		
6.1	Regular Meeting – Thursday April 17, 2025, Comox Valley Campus (TBC)		
7.	ADJOURNMENT		2:45 pm

DRAFT



**Minutes of the Regular Meeting of the
North Island College Board of Governors**

Q'ə pix ʔidaʔas, Gathering Place

Campbell River Campus

Thursday December 5, 2024

BOARD MEMBERS PRESENT

N. Arsenault, Community Member, Comox Valley Region, Vice Chair
A. Brady, Chair, Education Council
L. Domae, President & CEO
S. Dores, Community Member, Campbell River Region
M. Erickson, Faculty Representative
R. Kishi, Community Member, Comox Valley Region
J. Langille, Community Member, Comox Valley Region
K. Makunike, Student Representative
T. McManus, Student Representative
C. Moglove, Community Member, Campbell River Region
N. Shaikh, Support Staff Representative
C. Stavness, Community Member, Comox Valley Region
P. Trasolini, Community Member, Campbell River Region, Chair
V. White, Community Member, Port Alberni Region

ABSENT

J. Jack, Community Member, Port Alberni Region

ALSO PRESENT

M. Allison, Director, College Governance & Strategy
T. Bellavia, Vice President, Academic
K. Crewe, Associate Vice President, People, Equity and Inclusion
C. Fowler, Vice President, Finance and College Services
E. Haagerup, Executive Assistant, Leadership Team & Board Operations (recording)
K. Haggith, Associate Vice President, College Experience
K. Kuhnert, Vice President, Students & Community Engagement
J. McGillis, Executive Assistant, Leadership Team & Board Operations
S. Milligan, Faculty Member
J. Wrye, President, NICFA

1. CALL TO ORDER

P. Trasolini called the meeting to order at 1:01 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

P. Trasolini acknowledged that the meeting was 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.

1.7 Adoption of Agenda

Moved S. Dores / Seconded M. Erickson: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF DECEMBER 5, 2024, AS PRESENTED.

Motion carried

2. CONSENT AGENDA

2.1 Minutes of the Regular Meeting of October 3, 2024

2.2 Governance and Board Development Committee Report, November 25, 2024

2.3 Finance & Audit Committee Report, November 22, 2024

2.4 Finance & Audit Committee Report, November 27, 2024

2.5 Correspondence and Information (Agenda item #5)

Moved S. Dores/ Seconded J. Langille: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA DECEMBER 5, 2024.

Motion carried

3. BOARD BUSINESS

3.1 Bylaw No. 4 – Domestic Tuition and Fee Bylaw

K. Kuhnert reviewed the revisions to Bylaw No. 4 Domestic Tuition and Fee Bylaw, noting that these updates include all new fees and a 2% fee increase, which is set by the tuition limit policy.

Moved C. Moglove/ Seconded J. Langille: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES BYLAW NO 4, 2025-2026 DOMESTIC TUITION AND FEE BYLAW (SCHEDULE A & B) WHICH INCLUDES A 2% INCREASE TO DOMESTIC TUITION AND MANDATORY FEES WITH THE EXCEPTION TO THE EMPLOYMENT TRANSITION PROGRAMS.

Motion carried

3.2 Bylaw No. 6 – International Tuition and Fee Bylaw

K. Kuhnert reviewed Bylaw No. 6 International Tuition and Fee Bylaw, noting that this bylaw is not bound by the tuition limit policy, and the decision was made to increase fees by 3%. She highlighted that this fee increase only applies to tuition.

Moved J. Langille/ Seconded V. Puetz: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES BYLAW NO 6, 2025-2026 INTERNATIONAL TUITION AND FEE BYLAW, WHICH INCLUDES A 3% INCREASE AS OUTLINED IN SCHEDULE “A”.

Motion carried

3.3 Policy 1-07 Fundraising

K. Kuhnert brought forth the recommended revisions to Policy 1-07 Fundraising, noting that this policy was developed in 1995, prior to the NIC Foundation being a separate entity. The revised policy now distinguishes the NIC Foundation as a separate entity and defines the Foundation’s relationship with the College and the requirement for NIC Foundation goals to align with those of the College.

Moved R. Kishi/ Seconded V. Puetz: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE REVISIONS TO POLICY 1-07 FUNDRAISING AS PRESENTED.

Motion carried

3.4 Policy 1-08 Community Consultation

K. Kuhnert recommended the rescission of Policy 1-08 Community Consultation, and explained that this policy now considered redundant, as it is now covered by the *Colleges and Institutes Act* as well as the College’s own engagement-related policies.

Moved C. Moglove/ Seconded N. Shaikh: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RESCINDS NIC POLICY 1-08 COMMUNITY CONSULTATION PROCESS.

Motion carried

3.5 Policy 5-01 Crisis Communications

K. Kuhnert recommended the rescission of Policy 5-01 Crisis Communications, and explained that this policy now considered redundant, as the original purpose of this policy is now covered by the College’s Emergency Operations Centre (EOC) and by the procedures outlined within the College’s Emergency Response Plan (ERP). She noted that these procedures were developed under the guidelines of the BC Emergency Management System.

Moved S. Dores/ Seconded V. White: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RESCINDS NIC POLICY 5-01 CRISIS COMMUNICATIONS.

Motion carried

3.6 Board Members Roundtable Discussion

Sub-committee chairs J. Langille and S. Dores both welcomed new members into the Finance & Audit and Governance & Board Development Committees respectively and took the opportunity to review the roles and responsibilities of each sub-committee.

Multiple Board members attended the College Conversation on November 7th, 2024, in addition to their respective sub-committee meetings.

R. Kishi noted that he attended a provincial affordable housing conference, which provided valuable information that may help the College's student housing projects, and N, Shaikh attended a conference focused on the Colleague software that the College utilizes.

P. Trasolini noted that she had a brief meeting with Anne Kang, Minister of Post Secondary and Future Skills, and multiple Board members met with MLA Brennan Day at the Comox Valley Campus on November 28, 2024, and will be meeting with MLA Anna Kindy at the Campbell River Campus on December 12, 2024.

4. REPORT ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President's Report

L. Domae presented her report, noting a continued focus has been on advocacy and government relations work, as the College enters a time of change both provincially and federally. L. Domae met with newly appointed Minister Kang, of Post Secondary and Future Skills, and discussed the challenges that NIC is facing, and the needs of remote and rural communities may create opportunities for growth at the College.

With BC College presidents, L. Domae also met with Premier David Eby to learn his priorities for post-secondary education. She welcomed MLA Brennan Day to the Comox Valley Campus on November 28th, 2024, and is scheduled to meet with MLA Anna Kindy on December 12, 2024. L. Domae noted that Minister of Health Josie Osborne was re-elected as MLA for the Mid Island-Pacific Rim region and looks forward to discussion on how the healthcare situation can be addressed with education. A meeting with MLA Osborne has been requested and suggested for when the Board next meets in Port Alberni. She added that thank you and congratulatory letters have been sent to outgoing and incoming officials respectively. L. Domae also extended her thanks to North Island College Faculty Association President J. Wrye for her advocacy efforts.

In response to a question as to how the Board can contribute to advocacy efforts on the College's behalf, L. Domae responded that she will continue to work with the Board so that their voices and relationships in community can advocate for NIC. She added that continued support for student housing, community engagement and Board member insight is greatly appreciated.

4.2 Vice President, Finance & College Services

4.2.1 Campbell River Student Housing Business Case

C. Fowler reviewed the draft Campbell River Student Housing Business Case, which was provided for the Board's information. He explained that a Class D estimate has been obtained for all four design options and that they are currently awaiting feedback from the Ministry, which will determine design, cost and next steps. As ministry procedure has changed, a Class C estimate, which is more accurate, will be done when the final business case is submitted.

C. Fowler explained that financial modelling has been done on all four design models to examine potential revenue and costs. All four designs are financially viable and scalable in size, however other factors such as cost to build and soil viability will also influence which design option is selected.

In response to a comment on the challenge of housing and funding opportunities, C. Fowler noted that the College will continue to explore options for funding, including potential opportunities through the Canada Mortgage and Housing Corporation (CMHC).

In response to a question as to what the determining factor for number of beds was, C. Fowler explained that the demand study was essential to show need in the community for this project. He added that the government has a budget for housing projects and will analyze how many beds are indicated in the Campbell River Student Housing Business Case in comparison to the entire sector. This financial decision will determine how many beds are approved for this project.

In response to a question as to how cost is determined for the project, C. Fowler explained that cost is determined per bed.

4.2.1.1 Comox Valley Student Housing Commons – Update

C. Fowler provided a brief update on the status of the Comox Valley Student Housing Commons project and highlighted that the project is currently on-time, on-budget and adhering to the original scope.

P. Trasolini commended C. Fowler and the project team for the progress and success of this project to date. K. Kuhnert noted that applications for the housing commons will open in early January 2025.

In response to a question as to whether the units would be furnished or not, K. Kuhnert confirmed that the units will be furnished but no personal effects will be provided.

In response to a question as a startup budget for the Housing Commons, C. Fowler explained that a vacancy rate has been built into budget forecasts, with a higher rate for the first year and additional contingencies for unexpected costs or higher than anticipated vacancy rates.

4.2.2 Fiscal Year 24/25 Second Quarter Financial Statements

C. Fowler reviewed the second quarter financial statements for the 2024/25 fiscal year and noted that the statements show a current deficit of \$1.8million. C. Fowler explained that the second quarter tends to show a deficit each year. The College's biggest expenses, such as salaries and

benefits, are distributed equally throughout the year, while tuition revenue is not equally distributed. Most tuition revenue is received in August, September and January which creates a deficit in the second quarter.

He added that the decline in international enrolment also contributes to this deficit and the College is also awaiting insurance reimbursement from a previous claim. He advised that it may be wise to project a small contingency deficit in the future and noted that all deficits require Ministry approval.

4.2.3 Fiscal Year 2024/25 Second Quarter Forecast

C. Fowler reviewed the second quarter forecast and noted that they have forecast a balanced budget for 2024/25 but have also indicated a potential small deficit in the future, to help account for transitional costs to rebalance following changes in international enrolment.

4.3 Vice President, Academic

4.3.1 Apprenticeship Tuition

T. Bellavia reviewed the proposed domestic tuition for new apprenticeship level courses and noted that this is an increase of approx. 9%. This change was reviewed by a tuition review panel and the increase will help to balance providing affordable programming to students with the increased cost to the institution to run these programs.

In response to a question as to whether this program is run as cost-recovery, T. Bellavia noted that this program is not cost-recovery, but that the Ministry does provide funding on a per-seat basis.

Moved R. Kishi/ Seconded J. Langille: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE DOMESTIC TUITION FEE OF \$115.00 PER WEEK FOR NEW APPRENTICESHIP COURSES.

Motion carried

4.4 Chair, Education Council

4.4.1 Education Council Report

A. Brady provided an update on recent Education Council meetings, which included a review of new program development. She also ran a new member orientation and generated a new onboarding resource for the Education Council members to review curriculum and their duties as responsibilities on the council.

5. INFORMATION

The Board received the following information items:

- 5.1 Board Schedule and Workplan (2024-25)
- 5.2 Annual Strategic Session Agenda, October 24 & 25, 2024
- 5.3 List of Board Sub-committee members
- 5.4 College Highlights Report, December 2024
- 5.5 Commonly used acronyms

5.6 Link to Board bylaws and policies

6. NEXT MEETING DATES

6.1 Regular Meeting – Thursday, February 6, 2025, Port Alberni Campus

7. ADJOURNMENT

Moved R. Kishi / Seconded M. Erickson: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADJOURN ITS REGULAR MEETING OF DECEMBER 5, 2024.

Motion carried

Time: 2:11 p.m.

P. Trasolini, Chair

Emily Haagerup, Executive Assistant

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North Island College Board of Governors
February 6, 2025

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

AGENDA ITEM: Regular Meeting
2.2 Executive Committee Regular Meeting Minutes of January 23, 2025

Committee members Patricia Trasolini (chair), Shelley Dores, Nancy Arsenault, Jerad Langille, Corinne Stavness and Lisa Domae, President & CEO met on January 23rd, 2025 with Emily Haagerup, Executive Assistant, Leadership Team & Board Operations attending as resource person.

Territorial Acknowledgment

P. Trasolini called the meeting to order at 10:13a.m. and 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. She noted that the purpose of this meeting is to discuss upcoming changes to the post-secondary landscape and the potential impact of these changes on North Island College.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Draft Regular Meeting Minutes, December 5th, 2024

The Executive Committee approved the regular meeting minutes of December 5th 2024 with no amendments.

Draft Board Daily Schedule, February 6th, 2025

L. Domae reviewed the draft daily schedule for February 6th, 2025, and noted that this meeting will be held at the Port Alberni Campus, with an Education Session on Working Together by K. Shopland, Executive Director Indigenous Education and her team. The presentation will also include R. Pasca, Manager, International Projects, Partnerships and Global Education, and students who were involved in Indigenization and international study abroad trips.

Draft Board Meeting Regular Agenda, February 6th, 2025

L. Domae reviewed the draft regular meeting agenda for the Board of Governors meeting on February 6th, 2025. E. Haagerup to add agenda item 3.3 Board Evaluation under Board Business.

The Executive Committee approved the draft regular agenda with the addition of Board Evaluation.

Board Support

L. Domae provided an update on administrative support to the Board of Governors, and noted that E. Haagerup, Executive Assistant, Leadership Team & Board Operations, will continue to provide support to the Board, with J. McGillis, Executive Assistant, Leadership Team & Board Operations providing additional support and coverage.

Next meeting dates:

The Executive Committee's next meeting is tentatively scheduled for Thursday February 27th, 2025 at 10:30a.m.

The meeting was adjourned at 11:47a.m.



North Island College Board of Governors
February 6, 2025

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AGENDA ITEM: Regular Meeting

**2.3 Governance and Board Development Committee Meeting
Minutes of January 23, 2025**

Committee members Shelley Dores (Chair), Nancy Arsenault, Patricia Trasolini, Claire Moglove, Kuda Makunike, Taylor McManus met on January 23rd, 2025 with staff Lisa Domae, President & CEO, Melanie Allison, Director, College Governance & Strategy, J. McGillis, Executive Assistant, Leadership Team & Board Operations and Emily Haagerup, Executive Assistant, Leadership Team & Board Operations attending as resource persons.

John Jack and Vicky White sent regrets.

Territorial Acknowledgment

N. Arsenault chaired the meeting on behalf of S. Dores. N. Arsenault called the meeting to order at 9:01 am and 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.

Adoption of Agenda

The Committee adopted the agenda with the addition of item 3c. Board Governance Manual request.

Committee Business

Board Evaluation

N. Arsenault reviewed the Board Evaluation documents and noted that feedback received from Board members in October 2024 was incorporated into the document. She recommended piloting the Board evaluation in 2025, with an opportunity for review and feedback in future.

N. Arsenault outlined the sections of the Board evaluation, which include the following:

- Board of Governors Survey Questionnaire: Members 1-year+
- Board of Governors New Member Survey Questionnaire
- Governor Self-Evaluation Questions
- Governor Interview Questions

Members noted that they appreciated the depth and breadth of the questions and the option for both scalable and qualitative questions.

The group discussed the frequency of the one-on-one interviews, noting that biannual interviews would be best for appointed and elected members, except for student members with a one-year

term. It was agreed that student one-on-one interviews should be conducted annually to ensure opportunities for student input.

Action: N. Arsenault will amend the Board evaluation document to specify that student representatives on the Board of Governors will be interviewed annually.

There was a fulsome discussion on who should conduct the one-on-one interviews, with consideration for workload, consistency and scheduling availability. It was agreed that having one individual conduct all interviews is ideal for consistency. It was decided that the Board Chair should conduct the one-on-one interviews, with the option of delegating this task to the Vice-Chair to accommodate workload or scheduling conflicts.

Decision: The Governance and Board Development Committee approved the Board Evaluation with the recommended amendments, to be added to the Board of Governors agenda for February 6th, 2025 for approval and implementation.

Action: M. Allison and E. Haagerup will connect with Institutional Research to facilitate the creation and implementation of the Board Survey Evaluation this year.

Board of Governors SharePoint site

M. Allison and E. Haagerup proposed creating and implementing a SharePoint site for Board members to utilize and access all documentation related to the North Island College Board of Governors, including meeting agenda packages, approved meeting minutes, Board member orientation, Board member evaluation and other relevant documents.

M. Allison explained that a SharePoint site would provide a secure, centralized location for Board documentation, with increased search functionality, access to historical documents and reduce the amount of paper documents.

The Committee discussed this proposal, provided feedback on the timeline for implementation and requested opportunities to give feedback on the layout and architecture of the SharePoint site.

Decision: The Governance and Board Development Committee agreed to create and implement a North Island College Board of Governors SharePoint site.

Action: E. Haagerup to proceed with the development of a Board of Governors SharePoint site and consult with the full Board for feedback prior to site implementation.

Board Governance Manual request

L. Domae informed the Governance and Board Development Committee of a request received from another public post-secondary institution seeking permission to adapt North Island College's Board Governance Manual for their own purposes, and with an acknowledgment of North Island College as the developer of the source document.

The Committee discussed this request and noted that this is a public document, the sharing of which aligns with the College's community values and that information-sharing of this nature engages in collaboration and cooperation with other public post-secondary institutions.

Decision: The Governance and Board Development Committee agreed that the North Island College Board Governance Manual should be shared for other institutions to adapt, acknowledging North Island College as the developer of the source document.

Future Agenda items:

- Mentorship program for new appointees and elected board members
- Board member orientation and ongoing board development process to align with the Board Governance Manual and Governance Authority Matrix (as discussed by Committee January 19, 2024)
- Update on Board of Governors SharePoint site development

Information

- Previous committee report
- [Governance Manual](#)

Next meeting dates:

The Governance & Board Development Committee's next meeting is tentatively scheduled for February 27th, 2025 at 9:00a.m.

The meeting was adjourned at 10:03a.m.



North Island College Board of Governors
February 6, 2025

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AGENDA ITEM:

Regular Meeting

2.4 Finance & Audit Committee Meeting Minutes of January 24, 2025

Committee members Jerad Langille (chair), Valery Puetz, Roger Kishi, and Murray Erickson met on January 24th 2025 with Colin Fowler, Vice President, Finance & College Services. Sue Fleck, Director, Finance, Melanie Allison, Director, College Governance & Strategy and Emily Haagerup, Executive Assistant, Leadership Team & Board Operations attending as resource persons.

Ayomide Kolawole-Osafehinti, Audit Senior Manager, KPMG and Liette Bates-Eamer, Audit Engagement Partner, KPMG attended the meeting as guest presenters.

Naeem Shaikh sent regrets.

Territorial Acknowledgment

J. Langille called the meeting to order at 3:05pm and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuuchahnulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Ayomide Kolawole-Osafehinti, Audit Senior Manager, KPMG and Liette Bates-Eamer, Audit Engagement Partner, KPMG joined the meeting.

KPMG Audit Workplan

L. Bates-Eamer reviewed the workplan for the upcoming audit in May 202, including materiality, error margin, risk assessment and procedures. She noted that there are no new accounting standards for the College to adopt at this time. She also reviewed timelines for the audit process, with audit work commencing in early May, a report for the College by June, followed by submission to the Office of the Auditor General.

In response to a question as to whether the assets of capital projects such as the Comox Valley Student Housing Commons and Centre for Excellence in Early Learning are accounted for, L. Bates-Eamer noted

that these projects accumulate as unamortized assets, and once the project is complete, then amortization commences. C. Fowler added that these capitol project assets are categorized as works in progress and continue to increase as the projects advance.

Ayomide Kolawole-Osafehinti, Audit Senior Manager, KPMG and Liette Bates-Eamer, Audit Engagement Partner, KPMG left the meeting.

FY 2024/25 3rd Quarter Forecast

C. Fowler reviewed the third quarter forecast for the 2024/25 fiscal year. He noted that this document is required by the Ministry on a quarterly basis to consolidate with provincial financial reports. The forecast is completed prior to the quarterly financial statements due to the Ministry timelines which affects the accuracy of the forecast. This occurred in the third quarter, when a small deficit was projected before the College was informed of realized or capital gains from the investment portfolio, which created a surplus. C. Fowler added that is the College is required to run a balanced budget, and if a deficit was anticipated, they are required to seek Ministry approval.

C. Fowler noted that following discussion with the group, the quarterly forecasts should be brought to the Finance & Audit Committee for review, but do not need to be brought to the Board because the timing and format of the forecast limit its usefulness.

FY 2024/25 3rd Quarter Financial Statements

C. Fowler reviewed the third quarter financial statements for the 2024/25 fiscal year and explained that the surplus of \$1.437 million is due to significant realized or capital gains from the College's investment portfolio. He noted that while the College budgets for regular investment earnings, realized gains are not included in budget projections due to their volatile nature.

C. Fowler gave an update on international enrolment numbers and revenue, and cautioned that due to regulation changes from Immigration, Refugee and Citizenship Canada (IRCC) the College expects international enrolment continue declining, which will impact revenue and budgets.

Risk Management and Internal Controls

M. Allison, Director, College Governance & Strategy, joined the meeting.

M. Allison provided an update on the College's Enterprise Risk Management framework.

As part of the Enterprise Risk Management framework, the Finance team is developing an operational risk register which maps out risks in detail including existing risk controls and/or risk mitigation (e.g. processes, policy, practices) and evaluates of the adequacy of current treatments and actions. M. Allison recommends developing a higher-level consolidated report outlining NIC's internal controls for mitigating financial risks.

M. Allison, Director, College Governance & Strategy, left the meeting.

Information

Amortization Policy

C. Fowler and S. Fleck will provide an update on this item at a future Finance & Audit Committee meeting.

Future Agenda Items:

- Amortization Policy
- Risk Management & Internal Controls

Next meeting dates:

The Finance & Audit Committee's next meeting is scheduled for Friday April 11th, 2025 at 3:00p.m.

The meeting was adjourned at 4:36p.m.



BOARD OF GOVERNORS – ACTION SHEET

February 6, 2025

Agenda #: 3.1

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

Agenda Item: 2024/25 Fiscal Year Credit Enrolment Report
(at Winter Term Stable Enrolment Date)

Action Required: For Information

**Draft Motion/
Recommendation:** Not Applicable

Background/History/Executive summary:

The fiscal year credit enrolment reports capture enrolment in credit courses at the winter term stable enrolment date and provide a point-in-time comparison with enrolment during the same period in the previous year. The fiscal year is inclusive of spring, summer, fall and winter terms, and the reports include credit enrolment headcount for all terms at the reporting date(s).

“Appendix 1 – Enrolment Overview” provides a comparison of enrolment at January 15, 2025 with January 17, 2024, the respective winter term stable enrolment dates for those years. Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC. Student headcount is reported irrespective of the number of course registrations; therefore, it is not equivalent to full-time equivalent enrolment (FTE), which is calculated on course registrations per Ministry guidelines.

Policy analysis/strategic priority:

Aligned with *BUILD 2026* strategic priorities:

- 7.3 Transparency and Accountability
- 2.4 Integrated Enrolment

Attachments:

N/A

Action:

For the Board’s information.

Appendix 1 – Enrolment Overview

A total of 4,083 students were enrolled in the 2024/25 fiscal year at the winter term stable enrolment date, including 3,286 domestic students and 798 international students.

Compared with last year:

- total headcount is lower by 86 students (2%),
- domestic student headcount is lower by 117 students (3%), and
- international student headcount is higher by 30 students (4%).

Key factors impacting enrolment also remain the same:

1. shifting federal government policy constraints for international students have led to fewer new international students enrolling, and
2. domestic student one-time-funded programming is contributing to lower domestic student enrolment compared with last year.

With 798 international students enrolled, a 4% increase from last year, 2024/25 is now confirmed to have the highest international student enrolment in the history of NIC. However, despite strong overall international student enrolment, new international student headcount has declined in 2025 winter term by 37% (40 students). Last year's record-high international student enrolment has carried over into the current year and is boosting enrolment to new highs, but new student demand has clearly waned in winter term.

Table 1 on the following page breaks down total headcount by instructional area program groupings and shows the percentage change from last year. The 18% decline in Continuing Education & Training headcount is entirely coming from a reduction in domestic student one-time-funded programming. Table 1 also shows that Apprenticeship Training headcount is lower by 7%. Last year, Apprenticeship Training headcount was the second highest in the history of NIC (with the prior year being the highest) and, this year, fewer intakes running in Electrician and Heavy Duty Mechanic are contributing to the decline. Indigenous Education is lower by 2% this year with fewer international students taking Indigenous Leadership electives as part of their business programs.

Table 1 – 2024/25 FY Headcount by Instructional Area at 2025 Winter Term Stable Enrolment Date

Instructional Area [*]	2024/25 Fiscal Year Headcount (at January 15th)	% Change from Last Year (2023/24)
Indigenous Education	474	-2%
University Studies & Applied Programs	1,934	-1%
Health & Community Care	761	+6%
Trades & Technology	347	+4%
Apprenticeship Training	473	-7%
Adult Upgrading	478	-4%
Continuing Education & Training	321	-18%
Total (Unduplicated Headcount)	4,083	-2%

* Note that Total (Unduplicated Headcount) will not equal the sum of Instructional Area headcounts as students may be enrolled in more than one instructional area in a given fiscal year.



BOARD OF GOVERNORS – ACTION SHEET

February 6, 2025

Agenda #: 3.2

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

Action Required: For Board Approval – Board Evaluation

Draft Motion/ Recommendation: The Board of Governors of North Island College resolves that all Board members will actively participate in the following evaluation and processes to ensure continuous growth, accountability, and alignment with the Board’s strategic goals:

1. **Annual Board Evaluation:** All Board members will complete a comprehensive online evaluation of the Board in approximately February each year.
2. **Biennial Self-Evaluation and Interview with the Board Chair or designate:** Each Board member will participate in a one-on-one interview with the Board Chair or designate every two years, in April, to discuss their self-evaluation and receive feedback, with the exception of Student representatives, who will be interviewed annually.

Background/History/Executive summary:

The Board is committed to annual Board evaluation, the purpose of which is to provide Board Members with an opportunity to assess the overall effectiveness of the Board, and to identify opportunities for development and improvement.

NIC recognizes that strong evaluation processes are one of many tools that support being an efficient and effective Board. Board Member evaluation results identify Board development opportunities and improve Board Member orientation. The Board also recognizes that evaluation processes are not static and should be reviewed and refreshed from time to time.

The Board Governance and Development Committee has updated the evaluation survey and process to align with the Board Governance Manual and incorporate feedback received from the Board at the Strategic Session in October 2024.

Attachments:

North Island College Board of Governors Evaluation Resource Document

Action:

The Board of Governors of North Island College resolves that all Board members will actively participate in the following evaluation and processes to ensure continuous growth, accountability, and alignment with the Board’s strategic goals:

1. **Annual Board Evaluation:** All Board members will complete a comprehensive online evaluation of the Board in approximately February each year.
2. **Biennial Self-Evaluation and Interview with the Board Chair or designate:** Each Board member will participate in a one-on-one interview with the Board Chair or designate every two years, in approximately April, to discuss their self-evaluation and receive feedback, with the exception of Student representatives, who will be interviewed annually.

NIC Board Evaluation

Board of Governors Survey Questionnaire: Members 1-year+

New Board of Governors Survey Questionnaire

Governor Self-Evaluation Questions

Governor Interview Questions

Board of Governors Survey Questionnaire: Members 1-year+

North Island College (NIC) is conducting the annual Board evaluation to:

- Gather feedback on the performance of the Board, its leadership, committees, and committee chairs.
- Identify ways to improve Board effectiveness.
- Ensure the Board fulfills its oversight role to benefit stakeholders and rightsholders.
- Support Board succession planning, orientation, and education.
- Strengthen relationships among Board members and with the Leadership Team.

Before completing this survey, it may be helpful for all appointed board and elected board members to refresh themselves on the role of the Board as identified by NIC's Governance Authority Matrix. Click [here](#) to review the matrix before you begin.

All responses are confidential and will only be accessed by Institutional Research and the Director of Governance. Feedback included in reports will not be attributed to individuals.

The survey will be open from [start date] to [end date] and will take approximately 45 minutes to complete. For any questions, please contact [contact name and email].

Type of Board Member:

- Appointed
 Elected (Faculty, students, support staff) + President

The Board's Role

1. All Governors on the Board understand their role. [Yes, No, Unsure]
2. The Board focuses its time together on the right topics, aligned with its role and mandate. [Yes, No, Unsure]
3. The Board strikes an appropriate balance between providing strategic oversight and overseeing the Administration of the College via the President. [Yes, No, Unsure]
4. Assess the Board's effectiveness, as a governance body, in the following areas of oversight. Select the option that best reflects your perspective for each item using this scale:

- a) Understands and Oversees Effectively: The Board demonstrates a clear understanding and effective oversight in this area.
b) Needs Improvement: The Board could improve its understanding or oversight in this area

	Board understands this area of oversight.	Board requires information about its role.
Establishing the college’s vision, mission, and strategic direction in line with NIC’s mandate.	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring legal and regulatory compliance.	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing the execution of the annual Minister’s Mandate letter.	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing major risks, risk tolerances, and risk systems (via the Finance and Audit Committee).	<input type="checkbox"/>	<input type="checkbox"/>
Upholding ethical standards and behaviour.	<input type="checkbox"/>	<input type="checkbox"/>
Hiring the President.	<input type="checkbox"/>	<input type="checkbox"/>
Conducting a President and CEO evaluation that monitors the role’s execution of the strategic plan.	<input type="checkbox"/>	<input type="checkbox"/>
Planning for the succession of the President and CEO.	<input type="checkbox"/>	<input type="checkbox"/>
Understanding the importance of diversity, equity, and inclusion (DEI) within the organization.	<input type="checkbox"/>	<input type="checkbox"/>
Recognizing the contribution of the NIC Indigenous Education Council (IEC)	<input type="checkbox"/>	<input type="checkbox"/>
Fostering understanding of the importance of environmental and social stewardship (opportunities, risks, and impacts of activities)	<input type="checkbox"/>	<input type="checkbox"/>
Reviewing and approving recommendations from the Finance and Audit Committee regarding:		
Tuition and mandatory fees	<input type="checkbox"/>	<input type="checkbox"/>
Financial management plan	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring performance and enforcing controls	<input type="checkbox"/>	<input type="checkbox"/>
Reviewing and approving policies as recommended by the various Committees		
Reviewing and approving the institutional accountability plan	<input type="checkbox"/>	<input type="checkbox"/>
Reviewing and approving new program credentials.	<input type="checkbox"/>	<input type="checkbox"/>
Reviewing and approving program cancellations.	<input type="checkbox"/>	<input type="checkbox"/>

Board/President and CEO Relationship

5. The relationship between the Board and the President/CEO is appropriate. [Agree, Disagree, Uncertain]
6. The Board provides strategic oversight and refrains from operational involvement, while the President/CEO engages the Board as a thought partner for guidance and support on strategic matters. [Agree, Disagree, Uncertain]
7. The President provides regular updates on communications with government(s), First Nations and Indigenous Communities, faculty, staff, students, institutional colleges, and the general public as they pertain to matters of the Board. [text answer]
8. Do you have any recommendations for strengthening the President's contributions to ensure effective and efficient Board processes and practices? [text answer]

Board Meeting Practices and Materials

9. Meetings of the Board operate effectively and efficiently. This question examines how Governors prepare for and operate within meetings. [suggest binary: Yes, No – if we get lots of no's it would trigger a follow-up]
 - Pre-meeting information package is available with enough time to prepare for the Board meeting
 - Pre-meeting Board information package has sufficient detail to allow the Board to make informed decisions.
 - Board meetings are productive, focusing on the most important issues.
 - Board meetings have an appropriate division of time between presentation and discussion.
 - Number, length, and frequency of Board meetings is reasonable.
10. What, if anything, needs to be improved in the Board's practices or materials? [text answer]

The Board

11. The Board can recommend candidates that fit the requirements of the skills matrix. [Agree, Disagree, Uncertain]
12. The Board understands its role relative to the Indigenous Education Council. [Agree, Disagree, Uncertain]
13. The Board understands its role relative to the NIC Foundation. [Agree, Disagree, Uncertain]
14. Governors collaborate constructively. [Agree, Disagree, Uncertain]

15. Governors act in an inclusive manner (e.g., actively listening, encouraging diverse views and
16. Perspectives, keeping tone and body language respectful, etc.). [Agree, Disagree, Uncertain]
17. Identify at least three key opportunities or challenges the Board will face over the next one to three years? [text entry]
18. What does the Board do particularly well and should be recognized? [text entry]
19. What enhancements would improve the Board's ability to operate effectively and efficiently? [text entry]
20. What skills, experience, or diversity would add value to NIC's Board? [text answer]
21. Are there topics the Board should receive additional information or education on? [text answer]

Board Leadership

22. The Board understand the duties of the Board Chair. [Agree, Disagree, Uncertain]
23. The Board understand the duties of the Board Vice-Chair. [Agree, Disagree, Uncertain]
24. The Board understand the duties of the Finance and Audit Committee Chair [Agree, Disagree, Uncertain]
25. The Board understand the duties of the Governance and Board Development Committee Chair. [Agree, Disagree, Uncertain]
26. Describe what the Board Chair does well and any changes they could adopt to enhance the functioning of the Board? [text answer]
27. Provide any feedback on the Committee Chairs that could be adopted to enhance the functioning of Committees. [text answer]

Committee Composition and Functioning

28. The work of the Committees ensures recommendations and information brought forward allow for effective Board meetings. [Consistently, Occasionally, Rarely]
29. What works well and/or could be improved regarding how the Committees function? Please include consideration of the role of the Chairs. If you are not on the committee – skip the question.
 - a. Executive [text answer]
 - b. Finance and Audit [text answer]
 - c. Governance and Board Development [text answer]

30. The Committee Chair appointment process is transparent. [Agree, Disagree, Uncertain]

31. Succession planning for Committees is thoughtfully considered. [Agree, Disagree, Uncertain]

32. How could the Committees add more value to the Board and College? [text answer]

General

33. Are there any additional areas not covered in this survey that you would like to comment on?
[text answer]

34. Would you like a 1:1 interview to discuss the functioning of the Board?

- Yes, with the president
- Yes, with the vice-president
- No thank you

New Board of Governors Survey Questionnaire

North Island College (NIC) is conducting the annual Board evaluation to:

- Gather feedback on the performance of the Board, its leadership, committees, and committee chairs.
- Identify ways to improve Board effectiveness.
- Ensure the Board fulfills its oversight role to benefit stakeholders and rightsholders.
- Support Board succession planning, orientation, and education.
- Strengthen relationships among Board members and with the Leadership Team.

Before completing this survey, it may be helpful for participants to refresh themselves on the role of the Board as identified by NIC's Governance Authority Matrix. Click [here](#) to review the matrix before you begin.

All responses are confidential and will only be accessed by Institutional Research and the Director of Governance. Feedback included in reports will not be attributed to individuals.

The survey will be open from [start date] to [end date] and will take approximately 20 minutes to complete. For any questions, please contact [contact name and email].

The Board's Role

1. I understand the role of the Board. [Yes, No, Somewhat]
2. I understand the provincial mandate for the Board. [Yes, No, Somewhat]
3. I understand the purpose of the Minister's mandate letter. [Yes, No, Somewhat]

Board Meeting Practices and Materials

1. Pre-meeting information package is provided with enough time to prepare for the Board meeting. [Always, Sometimes, Rarely]
2. Board meetings are productive, focusing on the most important issues. [Always, Sometimes, Rarely]
3. Board meetings have an appropriate division of time between presentation and discussion. [Always, Sometimes, Rarely]
4. Governors appear fully engaged during Board meetings (e.g., asking relevant questions, participating in value-adding discussions, actively listening, etc.). [Always, Sometimes, Rarely]
5. What, if anything, needs to be improved in the Board's practices or materials? [text answer]

Orientation and Education

6. The Board orientation I received effectively prepared me for my role as a Governor. [Yes, No – if no, a comment box]
7. I have received invitations to different optional College events where a Governor’s presence is welcome or encouraged. [Yes, No]
8. The time I spent with the Board Chair was a valuable part of my orientation process. [Yes, No]
9. The time I spent with the President Chair was a valuable part of my orientation process. [Yes, No]
10. I was appointed a Board member as my mentor. [Yes, No]
11. My mentor has been available to meet with me I feel it is needed. [Yes, No]
12. What worked well about your onboarding process (consider content, format, timing, etc.)? [text entry]
13. What, if anything, would you suggest that would improve the Board orientation? [text entry]

Board and Committee Functioning

14. In your time so far on the Board what have you seen that is working particularly well? text answer]
15. What areas of Board governance and operations are you curious to learn more about? text answer]
16. What, if any, key issues do you think the Board should focus on in the next year? [text answer]

General

17. Are there any additional areas, not covered in this survey, that you would like to comment on?
18. Would you like a 1:1 interview to discuss the functioning of the Board or any questions you have as a new board member?
 - Yes, with the president
 - Yes, with the vice-president
 - No thank you

Governor Self-Evaluation Questions

This self-evaluation is designed to help individual Board members reflect on their in advancing the college's mission. By thoughtfully assessing our effectiveness, the goal is strengthening our governance, improving decision-making, and ensuring accountability to our students, staff, and community. This process underscores our commitment to fostering excellence and driving positive change within our institution. If you would like to discuss and review your self-evaluation with the Board Chair, please request a 1:1 meeting.

Qualitative Questions (Scale: Yes, No, Somewhat)

1. I understand NIC's purpose.
2. I have the financial competency to review NIC's financial statements confidently.
3. I am an engaged Governor.
4. I am inclusive in my actions around the board table.
5. I approach Board dialogues and discussion with a strategic mindset.
6. I am enjoying serving my community as a member of this Board.

Qualitative Questions (Text box)

7. What's been your biggest contribution to the Board over the past year? Think about your skills, experience, style, or leadership—what are you most proud of?
8. Over the past year, what steps have you taken to grow your skills or knowledge?
9. Are there any or areas of education you would like to learn more about to improve your effectiveness on the Board?
10. Looking ahead, are there any areas you'd like to focus on or improve in the coming year?
11. Are there specific learning opportunities or development programs that could help you grow in the year ahead?
12. How can the Board or Committee Chairs support you better as you look toward the future?
13. Are you interested in stepping into a leadership role, such as Chair, Vice Chair, Committee Chair, or Executive Member? If yes, which role(s) and when do you think you'd feel ready for it?
14. Is there anything else you'd like to share about your performance or ways you'd like to grow?

Governor Interview Questions

The purpose of the 1:1 interviews is to foster open dialogue as part of the biennial board review process. These conversations aim to evaluate board effectiveness, enhance individual contributions, strengthen relationships, and identify opportunities for improvement, ensuring alignment with the organization's mission and goals.

1. Reflection on Contributions

Looking back over the past year, what are you most proud of regarding your contributions to the Board? Are there any specific moments or initiatives that stand out to you?

2. Opportunities for Growth

Are there any areas where you feel you could grow or contribute more? What support or resources could help you in those areas?

3. Board Dynamics and Collaboration

How do you feel about the dynamics within the Board? Are there any changes you would suggest to improve collaboration or effectiveness?

4. Support and Feedback

Do you feel supported in your role as a Board member? Are there specific ways the Chair or Committee Chairs could better support you?

5. Board Education and Skill Balance

Are there areas of education or training you believe would benefit the Board as a whole? Do you think the current mix of skills and knowledge among Board members aligns well with the Board's goals and responsibilities?

6. Feedback on Board Processes

Are there any processes, meetings, or practices within the Board that you think could be improved or made more effective?

7. Future Goals

What are your goals for the upcoming year in your role as a Board member? Are there any new projects or areas of focus you'd like to explore?

8. Overall Experience

Is there anything else you'd like to share about your experience on the Board, whether it's about your role, the Board's direction, or anything we haven't covered?

Motion:

The Board resolves that all Board members will actively participate in the following evaluation and processes to ensure continuous growth, accountability, and alignment with the Board's strategic goals:

1. **Annual Board Evaluation:** All Board members will complete a comprehensive online evaluation of the Board in approximately February each year.
2. **Biennial Self-Evaluation and Interview with the Board Chair or designate:** Each Board member will participate in a one-on-one interview with the Board Chair or designate every two years, in April, to discuss their self-evaluation and receive feedback, with the exception of Student representatives, who will be interviewed annually.



BOARD OF GOVERNORS – ACTION SHEET

February 6, 2025

Agenda #: 3.3

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

Action Required:

For Board Approval – Proposed Amendments to the 2024/25 Board Workplan

**Draft Motion/
Recommendation:**

That the North Island College Board of Governors approves the proposed amendments to the 2024/25 Board of Governors Workplan.

Background/History/Executive summary:

Due to changes in availability, the following amendments are proposed to the 2024/25 Board of Governors Workplan:

- Education Session: Draft Budget Presentation to be held on Thursday March 13th, 2025 (time TBC)
- Board of Governors Regular Meeting on Thursday May 1st, 2025, to be moved to Thursday April 17th, 2025.
- Adjustment of sub-committee meeting dates as needed to align with Regular Board Meeting

Attachments:

2024/25 Board Workplan

Action:

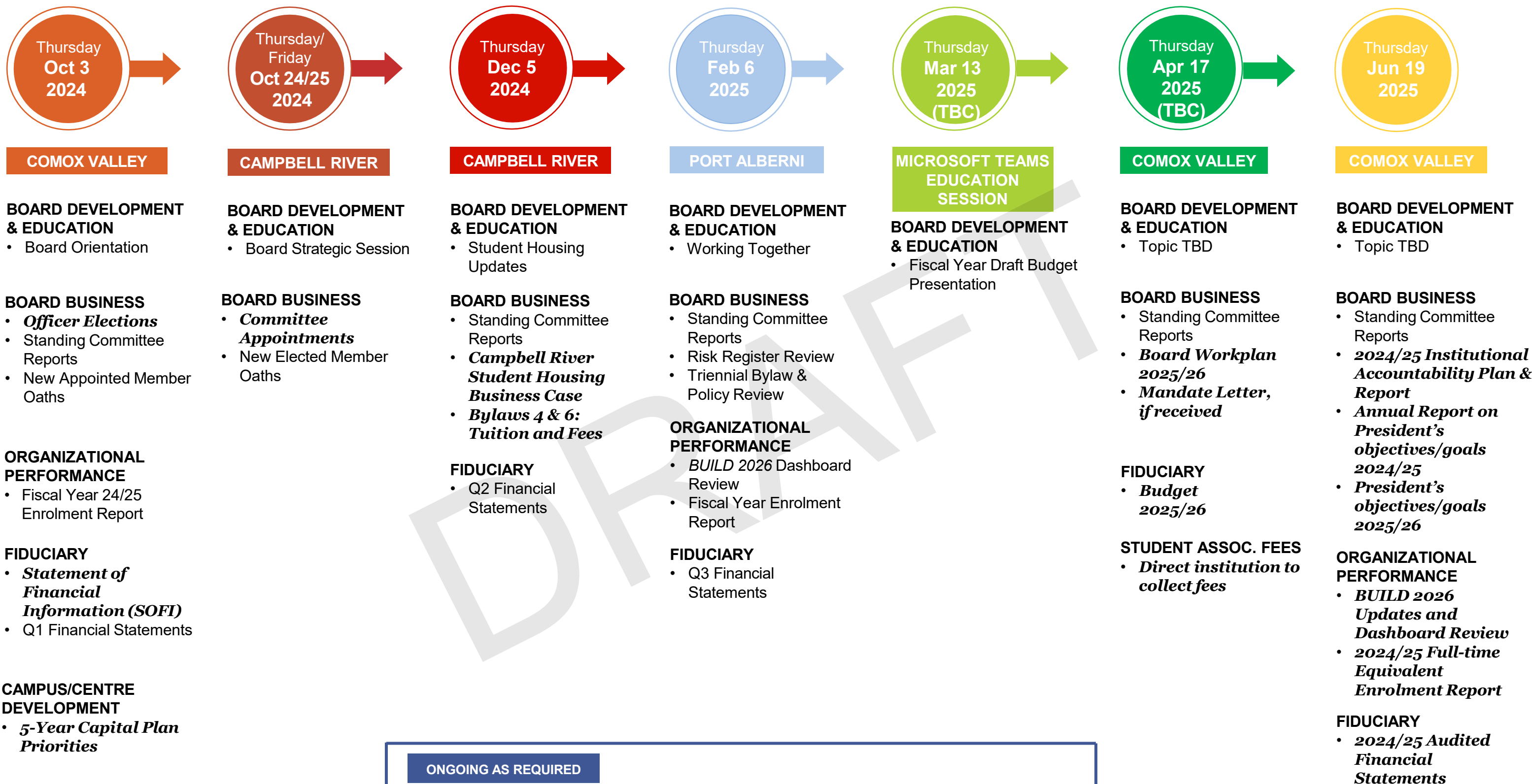
That the North Island College Board of Governors approves the proposed amendments to the 2024/25 Board of Governors Workplan.

NIC Board of Governor's 2024/2025 Workplan



MISSION Working together, NIC builds healthy and thriving communities, one student at a time.

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



Items in this font and italicized require Board approval

ONGOING AS REQUIRED

ORGANIZATIONAL PERFORMANCE <ul style="list-style-type: none"> <i>Strategic Plan Approval/Updates</i> 	FIDUCIARY <ul style="list-style-type: none"> <i>New Programming Tuition and Fees</i> 	EMPLOYEES <ul style="list-style-type: none"> <i>Collective Agreement Ratification</i>
PROGRAMMING <ul style="list-style-type: none"> <i>Credential Approval</i> <i>Program Cancellation</i> 	CAMPUS/CENTRE DEVELOPMENT <ul style="list-style-type: none"> <i>Lease Approval</i> <i>Land Sale</i> 	

	September 2024	October 2024	November 2024	Dec 2024/Jan 2025Feb	February 2025	Mar/Apr 2025	May/Jun 2025
Board Committee Meetings to be held virtually and/or in the Komoux Hall Boardroom (venue and dates are subject to change)							
Executive	Sep 12 10:30am	Oct 10 10:30am	* Nov 25 10:30am	Jan 23 10:30am		Apr 3 (TBC) 10:30am	Jun 5 10:30am
Governance & Board Development	Sep 12 9am	Oct 10 9am	* Nov 25 9am	Jan 23 9am		Apr 3 (TBC) 9am	Jun 5 9am
Finance & Audit	Sep 13 3pm		Nov 22 3pm	Jan 24 3pm		Apr 4 (TBC) 3pm	Jun 6 3pm
Community Engagement Events (optional)							
				Dec 5 Campbell River Campbell River Holiday Lunch			
NIC College Engagement Events (optional)							
	Sep 3 Campbell River Student Orientation	Oct 8 Port Alberni NISU/LT Student Celebration Lunch	Nov 7 Online College Conversation	Dec 6 Online College Conversation	Feb 5 (TBC) Online College Conversation	Mar (dates TBC) All Campuses NISU/LT Student Celebration Lunches	May 30 Location TBA Employee Recognition Event
	Sep 5 Comox Valley Student Orientation	Oct 9 Campbell River NISU/LT Student Celebration Lunch					Jun 12 Port Alberni Convocation
	Sep 17 Port Alberni Student Orientation	Oct 10 Comox Valley NISU/LT Student Celebration Lunch					Jun 16 Campbell River Convocation
	Sep 27 Online College Conversation						Jun 17 Comox Valley Convocation



BOARD OF GOVERNORS – ACTION SHEET

February 6, 2025

Agenda #: 4.1.1

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

Action Required: For Board review and discussion

Draft Motion/ Recommendation: Not Applicable

Background/History/Executive summary:

The Board of Governors approved NIC's strategic plan, *BUILD 2026*, on May 28, 2021. The plan contains measurables to be achieved by the end of the plan's life. Throughout this five-year period, NIC's progress towards meeting these outcomes is reported on a twice-yearly dashboard. The dashboard is updated each winter (reporting period is the prior Summer and Fall terms) and each summer (reporting period is the prior Winter and Spring terms).

This attached dashboard represents our progress in the 58 measurables that move us toward achieving our vision to deliver BC's best individualized education and training experience. It represents significant advancement in each of the plan's nine elements.

We are pleased to report the following progress on the 58 measurables:

Complete	On Track	Behind
24	33	1
	To be completed 10	
	To maintain \geq target 23	

The *BUILD 2026 Strategic Plan and Year 4, Report 1 Dashboard* was reviewed on January 20, 2025, by the College Plan Committee.

To ensure *BUILD 2026*'s relevancy, the Leadership Team will review the measurables again in June and, where needed, make recommendations for change.

The Leadership Team thanks the faculty, staff and administration for their work on *BUILD 2026* and the investment they continue to make in the college's mission and vision.

Once approved, the Year 4 Report 1 Dashboard will be posted to the NIC Engage site.

Policy analysis/strategic priority:

This item aligns with the *BUILD 2026* strategic priority and commitment to transparency and accountability in its leadership:

7.3

*Transparent decision-making builds a culture of trust and respect. **We will facilitate open dialogue, collaboration, and consultation, to manage risk, achieve our goals and obtain results.***

Attachments:

BUILD 2026 Strategic Plan and Year 4 Report 1 Dashboard

Action:

For Board review and discussion at its meeting of February 6, 2025.

BUILD



STRATEGIC PLAN AND YEAR 4 REPORT 1 DASHBOARD

July - December 2024

NORTH ISLAND COLLEGE

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

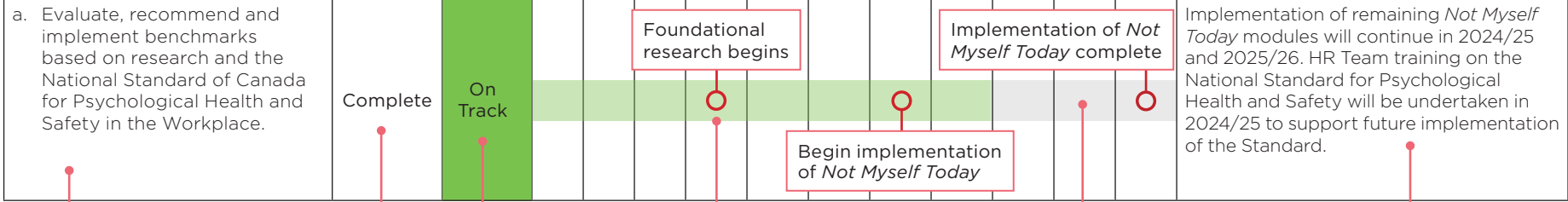


How the Dashboard Works

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	

PEOPLE

1.1 HEALTHY AND PRODUCTIVE WORKPLACES



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

STATUS
Provides a consistent, glanceable summary of the current status

MILESTONE
Highlights past, upcoming and/or scheduled achievements

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

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

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

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

Current Report

PLAN YEAR	YEAR 1			YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	2021/22			2022/23		2023/24		2024/25		2025/26	
Term	Summer	Fall	Winter	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring
Measurement Period	May to Aug 2021	Sep to Dec 2021	Jan to Apr 2022	July to December 2022	January to June 2023	July to December 2023	January to June 2024	July to December 2024	January to June 2025	July to December 2025	January to June 2026
Reporting Date	Sep 21	Jan 22	Jun 22	February 2023	June 2023	February 2024	June 2024	February 2025	June 2025	February 2026	June 2026

BUILD 2026 DASHBOARD

YEAR 4 REPORT 1: July - December 2024

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.1 HEALTHY AND PRODUCTIVE WORKPLACES														
a. Evaluate, recommend and implement benchmarks based on research and the National Standard of Canada for Psychological Health and Safety in the Workplace.	Complete	On Track												Implementation of remaining <i>Not Myself Today</i> modules will continue in 2024/25 and 2025/26. HR Team training on the National Standard for Psychological Health and Safety will be undertaken in 2024/25 to support future implementation of the Standard.
1.2 PEOPLE DEVELOPMENT														
a. Implement People Plan to develop thriving, inspired and productive employees.	Complete	Complete												The <i>Thriving Together Year 1 Dashboard</i> included planning priorities for Year 2 and was published and shared out in November 2024.
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION														
a. Develop and implement an internal communications strategy.	Complete	Complete												An update will be provided in Winter/ Spring 2025.

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.1 TEACHING AND LEARNING														
a. Maintain or increase the target of 90% graduate and former student assessment of the quality of instruction across all programs.	≥ 90%	On Track				96%	93%	93%						
b. Implement a student-learning-experience survey.	Complete	Complete				Survey complete			Implementation in TT programs					
c. Implement combined teaching-and-learning/digital-learning strategy.	Complete	On Track												
													Members of the Academic Matters Working Group are working on the Roadmap for Enhancing Quality Student Learning to provide principles and values, competencies and directions for future teaching, learning and digital experiences.	

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS			
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp				
FOUNDATION																	
2.2 FINANCES																	
a. Balanced budget within three years of the pandemic ending.	Balanced	Complete															
			Projected:			(\$1.5M)		(\$793K)		(\$642K)		0					
			Actual:			\$57K		(\$741K)		\$78K							
b. Long-term financial health (positive net asset position).	> \$2.8M	On Track															
			Projected in 2021:					\$3.9M		\$2.8M		\$2.1M		\$2.1M		\$2.2M	
			Current Projections:										\$4.8M		\$4.8M		
			Actual:			\$5.4M		\$4.7M		\$4.8M							
2.3 INFORMATION TECHNOLOGY																	
a. Implement IT Service Management (ITSM) model*.	Complete	Complete															
			TeamDynamix (ITSM) complete														
b. Improve NIC's cybersecurity risk-mitigation and response capabilities.	NIST CSF Score ≥ 2.9	On Track															
			2022 Score 1.9			2023 Score 2.3			2024 Score assigned								

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

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.4 INTEGRATED ENROLMENT														
a. Define optimum enrolment for NIC.	Complete	Complete												
			Optimum enrolment established											
b. Implement enrolment targets for all programs.	Complete	Complete												
			Template implemented											
			Annual process implemented											
c. Develop and implement an integrated, strategic enrolment-management planning process.	Complete	On Track												
			Begin draft planning process											
			Implement process											

YEAR 5 GOAL		TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
				Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION															
2.5 CAMPUSES AND CENTRES															
a. Develop Campus Master Planning concepts and share with communities.		Complete	On Track												
				Mixalakwa complete									Campbell River complete		
							Port Alberni complete						Comox Valley complete		
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.		Complete	On Track												
							Tree removal/ site clearance		Construction begins				Housing opens		
							Operational development begins								
c. Develop a business case for an NIC Housing Commons at the Campbell River campus.		Complete	On Track												
									Begin developing business case				Business case to Ministry		
													Business case complete		
A draft business case has been submitted to the Ministry, with the final version to be submitted in early 2025.															
2.6 RISK MANAGEMENT															
a. Develop and implement a college-wide risk-management program.		Complete	Complete												
							ERM policy revision		ERM policy revision						
									ERM policy revision						
									ERM policy revision						

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FRAME														
3.1 STUDENT WELL-BEING														
a. Develop and implement a Student Mental Health and Well-Being plan.	Complete	Complete												
3.2 STUDENT SUPPORT AND PERSISTENCE														
a. Increase first-year student retention (Fall to Fall) above 47%.	> 47%	On Track												
b. Maintain or increase the dollar amount of scholarships, bursaries, awards and emergency funds available to students.	≥ \$500K	On Track												NIC Foundation continues to significantly increase the number of awards given to students and the total value of those awards.
c. Increase # of childcare spaces above 94.	>94	On Track												

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
DOORWAYS														
4.1 PROGRAM ENTRY														
a. Increase the % of full-time equivalents (FTEs)* in access** courses and initiatives above 40%.	> 40%	On Track			72%		60%		54%					
														Next data available
4.2 LEARNING AND SERVICES														
a. Increase % of courses with more than one entry point per year above 27%.	> 27%	On Track			28%		28%		36%					
														Next data available
b. Increase the % of courses with multiple modes of delivery above 9%.	> 9%	On Track			44%		33%		27%					
														Next data available
c. Develop and implement fully operational digital service strategy.	Complete	Complete												
														Strategy complete
														Strategy implementation
														Three-year rolling action plan

* Full-time Equivalent (FTE) is the metric used to measure enrolment across BC public post-secondary institutions. Full-time students count as one FTE while students taking part-time course loads count as less than one FTE.

** Access includes off-campus, non-traditional credit courses delivered at a time or place that is more available to students. This involves programs delivered off-campus, face-to-face, across the region, Adult Basic Education, Employment Transition, Joy of Lifelong Learning, dual credit and dual admission courses as well as evening and weekend courses.

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
DOORWAYS														
4.3 PATHWAYS TO LEARNING														
a. Maintain dual-credit enrolment above 170.	> 170	On Track			253 enrolments				184 enrolments					
							275 enrolments			Next data available				
b. Maintain or increase the # of partnership agreements each year, equal to or above 40.	≥ 40	On Track			75 partnership agreements				64 partnership agreements					
							77 partnership agreements			Next data available				

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOMS														
5.1 INDIGENOUS-LED EDUCATION														
a. Maintain or increase % of FTE Indigenous students* greater than or equal to representation in the population.	≥ 14%	On Track												
b. Maintain or increase % of Indigenous students satisfied with NIC's help in achieving educational goals, above or equal to 90%.	≥ 90%	On Track												
c. Implement Indigenization Plan recommendations.	Complete	Complete												

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

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOMS														
5.2 COMMUNITY-CONNECTED LEARNING														
a. Maintain or increase the # of students participating in co-ops, practicums, internships and work-integrated learning experiences to over 700 participants.	> 700	On Track				916 students				910 students				
							921 students			Next data available				
b. Implement place-based learning initiatives in program renewal plans.	Complete	Complete								Strategy implemented				
c. Open an expanded and fully operational integrated child-care and learning facility at the Comox Valley campus.	Complete	On Track				Business case development		Business case approved		Builder selected		Centre of Excellence in Early Learning open		Occupancy is scheduled for mid- to late-Fall 2025. Beaufort Child-Care licensing of the new space is expected in early 2026.
								\$14.2M Ministry funding achieved		Construction begins				
5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING														
a. Increase # of students with advising support above 425 students.	> 425	On Track				547	543	576	593	759	766			
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track				24		26		26				
												Next data available		

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOMS														
5.4 GLOBAL LEARNING														
a. Increase # of new international student enrolments each year above 214 new students.	> 214	On Track				194 new students 2021/22				369 new students 2023/24				
							304 new students 2022/23			269 new students 2024/25 (to date)				
b. Increase # of agreements, including one international project by 2023 and 20+ students engaged internationally.	Complete	Complete				All goals met				24 employees engaged in international activity				
											14 employees engaged in international activity			
												21 students in study-abroad programs		
													59 students in study-abroad programs	
c. Maintain or increase % of international student responses (agree/strongly agree) that NIC provides a supportive learning environment above 81%.	≥ 81%	On Track						84%					Next survey	

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOMS														
5.5 PROGRAM RESPONSE AND RENEWAL														
a. Complete renewal plans* for all programs.	Complete	Complete				Program renewal plans complete	2022/23 progress reports complete							
							2023/24 renewal plans complete							
b. Complete Provincial Quality Assurance Process Audit (QAPA)**.	Complete	Complete					QAPA orientation		QAPA Panel Visit					
								Institutional report submitted						
							Institutional response & final summary complete							
									Final QAPA summary received from Degree Quality Assessment Board					

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

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

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
WINDOWS														
6.1 BRAND AND IDENTITY														
a. Establish brand with better overall role and scope of the College.	Complete	Complete				Internal/external audits complete	Tactical plan operative		Brand architecture finalized					
						Consultant recommendations received		Refreshed brand rollout	Brand strategy complete					Refreshed brand rollout complete
6.2 MARKETING & RECRUITMENT														
a. Establish a clearly defined student audience profile for all areas of study.	Complete	Complete						Audience profiles complete						
										2 supplementary profiles completed				
b. Implement annual marketing and recruitment plans.	Complete	Complete						2023/24 tactical plan complete	2024/25 plan under development	2025/26 plan under development				
											2026/27 plan under development			

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOF														
7.1 RECONCILIATION														
a. 75% of employees complete NIC-specific Indigenous, intercultural competency training.	≥ 75%	Behind							Framework complete		Pilot completed modules			Continued work with Nations to finalize the local modules. Indigenous Education and Human Resources teams will begin piloting the completed modules in Winter 2025.
										Develop 3 final modules		Pilot 3 final modules		
b. 100% of all named program areas with clear, measurable commitments to address specific TRC Calls to Action for education.	Complete	Complete			All commitments defined									
7.2 DIVERSITY, EQUITY AND INCLUSION														
a. Maintain or increase 88% (2020) of students that agree strongly with “I am respected regardless of my personal characteristics, identity or background.”	≥ 88%	On Track						Canadian Campus Wellbeing Survey				Next survey		
								88%						
b. Maintain or increase 88% of students that agree or strongly agree with “My institution values diversity.”	≥ 88%	On Track						Canadian Campus Wellbeing Survey				Next survey		Further institutional efforts in the area of DEI are expected to strengthen these results.
								88%						
c. Implement Diversity, Equity and Inclusion (DEI) Strategy.	Complete	On Track							Draft DEI policy		Commence DEI strategic framework		Implement DEI strategic framework	College-community consultation and survey was completed in Fall 2024 to inform the development of the DEI strategic framework.
										Accessibility Plan launched			DEI strategic framework complete	The Accessibility Plan Year 1 report and Year 2 plans were published in November 2024.

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOF														
7.3 TRANSPARENCY AND ACCOUNTABILITY														
a. Implement new administrative structures, teams and operational committees to meet strategic and operational needs.	Complete	Complete	○											Review of the administrative structure is ongoing.
b. Increase engagement with the North Island Students' Union (NISU).	Complete	Complete					○					○		Student Life and NISU continue to collaborate on events that support student engagement, including Orientation and Thrive events. NISU is an active partner on the Student Housing Operation Team as well as other college-wide committees.
ENVIRONMENT														
8.1 CLIMATE AND SUSTAINABILITY														
a. Reduce greenhouse gas emissions.	Complete	On Track				○	○	○	○					
						Upgraded lighting & hot-water heaters		Continued expanding access to online classes						
							Purchased EV for inter-campus travel		Upgrade central cooling system at CR campus					

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ENVIRONMENT														
8.1 CLIMATE AND SUSTAINABILITY														
b. Implement process to track # of courses, research and applied-learning initiatives that include sustainability.	Complete	Complete												
c. Explore adoption of the Sustainability Tracking Assessment and Rating System for Higher Education (STARS).	Complete	On Track												

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
COMMUNITIES														
9.1 SERVING THE PEOPLE OF THE REGION														
a. Increase above 278 the # of students participating in custom regional and in-community programming.	> 278	On Track				353	374	287						
9.2 COMMUNITY ENGAGEMENT														
a. Create community-engagement strategy.	Complete	Complete												

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
COMMUNITIES														
9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION														
a. Create alumni-relations capacity.	Complete	Complete				Alumni-relations readiness assessment complete								
						Capacity plan complete					Initial plan updated			
b. Increase the number of active community partnerships to enhance programming.	12	On Track				18 partnerships			28 partnerships			32 partnerships		
									31 partnerships			32 partnerships		
c. Increase # of students involved in research projects to greater than 13 students.	> 13	On Track				13 students			30 students			32 students		
									28 students			23 students		
												25 students		



EDUCATION AND TRAINING BUILT FOR YOU

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January 16, 2025

Honourable Anne Kang
Minister of Post-Secondary Education
and Future Skills
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Kang:

Congratulations on your appointment as Minister of Post-Secondary Education and Future Skills at a critical time for our province. Serving as a member of the executive council is a privilege and responsibility which I am confident you will fulfill with integrity and a commitment to the people of our province.

British Columbians have trusted us with a mandate to deliver for them in ways that make a tangible difference in their daily lives. They expect us to listen and learn from people of different perspectives – and work together to make things better for everyone.

Specifically, we will tackle the challenges people worry about at the kitchen table:

- **Grow the economy by creating good jobs across British Columbia.** We will collaborate with businesses, workers, and communities to attract investments in both new and traditional sectors as well as emerging sectors of the economy. This approach will bring certainty for business, security for workers, and generate the wealth needed to support the essential services British Columbians rely on.
- **Reduce costs for families** including by helping people access homes they can afford through support for first-time homebuyers, increasing the supply of rental housing stock, and stronger measures to crack down on housing speculation.

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- **Strengthen health care** by expanding access to family doctors and recruiting and training more health professionals, ensuring that every British Columbian can access the care they need, no matter where they live. We will also increase access to addictions treatment and provide help for people whose struggles require intensive supports.
- **Make our neighbourhoods and communities safer** by working with law enforcement and social agencies to address street disorder, crack down on organized crime, and do all we can to ensure repeat offenders stay behind bars.

Our commitment to take action on climate change remains foundational and will be key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples. Advancing reconciliation, implementing the *Declaration on the Rights of Indigenous Peoples Act* and working in partnership with First Nations rights-holders to advance shared interests is the responsibility of every Minister.

Over this mandate I expect you to prioritize making progress on the following:

- In order to protect key services that British Columbians rely on, work with the Minister of Finance to review all existing Ministry of Post-Secondary Education and Future Skills programs and initiatives to ensure our programs remain relevant, are efficient, offer meaningful training opportunities for British Columbians, grow the economy, and help keep costs low. This is important in the context of current Provincial budget constraints, the job opportunities available and projected to be available for British Columbians in the near future, and the threat of American tariffs.
- Work with ministerial colleagues who have identified shortages of key skilled workers and professionals that are constraining economic growth or service delivery to find practical, fast, and efficient ways to address shortages of those workers through training, credential recognition, career laddering, and other innovative approaches.
- Work with post-secondary institutions to evaluate and advocate federally in relation to the funding challenges caused by the federal government's changes related to international students. Support schools in identifying structural solutions, new revenue streams, and cost reductions to ensure strong, sustainable public post-secondary schools, and training providers, who offer British Columbians the training and skills they need to be successful and help grow our provincial economy.

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- Continue work with Indigenous partners to ensure that Indigenous learners can achieve their higher educational goals in ways that reflect a diversity of Indigenous cultures and values.
- Support the Minister of Social Development and Poverty Reduction to enhance employment services and skills training for people facing multiple and complex barriers to assist them in exiting a cycle of poverty and build a dignified life.
- Work with the Minister of Housing and Municipal Affairs to ensure that post-secondary institutions that have identified opportunities in relation to using housing as an economic development tool are supported in delivering that housing urgently.
- Work with the Minister of Housing and Municipal Affairs to enable privately owned new purpose-built rental buildings that, if partnered with a public post-secondary institution, receive special provision under the *Residential Tenancy Act* to be exclusively for students registered at that institution.

To assist you in meeting the commitments we have made to British Columbians, you are assigned a Parliamentary Secretary for International Credentials whose focus will be to:

- Engage with people with international professional credentials to ensure that the implementation of our *International Credentials Recognition Act* is relevant, meaningful, and effective for them in transitioning into employment in their area of professional training.
- Work with you to identify any shortcomings in the implementation of the Act and ensure that professional colleges and other credential granting agencies are in compliance with government expectations.
- Support government in formally recognizing and celebrating professional colleges and credential-granting agencies that exceed government expectations.

You will work closely together and ensure your Parliamentary Secretary receives appropriate support to deliver on this work.

As you are aware, we have established an accord with the BC Green Caucus that supports our shared commitment to ensuring stable governance focused on delivering progress and tangible outcomes for British Columbians. The commitments in that accord complement the direction in these mandate letters.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to

review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The work we have ahead takes place in a profoundly challenging geopolitical environment. Close friends and neighbours to our south are contemplating imposing draconian tariffs on our products that would hurt both Americans and Canadians. Our allies internationally face governmental instability. Hate and racism are on the rise around the world. Artificial intelligence breakthroughs with unclear implications and astonishing potential are announced daily. Global inflation, snarled supply chains, and war are threatening global economic growth and prosperity as well as the transition to a low-carbon economy.

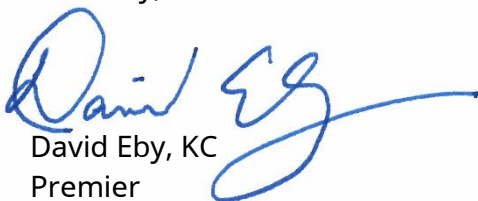
We have an obligation to protect and defend British Columbians, as well as seize opportunities, in these uncertain times.

The good news is that we have everything we need to succeed, and we will succeed. British Columbia's people – our workers, entrepreneurs, business leaders, artists, and innovators – are among the most talented in the world. We are home to world-class educational institutions and public services. Our natural beauty is unmatched, we have internationally envied resources, and we are one of the most diverse places on the planet. Your job is to help us leverage these advantages in perilous times.

Use this mandate letter to guide your work, and do not be afraid to challenge assumptions, or be innovative, bold and aggressive in achieving the goals set out for you and your Ministry by the people of this province.

Thank you for joining me in the work ahead.

Sincerely,



David Eby, KC
Premier

cc: Sunita Dhir, MLA
Parliamentary Secretary for International Credentials



BOARD OF GOVERNORS – ACTION SHEET

February 6, 2025

Agenda #: 4.2.1

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

Agenda Item: 3rd Quarter 24-25 Financial Statements (attachment)

Action Required: For Information

**Draft Motion/
Recommendation:** Not Applicable

Background/History/Executive summary:

Each quarter North Island College prepares a set of financial statements in the same format as the year-end audited financial statements (excluding the notes). The 3rd Quarter statements for fiscal 2024/25 were reviewed at the Finance and Audit committee on January 24, 2025.

3rd Quarter 24/25 Financial Statements

The financial statements for the month ended December 31, 2024 show a surplus of \$1.437 million. The large surplus is the result of significant realized (or capital) gains on NIC’s investment portfolio. Those gains total \$1.766 million, and are effectively unbudgeted. NIC budgets for regular investment earnings (e.g. dividends and interest), but we don’t budget for realized gains due to their volatility. In down markets there can be realized losses booked, so these kinds of gains can’t be estimated and shouldn’t be relied upon from year to year.

Backing out these realized gains, NIC’s 3Q financial statements would show a deficit of **\$329,985**. The table below provides an analysis of how this compares to last fiscal year.

	FY 24/25	FY 23/24
Surplus at December	1,436,70	
31st	8	617,433
	<u>1,766,69</u>	
Realized gains	<u>3</u>	<u>420,968</u>
Adjusted Surplus/Deficit	(329,985)	196,465

When the impact of the realized gains are taken into account, it indicates that it likely would have been challenging to balance the budget by year end. NIC finished fiscal 23/24 with a surplus of \$78,537 and already had a surplus in the 3rd quarter.

In 24/25 tuition revenues appear to be on pace to meet budget expectations, but new international student enrolment figures indicate that this will change in fiscal 25/26. The table on the next page provides a breakdown of tuition and fee revenue in the 3rd quarter.

**3rd Quarter FY 24/25
Tuition and Fee Breakdown**

	3Q FY 24/25	3Q FY 23/24	Variance	Budget FY 24/25	% of Budget To Date
Domestic	3,267,167	3,055,696	211,471	4,491,868	72.74%
CE & Contracts	1,474,627	976,754	497,873	1,288,016	114.49%
International	<u>6,999,777</u>	<u>5,933,517</u>	<u>1,066,260</u>	<u>9,998,039</u>	70.01%
Total	11,741,571	9,965,967	1,775,604	15,777,923	74.42%

These results are driven by strong international student enrolments that benefited from the immigration rules prior to the recent changes by the IRCC. However, new student numbers have not met expectations in both the Fall and Winter semesters, and this will impact the budget for FY 25/26.

There are currently about 800 international students enrolled at NIC. With the IRCC decisions we expect this number to drop significantly. NIC’s Institutional research team is working on projections now that Winter enrolment figures are known, but we expect this will have at least a \$3 million impact on revenues in fiscal 25/26.

Policy analysis/strategic priority:

Providing regular updates on NIC’s budget and finances is a Foundational element in BUILD 2026.

Attachments:

1. 3rd Quarter 24/25 financial statements.

Action: For Information

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the nine months ended December 31, 2024 and 2023**

North Island College
Index to the Financial Statements
For the nine months ended December 31, 2024 and 2023

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Statement of Cash Flows	4
Statement of Changes in Net Financial Assets (Net Debt)	5
Schedule 1 - Schedule of Expenses by Object	6

North Island College
Statement of Financial Position
As at December 31, 2024 and 2023

	Dec 2024	Dec 2023
Financial assets		
Cash and cash equivalents	\$ 5,126,614	\$ 13,582,940
Accounts receivable	1,802,349	1,311,058
Due from government organizations	1,296,181	351,436
Inventories held for resale	385,318	658,514
Portfolio investments	<u>16,277,741</u>	<u>18,329,300</u>
	24,888,203	34,233,248
Liabilities		
Accounts payable and accrued liabilities	8,634,927	13,015,584
Due to government organizations	664,400	695,476
Employee future benefits	436,275	473,605
Leasehold inducements	-	-
Deferred revenue	2,333,960	3,884,490
Deferred contributions	13,968,710	14,036,562
Deferred capital contributions	<u>85,695,979</u>	<u>51,932,847</u>
	111,734,251	84,038,564
 Net financial assets (net debt)	 (86,846,048)	 (49,805,316)
Non-financial assets		
Tangible capital assets	94,002,394	55,461,462
Prepaid expenses	<u>96,659</u>	<u>96,659</u>
	94,099,053	55,558,121
 Accumulated surplus	 <u>\$ 7,253,005</u>	 <u>\$ 5,752,805</u>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 6,257,576	\$ 5,359,764
Accumulated remeasurement gains (losses)	<u>995,429</u>	<u>393,040</u>
	<u>\$ 7,253,013</u>	<u>\$ 5,752,812</u>

North Island College
Statement of Operations and Accumulated Surplus
For the nine months ended December 31, 2024 and 2023

	Budget 2025	% of Budget	Dec 2024	Dec 2023
Revenue				
Province of British Columbia				
Base Operating grant	\$ 36,093,094	73	\$ 26,326,615	\$ 25,049,341
Industry Training Authority grant	2,947,660	68	2,016,868	2,034,424
Routine capital	191,184	68	130,000	130,000
Leases	306,975	108	330,142	242,642
Aboriginal service plan	250,000	128	318,857	269,397
Literacy grants	273,000	111	303,361	303,361
Student aid	673,400	171	1,151,398	197,094
Educational partnerships	914,000	31	280,647	298,741
Province of BC contracts	<u>465,000</u>	42	<u>197,006</u>	<u>298,942</u>
	42,114,313	74	31,054,894	28,823,942
Government of Canada	1,443,642	65	944,137	523,751
Tuition and student fees	15,777,923	74	11,741,571	9,965,967
Contract services	1,891,287	71	1,347,934	1,611,398
Sales of goods and services	1,056,000	69	726,078	727,540
Investment income	707,889	85	601,236	688,909
Realized gain(loss) from investments	50,000	3,533	1,766,693	420,968
Other income	1,014,568	149	1,516,710	1,223,557
Revenue recognized from deferred capital contributions	<u>3,577,428</u>	55	<u>1,974,365</u>	<u>2,539,056</u>
	67,633,050	76	51,673,618	46,525,088
Expenses (Schedule 1)				
Instructional and non-sponsored research	63,396,969	73	46,008,864	43,161,393
Ancillary services	1,244,050	95	1,176,614	623,113
Sponsored research	1,501,835	37	561,291	661,003
Special purpose	<u>1,490,196</u>	167	<u>2,490,141</u>	<u>1,462,146</u>
	67,633,050	74	50,236,910	45,907,655
Surplus for the year	-		1,436,708	617,433
Accumulated surplus, beginning of period	<u>4,820,868</u>		<u>4,820,868</u>	<u>4,742,331</u>
Accumulated surplus, end of period	<u>\$ 4,820,868</u>		<u>\$ 6,257,576</u>	<u>\$ 5,359,764</u>

North Island College
Statement of Remeasurement Gains and Losses
For the nine months ended December 31, 2024 and 2023

	Dec 2024	Dec 2023
Accumulated remeasurement gains, beginning of period	\$ 1,236,806	\$ 270,478
Unrealized gains (losses) attributed to:		
Pooled funds	1,525,316	543,530
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>(1,766,693)</u>	<u>(420,968)</u>
Remeasurement gains(losses) for the period	(241,377)	122,562
Accumulated remeasurement gains (losses), end of period	<u>\$ 995,429</u>	<u>\$ 393,040</u>

North Island College
Statement of Cash Flows
For the nine months ended December 31, 2024 and 2023

	Dec 2024	Dec 2023
Cash provided by (used in):		
Operations		
Surplus for the period	\$ 1,436,708	\$ 617,433
Items not involving cash:		
Amortization of tangible capital assets	2,622,153	3,098,392
Revenue recognized from deferred capital contributions	(1,974,365)	(2,539,056)
Change in employee future benefits	(51,172)	-
Gain on sale of tangible capital assets	-	(78,474)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(128,892)	(549,805)
Decrease (increase) in due from government organizations	2,738,833	2,159,482
Decrease (increase) in prepaid expenses	301,999	103,574
Decrease (increase) in inventories held for resale	26,721	(188,397)
Increase (decrease) in accounts payable and accrued liabilities	(6,868,690)	45,050
Increase (decrease) in due to government organizations	(298,261)	20,889
Increase (decrease) in deferred revenue	(595,237)	986,101
Increase in non-capital contributions	<u>157,413</u>	<u>(59,596)</u>
Net change in cash from operating activities	(4,069,498)	2,998,160
Capital activities		
Cash used to acquire tangible capital assets	(33,248,467)	(8,473,672)
Increase in deferred capital contributions	<u>33,155,131</u>	<u>12,013,749</u>
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>97,663</u>
Net change in cash from capital activities	(93,336)	3,637,740
Investing activities		
Decrease (increase) in investments	3,086,787	(860,271)
Net remeasurement gains (losses)	<u>(241,377)</u>	<u>122,562</u>
Net change in cash from investing activities	2,845,410	(737,709)
Net change in cash and cash equivalents	119,284	6,515,624
Cash and cash equivalents, beginning of period	<u>5,007,331</u>	<u>7,067,317</u>
Cash and cash equivalents, end of period	<u><u>\$ 5,126,614</u></u>	<u><u>\$ 13,582,940</u></u>

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the nine months ended December 31, 2024 and 2023

	Budget 2025	Dec 2024	Dec 2023
Surplus for the year	\$ -	\$ 1,436,708	\$ 617,433
Acquisition of tangible capital assets	-	(33,248,467)	(8,473,672)
Amortization of tangible capital assets	4,090,497	2,622,153	3,098,392
Gain on sale of tangible capital assets	-	-	(78,474)
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>97,663</u>
	4,090,497	(30,626,314)	(5,356,091)
Acquisition of prepaid expenses	-	(47,429)	(57,793)
Use of prepaid expenses	<u>-</u>	<u>349,428</u>	<u>161,367</u>
	-	301,999	103,574
Net remeasurement gains (losses)	-	(241,377)	122,562
Change in net financial assets (net debt)	4,090,497	(29,128,984)	(4,512,522)
Net debt, beginning of period	<u>(57,717,064)</u>	<u>(57,717,064)</u>	<u>(45,292,794)</u>
Net debt, end of period	<u>\$ (53,626,567)</u>	<u>\$ (86,846,048)</u>	<u>\$ (49,805,316)</u>

North Island College
Schedule 1 - Schedule of Expenses by Object
For the nine months ended December 31, 2024 and 2023

Expenses	Budget 2025	% of Budget	Dec 2024	Dec 2023
Salaries and benefits	\$ 49,956,009	71	\$ 35,355,933	\$ 31,672,499
Other personnel costs	987,549	61	606,379	909,128
Advertising and promotion	939,448	54	508,951	504,429
Books and periodicals	224,854	71	158,526	221,233
Cost of goods sold	682,000	112	763,802	270,903
Equipment costs	1,718,565	104	1,789,701	1,836,345
Facility costs	2,537,521	101	2,550,646	2,455,057
Financial service charges	246,502	66	162,673	148,591
General fees and services	2,422,437	58	1,401,225	1,477,553
Student awards	1,319,080	166	2,185,780	1,160,035
Supplies and general expenses	1,355,690	72	981,170	1,095,660
Travel	942,002	85	804,110	754,469
Grant transfers	210,896	144	303,361	303,361
Donations to NIC Foundation	-	-	42,500	-
Amortization of tangible capital assets	<u>4,090,497</u>	64	<u>2,622,153</u>	<u>3,098,392</u>
	<u>\$ 67,633,050</u>	74	<u>\$ 50,236,910</u>	<u>\$ 45,907,655</u>



BOARD OF GOVERNORS – ACTION SHEET

February 6, 2025

Agenda #: 4.3.1

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

Action Required: For Board Approval – new credential

Draft Motion/ Recommendation: That the North Island College Board of Governors approves the new credential, Health Science, Diploma. (effective February 6th, 2025)

Background/History/Executive summary:

Having launched the three-year Island Pre-Health Science Advanced Diploma at North Island College in 2023, we are now seeking to develop a complementary two-year diploma in Health Science. This two-year diploma is an enhancement to our suite of science programs, which includes the Associate of Science degree and Advanced Diploma in Pre-Health Science. For many prospective students, a two-year diploma is an appealing program option.

As we discovered during the development of our Advanced Diploma, the need for skilled workers in health sciences has never been more evident in the Vancouver Island region. According to the *BC Labour Market Outlook 2023-2033*, 'Health care and social assistance' will generate 166,300 job openings (17% of total) over the next decade, making it one of the largest growth sectors in the province. Within the Vancouver Island/Coast region specifically, there will be 174,700 job openings, with healthcare being a dominant employment sector.

Currently, students seeking foundational health science education on Vancouver Island have limited options and certainly few options that do not require them to relocate to larger urban centers. While NIC offers excellent programming in Health and Human Services, there remains a gap in programs providing broad health science foundations that can lead to either direct employment or further education in health fields. Being complementary to the Advanced Diploma, the new two-year diploma will enhance our existing programming and provide a much needed coherent and discrete two-year option in health science. As said, prospective students are looking for a foundation program in health science that also provides an option to transfer for degree completion.

Policy analysis/strategic priority:

The critical element of this proposal is the furtherance of a learning community in health science and equally the development of an accessible and supportive two-year diploma. Students in the Health Science diploma will benefit from access to extra-curricular activities and pursuits developed in support of the Advanced Diploma and will have the opportunity to tailor the two-year diploma as required. We see this new credential as being complementary to our existing programming.

With accessibility being a key driver, and as outlined above, we have taken an effort to map out the program for a variety of prospective students. This supportive wrap-around approach is a feature of North Island College and is intended to meet students where they are. Our advising and upgrading departments will be actively involved in supporting program students. Our Vision Statement captures this commitment quite nicely: By 2026, NIC will deliver BC's best individualised education and training experience. This new two-year diploma fills a gap in our programming, complements our existing Health Science credential and further supports the development of a diverse, robust

and committed health science learning community.

The Health Science, Diploma is intended for students who wish to enter the health care and social assistance industry or who wish to pursue further education at a degree granting institution in BC. It is also intended to serve as a pathway to employment in health-related fields.

As the Health Science, Diploma is composed of existing courses at the College, established tuition will be applied to this credential. As such, the Board of Governors does not need to approve new tuition for this credential.

Attachments:

n/a

Action:

That the North Island College Board of Governors approves the new credential, Health Science, Diploma. (effective February 6th, 2025).

Report to Board of Governors from Education Council Chair

February 6, 2025, Port Alberni

Report Prepared by: Education Council Chair, Aisling Brady

EDUCATION COUNCIL BUSINESS

Since December 5th, Education Council has had one meeting: December 13th. The following curricular items have been approved at our table:

Course Revisions

- PHY 050 College Preparatory Physics I
- PHY 060 College Preparatory Physics II
- Omnibus change adding BUS 105 Principles of Business as a pre-requisite to 27 courses in the Business department program offerings

New Program

- Health Science Diploma

CHAIR DUTIES & MEETINGS:

- I met with Barb Biggs, Curriculum & Calendar Systems Technician with Jennifer Fallis-Starhunter, Curriculum Committee chair, on December 16th to review the new forms and processes on our Curriculum Management System.
- A meeting was held on January 17th to discuss the Academic Calendar Submission Deadline.
- The Education Council executive committee met on January 16th to discuss plans for the next academic year.



15 January 2025
Our Ref. 137128

Wes Skulmoski
Manager, Institutional Research & Planning
North Island College
2300 Ryan Road
Courtenay BC V9N 8N6

Dear Wes Skulmoski:

Thank you for North Island College's (NIC) Institutional Accountability Plan and Report (IAPR) for the 2023/24 reporting cycle. On behalf of the Ministry, I would like to extend my appreciation to you and your team for the time and effort involved in preparing the IAPR. The feedback in this letter is intended to assist you in the preparation of the 2024/25 IAPR submission.

Your institution has provided a comprehensive and informative report that clearly presented achievements in key priority areas. The Ministry looks forward to seeing further outcomes of the 2021-2026 strategic plan, *BUILD 2026*.

NIC has done an excellent job in addressing the 2023/24 Mandate Letter priorities. Your reporting of several initiatives, including developing and implementing protections for international students that support their fair treatment, is particularly robust.

Thank you again for your continued dedication to providing an accountable, high-quality post-secondary education system for all British Columbians.

Sincerely,

Chelsea Chalifour
Executive Director
Labour Market Policy, Research and Future Skills

cc: Leila Hazemi
Senior Director
Research and Analytics

STUDENTS AND COMMUNITY ENGAGEMENT

Winter 2025 Orientation

North Island College kicked off the Winter 2025 term with a vibrant orientation program designed to foster community, provide essential resources, and support student success. Student Life hosted events across all campuses to welcome new and returning students. Additionally, we collaborated closely with the Office of Global Engagement and the Indigenous Education Department, supporting their events to ensure a welcoming and inclusive start to the term for everyone.



Student Housing Operations Update

The student housing project at North Island College is making significant progress. Housing applications opened on January 13, 2025, and Marketing & Future Students have shared this update with students on the NIC Student Housing interest list. Additionally, 210 students who indicated interest in housing through their Education Planner BC applications have been emailed further information.

As promised, room assignments will be prioritized for Indigenous students and former youth in care. Recruitment for housing staff is also underway to support this exciting new chapter for NIC. For more information, visit www.nic.bc.ca/housing.



Healthy Trades Initiative

NIC has launched the Healthy Trades Initiative to promote wellness within trades programs. By integrating mental health support, physical wellness resources, and community-building activities, this initiative addresses the unique challenges trades students face, such as balancing academic and practical demands. It reflects the college's commitment to holistic student support.

As part of this initiative, LED light therapy lamps have been installed in the Comox Valley Trades Building, the Port Alberni Tebo Trades Building, and the Indigenous Student Lounge at the Campbell River campus. Placed in high-traffic study areas, these lamps are designed to help students combat the effects of winter blues. Instructions on their use and information about their benefits are posted nearby. Funded through an Island Health grant, these lamps highlight NIC's dedication to mental health and wellness. Questions about the lamps can be directed to healthytrades@nic.bc.ca.



Commonly Used Acronyms

This is a partial 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)
	Ministry of Post-Secondary Education and Future Skills (new name 2023)
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; 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
ET	Education Team
VPA	Vice President, Academic
FASM	Faculty of Arts, Science & Management
FPSE	Federation of Post-Secondary Educators of BC
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (formerly Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (now Skilled Trades BC))
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JEDC	(Ministry of) Jobs, Economic Development and Innovation
LT	Leadership Team
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
QAPA	Quality Assurance Process Audit
SIF	Strategic Investment Fund
STBC	Skilled Trades BC (formerly Industry Trades Authority)
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
UCIPP	University, College and Institute Protection Program
UT	University Transfer