First for Indigenous Learners
Native Education College Strategic Plan
2017-2022
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MESSAGE FROM THE BOARD CHAIR

The NEC Native Education College will soon celebrate its 50th anniversary and it is as vital as ever as a critical organization of community-building for the Indigenous community in Vancouver. The college will continue to build community and support families to bring about a generational shift to greater wealth and self-sufficiency. It will continue its historic role of Indigenous community building based on the strength of traditional Indigenous cultures and knowledge. Our vision is to be the first choice for Indigenous learners because of the high quality experience that engenders a strong cultural identity through historical knowledge and cultural pride.

Thanks to the staff, learners and board members who put many hours into determining the right course of action for the college at this time in our history.

Keith Henry,
Native Education College Board Chair
NEC History

The NEC Native Education College opened its doors in 1967 and soon became British Columbia’s largest Indigenous College. Our focus is to meet the needs of Indigenous adult learners requiring developmental, vocational, and applied academic programs to access employment or further post-secondary education. The Native Education College is proud to be governed by a non-profit society with an Indigenous Board of Directors and is a registered charitable organization.

NEC Values

DIVERSITY

We recognize that while we are all Indigenous people, we come from many nations. We celebrate the diversity of our ways as a source of strength within our nations. Thus in diversity we find unity.

RESPECT

We recognize that nothing is barred from consideration as long as it does not intrude into the lives of others. From our unity arises our respect for Mother Earth, upon which we all depend, our respect for the ways and opinion of others, even if we do not share those ways or opinions. In respecting others, we respect ourselves; our capacity to appreciate each other as we are, and our resolve not to see our ways compromised.

GRATITUDE

From our unity arises our responsibility to our present generation and generations yet unborn and our gratitude to the generations that have come before us.

UNDERSTANDING

We will rely on example and persuasion rather than authority and force when change is considered. We are determined to explore the limits of our understanding.

ACCOUNTABILITY

We all have a role to perform that is an extension of a grand design. As adults we share freedom of choice and freedom of action and thus we also have the responsibility to accept the results of our choices and actions.
VISION STATEMENT

NEC is the college of choice for Indigenous learners who chose indigenous cultural supports for the realization of their education and career goals.

MISSION STATEMENT

NEC is an effective and efficient institution committed to continuous improvement and excellence and its board, management and staff work collaboratively to provide culturally relevant education, training and personal growth for Indigenous learners.

THE APPROACH

This plan was completed through a series of engagement and planning sessions with leadership, learners, staff, management, and board of directors between March 2016 to September 2016. We are proud of this engagement that resulted in a high quality plan that sets an example for our future plans.
Goal 1: Confident and Successful Graduates

Objective 1a: First Choice for Indigenous Learners

To realize this objective the NEC will undertake the following activities:

i. Community Needs: Maintain the most accurate information on the education, employment and student career goals of our communities to understand Indigenous learners’ holistic needs. Build on associated NEC strengths to address educational gaps, quality assurance requirements and opportunities for NEC such as new programs and funding opportunities.

ii. Enriched Upgrading: The Indigenous Adult Basic Education experience at NEC will be reorganized to provide authentic cultural knowledge and strength of identity. Graduates will have the academic and interpersonal confidence to excel in post-secondary education and lifelong learning.

iii. Dual Credit: Seek and nurture promising practices and partnership opportunities for the development and delivery of college level programs at local high schools.

iv. Knowledge Centre: A new centre will be created to combine and enhance the strengths of the current Learning Centre and Library to better meet student needs for access to digital information and learning support.

Objective 1b: Enhanced Indigeneity

To realize this objective, the NEC will undertake the following activities:

i. Staff Development: All staff meetings will support a community of practice among staff to advance Indigenous knowledge and to support culturally appropriate and authentic NEC teaching and organizational practices.

ii. Elder Connections: NEC will collaboratively enhance the presence and meaningful involvement of Elders and traditional knowledge keepers with learners throughout their college experience.
Objective 1c: Flourishing Learners

To realize this objective, the NEC will undertake the following activities:

i. Holistic Supports: Survey learners on their education and training interests, cultural and safety needs and wrap-around support needs. Use appreciative inquiry to boost supports that result in greater student success.

ii. Poverty Reduction: Expand meaningful poverty reduction programs and partnerships including meal programs, food security and scholarships. Support a generational shift of graduates to greater wealth and self-sufficiency.

iii. Student Transitions: Enhance student orientation and transition workshops to focus on pathways to employment, educational investment opportunities, wrap-around supports and strengthening family and community leadership.

iv. Family Supports: Provide empowering student childcare and child development options to support all learners with children.
Goal 2: Empowered Employees

Objective 2a: Increased Efficiency

To realize this objective, the NEC will undertake the following activities:

i. Renewed Policies: Collaboratively review and update operational policies to support annual program assessments, department communication plans, an annual professional development plan, a risk mitigation plan and an annual achievements and improvement opportunities report.

ii. Employee Support: Explore opportunities to retain a half-time Director of Human Resources to improve team development, issue resolution, health and safety planning, personal performance planning and employee engagement, retention and recognition practices.

iii. Targeted Marketing: Provide the right information to potential learners using their preferred communication methods to assist them with their educational and life decisions.

Objective 2b: Enhanced Communications

To realize this objective, the NEC will undertake the following activities:

i. Growth Planning: Maintain a current information technology plan to meet the increasing staff and student computing and information needs; including the expansion of digital classrooms and IT security.

ii. Digital Collections: Develop the infrastructure, policies and procedures required for providing access to digital collections in the Knowledge Centre.
Goal 3: Successful Partnerships

To realize this objective, the NEC will undertake the following activities:

i. Academic Partnerships: Expand the collaboration and partnerships with local public post-secondary institutions to support student transitions to further education and to develop joint education and training initiatives to benefit Indigenous learners.

ii. First Nation Partnerships: Strengthen existing partnerships with local First Nations, carefully recognize the traditional territories where we work and support the needs of First Nations learners and economic development initiatives.

iii. Trades Training: Collaboratively develop proposal to partner with the Industry Training Authority for the delivery of trades training that provides meaningful employment for Indigenous people in the trades.

iv. Student Housing: Complete a Vancouver campus renewal and expansion through leveraging of land assets, partnership with Indigenous housing agencies and partnership with all orders of government for affordable student housing.
Goal 4: Financial Sustainability

To realize this objective, the NEC will undertake the following activities:

i. Public Designation: Secure designation as a public post-secondary institution, or an equivalent through partnership, to support long-term financial sustainability and to eliminate the unacceptable wage inequality between NEC and public sector educators.

ii. Long-term Funding: Strengthen relationships and partnerships that support multi-year project funding and core funding of college operations.

iii. Proposal Writing: Research the potential to hire a half-time Director of Development to enhance the college’s capacity to develop and benefit from successful funding proposals.

iv. Fundraising Activities: Collaboratively facilitate an annual fundraising plan to build on donations, community and stakeholder events and social enterprise initiatives.

v. Increased Revenues: Annually increase the contribution to total revenues from own-source revenues through initiatives that leverage the college’s intellectual property and expertise.
MEASURES OF SUCCESS

The Measures of Success that will be used by the NEC to determine progress toward objectives include:

Goal 1: Confident and Successful Graduates
• % increased involvement of Elders
• % increase in student enrollment and retention
• % increase in skills of writing, comprehension, critical thinking, problem solving, collaboration, and independent learning
• % increase in student satisfaction
• % increase in graduates
• % increase in transition to further education or employment
• % increase in graduate usefulness of skills and knowledge in the workplace

Goal 2: Empowered Employees
• % increase of staff and student IT needs met annually
• # new operational policies
• % increase in Staff Professional Development funds
• % Increased Employee Retention
• % wage increase to bargaining unit employees
• % increase in staff satisfaction
• % increase in student enrollment and retention

Goal 3: Successful Partnerships
• % resourcing needs met
• # increase in partnerships developed
• $ value of additional funds resourced for strategic objectives

Goal 4: Financial Sustainability
• % increase in core funding
• $ value of multi-year projects
• % increase in own-source revenue
• $ value of charitable donations and fundraising proceeds
Strategic Planning Participants:

Many staff, learners and stakeholders were engaged in conversations leading to the drafting of this strategic plan. We thank these people for their care and concern for the educational needs of Indigenous learners.

The following is a list of the NEC team who developed the Strategic Plan at meetings on July 12th and 23, 2016.

• Cara Lenoir
• Wendy Simon
• Boyd Reynolds
• Tammy Harkey
• Jennifer Reandy
• Ron Wallace
• Jason LaRochelle
• Dan Guinan
• Pooran Qasimi
• Gena Peters

The following is a list of the participants who attended the September 10, 2016 Strategic Planning Review by the Board of Directors finalizing all plan components:

• Keith Henry, Chair
• Brad Baker, Vice Chair
• Rosalind Campbell, Treasurer
• K. Louise Point, Secretary
• Phyllis Daniels, Director
• Tania Joseph, Director
• Sandra Greene, Director
• Jason Wong, Director of Finance
• Dan Guinan, President
First for Indigenous Learners

Goal 1: Confident and Successful Graduates

Objective 1a: First Choice for Indigenous Learners
i. Community Needs:
ii. Enriched Upgrading:
iii. Dual Credit:
iv. Knowledge Centre:

Objective 1b: Enhanced Indigeneity
i. Staff Development:
ii. Elder Connections:

Objective 1c: Flourishing Learners
i. Holistic Supports
ii. Poverty Reduction:
iii. Student Transitions:
iv. Family Supports:

Goal 2: Empowered Employees

Objective 2a: Increased Efficiency
i. Renewed Policies:
ii. Employee Support:
iii. Targeted Marketing:

Objective 2c: Enhanced Communications
i. Growth Planning:
ii. Digital Collections:

Goal 3: Successful Partnerships
i. Academic Partnerships:
ii. First Nation Partnerships:
iii. Trades Training:
iv. Student Housing:
v. Surrey Programs:

Goal 4: Financial Sustainability
i. Public Designation:
ii. Long-term Funding:
iii. Proposal Writing:
iv. Fundraising Activities:
v. Increased Revenues:
“Curiosity leads to WISDOM.
Perseverance leads to COURAGE.
Kindness leads to RESPECT.
Fairness leads to JUSTICE.
Hope leads to TRANSCENDENCE.
Build on your strengths through lifelong learning
to provide LEADERSHIP for your family and community.”
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