



NORTH ISLAND COLLEGE  
**INTERNATIONAL**

*Vancouver Island, Canada*



# North Island College Internationalization Case Study



# Context – Establishing Division

- **IE Division established at NIC in January 2010**
- **Growth in Numbers (and revenue) from 49 FTE 2009/10 to 226 FTE 14/15 – 4.5 fold increase in 5 years**
- **ED Position Reports to President**
- **IE tuition revenue is managed through ‘Non-Base Funded Programs and Services’ policy which requires 25% budgeted revenue to be remitted to institution annually**
- **Surpluses may not be carried forward**



# Context – Operations - HR

- 2009 staff of 1.5 FTE (2 people) staff related to IE programming
- 2014 – 5.2 FTE (6 -7 People) in IE Office

## Funded by IE – housed and reporting elsewhere:

- 1.4 FTE in Admissions (2 People)

## Non-revenue institutional positions

- 1 in ERC – Integrated Workplace Manager
- .5 in academic non-teaching faculty – Global Learning Facilitator
- .25 in business - international student advisor
- 1 in business - faculty

**Total IE Related staff FTE 2014 – 9.35 – not including ESL**



# Context – Internationalization

- Relative isolation – island, 4 hours by car and ferry from Vancouver, region size of Scotland with population of 159,000
- Very small immigrant population
- High percentage of college population (13%) of aboriginal origin
- Limited experience – high interest of faculty and staff
- High interest from college and community(s)



# Context - Internationalization



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- **Internationalization Policy (#3-04) established in 1991 and updated in 2004**
- **Early 2000's supported CCPP project in tourism in Vietnam (Camosun lead)**
- **Several field schools/practica developed and delivered over the years (Jordan, Greece, Turkey, Nepal, Tanzania) by champions**
- **Participant in DESHM (Tourism – US, Canada, Mexico) and EU Canada exchange programs – maintained institutional partnerships**
- **Paul Brennan invited to present to Board re: internationalization at colleges in late 2009 – set stage**

# Internationalization at a Small Rural College (Example)



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- **Delivered an economic impact analysis in 2012 with CVEDS and SD 71**
- **Delivered series of workshops on working with diverse classrooms between 2012 and 2014 (Kyra Garson) – demand from faculty for follow-up**
- **Purchased over academic 40 sections in 4 years**
- **Communicated multiple good news stories print and broadcast**
- **Risk management for study abroad established**
- **Established community involvement in IE activity (homestay/events)**
- **Completed the IDI process with IE staff then requested by ESL Faculty**
- **Established several components to sustain internationalization development**

# NIC Internationalization – Key components



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## In the last year:

- **Global Learning Innovation Fund – \$30,000 annual fund for projects (requiring up to \$5,000) with a global/international focus that include members/organizations from one of our communities, at least one NIC faculty and at least 1 NIC student of recent graduate**
- **Global Learning Facilitator – non-teaching faculty position to develop links between international/intercultural and indigenous learning/fluency; faculty workshops and support for general and specific challenges in the classroom; work with student groups to engage all students in intercultural relationship building**
- **Study Abroad Scholarships - \$50,000 (renewable) to support NIC students to study abroad**
- **Outgoing Faculty – Support 2-3 faculty per year to visit existing partners**
- **Supported 1 + 1 additional faculty hirings in business**
- **Developing Projects, Contract training and int'l applied research**

# NIC Internationalization – Strategy or Process?



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## Issues we've been debating

- **Do we need an 'Internationalization Strategy'? What are the advantages/disadvantages?**
- **How do we measure achievement? Can we ever be 'there'?**
- **Are small rural institutions different? How? How do we address those differences in a respectful way? (Mono-cultural, indigenization, racism, etc.)**
- **Some pockets of resistance to change of curriculum or processes from college community – what does it mean to be a 'local' college today?**
- **Revenue growth has allowed for re-investment – what to do?**
- **Others?**



# Role of the Global Learning Facilitator (GLF)



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- Faculty development
- Internationalization of the curriculum
- Building relationships between students



# Exploring the Context



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- **Past & present**
- **Opportunities**
- **Challenges**
- **Wishes**



# Differing perspectives



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- **Faculty**
- **Students**
- **Staff**





- **What is internationalization?**
- **Well, it depends.....**
- **Classroom management**
- **The School of Business.....a case in point**



# Students



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- A tale of two campuses
- “They.....they...” competing perspectives
- Learning 9 to 5 – the challenges of a commuter campus



# 5 Strategic Priorities

- Identify specific and practical topics for monthly faculty workshops.
- Identify strategy for working with faculty on intercultural fluency education aimed at *all* students within the classroom and on an ongoing basis.
- Provide faculty support to assist with immediate issues as they arise.



# 5 Strategic Priorities

- Provide educational support to students relating to academic integrity.
- Provide support to existing student groups (BSA, ICAs, Student Leadership Team etc.) to enable them to create events/programs across the year that aim to engage *all* students and facilitate relationship building between them.



# First Steps for the GLF



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- Initial faculty development workshop exploring concrete strategies for managing diversity in the classroom.
- Exploring ways of addressing the issue of academic integrity.
- Connecting with other institutions – drawing on communities of practice





# NIC Internationalization

## More questions



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- How do we facilitate the integration of different groups of students as the demographic of NIC changes, in ways that acknowledge and respect difference?
- How do we continue to support student success in a dynamic environment? How do we measure achievement to find out whether initiatives are successful?



# NIC Internationalization



Over to you.....



# Contact



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