



COLLEGE
OF THE
NORTH
ATLANTIC

Strategic *Plan* 2006-08



April 1, 2006 - March 31, 2008









Message From the Board of Governors

September 15, 2006

Honourable Joan Burke, M.H.A.
Minister of Education

Dear Minister Burke:

In accordance with the Board of Governors' responsibilities under the *Transparency and Accountability Act*, I am very pleased to present a Strategic Plan for College of the North Atlantic. This plan articulates the core principles and priorities that will inform the direction of the college from fiscal 2006-07 to 2007-08.

College of the North Atlantic is a category one entity and this Strategic Plan was prepared in accordance with the strategic directions communicated on December 8, 2005 as per section five of the *Transparency and Accountability Act*. These directions determine how College of the North Atlantic will contribute to the overall education system within Newfoundland and Labrador. For a list of the applicable strategic directions please see Appendix A.

This plan acknowledges and builds on recent planning activities and consequent actions resulting from *Foundation For Success, White Paper on Public Post-Secondary Education*, released in July 2005.

My signature below is on behalf of the Board of Governors, and is indicative of our accountability for the preparation of this plan and the achievement of the specific goals and objectives identified.

Sincerely,



Alfred Goss
Chair, Board of Governors





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Vision:

The vision of College of the North Atlantic is of life-long learners who are educated and highly skilled, able to meet the demands of the labour market and contribute to the social, economic, and cultural well-being of their communities.

Mission:

By the year 2011, College of the North Atlantic will have improved accessibility to quality programs and enhanced services to support the success of students and communities.

Goals:

Implementation of all White Paper directives, which are applicable to College of the North Atlantic, is the Board of Governors' primary priority. This is reflected in the following identified goals and associated objectives.

Issue One: Accessibility to Quality Programs

Goal One:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to relevant college programs.

Objectives:

1. By March 31, 2007, College of the North Atlantic will have invested in select priority areas to improve access and delivery to identified college programs.
2. By March 31, 2008, College of the North Atlantic will have invested in additional priority areas to improve access and delivery to identified college programs.

Issue Two: Recruitment / Marketing

Goal Two:

By March 31, 2008, College of the North Atlantic will have increased access for underrepresented groups in post-secondary education in Newfoundland and Labrador.





Objectives:

1. By March 31, 2007, College of the North Atlantic will have developed a comprehensive recruitment strategy to support increased access for underrepresented groups.
2. By March 31, 2008, College of the North Atlantic will have further developed and implemented a comprehensive recruitment strategy to support increased access for underrepresented groups.

Issue Three: Student Services

Goal Three:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to disability services.

Objectives:

1. By March 31, 2007, College of the North Atlantic will have invested in key initiatives to improve access to a range of services for students with disabilities at increased campus locations.
2. By March 31, 2008, College of the North Atlantic will have invested in additional initiatives to improve access to a range of services to students with disabilities at increased campus locations.

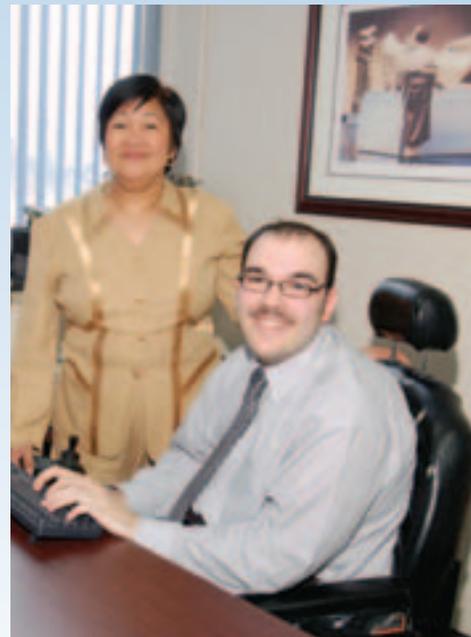
Issue Four: Fiscal Management

Goal Four:

By March 31, 2008, College of the North Atlantic will have strengthened the fiscal position and financial management of the college, while remaining equitable and affordable for all students.

Objectives:

1. By March 31, 2007, College of the North Atlantic will have invested in key initiatives resulting in a strong financial management and improved learning environment for students and staff.
2. By March 31, 2008, College of the North Atlantic will have continued to demonstrate strong financial management practices.





Issue Five: Globalization

Goal Five:

By March 31, 2008, there will be efficient and effective management of the Qatar contract to ensure success for College of the North Atlantic.

Objectives:

1. By March 31, 2007, College of the North Atlantic will have designed and implemented several key initiatives to increase student enrollment at Qatar campus.
2. By March 31, 2008, College of the North Atlantic will have implemented several key initiatives to further expand programming and increase student enrollment at Qatar campus.

Overview

College of the North Atlantic (CNA) is Newfoundland and Labrador's public college, and one of the largest post-secondary educational and skills training centres in Canada. It was established under the *College Act, 1996*.

The college operates 17 campuses throughout the province, and one in the middle eastern State of Qatar. The head office is located in Stephenville, Newfoundland and Labrador.

In Newfoundland and Labrador, the college enrolls approximately 18,000 students each year in more than 100 full-time programs and more than 300 part-time courses. Students can earn certificate, diploma, or advanced diploma standing, with opportunities for degree study at partner institutions. Similar options exist for learners through the college's Continuing Education and Corporate offerings.



Academic Year 2005-2006 CNA Enrollment Summary

School	Full Time	Part Time	Total	Male	Female
Academic	1,538	1,127	2,665	992	1,673
Applied Arts	535	63	598	189	409
Business Studies	1,274	34	1,308	230	1,078
Health Sciences	371	41	412	63	349
Information Technology	212	7	219	170	49
Tourism & Natural Resources	194	4	198	104	94
Engineering Technology	1,382	20	1,402	1,187	215
Industrial Trades	2,275	1	2,276	2,004	272
College Total	7,781	1,297	9,078	4,939	4,139

Continuing Education

	Number Registered	Total Hours
Non-credit Courses	6,835	94,711
Credit Courses	444	28,151
Contract Non-credit	1,678	75,795
Total	8,957	198,657

Academic fields of study include: Academics, Applied Arts, Business, Health Sciences, Engineering Technology, Industrial Trades, Information Technology, Tourism and Natural Resources. Campuses are located in: Happy Valley-Goose Bay, Labrador West, Corner Brook, St. Anthony, Bay St. George, Port aux Basques, Gander, Grand Falls-Windsor, Baie Verte, Bonavista, Clarendville, Burin, Placentia, and Carbonear. Three campuses are located in the St. John's region – Prince Philip Drive, Ridge Road, and Seal Cove.

College of the North Atlantic's @College Distributed Learning Centre is a Certified WebCT Institute – one of only six in Canada. Its courses have been recognized with the WebCT Exemplary Course Award. More than 200 credit and non-credit courses and programs are available for online study.





The college operates on a budget of approximately \$100 million in Newfoundland and Labrador. It employs over 1,600 staff and faculty at peak periods.

College of the North Atlantic

Newfoundland & Labrador					
	Support Staff	Faculty	Management	NUNM*	Total
Females	334	319	34	11	698
Males	170	498	42	0	710
Sub-total	504	817	76	11	1408
Qatar					
Females	7	78	10	0	95
Males	13	114	11	0	138
Sub-total	20	192	21	0	233
Total	524	1009	97	11	1641

The above table includes all employees on April 1, 2006 inclusive of full-time, part-time, casual, contractual, and employees on leave.

*NUNM = Non-Union Non-Management

Administratively, the college is organized in five divisions:

1. The Division of Academic and Student Services is responsible for all issues related to programming and the many services provided to college students including Office of Institutional Research and Planning; Office of Applied Research; and Distributed Learning Services.
2. The Division of Finance and Administration is responsible for budgeting, financial reporting, payroll, purchasing, information technology, fixed assets, and capital improvement. This division is also responsible for Human Resources including recruitment, labour relations and benefits administration.
3. The Division of Development and College Advancement is responsible for all corporate/contract training, international student recruitment and business development, continuing and community education, marketing and public relations, alumni development and scholarship acquisition.



4. The Office of the General Counsel is responsible for overseeing legal affairs, both external and internal. The General Counsel also acts as the Corporate Secretary for the Board of Governors.
5. The Qatar Project Office is responsible for planning, developing and directing all aspects of the college's strategic international partnership with the State of Qatar. Working closely with the college's domestic and international leadership teams, it oversees the ongoing development and successful execution of the existing comprehensive agreement with the State of Qatar.

College of the North Atlantic partners with industry and governments at home and abroad to deliver the highest quality education and training, and to provide opportunities for Newfoundland and Labrador to become involved in the growing global marketplace.

Mandate

The mandate of College of the North Atlantic ("the college") is established by the *College Act, 1996* ("the Act"). The college's Board of Governors ("the Board") is appointed by Cabinet.

The Board is responsible for carrying out those duties prescribed by section 15 (1) of the Act. These powers include general administrative, academic, and governance functions. Section 16 of the Act further empowers the Board to carry out a wide variety of discretionary functions including various human resource management, student services and corporate and educational partnership activities. Sections 17 through 25 prescribe the Board's accountability for the administration of the college's finances.

The President of the college is appointed by Cabinet. The President is the Chief Executive Officer of the college, and, under the general direction of the Board, is responsible for the supervision and ad-





ministration of the college and of the instructional staff and other employees of the college.

Appendix B contains the pertinent sections of the *College Act, 1996*.

Lines of Business

College of the North Atlantic offers a range of programs and services throughout the province as well as internationally. For more details please consult College of the North Atlantic's website at:

www.cna.nl.ca.

Each of the lines of business listed below complements the provincial government's direction for public post-secondary education in Newfoundland and Labrador.

1. Full-Time and Part-Time Certificate, Diploma & Post-Diploma Programs

College of the North Atlantic offers: more than 100 full-time certificate, diploma and advanced diploma programs; and over 300 part-time courses in Academics, Applied Arts, Business, Information Technology, Engineering Technology, Industrial Trades, Health Sciences, Tourism and Natural Resources. These programs and courses are offered throughout our 17 campus locations. Not all programs are offered at all campuses each year. A selection of courses and programs are also offered by distance education: students can participate from their home communities by using the internet and other technologies. Many certificate and diploma programs are nationally accredited.

It is the policy of the college to maintain an "open admission policy" meaning students are admitted into a program on a first-come first-served basis. Program fees are established provincially and vary by program. A full breakdown of fees including rates for international students may be found in the annual College Calendar.



2. Continuing and Community Education Programs

Continuing and Community Education programming includes part-time certificate programs, credit courses, non-credit courses, and professional development opportunities in various disciplines including services offered by the Centre for Organizational Learning and Development. Some courses and programs are available using internet technologies through Distributed Learning Services.

Training is offered in information technology, engineering technology, medical sciences, natural resources, academic upgrading, industrial trades, business management, office administration, oil industry related training, management and supervisory skills training, personal growth and general interest courses. It also includes: certification and testing services for various agencies; public offerings for workplace training; and public program offerings outside regular programs. Programs and courses are made available on a cost-recovery basis.

3. Contract Training

The Corporate Training & Continuing Education division offers customized contract training designed to meet the specific needs of businesses or organizations. Training can be delivered at a time convenient to the client at one of our campus locations or at a site determined by the client. This service enables the college to be responsive to the needs of communities and industry, and proactive in addressing social and economic needs of regions by offering relevant customized training to target specific client needs. Training is often offered with, through, and for partners while maintaining a high level of quality programming. Training is flexible with regard to delivery site and delivery methods and fees are based mainly on delivery costs.

4. Applied Research (AR)

The college's Research and Innovation Network seeks to contribute to the economic prosperity of the province by coordinating the college's research strengths and opportunities with the pri-





vate and public sector through partnerships. The mandate of the Research and Innovation Network extends the college's role beyond teaching. Nodes of research and development activity are present throughout the college. Applied research includes innovation as well as research and development focusing on product development and commercialization which benefits the overall economic development of the province.

5. Community Outreach

The college offers a number of community outreach programs and initiatives, and also plays a leadership role in community economic and social development. All 17 campus locations offer some level of Adult Basic Education (ABE). The Comprehensive Arts and Science Transition program is designed for high school and ABE graduates who would like to improve their general employability skills or who are lacking either the academic courses or required grades for admission into their chosen college program. College campuses voluntarily make resources such as facilities (access to labs, classrooms, shops, technology, videoconferencing, space to host events) available to their communities on a cost recovery basis (where appropriate).

6. Student Support Services

To ensure all our learners have the opportunity to succeed, College of the North Atlantic strives to provide meaningful support at every step of a learner's education, from the date of application to the date of graduation. In particular, our Access for Success (AFS) initiative is designed to improve both student access and student retention. AFS involves the assessment of students' strengths and needs, the development of personal career plans, the use of a student success tracking computer program, and structured academic advising to ensure students are well suited to their program of choice, even prior to attending the college. For more information on this initiative please refer to the college website: www.cna.nl.ca/AccessSuccess.



College of the North Atlantic offers a wide range of services to students including:

- Counselling and personal development (career, educational, & personal)
- Student development services (student governance, peer-tutoring, information and assistance pertaining to financial aid)
- Library services (includes research assistance)
- Disability services (there are a number of shared Coordinators of Disability Service (CDS) located throughout the province)
- Social and recreational activities
- Aboriginal student services
- International student services (coordinated through the International Office)
- Other services include scholarships, alumni network, technology access, daycare, health and medical benefits, recruitment support, co-op education, tutoring, etcetera. Some campuses offer housing and daycare services.



Values

These values articulate College of the North Atlantic's ideals and complement the mission and vision. They represent principles internal to the organization and provide a framework for accountability. These values are:

Accessibility

Each person will proactively identify and address potential barriers which have an impact upon the success of learners.

Excellence

Each person maintains their skills for continuous improvement of teaching and learning, and displays a high level of professionalism when fulfilling their individual roles.





Accountability

Each person consistently fulfills the roles and responsibilities of their position in a transparent manner while utilizing resources efficiently.

Collaboration

Each person works cooperatively with clients and stakeholders to achieve objectives.

Responsiveness

Each person ensures their priorities support the needs and requests of learners in a timely and efficient manner.

Innovation

Each person explores new methods, including the use of available and emerging technology, to support teaching, learning and research, and to optimize operations.

Primary Clients

College of the North Atlantic has three groups of primary clients. They are learners, industry and government groups, and community groups.

In addition, to achieve its mandate, the college works with a range of stakeholders including the Department of Education, other post-secondary institutions, women's advocacy groups, Aboriginal leaders, community social and economic development groups, as well as other provincial and federal government departments and agencies.

Vision

The vision of College of the North Atlantic is of life-long learners who are educated and highly skilled, able to meet the demands of the labour market and contribute to the social, economic, and cultural well-being of their communities.



The priority focus areas for College of the North Atlantic for the next two planning cycles will be directed by the mission statement.

By the year 2011, College of the North Atlantic will have improved accessibility to quality programs and enhanced services to support the success of students and communities.

This mission is in keeping with the directives outlined in the provincial government's White Paper on Public Post-Secondary Education released in July of 2005. The White Paper clearly recognizes and affirms the college's significant contributions to the economic and social development of the province, and of the great accomplishments of the students that it serves. It also reaffirms government's commitment to the future of the college while laying a foundation for growth - setting out increased expectations and new directions for the college.

The mission statement identifies the key long term results identified by the Board of Governors. The measures and indicators outlined will assist all stakeholders in monitoring and evaluating the college's success. The Board is responsible for, and will ensure, that the college is strong, vibrant and well-positioned to provide greater employment prospects for our graduates, and contribute to the growth and development of all regions of Newfoundland and Labrador, while preserving the principles of quality, accessibility and affordability.

Measure One:

Improved accessibility to quality programs to support the success of learners and communities.

Indicators:

1. Improved accessibility to programming amongst identified populations.
2. Enhanced collaboration with other educational entities.





3. Expanded programming reflecting the needs of primary client groups.
4. Enhanced program development and delivery.
5. Increased linkages to the province's Innovation Strategy and Comprehensive Regional Diversification Strategy.
6. Implemented White Paper directives:
 - a. Increased access to Adult Basic Education programming and enrollment.
 - b. Increased learning opportunities available through expanded Comprehensive Arts and Science College Transition offerings.
 - c. Improved learning environments through implementation of an infrastructure fund-raising campaign with matching funds from government, and implementation of new infrastructure projects.
 - d. Improved learning opportunities for women through enhanced recruitment strategies to support the participation of women in engineering, applied science, technology and skilled trades.
 - e. Increased affordability through increased scholarship opportunities.
 - f. Improved program development processes and enhanced curriculum development.
 - g. Increased faculty professional development opportunities.
 - h. Increased cooperation for articulation (course credit transfer) between College of the North Atlantic and Memorial University, as well as other institutions.
7. Increased distance learning opportunities and range of programming.
8. Increased international student recruitment and enrollment.

Measure Two:

Enhanced services to support the success of learners and communities.



Indicators:

1. Implemented Access for Success initiative at all campuses.

2. Implemented White Paper directives:
 - a. Increased support services to students with disabilities.
 - b. Increased collaboration with Memorial University to deliver student services through participation on joint committees.
 - c. Improved learning environments through implementation of a infrastructure fund-raising campaign with matching funds from government, and implemented new infrastructure projects.
 - d. Improved learning opportunities for women through enhanced recruitment strategies to support the participation of women in engineering, applied science, technology and skilled trades.
 - e. Enhanced affordability through increased scholarship opportunities.
 - f. Increased governance practices with the *Transparency and Accountability Act*.
 - g. Increased applied research initiatives.





The Board of Governors has identified five key priorities for the next two years. These were developed in consideration of the strategic directions set forth by the Minister of Education (see Appendix A) and are in keeping with the mandate and fiscal resources of College of the North Atlantic.

The Minister of Education has highlighted the five main areas of the White Paper on Public Post-Secondary Education in the strategic directions. Implementation of all White Paper directives (see Appendix C), which are applicable to College of the North Atlantic, is the Board of Governors' primary priority.

The directives put forth in the White Paper are intended to:

- strengthen the base of our post-secondary education system;
- improve the capacity of our university and our college;
- provide greater support services to our students;
- maintain adequate and stable funding for our students and our institutions; and
- improve accountability and collaboration within and between our post-secondary institutions.

Specifically the Strategic Direction [3] put forth by the Minister of Education [December 2005] relating to public post-secondary education states:

Quality public post-secondary education is affordable and accessible, attracting investment, and generating economic opportunity. This requires that, over the two years covered by this plan, the department and its boards and agencies:

- implement strategies to strengthen the base of post-secondary education, especially in the areas of adult learners, women's participation, Aboriginal participation, rural participation, adult academic upgrading and apprenticeship training;
- implement strategies to improve post-secondary capacity, especially in the areas of Sir Wilfred Grenfell College, Marine Institute, College of the



North Atlantic, training for health professionals, distance education, and rural and economic development;

- implement strategies to help post-secondary students, especially in the areas of student services, disability services, student housing, and library services;
- implement strategies to maintain stable funding of post-secondary education, especially in the areas of government investment, infrastructure requirements, research capacity, and student financial assistance; and
- implement strategies for enhancing governance and accountability in post-secondary institutions, especially in the areas of connectedness, strategic planning, and performance.

These priorities are reflected in the following identified issues and associated goals. The goals reflect the results expected in the two year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for the goals to assist the Board and the public in monitoring and evaluating success.

Issue One: Accessibility to Quality Programs

The Board of Governors is committed to providing accessible, responsive, and quality learning opportunities for all individuals wishing to pursue post-secondary education in Newfoundland and Labrador. The college strives to provide meaningful support at every step along the way to ensure all learners the opportunity for success.

In addition to our traditional student profile, College of the North Atlantic reaches out to those who may not otherwise have a clear path or opportunity for development. This is accomplished through expanded programming, alternate delivery methods, and flexible programming options that reflect the needs of learners.





Goal One:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to relevant college programs.

Measure:

Enhanced delivery and broadened access.

Indicators:

- Improved delivery of distance education.
- Expanded course offerings designed to meet the needs of underrepresented groups (which includes adult learners, women's participation, Aboriginal participation, rural participation, adult academic upgrading and apprenticeship training).
- Enhanced post-secondary capacity for underrepresented groups.
- Increased number of pathways for learners, including distance learning.
- Improved access to apprenticeship training.

Objective One:

By March 31, 2007, College of the North Atlantic will have invested in select priority areas to improve access and delivery to identified college programs.

Measure:

Improved access to quality programs.

Indicators:

- Increased access to and enrollment in Adult Basic Education programming, specifically ABE Level 1.
- Allocated 5% of provincial operating grant to transitional and academic upgrading.
- Increased learning opportunities by offering Comprehensive Arts and Science College Transition program at more campus locations.
- Improved program development processes and enhanced curriculum development.
- Increased faculty development opportunities.
- Increased cooperation for articulation (course credit transfer) between College of the North Atlantic and Memorial University, as well as other institutions.
- Increased distance learning opportunities and number of programs available online.



- Increased Aboriginal enrollment and customized programming.
- Increased programming for women in trades and engineering technology.
- Increased Applied Research initiatives.
- Piloted and provided General Educational Development (GED) preparation courses.
- Increased access to health programming by offering a Primary Care Paramedicine program.

Objective Two:

By March 31, 2008, College of the North Atlantic will have invested in additional priority areas to improve access and delivery to identified college programs.

Issue Two: Recruitment / Marketing

College of the North Atlantic is impacted by a changing demographic profile in the Province of Newfoundland and Labrador and in Canada. In turn, the college is adapting to demographic and labour market trends and responding to changing training needs. These trends include: an aging population and workforce, rural-urban migration patterns, declining secondary school populations and forecasted labour shortages.

The province's changing demographics are also a focus for the college from a student recruitment perspective, with respect to the provision of career counselling and related career information for high school students and graduates.

The population of learners in Newfoundland and Labrador is decreasing and at the same time, there is increased competition for students. The college recognizes this and has placed increased priority on marketing post-secondary programs and capabilities, both domestically and internationally, to those who would not typically attend post-secondary and especially in the areas of adult learners, women's participation, Aboriginal participation, rural participation, adult academic upgrading and apprenticeship training.



**Goal Two:**

By March 31, 2008, College of the North Atlantic will have increased access for underrepresented groups in post-secondary education in Newfoundland and Labrador.

Measure:

Increased access to identified underrepresented groups.

Indicators:

- Increased student recruitment staff resources.
- Increased outreach to rural communities.
- Increased collaboration with Memorial University recruitment activities.
- Increased international student enrollment.
- Increased enrollment for Aboriginal groups.

Objective One:

By March 31, 2007, College of the North Atlantic will have developed a comprehensive recruitment strategy to support increased access for underrepresented groups.

Measure:

Enhanced recruitment activities.

Indicators:

- Increased student recruitment staff resources.
- Developed new marketing strategies and initiatives.
- Increased international student recruitment strategies and enrollment.
- Improved learning opportunities for women through enhanced recruitment strategies to support the participation of women in engineering, applied science, technology and skilled trades.
- Increased collaboration for recruitment with junior high and high school including guidance counsellors, career counsellors and school councils.
- Increased scholarship opportunities for women.
- Increased collaboration and advising activities with Memorial University.

**Objective Two:**

By March 31, 2008, College of the North Atlantic will have further developed and implemented a comprehensive recruitment strategy to support increased access for underrepresented groups.

Issue Three: *Student Services*

The number of students enrolling in public post-secondary with identified special needs is showing a significant increase. Many individuals have completed secondary education with significant supports in place. The Department of Education reports that in 2003–2004, 15.2% of the students enrolled in the secondary system received special education support. Over the past four years, the number of students in the college in this category has grown significantly. Addressing the needs of students with disabilities is becoming increasingly challenging for the college, however, it is a priority issue to be addressed. In addition to the number of applicants with disabilities increasing, so too are their expectations in terms of the types of services and accommodations required.

College of the North Atlantic will strive to provide the resources required to address the needs and requests of these students. Some of the challenging issues associated with dealing with the needs of students with disabilities include:

- Program accommodations.
- Level of support and assistance requested (e.g., technical aids, note-taking).
- Mobility requirements inside facilities (e.g., wheelchair lifts, renovations).
- Infrastructure / accessibility issues (e.g., ramps to doorways, automatic doors).
- Ability to deal with growing numbers at any one campus.
- Admissions processes.
- Professional development with faculty and staff (e.g., sign language, awareness).



**Goal Three:**

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to disability services.

Measure:

Enhanced and broadened delivery of services to students with disabilities.

Indicators:

- Increased resources to provide services to students with disabilities.
- Reduced barriers for students with disabilities.
- Increased access to services to support learning for students with disabilities.

Objective One:

By March 31, 2007, College of the North Atlantic will have invested in key initiatives to improve access to a range of services for students with disabilities at increased campus locations.

Measure:

Enhanced and broadened delivery.

Indicators:

- Increased support services to students with disabilities.
- Enhanced support services at additional campus locations.
- Increased in-service for staff to enhance further integration.
- Removed physical barriers within campus locations as identified.
- Increased participation in the Working Group for Disability Services for the purpose of establishing a collaborative service and support model.

Objective Two:

By March 31, 2008, College of the North Atlantic will have invested in additional initiatives to improve access to a range of services to students with disabilities at increased campus locations.

**Issue Four:** *Fiscal Management*

It is a priority of the Board to demonstrate, for government and the public, prudent fiscal management. This includes appropriate use of provincial grants for their intended purposes in line with strategic directions set forth by the Minister and the White Paper on Public Post-Secondary Education. Resources will be deployed to enhance the quality of programming through improved infrastructure projects and increased modernization, while ensuring access remains equitable and affordable for all.

Many buildings currently used by the college were constructed in the 1960s and 1970s, and are owned and maintained by the provincial government's Department of Transportation and Works. Capital equipment (classroom furnishings, computers, laboratories and shop equipment) is aging and/or becoming obsolete. The college needs to continue to invest in improving infrastructure for the purpose of providing quality learning environments.

Goal Four:

By March 31, 2008, College of the North Atlantic will have strengthened the fiscal position and financial management of the college, while remaining equitable and affordable for all students.

Measure:

Strong financial management.

Indicators:

- Increased infrastructure improvements.
- Maintained affordability.

Objective One:

By March 31, 2007, College of the North Atlantic will have invested in key initiatives resulting in strong financial management and an improved learning environment for students and staff.





Measures:

Strong financial management/maintained affordability.
Improved learning environment.

Indicators:

- Improved learning environments through implementation of an infrastructure fund raising campaign with matching funds from government, and implementation of new infrastructure projects.
- Increased affordability through increased scholarship opportunities.
- Enhanced shop modernization.
- Expanded Happy Valley- Goose Bay campus to accommodate growth in Aboriginal student enrollment.
- Improved infrastructure at Labrador West campus.
- Maintained tuition freeze for domestic students.

Objective Two:

By March 31, 2008, College of the North Atlantic will have continued to demonstrate strong financial management practices.



**Issue Five: Globalization**

A significant development in the college's international role has been the establishment of a campus in the State of Qatar in September 2001. College of the North Atlantic has undertaken a 10-year contract to build a comprehensive college of technology in Qatar's capital city of Doha. Originally valued at US\$500 million, the Qatar contract represents the largest export contract ever awarded to a Canadian post-secondary educational institution. The college's success in attaining this contract is testimony to the strength of expertise and experience that has been developed in Newfoundland and Labrador and which has served the residents of this province well for several decades. It is this expertise and experience which will also enable the faculty and staff at College of the North Atlantic-Qatar (CNA-Q) to assist the State of Qatar in providing quality education and training for the achievement of its social and economic goals.

International work such as the Qatar contract is accelerating the college's continued organizational development and is providing an opportunity to update curriculum, and improving the college's administration systems such as Enterprise Resource Planning (ERP). There remain significant opportunities for the college in Qatar, and the college continues to identify and pursue other international opportunities which utilize and expand upon the invaluable experience gained through the project.

Goal Five:

By March 31, 2008, there will be efficient and effective management of the Qatar contract to ensure success for College of the North Atlantic.

Measure:

Success of the contract.

Indicators:

- Met contract obligations.
- Ensured profitability.
- Provided for delivery of quality services.
- Provided for growth for college and staff.





Objective One:

By March 31, 2007, College of the North Atlantic will have designed and implemented several key initiatives to increase student enrollment at Qatar campus.

Measure:

Increased enrollment.

Indicators:

- Increased total net profit for project.
- Increased number of programs in health sciences, engineering, applied arts and trades.
- Increased number of accredited programs.
- Increased student enrollment.
- Increased staff complement.
- Increased laboratory facilities.
- Increased partnerships and Memoranda of Understanding with local Qatari industry.

Objective Two:

By March 31, 2008, College of the North Atlantic will have implemented several key initiatives to further expand programming and increase student enrollment at Qatar campus.





College of the North Atlantic is proud of its accomplishments and enthusiastic about the upcoming years. In order to progress, we need to continue to renew our commitment to communities, to students, and to scholarship in both its fundamental and applied forms. This strategic plan outlines College of the North Atlantic's strategic priorities for the two year period April 1, 2006 to March 31, 2008. These goals have been developed to address key issues and challenges in the college's operating environment, and will fully complement and support the implementation of the White Paper on Public Post-Secondary Education.

This plan aims to make a substantial contribution to public post-secondary education in Newfoundland and Labrador, in accordance with the strategic directions set forth by the Minister of Education, and will position College of the North Atlantic for continuing success.

The College of the North Atlantic's Annual Report, published each fall will provide an update on outcomes with the associated yearly measures and indicators.





Appendix A: *Strategic Directions*



Appendix A: Strategic Directions

1. Quality and Accessibility of Educational Programs

Strategic Direction:

Quality educational programs and opportunities are available to citizens throughout the province so they may participate in lifelong learning.

This requires that, over the two years covered by this plan, the department and its boards and agencies:

Focus Areas of the Strategic Direction	Addressed in the:		
	Strategic Plan	Operational Plan	Branch/ Divisional Work-Plans
Continue to implement new curriculum, as required, focusing on language arts, math, science and social studies	X		
Facilitate enhanced e-learning opportunities through video conferencing capacity and other multi-media resources	X		



Appendix A: Strategic Directions

2. Public Post-Secondary Education

Strategic Direction:

Quality public post-secondary education is affordable and accessible, attracting investment, and generating economic opportunity.

This requires that, over the two years covered by this plan, the department and its boards and agencies:

Focus Areas of the Strategic Direction	Addressed in the:		
	Strategic Plan	Operational Plan	Branch/ Divisional Work-Plans
Implement strategies to strengthen the base of post-secondary education, especially in the areas of adult learners, women's participation, Aboriginal participation, rural participation, adult academic upgrading and apprenticeship training	X		
Implement strategies to improve post-secondary capacity, especially in the areas of Sir Wilfred Grenfell College, Marine Institute, College of the North Atlantic, training for health professionals, distance education, and rural and economic development	X		
Implement strategies to help post-secondary students, especially in the areas of student services, disability services, student housing, and library services	X		
Implement strategies to maintain stable funding of post-secondary education, especially in the areas of government investment, infrastructure requirements, research capacity, and student financial assistance	X		
Implement strategies for enhancing governance and accountability in post-secondary institutions, especially in the areas of connectedness, strategic planning, and performance	X		

Appendix A: *Strategic Directions*

3. Financial Support for Learning

Strategic Direction:

Funding levels and budgeting priorities are consistent with Government's fiscal policy.

This requires that, over the two years covered by this plan, the department and its boards and agencies:

Focus Areas of the Strategic Direction	Addressed in the:		
	Strategic Plan	Operational Plan	Branch/ Divisional Work-Plans
Prepare a long-term facilities plan	X		



Appendix A: Strategic Directions

4. Women's Equity

Strategic Direction:

Women sharing equitably in social and economic benefits. It requires systemic intervention in the following areas:

This requires that, over the two years covered by this plan, the department and its boards and agencies:

Focus Areas of the Strategic Direction	Addressed in the:		
	Strategic Plan	Operational Plan	Branch/ Divisional Work-Plans
Gender-based analysis by government entities	X		
Quality of life of Aboriginal women	X		
Employment opportunities	X		





Appendix B: *Mandate (from College Act, 1996)*



Appendix B: Mandate (from College Act, 1996)

Legal Wording of Mandate *College Act, 1996 (revised 2004)*

Source: <http://www.hoa.gov.nl.ca/hoa/statutes/c22-1.htm>

These are reproduced here for convenience of reference and every effort has been taken to ensure accuracy. However, in the event of discrepancy, readers should consult an official copy of the *College Act, 1996*.

15. Duties of Board

(1) The board shall:

- (a) provide and operate facilities throughout the province where courses and programs may be offered;
- (b) divide the college into those departments of instruction and divisions it considers necessary;
- (c) approve, authorize and provide programs which lead to a certificate or diploma from the college;
- (d) identify the educational needs of persons in the province and provide courses or programs to meet those needs;
- (e) identify the education and training requirements of the labour market in the province and provide courses or programs itself or in cooperation with other educational institutions operating under an Act of the province, another province or of Canada to meet those requirements;
- (f) carry out additional courses or programs that it determines to be in the public interest;
- (g) grant certificates and diplomas;
- (h) make general policies to govern the organization, administration and operation of the college including personnel policies which, unless otherwise approved by the minister, shall adhere to the personnel administrative procedure of the province;
- (i) develop and apply conflict of interest guidelines for members of the board and employees of the college;
- (j) prescribe procedure for its meetings, make rules respecting the conduct of the affairs of the board and make provision for the keeping of full and accurate records of its proceedings and transactions;
- (k) assess the need for new buildings and repairs or alterations to existing buildings or premises administered by the board and make recommendations to the appropriate government department respecting those buildings, repairs or alterations; and
- (l) provide furniture, equipment and the apparatus necessary for the college, maintain a listing of the buildings, equipment and chattels of the college and sell or otherwise dispose of obsolete equipment.

(2) Notwithstanding subsection (1) or another provision of this Act, the minister may review the administration, courses, programs and facilities of the college and may require the modification, establishment, suspension or termination of the administration, courses, programs or facilities of the college that he or she considers necessary.

Appendix B: Mandate (from College Act, 1996)

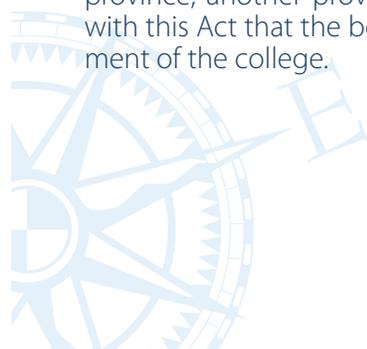
16. Powers of Board

(1) The board may:

- (a) appoint, promote or remove administrative, instructional and secretarial staff and all other officers and employees except the president;
- (b) establish a code of discipline for the students of the college with power to expel a student, and delegate to the president the right to impose a penalty that is prescribed in the code;
- (c) select a seal for the college and retain custody and use of it;
- (d) establish and appoint advisory and other committees of the board that may be necessary or desirable to achieve the purposes of this Act, delegate to committees those powers and duties of the board that it considers appropriate and reimburse reasonable expenses incurred in relation to the work of a committee that the board may approve;
- (e) fix standards of admission of students to the college and set the standards to be maintained by students during courses of study;
- (f) cooperate and enter into agreements with
 - (i) a government or its agencies,
 - (ii) a person who carries on a trade, business or commercial activity,
 - (iii) other educational institutions, or
 - (iv) a community group

for the establishment, maintenance, conduct and transfer of courses for credit and programs leading to certificates, diplomas and degrees;

- (g) provide facilities and grants at the college and enter into agreements for research and establish the terms and conditions under which research may be conducted at the college;
- (h) participate in industrial assistance activities through problem solving, technology transfer and applied research in order to strengthen productivity, competitiveness and diversity of industry in the province;
- (i) accept and disburse grants, gifts and bequests to the college and receive payments for services and research;
- (j) fix and collect all fees and charges to be paid to the college;
- (k) provide for the effective use of the services and facilities provided by the college; and
- (l) perform itself or in cooperation with other educational institutions operating under an Act of the province, another province of Canada, Canada or another country other functions consistent with this Act that the board may consider advisable for the proper administration and advancement of the college.





Appendix C: *White Paper Directives*



Appendix C: White Paper Directives

These are reproduced here for convenience of reference and every effort has been taken to ensure accuracy. However, in the event of discrepancy, readers should consult an official copy of the Foundation for Success, White Paper on Public Post-Secondary Education.

Strategies for Strengthening the Base
1. Advance a provincial Adult Learning Campaign to recognize the critical need to promote and raise the profile of adult learning.
2. a. Provide funding budgeted at \$250,000 to assess the facility requirements at College of the North Atlantic in Happy Valley-Goose Bay to accommodate the growth in Aboriginal enrollment. b. Persist in securing access to the Post-Secondary Student Support Program and other federal Aboriginal programs for members of the Federation of Newfoundland Indians and the Labrador Métis Nation.
3. a. Call on our institutions to: <ul style="list-style-type: none">• ensure recruitment strategies support the participation of women in engineering, applied science, technology and skilled trades,• identify more scholarship opportunities for women in engineering, applied science, technology and skilled trades programs,• improve women's representation in decision-making positions. b. Work with the federal government, business and industry to enhance apprenticeship employment opportunities for women.
4. Provide funding to College of the North Atlantic and Memorial University to expand distance education programming to rural communities and to enhance delivery of workplace-based training for small and medium sized enterprises, budgeted at \$0.5Million per year for 05/06, 06/07, and 07/08
5. Develop the ABE Level I program for delivery through a combination of part-time instruction in a class setting and web-based internet delivery.
6. We will require College of the North Atlantic to allocate 5% of its provincial operating grant to transitional and academic upgrading so that these programs are more readily available at the College's campuses.
7. Pilot a 15-week structured educational program for GED certification at College of the North Atlantic with the intent of expanding it to all campuses, as demand warrants.

Appendix C: White Paper Directives

Strategies for Strengthening the Base

8. a. Review the policy that requires one apprentice to work with one journeyman.
- b. Work with the federal government, business and industry to identify the best strategies for increasing apprentices' employment opportunities, including piloting a wage-subsidy program with priority given to females, to support Small and Medium Enterprises in their hiring of apprentices.
- c. Introduce a policy for Government to increase its hiring of apprentices.

9. Memorial University

- a. Request that the Board of Regents review the administrative and governance structure for Sir Wilfred Grenfell College to more appropriately reflect its maturing role within the University.
- b. Enhance Sir Wilfred Grenfell's ability to offer new programming by increasing Memorial's budget as follows: \$1M for 05/06, 06/07, and 07/08.
- c. Request that a review of the position of the Marine Institute within the context of our public post-secondary strategic plan be undertaken in consultation with Memorial University and the College of the North Atlantic. The focus is to build on the international reputation of the Institute as a centre of excellence in marine and ocean technology and training.

Strategies for Improving System Capacity

10. Implement a transition plan to align CNA with the Province's social and economic agenda, linking the College's geographic resources and infrastructure to socioeconomic initiatives. This will include linkages to the Province's Innovation Strategy and Comprehensive Regional Diversification Strategy.
11. (a) Request Memorial University to assess the feasibility of establishing a Faculty of Health Sciences to include the Faculty of Medicine and the Schools of Social Work, Pharmacy and Nursing, with appropriate stakeholders. The appropriate placement of associated funding will be part of the discussions between Memorial University and the Departments of Health and Community Services and Education.
- (b) Direct the Departments of Education and Health and Community Services, in conjunction with the Schools of Nursing and appropriate stakeholders, to discuss implementing a consolidated model that provides for the administration of nursing education, including continuing education and other programs such as the Practical Nursing program and the Nurse Practitioner program within Memorial University. The appropriate placement of associated funding will be part of the discussions between the Schools of Nursing and the Departments of Health and Community Services and Education, and Memorial University.
- (c) Direct the Departments of Education and Health and Community Services, in conjunction with the appropriate stakeholders, to provide for the delivery of paramedicine training at College of the North Atlantic.

Appendix C: White Paper Directives

Strategies for Improving System Capacity

12. Establish a committee consisting of the major players in distance delivery to identify opportunities for:
- stronger partnerships,
 - more sharing of expertise and resources, and
 - a more integrated educational system.

Specific areas to be addressed include connectivity, software and license purchasing, curriculum development and equipment use.

13. Require our post-secondary institutions to work with industry to explore the creation of facilities based on the Genesis Centre concept in regions throughout the Province, with immediate attention to Corner Brook.

Strategies for Helping Students

14. a. Establish a system-wide public Post-Secondary Student Services Advisory Committee to enhance cooperation and improve services for students.

b. Improve the timely transmission of student data from one institution to another and to the Department of Education to enhance student services.

15. Increase collaboration in student recruitment and advising activities between Memorial University and College of the North Atlantic.

16. Enhance current levels of career employment services for post-secondary students through increased co-operation between Memorial University and College of the North Atlantic.

17. Establish a collaborative service and support model which partners public post-secondary institutions with other agencies involved in supporting students with disabilities.

18. Request that our institutions explore opportunities for collaboration to enhance access to student housing, including possibilities for common residences.

19. Establish a Working Group of the Department of Education, Memorial University, College of the North Atlantic and the Public Libraries Information and Resource Board to identify opportunities to enhance the use of the Queen Elizabeth II Library at Memorial by other communities and library structures within the Province.

Appendix C: White Paper Directives

Strategies for Maintaining Stable Funding

20. Provide Memorial University and College of the North Atlantic with sufficient funds to maintain a tuition freeze for a three-year period for domestic students. In lieu of tuition increases, Government will provide increased funds to the institutions, budgeted as follows:

\$4.3 M for 2005/06; \$8.9M for 06/07; \$12.4M for 07/08.

21. Provide Memorial University with sufficient revenue to address operating needs through an increase in its grant-in-aid, budgeted as follows:

\$3.3M for 05/06; \$7.2M for 06/07; \$7.2M for 07/08

22. a. Provide College of the North Atlantic with sufficient revenue to address operating needs through an increase in its grant-in-aid, budgeted as follows:

\$1.6M for 05/06; \$2.1M for 06/07; \$2.8 M for 07/08

b. Provide funding to College of the North Atlantic to upgrade equipment, budgeted as follows:

\$1.0M per year for 05/06, 06/07, 07/08

23. a. Support an infrastructure fundraising campaign for Memorial University and College of the North Atlantic by matching dollar for dollar private-sector contributions, budgeted as follows:

\$3M per year for 05/06,06/07,07/08

b. Ensure the physical space available for College of the North Atlantic's Labrador West Campus is suited to the programming needs of the community and its employers.

c. Encourage federal investment in post-secondary infrastructure renewal to support our economic growth, particularly in knowledge-based industries.

24. a. Support the Industrial Research and Innovation Fund by providing matching and start-up funds that will attract further federal investments in research at Memorial and College of the North Atlantic, budgeted as follows: \$5M for 05/06; \$7.5M for 06/07, \$10M for 07/08. These funds will help position the University and College to play a key role in supporting the Province's Innovations Strategy.

b. Pursue additional federal contributions so that the indirect costs associated with research supported by federal granting councils can be adequately funded.

Strategies for Maintaining Stable Funding

Student Financial Assistance

25. a. Increase provincial loan limits from \$110 to \$140 per week, consistent with the federal government increase of 27%.
- b. Ensure Debt Reduction Grants are applied against the new weekly provincial loan limit of \$140.
- c. Reduce expected parental contributions to enhance access to the loan program for more low-to middle-income families.
- d. Improve debt management measures by providing a 5% increase in the income threshold to qualify for interest relief.
- e. Negotiate an agreement with the Canadian Millennium Scholarship Foundation to pilot a program to provide enhanced financial support for dependent students from low-income families.

26. Amend the Acts governing Memorial University and College of the North Atlantic to require each institution to demonstrate greater connectedness with each other, stronger accountability to the public and their contribution to the social and economic development of the Province.

This will include:

- three joint appointments to the University and College Boards,
- a reconfigured Council on Higher Education recognized by legislation,
- a process of monitoring and reporting to the council by the jointly-appointed members.

27. Expect Memorial and College of the North Atlantic to employ a system-wide approach to new program planning in areas of potential overlap or where cooperative and collaborative efforts may enhance design or delivery.

28. Enter into three-year outcomes-based performance contracts with Memorial and the College that will include:

- financial performance measurements,
- efficiencies for shared services delivery,
- performance reporting on programs, research & administration,
- an enhanced credit transfer system,
- enhanced delivery of academic upgrading and other strategies to improve access for underrepresented groups,
- links to economic development from applied research and innovation
- links to regional diversification strategies of the Province.



This document was prepared by the Board of Governors, College of the North Atlantic.

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An electronic version of this document is available online at: www.cna.nl.ca





Vision:

The vision of College of the North Atlantic is of life-long learners who are educated and highly skilled, able to meet the demands of the labour market and contribute to the social, economic, and cultural well-being of their communities.

