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ENHANCING REGIONAL COLLABORATION



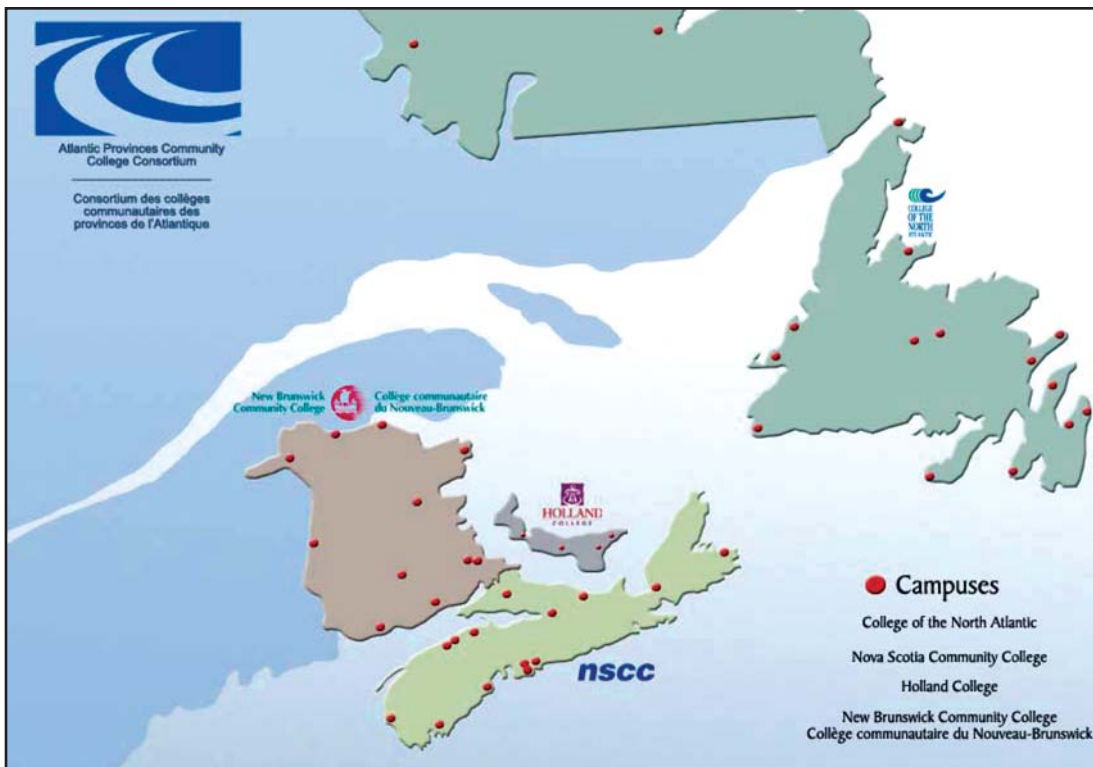
Atlantic Provinces Community
College Consortium

Consortium des collèges
communautaires des
provinces de l'Atlantique



Community Colleges

A key element in building a stronger Atlantic Canada



50 campuses plus learning centers located in both urban and rural settings throughout the region serving in excess of 25,000 full-time and 60,000 part-time students

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Message from Board Chair

It has been a pleasure to serve as Board Chair of the Atlantic Provinces Community Colleges Consortium (APCCC) for the past year. Chairing a board that is focused on shared leadership in education has been an extraordinary experience and learning opportunity for me and I enjoyed it tremendously.

This report conveys the amount of collaboration and cooperation that exists among provincial governments and public educational institutions within Atlantic Canada. All public colleges in Atlantic Canada are focused on improving learning opportunities for their students and on aligning learning to the employment needs of business and industry in Atlantic Canada.

The consortium has fulfilled its mandate “to foster collaboration and cooperation among Atlantic Canada’s public community colleges” by introducing new program opportunities; by easing transferability for all our learners; by working together to enhance our staff’s skills and knowledge; and by leveraging technology for the good of all.

I would like to extend thanks to my fellow board members and the APCCC staff for their support and contribution to the strategic directions and successful initiatives undertaken by APCCC over the past year. Collaboration such as this makes the Atlantic Provinces stronger both economically and socially and provides increased learning opportunities for our students within the Atlantic region.



A handwritten signature in black ink, appearing to read 'Jean Madill'.

Jean Madill
Chair, Board of Directors



Message from Executive Director

The Atlantic Provinces Community College Consortium (APCCC) continues to be an excellent framework for collaboration, cooperation and sharing. During the 2007-2008 reporting period this framework has provided the means through which a wide cross-section of Atlantic Canada's college community has been able to advance the goals and objectives as set out in APCCC's annual business plan. It would not be possible for APCCC to achieve the level of success we've had, as highlighted in this report, without that broad involvement and commitment of many professionals who see the value of a regional approach to some key issues.

APCCC recognizes that it must engage with organizations outside the college community in order to achieve its overall mandate. To that end the consortium has fostered relationships with multiple organizations throughout the year, served in an advisory capacity to external agencies, and contributed to regional studies. This has, in my opinion, been a key factor in building the profile of colleges and the development of a greater recognition of the important role that community colleges play in the social and economic development of the Atlantic region.

With this being my last annual report as Executive Director of APCCC, I would be remiss if I did not acknowledge the tremendous support and direction I've received from the Board of Directors and the various standing and ad hoc committees and networks within the consortium. These have been the true champions of the successes that have been achieved. As I pass the torch to the new Executive Director, I have every confidence that the same dedication to the goals and objectives by all stakeholders within the consortium will result in continued advancement of regional collaboration, cooperation and sharing.

A handwritten signature in black ink that reads "Cyril Farrell".

Cyril Farrell
Executive Director





About APCCC

The Atlantic Provinces Community College Consortium (APCCC) is an interprovincial body promoting and supporting the strategic development of regional collaboration, coordination, and sharing of resources among the Atlantic community colleges. This consortium, which reports annually on its activities to the Council of Atlantic Premiers through the Council of Atlantic Ministers of Education and Training, was established in August 1998. It is officially recognized through a Memorandum of Understanding signed by the provincial ministers responsible for community colleges and the presidents of the community colleges from New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island.

APCCC partners consist of the Council of Atlantic Premiers, Council of Atlantic Ministers of Education and Training, Department of Post-Secondary Education, Training and Labour of the Province of New Brunswick, Department of Education of the Province of Newfoundland and Labrador, Department of Education of the Province of Nova Scotia, Department of Education of the Province of Prince Edward Island and the New Brunswick Community College/Collège communautaire du Nouveau-Brunswick, College of the North Atlantic, Nova Scotia Community College and Holland College.

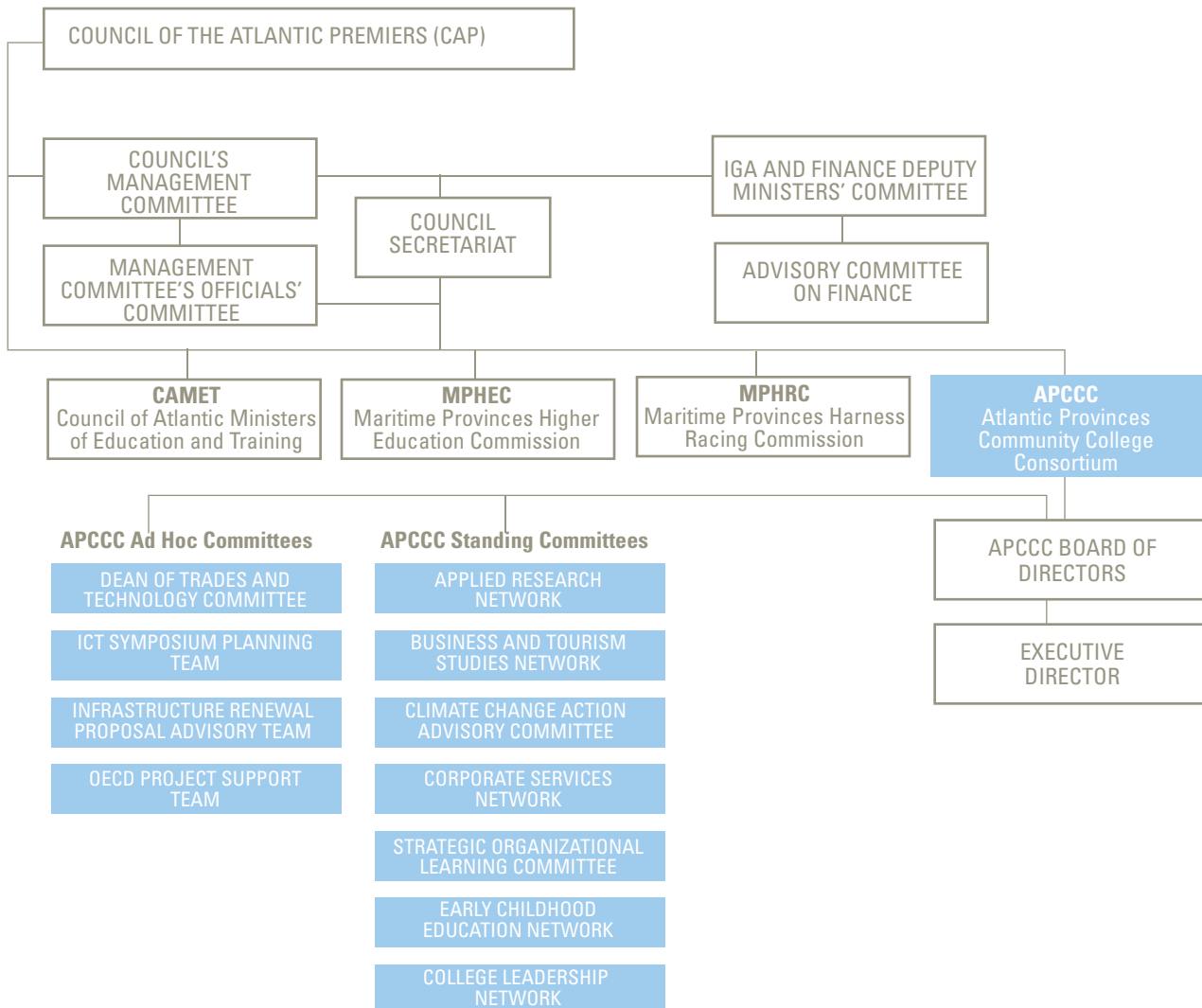
The consortium is governed by a Board of Directors consisting of the presidents and vice presidents/or designates from each community college, and assistant deputy ministers and/or designates from each government department responsible for community colleges. The Chair of the Board rotates annually from among the college presidents/CEOs.

The Board meets three times per year to provide direction to the administration, management and affairs of the consortium. The consortium is staffed by an Executive Director whose role is to advance the agenda of the Board on a day-to-day basis.

50 campuses
plus learning
centres in both
urban and rural
settings throughout
the region.



Atlantic Provinces Community College Consortium (APCCC) Organizational Chart





APCCC Board for 2007/08

COLLEGE/PROVINCE	BOARD MEMBER
College of the North Atlantic	Jean Madill, <i>President and Chair of APCCC</i>
College of the North Atlantic	Brian Tobin, <i>Senior Vice President</i>
Province of Newfoundland and Labrador	Rachelle Cochrane, <i>Assistant Deputy Minister</i>
Holland College	Brian McMillan, <i>President</i>
Holland College	Michael O'Grady, <i>Vice President</i>
Province of Prince Edward Island	Ken MacRae, <i>Director</i>
Collège communautaire du Nouveau-Brunswick	Yves Chouinard, <i>Executive Director</i>
New Brunswick Community College	Richard Corey, <i>Executive Director</i>
Province of New Brunswick	Jean-Marc Dupuis, <i>Assistant Deputy Minister and CEO, New Brunswick Community College/ Collège communautaire du Nouveau-Brunswick</i>
Nova Scotia Community College	Joan McArthur-Blair, <i>President</i>
Nova Scotia Community College	Pamela Reid, <i>Vice President (Academic) and Chief Learning Officer</i>
Province of Nova Scotia	Wayne Doggett, <i>Senior Executive Director</i>
Council of the Atlantic Premiers (CAP) and Council of Atlantic Ministers of Education and Training (CAMET)	Rhéal Poirier, <i>Assistant Secretary to CAP and Secretary to CAMET</i>
Atlantic Provinces Community College Consortium	Cyril Farrell, <i>Executive Director</i>



Mission, Values and Strategic Directions

As a partnership among the four Atlantic community colleges and the four Atlantic departments responsible for education and training, the APCCC assists colleges and governments in providing the most effective and efficient college programming possible, reflecting the following values:

QUALITY

continuous improvement in the quality of programs, practices and teaching

ACCESSIBILITY

program, delivery, and support services that optimize training availability

MOBILITY

portability of learning and credits throughout the post-secondary education system in Atlantic Canada

RELEVANCE

effective and responsive interaction among learners, workforce and community

ACCOUNTABILITY

evidence of value and cost effectiveness of public and learner investment

SCHOLARSHIP AND RESEARCH

commitment to the pursuit of knowledge, innovation and commercialization

These values form the basis for the APCCC's strategic directions which are designed to enhance the quality and cost-effectiveness of the community college systems in the Atlantic Provinces through the pursuit of cooperative and collaborative initiatives. More specifically, the 2007-2008 Business Plan focused on:

- Strategic Organizational Learning
- Regional Support for Economic Development
- Regional Collaboration in Support of Government Strategies
- Profiling the Importance of Colleges to Atlantic Canada's Growth and Development

Approximately
\$30
million in
research
activity is ongoing
in Atlantic community
college projects
directly tied to
business and industry



Board Meetings

In accordance with the principles outlined in the Memorandum of Understanding establishing the consortium, the APCCC Board met three times in 2007 - 2008 to provide direction to the work of the consortium and to share knowledge and experiences important to the growth and development of Atlantic colleges. Specifically, the board met as follows:

MAY 30, 2007

Montreal (in conjunction with the National Conference of the Association of Canadian Community Colleges)

OCTOBER 24, 2007

Holland College, Charlottetown, PE

FEBRUARY 27, 2007

Nova Scotia Community College, Dartmouth, NS

These meetings provided board members the opportunity to develop a better awareness and appreciation of accomplishments, activities and strategic issues that are important to advancing community college mandates.

The agendas for meetings are structured around the identification and discussion on strategic issues and input into the consortium's operational plans. In addition to the strategic dialogue among board members and providing direction into the day-to-day operations of the consortium, the meeting format provided for inclusion of strategic guests including the Prince Edward Island Minister of Education, the Nova Scotia Minister of Education, the Manager of the International Competency and Credential Assessment and Recognition, a Vice President of Honeywell regarding "campus greening" solutions, the CEO of the Halifax Gateway Project, and a representative from the Atlantic Policy Congress of First Nations Chiefs. Including these guests in our meetings have added to the regional dialogue on advancing the scope and breath of college programs and services in support of regional development.

Labour force participation among those who have attended a community college in Atlantic Canada is especially high at 92%

- Millennium Scholarship Foundation Research Series, 2002



Regional Collaborative Networks

APCCC Standing and Ad Hoc Committees

To ensure the objectives of the business plan are met, the APCCC establishes regional collaborative networks. These networks take the form of standing or ad hoc committees consisting of representatives from partner colleges, to advance the goals and objectives of its business plan and to collaborate around strategic issues. During the 2007-2008 reporting period, the following APCCC Standing Committees and Ad Hoc Committees were active:

APCCC STANDING COMMITTEES

APPLIED RESEARCH NETWORK

Dr. Audrey Penner, HC
 Patricia MacAulay, HC
 Dr. Mohammad Iqbal, CNA, (Chair)
 Dr. Michael Graham, CNA
 Dr. Robert Williston, NBCC
 Kevin Shiell, CCNB
 Dr. Sylvain Poirier, CCNB
 Dr. David Woolnough, NSCC
 Dr. Kevin Quinlan, NSCC
 Cyril Farrell, APCCC

CORPORATE SERVICES NETWORK

Blake Cryderman, CNA (Chair)
 Chris Turpin, CNA
 Dr. Sylvain Poirier, CCNB
 Kent Shaw, NBCC
 Patricia MacAulay, HC
 Ken Jones, Chair, NSCC
 Dwayne MacLeod, NSCC
 Cyril Farrell, APCCC

EARLY CHILDHOOD EDUCATION NETWORK

Karla Baxter-Vincent, NBCC (Chair)
 Dr. Robert Williston, NBCC
 Victoria Cobham, NBCC
 Brenda Tobin, CNA
 Andrea Kelland, CNA
 Carmella Singleton, CNA
 Roger Tremblay, CCNB
 Paul Cyr, CCNB
 Helen Flynn, HC
 Susan Ashley, HC
 Kelly Kennedy-Pippy, NSCC
 Cyril Farrell, APCCC

BUSINESS AND TOURISM STUDIES NETWORK

David Dumont, NBCC (Chair)
 Bruce MacNeil, NSCC

Ed McHugh, NSCC
 Peter Barrett, HC
 Dave Harding, HC
 Ginette Vienneau, CCNB
 Mary Lynn Borsella, NBCC
 Gerald Ingersol, NBCC
 Brent Howell, CNA
 Mary Vaughan, CNA
 Cyril Farrell, APCCC

CLIMATE CHANGE ACTION ADVISORY COMMITTEE

Brent Kaulback, NSCC (Chair)
 Jim Farrell, NSCC
 Michel Cormier, NBCC/CCNB
 Bernard Daigle, CCNB
 Dan Fraser, NBCC/CCNB
 Lorne Park, CNA
 Robin Walters, CNA
 Justin Dunn, HC
 Brian O'Neill, HC
 Cyril Farrell, APCCC

STRATEGIC ORGANIZATIONAL LEARNING TASK GROUP

George MacLean, NSCC (Chair)
 Mike Hill, NSCC
 Claudine Lowry, NSCC
 Sheldon Brown, CNA
 Kevin Deveau, CNA
 Garry Pinto, CNA
 Noreen Lobban, NBCC
 Megan Douglas, NBCC
 Gerry Seaward, HC

COLLEGE LEADERSHIP NETWORK

Bruce Tawse, NSCC
 Judith Limkilde, NSCC
 Michael Maynard, NBCC
 Diane Burt, NBCC
 Rachel Arseneau-Ferguson, CCNB
 Claude Allard, CCNB
 David Beaton, HC

Norris Eaton, CNA
 Gary Myrden, CNA
 Cyril Farrell, APCCC

APCCC AD HOC COMMITTEES

DEANS OF TRADES AND TECHNOLOGY COMMITTEE

Ronald Farrell, NSCC
 Lynn Allison, NSCC
 Colin Forward, CNA
 James Wortman, CCNB
 Don Madore, NBCC
 Kim Horreht, HC
 Cyril Farrell, APCCC

AVIATION PROGRAMS COMMITTEE

Ron Farrell, NSCC
 Robert Dwyer, CNA
 Kent Sheen, HC
 Claude Allard, CCNB
 Graham Fawcett, NBCC
 Cyril Farrell, APCCC

INFRASTRUCTURE RENEWAL PROPOSAL ADVISORY TEAM

Dan Fraser, NBCC/CCNB
 Daniel Kelly, NSCC
 Lorne Park, CNA
 Justin Dunn, HC
 Cyril Farrell, APCCC

OECD PROJECT SUPPORT TEAM

Theresa Pittman, CNA
 Tanya Lopez, CNA
 Suzanne Drapeau, NSCC
 Cyndi Haynes-Macdonald, NBCC/CCNB
 Dawna Noonan, HC
 Cyril Farrell, APCCC



Key Accomplishments and Deliverables



During the reporting period, the Atlantic Provinces Community College Consortium (APCCC), a partnership between community colleges and Atlantic government departments responsible for community colleges, provided leadership and resources in advancing collaborative and cooperative initiatives which are consistent with its approved business plan for 2007-2008. The APCCC Board of Directors provided direction to the work of the Consortium and shared knowledge and experiences important to the growth and development of Atlantic colleges.

The day-to-day operations of the consortium are vested with the office of the Executive Director. Under his leadership and through a committee and network structure consisting primarily of college employees, the objectives of the 2007-2008 business plan were advanced as highlighted.

STRATEGIC ORGANIZATIONAL LEARNING

Activities planned and executed by the *Strategic Organizational Learning Task Group* (SOLTG) are designed to provide regional professional development opportunities for college staff that are consistent with the strategic organizational needs of member colleges. During the reporting period the SOLTG organized or promoted a number of activities that were consistent with that mandate. Included were:



- Regional program development institute in Rocky Harbour, NL which provided approximately 70 participants from member colleges with an opportunity to learn about best practices in program and curriculum design and development.
- Nova Scotia Community College (NSCC) presented a two-day workshop on implementing a learning-centered approach to teaching the trades in the Atlantic region. 23 participants from the four Atlantic Provinces (including 17 faculty members and 6 staff – curriculum consultants, coordinators, program developers and managers) attended. The Agenda for this workshop included a mix of presentation/discussion, interactive activities for the participants, a student panel followed by a question/discussion period and wrap-up, recommendations and next steps for the participants.
- Holland College, in partnership with UPEI hosted an Atlantic Educators Conference. This was attended by a number of college professionals and included presentations and panels which provided colleges the opportunity to highlight the many strengths they bring to Post-Secondary Education in Atlantic Canada. One of the highlights of the conference was a leadership panel on which two college presidents along with two university leaders discussed the issue of university – college collaboration.

APCCC, in partnership with the Atlantic Policy Congress of First Nations Chiefs, facilitated *a forum on enhancing opportunities for inclusion of aboriginal peoples in college programs*. This forum brought together more than 40 participants representing aboriginal peoples, college professionals and government representatives in a solutions-oriented dialogue on how best to successfully include aboriginal peoples in programs to support their economic strategies and health care initiatives. A report on the outcomes of the forum was produced and plans are in place to follow-through on the recommendations emanating from the dialogue.

Within this realm of strategic organizational learning, APCCC provided opportunities for regional networks of college employees to share best practices in various programs and service areas including corporate services, aviation programming, applied research, early childhood education, and others.



*Guest Speaker
Chief Lawrence Paul and Honourable
Karen Casey, Minister of Education,
Nova Scotia*



Regional Support for Economic Development

The Applied Research Network was active in advancing the capacity of colleges to support the regions research and innovation agenda. This included successfully building a case of college partnership in Springboard Atlantic Inc., an agency funded by the Atlantic Innovation Fund to support commercialization of university and college research and innovation. On a go forward basis inclusion in Springboard Atlantic Inc. will result in Atlantic colleges having access to in excess of \$1 million to support the hiring of Industrial Liaison Officers to work with small and medium size enterprises to assist them with their research and innovation needs in addition to having access to funding to support patent costs and other related activities.

During the reporting period the Applied Research Network continued to forge relationships with the Natural Sciences and Engineering Research Council (NSERC) in its efforts to develop and build partnerships with research institutions in the region. As a result, colleges were provided with the opportunity to showcase their research capacities at a regional NSERC sponsored workshop on Research and Development and to provide a college voice at the NSERC Atlantic Advisory Committee table. In line with this activity the Applied Research Network hosted representatives from NSERC in a day long workshop on the details of the College and Community Innovation Programs funded by the federal government and managed by NSERC to specifically fund college based research and innovation.

APCCC's Corporate Service Network members have been actively engaged with businesses and industries all over Atlantic Canada in the provision of customized programs. One of the highlights of this regional group during the year was engaging in a pan-Atlantic professional development program in support of the Atlantic regional newspapers. In addition to this significant regional initiative, the network has provided members with opportunities to share information and best practices and to develop mechanisms to promote regional training and development services available through community colleges.



Shawn Woodford, First Vice President, Atlantic Community Newspapers Association (ACNA) and Jean Madill, President, College of the North Atlantic and Chair of APCCC



Regional Collaboration In Support of Government Strategies

The *Climate Change Action Plan Advisory Committee* was active in the sharing of best practices on environmental stewardship. In addition, the committee, under the direction of the APCCC Board, developed a collective statement on environmental leadership which all APCCC member colleges agree to sign as a commitment to environmental protection and to demonstrate that they are prepared to take a leadership role within their jurisdictions to address climate change and to protect the environment.

In support of providing college students with pathways to build on their college credentials, all member colleges continue to negotiate transfer agreements with other post-secondary institutions both in the Atlantic region and beyond. To facilitate the dissemination of information pertaining to these agreements APCCC published the *2008 Guide to Block Transfer Agreements for graduates of Atlantic Colleges*. This guide provides Atlantic college students with current information about transfer agreements available should they wish to continue with their education beyond graduation from college. The number of transfer agreements available to Atlantic college graduates totals more than 300.

APCCC continued to participate on and contribute to the Council of Atlantic Ministers of Education and Training's **Atlantic Post-Secondary Research Steering Sub-Committee** responsible for overseeing two research initiatives: the Atlantic Mobility and Retention Project and a Post-Graduate Follow-up Project. In addition, it supported the **PSE Subcommittee** work by ensuring college data was provided in building a case for funding the renewal of post-secondary infrastructure in Atlantic Canada.





Profiling the Importance of Colleges to Atlantic Canada's Growth and Development

Profile building for Atlantic Canada's community colleges continued to be one of the cornerstones of APCCC's work during the reporting period. Among the efforts to bring attention to the significant role colleges play in support of Atlantic Canada's social and economic development, APCCC:

- Built and enhanced external relationships with organizations such as Atlantic Policy Congress of First Nations Chiefs, Construction Sector Council, Atlantic Provinces Economic Council, Atlantic Canada Opportunities Agency, Atlantic Provinces Chambers of Commerce, Association of Atlantic Universities and others to create a greater awareness of the value of community colleges to the region.
- Participated on various external committees such as Post-Secondary Education Sub-committee SESC of Council of Atlantic Ministers of Education and Training, Construction Sector Council's Atlantic LMI Working Group, Harris Centre Advisory Committee, OECD Regional Report Committee.
- Participated in forums such as the Atlantic Technology Conference and the Atlantic Educators Conference and presented at conferences and forums at the Atlantic Workforce Shortages Conference and Memorial Presents Forum.
- Invited strategic guests to board meetings as noted earlier in this report.

60% of the net jobs created in Atlantic Canada between 1991 and 2004 required college level education

- Statistics Canada, Labour Force Survey Estimates Data



Financial Overview

The Memorandum of Understanding establishing the Atlantic Provinces Community College Consortium requires each province and college partner to contribute to a trust fund managed by the Council of Atlantic Premiers' Secretariat for purposes of supporting the goals and objectives of the consortium's business plan.

For the reporting period, the consortium operated on a budget of \$200,000 which included cash contributions from the Council of Atlantic Premiers, the four Atlantic Provinces and the four member colleges along with in-kind contributions from member colleges. These contributions, in addition to a draw down on a surplus in the APCCC trust account, were used to support the office of the Executive Director and participation in consortium-related activities. As part of its accountability for the expenditure of public funds, the consortium was audited for the reporting period by the Council of Atlantic Premiers' auditor, PricewaterhouseCoopers.

More than 300 transfer agreements are currently in place for graduates of Atlantic community colleges

APCCC Partners



Atlantic Provinces Community
College Consortium

Consortium des collèges
communautaires des
provinces de l'Atlantique



Council of Atlantic Ministers
of Education and Training
Conseil atlantique des mini-
de l'Éducation et de la Form

