

COUNCIL ON HIGHER EDUCATION

BUSINESS PLAN

September 1, 2007 to August 31, 2008



Table of Contents

Message from the Chair	1
Mandate.....	3
Lines of Business	4
Values of the Department of Education.....	4
Primary Clients	5
Vision and Mission	5
Business Issues.....	5
Conclusion	5
Appendix A: Strategic Directions.....	6
Appendix B: Council on Higher Education Act, Section 8	8

Message from the Chair

March 28, 2008

Honourable Roger Fitzgerald, M.H.A.
Speaker of the House of Assembly

Dear Mr. Speaker:

In accordance with the *Transparency and Accountability Act*, please find enclosed a transitional business plan for the Council on Higher Education.

Please note that the new Council on Higher Education has not yet held an inaugural meeting since proclamation of the *Council on Higher Education Act* on January 26, 2007. As such, the council is currently inactive and this document was prepared solely to meet its requirements under the *Transparency and Accountability Act*.

In the near future, the council membership will require adjustment to reflect changes in the provincial education system as Sir Wilfred Grenfell College is granted full university status.

As chair of the council, my signature below is indicative of the council's accountability for the preparation of this document.

Sincerely



JOAN BURKE, M.H.A.
Chair

Overview

The Council on Higher Education promotes collaboration in the public post-secondary education system by providing recommendations to Memorial University of Newfoundland, College of the North Atlantic and the Department of Education on shared program areas.

Establishment of Council

The council was originally established in 1992 and follows a fiscal year of September 1 to August 31 of the following year. In 2005, the province released *Foundations for Success: White Paper on Public Post-Secondary Education*. This policy document was commissioned as part of government's continued commitment to provide affordable and accessible post-secondary education opportunities. In light of the recommendations put forth in the White Paper, a reconfigured council was recognized in legislation through the *Council on Higher Education Act*. This reconfiguration sought to enhance the governance of the province's public post-secondary education system through three joint appointments to the university and college boards, with the jointly appointed board members serving as a link to the council.

Membership

As specified in the act, the current council is to consist of a maximum of 11 board members. Membership in the Council of Higher Education is outlined in the table below. This membership consists of 50% males and 50% females. It is noted that the three ministerial appointees are currently vacant. The council is also supported by the employees of the Department of Education.

Member	Residency	Occupation	Appointment
Ms. Joan Burke (Chair)	Stephenville	Minister, Department of Education	By virtue of office
Ms. Rebecca Roome	St. John's	Deputy Minister, Department of Education	By virtue of office
Mr. Gilbert Dalton	St. John's	Chair of the Board of Regents, Memorial University	By virtue of office
Mr. Alfred Goss	St. John's	Chair of the Board of Governors, College of the North Atlantic	By virtue of office
Dr. H.E.A. Campbell	St. John's	President (Acting), Memorial University	By virtue of office
Ms. Jean Madill	Stephenville	President, College of the North Atlantic	By virtue of office
Mr. Robert Canning	Bishop's Falls	Student, College of the North Atlantic Students' Association	Student representative
Ms. Jennifer Brown	Corner Brook	Student, Grenfell College Student Union	Student representative

Committees

The Council on Higher Education may appoint one or more committees to carry out its mandate and to assist in its purposes. At present, there is one standing committee, the Articulation, Transfer and Admissions Committee. Other committees may be established on an ad hoc basis depending on current policy and planning issues.

Remuneration

Members of the Council on Higher Education, or of a committee established by the council, receive no remuneration.

Mandate

The establishment of the council falls under the *Council on Higher Education Act* which was proclaimed January 26, 2007. The council is responsible for making recommendations to Memorial, College of the North Atlantic and the Minister of Education with respect to:

- Strategic directions;
- Reducing duplication of effort and expense;
- Shared program areas;
- Cost-effective policies, standards and activities;
- Student credit transfer arrangements; and
- Other related matters.

Please see appendix B for the complete text of section 8, *Council on Higher Education Act*.

Lines of Business

Lines of business are the discrete and coherent sets of programs, services and/or products that represent what the entity delivers to its external clients. The lines of business for the Council on Higher Education include:

Provide Advisory Services

The Council on Higher Education facilitates greater connectedness between Memorial University and College of the North Atlantic and addresses province-wide policy and planning issues with the Department of Education. During council meetings, pertinent White Paper committees will be provided with an opportunity to present progress updates and receive feedback and direction from the council on their respective initiatives.

Prepare a Transfer Guide

The *Transfer Guide* is an annual publication of the Articulation, Transfer and Admissions Committee. The Transfer Guide lists established course-by-course and program/block transfer of credit precedents available to students in the province. Information is also provided on the public post-secondary system, institutional transfer policies, and programs linked to high school.

Values of the Department of Education

The Council on Higher Education, once convened, will perform its duties within the core values established by the Department of Education until such time it adopts alternate values:

- Quality:** Each person strives for excellence in the performance of their assigned duties.
- Responsiveness:** Each person optimizes their time for the benefit of stakeholders.
- Professionalism:** Each person works to support government's vision for the province.
- Collaboration:** Each person identifies and avails of opportunities to assist others to achieve the department's mandate.
- Accountability:** Each person fulfills the roles and responsibilities of their assigned positions.

Primary Clients

The primary clients of the Council on Higher Education are the member institutions- Memorial University, College of the North Atlantic and the Department of Education- as they work to achieve positive outcomes for students.

Vision and Mission

The public post-secondary institutions are a key component of a high quality education system, and the Council on Higher Education, once convened, commits to supporting the vision and mission of the Department of Education by ensuring that the member institutions demonstrate greater connectedness with each other, stronger accountability to the public and their contribution to the social and economic development of the province.

Vision of the Department of Education

The vision of the Department of Education is citizens with the values, knowledge and skills necessary to be productive and contributing members of society.

Mission of the Department of Education*

By 2011, the Department of Education will have maintained an educational system for the people of Newfoundland and Labrador which is of high quality, safe and affordable.

*Please refer to the Department of Education Strategic Plan 2006-08 for the complete mission statement.

Business Issues

The Council on Higher Education, once activated, will consider the strategic directions of government, and identify and develop business issues which will guide its work in accordance with its legislated mandate.

Conclusion

The reconfiguration of the Council on Higher Education enhances the governance of the province's public post-secondary education system through three joint appointments to the university and college boards, with the jointly appointed board members serving as a link to the council.

Appendix A: Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action facilitates the integration of planning practices across government and ensures entities are moving forward on key commitments. In preparing this business plan, the strategic directions related to the Minister of Education have been reviewed and those applicable to the Council on Higher Education have been provided in the following pages.

Each strategic direction is comprised of a number of components or focus areas. These focus areas will be addressed through the various planning processes of the council.

Title: Public Post-Secondary Education

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

This requires that the Council on Higher Education will:

Focus Areas of the Strategic Direction	This Direction is/was				
	Being Addressed by Other Entities Reporting to the minister	Addressed only in specific sub-areas (rationale included in the plan)	Addressed in the:		
			business 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			√		
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					
Implement strategies for enhancing governance and accountability in post-secondary institutions, especially in the areas of connectedness, strategic planning, and performance					

Appendix B: Council on Higher Education Act, Section 8

Recommendations

8. (1) The council shall make recommendations to the university, the college and the minister, as it considers appropriate, with respect to:

- (a) the strategic directions that should be implemented for post-secondary education in the province;
- (b) priorities for the provision of post-secondary education in the province to reduce unnecessary duplication of effort and expense;
- (c) the sharing of library resources, information, career counselling, academic and pre-enrolment advice services, disability services, housing services, distance education delivery and other student support services;
- (d) cost-effective provincial, national and international student recruitment policies and standards and student recruitment activities;
- (e) student credit transfer arrangements among the university, the college and other accredited provincial, national and international post-secondary educational programs;
- and
- (f) those other matters related to the university and the college that the council considers necessary.

(2) In developing and making its recommendations the council shall:

- (a) promote a shared approach between the university and the college with respect to program planning and delivery;
- (b) endeavour to foster and promote the collaboration of the university and the college on issues related to economic development in the province; and
- (c) recommend policies to enhance cooperation and specialization in the delivery of post-secondary education academic programs in areas agreed upon by the council.