

Strategic Plan

APRIL 1, 2011 – MARCH 31, 2014



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Acknowledgements

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

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Designed by: Paul O'Keefe

Message from the Board of Governors

March 31st, 2011

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

Dear Minister Burke:

I am very pleased to present the 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 April 1st, 2011 to March 31st, 2014.

This plan conforms to the guidelines outlined in the *Transparency and Accountability Act* for a Category 1 entity and also outlines priorities which are in accordance with the strategic directions provided by government. These directions determine how College of the North Atlantic will contribute to the overall education system within Newfoundland and Labrador.

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 herein.

Sincerely,



Terry Styles
Chair, Board of Governors



Overview

College of the North Atlantic 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*.

College of the North Atlantic operates 17 campuses throughout the province, one in the Middle East State of Qatar, and has articulation and transfer agreements with post-secondary institutions in China and other countries. The headquarters is located in Stephenville, Newfoundland and Labrador.

In Newfoundland and Labrador, the college enrolls approximately 20,000 learners each year in more than 100 full-time programs and more than 300 part-time courses. Learners can earn certificate, diploma, post-diploma, or advanced diploma standing, with opportunities for degree study at partner institutions. Options exist for learners through the college's Continuing Education and Corporate offerings.

Academic Year 2009-10

School	Registered			Male	Female
	Full-Time	Part-Time	Total		
Academics & Applied Arts	2,321	939	3,260	1,140	2,120
Business & Information Technology	1,112	417	1,529	302	1,227
Health Sciences	570	89	659	105	554
Tourism & Natural Resources	145	106	251	160	91
Engineering Technology	1,193	99	1,292	980	312
Industrial Trades	2,540	76	2,616	2,274	342
College Total	7,881	1,726	9,607	4,961	4,646

Continuing Education	Number Registered	Total # of Hours
Non-credit Courses & Contracts	13,923	170,367
Credit Courses	235	543
College Total	14,158	170,910

CNA-Q Enrollment	Male	Female	Total
Registered	1,574	703	2,277





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

College of the North Atlantic's Distributed Learning Services Centre has more than 200 credit and non-credit courses and programs available for online study.

The college operates on a budget of approximately \$150 million in Newfoundland and Labrador. It employs approximately 1,500 staff and faculty at peak periods.

College of the North Atlantic – March 31, 2011					
NEWFOUNDLAND & LABRADOR					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	385	369	52	13	819
Males	162	477	51	0	690
Sub-total	547	846	103	13	1,509
QATAR					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	33	164	14	0	211
Males	24	245	13	0	282
Sub-total	57	409	27	0	493
College Total	604	1,255	130	13	2,002

The table above includes all active employees and employees on leave at January 31st, 2011. The following groups were not included in the above analysis:

- Continuing education instructors
- Learner employees
- Invigilators
- Casual employees
- Employees on layoff but available for employment.

Administratively, the college is organized in five major divisions:

- The **Division of Academic and Learner Services** is responsible for all issues related to programming and the many services provided to college learners. It also includes the Office of Institutional Research and Planning; the Office of Applied Research; the Office of Distributed Learning; the Program Development Office and the Registrar's Office.
- The **Division of Finance** is responsible for budgeting, financial reporting, payroll, purchasing, information technology, fixed assets and capital improvements.
- The **Division of Human Resources** is responsible for providing leadership in the delivery of human resource management best practice programs, that enables the college to achieve excellence through collaboration and communication with its most valued resource; its employees.
- The **Division of Development and College Advancement** is responsible for all corporate/contract training, international learner recruitment and business development, continuing and community education, marketing and public relations, and alumni development and scholarship acquisition.
- The **Office of the General Counsel** is responsible for overseeing all legal affairs, both external and internal. The General Counsel also provides advice to the Board of Governors.
- 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.



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, learner 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 administration of the college and of the instructional staff and other employees of the college.

Lines of Business



For over 45 years, Newfoundland and Labrador’s public college system has been delivering programming that meets the highest academic and skills standards while maintaining flexibility in training local industry and growing the broader economy. College of the North Atlantic strives to directly address the educational needs of the people and industries of this province. Through dedicated monitoring and evaluation of economic and labour force shifts, we are poised to advance every possible opportunity for our learners and graduates. We are steadfast in our commitment to provide accessible, responsive, quality learning that prepares the people of Newfoundland and Labrador to become self-sufficient contributors to social and economic development – both at home and around the world.

Full and part-time programs

College of the North Atlantic offers a broad range of full and part-time certificate, diploma and advanced diploma programs in academics, applied arts, business, engineering technology, health sciences, information technology, industrial trades, tourism and natural resources. These programs are offered at our 17 campus locations in Newfoundland and Labrador, our campus in the Middle East State of Qatar, globally through distance education, and in China through partnerships with eight post-secondary institutions. College of the North Atlantic provides further flexibility and meets national standards through industry accreditation and by developing credit transfer agreements with other educational institutions provincially, nationally and internationally.

Learner Support

We support the personal and career development of our learners in every decision we make, with the intent of creating a positive environment for effective learning within a context of life-long learning. We value the diverse profiles of our learners. College of the North Atlantic's curriculum, teaching and support services are characterized by knowledgeable and enthusiastic faculty building on strategies that suit the learner's needs, in an atmosphere of dignity and mutual respect.

College of the North Atlantic continues to incorporate a Service Learning method into our philosophy of teaching and learning, which combines academic classroom curriculum with meaningful service. The Service Learning approach is becoming increasingly popular in North American schools, and allows a balance between theoretical knowledge and practical application. This ties in nicely with the hands-on nature of the work many of our graduates will be expected to perform in their careers.

Other learner services at College of the North Atlantic include counselling and personal development, library services, disability services, Aboriginal learner services (Aboriginal Resource Centre), social and recreational activities, international learner services, daycare centres, on-campus residence (Bay St. George, Happy Valley-Goose Bay, Burin), funding assistance and more.

Contract Training

The responsive, progressive training delivered by our corporate training department is drawn from established program offerings or can be custom-designed to meet the needs of business, industry or government. Training can vary according to need; from a one-day session to a program of several weeks or months, delivery methods include the traditional classroom, online learning or blended options that can be offered at the workplace or any other site. The college has provided training to satisfied clients on land and at sea in more than 30 countries around the world.

Continuing and community education programs

Our continuing and community education program offerings supplement and encourage learning opportunities for communities and promote ongoing, life-long learning for all ages. Many campuses offer a variety of convenient part-time certificate programs and credit and non-credit courses for professional development, export readiness, emergency preparedness, personal growth, general interest and so much more.





Applied Research

College of the North Atlantic is committed to promoting a research and innovation culture for the province where researchers are able to bring to the forefront ground-breaking knowledge and innovative products and services. Applied research at College of the North Atlantic contributes to the learning environment and complements the economic and environmental assets of communities for local business development and new investment. The college is able to do this through development of technologies, patenting, licensing, market research, product development and commercialization.

Community Outreach

Though College of the North Atlantic's reach spans the globe, it is at home in Canada's youngest province that the college's roots are firmly planted. A foundation running nearly half a century deep gives the college a unique connection to the communities we serve. In playing an active role in communities and regions, the college in turn draws its strength from them. College of the North Atlantic employees hold vital leadership positions and gain valuable experience as active members of regional economic development boards, charitable organizations and community initiatives. In some communities, the college's contribution extends to developing and incubating new businesses, developing prototypes, testing and analyzing products and providing access to expert staff, new technologies and state-of-the-art equipment.

Institutional Research and Planning

Institutional Research and Planning (IRP) provides information needed by College of the North Atlantic to support decision-making processes and accountability requirements - both internally and externally. IRP provides data collection, analysis, synthesis, storage and reporting services in accordance with Access to Information and Protection of Privacy Act (ATIPPA) provisions. IRP survey capability has opened up new ways of consulting with employees, learners and industry, enabling IRP to support the development of quality programs. IRP generates information to enhance policy development and decision-making within the college and with external partners, agencies and departments.

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 would be reflected within individual roles, as well as the institution's policies and procedures.

Learner Centered - Each individual ensures learner success is at the center of all decisions and actions.

Quality - Each individual seeks to achieve the highest effort in the delivery of programs and services, striving for excellence in a teaching and learning environment.

Respect - Each individual commits to responsible communication which considers the intended audience and supports individuals so that each person feels valued and plays a critical role in the college.

Innovation - Each individual shall explore new methods, including the use of available and emerging technology, to support teaching, learning and research, to optimize operations.

Community Collaboration - Each individual creates opportunities to work with learners, industry, communities, government and other internal and external stakeholders to enhance development of healthy and vibrant communities.

Accountability - Each individual acts transparently in their role in the best interest of the college and its learners, and for the effective and efficient delivery of programs and services.



Primary Clients

College of the North Atlantic has four groups of primary clients. They are learners, communities, industries, and government.

In addition, to achieve its mandate, the college works with a range of stakeholders including the Department of Education, other post-secondary institutions, industry associations, women's advocacy groups, aboriginal groups, community organizations 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 a community of life-long learners who are educated and skilled, able to meet the demands of the labour market and who contribute to the social, economic, and cultural well-being of their communities.

Mission

The priority focus areas for College of the North Atlantic will be directed by the mission statement, which was developed for planning cycles 2011-14 and 2014-17. The current priorities for the college include improving the quality of its programs and enhancing services to learners. The ability of the college to deliver on these commitments is directly related to improving accessibility to all learners. The college strives to make learning opportunities accessible to the broadest range of learners by ensuring, where possible, that learner services are accessible and barriers to participation are addressed. Further, the mission supports government's Strategic Directions in the area of 'Higher Education'.

By March 31, 2017, College of the North Atlantic will have improved program quality and accessibility and enhanced services to support the success of learners, industries and communities.

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:

Improved program quality and accessibility.

Indicators:

- Enhanced collaboration with other educational entities.
- Expanded and revised select programs reflecting the needs of primary client groups.
- Enhanced program development, delivery and accessibility.
- Enhanced community collaboration activities.
- Established international education practices.
- Enhanced Institutional Research and Applied Research.

Measure:

Enhanced services.

Indicators:

- Enhanced support services to learners.
- Enhanced learner recruitment and retention services.
- Improved collaboration with communities.
- Improved collaboration with industry.

Goals and Objectives

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

ISSUE: Quality Programs

College of the North Atlantic considers the safety and well-being of its learners to be at the forefront of all decisions and actions, particularly in the development and delivery of quality programs and learner services. Building upon our quality in all program areas, College of the North Atlantic is committed to providing accessible, responsive, and quality programs to all individuals with a desire to attain their educational goals.

Through promotion of a research and innovation culture, and continuing to gather information to support decision-making processes, the college strives towards enhancing its delivery options through a comprehensive range of programs and services.

It is important for College of the North Atlantic to ensure that programs are responsive to the community and to labour market requirements. As part of its Academic Plan, College of the North Atlantic continues to develop and implement programs to meet the needs of learners, industries and communities. These programs build upon the expertise of the college and its faculty in all Schools and meet quality requirements set out in provincial and national standards. The college strives for the highest quality learning experiences and graduate outcomes reflecting current demand and future need, and continuously invests in its instructors, staff, facilities, equipment and overall learning environment to achieve high post-secondary education standards. In keeping with these standards, the recruitment and retention of learners and qualified staff is of the utmost importance to the college. This issue supports government's Strategic Directions regarding 'Higher Education'.

Goal:

By March 31, 2014, College of the North Atlantic will have enhanced programs in response to identified labour market requirements and the evolving educational needs of learners.

Measure:

Enhanced programs.

Indicators:

- Developed new academic programs to meet learner, community and industry needs.
- Modified academic programs to enhance their responsiveness to the labour market and other educational requirements.
- Begun implementation of a Key Performance Indicators program.
- Engaged in research activities with respect to quality programs, labour market requirements, and applied research opportunities.
- Demonstrated program and/or course capacity adjustments to meet labour market needs.



Objectives:

By March 31, 2012, College of the North Atlantic will have implemented year one initiatives included in the Academic Plan in response to identified labour market and other educational requirements.

Measure:

Implemented Academic Plan.

Indicators:

- Implemented program and/or course capacity adjustments.
- Researched and identified program requests and community capacity building opportunities.
- Conducted program reviews to align with identified training and labour market needs.
- Implemented institutional research and applied research initiatives.
- Enhanced instructional quality through professional development.

Year 2:

By March 31, 2013, College of the North Atlantic will have continued the implementation of the Academic Plan through year two initiatives in response to identified requirements.

Year 3:

By March 31, 2014, College of the North Atlantic will have further implemented the Academic Plan through year three initiatives in response to identified requirements.



ISSUE: International Education

College of the North Atlantic recognizes the importance of, and is committed to college internationalization. For the college, this involves a commitment to learners for a global experience in preparation for the real world, international involvement through projects and partnerships, and internationalizing our learning environment.

It is important that we focus on attracting international learners to as many campus locations as possible in order to fulfill this commitment. College of the North Atlantic has welcomed learners from around the world and provided them with the opportunity to improve their English-language skills, earn a certificate or diploma, obtain the academic credentials necessary for further education and/or prepare for a new career.

Enhancing our international capacity and promoting our international education is all-encompassing. It involves all of the mechanisms, processes and resources that support the export of our educational products, and the attraction of international learners to our college in Newfoundland and Labrador. This issue supports government's Strategic Directions regarding 'Higher Education'.

Goal:

By March 31, 2014, College of the North Atlantic will have improved international education practices.

Measure:

Improved international education practices.

Indicators:

- Researched and developed international education practices.
- Improved international learner support, locally and abroad.
- Improved international education policies and procedures.
- Implemented revised international education practices.

Objectives:

By March 31, 2012, College of the North Atlantic will have defined international education priorities.

Measure:

Defined international education priorities.

Indicators:

- Researched international policies and procedures.
- Ensured alignment of international education priorities, in collaboration with primary client groups.





Year Two:

By March 31, 2013, College of the North Atlantic will have identified and/or revised programming and services to be delivered locally and abroad for international learners.

Year Three:

By March 31, 2014, College of the North Atlantic will have implemented revised international education practices.

ISSUE: Improved Access to Learner Supports

Learning is central to effective participation in society and community development. As a learning college, College of the North Atlantic places learning and the learner first. The college is committed to providing a welcoming and inclusive environment where all learners, whether they are doing a full-time or part-time course or training, have equal opportunity, regardless of any physical or learning disability they might have. The college strives to support learners in the development of their full potential by providing quality services, tailored to their needs. Staff at College of the North Atlantic are experienced and dedicated people whose aim is to meet the individual needs of all learners.

College of the North Atlantic supports learners in a number of ways and is committed to providing inclusive and accessible education in a safe and positive environment. The college creates a caring, learning-centered environment that promotes access to education for learners of all ages and diverse backgrounds and ensures their preparation for success in a global world. Improved access to learning supports helps all learners who need assistance to reach their academic potential and enhance their skills and knowledge. Further, the college strives to implement best practices and remove barriers to accessing a college education. This issue supports government's Strategic Directions regarding 'Higher Education'.

Goal:

By March 31, 2014, College of the North Atlantic will have improved access to learner supports and services.

Measure:

Improved access to learner supports and services.

Indicators:

- Enhanced learner recruitment and retention services and supports.
- Enhanced learner support environment.
- Advanced implementation of technology for learner supports.
- Increased retention and completion rates in select programs.

Objectives:

By March 31, 2012, College of the North Atlantic will have identified best practices in learner supports and services.

Measure:

Identified best practices in learner supports and services.





Indicators:

- Identified best practices in Strategic Enrollment Management.
- Established and evaluated learner recruitment and retention projects.
- Researched and implemented new learner support technologies.
- Explored community-based synergies for learner supports.

Year Two:

By March 31, 2013, College of the North Atlantic will have implemented select improvements to learner supports and services.

Year Three:

By March 31, 2014, College of the North Atlantic will have continued to implement select improvements to learner supports and services.

Conclusion

College of the North Atlantic, Newfoundland and Labrador's public college, is proud of its accomplishments and achievements, while recognizing key initiatives and goals that need to be undertaken in the upcoming years. In order to advance and continuously improve, we will renew our commitment to learners, communities, industries, government and to scholarship in both its fundamental and applied forms.

This strategic plan focuses on the three year period from April 1, 2011 to March 31, 2014. It outlines College of the North Atlantic's strategic priorities with associated goals, objectives, and outcome indicators.

College of the North Atlantic, through this planning initiative, aims to make a substantial contribution to public post-secondary education in Newfoundland and Labrador, in accordance with the strategic directions of government as communicated by the Minister of Education. The plan will position College of the North Atlantic for continued success.

College of the North Atlantic publishes an Annual Report for each year of the plan which will provide an update on progress and outcomes.



Appendix A – Strategic Directions



The Board of Governors has reviewed the Minister of Education’s Strategic Directions communicated on August 19, 2010 and recognizes the contributory role it has in many of them. The tables below list those directions to which College of the North Atlantic can directly contribute. For a full list of the Minister of Education’s Strategic Directions, please refer to the Department of Education’s Strategic Plan 2011-2014.

Title:

Early Learning

Strategic Direction:

Expanded access to consistent early childhood learning to all families, with children from zero to six years of age, throughout the province.

Clarifying Statements:

This outcome supports the policy direction of government. It requires systemic intervention by the department and its entities in the areas of:

- Programming
- Services
- Professional development
- Space and furniture requirements
- Promotion

Focus Areas of the Strategic Direction	This Direction is addressed in the Board’s			
	strategic plan	operational plan	branch/divisional work-plans	addressed by other entities reporting to the Minister
Programming		X		
Services				X
Professional development				X
Space and furniture requirements				X
Promotion				X

Title:

Higher Education

Strategic Direction:

An enhanced post-secondary system benefits those seeking higher education.

Clarifying Statements:

This outcome supports the policy direction of government. It requires systemic intervention by the department and its entities in the areas of:

- Adult literacy
- Affordability
- Programming
- Apprenticeship opportunities
- Marketing/promotion
- Fast-track opportunities
- Post-graduate opportunities



Focus Areas of the Strategic Direction	This Direction is addressed in the Board's			
	strategic plan	operational plan	branch/divisional work-plans	addressed by other entities reporting to the Minister
Adult literacy		X		
Affordability			X	
Programming	X			
Apprenticeship opportunities		X		
Marketing/promotion		X		
Fast-track opportunities		X		
Post-graduate opportunities		X		

Title:

Infrastructure

**Strategic Direction:**

Improved infrastructure is in place to ensure students throughout the provincial education system receive maximum benefit from programming.

Clarifying Statements:

This outcome supports the policy direction of government. It requires systemic intervention by the department and its entities in the areas of:

- K-12 school infrastructure
- Public post-secondary new infrastructure
- Repairs and maintenance
- Facility upgrades
- Air quality, fire and life safety issues
- Program enhancements

Focus Areas of the Strategic Direction	This Direction is addressed in the Board's			
	strategic plan	operational plan	branch/divisional work-plans	addressed by other entities reporting to the Minister
K-12 school infrastructure				X
Public post-secondary new infrastructure			X	
Repairs and maintenance		X		
Facility upgrades		X		
Air quality, fire and life safety issues		X		
Program enhancements		X		

Appendix B – Legal Wording of Mandate

Legal Wording of Mandate

Source: College Act, 1996 (as amended)

www.assembly.nl.ca/legislation/sr/statutes/c22-1.htm

Duties of the Board

15. (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
 - 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.

Powers of the Board

16. 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
 - a. a government or its agencies,
 - b. a person who carries on a trade, business or commercial activity,
 - c. other educational institutions, or
 - d. 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
 - 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.



 COLLEGE OF THE
North Atlantic