



COLLEGE
OF THE
NORTH
ATLANTIC

Strategic Plan

APRIL 1, 2008 – MARCH 31, 2011



Table of Contents

Overview.....	2
Lines of Business	5
Mandate.....	6
Values.....	7
Primary Clients	8
Vision	8
Mission Statement.....	8
Strategic Issues	10
Conclusion.....	14
Appendix A - Strategic Directions	15
Appendix B - Legal Wording of Mandate	17

Acknowledgements

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

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www.cna.nl.ca

Designed by: Paul O'Keefe

Message from the Board of Governors

March 31st, 2008

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 2008 to 2011.

This Plan conforms to the guidelines outlined in the *Transparency and Accountability Act* 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,

A handwritten signature in blue ink, appearing to read 'A. Goss', with a horizontal line underneath.

Alfred Goss
Chair, Board of Governors

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*.

CNA operates 17 campuses throughout the province, and one in the Middle East State of Qatar. The head office is located in Stephenville, Newfoundland and Labrador.

In Newfoundland and Labrador, the college enrolls approximately 20,000 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 (September 1, 2006 – August 31, 2007)

School	Registered		Total	Male	Female
	Full-Time	Part-Time			
Academics	1,798	1,168	2,966	1,026	1,940
Applied Arts	488	79	567	156	411
Business Studies	1,213	62	1,275	198	1,077
Health Sciences	449	53	502	88	414
Information Technology	176	23	199	151	48
Tourism and Natural Resources	199	77	276	177	99
Engineering Technology	1,394	48	1,442	1,163	279
Industrial Trades	2,222	0	2,222	1,848	374
College Total	7,939	1,510	9,449	4,807	4,642

Continuing Education	Number Registered	Total # of Hours
Non-credit Courses	8,840	97,372
Credit Courses	179	3,633
Contract Non-credit	2,735	99,540
College Total	11,754	200,545

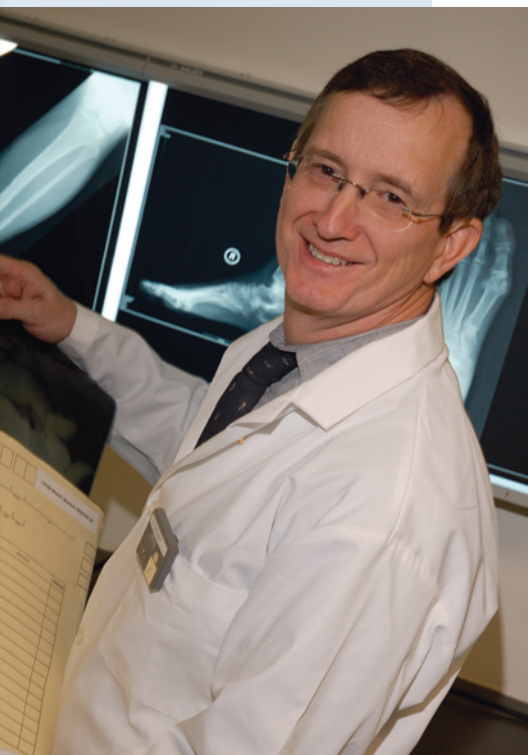
CNA-Q Enrollment	Male	Female	Total
Registered	1,381	654	2,035



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, Bay St. George, Port aux Basques, Gander, Grand Falls-Windsor, Baie Verte, Bonavista, Clarenville, Burin, Placentia, and Carbonear. Three campuses are located in St. John's region – Prince Philip Drive, Ridge Road, and Seal Cove.

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

The college operates on a budget of approximately \$120 million in Newfoundland and Labrador. It employs approximately 1,600 staff and faculty at peak periods. Furthermore CNA employs approximately 450 staff at CNA-Qatar campus with an operating budget of \$162 million.



College of the North Atlantic – April 1, 2008 Newfoundland & Labrador					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	331	308	40	16	695
Males	145	465	48	4	662
Sub-total	476	773	88	20	1,357
Qatar					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	23	144	14	0	181
Male	16	248	10	0	274
Sub-total	39	392	24	0	455
College Total	515	1,165	112	20	1,812

The above table includes employees at April 1, 2008 exclusive of various groups (i.e. continuing education instructors, student employees, employees on layoff but available for employment, and invigilators).

Administratively, the college is organized in five major divisions:

- The **Division of Academic and Student Services** is responsible for all issues related to programming and the many services provided to college students. It also includes the Office of Institutional Research and Planning; the Office of Applied Research; and Distributed Learning Services.
- The **Division of Finance and Administration** is responsible for budgeting, financial reporting, payroll, purchasing, information technology, fixed assets, and capital improvement. It is also responsible for Human Resources including recruitment, retention, succession planning, labour relations, and professional development. It also oversees benefits administration, classification and pay, health and wellness, performance management, and similar functions for both Qatar and Newfoundland and Labrador.
- 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, 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 acts as the Corporate Secretary for 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.



For over four decades, this province's public college education system has been delivering programming that responds to the highest academic and skills standards while maintaining flexibility in meeting the training requirements of local industry and the broader economy. We monitor and evaluate economic and labor force shifts and appropriately align development opportunities for our students. We are committed to providing an accessible, responsive, high quality learning environment that prepares the people of Newfoundland and Labrador to become self-sufficient contributors to social and economic development, both at home and in a global context.

Full- and part-time programs

CNA offers a broad range of full- and part-time certificate, diploma, and advanced diploma programs through its School of Academics and Applied Arts, School of Business and Information Technology, School of Engineering Technology, School of Industrial Trades, School of Health Sciences, and School of Tourism and Natural Resources. These programs are offered at our 17 campus locations throughout the province, our campus in the Middle East State of Qatar, and globally through distance education. CNA provides further flexibility and meets national standards through industry accreditation and articulation with other educational institutions provincially, nationally, and internationally. Readers are encouraged to consult the CNA calendar for a full listing of programs.

Continuing and community education programs

Our continuing and community education programming provides additional learning opportunities for communi-

ties, promoting ongoing, life-long learning. Many campuses offer a variety of convenient part-time certificate programs, as well as credit and non-credit courses in such areas as professional development, export readiness, emergency preparedness, personal growth, and general interest.

Contract Training

Through our Corporate Training department, we offer contract training that is drawn from our established program offerings or custom-designed for business, industry and government. Training can vary from a one-day session to a program of several weeks or several months with a delivery that is both local and global in scope. To date, we have delivered training in more than 30 countries around the world.

Applied Research

CNA serves as an anchor to local community innovation by complementing the economic and environmental assets of communities and adapting local strategies for local business development and new investment. Our Research and Innovation Network seeks to further contribute to the economic prosperity of the province by coordinating research and development opportunities with the private and public sector, focusing in particular on product development and commercialization.

Community Outreach

The college plays an active and vital role in the communities and regions it serves. In addition to reaching out to communities with programming and training, college staff and representatives play vital leadership roles as ac-



tive 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.

Student Support

CNA strives to provide meaningful support at every step of a student's education to ensure every opportunity for success. In particular, our Access for Success program – in-

ternationally acclaimed as a best practice – is designed to improve both access and retention. Always looking to the future, we have developed Personalized Career Plan (PCP) software that will assist students in their achievement at our institution and at partner colleges and universities.

Other student services include counselling and personal development, library services, disability services, aboriginal student services, social and recreational activities, international student services, day care centres, funding assistance and more.



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

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.

Accessibility

Each individual proactively identifies and addresses potential barriers which have an impact upon the access and success of learners.

Collaboration

Each individual creates opportunities to engage learners, industry, communities, government, and other internal and external stakeholders to enhance growth and development of the college.

Respect

Each individual listens to others, provides feedback and responds in a supportive environment so that each person feels valued and plays a critical role in the success of the college.

Excellence

Each individual commits to ongoing personal and professional development, contributing to quality services in a teaching and learning environment.

Openness

Each person commits to responsible and respectful communication that informs and supports individuals and their relationships with the college.

Accountability

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



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.

Mission Statement

The priority focus areas for College of the North Atlantic will be directed by the mission statement, which was developed for planning cycles 2006-08 and 2008-2011.

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.

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 1:

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 (CRDS).
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 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 enrolment.

Measure 2:

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. Enhanced shop modernization.
 - d. Complied with the *Transparency and Accountability Act*.
 - e. Increased applied research initiatives.

Strategic Issues

The Board of Governors has identified four key priorities for the next three 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.

Issue 1: Quality Programs

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. It is important for College of the North Atlantic to continually strive, in a responsible manner, towards enhancing its delivery options through a comprehensive range of programs and services. Each year programs and courses are reviewed for possible capacity adjustments. Accessibility is not only significant for the traditional learner, it is also significant for those learners who may not have a clearly defined path, ready opportunity or support mechanisms for development.

The quality of programs and courses, and the quality of the learning environment, are both requirements for a successful post-secondary institution. College of the North Atlantic constantly strives for the highest quality learning experiences and graduate outcomes reflecting the needs of communities and industry, and will continuously invest in its instructors, staff, facilities, equipment, and overall learning environment to achieve high post-secondary education standards.

Goal 1:

By March 31, 2011, College of the North Atlantic will

have enhanced the delivery and quality of programs and courses.

Measures:

- Enhanced delivery of programs and courses.
- Enhanced quality of programs and courses.

Indicators:

- Improved capacity adjustment in program offerings.
- Improved capacity adjustment in course offerings.
- Increased learning opportunities by delivering transitional programs and outreach programming.
- Enhanced and modernized shops.
- Improved quality through program reviews conducted in priority areas.
- Enhanced accreditation process across all Schools.
- Improved CNA readiness for Applied Degrees by developing implementation framework.

Objectives:

By March 31, 2009, College of the North Atlantic will have initiated implementation of initiatives designed to enhance delivery and quality of programs and courses.

Measures:

- Enhanced delivery of programs and courses.
- Enhanced quality of programs and courses.

Indicators:

- Improved capacity adjustment in program offerings.
- Improved capacity adjustment in course offerings.
- Increased learning opportunities by delivering transitional programs.



- Maintained distance learning opportunities to support outreach.
- Enhanced and modernized shops.
- Improved quality through program reviews conducted in priority areas.
- Enhanced program development processes, which reflect the needs of the labour market.

By March 31, 2010, College of the North Atlantic will have furthered the implementation of initiatives designed to enhance delivery and quality of programs and courses.

By March 31, 2011, College of the North Atlantic will have continued the implementation of initiatives designed to enhance delivery and quality of program and courses.

Issue 2: Learning College

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. As the public college for Newfoundland and Labrador, it is incumbent on the college to provide opportunities for continuous learning for its staff and the learners.

Goal 2:

By March 31, 2011, College of the North Atlantic will have enhanced learning experiences for students and staff.

Measure:

- Enhanced learning experiences.

Indicators:

- Improved environment by implementing framework for growth and development of staff.
- Enhanced learning experience by supporting connections to community.

Objectives:

By March 31, 2009, College of the North Atlantic will have completed the planning and assessment necessary to enhance learning experiences.

Measure:

- Completed planning and assessment.

Indicators:

- Learning college principles are implemented through the completion of the Learning and Development Plan.
- Increased opportunities for community connections through the documentation of existing connections and gap identification analysis.
- Maintained faculty development opportunities in teaching and learning practices.

By March 31, 2010, College of the North Atlantic will have implemented key strategies designed to enhance learning experiences.

By March 31, 2011, College of the North Atlantic will have further implemented additional strategies designed to enhance learning experiences for students and staff.



Issue 3: Enhanced Accessibility/Outreach

College of the North Atlantic operates in a dynamic demographic environment and ever changing labour market. It is an exciting time, but also a very challenging time for planning and delivery. While the demographics of Newfoundland and Labrador are changing, there are more demands than ever on the college to address needs in rural and urban areas of the province in the context of a bright economic future.

College of the North Atlantic is committed to constantly exploring opportunities to ensure that the resourcing of programs and services offered reflect an optimal balance of current demand and future needs.

Goal 3:

By March 31, 2011, College of the North Atlantic will have explored and implemented opportunities to maintain or increase enrollment to support sustainability.

Measure:

- Explored opportunities.
- Implemented opportunities.

Indicators:

- Enhanced promotion in all college communities.
- Increased opportunities to solicit feedback concerning CNA.

Objectives:

By March 31, 2009, College of the North Atlantic will have implemented promotional and retention strategies to maintain or increase enrollment to support sustainability.

Measures:

- Implemented promotional strategies.
- Implemented retention strategies.

Indicators:

- Maintained enrollment in key areas.
- Enhanced promotional strategies for targeted college communities.

By March 31, 2010, College of the North Atlantic will have assessed and further implemented, promotional and retention strategies to maintain or increase enrollment to support sustainability.

By March 31, 2011, College of the North Atlantic will have explored opportunities and implemented key strategies designed to maintain or increase enrollment to support sustainability.

Issue 4: International Capacity

College of the North Atlantic recognizes the importance and is committed to college internationalization. For the college, this involves a commitment to our students for a global experience in preparation for the real world. It is important that we focus our efforts on attracting international students to as many of our campus locations as possible in order to fulfill this commitment. For the college, internationalization also takes on a significant export focus. We are committed to the ongoing success of our partnership with the State of Qatar and value our strong relationships and the quality delivery of our programs at CNA-Q. As well, from both an export and student recruitment perspective, we will continue to enhance and build



on the strong partnerships that we have developed with educational institutions in China.

Enhancing our international capacity is all-encompassing and involves all the mechanisms, processes and resources that support the export of our educational products, excellence in the management and delivery for CNA-Q, and the attraction of international students to our college in Newfoundland and Labrador.

Goal 4:

By March 31, 2011, College of the North Atlantic will have enhanced its international capacity.

Measure:

- Enhanced international capacity.

Indicators:

- Met CNA-Q contract obligations.
- Increased opportunities for students studying internationally (at CNA, CNA-Q & other partner institutions).
- Enhanced alignment of activities to support international student recruitment.

Objectives:

By March 31, 2009, College of the North Atlantic will have completed the assessment and developed a plan outlining new priority initiatives, as well as continued implementation of current strategies to enhance international capacity.

Measures:

- Completed assessment and developed plan.
- Implemented strategies.

Indicators:

- Enhanced learning environment for international experiences.
- Increased community and corporate training activity at CNA-Q.
- Enhanced alignment of direct student recruitment activity.
- Maintained international student enrollment.
- Increased awareness of international opportunities by developing a framework for the implementation of institutional partnerships in other geographic regions.
- Ensured quality standards through the development of an academic and financial audit plan for CNA-Q.
- Improved workplace through the implementation of a respectful workplace initiative at CNA-Q.

By March 31, 2010, College of the North Atlantic will have implemented several key initiatives to enhance international capacity.

By March 31, 2011, College of the North Atlantic will have further implemented key initiatives to enhance international capacity and developed evaluation parameters.



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, and to scholarship in both its fundamental and applied forms.

This strategic plan focuses on the three year period from April 1, 2008 to March 31, 2011. 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 set forth by the Minister of Education. The plan will position College of the North Atlantic for continuing success.

College of the North Atlantic publishes an Annual Report which will provide an update on progress and outcomes, as well as provide the associated yearly measures and indicators.

Appendix A – Strategic Directions

The Board of Governors has reviewed the Minister of Education's Strategic Directions communicated on March 19, 2008 and recognizes the contributory role it has in many of them. The tables below list those directions to which the College of the North Atlantic can directly contribute. For a full list of the Minister of Education and Minister Responsible for the Status of Women Strategic Directions, please refer to the Department of Education's Strategic Plan 2008-2011.

Title:

Skilled Trades

Strategic Direction:

A qualified and skilled workforce that meets the province's skilled labour demands.

Clarifying Statement:

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

- Recommendations of the Skills Task Force
- Post-secondary programs
- Women's participation
- Apprenticeship opportunities
- Youth participation

Focus Areas of the Strategic Direction	Addressed in the:		
	strategic plan	operational plan	branch/divisional work-plans
Recommendations of the Skills Task Force		X	
Post-secondary programs	X		
Women's participation		X	
Apprenticeship opportunities		X	
Youth participation			X

Title:

Post-Secondary

Strategic Direction:

Improved post-secondary programs and public post-secondary institutions benefit students and the province.

Clarifying Statement:

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

- The Centre for Environmental Excellence
- Infrastructure
- Affordability
- Post-secondary programs
- Student Financial Assistance

Focus Areas of the Strategic Direction	Addressed in the:		
	strategic plan	operational plan	branch/divisional work-plans
The Centre for Environmental Excellence		X	
Infrastructure	X	X	
Affordability			
Post-secondary programs	X	X	
Student Financial Assistance			

Appendix B – Legal Wording of Mandate

Legal Wording of Mandate

(Source: *College Act, 1996* (revised 2004))

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

15. Duties of the 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
- 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.

16. Powers of the Board

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.

