All Hands on Deck

Responding to the Challenges of the 21st Century by Leveraging Public Post-Secondary Education

Companion Document

April 5th, 2021

Public
Post-Secondary
Education
Review

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Chapter 1: Introduction and Overview

Comparator Institutions

Legislative Review

1. www.gov.nl.ca/education/files/Comparator-Institutions-Universities-Legislative-Review.pdf
2. www.gov.nl.ca/education/files/Comparator-Institutions-Colleges-Legislative-Review.pdf

Jurisdictional Scan

1. www.gov.nl.ca/education/files/Comparator-Institutions-Jurisdictional-Scan-Universities.pdf
2. www.gov.nl.ca/education/files/Comparator-Institutions-Jurisdictional-Scan-Colleges.pdf

What We Heard

Stakeholder Feedback: Key Themes – Campus and Public Consultations

www.gov.nl.ca/education/files/What-We-Heard-Key-Themes-Campus-and-Public-Stakeholder-Feedback.pdf

Stakeholder Feedback: Key Themes – Submissions

Submissions (78) were received and reviewed by the review committee (see Appendix H).

Overall themes for the system include:

1. Increase collaboration between all stakeholders
2. Address funding
3. Address transition from high school and between institutions
4. Ensure quality of academic programs
5. Focus on the student
6. Strengthen governance
7. Develop a brand for the Province and the PSE system
8. Recognize PSE as an economic driver for the Province
9. Strengthen lifelong learning
10. Recruitment of International Students and support of a path to citizenship

Stakeholder Feedback: Key Themes – Consultations

Key Stakeholders were consulted within the post-secondary system, government, industry and the broader community across the province and Canada (see Appendix G for complete listing). All stakeholder consultation meeting notes (over 300) were reviewed and themed by the review committee.

Overall themes for the system include:

1. Recognize the value of PSE
2. Stop the tuition freeze
3. Enhance governance
4. Increase collaboration between all stakeholders
5. Ensure the system is responsive to student needs
6. Ensure stable funding by the provincial government
7. Address data gaps/ strengthen data to drive decision-making
8. Enhance transparency in budgeting
9. Address lack of preparedness of high school students for PSE
10. Increase transition pathways between institutions
11. Ensure quality of academic programs
12. Capitalize on the strength of distance education
13. Support lifelong learning
14. Strengthen research and innovation
15. Develop agreement around priorities between Government and PSE
16. Improve government relations with MUN and CNA
17. Develop branding for post-secondary education
18. Harness PSE as an economic driver for the province
19. Strengthen Equity, Diversity and Inclusion
20. Strengthen supports for students (academic and non-academic)
21. Develop Labour Market Information that is useful

Chapter Chapter 3: Ensuring a Strong Foundation

Institutional Governance

Responsibility for appointing Board Chairs and Presidents at comparator Canadian universities

Jurisdiction and university	Appointment of Board Chair	Appointment of President
NL - Memorial University of Newfoundland	Lieutenant Governor	Lieutenant Governor in Council
NS - Dalhousie University	Board of Governors	Board of Governors
NB - University of New Brunswick	Board of Governors	Lieutenant Governor in Council
PE - University of Prince Edward Island	Board of Governors	Board of Governors
ON - University of Guelph	Board of Governors	Board of Governors
MB - University of Manitoba	Board of Governors	Board of Governors
SK - University of Regina	Board of Governors	Board of Governors
SK - University of Saskatchewan	Board of Governors	Board of Governors
AB - University of Calgary	Lieutenant Governor in Council	Board of Governors
BC - Simon Fraser University	Board of Governors, from the members appointed by the Lieutenant Governor in Council	Board of Governors

Source: Legislative review

Role of Auditor General at comparator universities in Canada

Jurisdiction and University Examined	AG can audit the financial statements	AG can audit performance
NL - Memorial University of Newfoundland	Yes	No
NS - Dalhousie University	Yes*	Yes**
PE - University of Prince Edward Island	Yes	Yes
NB - University of New Brunswick – UNB	Unclear ***	Yes
ON - Guelph	Yes	Yes
MN - University of Manitoba	Yes	Yes
SK - University of Regina	Yes	Yes
SK - University of Saskatchewan	Yes	Yes
AB - University of Calgary	Yes	Yes
BC - Simon Fraser University	Yes	Yes

*Confirmed through correspondence with Dalhousie University; legislation not available
Source: Legislative review

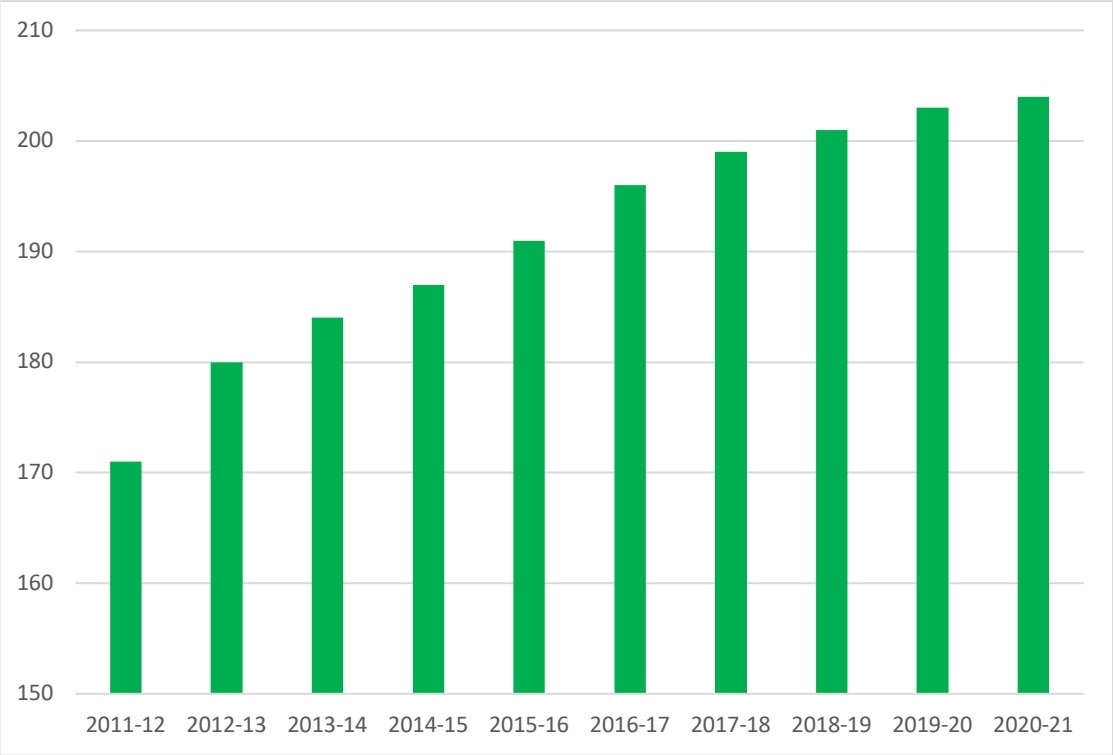
College autonomy: comparison of institutions across jurisdictions

Jurisdiction and college	President appointed by the Board of Governors	Minister can modify academic programming
NL – College of the North Atlantic	No	Yes
NS – Nova Scotia Community College	Yes	Unclear*
NB – New Brunswick Community College	Yes	No
PEI – Holland College	Yes	No
ON – Conestoga College	Yes	Yes
MB – Red River College	Yes	Yes
AB – Grande Prairie Regional College	Yes	No
AB – Lethbridge	Yes	No
BC – New Caledonia	Yes	No

*Consultation with the Minister is required for program evaluation and for program advisory committees.
Source: Legislative review

Funding for Post-Secondary Institutions

Federal government CST payments to Newfoundland and Labrador, 2011-2012 to 2020-2021 (millions of dollars)



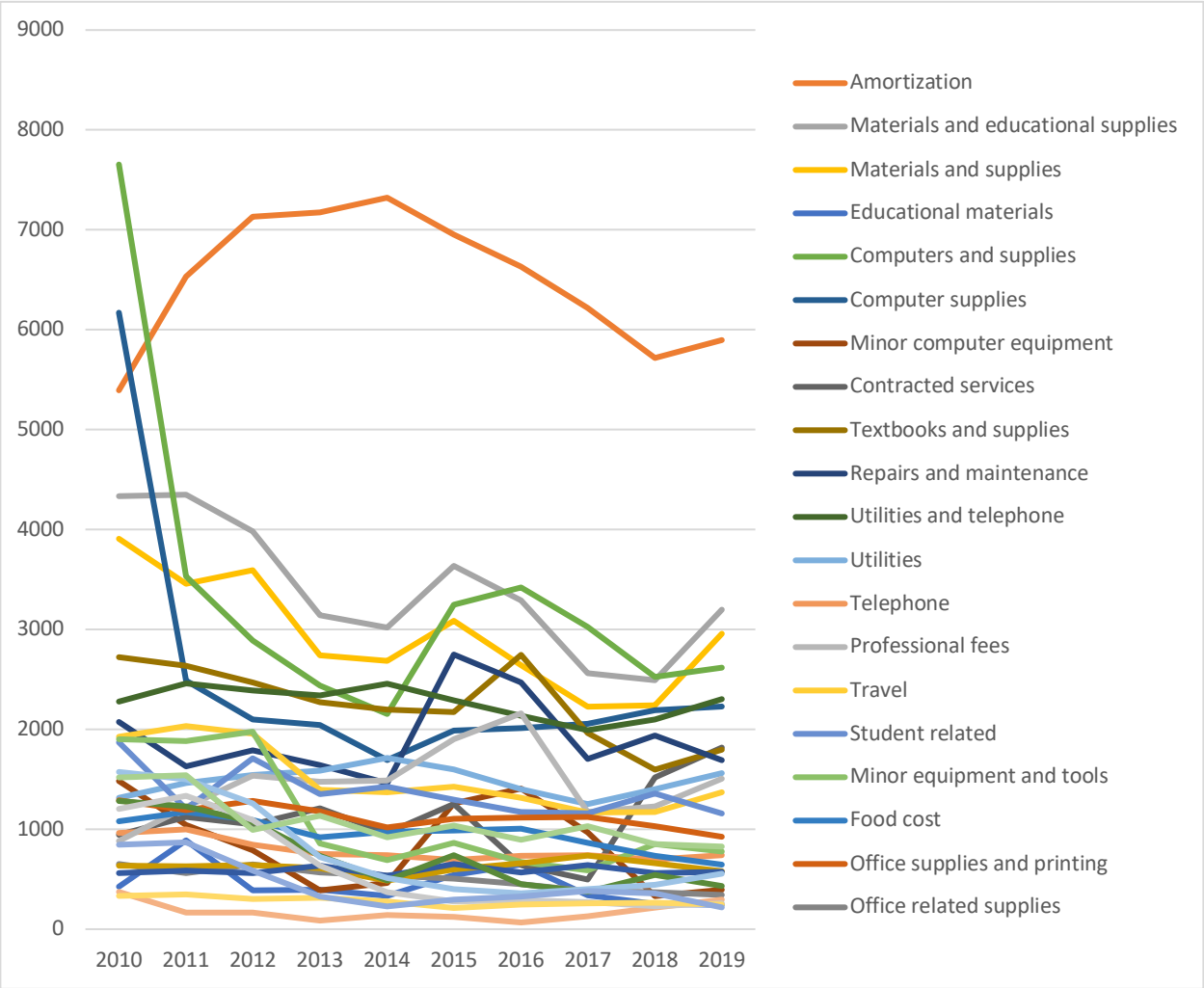
Source: Report of the Program Expenditures and Revenues of the Consolidated Revenue Fund

Growth in consolidated expenses, Memorial University of Newfoundland, 2010-2019, by increase in dollars spent and percentage growth

Ranking high to low (dollars)	Ranking high to low (% growth)
Salaries and benefits - $98.6m	Amortization of Tangible Capital Assets - 67%
Amortization of Tangible Capital Assets - $14.8m	Equipment rentals - 52%
Scholarships, bursaries and awards -$11.4m	Scholarships, Bursaries and Awards - 49%
Utilities - $6.5m	Other operating expenses - 43.3%
Externally contracted services - $6.0m	Externally contracted services - 40.8%
Other operating expenses - $4.8m	Utilities - 32.7%
Equipment rentals - $1.5m	Salaries and benefits - 31.5%

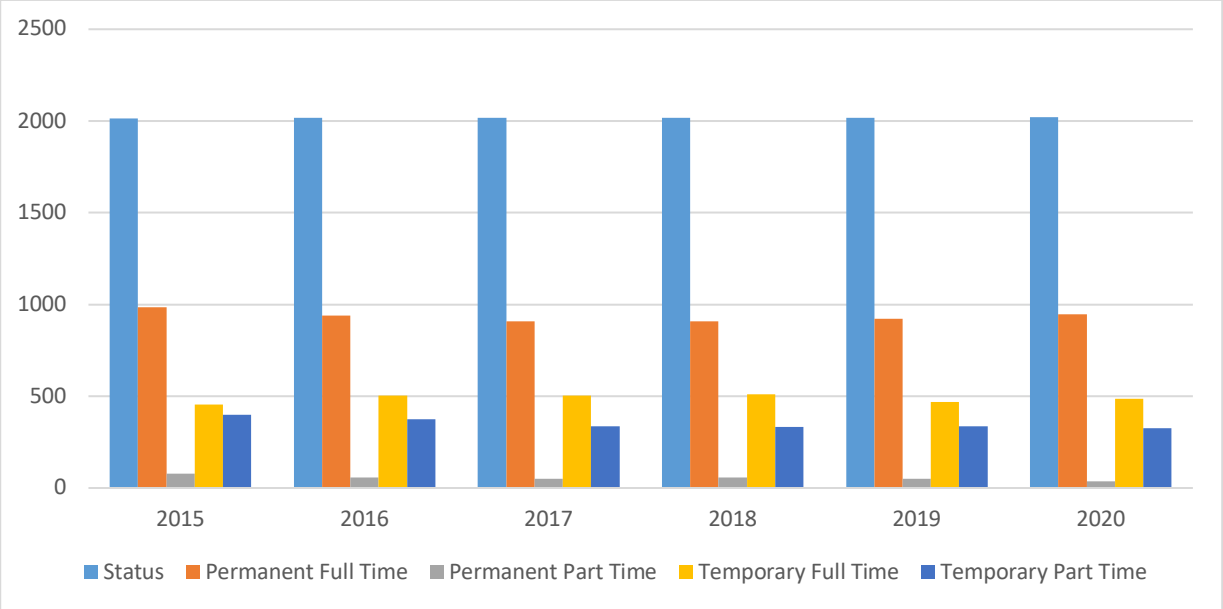
Source: MUN Financial Statements

CNA expenditures (excluding salaries) 2010-2019



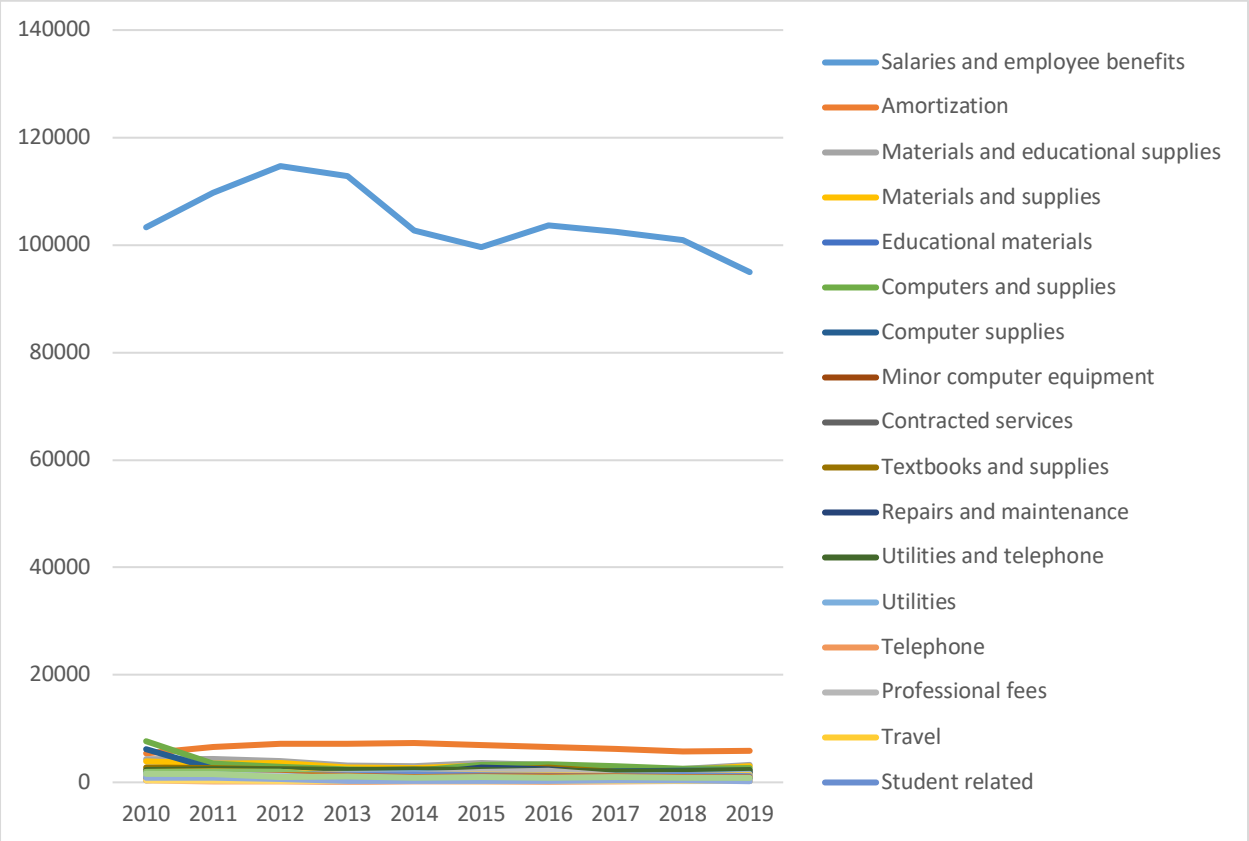
Source: CNA Financial Statements

CNA employee headcounts, 2015-2020



Source: CNA information request

CNA consolidated expenses 2010-2019

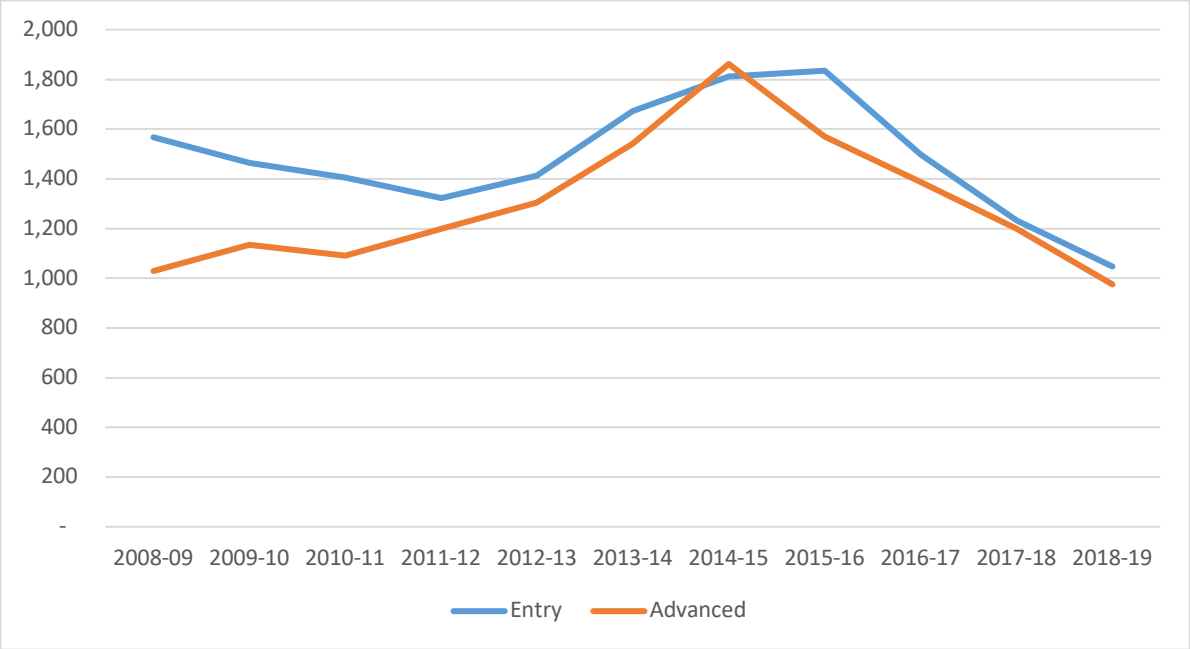


Source: CNA Financial Statements

Chapter 4: Knowledge and Skills for the 21st Century

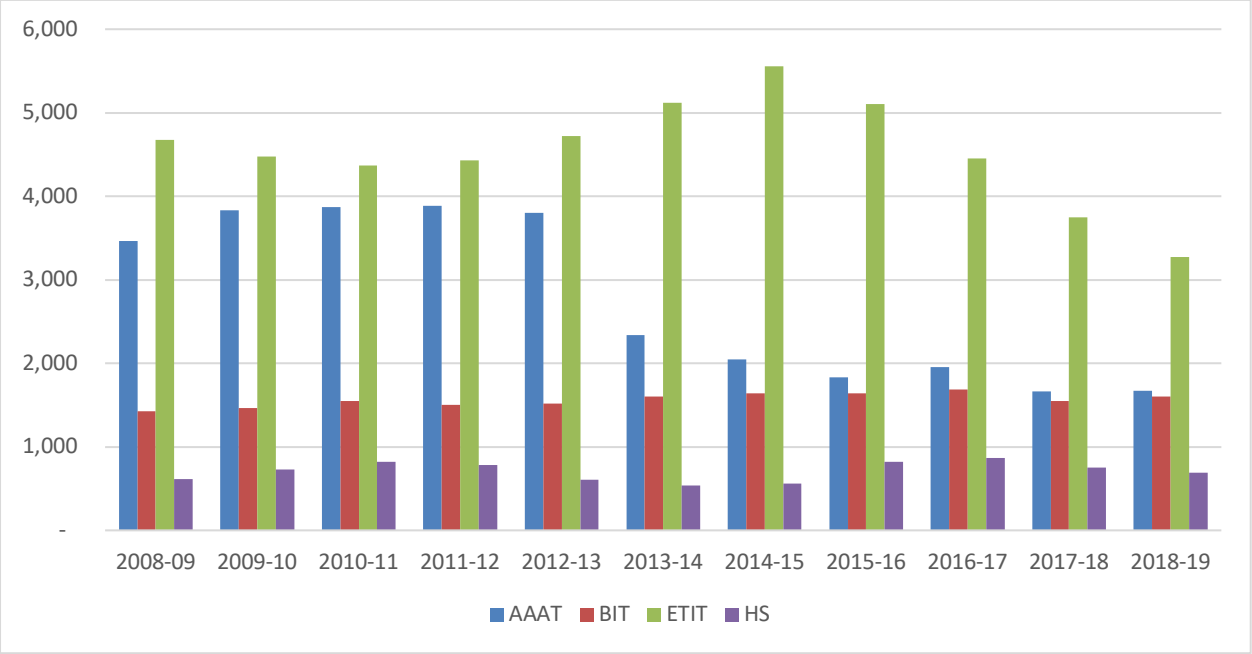
Accessibility of Post-Secondary Education

CNA enrolment in apprenticeship programs, 2008-2009 to 2018-2019



Source: CNA information request

CNA enrolment by school, 2008-2009 to 2018-2019



Source: CNA information request

Effectiveness of Public Post-Secondary Education

Transition programs

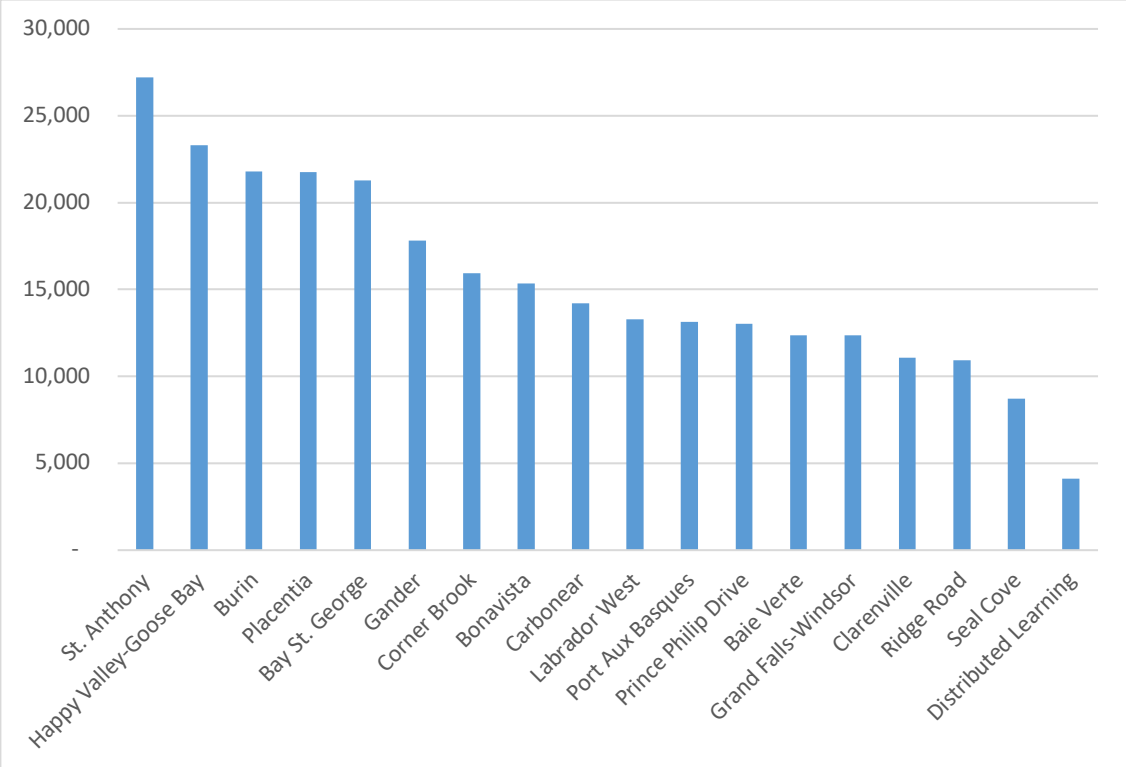
CAS Transition Graduates Career Pathway at CNA

Program Enrolment Following CAS Transition Graduation	1,051

64.6% (or 1,051 out of 1,627) of the students who completed the CAS Transition program from 2005 to 2017-18 academic years enrolled into a program at CNA within five years of graduation.

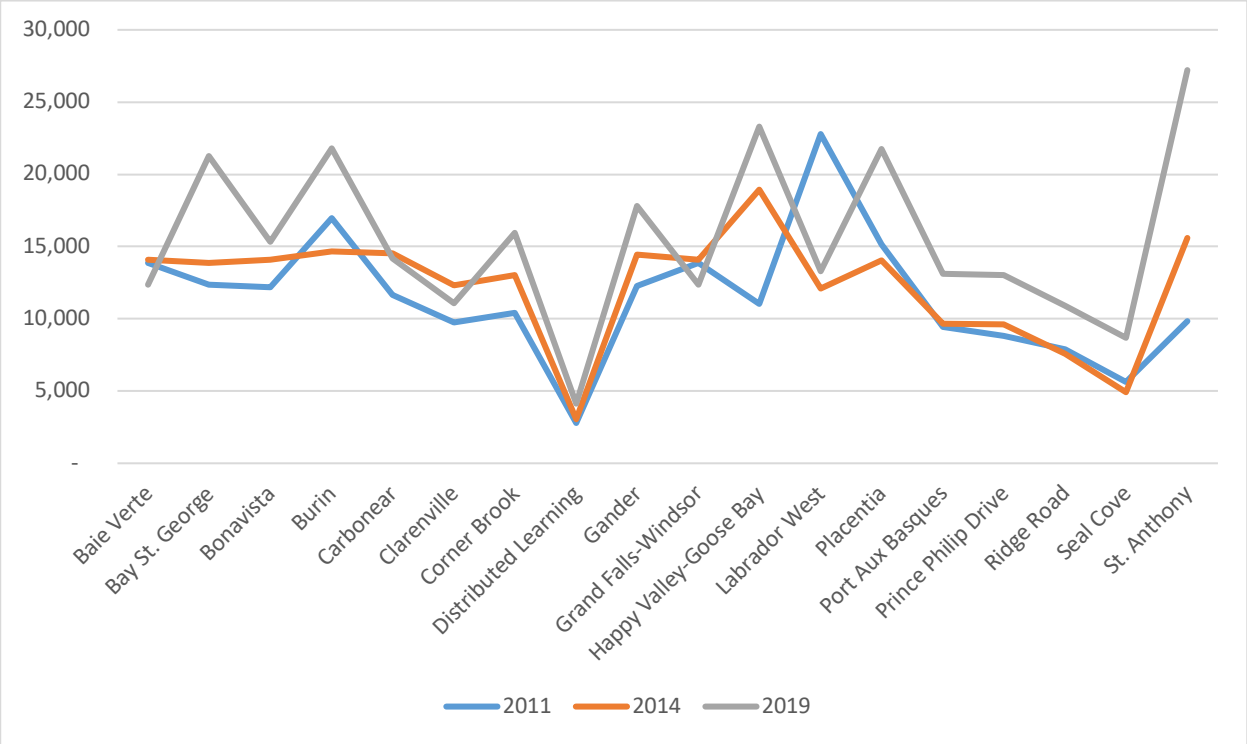
Sustainability

CNA total expenditure per student by campus, 2019



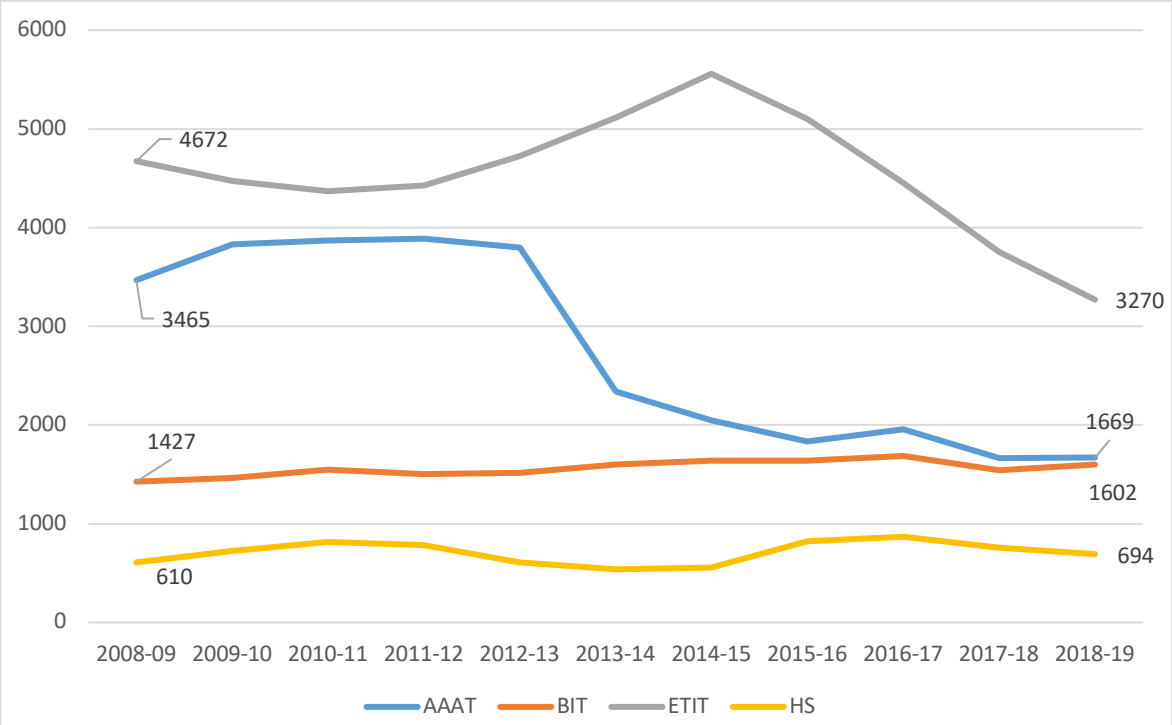
Source: CNA information request

CNA expenditure per student by campus, 2011, 2014, 2019



Source: CNA information request

CNA per student expenditures by school 2008-09 to 2018-19



Source: CNA information request

Chapter 5: Research and Innovation

Information obtained from the Office of the Vice-President (Research) (MUN) in response to queries from the Review Committee
www.gov.nl.ca/education/files/Information-Obtained-from-the-Office-of-the-Vice-President-of-Research-MUN.pdf

Informants for university research questions
www.gov.nl.ca/education/files/Informants-for-University-Research-Questions.pdf

Summary of discussions with comparator university Senior Research Administrators
www.gov.nl.ca/education/files/Summary-of-Discussions-with-Comparator-Colleges-Senior-Research-Administrators.pdf

Research funding data for comparator universities
www.gov.nl.ca/education/files/Research-Funding-Data-for-Comparator-Universities.pdf

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Additional information about C-CORE provided in response to questions from The Committee
www.gov.nl.ca/education/files/Additional-Information-About-CCORE-Provided-In-Response-to-Questions.pdf

Chapter 6: Creating a Supportive and Inclusive Environment

Supports Available to Under-represented Groups

Examples of senior administrative positions responsible for EDI, MUN and CNA

Memorial University of Newfoundland	College of the North Atlantic
• Vice Provost EDI position approved by the Board of Regents in 2019; recruitment currently underway (will support EDI for faculty) • Special Advisor to the President on Aboriginal Affairs position (established in 2012) • Associate Vice President, Indigenous Research 2018 (vacant) • Director of Internationalization (established 2015) • Director of Human Resources (responsible for EDI for staff) • Special Advisor to the Associate Vice President Academic and Dean of the School of Graduate Studies on EDI • Student Affairs Officer - Aboriginal Affairs, Grenfell Campus • Director of Internationalization (established 2015) • Sexual Harassment Advisor	• Vice-President, Student Engagement • Associate Vice President, Human Resources • Associate Vice President-Students (vacant) • Associate Vice President, International (vacant) • Director, International • Director of Student Success (vacant) • Director of Student Affairs

Examples of academic programs focused on underrepresented groups, MUN and CNA

Memorial University of Newfoundland	College of the North Atlantic

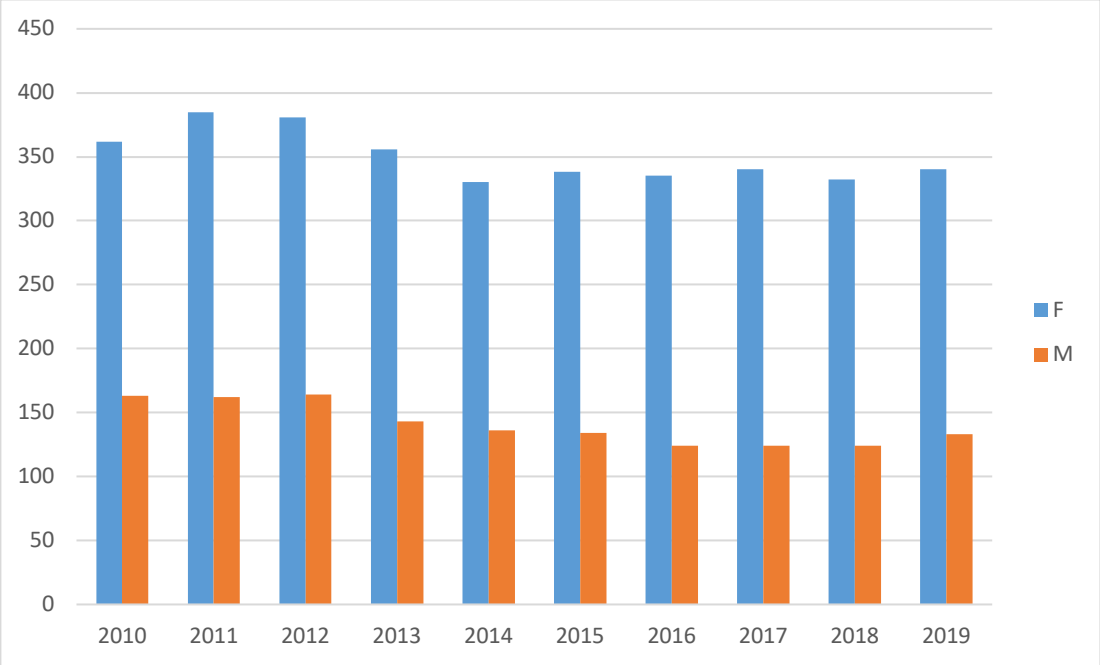
Current Programs
• Faculty of Medicine:
  ○ Aboriginal Health Initiative
  ○ Northern Family Medicine Residency Program
• Labrador Institute: School of Arctic and Northern Studies
• Faculty of Social Work:
  ○ Aboriginal Visiting Elders Project
• Nunavut Arctic College and Memorial 10-year Strategic Partnership (under development)
	Current Programs
	• Aboriginal Bridging Program (HVGB)
	• Indigenized Early Childhood Education Certificate Program (Nain)
	• Comprehensive Arts and Science-Transition
	• Comprehensive Arts and Science Trades*

Previously Offered Programs • Faculty of Social Work: • Inuit Bachelor of Social Work • Faculty of Education: • Inuit Bachelor of Education	Previously Offered Programs • Aboriginal Skills Enhancement Program (2011-2013) • Comprehensive Arts and Science Trades*

*Comprehensive Arts and Science Trades is a one-year program designed for students who are 19 years or older and have a minimum of Grade 9 high school completion. Improving employability skills and academic learning are the desired outcomes for this program. This program was initially offered in HVGB through contract training with the Labrador Aboriginal Training program; the program is now offered at the Grand Falls-Windsor campus.

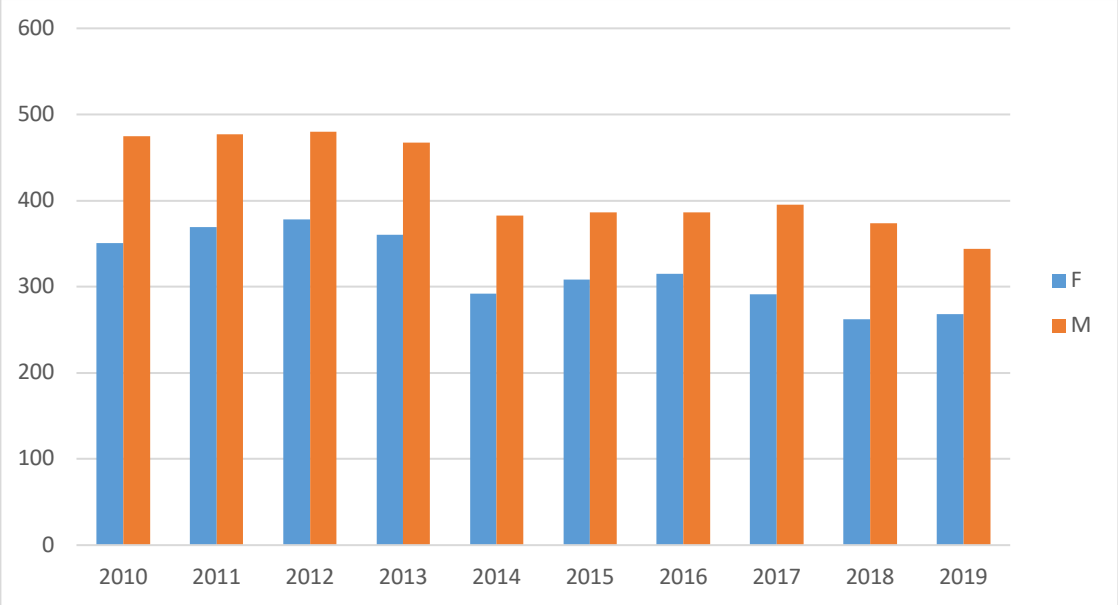
Snapshot of EDI in the PSE System in Newfoundland and Labrador

CNA Percentage of Employee Counts by Gender: Support staff 2010-2019



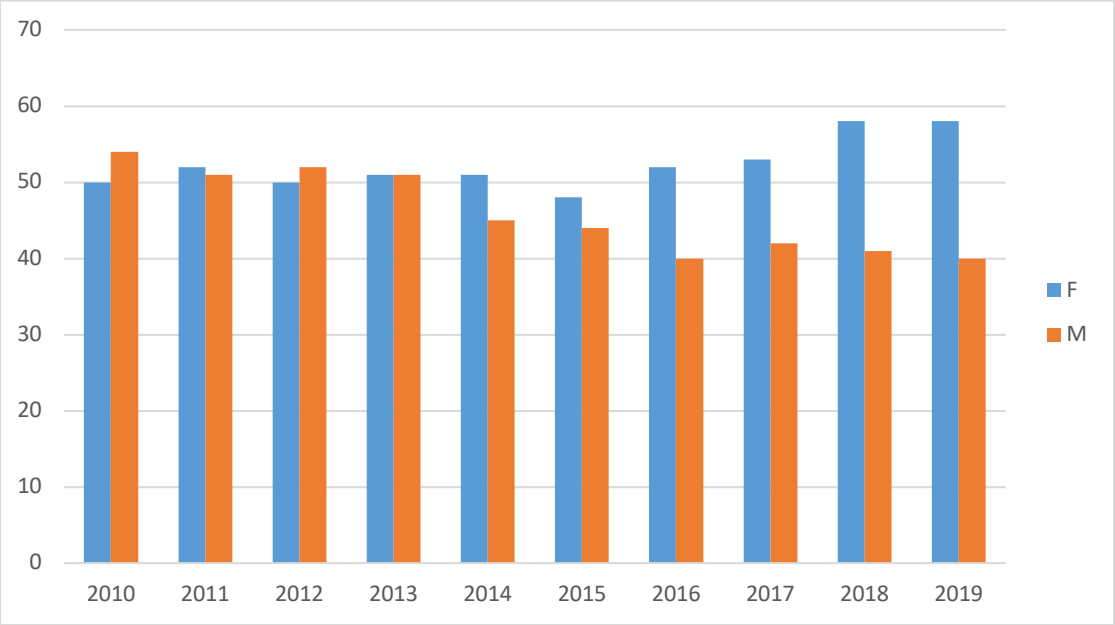
Source: CNA information request

CNA Percentage of Employee Counts by Gender: Faculty 2010-2019



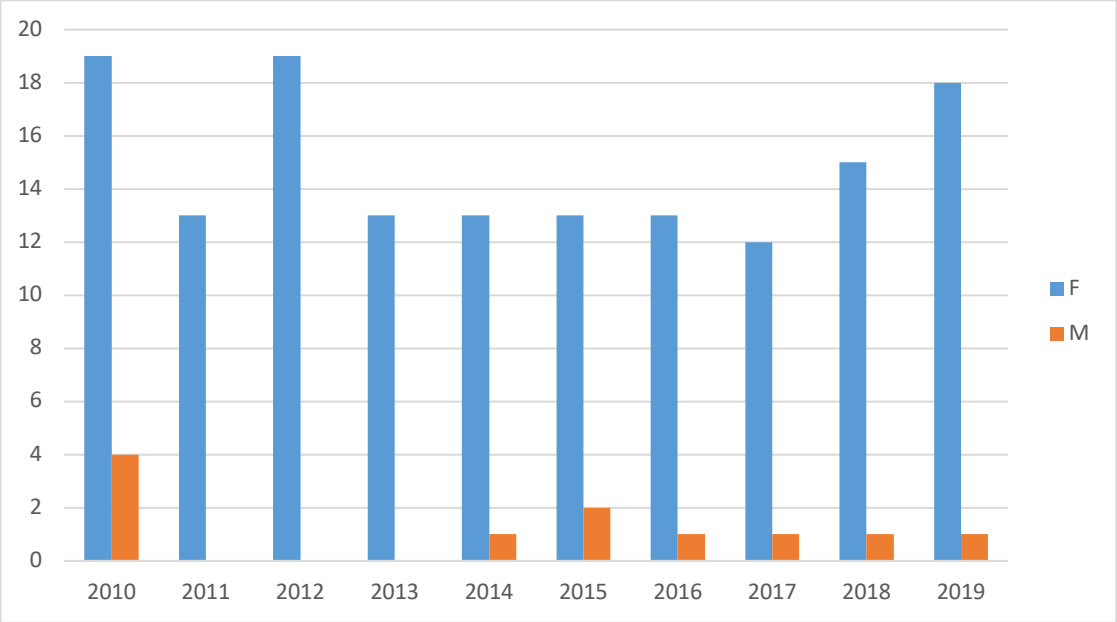
Source: CNA information request

CNA Percentage of Employee Counts by Gender: Management 2010-2019



Source: CNA information request

CNA Percentage of Employee Counts by Gender: Non-Union/Non-Management 2010-2019

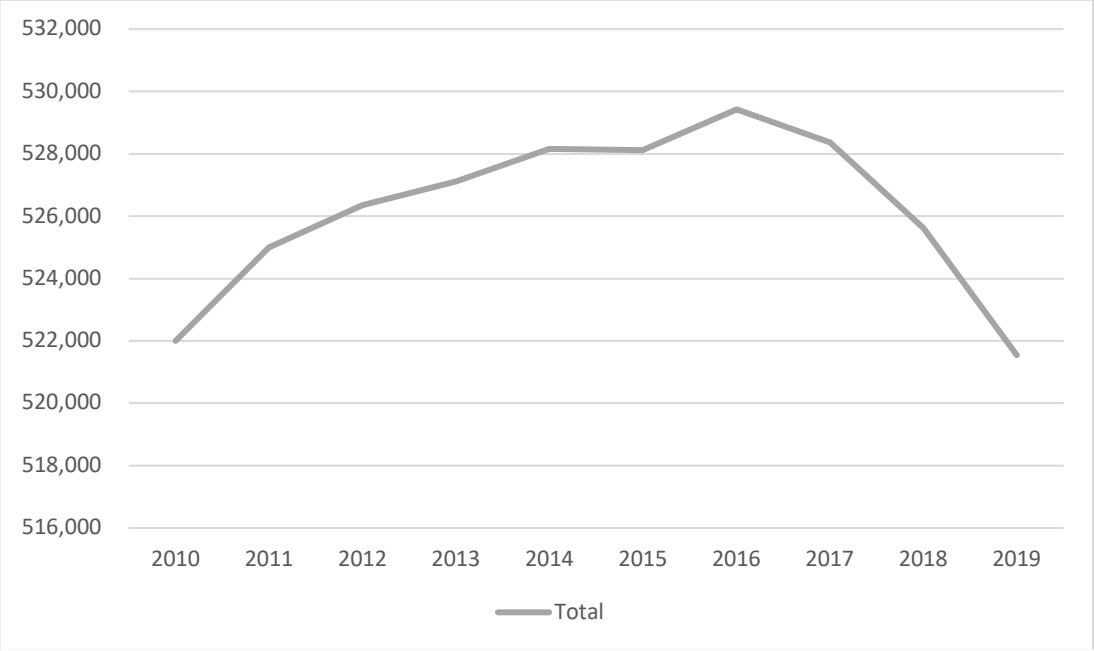


Source: CNA information request

Chapter 7: A Post-Secondary Education System for the 21st Century

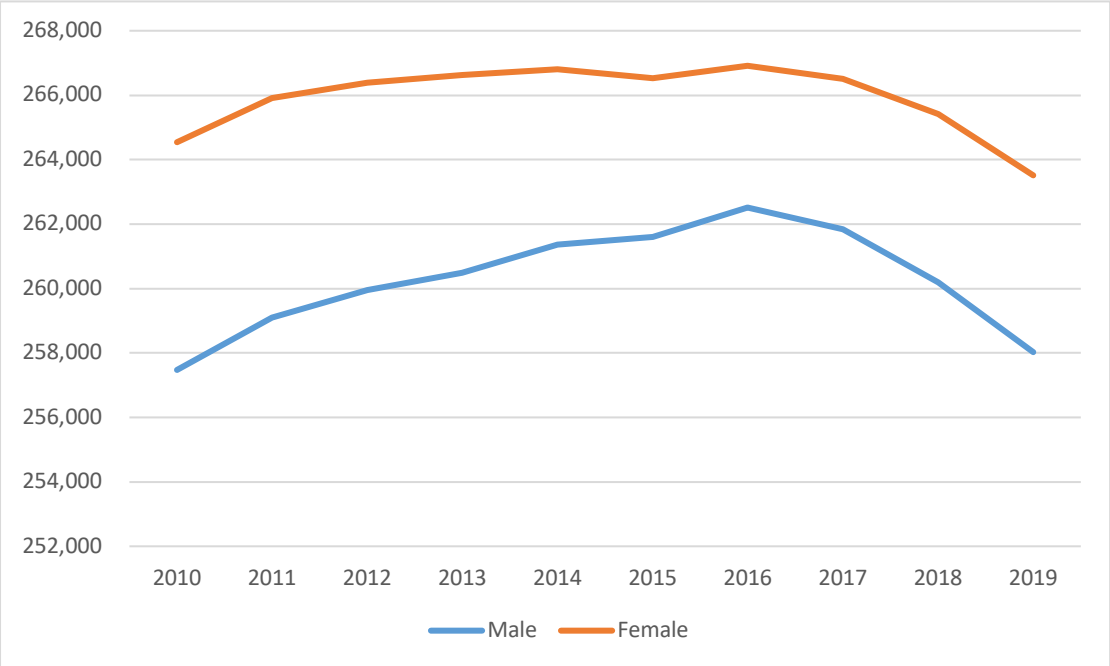
Challenges

NL population total, 2010-2019



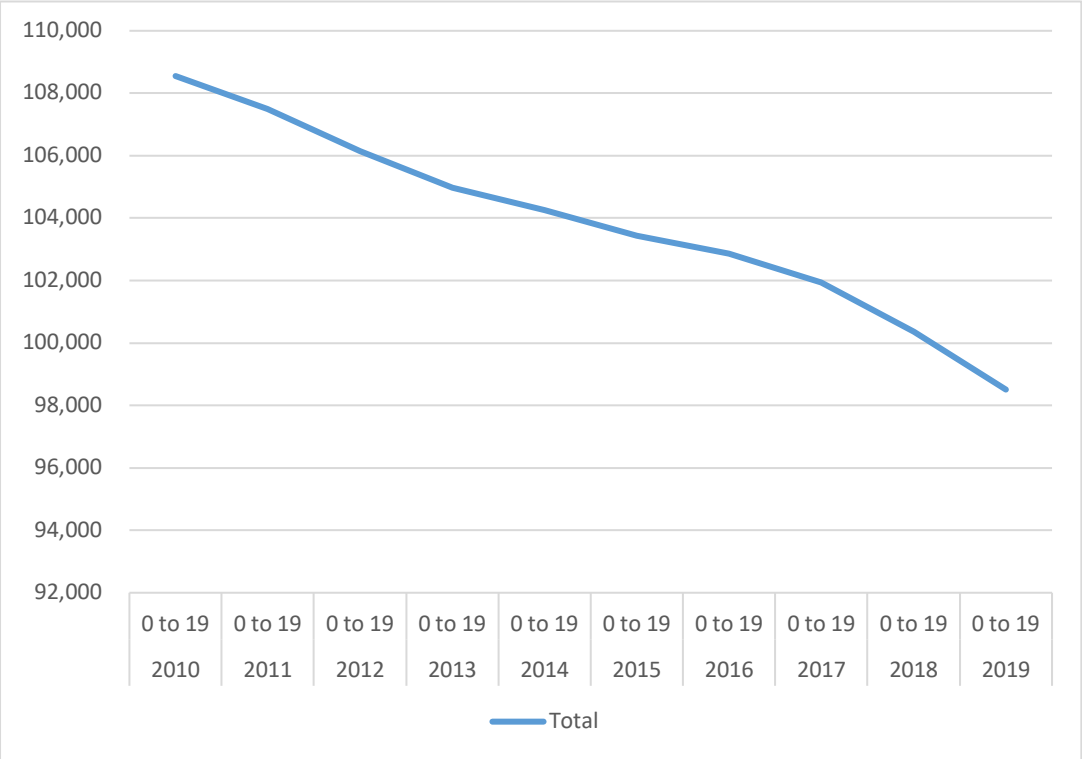
Source: Newfoundland and Labrador Statistics Agency

NL population by gender, 2010-2019



Source: Newfoundland and Labrador Statistics Agency

NL population 19 years of age and younger 2010-2019



Source: Newfoundland and Labrador Statistics Agency