



MPHEC ANNUAL REPORT

YEAR IN REVIEW: 2017-2018



Additional copies of the Annual Report may be obtained online (www.mphec.ca) or from:

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For an overview of the MPHEC and its activities, please visit the web site at: **www.mphec.ca**

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Please contact us if you wish to be added to our regular mailing list.

OUR MISSION

The Maritime Provinces Higher Education Commission (MPHEC) assists institutions and governments in enhancing the post-secondary learning environment.

EXCERPT OF THE MPHEC ACT

1. THE COMMISSION SHALL, IN CARRYING OUT ITS DUTIES, GIVE FIRST CONSIDERATION TO IMPROVING AND MAINTAINING THE BEST POSSIBLE SERVICE TO STUDENTS AS LIFE-LONG LEARNERS BY:

- A. Taking measures intended to ensure that programs of study are of optimum length and best quality,
- B. Stressing prior learning assessment and recognition, and credit transfer, to implement the principle that duplication of effort is not required in order to gain credit for learning which [that - NS] has been successfully accomplished,
- C. Promoting smooth transitions between learning and work,
- D. Promoting equitable and adequate access to learning opportunities, including making those opportunities available at times and places convenient to the student, and
- E. Taking measures intended to ensure teaching quality.

2. THE COMMISSION'S PRINCIPAL DUTIES ARE:

- A. To undertake measures intended to ensure continuous improvement in the quality of academic programs and of teaching at institutions, which without limiting the generality of the foregoing may include the review of institutional programs and practices for assuring such improvement and making recommendations to institutions and the Provinces,
- B. To ensure that data and information is collected, maintained and made available for assuring the public accountability of institutions, and to assist institutions and the Provinces in their work, which without limiting the generality of the foregoing may include:
 - (i) Establishing data and system standards,
 - (ii) Establishing public reporting requirements and producing public reports, and
 - (iii) Carrying out studies in regard to public policy, institutional concerns and issues related to post-secondary education, and providing advice to institutions and the Provinces on these matters.
- C. To take initiatives to stimulate cooperative action among institutions and the Provinces where such action is likely to improve the efficiency and effectiveness of the post-secondary education system in the Provinces, which without limiting the generality of the foregoing may include:
 - (i) Encouraging initiatives for institutions to offer joint, complementary and regional programs, and
 - (ii) Encouraging administrative, financial and common service arrangements which reduce the overhead cost of programs and the overall cost to students and the Provinces.
- D. To continue to develop and administer funding transfers among the Provinces for regional programs, which without limiting the generality of the foregoing may include developing and administering funding arrangements for programs outside the region, as required to provide additional educational opportunities for students from the region, and
- E. To undertake such other duties as the Ministers may assign.

3. THE COMMISSION MAY:

- A. Provide such services and functions, as may be agreed upon by the Ministers, to one or more institutions or to one or more of the Provinces,
- B. Provide such advice and services, as may be agreed upon by the Ministers, to one or more of the Provinces to determine their post-secondary education funding policy, and
- C. Recommend to the Ministers the names of post-secondary educational institutions that may be added to or deleted from those prescribed by [the - NS] regulation for the purposes of the definitions "institutions" and "universities" [in section 1 - NB]; [2002, c.34, s.11 -PEI].

MESSAGE FROM THE CHAIR AND THE INTERIM CHIEF EXECUTIVE OFFICER

On behalf of the Maritime Provinces Higher Education Commission, we are pleased to present our 2017-2018 Annual Report, highlighting our activities and accomplishments over the past fiscal year.

2017-2018 was a particularly busy year, highlights include:

- Developing the Commission's Multi-Year Business Plan, which details operational and improvement objectives and activities over the next three years beginning in 2018-2019.
- Completing year one of a three-year project to integrate student administrative data from Maritime colleges into the Commission's data warehouse. This project will increase the Commission's data holdings by 40% and expand its capacity to track postsecondary education students in the region to inform its understanding of student pathways.
- Developing a process in partnership with the Department of Education and Early Childhood Development to accredit Bachelor of Education programs offered by Nova Scotia universities.



We are ever grateful to the many talented and dedicated Commission and Committee members who generously contribute and add value to this organization's important work. We also want to highlight the expertise, work, and dedication of the Commission's staff. These combined contributions make the Commission's productivity second to none.

In closing, we congratulate our Student Photo Contest winners, Lydia Hunsberger (Nova Scotia College of Art and Design University), Satbir Kaur (Dalhousie University), and William Cumming (St. Thomas University). We were delighted by the engagement and creativity evidenced in their photos, which are featured in this report. We regularly add this and other content to our web site, so please bookmark us to stay up-to-date with our activities: www.mphec.ca.

We look forward to another great year in 2018-2019!

A handwritten signature in black ink, reading "Jean-François Richard".

Jean-François Richard

Chair

Associate Vice-President, Academic and Faculty Affairs

Université de Moncton, New Brunswick

A handwritten signature in black ink, reading "Catherine Stewart".

Catherine Stewart

Interim Chief Executive Officer

MPHEC 2017-2018 STUDENT PHOTO CONTEST WINNERS

FIRST PLACE

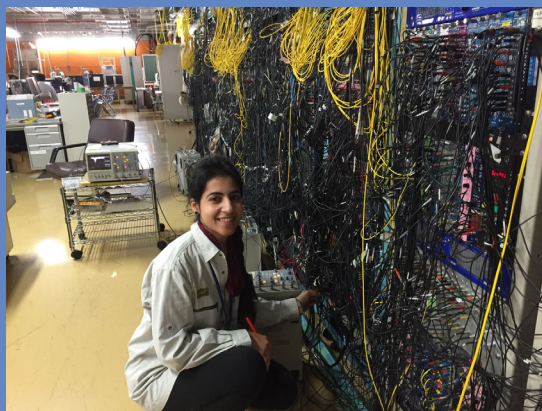
“HANDS-ON LEARNING”

Lydia Hunsberger, Nova Scotia College of Art and Design University

“This photograph is an image of two students working on painting plaster replicas of old coins in the archival labs at Fort Louisbourg during a three-day field trip.”



RUNNERS UP



“IT’S ALL ABOUT THE CONNECTIONS”

Satbir Kaur, Dalhousie University



“HARNESSING IDEAS”

William Cumming, St. Thomas University

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THE COMMISSION

ABOUT THE MPHEC

The Commission is an arm's-length organization accountable to the Ministers responsible for post-secondary education (PSE) in the Maritimes, through the Council of Atlantic Ministers of Education and Training (CAMET) and its Board of Directors.

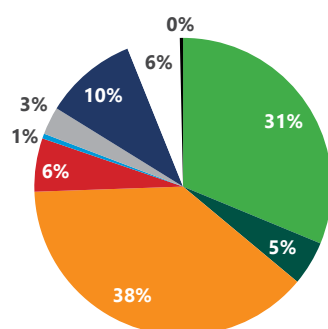
The key functions of the Commission are: quality assurance, data and information, cooperative action, administration of regional programs, and provision of services to the provinces. In carrying out its duties, the Commission must give first consideration to improving and maintaining the best possible service to students as lifelong learners.

The Commission, made up of 20 members and the CEO (ex-officio, non-voting), usually meets five times per year. At year-end, the Commission operated with 14 permanent and contractual employees. A list of Commission members and staff can be found in [Appendix A](#).

RESOURCES

In 2017-2018, the Commission's base funding was maintained at the previous year's level of \$1.14 million. Administration resulted in a small surplus of \$440 with total revenue matching expenditures of 1.87 million. The detailed MPHEC 2017 - 2018 financial statements can be found in [Appendix B](#).

REVENUE BY FUNDING SOURCE (2017-2018)



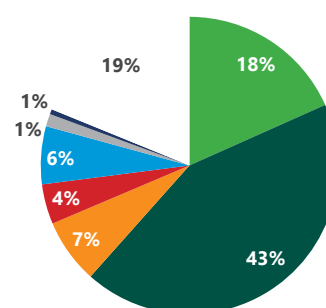
- Province of New Brunswick (base funding) - 31%
- Direct funding from PNB (financial services) - 5%
- Province of Nova Scotia (base funding) - 38%
- Province of PEI (base funding) - 6%
- Direct funding from PPEI (financial services) - 1%
- Assessments under Degree Granting Act - 3%
- Maritime Colleges Data Integration Project - 10%
- Graduate Outcomes (GO) Survey Program - 6%
- Other - 0%

OPERATIONAL FRAMEWORK

The Commission draws heavily on a network of over 50 stakeholders through its operational framework (Commission board, joint committees with the Association of Atlantic Universities (AAU), committees, working groups, etc.). The membership of our committees can be found in [Appendix A](#). The Terms of References are available at www.mphec.ca.

Additional stakeholder input is obtained through workshops/forums, stakeholder meetings, as well as seeking formal comments in various formats (e.g., through the Commission's program distribution process).

EXPENDITURES BY FUNCTION (2017-2018)



- Quality Assurance - 18%
- Data and Research, including Graduate Outcome Survey and Maritime Colleges Data Integration Project - 43%
- Collaboration - 7%
- Assessments under Degree Granting Act - 4%
- Financial services (NB) - 6%
- Financial services (PEI) - 1%
- Financial services (NS) - 1%
- Corporate - 19%

The Commission provides quality assurance (QA) services for all publicly-funded universities in New Brunswick, Nova Scotia and Prince Edward Island.

With a focus on the student's experience, the Commission's QA services are built on a partnership with the institutions to help ensure students receive quality education and related services over the course of their university experience.



ACADEMIC PROGRAM ASSESSMENT PRIOR TO IMPLEMENTATION

One of the MPHEC's highest priorities is assessing academic programs prior to implementation. As part of our mission to enhance quality university education in the Maritimes, the Commission coordinates and leverages extensive internal and external expertise to assess proposals for new, modified, and terminated programs. We ensure that institutional offerings meet established regional standards.

78%

of program approvals were Stage I approved.

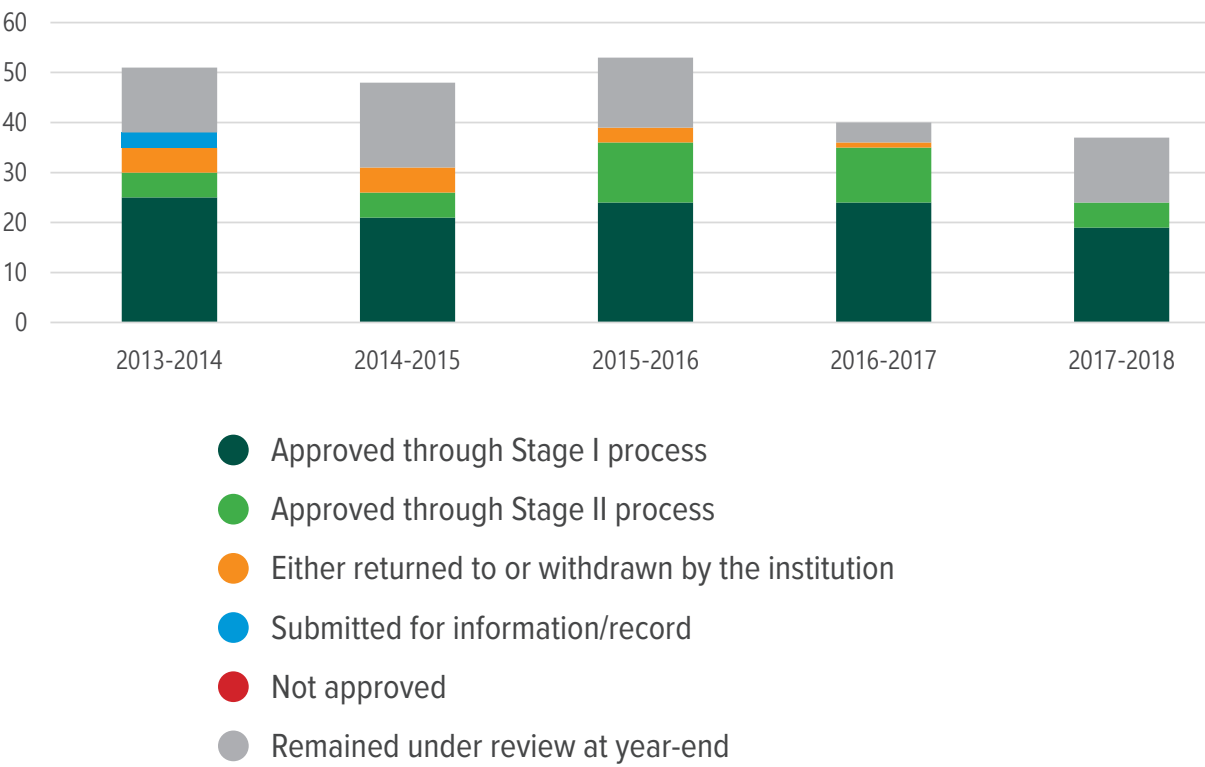
The program assessment process is divided into two stages:

1. A Stage I (expedited) Assessment is a staff-led analysis based on established assessment standards.
2. A Stage II Assessment is an iterative process with institutions and the Commission's [AAU-MPHEC Quality Assurance Committee](#). The Committee works collaboratively with institutions to address proposals that do not readily meet the established criteria.

In 2017-2018, 11 of the 15 institutions within our mandate submitted a program proposal. In total, **37 program proposals were submitted**.

The Commission publicly reports on program proposals undergoing review at regular intervals during the year on its website - [Programs under Review](#).

PROGRAM PROPOSALS REVIEWED BY THE MPHEC (2013-2014 TO 2017-2018)



In 2017-2018:

- The MPHEC completed 24 program assessments (Stage I: 19 / Stage II: 5).
- On average, assessments were completed within 12 weeks.
- All five Stage II Assessments led to modifications to the original program proposal.

FOLLOW-UPS ON CONDITIONS TO APPROVAL

The Commission monitors compliance to ensure conditions to approvals are being met. In 2017-2018, the Commission approved seven proposals with conditions (three through a Stage I Assessment; four through a Stage II Assessment), and closed the loop on six outstanding conditional approvals as a result of information submitted by the institutions.

ONGOING QUALITY ASSURANCE

Universities are responsible for ensuring the ongoing quality of the programs and services they provide to students. This is largely accomplished through cyclical internal and external reviews that each university manages independently. The Commission’s primary role is to confirm that such reviews are indeed taking place and to validate the extent to which institutional QA frameworks meet agreed-upon regional standards. In 2017-2018, the Commission began work to develop a process to launch the ‘second cycle’ of the QA Monitoring process, drawing upon lessons learned during the ‘first cycle’ and results of the 2016-2017 Survey of Maritime Universities’ QA Frameworks.

QUALITY ASSURANCE

ASSESSMENTS CONDUCTED UNDER PROVINCIAL DEGREE GRANTING ACTS (IN NB & NS)

The Commission, at the Ministers' request, conducts a variety of assessments under provincial Degree Granting Acts (DGA) on a cost-recovery basis.

The following assessments were concluded under the New Brunswick DGA in 2017-2018:

- Master of Business Administration and Executive Master of Business Administration programs – University of Fredericton: The Commission conducted a follow-up assessment of the University of Fredericton's MBA and EMBA programs. The Commission advised the Minister that, overall, the University of Fredericton has met the conditions for its MBA and EMBA programs and that these programs continue to meet the standards normally associated with the credentials. The Commission recommended that the University be required to review courses and course sequencing, grades and grading, and conditional acceptances, and to report on the review in its next annual report to the Province. The Minister announced in April 2017 that the University was authorized to continue offering the MBA and EMBA programs subject to conditions as recommended by the MPHEC. The University subsequently carried-out the reviews as per the 2017 conditions, and submitted the results to the Province in its annual report. These results are currently being assessed to determine if the University adequately addressed the conditions.
- Master of Arts in Counselling Psychology – Yorkville University: The Commission conducted a follow-up assessment of Yorkville University's MACP program. The Commission advised the Minister that provided the additional/revised conditions (pertaining to academic regulations and their implementation and communication, grades and grading, and the use of discussion forums) are met, Yorkville has generally addressed the conditions to approval for its MACP program and the program continues to correspond with the standards normally associated with the credential. The Commission also identified items for Yorkville to include in its annual reports to the Province as well as items to be included in the next program review. The Minister announced in April 2017 that the University was authorized to continue offering the MACP program subject to conditions as recommended by the MPHEC.
- Doctor of Psychology (Counselling)– Yorkville University: The Commission conducted a review of this new program (prior to implementation). Following receipt of the Panel's draft report, Yorkville chose to withdraw the program proposal.

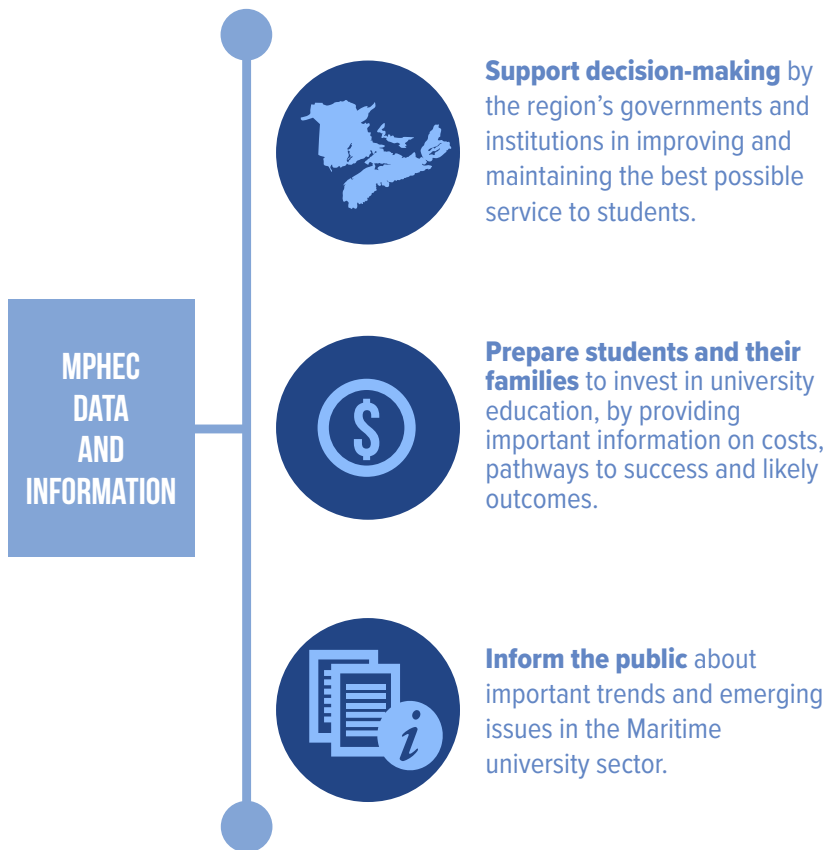
The following assessments were also underway but not complete at year-end:

- Master of Education in Adult Education (existing), Master of Education in Educational Leadership (follow-up), and Master of Education with four areas of specialization (modification) – Yorkville University
- Bachelor of Business Administration (existing) – Yorkville University
- Associate in Occupational Health and Safety & Bachelor of Applied Safety Management (new programs, prior to implementation) – University of Fredericton

No assessments were requested under the Nova Scotia DGA in 2017-2018.



DATA & INFORMATION



The Commission collects data and develops statistical and research products that are nationally recognized as credible sources of information on PSE. A key focus of this work is identifying the characteristics of educational streams/ pathways and other factors that impact student progression, credential completion and graduate outcomes.

The Commission makes available value-added sources of information to governments, PSE, students and the public-at-large, to increase awareness of, and dialogue on, Maritime PSE issues and opportunities.

COLLECTION OF STUDENT DATA

2017-2018 marked the launch of a major initiative to add Maritime college data to the MPHEC's data warehouse. Funded by New Brunswick, Nova Scotia and Prince Edward Island under CAMET, the \$785,281 (over three years) project will increase the Commission's data holdings by 40%, expand its capacity to track PSE students in the region and inform our understanding of student pathways. The project also includes an improvement of the Commission's data verification software and reporting templates.

GRADUATE OUTCOMES (GO) SURVEY PROGRAM

In 2017-2018, preparations began for the six-year-out survey of the Class of 2012. Prairie Research Associates was selected through an RFP process to conduct the survey.

DATA LINKAGES

The Commission has been transforming annual PSIS submissions from individual universities into a system-level data resource that links student records between Maritime institutions and over time. Currently, all student records (~1.5M) in MPHEC PSIS have been linked longitudinally from 1999-2000 to 2016-2017, tracking approximately 425,000 individual students.

All institutions report provincial student identifiers for new Maritime students entering directly from high school in their province. In the future, this data element will support linkages between K-12 and university data sets to inform students' transitions to higher education.

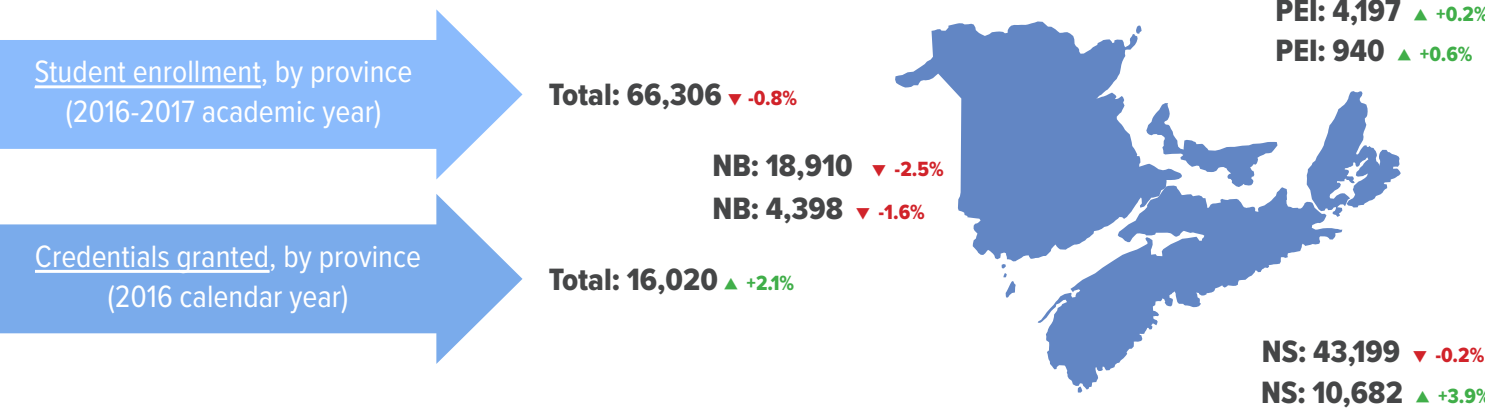
BASIC STATISTICS (UPDATED ANNUALLY)

Each fall, the MPHEC releases a set of standard statistical tables and downloadable databases that provide information on key indicators and trends in the Maritime university system. The following tables and data are available on the MPHEC website:

- [Enrollment and full-time equivalents statistical tables](#)
- [Credentials granted tables](#)
- [Tuition fees data for undergraduates, graduates and international students](#)
- [Full-year full-time equivalents and weighted full-time equivalents](#)

In January 2018, the Commission released the [Annual Digest on University Enrolment](#) (2016-2017) highlighting the Maritime and provincial level statistics and key trends over one-, five- and ten-year intervals.

In the 2016-2017 academic year, 66,306 students were enrolled in Maritime universities, down 0.8% from the previous year. This decline was present at the undergraduate level (-1.3%), but at the graduate level, enrolment was up 2.3% from 2015-2016. Overall, the trend of enrolment declines among Maritime residents continued, decreasing 1.4% from 2015-2016. Across the Maritimes, demographic changes and participation rate shifts have impacted recent trends in local enrolment. Over the previous year, the population of 18-24 year olds in the region shrank 0.6%. The university participation rate of Maritime residents, which currently stands at 21.7%, decreased 0.1 percentage points over the previous year.



DATA & INFORMATION

DATA IN SUPPORT OF FUNDING FORMULAS (FOR NB & NS)

As a service to the Provinces, the MPHEC each year provides statistics on:

- Full-course equivalents, weighted full-course equivalents, full-time equivalents, and enrolments in support of various components of the Nova Scotia funding formula.
- Full-year weighted full-time equivalents for use within: the funding formula calculating the distribution of unrestricted operating assistance to NB universities; and, the annual calculation of the regional transfer arrangement (more details under “Interprovincial Agreements and Intra-Maritime Program Funding Arrangements” below).

MEASURES OF STUDENT PROGRESS AND OUTCOMES

As a core component of our research agenda, the Commission has developed measures of student progress and outcomes based on student administrative data (PSIS) as well as the GO Survey data. The project extracts further value from existing data resources by building robust measures on:

- Demand for university education;
- Student progress (e.g., persistence and graduation);
- Educational pathways (e.g., time-to-degree, switching institutions, student course load); and,
- Outcomes (e.g., employment, financing education, pursuing further education, mobility, and perceptions of university experience).

In 2017-2018, we released a study based on time-to-degree data linked with graduate outcomes survey data.

CUSTOM REQUESTS

Upon request, the Commission provides custom data files and measures to governments, institutions, and other stakeholders.

OPEN DATA

The MPHEC provides enrolment and credentials granted data sets in the open CSV format. The open data are accompanied by an explicit license ensuring that these data sets are truly accessible to further facilitate analysis and debate on issues of importance among the Commission’s stakeholders.

PRIVACY FRAMEWORK

In 2017-2018, Mara Consulting Inc. conducted a Conceptual Privacy Impact Assessment (CPIA) of the integration of Maritime college administrative data into the MPHEC PSIS Data Warehouse on behalf of the MPHEC. The purpose of the CPIA is to enable early identification of potential privacy issues to reduce or mitigate the privacy risks in advance of the implementation phase of the project, and to highlight requirements for further review and analysis. The MPHEC has already adopted recommendations from the CPIA, including discontinuation of the collection of Social Insurance Numbers. In 2018-2019 it will work to improve its Privacy Framework and documentation as outlined in the recommendations.

A CPIA was also conducted of the Graduate Outcomes Survey Program to analyze potential privacy issues and risks associated with the Graduate Outcomes Survey Program; adoption of recommendations is underway and will be folded into the Privacy Framework.

COLLABORATION & OTHER SERVICES

Stimulating Debate



The Commission knows that much more is achieved through cooperation with stakeholders. Each stakeholder group brings a different, important, piece of the puzzle when offering their input on the issue at hand. Collaborative work has yielded positive results time and time again, and it has helped to ensure that the Commission's efforts are in line with stakeholders' needs and expectations.

In many cases, working together represents a cost-effective approach for all those involved. For these reasons, and many more, the Commission is continuously engaging in collaborative efforts with its stakeholders.

FORUM ON DATA COLLECTION AND RESEARCH

The MPHEC Forum on Data Collection and Research was held on March 26, 2018 in Truro, Nova Scotia. The annual Forum brings together institutional researchers, registrars, provincial representatives, and MPHEC staff to discuss the Commission's research and data collection activities. A total of 42 participants attended the Forum representing 14 universities, 3 colleges, Nova Scotia and New Brunswick governments, Atlantic Colleges Atlantique (formerly APCCC) and the Nova Scotia Council on Admissions & Transfer.

COLLEGE DATA INTEGRATION PROJECT WORKING GROUP

The first College Data Integration Project Working Group meeting was held on February 26, 2018, with representation from all colleges. The purpose of the Working Group is to assist Commission staff with the integration of PSIS college data into the MPHEC PSIS data warehouse, and advise and assist the MPHEC in developing statistical methodology for the reporting of standardized college statistics and measures.

PRESENTATIONS AND COMMITTEES

In 2017-2018, the Commission made the following presentations:

- Canadian Institutional Research and Planning Association Conference, October 24, 2017: "Collaborative work between CUSC and the MPHEC: A Comparison of Maritime and non-Maritime University Students using CUSC Surveys of Graduating Students" (presented jointly by MPHEC and Université de Moncton).
- Invited guest to the New Brunswick Experiential Learning Working Group to share how the MPHEC can provide co-op and other relevant data through PSIS to support New Brunswick's initiative to establish and track performance metrics for experiential learning.

The Commission is a member of various committees and working groups:

- Atlantic Financial Reporting Committee
- Canadian Association of University Business Officers (CAUBO)
- Canadian Institutional Research and Planning Association
- International Network for Quality Assurance Agencies in Higher Education
- National Advisory Committee on Post-Secondary Education Statistics
- Pan-Canadian Consortium on Admissions & Transfer
- Strategic Management Committee of the Canadian Education Statistics Council

COLLABORATION & OTHER SERVICES

NB/PEI EDUCATIONAL COMPUTER NETWORK AGREEMENT (NB/PEI ECN)

The Commission provides staff support, and is a signatory, to the NB/PEI Educational Computer Network (ECN). ECN is an innovative and practical shared service platform transcending institutional and provincial boundaries. It has been providing connectivity among its members and to the wider world for the past 46 years. Benefits include joint purchasing and licensing, shared IT support services, professional development, cyber security and the delivery of network-based services, and information exchange.

2017-2018 highlights include:

- The ECN website was redesigned and launched in May 2017 with new content. www.nbpei-ecn.ca or www.rie-nbipe.ca.
- The ECN implemented a Hosted External DNS (Domain Name Server) among the members for a reduced cost.
- The ECN held a successful planning session on Shared Services resulting in identifying what “Shared Services” means to the ECN as a whole, along with the development of a high level roadmap and a list of possibilities for shared services, outlined in a “ECN Projects and Initiatives” document. Cross sectional teams have been created to address Cyber Security, Office 365 and Windows 10.
- The Cyber Security project team evaluated and awarded the tender to the successful vendor at the end of March 2018.
- The ECN Firewall project went live on July 19, 2017, with the creation of a firewall management team and the development of a change management framework and policy.
- End Point Protection (ESET) was implemented for most ECN members as the new Anti-Virus solution with a three-year contract.
- A diverse path of network fibre from Sackville, NB to Amherst, NS was purchased to provide MTA with an alternate path in case of disruption of services and to strengthen and improve the network. Additional bandwidth was purchased on the southern NB network for alternate paths, disaster recovery and to prepare for upcoming projects and requirements. This covers the network ring between Fredericton and Saint John and Saint John and Moncton.

INTERPROVINCIAL AGREEMENTS AND INTRA-MARITIME PROGRAM FUNDING ARRANGEMENTS

The Commission administers agreements with other Canadian provinces to place Maritime students in programs of study not available in this region. In the 2017-2018 academic year, **461 Maritime students** benefited from these agreements. In addition, the Commission transferred funds from the Province of Newfoundland and Labrador to the Province of Nova Scotia for **36 rehabilitation students** (Physiotherapy and Occupational Therapy) at Dalhousie University.

The Commission also administers the Regional Transfer Arrangement (RTA) whereby each of the three Maritime provinces provides funding for any of its residents enrolled in a university program in either of the other two Maritime provinces that is not offered in the student’s home province. In 2015-2016, the latest year for which statistics were available, a total of **1121 students** benefited from the RTA.

In addition, **227 Atlantic students** in Veterinary Medicine and Veterinary Sciences were funded through the Atlantic Veterinary College Interprovincial Funding Agreement in 2015-2016, the latest year for which statistics were available at the time. The Province of PEI administers the agreement.

COLLABORATION & OTHER SERVICES

FINANCIAL SERVICES (FOR NB & PEI)

The Commission provides financial services to New Brunswick and Prince Edward Island on a cost-recovery basis.

In New Brunswick, the Commission is responsible for:

- Supporting the university education budget process (including for the Maritime College of Forest Technology);
- Calculating operating (unrestricted and restricted) assistance and the various transfers through interprovincial agreements in which the Province participates;
- Administering the university education budget throughout the year, including the Province's committed funds;
- Providing audited financial statements for the Province's university education funding;
- Providing support to the NB/MPHEC Finance Working Group; and,
- Sitting on the bi-partite committee that reviews projects submitted under the Province's University Deferred Maintenance Program.

In Prince Edward Island, the Commission is responsible for:

- Administering the PSE budget throughout the year, including the Province's committed funds;
- Flowing funding for the Department of Health relating to PEI's contribution to the residency stipends at the Dalhousie Medical School; and
- Providing audited financial statements for the Province's university education funding.

APPENDIX A

MEMBERSHIP OF THE COMMISSION AND ITS COMMITTEES

COMMISSION MEMBERS

Institutional Representatives:

Lily Fraser, New Brunswick
Jean-François Richard, New Brunswick (Chair)
Elizabeth Church, Nova Scotia
Kevin Wamsley, Nova Scotia
Carolyn Watters, Nova Scotia
Robert F. Gilmour Jr., Prince Edward Island

Senior Public Officials:

France Haché, New Brunswick
Ava Czapalay, Nova Scotia
Marjorie Davison, Nova Scotia
Greg Ells, Nova Scotia
Brad Colwill, Prince Edward Island
Donald DesRoches, Prince Edward Island

Public-at-Large:

Greg Forsythe, New Brunswick
Tristian Gaudet, Student Representative,
New Brunswick
Sylvie Levesque-Finn, New Brunswick
Sheila Brown, Nova Scotia (Vice-Chair)
Rebecca Mesay, Student Representative,
Nova Scotia
Martin Zelenietz, Nova Scotia
Paul MacDonald, Prince Edward Island

Ex-officio, non-voting:

Catherine Stewart, MPHEC Interim CEO

STANDING COMMITTEES

MPHEC GOVERNANCE AND EXECUTIVE COMMITTEE

Sheila Brown, MPHEC Vice-Chair
Elizabeth Church, Quality Assurance
Committee Chair
Jean-François Richard, MPHEC Chair
Brad Colwill, Provincial Government
Representative
Catherine Stewart, MPHEC Interim CEO

AAU-MPHEC QUALITY ASSURANCE COMMITTEE

Appointed by the AAU:

Malcolm Butler, Saint Mary's University
Robert F. Gilmour, Jr., University of Prince
Edward Island
Robert MacKinnon, University of New
Brunswick

Appointed by the MPHEC:

Sheila Brown, Public-at-large, Nova Scotia
Elizabeth Church, Mount Saint Vincent
University (Chair)
Matthieu LeBlanc, Université de Moncton

Student Representatives:

Brandon Case, Saint Thomas University
Mathieu Manuel, Université Sainte-Anne

MPHEC FINANCE COMMITTEE

Lily Fraser, New Brunswick
France Haché, New Brunswick
Jean-François Richard, New Brunswick (Chair)
Greg Ells, Nova Scotia
Vacant, Nova Scotia
Brad Colwell, Prince Edward Island
Donald DesRoches, Prince Edward Island
Catherine Stewart, MPHEC Interim CEO

NB/MPHEC FINANCE WORKING GROUP

Jean-Charles Doucet, MPHEC
Giselle Goguen, Department of Post-
Secondary Education, Training and Labour
France Haché, Department of Post-Secondary
Education, Training and Labour
Ben Mersereau, Department of Post-
Secondary Education, Training and Labour
Catherine Stewart, MPHEC Interim CEO (Chair)

APPENDIX A

MEMBERSHIP OF THE COMMISSION AND ITS COMMITTEES

NB/PEI EDUCATIONAL COMPUTER NETWORK BOARD OF DIRECTORS

Alaa Abd-El-Aziz, University of Prince Edward Island
H.E.A. Campbell, University of New Brunswick
Robert Campbell, Mount Allison University
Marilyn Luscombe, New Brunswick
Community College
Tim Marshall, Maritime College of
Forest Technology
Brian McMillan, Holland College
Liane Roy, Collège communautaire de
Nouveau-Brunswick
Dawn Russell, St. Thomas University
Catherine Stewart, MPHEC Interim CEO
Raymond Thériault, Université de Moncton (Chair)

NB/PEI EDUCATIONAL COMPUTER NETWORK COMMITTEE

Rachael Anderson, MPHEC
Helmut Becker, Mount Allison University
Jim Bowen, Maritime College of
Forest Technology
Dan Crabbe, St. Thomas University
Peter Jacobs, University of New Brunswick
André Lee, Université de Moncton
Richard MacDonald, Holland College
Terry Nikkel, University of New Brunswick
Darren Rose, New Brunswick
Community College
Tony Roy, Collège communautaire de
Nouveau-Brunswick
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Auralia Brooke, Policy and Research Analyst
Kimberly Chevarie, Administrative Assistant
Jean-Charles Doucet, Director of Finance
Benoit Gallant, Business and Data Analyst
Dawn Gordon, Director, Research and
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Shannon McKenna-Farrell, Senior Policy and
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Kathrine Stanley, Administrative Assistant
Catherine Stewart, Interim Chief
Executive Officer
Scott Stonehouse, Information
Systems Architect
Chris Teeter, Policy and Research Analyst
Bhuvana Vee Ramalingham, Database
Developer

APPENDIX B

AUDITED FINANCIAL STATEMENTS

Available online only