



NUNAVUT ARCTIC COLLEGE
PROGRAM RELOCATION STUDY

Report and Recommendations
Based on Consultations
October 23 - November 10, 1995

by

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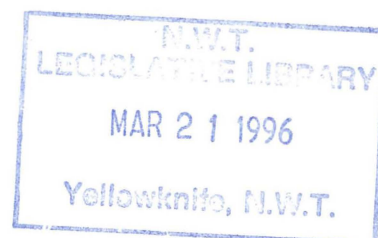


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I INTRODUCTION

Project Definition and Terms of Reference

The Administration of Nunavut Arctic College required that further study and analysis be undertaken in mid-October, 1995. The Board of Governors of the College had established the strategic goal of achieving regional balance by distributing some of the base funded program resources more equitably among the three campuses of the College. This principle was outlined in the College's Corporate Plan, released in early 1995, and was reconfirmed at the Board of Governors meeting of September 16, 1995, held in Rankin Inlet, N.W.T. This same principle was included in the detailed Terms of Reference established for this project (See Appendix I). More specifically, the purpose of this study was outlined as follows:

To provide additional, more detailed information on which College programs are to be relocated, and to provide individuals and groups with an opportunity for input. All base funded programs, except Adult Basic Education (ABE), will be examined in accordance with the motion passed at the Board of Governors meeting, September 16, 1995, with the priority being the Management Studies/CACP group and the Social Services /Alcohol and Drug group.

The researcher's role was to gather as much relevant information as possible and to use it in preparation of a report to the administration, which would assist the Board of Governors in reaching a final decision on which programs should be relocated, as well as how and when such relocations should take place.

Methodology and Structure

Information for this report was gathered by visits to the three campuses of Nunavut Arctic College, in Iqaluit, Rankin Inlet and Cambridge Bay. On each campus interviews were held with staff, administration and student groups, as well as with representatives of the various departments and clients groups within the Government of the Northwest Territories and the respective communities. Efforts were made to meet with regional organizations and relevant Inuit organizations to ensure as wide an input as possible. The only group specifically excluded from this information gathering exercise was the respective Members of the Legislative Assembly, as it was felt that they should be approached by senior administration and/or Board of Governors representatives. (See Appendix II)

A great deal of information has already been developed about the future needs of training for Nunavut, and where possible, information has been obtained from these sources

(eg. Nunavut Implementation Committee reports and the Nunavut Implementation Training Study). Rather than attempt to develop new, and likely duplicate, information on future requirements for College programs, these sources have been used as required. (See Appendix III)

Data on the base funded programs and other pertinent information is included to set the framework for the decisions that are made. This data includes the information on individual programs such as enrolment and graduation statistics and has been collected from various sources including the College's Student Record System and financial records.

The information obtained is being presented campus by campus. As the situation in Iqaluit is that of losing programs, while the other two campuses are gaining programs, the sections on the campuses differ accordingly. Many issues are common, but their relative importance changes with location.

Context

Nunavut Arctic College has only recently been established (1995) as the result of the splitting of the former structure, Arctic College, into two new Colleges, each with a mandate to serve the post-secondary needs respectively of Nunavut and the Western Arctic. Thus the present structures and resource bases of the three campuses within Nunavut are very much inherited from the previous territory-wide college structure. The proposal to improve regional balance among the three campuses is one of the first initiatives of the new College's Board of Governors.

The present reality, which the program relocation project is addressing, has eight base funded programs in Iqaluit and no base funded programs in either of the other two campuses. The advantages of base funded programs include a strong element of on-going budgetary security, permanent staff positions and an administrative support capacity to permit these programs to run effectively and to allow all Campuses to develop and modify their offerings to meet new and different needs.

This report will look at the three campuses and the eight base funded programs that currently exist. It will present several options for consideration so that the Board of Governors can make a fully informed decision on how to implement its policy of regional balance in the best interests of the entire College structure and the residents of Nunavut.

II COLLEGE PROGRAMS

Base Funding

College programs are currently funded in several ways. The commonly used terminology is Base and Third Party Funding, the difference being the actual source of the funding. The College through an agreement with the Minister of Education agrees to offer certain programs each year. These programs are paid for by the Department of Education, Culture and Employment and funds are allocated to the College through the normal budget process. These agreed upon programs are then said to be "base funded" as the delivery funds are included with the College's yearly operations budget.

In addition to Certificate and Diploma level programs, the College is base funded for Adult Basic Education (ABE) in all regions of Nunavut. These funds are used to hire Adult Educators at the community level and for the delivery of ABE programs through the Community Learning Centres. ABE is the most common program offered by the College across Nunavut and is not being discussed in relation to program relocation.

Nunavut Arctic College has the following base funded Certificate and Diploma programs available for delivery. At the present time, all programs are delivered at in Iqaluit through Nunatta Campus. The Keewatin and Kitikmeot Campuses have offered some of these programs through third party funding arrangements.

Certificate Programs

Fine Arts & Crafts Foundation
Community Administration Certificate
Northern Community Alcohol & Drug Counsellor
Interpreter / Translator Program

Diploma Programs

Nunavut Teacher Education Program
Management Studies
Social Services
Environmental Technology Program

Program Enrollments

Data from the Student Records System on enrollments for the above base funded programs is supplied for the past four years. Data for 1996 is for a partial year through the first semester (December 1996). Figures for the previous years represent full year enrollments.

Program	Campus	1993		1994		1995		1996	
		Ft	Pt	Ft	Pt	Ft	Pt	Ft	Pt
Management Studies	Keewatin	11	11	20	40	12	7		
	Kitikmeot	11	10	11	8	7	16		
	Nunatta	18	84	16	46	6	39	14	13
C A C P	Nunatta	2	2	29	42	4	76	1	33
Social Services	Keewatin			2	0	0	6		
	Nunatta	3	0	15	3	8	6	11	8
Northern Community Alcohol & Drug Counsellor	Keewatin	7	2	4	3				
	Kitikmeot			9	0				
	Nunatta	8	13	8	8	8	28	7	11
Nunavut Teacher Education Program	Nunatta	115	67	109	59	81	57	47	4
Fine Arts & Crafts	Nunatta	27	12	21	16	12	1	7	0
Interpreter / Translator	Nunatta	3	2	15	22	13	32	4	0
Environmental Technology	Nunatta	10	6	35	2	19	1	9	7

- Notes: 1) 1996 figures represent a partial year enrollment as of Dec 1996
2) CACP - Budget held at Nunatta, Courses offered in all regions
3) 3rd Party Contracts in Keewatin & Kitikmeot
4) NTEP - Base Budget & 3rd Party Contracts held at Nunatta, Programs offered in all regions
5) Fine Arts & Crafts - Budget held at Nunatta, Programs offered in all regions

Keewatin and Kitikmeot Campuses have a history of program delivery in Management Studies through third party contracts. GNWT relocation of Government Departments to the Keewatin and Kitikmeot provided opportunities for these Campuses to expand their program offerings. Full time enrollments for Management Studies were similar at all Campuses. Totals for the three years 1993 through 1995 showed Keewatin with 43, Kitikmeot with 29 and Nunatta with 40 full time enrollments.

Kitikmeot Campus successfully ran the Northern Community Alcohol & Drug Counsellor Program through a third party contract with HRDC in 1994. This was a Certificate level program with 9 students enrolled from across the Kitikmeot with 4 students successfully completing the program.

Graduation Statistics

Graduation statistics for Certificate and Diploma levels by program for the past three years are provided here for further reference. NTEP did have an additional number of Degree graduates through a partnership with McGill University but these are not reflected here.

Program	Campus	1993		1994		1995	
		Cert	Dip	Cert	Dip	Cert	Dip
Management Studies	Keewatin			7		2	
	Kitikmeot			3		3	
	Nunatta	10	3	3	3	0	3
C A C P	Nunatta	0		5		1	
Social Services	Nunatta		0		5		2
Northern Community Alcohol & Drug Counsellor	Kitikmeot			4			
	Nunatta	4		4		3	
Nunavut Teacher Education Certificate Program	Nunatta		36		6		23
Fine Arts & Crafts	Nunatta	4		1		3	

Interpreter / Translator	Nunatta	5	2
Environmental Technology	Nunatta	1	5

Notes: 1) NTEP figures do not include degree students
 2) ETP - Graduation class every two (2) years, no 1st year intake each year.

Home Community

The following table examines the home community of those students studying in Iqaluit. The numbers are for this current academic year and are for base funded programs. NTEP, CACP, Northern Community Alcohol & Drug Counsellor have delivery locations other than Iqaluit through third party contracts and those locations are not reflected in this table. Since the table only reflects full time enrollments, CACP is not represented as the students in this program are part time students.

Access to College programs has been an ongoing issue for the College. Relocating programs to other regions will allow individuals within those regions easier access to the programs offered within that region. Generally, students from the Keewatin and Kitikmeot are not attending programs at Nunatta. In discussion with those students currently enrolled in programs at Nunatta from the Baffin, there was a general consensus that they would not be willing to travel to other regions to study.

1996 Programs	Baffin		Keewatin	Kitikmeot	Other
	Iqaluit	Other			
Management Studies	5	6	1	2	0
CACP	na	na	na	na	na
Social Services	7	2	1	1	0
Northern Community A&D	4	3	0	0	0
Nunavut Teacher Education Prog	4	14	6	1	0
Fine Arts & Crafts	2	5	0	0	0
Interpreter / Translator	2	1	1	0	0
Environmental Technology	6	1	0	0	2

It should be noted that NTEP is running programs in three other locations for the 1996 academic year in addition to the numbers provided above. Teacher Education programs are operational in Cambridge Bay with 8 students, Coppermine with 5 students and Cape Dorset with 9 students for a total of 47.

Student Practicums

Many programs have a compulsory student practicum that must be completed for graduation. Of the programs being considered for relocation, only the Northern Community Alcohol & Drug Counsellor program and the Social Services program have Practicums. Both programs have an eight week practicum block that is normally completed in the spring semester.

Iqaluit is well equipped to handle this practicum with the number of sites available within the community. Transferring the program to another region will require adjustments to the practicum sessions. Cambridge Bay successfully complete a Northern Community Alcohol & Drug Program in 1994 using practicum sites such as Katimavik Centre in Cambridge Bay, the Awareness Centre in Coppermine, and the Department of Health & Social Services.

It would be possible for students attending the program from the other regions to complete their practicums in their home regions. With the practicum session in the spring (May & June), students would be able to return to their respective regions to complete their practicums.

Jobs for Graduates

The Nunavut Implementation Commission has identified a number of positions that would be created in each regional centre as a result of Nunavut. As well, there is a possibility that regional positions would be moved to other centres within those regions. At this time it is difficult to predict which departments would be moving.

The NIC Report *Footprints in New Snow* (1995) did examine the employment prospects across Nunavut using the 1994 GNWT Labour Force Study. The three regional centres were consistently the major locations of employment, and potential employment prospects are influenced by the size of the community.

Community	Employed Persons	GNWT Direct Employment	Total Direct Govt Nunavut FTE (1999)
Iqaluit	1748	662	814
Rankin Inlet	804	289	322
Cambridge Bay	542	182	211

Should Iqaluit be officially named as capital and if the NIC recommendations be approved and followed, each regional centre will benefit from the movement of positions.

Program Delivery Costs

Budgets for each base funded programs are included with this study and copies are located in the Appendices. The single largest cost to all programs regardless of delivery location will be salaries. For programs moving to another location, salary dollars will increase due to settlement allowance costs in new locations and will impact on program budgets accordingly. Current levels for Settlement Allowances are Iqaluit \$4484, Rankin Inlet \$5415 and Cambridge Bay \$6400. The following table shows the salary increase by program and location using the existing salary levels from the present programs as a base.

	Iqaluit	Rankin	Cambridge Bay	Increase
Salary Costs - Mgmt St	\$148,089	\$150,165		\$2,076
Salary Costs - CACP	\$ 75,111	\$ 76149		\$1,038
Salary Costs - Social Services & Northern Community A& D Counsellor	\$232,598		\$239,007	\$6,409

There will be other costs associated with establishing programs in new locations. New centres will face equipment shortfalls in new locations and will need to upgrade facilities accordingly. These are generally one time costs to establish program in each new location and should be viewed as needed in every location.

Library books	\$10,000
Furniture	\$5,000
Recreation Equipment	\$5,000
Communication Equipment	\$5,000
Computer upgrades	\$20,000

Staffing and Personnel Costs

The College will be responsible for moving the personal effects of instructors from Iqaluit to either Rankin Inlet or Cambridge Bay and will have to assume the costs associated with the move using the following as a guide. In addition to the freight costs below air fares will be required. All figures are using commercial methods.

Transfers from Iqaluit to:

	<u>Weight Allotment</u>	<u>Rankin Inlet</u>	<u>Cambridge Bay</u>
Individual	1500 lbs	\$3570	\$5,550
Family (Govt Unit)	4000 lbs	\$8750	\$14,000
Family (Private Unit)	15,000 lbs	NA	\$64,937

New hires from Toronto to:

	<u>Weight Allotment</u>	<u>Rankin Inlet</u>	<u>Cambridge Bay</u>
Individual	1500 lbs	\$4,380	\$6,250
Family (Govt Unit)	4000 lbs	\$9,200	\$15,056
Family (Private Unit)	15,000 lbs	\$28,800	\$53,244

Source: FMBS

Final figures for the cost of moving personnel to new communities will not be known for some time. Instructors affected by the possible relocation would have to decide if they are willing to move or remain in Iqaluit. Once their decision is known, the College would then be able to determine which of the above scenarios would come into effect.

III: CAMPUS DESCRIPTIONS:

A. Nunatta Campus, Iqaluit

Issues and Criteria

Operating since 1984, this campus is by far the most developed, not only in the number of staff and courses offered but in its ability to develop new programs, establish new positions, and arrange significant funding from sources outside the traditional base funding from the G.N.W.T.

Not surprisingly, the majority of staff and students interviewed were opposed to any reduction in the existing resources of the campus. Reasons for opposing the idea ranged from assumptions that if a program was offered in another region, students from Baffin would be unwilling to attend, to professional concerns about the survival of a program in a new but under equipped location. Discussions with staff covered a full range of concerns about the loss of a specific program to the region, the reluctance of experienced staff to relocate and the possible lack of interested and qualified students in another region.

It should be noted that in all discussions with staff, without exception, the concerns expressed were for the survival and well being of the respective programs and were not focused on the possible hardship or disruption that might be imposed on staff faced with relocation choices and decisions. The professionalism of all staff interviewed was a credit to the campus and the College as a whole.

A very legitimate concern raised by many students was whether they would be expected to move with a relocated program in order to finish their course requirements. Students have been assured that they would be able to complete their program where they started it - more specifically, if they were enrolled in a program in Iqaluit, they would be able to complete that program in Iqaluit. This commitment to students affected by any relocation will assist in the overall success of the project.

When presented with the basic principle of establishing fairness in the distribution of resources among the three campuses, very few people expressed disagreement. Rather, it became very clear that most people were troubled with the process that had been initiated and in the way it had been communicated to staff and students. This theme of principle and process emerged throughout this study, and presents some fundamental issues that will be addressed in a later section on the implementation of a relocation process.

In removing existing base funded programs from the Nunatta campus, there must be several critical criteria met if the relocation is to succeed.

- a. All students and staff must be treated fairly and in a clear and consistent fashion.
 - b. The ability of the Nunatta campus to continue to develop and deliver third party programs must be protected.
 - c. The relocated programs must be established in a well supported, healthy situation at the new campus so that the College structure benefits as a whole.
- a. A key concern is for the existing staff of programs that are selected for relocation. The College and in particular Nunatta Campus has worked hard to build up its base of good instructors, encouraging many to remain residents of Iqaluit. Instructors in base funded programs are generally long term employees since these programs do offer more stable employment .

The College has three options in dealing with staff. First, all existing staff of relocated programs chose to relocate. Second, should individuals not wish to move, then every opportunity to find employment within another program at Nunatta Campus must be explored. Third, should this not be possible, the College must do everything it can to find employment for these staff members with other employers within Iqaluit.

The majority of those staff interviewed, whose positions might be relocated, indicated that they would probably not relocate with their programs. Their reasons were clear and universal in nature - they have homes, spouses with jobs and children in schools they like. The College must treat these instructors as highly valued, continuing assets to the College system of the future and do everything it can to support them. This will require the administration of the College to establish effective policies and guidelines to address this issue.

- b. The Nunatta Campus is currently base funded to a level of approximately \$7 million for program delivery. Excluding the Community Adult Education staff there are 45 fully funded positions at the campus (See Appendix IV).

Nunatta campus is healthy and well resourced. The bulk of the buildings and facilities are relatively new, designed specifically for the needs of the College. Accommodation for staff has not been a problem for some time and the accommodation for students, both single

and married has improved greatly over the past five years (26 married student units built for the College and an additional 18 units of GNWT row housing as well as the single status capacity of the Nunatta residence).

There is an increasing demand for the College to deliver a wide range of programs in Iqaluit and the Baffin region, especially in the pre-Nunavut climate leading up to 1999. Potential funding resources beyond existing base budgets (3rd party funding) are greater and more varied than at any time in the College's history. The staff resources available to deliver a wide range of programming at Nunatta are larger than ever before.

Nunatta Campus is well able to recover from the loss of base funded programs in a relatively short period of time. The establishment of Nunavut will present many training opportunities. The large base of potential students and quality facilities in Iqaluit will encourage the development of more third party programs. Classrooms will not go empty as the Campus responds to these demands for its services.

c. To ensure that relocated programs do indeed survive the relocation process and continue to serve the needs of residents throughout Nunavut great care and significant preparations will have to be made in the two receiving campuses. In all three regions there is still a tendency to view programs at the respective campuses as 'belonging' to that region, rather than as a learning resource for all of Nunavut. In the classrooms of all three campuses there was a predictable reference to 'our programs' and suggestions that students from 'their' region would not attend courses in the other regions.

On each campus there were examples of determined and courageous students attending courses, very far from home. They are small in number but they are significant by example. This is reflected in the earlier section on Home Community for students studying in Iqaluit. The superior student residences and support resources of the Nunatta Campus make this easier in some ways, but the other two campuses must establish similar levels of support and accommodation, and the concept of students travelling throughout Nunavut to obtain some elements of their education will become much more common.

Any program moving from Nunatta Campus must continue to serve the needs of the Baffin region as well as all of Nunavut. Whether this will be accomplished by students travelling to the new location to take courses, or through distance learning designed to bring programming closer to home - this will depend on the leadership of the College and the ingenuity of the staff. In the descriptions of the situation at the other two campuses, the conditions necessary to receive and support the new programs effectively will be dealt with in greater detail. However, it should be made very clear that the decision to relocate base funded programs implies a strong commitment by the administration and the College Board of Governors to expand and upgrade the facilities of the campuses in Rankin Inlet and Cambridge Bay. To shirk this commitment is to risk failure of the relocation and serious damage to the entire College structure and its credibility throughout Nunavut.

Programs

The Board of Governors of the College has given considerable thought to the issue of equitable distribution of resources among the three campuses, and in discussions with some members of the Board one particular vision of Nunavut, its future needs and the role of the College in meeting those needs emerged. This vision sees each Campus playing a significant role in the development of Nunavut through the distribution of base funded programs to all campuses.

The question was then raised - can this be done effectively, meeting the three criteria listed on page 10. The suggestion was made by the administration that Management Studies/CACP should be moved to Rankin Inlet and that Social Services and the Alcohol and Drug programs to Cambridge Bay.

A number of the base funded programs do not lend themselves to easy or effective relocation. The NTEP program is the largest, longest established and most heavily staffed program in the College. To move this program would be extremely costly in new facilities, staff housing, disruption to the program from the need to replace many non-relocating staff - generally such a relocation would not improve the College's ability to meet the needs of Nunavut and could seriously reduce the College's strength for some years to come.

The Environmental Technology Program has had its goals and course content changed and redirected by College and GNWT directive for the past five years. The resulting confusion about the direction of the program and insecurity among staff and students suggest that this program is not stable enough to be relocated. To relocate such a program as a solution to problems is both unfair and poor management. This program is not a potential candidate for relocation at this time.

The Fine Arts Program has evolved over a number of years and is quite unique in many ways. The nature of the training and work involved and the increasingly stringent occupational health and safety regulations surrounding many of the techniques used, require a significant capital outlay for buildings, ventilation and specialized equipment. To relocate this program properly would be very expensive in comparison to some other programs.

The Interpreter/Translator program is of considerable interest to those in the other regions, mostly because the needs of training translators and interpreters in the different dialects of the Kivalliq and Kitikmeot regions have not yet been met. The assumption of many people is that if the program were relocated to another region, it would have to deliver the program in that dialect. This is an accurate reflection of the situation to date, but not necessarily an adequate rationale for relocating the program. The existing program is tied to the Nunatta campus by some technical facilities (language laboratory) that would need to be duplicated, as well as some current research contracts that are specifically related to Baffin region dialects of Inuktitut. The ability to relocate this program to another region and to start delivering the program in a different base dialect does not exist at present. While the need

for this training in the other regions is clear and urgent, relocating this program as part of this project would not quickly meet these needs, nor would it maintain or improve the College's overall ability to deliver essential programming.

There remain the programs identified by the administration and the Board of Governors as 'prime candidates'. The two main programs, Management Studies and Social Services, offer two year Diploma courses and have been established for many years. They are 'knowledge based' programs requiring staff, instructional facilities, good library resources, but very little in the way of unique, specialized and expensive capital equipment (science labs, field equipment etc.). They are stable, proven programs and have been offered in a number of different modules or configurations over the years. Management Studies does not have a practicum requirement for graduation while Social Services program has a eight week practicum in each year as part of the program.

The situation of students in the two year diploma program who intend to complete the program in Iqaluit will have a direct effect on the implementation of this move, requiring a phased relocation over several years. This commitment has been given to students who would remaining in Iqaluit to complete the second year of their Diploma program.

The two associated programs, CACP and the Northern Alcohol and Drug Counselling programs, are one year courses but are not equally dependant on their partner programs. The program elements of the Northern Community Alcohol and Drug Counselling program are identical to the first year of the Social Services Diploma program, and students from both groups attend classes together. It is not recommended that the two related programs be separated, but it is felt that both programs could be relocated successfully, if the implementation of the move is planned and carried out carefully (See the sections on the other two campuses and relocation for more detail).

The CACP program was developed to bring more administrative training to the community level staff and, as much as possible, to bring the courses into the communities themselves. Thus, while the program is based at a College campus, much of the instructional work is carried out in communities throughout Nunavut. Presently the course offerings include special programs using 3rd party funding in addition to the traditional base funded elements. It is likely that the CACP program will need continued administrative support to obtain this outside funding. It also benefits from a relationship with the staff of Management Studies and that program's considerable resources in the libraries of the staff and the campus. The current CACP instructor has expressed an interest in relocating, and the mobile nature of the course makes it by far the easiest program to relocate. It is recommended that this course be relocated, logically as one of the first to move, and that it be based on the same campus as the Management Studies program.

To accommodate the phased-in approach to the transferring the courses, and to ensure the continuing capacity of Nunatta campus to develop and deliver new courses, it should be

agreed that all program resource materials will be retained in Iqaluit and duplicates or new materials obtained to equip the programs at the Kivalliq and Kitikmeot campuses.

Conclusions:

The two program groups, Management Studies/CACP and Social Services /Alcohol & Drug Counselling, are the most appropriate programs to relocate. However, the implementation of these relocations must incorporate the significant improvements to the two receiving campuses identified below, and must be designed and carried out with consistent concern and respect for the needs of the staff, the students and the well being of the programs.

B: Kivalliq Campus, Rankin Inlet**Current Situation**

In interviews and discussions with staff and students in Rankin Inlet several things became clear. The relocation of any program into Kivalliq will be a positive step to bringing programming closer to the many mature students who cannot or will not travel beyond the region. The relocation of base funded programming to this campus is essential if the campus is to grow and develop better ways to meet the needs of Nunavut. For any program to be successfully relocated to the campus in Rankin Inlet, there will have to be significant additions to the existing College infrastructure. These needs would be the same regardless of the program to be relocated.

Seen from the perspective of the two smaller campuses, this relocation of programs is essential to their achieving a 'critical mass' in programming, budgets, staff and facilities - a base upon which to build additional College programs that will respond to the accelerating needs of Nunavut. The Kivalliq campus has three full time positions and one 3rd party funded position - one instructor delivering programs during my visit was on the staff of Nunatta campus.

To date, major program offerings have been field based versions of programs offered by Nunatta campus or unique, specially crafted programs based on 3rd party funding. Kivalliq Campus has successfully delivered a number of programs at the Certificate/Diploma level including Management Studies, Northern Community Alcohol & Drug Counsellor, Community Health Representative, EATEP and others.

Facilities

Kivalliq Campus is located in its own wing of Kivalliq Hall and has recently been renovated to provide office spaces and classrooms within that particular wing. The possible transfer of the remainder of the High School residence to the College would alleviate many

of the space and residence problems that the College would face by relocating programs to Rankin Inlet.

The physical resources are of good quality but very limited in capacity - two classrooms and a seminar room as well as a computer lab and lounge space (this does not include the resources of the Community Learning Centre in Rankin Inlet). There are offices for the existing administrative staff plus two additional offices. Minimum additional requirements to support any base funded program would be a further two classrooms, a library and office space for instructional staff.

Accommodation for staff moving into Rankin Inlet must be arranged. The Kivalliq Region of the GNWT has considerable experience in moving programs into their region and in dealing with the various arrangements related to such a move. A good working relationship already exists between the campus administration and the GNWT departments, making the prospect of a smooth relocation that much more likely.

It appears that the GNWT is systematically selling off all its detached staff housing stock, and in Rankin Inlet it is also planning to sell off the bulk of its row housing units. This will leave it with all staff housing based on apartments. Indications are that there is a good supply of one and two bedroom units, but that more three bedrooms units will have to be obtained and it appears that there are no plans for four bedroom units at all.

Until existing staff are provided with a detailed relocation offer it will not be possible to provide the exact number and nature of the units required, but discussions with the GNWT Department of Personnel indicated that 3 - 4 units of staff housing would not be a difficulty, given adequate warning. Clear requirements for staff housing should be forwarded to the Department of Personnel at least 6 months prior to any actual relocation.

Accommodation for single and married students is a critical factor if the campus is to offer more programs and especially if it hopes to attract students from other regions. Married accommodation for students will be a problem. Lease arrangements for available apartments will have to be considered. A total single student capacity of 40 would be adequate for several years and this is available now.

Good support services such as counselling and recreation will be essential from the beginning, especially if the College hopes to encourage students from other regions to attend programs at the Kivalliq campus. Arrangements for Counselling are being made through an agreement with the Nunavut Secretariat. There is a proposal for Daycare facilities to be located within Kivalliq Hall and should this be successful it would provide a much needed service to potential students.

Library facilities could be shared with the school board until such time as the College could provide their own facilities. However, it is recommended that additional dollars be set aside to allow the Campus to purchase additional material during the first year of delivery.

Rankin Inlet currently has the 3 school gymnasiums available to the community as well as an arena, curling rink and pool. Land based activities are easily accessed as the community is located in an area easily accessible for hunting. Should programs be transferred, additional recreational equipment should be supplied at the residence such as stationary bicycles, treadmills and weight training equipment.

Everyone approached in Rankin Inlet had the same solution for all the facilities needs of the campus - arrange for the entire Kivalliq Hall facility to be transferred to the College and make the necessary alterations to the building to provide the additional classroom, office and accommodation space required.

There is an evaluation being carried out by the GNWT to see whether the building could be effectively converted into a hospital. The consensus so far seems to be that this is an impractical and very expensive use of the existing facility, but this evaluation process will have to be completed before there is any chance of the College acquiring the building for its own purposes. This process must be completed by April 1, 1996 to ensure sufficient lead time for the College prior to delivery of programs in September 1996.

Programs:

The actual preference for a particular program was not so clearly defined. The staff had a clear rationale for the move of Management Studies to the campus, while students and others in the region expressed strong interest in several other programs as well (Interpreter/Translator and Social Services were two frequently suggested) and a trades oriented program - something that is not possible given the limitations on this particular project (moving existing programs). This should be noted in passing, however, as the Board may need to address this issue in the near future.

An Indicator of a maturing campus is a capacity to develop new programs and to attract 3rd party funding. The transfer of GNWT Staff Training and the partnership with Radian for the delivery of the Nunavut Management Development Program has started to accomplish this objective. The movement of base funds into the Keewatin for programming purposes will help solidify the continued existence of the College within the region.

It should be possible to relocate the CACP program to Rankin Inlet for the fall of 1996. This position needs the office resources to plan and arrange the delivery of programs in many communities, and needs continuing administrative support since the instructor spends considerable time away.

Conclusions:

The Board of Governors and the College administration must make every effort to resolve the facilities situation in the College's favor as soon as possible. If Kivalliq Hall is

available by April 1, 1996, it should be possible to start the relocation of program elements of the Management Studies/CACP program effective September 1996. If the building is not available, relocation will be immeasurably more difficult, costly and will take longer to complete. Staffing of the relocated programs should include three instructional positions, one administrative/organizational position and one casual support position.

It must be stressed again in the case of the Kivalliq campus, to relocate a base funded program here without making the essential provisions for additional instructional space, staff and student residence facilities as well as the necessary office space and support staff, will put the program and the existing operations of the campus at risk, seriously weakening the College system.

C: Kitikmeot Campus, Cambridge Bay

Current Situation:

The relocation of base funded programming to the campus in Cambridge Bay is even more critical than in Rankin Inlet. The existing operation is a marvelous testament to the ability of the campus administration to do a lot with almost nothing (See Appendix V). All resources have been 'liberated' from other government departments over the years. A new van and some computer equipment are the only new items in the 7 year history of the campus.

The inevitable result of the old and limited resources of the Kitikmeot campus is that one is left with the impression of a very large and complex adult education centre. This must not be taken as criticism of the staff, but it makes it impossible to provide the essential ingredients of a campus - some sense of collegiality, continuity and security for students and staff. All facilities are old and/or temporary. All instructional positions are temporary. All housing arrangements are made on short notice for a short duration and are entirely dependant on the good will of the GNWT regional administration - the College has no 'housing stock' reserved for its needs over the long term (more than one year). All of these problems must be remedied to make this a viable campus and a suitable home for base funded programs.

There are three full time positions, all in administration, at the Kitikmeot campus. All instructors are either term or casual employees. The main building was originally created from a number of old (twenty years or so) GNWT buildings and has been substantially upgraded in recent years. It has two classrooms, a computer lab and several small offices. Kitchenette and/or washroom facilities are limited in the extreme. Instructional staff have almost no room outside their classrooms and there is an overall sense of making do with extremely limited resources. Additional classes are being delivered in two borrowed portables, the Community Learning Centre (itself a heritage structure from the early 1970's) and, for a special workshop, the Catholic church. The pre-employment carpentry course has,

for the second year in a row, renovated a different municipal space (the old community hall) to provide its own classroom. During my visit this proved so cold that the students had to abandon their classroom on a particularly stormy day.

The classrooms are distributed around the town, as are the limited student and staff accommodations. To date, the regional administration of the GNWT has worked extremely hard to provide staff and student housing. As in Rankin Inlet, there are very few detached staff houses left and these are about to be sold. Because of the temporary nature of all programs it has been very difficult to forecast the need for staff housing and the GNWT has had very short notice about the nature of the housing required.

Student accommodation is even more critical. There are currently four GNWT units in use, one accommodating 6 single students and the others, a duplex with 2 one bedroom units and an apartment with 2 two bedroom and 3 one bedroom units. This current capacity is in jeopardy due to the GNWT policy of selling off its housing stock and there are a number of students who have been refused admission to the campus due to housing shortages.

Facilities:

For any program to be successfully relocated into this environment there will have to be major additions to the campus facilities. Interviews with all concerned confirmed that the first priority is student accommodation. If the campus cannot serve students from across the region and from the other regions of Nunavut, no program relocation will be considered successful.

There has been considerable discussion of options that would provide adequate student accommodation at reasonable cost in a short time frame. One possible solution would be to purchase the Co-op hotel in Cambridge Bay. The Co-op is actively negotiating to purchase the Arctic Islands Lodge (hotel) in the same town, and if that purchase were completed, the Co-op would in turn be willing to sell its existing facility. An evaluation of the Co-op hotel was carried out by Andrew Wong, GNWT Engineer, about 2 1/2 years ago, but the report has not yet been located. Whether this is a suitable solution would have to be discussed by the Board and administration at length.

Another alternative to be investigated would be a joint venture with the Kitikmeot Inuit Association's business development group. It has already built a number of buildings for lease back to GNWT and private sector tenants. If funding is difficult to obtain through government sources, this route should be considered.

There is a reluctance on the part of the campus administration to establish large, centralized residence facilities - they are costly to build, very costly to operate, and are not in tune with the nature of the campus' present style of encouraging students to be responsible for their own feeding and cleaning of their accommodation. There are suggestions that a series of 'clusters' of housing units, perhaps four-plexes grouped together, would be easier

to administer and maintain. Whether there needs to be a communal eating facility must be considered - the cost of food to the students preparing their own meals is very high.

Whatever the solution, single accommodation for 10-15 students and married accommodation for at least 10 students must be provided before a base funded program can be expected to meet the needs of the students. Similarly, staff housing agreements with the GNWT or some other supplier must be in place before relocation or recruitment of permanent staff can be carried out. As in Rankin Inlet, the GNWT has the administrative capacity to relocate staff to Cambridge Bay, especially if the number of positions is under five. The six month advance warning period should be observed, but the critical housing shortage must be addressed as soon as possible.

A new Community Learning Centre has been designed for Cambridge Bay and is scheduled to be completed in 1997. This facility will include vocational shop and home management facilities as well as three classrooms and some office space. There is provision in the design for expansion at a later date. This is the only confirmed new space that might assist the Kitikmeot campus. However, the community of Cambridge Bay needs community learning/adult education facilities to meet its own growing needs and should not be expected to sacrifice all the new space to meet regional priorities. The College must urgently investigate alternatives to provide additional, new instructional facilities if the Kitikmeot campus is to deliver base funded programming and meet the increasing needs of its immediate region, as well as performing as an effective part of the Nunavut Arctic College system.

Support services for counseling and recreation will be essential. Nunavut Arctic College has entered into an agreement with the Nunavut Secretariat for the funding of a counselor position. As in the Keewatin, arrangements with the Divisional Board to share facilities and services would be possible.

Recreation facilities exist within the community. Cambridge Bay has 2 school gymnasiums, an arena, curling rink, swimming pool and 2 ball fields. Hunting and other land activities are easily accessible by snow machine or ATV. Depending upon the time of year, wildlife is varied and plentiful.

Programs:

For the Social Services and Northern Community Alcohol and Drug Counseling programs to be successfully relocated, a period of three years will be required to phase-in the move. This will be essential to accommodate the wishes of the existing students in Iqaluit who need an additional year to complete their Diploma program, and additional time will be necessary to prepare the minimum facilities required to offer the program in Cambridge Bay (See Options below). This will be done in year one. In year two the initial intake of the

Northern Community Alcohol and Drug Counseling program and the Social Services program could begin, with the second year of the Social Services Diploma course being offered in year three. Staffing should include three instructional positions, an administration/organizational position (similar to the Kivalliq suggestion) and an additional casual support person.

Conclusions:

Clearly, the proposal to relocate a base funded program to Cambridge Bay has major implications for the Kitikmeot campus. The facilities and capacity required for this campus to house and deliver a base funded program are the minimum resources needed to make this a legitimate, stable and continuing segment of the College. What has been started as an examination of ways to relocate a program must become an exercise to establish a genuine College campus in the Kitikmeot region. No base funded programs should be relocated to this campus until the facilities issues outlined above have been resolved.

IV: IMPLEMENTATION OF RELOCATION:

Relocation and Change:

A number of people have suggested that the program relocation project is just the first of a number of major changes that are starting to happen within Nunavut. It is clear that within the Nunavut Arctic College structure there will continue to be dramatic changes as all available resources are organized to meet the tremendous need for education and training generated by the creation of Nunavut.

In the discussion of the issues at the Nunatta Campus, the two elements, principle and process, were seen as two parts of the problem. People agreed with the principle but were opposed to the process by which it was being implemented. This is a classic example of how a well intentioned, reasonable idea can generate a lot of resistance. The danger is that a relocation project is one very long process that is designed to bring about change. If it is handled badly, it can make things worse than before and make it impossible to achieve the policy that had been set out at the start.

The Board of Governors has set in motion a process of change that cannot be stopped, but which can be guided carefully to its proper end. That end must see a redistribution of base funded programming among the three campuses, without long term damage to the structure and credibility of the College.

As this process moves along, it will be essential that all parts of the College, administration, staff and students, receive clear and consistent information about the process, where it is at certain stages, what problems have arisen that might delay a certain element

of the relocation and, most important of all, what is being done to take care of the people involved. The Board must ensure that there is fair treatment of all staff involved in the relocation, it must be seen to go out of its way to assist people not able to relocate, and it must make sure that mistakes are corrected quickly and openly if the relocation is to avoid bitterness that can influence other elements of College operations.

As this is a process that will be with the College for several years, and as it is likely to be only the first of a series of changes that the College has to deal with, it is recommended that the Board of Governors and senior management staff arrange for a workshop in managing change so that they can all benefit from more training in a very sensitive area. A greater awareness of how to lead and support the College in a changing environment will be an essential skill for all involved.

Relocation Structure

The College needs to define a structure be put in place as soon as possible to coordinate all elements of this relocation. This structure must be clearly seen to be supported by all, to have real authority to make things happen and to respond quickly when emergencies arise. It must also be seen as an open and consistent source of reliable information for anyone affected by the project. Many of the problems in major relocations arise from lack of information or conflicting versions of policy which can quickly result in a process that appears to have lost touch with its main players, the staff and students.

The Board of Governors should ensure that this relocation structure continues to provide the attention such a process requires and the Board should receive regular progress reports. Having initiated this major change in the College, the Board must be seen to continue leading the process to its completion.

V: OPTIONS:

The chief difference between the options is the speed with which the new facilities can be established in the two receiving campuses. The CACP program is flexible enough that it could be moved in a number of ways.

Option 1.

Year One: Iqaluit
1996-97

Management Studies 2nd year
Social Services 2nd year
Northern Comm. Alcohol & Drug Counseling
1 Year

Rankin Inlet

CACP starts
Kivalliq Hall renovations

Cambridge Bay

Student residence construction
Staff Housing Agreements
CLC construction

Year Two: Iqaluit
1997-98

Both programs relocated

Rankin Inlet

CACP continues
Kivalliq Hall renovations complete
Management Studies 1 year start /Certificate

Cambridge Bay

CLC construction complete
Student residences complete
Staff housing resolved
Northern Comm. Alcohol & Drug Counseling
1 year
Social Services 1st year start

Year Three:
1998 - 99

Rankin Inlet

CACP continues
Management Studies 1st year start
Management Studies 2nd year start

Cambridge Bay

Northern Comm. Alcohol & Drug Counseling
Social Services 1st year continue
Social Services 2nd year start

Option 2:

Year One: 1996-97	Iqaluit	Management Studies 2nd year Social Services 2nd year Northern Comm. Alcohol & Drug Counseling
	Rankin Inlet	Management Studies 1 Year Kivalliq Hall renovations
	Cambridge Bay	Student residence construction Staff Housing agreements CLC construction CACP program start
Year Two: 1997-98	Iqaluit	Both programs relocated
	Rankin Inlet	Kivalliq Hall renovations complete Management Studies 1 year Certificate/Diploma Management Studies 2nd year start CACP transfers from Cambridge Bay
	Cambridge Bay	CLC construction complete Student residences complete Staff housing resolved CACP transfers to Rankin Inlet Northern Comm. Alcohol & Drug Counseling- 1 year Social Services 1st year
Year Three: 1998 - 99		
	Rankin Inlet	CACP continues Management Studies 1st year Management Studies 2nd year Management Studies Certificate Field Based
	Cambridge Bay	Northern Comm. Alcohol & Drug Counseling- 1 year and/or Field Based offering Social Services year 1 Social Services year 2

Option 3:

Year One: 1996-97	Iqaluit	Management Studies	2nd year
		Social Services	2nd year
	Rankin Inlet	Management Studies CACP	1st year
	Cambridge Bay	Northern Community Alcohol & Drug Counseling Social Services	1st Year
Year Two: 1997-98	Rankin Inlet	Management Studies CACP	1st & 2nd year
	Cambridge Bay	Northern Comm. Alcohol & Drug Counseling Social Services	1st Year & 2nd Year

Note: This option requires that residence and classroom facilities are in place in Rankin Inlet and Cambridge Bay prior to program delivery. No relocation of programs is possible without these basic services.

V: RECOMMENDATIONS:

It is recommended that the college relocate the two programs identified above as outlined in Option #1, stressing once more that success can only be guaranteed if the essential improvements are made to both receiving campuses and if the implementation is designed and carried out with great care and attention to detail. Variations in the design of program delivery might permit modification to both the time frame and the location of some program elements.

NUNAVUT ARCTIC COLLEGE
PROGRAM RELOCATION STUDY

APPENDICES

APPENDIX I

Terms of Reference

Program Relocation

Time Frame: All information gathering will be completed and final report submitted by November 20, 1995. It is expected that the researcher will submit weekly progress reports to the Director, Policy and Programs on the preliminary findings as they emerge.

Method: Data collection through interviews and personal visits with College students, College officials, community visits and research. Regional Campuses will provide information and support to the researcher. The individual will be based out of Headquarters for logistical purposes but much of the work will require travel to all three campuses.

The work will require an initial data collection from all regions of Nunavut. The researcher will be expected to plan, collect, analyze and write a final report using as the basis the seven criteria listed below.

Format: Final written report based on the data collected is expected outlining a series of options available to the College and the researcher will submit in orderly form all data collected.

Areas of Study There are seven (7) major areas of concern that will need to be addressed. These are listed in no particular order, with more detailed on each area attached.

- Instructional Staff
- Facilities & Equipment
- Delivery Costs
- Community Support
- Jobs for Grads
- Impact on Students
- Program Stability

Costs: All costs for this study will be assumed by Nunavut Arctic College HQ.

Time: The following is an approximation of the amount of time need for researching. It is anticipated that an additional 5 days will be needed to write the final report. In the event that extra time is required to complete the assigned work, the researcher should make those needs know to the College Administration.

Issue	Nunatta	Cambridge Bay	Rankin Inlet
Instructional Staff	½ Day	½ Day	½ Day
Facilities & Equipment	½ Day	½ Day	½ Day
Delivery Costs	½ Day	½ Day	½ Day
Community Support	1 Day	1 Day	1 Day
Jobs for Grads	½ Day	½ Day	½ Day
Impact on Students	2½ Day	½ Day	½ Day
Program Stability	½ Day	½ Day	½ Day

Questions and further areas of study

INSTRUCTIONAL STAFF

Who will move? - That all have some degree of family, housing complications; one person has come forward. Each individual has to be asked. Campus Director personal interview, before/after a detailed briefing by FMBS on benefits and services. Before P&P meeting.

Employment prospects at Nunatta for those who do not move. Have a rough idea of next year's program plan and budget. Campus Director gave make projections as plans become more definite.

How readily can vacancies be filled Program administrators can predict based on the market and recent hiring. Same people can state how much lead , orientation, and preparation time is prudent for new staff.

Costs of moving staff. Need to know who will be moving. Most can likely be covered through Vote Four funds. Likewise should a person opt not to move and moves to separation then those costs will vary by individual.

Staff housing for those moving and/or new hires The supply is said to be adequate in Rankin. Cam Bay is much tighter. Need a more precise and reliable estimate, preferably a guarantee on supply of staff housing. Get a preliminary estimate from local Housing authorities before P&P then get updated commitments once staff are identified. Same on spousal employment and family schooling needs.

FACILITIES AND EQUIPMENT

What instructional facilities and equipment, including practicum/work placement sites, does each target program now have and need; current inventories; in both locations, quantities and qualities ;interview staff at Nunatta and administrators in both locations. What is the shortfall at the target location; can any gaps be filled, at what cost? What recreational and support facilities exist in each community for students. Availabilty of hunting and land based activities for those individuals who ewnjoy hunting.For P&P

DELIVERY COSTS

What delivery costs will change with a change of location, and by how much: fair information available on current costs; Nunatta staff, and administrators in both locations, for P&P.

COMMUNITY SUPPORT

How committed are authorities and partners in both locations to supporting the program. What will each community gain or lose by the moves: unsolicited support has come in from many persons and groups in the target communities; contact leaders from key public and private groups in both communities for their assessment of gains and losses; groups/leaders include: mayors, regional

Directors, Chairs of CECs, Chairs/Directors of DBEs, regional superintendents of ECE, managers of org. that are significant employers of grads.

JOBS FOR GRADS

What are the employment prospects in both communities/regions: graduate employment records, listing of local firms including number of jobs.

Projections from NIC, GNWT on future jobs based on division of NWT

IMPACT ON STUDENTS

ACCESS: Where do students come from; how representative are enrolments of each region; current Student Records; interviews with current students from Baffin to ask: "if the program were offered in another region and not in Iqaluit would you have been willing/able to attend?"

What options are available for students continuing in a program? What options for second year delivery are available? What options are available for continuing students with spouses enrolled in other programs.

Community: What other government Departments have relocated from Yellowknife to the regions, what reaction do these people have to their move and how have they fit in. What concerns did they have and have they been addressed. Will students face similar concerns. What reactions do students have to moving and student rating for each community.

Examine the potential for part time jobs, employment opportunities for spouses to support families

Student Housing Know the current inventories in all locations; are these sufficient to accommodate a move; where would units come from if there is a deficit; local authorities. For P&P

PROGRAM STABILITY

Past Demand Full and part time enrolments for past four years; student records; projected demands; from major employers: NIC, GNWT, for January.

Appendix II

List of Interviewees

A. Individuals and Groups Consulted in Iqaluit, N.W.T.

1. Campus Administration:

David Wilman
John Clay
Sandra Heron
Noel McDermott
Fedos Panayi

2. Instructional Staff (in groups or individually)

Dale Rowe
John Matthews
Dianne Pearce
Doris McCann
Marja Korhonen
Debbie McConkey
Doug Stenton
Trish Lewis
Carol Horn
Birgitte O'Brien
Susan Sammons
Alexina Kublu
Maureen Doherty
Paul Taylor
Bill Riddell
Mark Webber

3. Students by Program:

Social Work - Drug & Alcohol
Environmental Technology
NTEP - BEd.
Interpreter/Translator
Management Studies

4. GNWT:

Carmen Levi - E. C.& E.
Murray Horn - Personnel
John Parker - E.D. & T.

5. Community:

Joe Kunuk - Mayor, Iqaluit

Kenn Harper - N.I.C.

Derek Rasmussen - Baffin Regional Chamber of Commerce

B: Individuals and Groups Consulted with in Rankin Inlet, N.W.T.

1. College Administration:

Mike Shouldice

Debbie Weir

2. Instructional Staff:

Lin Maus

Linda Pemik

Sandra Nicol

Mary Pameolik

3. Students by Program:

ABE

NSDP

4. GNWT:

Tom Sammurtok - Regional Director

Chris Keeley - Personnel

Colleen Kilty - FMBS

Tom Thompson - E. C. & E.

Merv Homenuik - PPD/POL

Robert Janes - MACA

5. Community/Region:

Annie Tattuinee - N.I.T.C.

Donald Clark - Acting Principal Maani Uluyuk School

Sandy Kusugak - Chair, Rankin Inlet C.E.C.

Nancy Karetak-Lindell - Board of Governors

Joy Suluk - Board of Governors

C. Individuals and Groups Consulted With in Cambridge Bay, N.W.T.

1. College Administration:

Carl Isnor

2. Instructional Staff:

Vicki Racey

Wolfgang Baumann

Vicki Bobinski

Lyn Aylward

John Parker

3. Students by Group

COP/NSDP

4. GNWT Staff:

Nick Carter, Regional Director

Neil Pascal, Superintendent of Personnel

Steve Mercer, Acting Superintendent, E,C & E

George Illaszewicz, Principal, High School

5. Community Representatives:

Bill Lyall, Co-op and NIC

James Eetoolook, NTI

Edna Elias, NTI

Joe Ohokannoak, Board of Governors - Chair & NIC

Fred Elias, Qitirmiut Inuit Association (QIA)

Norm Meek, QIA

Lyn Taylor, Arctic Islands Lodge

Robert Hill, Katimavik Centre (Alcohol & Drug Counselling Services)

APPENDIX III

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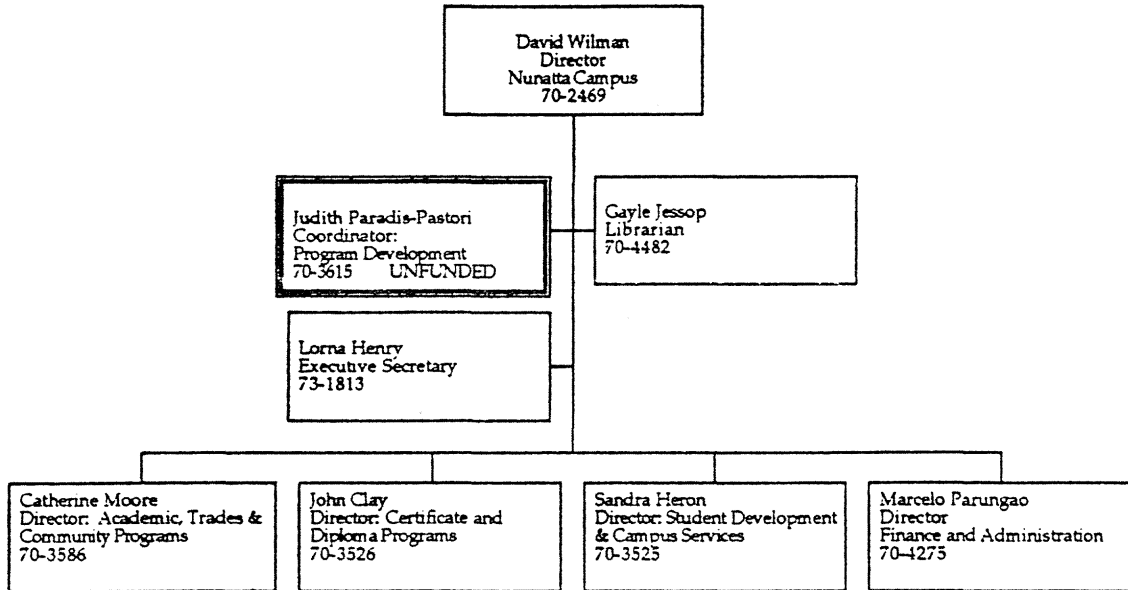
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APPENDIX IV

Nunatta Campus Staff Plan

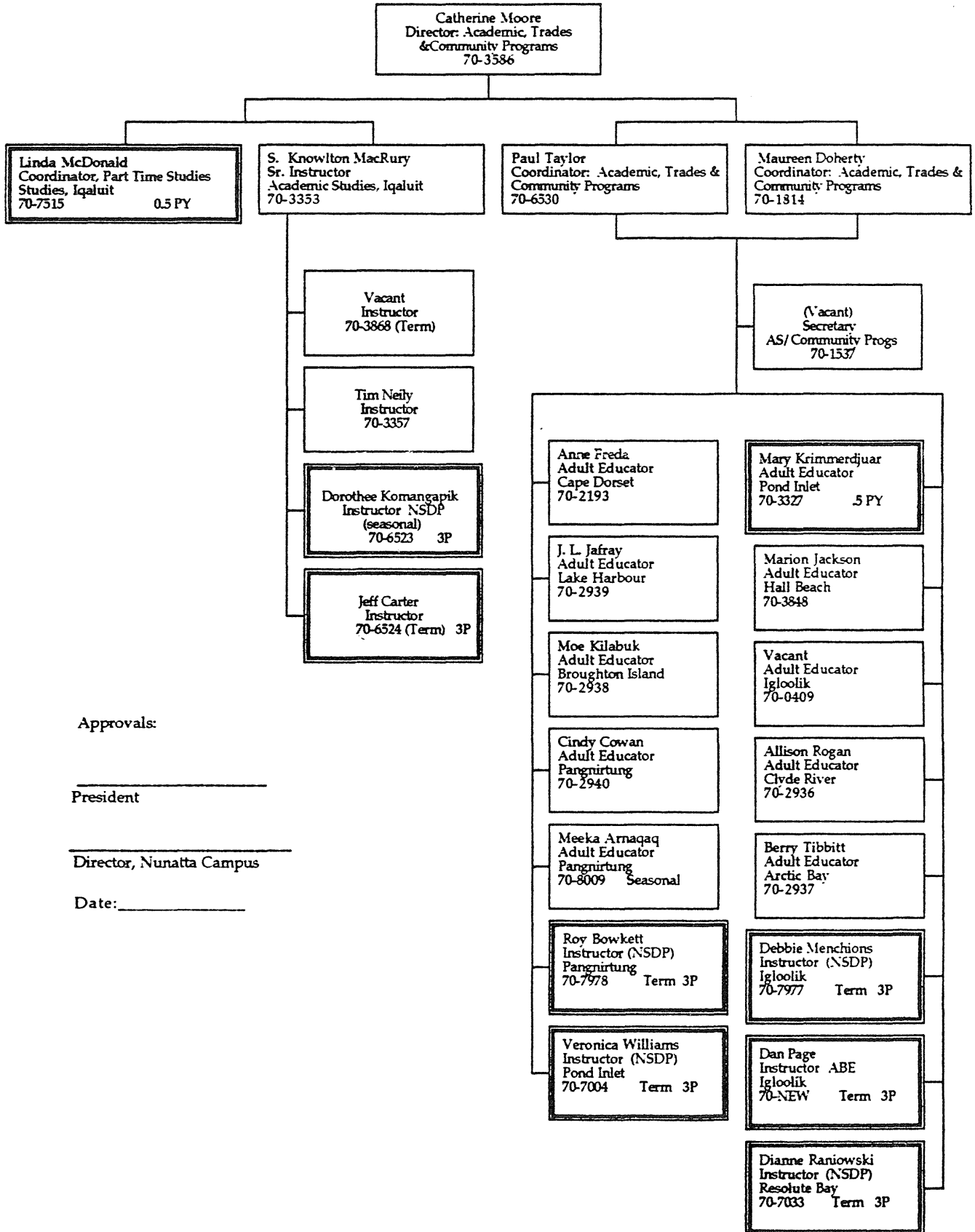


Approvals:

President

Director, Nunatta Campus

Date: _____

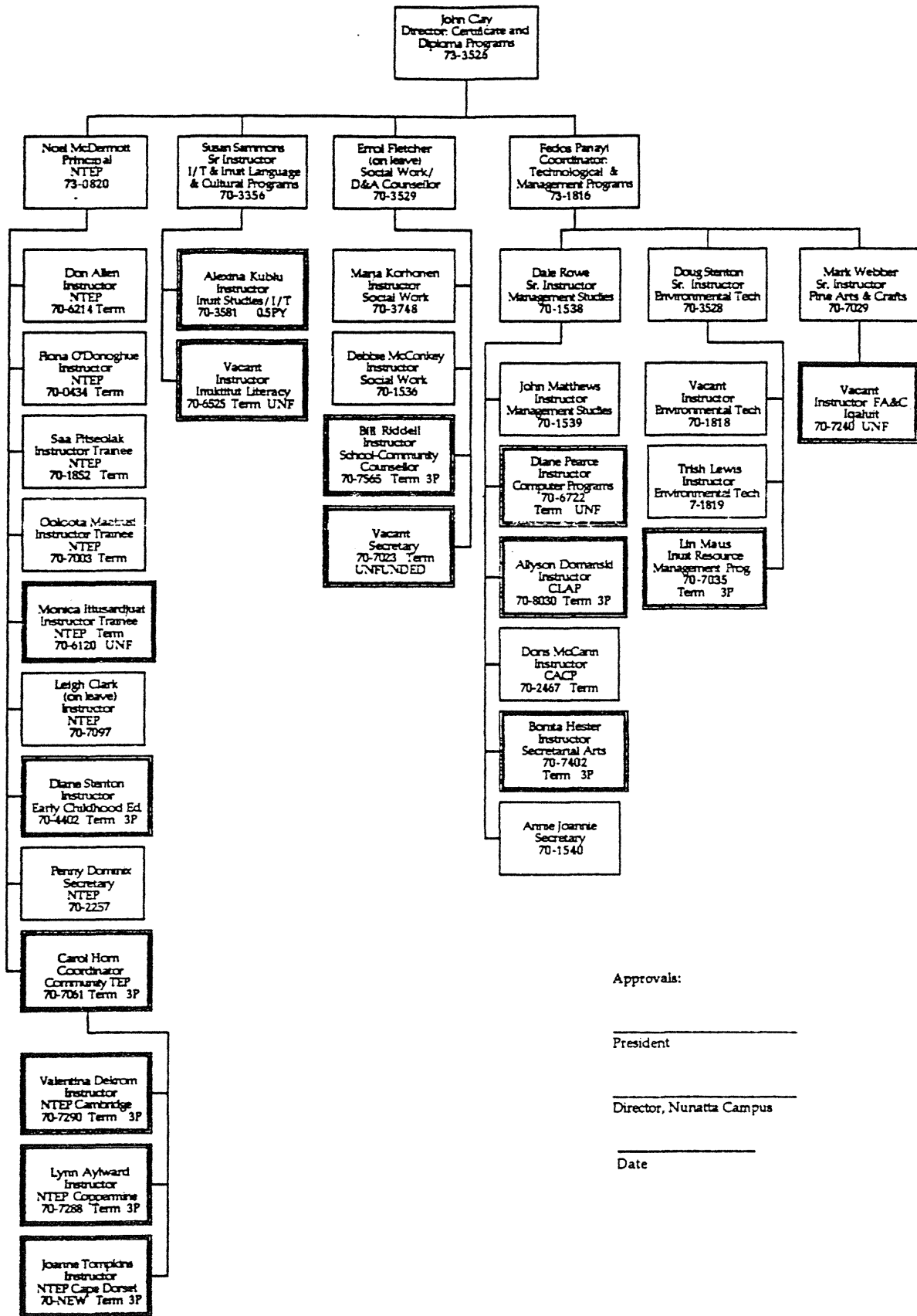


Approvals:

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Director, Nunatta Campus

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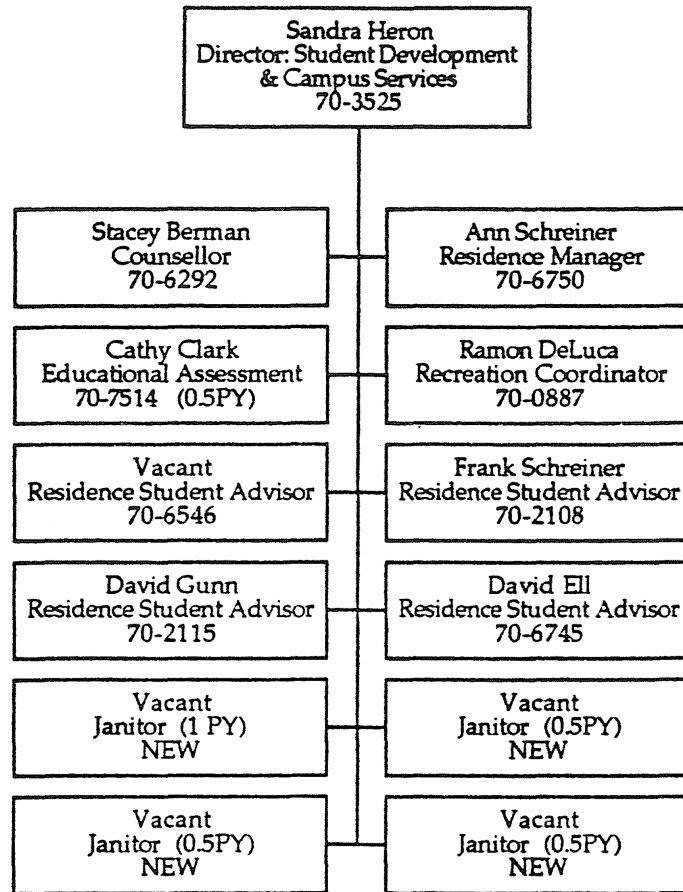


Approvals:

President

Director, Nunatta Campus

Date

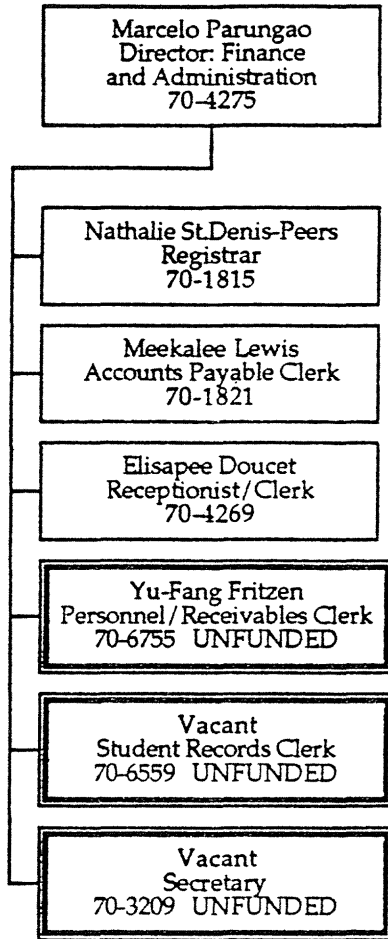


Approvals:

President

Director, Nunatta Campus

Date



Approvals:

President

Director, Nunatta Campus

Date

APPENDIX V

Qitirmiut Campus Program Offerings

1995 -96

Programs 1995/96

KITIKMEOT CAMPUS PROGRAMS FOR 1995-1996										
COMMUNITY	PROGRAM	DATES		SPONSORSHIP NUMBERS			ENROLLMENTS		TRAINING DAYS	INSTRUCTOR
		START	END	SFA	CEIC	OTHER	FT	BUDGET		
HOLMAN	Community Office Procedures	Sept.18,95	April 19,96	12	0	0		Base	140	John Penkala
COPPERMINE	NTEP	Sept.5,95		5	0	0		KBE Nunatta		Tina Dekrom
	ABE 130-150	Sept.11,95	April 12/96	0	12	2		Base/\$8400 HRDC	140	Gordon Bolduc
	Community Support Worker	Sept.11,95	March 15,96	10	0	0		\$89630.00 HRDC	130	Carol Gregor
	NSDP	Sept.11,95	March 15,96	0	0	14		\$94988 NSDP	120	Flo Stevenson
	Community Office Procedures	Oct 16,95	May 17,1996	10	0	0		\$59450 ECE	140	Bernice Tornquist
	CACP	Oct.30,95	Nov.10.95	0	0	8		Nunatta Campus	10	Doris McCann
CAMBRIDGE BAY	Community Office Procedures	Sept.11,95	Apr 12/96	3	11	0		\$77400 HRDC	140	Vicki Bobinski
	Early Childhood Education	Sept.11,95	Dec 15 /95	0	8	0		\$51600 HRDC	70	Nancy Piirinen
	Diploma Jewellery Making	Sept.11,95	May 3,96	10	0	0		\$53000.00 HRDC	165	Elisabeth Hadlari
	NTEP	Sept.5. 95	July, 1996	9	0	0				Lyn Aylward
	Pre-Employment Carpentry	Sept.11,95	June7,1996	2	7	0		\$53000 HRDC+\$58450 EC	180	John Power
	Small Engine Repairs	Jan.8, 1996	Apr. 12. 96	0	10	0		\$34320.00 HRDC	70	Glen Shelesky
	Parenting/NSDP	Sept 25/95	Mar 29/96	0	0	7		\$93951 KIA	120	Vicki Racey
	Guide Training Level I	JuLY 3,95	July 21.95	0	10	0		TTG Aurora College		
	CACP			0	0	8		\$20210 ECE		
	Diploma Early Childhood	Jan.96	Dec., 96	8	0	0		\$37650 ECE+\$30000 HRDC	140	Nancy Piirinen
	Upgrading/PLATO	Sept.95	Dec., 95	0	0	5		\$22760 Literacy		Mary Richards
	Pre-School Parents			0	0	0		Library Board		Rhoni Ohokannoak

Revised November 10, 1995

Programs 1995/96

GJOA HAVEN	ABE 130-150	Sept.11,95	April 12,96	0	10	2	\$7000.00 HRDC	140	Paulette Tymko
	NSDP	Sept 11/95	Mar.15/96	0	0	7	\$95534 NSDP	120	Marnie Todd
	Literacy Upgrading	Sept. 95	Dec., 95	0	0	4	\$7200 Literacy		David White
	Inuktitut	Oct., 95							
TALOYOAK	ABE 110-130	Sept 11/95	April 12/96	1	0	7	Base	140	Rick Morin
	Class 3	Oct.16, 95	Dec.8, 95	0	0	10	\$50544 ECE	40	Don Tourangeau
	Literacy Project								
PELLE BAY	HEO	June 26,95	July 21,95	0	0	14	\$17000 DOT	28	Albert Jewell
	NSDP	Sept 18/95	Mar 22/96	0	0	14	\$93998 NSDP	120	Linda Johnston
	Guide Training Level II			0	10	0	TTG Aurora College		
	CACP			0	0	8	Nunatta Campus	30	

Revised November 10, 1995

APPENDIX VI

Base Funded Program Budgets

1995-96

**NUNAVUT ARCTIC COLLEGE 1996 BASE BUDGET
NUNATIA CAMPUS
DRAWINGS & PRINTS (NAPB)**

MONTHLY CASH REQUIREMENTS

Expenditures: Salaries:

6120	Salaries	
6160	Wages	
	Total Salaries & Wages	Sub total

Other O & M:

6200	Travel	
6300	Materials & Supplies	
6500	Purchased Services	
6400	Utilities	
6600	Contract Services	
6700	Fees & Payments	
6800	Capital Purchases	
	Total Other O & M	Sub total
	Total Expenditures	Total

JULY 95 9601	AUG 95 9602	SEPT 95 9603	OCT 95 9604	NOV 95 9605	DEC 95 9606	JAN 96 9607	FEB 96 9608	MAR 96 9609	APRIL 96 9610	MAY 96 9611	JUNE 96 9612	YEAR TO DATE
												0'
												0'
0	0	0	0	0	0	0	0	0	0	0	0	0
												0
												0
												0
												0
												0
												0
												0
												0
												0
0	0	0	0	0	0	0	0	0	0	0	0	0

**NUNAVUT ARCTIC COLLEGE 1996 BASE BUDGET
NUNATTA CAMPUS
ARTS & CRAFTS FDN (IIAFR)**

MONTHLY CASH REQUIREMENTS

			JULY 95	AUG 95	SEPT 95	OCT 95	NOV 95	DEC 95	JAN 96	FEB 96	MAR 96	APRIL 96	MAY 96	JUNE 96	YEAR TO DATE
			9601	9602	9603	9604	9605	9606	9607	9608	9609	9610	9611	9612	
Expenditures	Salaries														
6120	Salaries	77,000	5,900	5,900	5,900	5,900	5,900	9,000	5,900	5,900	5,900	5,900	9,000	5,900	77,000
6160	Wages	104,500			8,500	14,000	14,000	7,500	10,000	14,000	14,000	14,000	8,500		104,500
	Total Salaries & Wages	Sub Total 181,500	5,900	5,900	14,400	19,900	19,900	16,500	15,900	19,900	19,900	19,900	17,500	5,900	181,500
Other O & M															
6700	Travel	15,200				4,200				5,000				6,000	15,200
6300	Materials & Supplies	59,000			25,000			15,000			15,000			4,000	59,000
6500	Purchased Services	4,000	1,500				1,000		1,500						4,000
6400	Utilities	0													0
6600	Contract Services	16,000				5,000			5,000				6,000		16,000
6700	Fees & Payments	0													0
6800	Capital Purchases	0													0
	Total Other O & M	Sub Total 94,200	1,500	0	25,000	9,200	1,000	15,000	6,500	5,000	15,000	0	6,000	10,000	94,200
	Total Expenditures	Total 275,700	7,400	5,900	39,400	29,100	20,900	31,500	22,400	24,900	34,900	19,900	23,500	15,900	

**MUNAVIT ARCTIC COLLEGE 1996 BASE BUDGET
 ILLIALLA CAMPUS
 MGT STUDIES (HMSR)**

MONTHLY CASH REQUIREMENTS

			JULY 95	AUG 95	SEPT 95	OCT 95	NOV 95	DEC 95	JAN 96	FEB 96	MAR 96	APRIL 96	MAY 96	JUNE 96	YEAR TO DATE
			9601	9602	9603	9604	9605	9606	9607	9608	9609	9610	9611	9612	
Expenditures	Salaries														
6120	Salaries	185,000	14,200	14,200	14,200	14,200	14,200	21,500	14,200	14,200	14,200	14,200	21,500	14,200	185,000
6160	Wages	55,000			5,000	5,000	5,000	7,500	5,000	5,000	5,000	5,000	7,500	5,000	55,000
	Total Salaries & Wages	Sub Total 240,000	14,200	14,200	19,200	19,200	19,200	29,000	19,200	19,200	19,200	19,200	29,000	19,200	240,000
	Other O & M:														
6200	Travel	22,800			2,500	2,500		3,000			5,000			9,000	22,800
6300	Materials & Supplies	6,000				3,000					3,000				6,000
6400	Purchased Services	3,000				1,500					1,500				3,000
6400	Utilities	0													0
6500	Contract Services	2,000		1,000						1,000					2,000
6700	Fees & Payments	1,000			500						500				1,000
6900	Capital Purchases	0													0
	Total Other O & M	Sub Total 34,800	0	1,000	3,000	7,500	0	3,000	0	1,000	10,000	0	0	9,000	34,800
	Total Expenditures	Total 274,800	14,200	15,200	22,200	26,700	19,200	32,000	19,200	20,200	29,200	19,200	29,000	28,200	

NUUNAVUT ARCTIC COLLEGE 1998 BASE BUDGET
NUUNAVUT CAMPUS
ENVR TECH (NETR)

MONTHLY CASH REQUIREMENTS

			JULY 95	AUG 95	SEPT 95	OCT 95	NOV 95	DEC 95	JAN 96	FEB 96	MAR 96	APRIL 96	MAY 96	JUNE 96	YEAR TO DATE
			9601	9602	9603	9604	9605	9606	9607	9608	9609	9610	9611	9612	
Expenditures	Salaries														
6120	Salaries	223,000	17,200	17,200	17,200	17,200	17,200	25,500	17,200	17,200	17,200	17,200	17,200	25,500	223,000
6160	Wages	18,050			2,000	2,250	2,250	1,500	1,500	2,500	2,500	2,500	1,000		18,050
	Total Salaries & Wages	Sub Total 241,050	17,200	17,200	19,200	19,450	19,450	27,000	18,750	19,700	19,700	19,700	18,200	25,500	241,050
	Other O & M:														
6200	Travel	12,350				5,000				4,350				3,000	12,350
6300	Materials & Supplies	20,000			7,500			2,500				7,500		2,500	20,000
6500	Purchased Services	1,000			500						500				1,000
6400	Utilities	0													0
6600	Contract Services	16,000				5,000				5,000				6,000	16,000
6700	Fees & Payments	0													0
6800	Capital Purchases	0													0
	Total Other O & M	Sub Total 49,350	0	0	8,000	10,000	0	2,500	0	9,350	500	7,500	0	11,500	49,350
	Total Expenditures	Total 290,400	17,200	17,200	27,200	29,450	19,450	29,500	18,750	29,050	25,200	27,200	18,200	37,000	

**NUHAVUT ARCTIC COLLEGE 1996 BASE BUDGET
 NUHATTA CAMPUS
 SOCIAL WORK (NSWB)**

MONTHLY CASH REQUIREMENTS

		JULY 95 9601	AUG 95 9602	SEPT 95 9603	OCT 95 9604	NOV 95 9605	DEC 95 9606	JAN 96 9607	FEB 96 9608	MAR 96 9609	APRIL 96 9610	MAY 96 9611	JUNE 96 9612	YEAR TO DATE		
Expenditures	Salaries															
6120	Salaries	231,000	17,800	17,800	17,800	17,800	17,800	26,500	17,800	17,800	17,800	17,800	26,500	17,800	231,000	
6160	Wages	12,350		2,500	2,500	2,500	1,200	2,100	1,550						12,350	
	Total Salaries & Wages	Sub Total	243,350	17,800	17,800	20,300	20,300	20,300	27,700	19,800	19,350	17,800	17,800	28,500	17,800	243,350
Other O & M:																
6200	Travel	18,050			4,000			3,050			3,000		8,000		18,050	
6300	Materials & Supplies	4,000			2,500					2,000					4,000	
6500	Purchased Services	11,000				2,500			4,000		2,000		2,500		11,000	
6400	Utilities	0													0	
6600	Contract Services	0													0	
6700	Fees & Payments	0													0	
6800	Capital Purchases	0													0	
	Total Other O & M	Sub Total	33,050	0	0	0	6,000	2,500	0	3,050	4,000	2,000	5,000	0	16,500	33,050
	Total Expenditures	Total	276,400	17,800	17,800	20,300	26,300	22,800	27,700	22,850	23,350	19,800	22,800	28,500	28,300	

NUHAVUT ARCTIC COLLEGE 1996 BASE BUDGET
 NUHATIA CAMPUS
 INTERPRETER/IPANS (NITB)

MONTHLY CASH REQUIREMENTS

			JULY 95	AUG 95	SEPT 95	OCT 95	NOV 95	DEC 95	JAN 96	FEB 96	MAR 96	APRIL 96	MAY 96	JUNE 96	YEAR TO DATE	
			9501	9502	9503	9504	9505	9506	9507	9508	9509	9510	9511	9512		
Expenditures:	Salaries:															
6120	Salaries	72,000	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800	72,000	
6160	Wages	51,000			5,500	5,500	5,500	8,500	5,500	5,500	5,500	5,500	4,000		51,000	
	Total Salaries & Wages	Sub Total 123,000	5,500	5,500	11,000	11,000	11,000	17,000	11,000	11,000	11,000	11,000	12,500	5,500	123,000	
	Other O & M:															
6200	Travel	13,300				4,000				3,300				4,000	2,000	13,300
6300	Materials & Supplies	4,000				2,000			2,000							4,000
6500	Purchased Services	2,000				1,000						1,000				2,000
6400	Utilities	0														0
6600	Contract Services	29,000										14,500				29,000
6700	Fees & Payments	1,000				500						500				1,000
6800	Capital Purchases	0														0
	Total Other O & M	Sub Total 49,300	0	0	16,000	6,000	0	0	2,000	3,300	16,000	0	4,000	2,000	49,300	
	Total Expenditures	Total 172,300	5,500	5,500	27,000	17,000	11,000	17,000	13,000	14,300	27,000	11,000	16,500	7,500		

**NUUNAVUT ARCTIC COLLEGE 1996 BASE BUDGET
 NUUNATTA CAMPUS
 INUN TEACHER ED (NTEB)**

MONTHLY CASH REQUIREMENTS

			JULY 95	AUG 95	SEPT 95	OCT 95	NOV 95	DEC 95	JAN 96	FEB 96	MAR 96	APRIL 96	MAY 96	JUNE 96	YEAR TO DATE
			9601	9602	9603	9604	9605	9606	9607	9608	9609	9610	9611	9612	
Expenditures:	Salaries:														
6120	Salaries	508,000	39,100	39,100	39,100	39,100	39,100	58,500	39,100	39,100	39,100	39,100	58,500	39,100	508,000
6160	Wages	37,700		16,000								11,700		16,000	37,700
	Total Salaries & Wages	Sub Total 545,700	39,100	44,100	39,100	39,100	39,100	58,500	39,100	39,100	39,100	50,800	58,500	55,100	545,700
	Other O & M														
6200	Travel	78,900		30,000		4,500		5,000	10,000	5,000	2,500	8,000		8,000	78,900
6300	Materials & Supplies	8,000		2,000		2,000			2,000				2,000		8,000
6500	Purchased Services	20,000				5,000				5,000			5,000	5,000	20,000
6400	Utilities	0													0
6600	Contract Services	0													0
6700	Fees & Payments	0													0
6800	Capital Purchases	0													0
	Total Other O & M	Sub Total 104,900	0	32,000	0	11,500	0	5,000	21,000	10,000	2,500	8,000	7,000	10,000	104,900
	Total Expenditures	Total 650,600	39,100	81,100	39,100	50,600	39,100	63,500	61,000	49,100	41,600	58,800	65,500	65,100	

APPENDIX VII

Press Release Re: Program Relocation

October 17, 1995

Communiqué

Nunavut Arctic College Plans Program Relocation

For Immediate Release

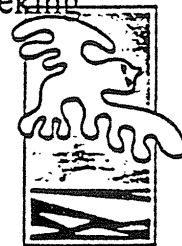
October 17, 1995

Iqaluit, NWT

Nunavut Arctic College (NAC) Board of Governors has announced it plans to relocate two programs from Iqaluit's Nunatta Campus to Campuses in the Keewatin and Kitikmeot Regions. This move will address one of the primary objectives set out in the College's Corporate Plan, to achieve regional balance in program delivery at all three campuses of NAC.

The decision to relocate two programs was confirmed recently at the Board of Governors meeting held in Rankin Inlet. At that time, the Board identified the process to be used in determining what programs would be relocated and the timetable for making a decision. Also, at this meeting the Board identified two possible candidates for relocation: the Management Studies Program and the Social Work Program.

This announcement ends speculation about how programs would be moved. A formal announcement was delayed until the affected staff had been notified of the intent to proceed. The Board is currently seeking input from concerned parties.



**Nunavut
Arctic College**

Communiqué

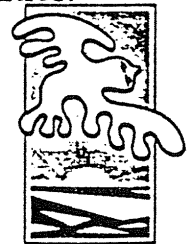
A final recommendation will be sent to the Minister of Education, Culture and Employment in January, 1996. Implementation would be completed for the start of the school year in September, 1996.

This move is seen as an important step to provide greater access to College programs. Currently all diploma programs are located at Nunatta Campus in Iqaluit. The movement of programs to two other locations, while increasing access, will not preclude that program from being offered at another campus, should demand warrant.

The relocation of programs will mean that the Keewatin and Kitikmeot Campuses will share up to six additional instructor positions and a budget of approximately \$651,500.

“When this redistribution of the College’s resources has been completed, each campus will be in a stronger position to assume a significant role in the development of Nunavut,” stated Joe Ohokannoak, Chairperson of the Board of Governors.

“By diversifying our program delivery base, Nunavut Arctic College wants to emphasize that we are committed to meeting the educational needs of ALL the residents of Nunavut for high quality opportunities.”



**Nunavut
Arctic College**

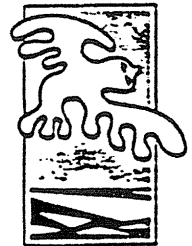
Communiqué

For more information, contact:

Joe Ohokannoak
Chairperson
Nunavut Arctic College
Board of Governors
(403) 983 2416

Greg Welch
President
Nunavut Arctic College
(819) 979 4100

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Nunavut
Arctic College

**SUMMARY OF THE
NUNAVUT ARCTIC COLLEGE PROGRAM RELOCATION STUDY
(By Hugh G. Lloyd, Tikkilik Media, Yellowknife)**

The study was commissioned to provide the College Board of Governors with objective information on which to make a decision about relocating programs from Nunatta Campus to the Keewatin and Kitikmeot regional campuses. Eight base-funded programs, with the exception of Adult Basic Education, were examined as candidates for transfer. The contractor interviewed College staff and students at the three College campuses. Stakeholders in GNWT departments, the communities, and regional Inuit organizations were interviewed as well. Statistical information on students and financial information on program delivery and program relocation costs was compiled.

On the basis of his research, the contractor concluded that:

- Programs such as Teacher Education, Fine Arts, and Environmental Technology would not be easy to relocate due to their size, specialized facilities requirements, and other reasons.
- The Management Studies/Community Administration Certificate and Social Work/Community Alcohol and Drug Counsellor programs are the best candidates for relocation because they do not require specialized facilities and equipment.
- Nunatta Campus would be able to recover from the loss of base-funded programs in a short period of time, in response to demands for training services in Iqaluit.

The contractor found that if Kivalliq Hall is available by the spring of 1996, the relocation of Management Studies/CACP to Rankin Inlet could begin in September 1996. He advised against relocating the Social Work/Community Alcohol and Drug Counsellor programs to Cambridge Bay until additional instructional facilities and staff and student housing are available there.

The contractor recommended that the program relocation be phased in over three years. This time span would accommodate the wishes of the existing students in Iqaluit, who want to complete their studies at Nunatta Campus. These students would complete their programs there in 1996-97. Program delivery would begin in Rankin Inlet and Cambridge Bay the same year, and the program relocation would be complete by 1998-99. The three-year phase-in period would also provide time to prepare the minimum facilities required to offer programs in Cambridge Bay.

