

Universities & Community Economic Development

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George Karaphillis
Director, MBA in Community Economic Development program
Cape Breton University





The Challenge of Change ...

Old Paradigm:

- Companies locate near natural resources
- Need-based development: demand side uses our resources and people, being a cheap place to do business



New Paradigm:

- Companies locate where educated labour is available
- Asset-based development: supply side changes the quality/cost of <u>all</u> our resources & people, ideas & talent



The Challenge of Change ...

Old paradigm: Government drives economic development

New paradigm: Economic development happens through a *collaborative* process that harnesses the strengths of all players

- · all levels of government
- business
- educational institutions
- community groups and organizations

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The Challenge of Change "

- GNP increasing at half of Canada's average growth rate
- Slow productivity gains (NS' productivity is 0.84 of national rate)
- Resource sector rationalization is not finished yet
- Declining Middle Jobs
- Out-migration and decreasing birth rates lead to depopulation, with the exception of First Nations
- Region's population is decreasing: 2.33 million in 2006, lowest in 20 years. Literacy gap: 38% below level 3



Universities & Community Economic Development

Futures of our universities are inexorably tied to the health of our communities.

Sources of interaction:

- Employer
- Purchaser
- Real estate developer
- Workforce developer
- Advisor and network builder
- Technology transformer and incubator

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Cape Breton University & Community Economic Development

Cape Breton University and its predecessors became reality because of strong community demand for access to higher education.

Cape Breton University had its beginnings in 1974, with a charter that emphasizes its role in developing the economy of Cape Breton.

Cape Breton University is rooted in the community.



Context - Cape Breton's socio-economic evolution

- 1700s 1st wave of Globalization: Resource access Colonization: colonies of France and Britain
- 1900s Industrialization: capital and labor intensive Economic colonization: Industrialization by corporations controlled by outsiders. 'Employee Culture'
- 1970s -End of golden industrial era Steel mill and coal mines rescued by governments. Decisions are being made in government capitals.
- 1980s -Governments abandon operating heavy industry, enterprise parks, and ports.
- 2nd Wave of Globalization: Knowledge economy • 2000 ... Underemployment, outmigration, but economy's decisionmaking not made exclusively abroad or government capitals.



Workforce Developer

Developing and delivering programs demanded by community

Technology diploma programs in Mining, Environmental, Electrical etc. Business Technology diploma programs in Accounting, Marketing etc. Hospitality & Tourism diploma program

Bachelor of Arts in Community Studies



Specialized CAD/CAM program for auto-part cluster BTech programs in manufacturing, petroleum, computer programming, ... Bachelor degree programs in Business, Arts, and Science

Master of Business Administration in Community Economic Development

Specialized diploma program for new pharma plant operations Bachelor degree in Integrative Science Bachelor degree programs in Nursing, Education, Public Health



Workforce Developer: Puzzles and Mysteries - economic development

MBA in Community Economic Development



Economic, social, and environmental problems are interconnected

- Business
- Community Development
- Economic Geography
- Venture Analysis
- Leadership
- International Business
- Strategy
- Applied Research

Students from every Canadian province took MBA courses on campus in July



Workforce Developer

Delivering MBA in CED in: Full-time, semester

Short-residency format (July)

Weekend-format in 5 cities/4 provinces

Full accreditation process completed in Province of Alberta,

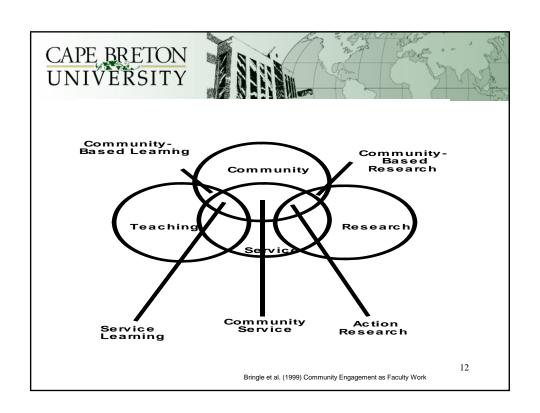
- MBA in CED was granted accreditation by the Council for the Advancement of Native Development Officers (CANDO).
- Facilitated a province-wide pilot project for Strategic Alliance, the *HRSDC Partnership Training Program for Community Organizations*
- Deliver annually a Learning Day event for community organizations
- Offered week-long <u>Learning Vacations</u> which have attracted participants from Canada, the United States and Ireland



Advisor and network builder

Focus on the region's economic and cultural growth, as that is part of the raison d'etre. Have developed an understanding of managing change within the region's communities, with a few interface units:

- · CED Institute
- · Small Business Development Centre
- · Office of Research & Graduate Studies
- CSEE: Centre for Sustainability in Energy & the Environment
- · Purdy Crawford Chair in Aboriginal Business Studies
- · Canada Tier 1 Research Chair in Integrative Science
- · Canada Tier 1 Research Chair in Intangible Culture





Advisor and network builder

- The CED Institute led the Atlantic portion of a national research study on *Financing the Social Economy*, in collaboration with community partners. Funded by SSHRC.
- Completed economic impact analysis of Cape Breton's trails, for Cape Breton Pathways Association community group
- Conducting research on the Nova Scotia Social Enterprise sector.
 Sponsored by the NS Department of Rural and Economic Development
- Conducting research on Impact of Buying Local, for BALLE Nova Scotia
- Hosted conferences on *Community Business* in July 2011 and 2006: participants from Canada, USA, Latin America, UK, Ireland, and Spain. Hosting conferences in July 2013 and July 2015.

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Advisor and network builder

 CBU faculty serve as directors or chairs of many boards: government agencies (Innovacorp ..), creative arts ventures (Celtic Colours ..), technology companies (Mediaspark, Protocase, Dynagen, ..), businesses (Laurentian ..), and community foundations.



Technology transformer and incubator

- CBU's Centre for Sustainability in Energy and the Environment and a local partner, Target Hydraulics and Machine Works, were recently awarded \$1.7 million from the Atlantic Innovation Fund, for commercialization of Torrefaction biomass technology
- CBU faculty founded innovative social enterprises: New Dawn Enterprises, BCA Investment Co-operative ...
- CBU faculty have started innovative companies: Health Outcomes Worldwide, Dynagen ..

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& CSEE