



# Research & Development / Recherche & développement

## **SUE CALHOUN**

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### **Objective:**

- To provide quality professional services that assist clients in solving problems and achieving their objectives.

### **Career profile:**

- Spent 10 years as a journalist, writing extensively for newspapers, magazines, radio and television. Won Top Award given by the Atlantic Journalist Awards in 1991; also won Honourable Mention for Outstanding Investigation Reporting in Canada, The Canadian Association of Journalists, 1990.
- Spent another decade as a researcher and consultant in the fisheries, which included research and writing, survey and questionnaire design, interviews and focus groups, feasibility and market studies, administration on international projects (Guyana, Sao Tomé et Príncipe).
- Since 1997, have owned and operated my own company, Calhoun Research & Development/Recherche & développement, which specializes in program evaluation, labour market analysis including surveys, business and community economic development, and research and writing.
- Author of two books and co-author of a third.
- During past 30+ years, have provided the research, analysis and writing for approximately 150 studies and reports that have enabled clients to make key strategic decisions.

### **Detailed work experience:**

- Owner/operator, Calhoun Research & Development/Recherche & développement, Moncton, NB (1997-present)
- Associate/consultant, GTA Consultants Inc., Shédiac, NB (1987-1996). During 1993-96, was also Office/Financial Manager, responsible for overseeing three offices in two provinces, and managing several international projects.
- Freelance journalist and writer, based in Shédiac, NB (1983-1987). Clients included Atlantic Insight, Globe and Mail, Canadian Geographic, Macleans, CBC radio and television.
- Researcher, CBC-TV program Harris-Lorimer (later called Inquiry), Halifax, NS (1981-1983)
- Between 1976 and 1981, wrote for newspapers in Ontario, Newfoundland and Nova Scotia.

### **Areas of Company Specialization:**

- Program evaluation
- Labour market analysis
- Surveys
- Statistical analysis
- Business and community economic development for women
- Community Economic Development (CED)
- Solid and thorough research
- Plain language writing
- Group facilitation including focus groups

**Education/Training:**

- Masters in Business Administration (MBA), Université de Moncton, NB
- Diploma, Community Economic Development (CED), St. Mary's University, Halifax NS
- Certificate in Survey Methods and Questionnaire Design, Statistics Canada
- French Immersion four weeks, Université de Moncton, Shippegan, NB
- French Immersion six weeks, University of Western Ontario, Trois Pistoles, PQ
- Masters of Social Work program (completed one year), Waterloo Lutheran University, ON
- Bachelor of Arts: Sociology, University of Waterloo, Waterloo, ON

**Appointments, voluntary commitments:**

- Served on the Advisory Committee (Letter of Intent stage) of the Social Sciences and Humanities Research Council (SSHRC) in May 2013.
- Employment Insurance Board of Referees (2006 – 2013)
- Canadian Federation of Business & Professional Women's Clubs, President (2008-2010); 1<sup>st</sup> Vice-President (2006-08); NB Provincial President (2004-06); BPW Moncton President (2002-04)
- Atlantic Innovation Fund Advisory Committee (2002-04)
- National Advisory Committee on Rural Issues (2002-05)
- New Brunswick Judicial Council (1996-1999)
- Shédiac Daycare Co-operative/Garderie coopérative de Shédiac inc., founding President (1992-96, 1997-98)
- Dialogue New Brunswick (1990-93)
- Atlantic Board of Directors of OXFAM-Canada (1979-1989)
- Member, Canadian Evaluation Society
- Member, The Writers' Union of Canada [www.writersunion.ca/c/calhoun.htm](http://www.writersunion.ca/c/calhoun.htm)
- Member, Canadian Research Institute for the Advancement of Women
- Member, Atlantic Provinces Economic Council (APEC)
- Member, Greater Moncton Chamber of Commerce

**Awards, nominations:**

- 2009, YWCA Women of Distinction award, Women in Public and Community Service
- 2009, Phenomenal Woman Award (one of six nominated). NB Association of Community Business Development Corporations, sponsored by the Business Development Bank of Canada
- 1995, Volunteer of the year. Acadian Cooperative Movement
- Atlantic Journalism Award: Top award for Best magazine/feature writing, 1991
- Canadian Association of Journalists: Honourable Mention – Magazines, 1990

**Other facts:**

- Languages: English, French
- Computer skills include Microsoft Office (Word, Excel, PowerPoint), Internet research

### **Examples of labour market analysis, survey projects:**

**CLIENT** - NB Department of Training and Employment Development (now Post-Secondary Education, Training and Labour), 2000 – 2012. Carried out the following labour market analyses/research projects, all of which included questionnaire design and implementation, surveys, environmental scans to identify how programs are offered in other jurisdictions and in some instances, focus groups.

- 2012. Sector profile of the Mobile Equipment Repair Sector. The purpose of the research was to investigate the current state of industries that employ Mobile Equipment Repairpersons in the province, with consideration to current and emerging trends, skills and competencies required of graduates, areas of possible obsolescence, and labour force needs of this sector in New Brunswick. The research was aimed at presenting a “snapshot” of this occupational group, to identify if there are any challenges and/or opportunities, and to report key findings about trends and labour market needs.
- 2011. Evaluation of the Aquaculture Technician Program, to investigate the current state of this industry in New Brunswick. Work included consideration of current programming, its relevance to industry needs, demand for the program, and where it should be located. This required an analysis of emerging trends, skills and competencies required of graduates, areas of possible obsolescence and needs of NB employers.
- 2011. Analysis of the Nutritional Food Management Sector to determine if there is a need for a Nutritional Food Management Program at NBCC and if so, where it should be located. Work included an analysis of emerging trends, skills and competencies required of graduates, areas of possible obsolescence, and needs of NB employers.
- 2011. Evaluation of the Journalism Program at NBCC-Woodstock to determine the future of journalism in today’s digital world, and if students are graduating with skills required by NB employers. Included analysis of labour market prospects for journalism graduates.
- 2009, 2010. As a result of the IT review in 2008 (see below), carried out two further studies in 2009 and 2010 to identify whether there was a need for IT programs, specifically in network and data security, and in the occupation “Business Analyst.” Both studies involved approximately 40 interviews with employers in NB, association representatives, and program coordinators offering such programs elsewhere in Canada at the community college level.
- 2008. Review of the Information Technology (IT) programs at NBCC colleges (anglophone) to ensure that NBCC Information Technology programs meet the needs of industry in New Brunswick, and to enhance career opportunities of NBCC graduates in this field of study. Work included an environmental scan to see how IT programs are offered at the community college level elsewhere in Canada.
- 2008. Feasibility study for a proposed program in “Food Technology/ Manufacturing” in the School of Technology and Trades, New Brunswick Community College. This research included an environmental scan of similar programs at other institutions in Canada.
- 2006. Feasibility study for a proposed Certificate or Diploma program in Hydraulics at NBCC-Woodstock. This research included an environmental scan of similar programs at other institutions in Canada.
- 2006. Feasibility study to explore the possibility of including elements of landscape business management into the curriculum of the Landscape and Landscape Design Programs at NBCC-Woodstock. This research included an environmental scan of similar programs at other institutions in Canada.
- 2006. Feasibility study to explore the possibility of offering a Certificate or Diploma program in Project Management in the Business Department at NBCC-Woodstock. This research included an environmental scan of Project Management programs offered at other institutions in Canada.
- 2005. Review of the Office Administration: Transportation Operations Program at NBCC-Woodstock, to present recommendations on the program, specifically in the areas of program

- content and duration. This research included an environmental scan of similar programs at other institutions in Canada.
- 2005. Review of the Medical Office Administration Program at NBCC-Woodstock, to present recommendations on the program, specifically in the areas of program content and duration. This research included an environmental scan of similar programs at other institutions in Canada.
  - 2005. Labour Market Analysis – Supply of and Demand for Trained Funeral Directors & Embalmers in New Brunswick. The objective was to investigate the options available for training in funeral services in the province. This research included an environmental scan of the major training institutions where New Brunswick students currently or potentially obtained training in funeral services.
  - 2004. Feasibility study for a proposed Ecotourism Program at NBCC-St. Andrews. This research included an environmental scan of ecotourism programs offered at other community colleges across the country.
  - 2004. Carried out a research project called “After Hours Childcare Study.” This project involved two components: 1) a questionnaire survey of employees of customer contact centres in the Greater Fredericton working or potentially working shift work; and 2) an environmental scan of after hours (also called flexible, non-standard, atypical) childcare services in North America and selected European countries. This research was carried out for the Customer Contact Centre Committee (Fredericton Region) in cooperation with Enterprise Fredericton and the Department of Training and Employment Development – Fredericton Regional Office, 2004.
  - 2003. Feasibility study into the possibility of offering a Public Relations/ Communications Officer Program at NBCC-Saint John. This research included an environmental scan to identify similar programs offered at the community college level in Canada.
  - 2003. Feasibility study for a proposed Police Foundations Program in the community college system in NB. This research included an environmental scan of other Police Foundations Programs offered elsewhere in Canada.
  - 2003. Carried out a research project called “Workplace Training and Development: Interventions for Small and Medium Enterprises [SMEs] and Workers at Risk.” The objectives of the project were to collect, review and inventory existing research and evaluation pertaining to workplace training and development issues and challenges faced by SMEs and workers at risk, and workplace training and development interventions for SMEs and workers at risk in other Canadian jurisdictions.
  - 2002. Construction Trades Study. To determine the current and potential supply of construction workers in 19 construction trades in NB, and to compare this information to current and projected demand to determine if an imbalance exists between supply and demand; and to make recommendations about training based on this information.
  - 2001. Study on training requirements in the marine sector. The federal government, through Transport Canada, was in the process of changing training requirements for persons working in the marine environment. The proposed changes include: 1) a new certification, the Restricted Operators Certificate - Maritime Commercial which will be compulsory for all commercially operated vessels; 2) a requirement for Mandatory Marine Emergency Duties (“MED-A1”) training for all persons working aboard vessels. The two NBCC colleges that provide this training wanted to determine numbers of people who will be affected, given that training facilities are limited. Work involved conducting Key Informant interviews to determine key issues and data analysis.
  - 2000. New Brunswick Community College Information Technology Study. To establish a profile of IT occupations in NB, to examine current NBCC offerings in the field of IT, to determine if current offerings match employer needs and to make recommendations about IT programming in the NBCC system to meet needs of NB employers. Work included an environment scan of IT offerings at the community college level elsewhere in Canada

**CLIENT** – Small Craft Harbours Branch, DFO, 2004.

Carried out a user fee study in eastern and southwestern Nova Scotia. As part of its Essential Harbour Planning Process, the Small Craft Harbours Branch of the DFO wanted to look at existing rate and fee structures at Harbour Authorities in selected areas of the Maritimes, to examine the gap between existing rates and fees and potential market value, and to develop a strategy for how Harbour Authorities might bring their rates and fees more in line with market value in order to increase revenues. The objectives of the study were to determine whether or not there was potential to increase user fees at the identified essential harbours in order to increase revenue generation, and if so, to determine what the “order of magnitude” levels of such increases could be, and to identify possible new commercial opportunities at identified essential harbours.

**CLIENT** – Atlantic Canada Opportunities Agency, 2003

Surveyed 500 women business owners in Atlantic Canada, to establish baseline data for ACOA’s newly-launched Women in Business Initiative. The report also included secondary research on women entrepreneurs. Separate provincial reports were done for PEI-ACOA, NB-ACOA and NS-ACOA. (<http://www.acoa-apeca.gc.ca/eng/publications/ResearchStudies/Pages/home.aspx#entrepreneurship%20and%20skills%20development>)

**CLIENT** – Small Craft Harbours Branch, DFO, May 2002

Study to examine the effectiveness and efficiency of SCH’s harbour rationalization process, and to identify and analyze alternatives that would enable SCH to optimize its program inventory. This project included reviewing all the documentation on SCH’s harbour rationalization process since it began. The study addressed the benefits and risks of the general application of various alternatives Canada-wide, and the potential impact of the specific application of these alternatives in the Newfoundland and Labrador Region.

**CLIENT** - Department of Fisheries and Oceans, 1999

A national survey to compare rates and services at government harbours to rates at harbours that are privately-owned and operated. Work involved designing a questionnaire, in cooperation with DFO-SCH staff in five regions of the country, supervising inputting of data into an Access database, analysis of data and report writing. This contract was sole-sourced to Ms Calhoun because of her extensive experience around harbour issues. Between 1990 and 1995, she carried out eight socio-economic studies on harbour management options in locations throughout Atlantic Canada. These studies included interviews and community meetings in each location.