



Annual Report

2006-2007



COLLEGE
OF THE
NORTH
ATLANTIC

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To the Honourable Joan Burke, M.H.A.,
Minister of Education:

On behalf of the Board of Governors it is again my pleasure to report a stellar year for College of the North Atlantic (CNA). In this report you will find but a glimpse of the advances in research and development, the expansion of accessible and responsive programming, examples of our continued and growing influence on community social and economic development and the tremendous dedication of partners, staff, faculty and students.

It is no coincidence this past year that CNA was able to make major inroads in Aboriginal programming development and access, training for women in skilled trades, the attainment of technology and support for students with disabilities, and the expansion and modification of infrastructure throughout the province. It is largely due to government's commitment to work with the college in following through with initiatives identified in last year's White Paper on Post-Secondary Education, that we have met with this success.

Following the White Paper's release, and in accordance with the strategic directions of government, we completed a strategic planning exercise that resulted in a blueprint for the goals and objectives our institution will follow for the next two years. In addition, the college holds a newly defined mission and value statements.

We foresee that the college's role in the post-secondary system will become even more central to Newfoundland and Labrador's economic advancement. Major oil and gas

and other resource projects on the horizon will require skilled tradespeople and technicians, and our comprehensive, broad-based programming is poised to meet these specialized training needs. Our distance learning services allow study to take place anywhere and anytime, in response to the growing need for flexible, learner-directed education.

Our campus in Qatar continues to thrive and expand, training new students in the fields of engineering, information technology, health sciences, business and security.

We, the board, remain committed – and proud – to work with government and the administration of the college on initiatives identified by the White Paper and our Strategic Plan to ensure a college that is strong, vibrant and well-positioned to contribute to the growth and development of all regions and in the provision of quality, life-long learning for our students.

College of the North Atlantic is a category one entity and this Annual Report was prepared in accordance with the guidelines of the *Transparency and Accountability Act*. The report covers the period of April 1, 2006 to March 31, 2007. My signature below is on behalf of the entire Board of Governors and is indicative of our accountability for the actual results reported herein.

Sincerely,



Alfred Goss, Board Chair

Vision

The vision of College of the North Atlantic is of lifelong learners who are educated and highly skilled, able to meet the demands of the labour market and contribute to the social, economic and cultural well-being of their communities.

Mission

By the year 2011, College of the North Atlantic will have improved accessibility to quality programs and enhanced services to support the success of students and communities.

Lines of Business

For over four decades, this province's public college education system has been delivering programming that responds to the highest academic and skills standards while maintaining flexibility in meeting the training requirements of local industry and the broader economy. We monitor and evaluate economic and labor force shifts and appropriately align development opportunities for our students. We are committed to providing an accessible, responsive and quality learning environment that prepares the people of Newfoundland and Labrador to become self-sufficient contributors to social and economic development both at home and in a global context.

Full- and part-time programs

CNA offers a broad range of full- and part-time certificate, diploma and advanced diploma programs in academics, applied arts, business, information technology, engineering technology, industrial trades, health sciences, tourism and natural resources. These programs are offered

at our 17 campus locations throughout the province, our campus in the Middle East State of Qatar and globally through distance education. CNA provides further flexibility and meets national standards through industry accreditation and articulation with other educational institutions provincially, nationally and internationally.

Continuing and community education programs

Our continuing and community education programming provides additional learning opportunities for communities, promoting ongoing, life-long learning. Many campuses offer a variety of convenient part-time certificate programs, credit and non-credit courses in such areas as professional development, export readiness, emergency preparedness, personal growth and general interest.

Contract Training

Through our Corporate Training division, we offer contract training that is drawn from our established program offerings or custom-designed for business, industry and government. Training can vary from a one-day session to a program of several weeks or several months with a delivery that is both local and global in scope. To date, we have delivered training in more than 30 countries around the world.

Applied Research

CNA serves as an anchor to local community innovation by complementing the economic and environmental assets of communities and adapting local strategies for local business development and new investment. Our Research and Innovation Network seeks to further contribute to the economic prosperity of the province by coordinating

research and development opportunities with the private and public sector, focusing in particular on product development and commercialization.

Community Outreach

The college plays an active and vital role in the communities and regions it serves. In addition to reaching out to communities with programming and training, college staff and representatives play vital leadership roles as active members of regional economic development boards, charitable organizations and community initiatives. In some communities, the college's contribution extends to developing and incubating new businesses, developing prototypes, testing and analyzing products and providing access to expert staff, new technologies and state-of-the-art equipment.

Student Support

CNA strives to provide meaningful support at every step of a student's education to ensure every opportunity for

success. In particular, our Access for Success program – internationally acclaimed as a best practice – is designed to improve both access and retention. Always looking to the future, we have developed Personalized Career Plan (PCP) software that will assist students in their achievement at our institution and partner colleges and universities.

Other student services include counselling and personal development, library services, disability services, Aboriginal student services, social and recreational activities, international student services, day care centres, funding assistance and more.

Number of Employees

The employee demographics information in last year's Annual Report included or excluded different employee groups (i.e. continuing education instructors, student employees, employees on layoff, but available for employment and invigilators). In the 2006-2007 Annual Report these groups have all been excluded.

Newfoundland & Labrador – March 31, 2007					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	314	312	37	20	683
Males	143	454	44	1	642
Sub-total	457	766	81	21	1,325
Qatar – March 31, 2007					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	23	129	10	0	162
Male	18	208	11	0	237
Sub-total	41	337	21	0	399
College Total	498	1103	102	21	1,724

Physical Location

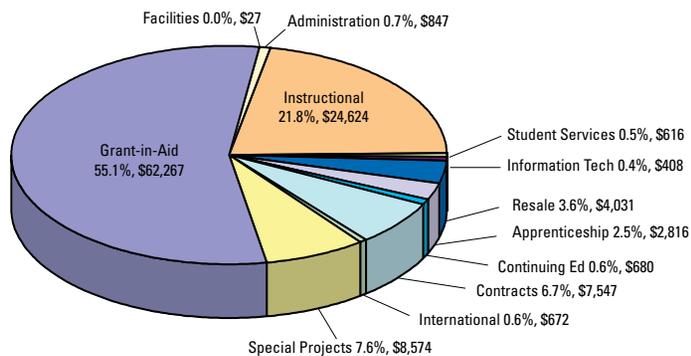
CNA is comprised of 17 campuses located throughout the province of Newfoundland and Labrador and one international college of technology in the Middle East State of Qatar.



Other Key Statistics

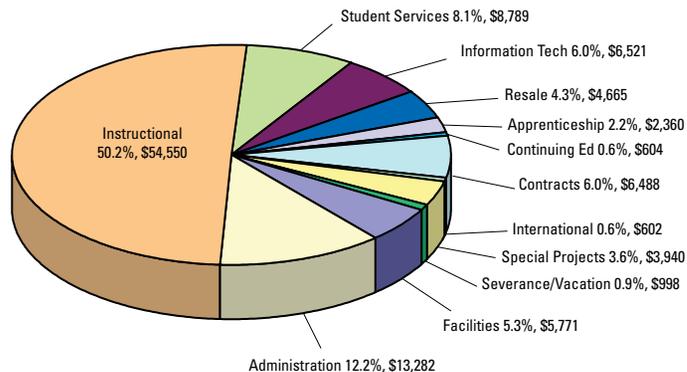
Revenue

\$113,109
(percentage and thousands of dollars) March 31, 2007



Expenditure

\$108,570
(percentage and thousands of dollars) March 31, 2007



Enrollment

School	Number Registered*			Male	Female
	Full-Time	Part-Time	Total		
Academics	1,798	1,168	2,966	1,026	1,940
Applied Arts	488	79	567	156	411
Business Studies	1,213	62	1,275	198	1,077
Health Sciences	449	53	502	88	414
Information Technology	176	23	199	151	48
Tourism and Natural Resources	199	77	276	177	99
Engineering Technology	1,394	48	1,442	1,163	279
Industrial Trades	2,222	0	2,222	1,848	374
College Total	7,939	1,510	9,449	4,807	4,642

*Excludes CNA-Q.

Continuing Education**	Number Registered	Total # of Hours
Non-credit Courses	8,840	97,372
Credit Courses	179	3,633
Contract Non-credit	2,735	99,540
College Total	11,754	200,545

**Gender breakdown not available.

College of the North Atlantic (CNA) has experienced another year of strengthening long-standing partnerships and forging significant new collaborations. We have been fortunate to cultivate a broad base of strong partnerships with industry, unions, other educational institutions, the communities we serve, non-governmental organizations and various departments and agencies of federal, provincial and municipal governments.

CNA has long enjoyed a rewarding relationship with the Department of Education, one that has seen major contributions of funding support for the college. Government allocated \$13 million in Budget 2006 to address on-going requirements and infrastructure needs at the college, and later in the year another \$5.5 million to complete the extension to Happy Valley-Goose Bay Campus.

We gratefully acknowledge key relationships that continue to contribute to our success. Some of those include: Service Canada, the Department of Labrador and Aboriginal Affairs, Human Resources, Labour and Employment, the Department of Health and Community Services, Random North Development Association, the Women in Resource Development Committee and municipal partners such as chambers of commerce and boards of trade within all regions of the province. For example, CNA facilitated the design and delivery of municipal government management training in collaboration with the Newfoundland and Labrador

Federation of Municipalities and the Municipal Training and Development Corporation.

As well, CNA formed an Oil and Gas Steering Committee in 2006 and hosted an Oil and Gas Stakeholder Forum and Strategy Session, followed by an alliance with the Petroleum Industry Human Resource Committee to host an Educators' Forum. This committee and its activities reflect the college's commitment to long-term investment in assessing and addressing the training needs of the oil and gas industry in Newfoundland and Labrador.

CNA is appreciative of the opportunity to play a role with the provincial Skills Task Force and is committed to participating in the successful implementation of recommended actions. We also remain steadfast in our partnerships with the Atlantic Provinces Community College Consortium, the Association of Canadian

Community Colleges, apprenticeship boards, scholarship donors (private and public) and industry associations such as Human Resources Professionals of Newfoundland and Labrador. It is through such affiliations that we are able to deliver the high standard of education and training for which Newfoundland and Labrador's public college is known world-wide.

Students benefit immensely from scholarships and bursaries, access to modern equipment in shops and labs and

Students benefit immensely from scholarships and bursaries, access to modern equipment in shops and labs and relevant work experiences – largely due to our generous benefactors.



CNA hosted an Oil & Gas Stakeholder Forum and Strategy Session in St. John's on October 11, 2006.

relevant work experiences – largely due to our generous benefactors. Other collaborations include applied research and development within and in conjunction with communities and other educational institutions. International opportunities continue to expand, as we export our educational products to other countries and welcome international students to our province.

Joint projects and transferability agreements with other educational institutions such as the East China Institute of Technology, Huangshi Institute of Technology and Yancheng Textile College – all in China, Indiana University/Purdue University at Indianapolis, Cape Breton University, the Marine Institute and Memorial University foster vital partnerships that encourage a continued learning path for our students. Accrediting bodies and apprenticeship boards enhance CNA programming, giving our students an edge with the latest in industry endorsement, practical experience and current, industry-relevant skills.

College of the North Atlantic's international campus in Qatar – built in partnership with the Middle East state – continues to grow in leaps and bounds. The campus saw a nearly 100 per cent increase in the number of graduates this past year, and an increase in the number of programs, including Dental Assistant and Pharmacy Technician. Also on the international front, we continued to grow the enrollment of our students at partner institutions in China to over 500 this year, form new partnership agree-

ments, arrange new agent agreements and move forward with provincial collaboration to increase international student enrollment in the province.

We continue to build on recommendations of the provincial government's *Foundations for Success: White Paper on Public Post-Secondary Education*. We have nurtured key ongoing partnerships with Aboriginal groups, with such learning centres as the Brother T.I. Murphy Centre, women's groups such as the Newfoundland and Labrador Organization of Women Entrepreneurs, disability groups such as the Learning Disabilities Association of Newfoundland and Labrador, and women in non-traditional trades initiatives. These valuable partnerships enable us to successfully provide optimum accessibility to the broadest range of learners in this province.

Each year, students are able to test their skills, build confidence and stretch their abilities on provincial, national and international levels through strong relationships with such organizations as Advancing Canadian Entrepreneurship (ACE), Skills Canada, the Canadian Culinary Federation and many others.

Several new alumni chapters were formed over the past year, including the most recent – Corner Brook and Placentia – to total seven. Alumni serve as vital links to industry for the college, assisting in establishing connections and fostering further opportunities for students and graduates.

...Partnerships enable us to successfully provide optimum accessibility to the broadest range of learners in this province.



Partner Recognition Day at Clarenville Campus.



The Clarenville ACE team, along with many other campus ACE teams, attended the national conference in Toronto.

College of the North Atlantic hosted its *1st Annual Partner Recognition Day* at all campuses in March 2007. The event proved to be an excellent opportunity for the college to recognize and celebrate the valuable contribution of its many partners (i.e. business community, funding agencies, scholarship donors, community organizations, high

school counsellors/principals, etc.).

It is thanks to the contribution of industry expertise, funding support and collaboration these partners provide, that College of the North Atlantic is able to reach such heights and provide nothing short of excellence for students.

highlights and accomplishments

Highlights

It is impossible to fully encompass in these few pages the highlights and accomplishments we have experienced in 2006-07. Quite simply, it has been a year of unprecedented growth and achievement for College of the North Atlantic (CNA).

An important aspect of CNA's mandate is to ensure that quality educational programs and opportunities are available to citizens throughout the province. In response, we continue to implement new curriculum and facilitate enhanced e-learning opportunities through video conferencing capacity and other multi-media resources.

Our Distributed Learning Service provided online educational opportunities to students from more than 360 different communities in Newfoundland and Labrador, and saw a 22 per cent increase in enrollment over the previous year.

Our division of Contract Training and Continuing Edu-

cation was very successful during the last academic year, enrolling more than 10,000 students, developing new industry partnerships and offering new and enhanced programs at all campuses in the province.

The provincial government provided \$1 million to the college for a program development unit (and the hiring of 12 program development staff), \$1 million for the development of two high technology programs targeted at the oil and gas sector and the addition of various program offerings at all campus locations. For instance, Primary Care Paramedicine was introduced at two campus locations and its bridging program was offered via contract training, Adult Basic Education (ABE) Level I was expanded from one to 10 campuses, and the newly developed Comprehensive Arts and Science Transition program was offered at additional locations.

This past year, with the support of dedicated community partners, we were able to offer the Integrated Nursing Access program and the Nunavut Conservation Officer pro-



Distributed learning enrollment continued to grow.

gram at Happy Valley-Goose Bay Campus, and this year for the first time, developed and implemented the Virtual Job Finding Club and the Virtual Job Fair.

Growth also included the enhancement of our Early Childhood Education (ECE) program (including online delivery), and the addition of infant care to child care centres at Corner Brook and Happy-Valley Goose Bay campuses.

CNA has continued to build on and create new strategies to strengthen the base of post-secondary education, improve capacity, maintain stable funding, and enhance governance and accountability.

For example, five full-time permanent staff and 10 full-time permanent Resource Facilitators were hired, a Disability Services Advisory Committee was formed and several new types of adaptive technologies were purchased to support students with disabilities. In addition, criteria for an Aboriginal Coordinator position was established and confirmed to be located at Happy Valley-Goose Bay Campus.

The mounting shortage of skilled workers in industry continued to be addressed through the School of Industrial Trades during the academic year 2006-07. CNA responded to this challenge with increased program offerings at eight sites and the introduction of new offerings at five additional locations.

CNA hosted its 3rd Annual College Day in November. This event was extremely successful once again with over 3,000 high school students visiting CNA campuses and participating in College Day activities. A joint career fair was hosted in October 2006 by CNA and MUN, providing the opportunity for an unprecedented number of employees to connect with our students.

All five business programs received Association of Collegiate Business Schools and Programs accreditation – making CNA the first Canadian college to receive this internationally recognized status. Construction/Industrial Electrical and Plumbing programs also received industry accreditation, and the new Primary Paramedicine program received accreditation by the Canadian Medical Association in April.

Through \$1 million of funding in the provincial budget 2006, the college undertook shop refurbishment at three campus locations as well as other improvements at several campuses including the acquisition of new equipment.

In keeping with the key strategies outlined by government and the college's Strategic Plan, CNA was very focused this past year on ensuring strong financial management and long-term planning.

The college continues to work toward improving learning environments through the ongoing implementation

Through \$1 million of funding in Budget 2006, the college undertook shop refurbishment at three campus locations as well as other improvements at several campuses...



The addition of new staff has increased the level of services offered to students with disabilities.



Minister of Education, Joan Burke, announced increased government investment in post-secondary education in April 2006.



The Career Exploration for Women program was offered at 18 sites across the province.

of infrastructure fund raising, including the facilitation of the “matching funds” directive from government, as identified in the White Paper document.

CNA has implemented a number of infrastructure initiatives with government support, including the preparation of a college-wide, long-term facilities plan, encompassing modernization and shop improvements, to provide quality to all learners in the province of Newfoundland and Labrador.

Happy Valley-Goose Bay Campus completed a facility assessment and began construction on an extension to the campus (with a budget of \$5.5 million). The extension will allow for a capacity increase of approximately 200 students. Seal Cove also finished renovations to their campus library and Labrador West conducted a study to review campus facility options for the region.

The Alumni and Advancement Office announced a significant number of new scholarships this past year, including the largest ever scholarship donation in CNA's history. The Fry Family Foundation has committed \$135,000 over five years to first-year students chosen for exemplary leadership, academic success and ambition. Other key donations included those from N.C. Hutton Packaging Group, Scotiabank, Bank of Montreal, The Harrison McCain Foundation, the East Coast Music Association, Voisey's Bay Nickel Company, Chevron Canada Limited and Mr. Reginald Taylor. The Alumni

Association has also launched a Faculty and Staff Scholarship Fund campaign, inviting the college community to assist in providing support and scholarship opportunities for students.

CNA strongly supports women's equity in programming and access. In the 2006-07 academic year, CNA responded to the demand for women in trades by offering an eight-week Career Exploration for Women (CEW) program at 18 sites across Newfoundland and Labrador. These women ranged in age from 18-55 years; some didn't have high school completion, while others had university degrees. The success of this program is reflected in the number of participants who have applied to the college: of the 144 participants, 106 have enrolled in programs starting September 2007.

Orientation to Trades and Technology for Women continues at campuses throughout the province. In addition,

24 new scholarships specifically for women were secured in the areas of applied science, technology and skilled trades (50.2 per cent of all CNA scholarship recipients for 2006-07 were female – 88 of 175).

A Girls in Engineering Trades and Technology camp (GETT) was offered at Clarenville Campus during the summer of 2006 for girls aged 10–12. In partnership with the Women in Resource Development Committee, the college also supports the Techsploration for Young Girls

The Alumni and Advancement Office announced a significant number of new scholarships this past year, including the largest ever scholarship donation in CNA's history.

program throughout the province, with the mandate to increase girls' knowledge of apprenticeship programs and other post-secondary training opportunities, particularly in science and engineering.

Accomplishments

As an institution of excellence, we are delighted to acknowledge the performance of our employees and students.

Students brought a great deal of pride to CNA this year and were exemplary ambassadors of the college as they excelled in academics, leadership, volunteerism, entrepreneurialism, applied skills and so much more. The 10th Annual Provincial Skills Canada competition was held in March 2006, with a strong performance coming from CNA students. They competed in 18 post-secondary competitions, earning medals in 16 of them, including 13 gold. In the national Skills Canada competition in June 2006, three CNA students took home medals: Geri Coady, gold for Graphic Design; Brad Coish, silver for Architectural Design; and Edward Decker, bronze for Refrigeration.

Clarenville Campus' chapter of Advancing Canadian Entrepreneurship (ACE) took home the 2006 Award of Innovation at the national exposition in Toronto, where 51 ACE teams of students from universities and colleges across Canada prepared and delivered in-depth presentations on their education outreach projects to panels of judges from some of Canada's preeminent companies. The

CNA students were awarded 13 gold medals at the 10th Annual Provincial Skills Competition.

Corner Brook ACE chapter was awarded 1st runner-up (second place) in their league for Financial Literacy at the 2007 Ace Regional Conference held in Halifax in March. ACE Grand Falls-Windsor was awarded 1st runner-up in their league and ACE Cabot placed 2nd runner-up.

Lenore Cahill, a graduate of the Office Administration (Legal) program, was awarded the International Association of Administrative Professionals' Administrative Professional of the Year award for the province; second-year Textile Studies student Jillian Slaney was the recipient of the Heather Stone Emerging Artist Award.

James Dillon, a Culinary Arts graduate, appeared on *The Next Great Chef* – nationally televised on Global Television; his competition mentor Chef Roger Andrews coached the Junior Culinary Team to a medal performance at the Atlantic Competitions in Halifax, and Chef Brian Abbott

guided the Newfoundland Senior Culinary Team to a medal performance at the Atlantic Competitions in Halifax, in March 2006. Chef Gerry Crew was named by the St. John's Branch of the Canadian Culinary Federation as 2006 Chef of the Year for the second year in a row.

Each year CNA recognizes the contribution and dedication of employees with the Awards of Excellence. This year, Marjorie Ivany, Administrative Officer at Clarenville Campus, won for Staff Excellence; Dulcie Drodge, Business instructor at Clarenville Campus, won for Teaching Excellence; Michael Graham, campus administrator at



Alumna Lenore Cahill was awarded the Administrative Professional of the Year award.



James Dillon, graduate of CNA, appeared on *The Next Great Chef*.



Student Success Coordinator
Bessie Merrigan received the
Order of Newfoundland and
Labrador.



Dr. Daniel Wong was granted the
title of co-founder of Jilin Univer-
sity/Lambton College in China.

Burin Campus, won for Leadership Excellence; Clarenville student Chan Wiseman won for Student Excellence and our Textile Studies program at the Anna Templeton Centre in St. John's won the Program Excellence Award.

Our outstanding faculty and staff were elected to leadership positions on provincial, national and international boards and committees and received various awards and recognition this past year – both within the college and in industry. For example, Bessie Merrigan was awarded the Order of Newfoundland and Labrador; John Oates was re-elected for another two-year term as president of the provincial Skills Canada board of directors; Dr. Daniel Wong was granted the prestigious title of co-founder of Jilin University/Lambton College in China, one of CNA's educational partners; Dr. Wayne Eastman was elected President of the Canadian Association for Young Children; Irene O'Brien was awarded the Dr. Marshall Mallett Lamp of Knowledge Award by the Canadian Association

of Medical Radiation Technologists; Karen Kennedy was appointed to the National Review Committee for Inter-professional Education for Collaborative Patient-Centered Practice; and Janet O'Reilly was elected to the Canadian Oil Heat Association's East Region Board of Directors and is a member of their Education Committee.

Several of our research and development enterprises were profiled in such publications as *Canadian Geographic*, *Ocean Energy Systems* newsletter, and the *Journal of Ocean Technology*. Other acknowledgements include the MusicNL Industry Builder Award, presented to Bay St. George Campus on behalf of the college, and recognition from Flintbox, a Canadian Technology Transfer site, for offering the highest number of technologies available for commercialization among all Canadian community colleges.

outcomes of objectives

Issue #1: Accessibility to Quality Programs

The Board of Governors is committed to providing accessible, responsive and quality learning opportunities for all individuals wishing to pursue post-secondary education in Newfoundland and Labrador. The college strives to provide meaningful support at every step along the way to ensure all learners have the opportunity for success.

In addition to our traditional student profile, College of the North Atlantic reaches out to those who may not otherwise have a clear path or opportunity for development. This is accomplished through expanded programming, alternate delivery methods and flexible programming options that reflect the needs of learners.

Goal:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to relevant college programs.

Objective:

By March 31, 2007, College of the North Atlantic will have invested in select priority areas to improve access and delivery to identified college programs.

Measure:

Improved access to quality programs



Adult Basic Education is offered at all campuses and several learning centres.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased access to and enrollment in Adult Basic Education (ABE) programming, specifically ABE Level I	<ul style="list-style-type: none"> Adult Basic Education levels II/III is offered at all campus regions plus several learning centres. Evening programs are offered at two campuses. On March 31, 2007 there were 881 ABE students enrolled. ABE Level I access has expanded from one to 10 sites and the ABE Level I provincial seat capacity increased from 10 to 120.
Allocated 5% of provincial operating grant to transitional and academic upgrading	<ul style="list-style-type: none"> CNA exceeded its goal of allocating a minimum of 5% of its provincial operating grant toward access/transitional programming, by allocating a total of 13.27% to this area. Over a two-year period (2005-06/2006-07) there was a total capacity increase of 291 seats. This is an increase from 2005-06 when CNA expended 12.95% of its provincial operating grant on access/transitional programming.



An ABE Level I conference was held in St. John's in March 2007.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased learning opportunities by offering Comprehensive Arts and Science (CAS) College Transition program at more campus locations	<ul style="list-style-type: none"> • In 2005-06 Comprehensive Arts and Science College Transition was piloted at four campuses (Burin, Grand Falls-Windsor, Happy Valley-Goose Bay and St. Anthony) and in 2006-07 it was offered at an additional six campuses (Bay St. George, Bonavista, Baie Verte, Carbonear, Gander and Placentia) for a total of 10 campuses and 184 CAS College Transition seats provincially.
Improved program development processes and enhanced curriculum development	<ul style="list-style-type: none"> • A Program Development Office was established. It is comprised of 12 positions and includes program developers, a researcher, a quality coordinator and support staff. • Seven new programs and one revised program (Petroleum Engineering Technology Co-op) were approved through Academic Council. • CNA currently has 85 accredited programs in Newfoundland and Labrador, an increase of 18 programs from the previous year. CNA-Qatar campus was successful in receiving accreditation for an additional nine programs bringing the overall CNA total to 94. • Teams were established to review existing CNA program development policies and procedures.
Increased faculty development opportunities	<ul style="list-style-type: none"> • Learning College Initiative was researched and preliminary planning conducted. Implementation is planned for 2007-08. • Implemented faculty orientation sessions with supplementary online workshop entitled Exceptional Teaching... Ideas in Action. • Program Development Forum held January 2007. • CAS College Transition Conference held June 2006. • ABE Level I conference held March 2007. • A series of workshops was offered for specific groups (e.g. Business faculty, Librarians, Learning Resource Facilitators, ABE Level I faculty) on learning-centered principles and processes.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased cooperation for articulation (course credit transfer) between College of the North Atlantic and Memorial University, as well as other institutions	<ul style="list-style-type: none"> This past year CNA has partnered with three institutions in Canada and the US for additional block and course transfer articulation agreements.
Increased distance learning opportunities and number of programs available online	<ul style="list-style-type: none"> DLS enrollment was 3,785 course registrations, a 4% increase over the previous year. In addition, 259 courses were offered during three semesters in 2006-07, also a 4% increase over the previous year. CNA continues to expand its outreach via distance education with students enrolled from 369 communities (a 22% increase over the number of communities in the previous year). Students were registered from 12 Canadian provinces and territories and there were six international course registrations. Twenty DLS courses were developed or substantially re-developed over the year. Course development and re-development to support the online Early Childhood Education program was, and continues to be, a significant priority. The Canadian company Desire2Learn was selected to provide the province-wide Learning Management System for CNA, Memorial University and the Centre for Distance Learning and Innovation.
Increased Aboriginal enrollment and customized programming	<ul style="list-style-type: none"> A provincial Aboriginal Coordinator position was established. Research was conducted nationally on access/transition programming issues for Aboriginal learners. An Aboriginal Trades Access program was developed. Development began for an Aboriginal History course (to be utilized as an elective in the Comprehensive Arts and Science College Transition program). Enrollment at Happy Valley-Goose Bay Campus was comprised of 67.5% Aboriginal learners (330 out of 489 students) up to March 31, 2007, an increase of approximately 2% over the previous academic year.



CNA increased Aboriginal enrollment and customized programming.



The Primary Care Paramedicine program was offered at Bay St. George Campus in January 2007.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased programming for women in trades	<ul style="list-style-type: none"> • Career Exploration for Women was offered at 17 sites with 144 participants. From this group, 106 students applied to College of the North Atlantic programs: 49 applied to Industrial Trades; 32 to either ABE or Comprehensive Arts and Science College Transition; three to Engineering Technology; and another 22 to other CNA programs.
Increased Applied Research initiatives	<ul style="list-style-type: none"> • The Office of Applied Research launched several new initiatives in the following sectors: manufacturing, mining, agriculture and environment. These were in addition to on-going projects in petroleum engineering, geospatial technologies, ocean energy and wind energy. • Two significant initiatives were the Innovation Manufacturing Unit at Prince Philip Drive Campus and the Centre for Environmental Excellence in Corner Brook. • During the year there were 18 projects involving 20 faculty/staff on either a full- or part-time basis with approximate funding of \$14 million.
Piloted and provided General Education Development (GED) Preparation courses	<ul style="list-style-type: none"> • A GED pilot project was completed; 18 participants registered for the program and 11 students completed the pilot program and applied to write the GED examinations administered by the Department of Education. External evaluation was commissioned by the Department of Education.
Increased access to health programming by offering a Primary Care Paramedicine program	<ul style="list-style-type: none"> • Program was transferred from Eastern Health to CNA in late August 2006. • Program was delivered with full enrollment at: Prince Philip Drive Campus, September 2006 (20 students) and March 2007 (20 students) and at Bay St. George Campus, January 2007 (10 students). • Accreditation received by the Canadian Medical Association during an onsite visit in April 2007. • Primary Care Paramedicine Bridging program is also offered.

Issue #2: Recruitment/Marketing

College of the North Atlantic is impacted by a changing demographic profile in the Province of Newfoundland and Labrador and in Canada. In turn, the college is adapting to demographic and labour market trends and responding to changing training needs. These trends include: an aging population and workforce, rural-urban migration patterns, declining secondary school populations and forecasted labour shortages.

The province's changing demographics are also a focus for the college from a student recruitment perspective, with respect to the provision of career counselling and related career information for high school students and graduates.

The population of learners in Newfoundland and Labrador is decreasing and at the same time there is increased competition for students. The college recognizes this and has placed increased priority on marketing post-second-

ary programs and capabilities, both domestically and internationally, to those who would not typically attend post-secondary, and especially in the areas of adult learners, women's participation, Aboriginal participation, rural participation, adult academic upgrading and apprenticeship training.

Goal:

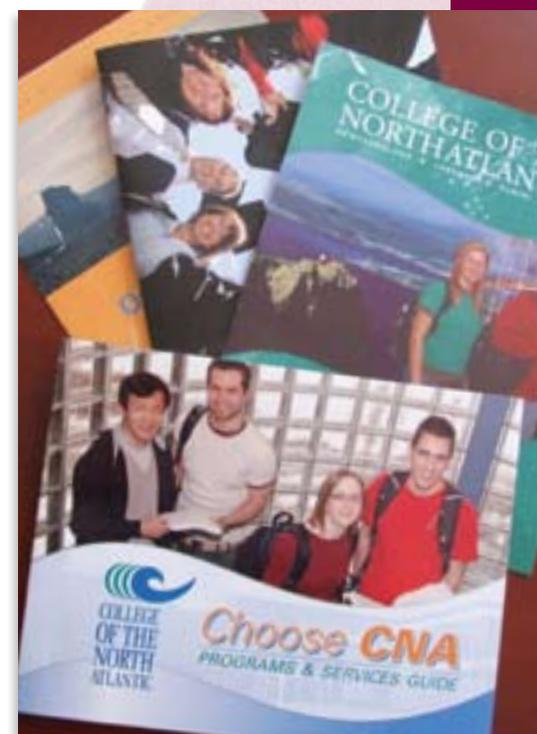
By March 31, 2008, College of the North Atlantic will have increased access for underrepresented groups in post-secondary education in Newfoundland and Labrador.

Objective:

By March 31, 2007, College of the North Atlantic will have developed a comprehensive recruitment strategy to support increased access for underrepresented groups.

Measure:

Enhanced recruitment activities



Last year the college undertook a new coordinated approach with its marketing efforts.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased student recruitment staff resources	<ul style="list-style-type: none"> Staff resources were increased with the hiring of five provincial full-time dedicated Recruiters. These positions support other recruitment activities performed by Student Development Officers.



Indicators for 2006-07 Fiscal Year	Outcomes
<p>Developed new marketing strategies and initiatives</p>	<ul style="list-style-type: none"> • Developed and implemented integrated marketing campaign for Adult Basic Education Level I, II and III. • Developed and implemented integrated campaign for the new Career Exploration for Women program, offered at every campus. • Developed and implemented marketing strategy that includes a partnership with Skills Canada to promote additional and new offerings in the trades – with a successful TV ad campaign. • Introduction of an initiative to brand all college vehicles throughout the province as “moving billboards.” • On March 12, 2007 there were 5,090 applications on file. This compares to February 13, 2006 with 4,787 applications; January 25, 2005 with 3,508 applications; and January 27, 2004 with 3,374 applications. Future data will be captured on the same date (March 12) each year for comparison purposes. • From June 2006 to March 2007, 5,885 email inquires were received and addressed.
<p>Increased international student recruitment strategies and enrollment</p>	<ul style="list-style-type: none"> • Partnering with Memorial University, Eastern School District and the Western School District on a provincial student recruitment mission to enter and explore the Brazilian market. • Partnerships were signed with the East China Institute of Technology, Huangshi Institute of Technology and Yancheng Textile College in China. • New agent agreements were signed in several countries including: China, Mexico, Brazil and the United Arab Emirates (UAE). • Investigation and completion of a student recruitment mission to the UAE for potential new market. • In Fall 2006, there were 44 international students enrolled in regular programming at CNA. This is on par with previous years (Fall 2005 – 44, Fall 2004 – 34, Fall 2003 – 44). • CNA had 510 students enrolled in China in Fall 2006. This is an increase from 419 in Fall 2005.

Indicators for 2006-07 Fiscal Year	Outcomes
Improved learning opportunities for women through enhanced recruitment strategies to support the participation of women in engineering, applied science, technology and skilled trades	<ul style="list-style-type: none"> • Introduction of a successful TV ad campaign focused on skilled trades and profiling women as role models in this field. • Increased opportunities for women to participate in scholarships. • Successful female role model graduates were featured/profiled in these fields through newsletters, website and promotional materials. • Programming examples include: Orientation to Trades & Technology, Girls Exploring Trades & Technology, Career Exploration for Women.
Increased collaboration for recruitment with junior high and high schools including guidance counsellors, career counsellors and school councils	<ul style="list-style-type: none"> • Completed approximately 150 high school visits, and an estimated additional 100 community visits and presentations. • Held 3rd Annual College Day on November 2, 2006, which was attended by approximately 3,500 high school students. • High school guidance counsellors luncheons were hosted at CNA campuses. • 1st Annual Partner Recognition Day was held at all campuses in March 2007.
Increased scholarship opportunities for women	<ul style="list-style-type: none"> • Twenty-four new scholarships are now offered specifically for women in the areas of applied science, technology and skilled trades. • Female provincial award recipients make up 50.2% of the total (88/175).
Increased collaboration and advising activities with Memorial University (MUN)	<ul style="list-style-type: none"> • A system-wide public post-secondary student services advisory committee has been established. • Collaborated in recruitment activities. • An agreement was made between institutions to distribute promotional material on behalf of the institution not attending the career/recruitment event. • Joint professional development opportunities for Recruiters were held in March 2007. • Increased the levels of career employment through services such as the joint CNA/MUN Career Fair held Oct 3-4, 2006; Joint Virtual Career Fairs held Feb 26-Mar 9 and May 7-18, 2007; and Job Finding Club. • Sharing technologies to promote Career Employment Services.



The college offered more programming aimed at introducing women to trades and technology. Photo courtesy of the Women in Resource Development Committee.

Issue #3: Student Services

The number of students enrolling in public post-secondary with identified special needs is showing a significant increase. Many individuals have completed secondary education with significant supports in place. The Department of Education reports that in 2003-04, 15.2% of students enrolled in the secondary system received special education support. Over the past four years, the number of students in the college in this category has grown significantly. Addressing the needs of students with disabilities is becoming increasingly challenging for the college. However, it is a priority issue to be addressed. In addition to the increasing number of applicants with disabilities, there is an increased demand in the types of services and accommodations required.

College of the North Atlantic will strive to provide the resources required in addressing the needs and requests of these students. Some of the challenging issues associated with addressing the needs of students with disabilities include:

- Program accommodations
- Level of support and assistance requested (e.g., technical aids, note-taking)
- Mobility requirements inside facilities (e.g., wheelchair lifts, renovations)
- Infrastructure/accessibility issues (e.g., ramps to doorways, automatic doors)
- Ability to deal with growing numbers at any one campus
- Admissions processes
- Professional development with faculty and staff (e.g., sign language, awareness)

Goal:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to disability services.

Objective:

By March 31, 2007, College of the North Atlantic will have invested in key initiatives to improve access to a range of services for students with disabilities at increased campus locations.

Measure:

Enhanced and broadened delivery



The range of services for students with disabilities has increased significantly.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased support services to students with disabilities	<ul style="list-style-type: none"> • Collaborative Service and Support Model was established to provide supports for students with disabilities. • Ten full-time Resource Facilitators were hired. • A variety of Adaptive Technologies were purchased. • A Disability Services Committee was established. • A physical accessibility audit was completed and renovations to various campuses were planned or completed.
Enhanced support services at additional campus locations	<ul style="list-style-type: none"> • Previously, CNA had Resource Facilitators located only at St. John's campuses. Full-time Resource Facilitators were hired at nine additional campuses plus three flex units were designated for additional campuses based on student need.
Increased in-service for staff to enhance further integration	<ul style="list-style-type: none"> • A Strategic Professional Development Plan was created, including individual and group professional development. • The Coordinator Disabilities Services (CDS) team attended the Atlantic Colleges Development Institute at Miramachi in May 2006, which focused on Disability Services. • Orientation/in-service of all CDS team members and Resource Facilitators was held in January 2007.
Remove physical barriers within campus locations as identified	<ul style="list-style-type: none"> • A number of renovations were completed. These include: installation of exit ramps at Burin Campus; renovations at Prince Philip Drive Campus to remove inoperable stair lifts and install new elevators for improved accessibility; installed handicap electronic door openers to improve accessibility at Bay St. George Campus; and purchased purpose-built height adjustable furniture for all campuses to accommodate students and faculty with disabilities.



As part of the college's plan to enhance and modernize infrastructure, Prince Philip Drive Campus began many renovations including the installation of a new building envelope.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased participation in the Working Group for Disability Services for the purpose of establishing a collaborative service and support model	<ul style="list-style-type: none"> • A provincial working group was established in 2006, with representation from CNA. • A work plan was developed with recommendations and resources required to implement strategies to support disabilities services at their respective institutions.

Issue #4: Fiscal Management

It is a priority of the Board to demonstrate, for government and the public, prudent fiscal management. This includes appropriate use of provincial grants for their intended purposes in line with strategic directions set forth by the Minister and the White Paper on Public Post-Secondary Education. Resources will be deployed to enhance the quality of programming through improved infrastructure projects and increased modernization while ensuring access remains equitable and affordable for all.

Many buildings currently used by the college were constructed in the 1960s and 1970s, and are owned and maintained by the provincial government's Department of Transportation and Works. Capital equipment (classroom furnishings, computers, laboratories and shop equipment) is aging and/or becoming obsolete. The college needs to continue to invest in improvements to infrastructure in order to provide quality learning environments.

Goal:

By March 31, 2008, College of the North Atlantic will have strengthened the fiscal position and financial management of the college, while remaining equitable and affordable for all students.

Objective:

By March 31, 2007, College of the North Atlantic will have invested in key initiatives resulting in strong financial management and an improved learning environment for students and staff.

Measures:

Strong financial management/maintained affordability.
Improved learning environment.

Indicators for 2006-07 Fiscal Year	Outcomes
Improved learning environments through implementation of infrastructure funding campaign with matching funds from government, and implementation of new infrastructure projects	<ul style="list-style-type: none"> • Successfully solicited and secured \$600,000 in donations from private industry which was matched by government. • New projects and enhancements to other facilities are in various stages of development at Prince Philip Drive, Seal Cove, Happy Valley–Goose Bay and Labrador West campuses.
Increased affordability through increased scholarship opportunities	<ul style="list-style-type: none"> • Increased the amount of scholarship funding committed this year by \$357,900 for a total of \$567,900 (representing 170% growth). • The alumni and advancement office opened in 2004 with 17 provincial scholarship donors. This year we were able to double the number of scholarship donors to 34. • Since the Office of Alumni and Advancement opened two years ago all 17 campuses offer five or more scholarships (increased from nine campuses). • Secured the largest scholarship donor in the history of CNA – The Fry Family Foundation (\$135,000 over five years – with a scholarship targeted for each of our 17 campuses). • New scholarships included: The Fry Family Foundation, Scotiabank, Bank of Montreal, Chevron Canada Ltd., Billy Boot – N.C. Hutton Group, Mr. Reginald Taylor, The Harrison McCain Foundation and others.



Dennis GM donated several vehicles to the Automotive Service Technician program at Bay St. George Campus.



The School of Industrial Trades received funding for apprenticeship shop modernization.



Phase I of construction was completed for renovations at Happy Valley-Goose Bay Campus.

Indicators for 2006-07 Fiscal Year	Outcomes
Enhanced shop modernization	<ul style="list-style-type: none"> • Approximate total of \$4 million was spent on shop modernization and program quality enhancements. • Funding of \$1 million was received from the Apprenticeship Shop Modernization program, which was spent on shop modernization projects. Some of these included: Happy Valley-Goose Bay's Heavy Duty Repair Shop, Port aux Basques' Metal Fabrication Shop, Prince Philip Drive's Welding Shop and various other programs for the School of Industrial Trades. • Spent additional funds on a range of equipment upgrades at all sites as required, and for heavy equipment at Happy Valley-Goose Bay, Bay St. George and Placentia campuses.
Expanded Happy Valley-Goose Bay Campus to accommodate growth in Aboriginal student enrollment	<ul style="list-style-type: none"> • Facility Assessment was completed with a budget of \$250,000. • A sod turning ceremony was held on August 21, 2006. • Government provided a total project budget of \$5.5 million. The first phase of construction was completed in 2006-07.
Improved infrastructure at Labrador West Campus	<ul style="list-style-type: none"> • Government announced \$1 million in budget 2006-07 for facilities planning. • An assessment was completed and recommended a new, purpose built structure, estimated to cost \$15 million.
Maintained tuition freeze for domestic students	<ul style="list-style-type: none"> • CNA's tuition freeze was maintained for the Academic Year 2006-07.

Issue #5: Globalization

A significant development in the college's international role was the establishment of a campus in the State of Qatar in September 2001. College of the North Atlantic undertook a 10-year contract to build a comprehensive college of technology in Qatar's capital city of Doha. Originally valued at US\$500 million, the Qatar contract represents the largest export contract ever awarded to a Canadian post-secondary educational institution. The college's success in attaining this contract is testimony to the strength of expertise and experience that has been developed in Newfoundland and Labrador and that has served the residents of this province well for several decades. It is this expertise and experience that will also enable the faculty and staff at College of the North Atlantic-Qatar (CNA-Q) to assist the State of Qatar in providing quality education and training for the achievement of its social and economic goals.

International work such as the Qatar contract is accelerating the college's continued organizational development

and is providing an opportunity to update curriculum, and improving the college's administration systems such as Enterprise Resource Planning. There remain significant opportunities for the college in Qatar, and the college continues to identify and pursue other international opportunities that utilize and expand upon the invaluable experience gained through the project.

Goal:

By March 31, 2008, there will be efficient and effective management of the Qatar contract to ensure success for College of the North Atlantic.

Objective:

By March 31, 2007, College of the North Atlantic will have designed and implemented several key initiatives to increase student enrollment at Qatar campus.

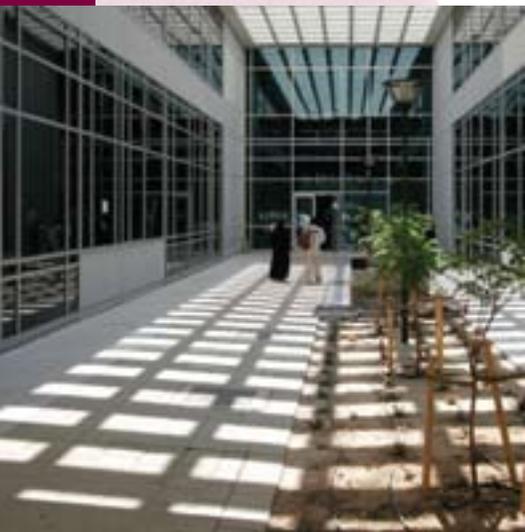
Measure:

Increased enrollment



CNA-Qatar continued to expand its programming.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased total net profit for project	<ul style="list-style-type: none"> Qatar proceeds increased by \$2.56 million, which represents a year-to-year increase of more than 100%.
Increased number of programs in health sciences, engineering, applied arts and trades	<p>The following new programs were approved by Academic Council for CNA-Q:</p> <ul style="list-style-type: none"> Chemical Processing Technology Instrumentation Engineering Technology Mechanical Engineering Technology (Industrial Maintenance) Environmental Health (Food and Safety Inspection) Pharmacy Technician Dental Assistant Environmental Health (Public Health) – revised program



CNA's Qatar campus in Doha.

Indicators for 2006-07 Fiscal Year	Outcomes
Increased number of accredited programs	<ul style="list-style-type: none"> • CNA-Qatar campus was successful in accrediting nine programs. • Computer Support Specialist and Programmer Analyst-Business programs received first-time accreditation from the Canadian Information Processing Society. • Office Administration and Business Administration/Business Management programs (all options) received accreditation for 10 years from the Association of Collegiate Business Schools and Programs.
Increased student enrollment	<ul style="list-style-type: none"> • Enrollment in credit programs at CNA-Q has increased from 302 in 2002-03 to 1,743 in 2006-07.
Increased staff complement	<ul style="list-style-type: none"> • Staff complement at CNA-Q increased to 399 from total of 233 on March 31, 2006. This is comprised of 41 support staff, 337 faculty, and 21 management. Broken down by gender, 41% are females and 59% males.
Increased laboratory facilities	<ul style="list-style-type: none"> • CNA-Qatar completed the planning phase of an Oil and Gas Training centre. The centre will house a process analyzer lab, process pilot plants, gas to liquid plant, work shop, process simulation lab, classrooms and offices. The labs will be utilized by both trades and technology students in all disciplines. The facility will utilize the latest instrumentation and control technologies available. The centre is expected to be operational by January, 2008.
Increased partnerships and Memoranda of Understandings with local Qatari industry	<ul style="list-style-type: none"> • Corporate Services department established and this year engaged over 428 students in customized training resulting in direct revenue of 2,783,946 QR (May 28, 2006 data) or approximately \$805,000 CDN. • Over 41 instructors were involved in the delivery of contracts throughout the 2006-07 academic year, while over 7,000 hours of instruction were delivered in contract training. Approximately 14 different organizations/companies received customized training from CNA-Q, and more than 20 groups of students were trained. Over 60 requests for corporate training were addressed throughout the period.

objective, measures and indicators for 2007-08 fiscal year

Issue #1: Accessibility to Quality Programs

Goal:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to relevant college programs.

Objective:

By March 31, 2008, College of the North Atlantic will have invested in additional priority areas to improve access and delivery to identified college programs.

Measure:

Improved access to quality programs

Indicators:

- Improved program development processes and enhanced curriculum development
- Increased faculty development opportunities
- Increased cooperation for articulation (course credit transfer) with other institutions
- Increased distance learning opportunities and number of courses available online
- Improved access to skills programming by implementing training programs identified by the Skills Task Force
- Increased programming for women in industrial trades by offering the Career Exploration for Women program
- Increased Applied Research initiatives
- Improved program quality through an Accreditation Quality Assurance program
- Increased learning opportunities through a range of new programming initiatives

Issue #2: Recruitment/Marketing

Goal:

By March 31, 2008, College of the North Atlantic will have increased access for underrepresented groups in post-secondary education in Newfoundland and Labrador.

Objective:

By March 31, 2008, College of the North Atlantic will have further developed and implemented a comprehensive recruitment strategy to support increased access for underrepresented groups.

Measure:

Enhanced recruitment activities

Indicators:

- Developed new marketing strategies and initiatives
- Increased international student recruitment strategies
- Increased collaboration for recruitment with junior high and high schools
- Increased recruitment efforts through community outreach

Issue #3: Student Services

Goal:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to disability services.

Objective:

By March 31, 2008, College of the North Atlantic will have invested in additional initiatives to improve access to a range of services to students with disabilities at increased campus locations.

Measure:

Enhanced and broadened delivery

Indicators:

- Enhanced support services to students with disabilities
- Increased in-service for staff to enhance further integration
- Removed physical barriers within select campus locations on a priority basis

Issue #4: Fiscal Management**Goal:**

By March 31, 2008, College of the North Atlantic will have strengthened the fiscal position and financial management of the college, while remaining equitable and affordable for all students.

Objective:

By March 31, 2008, College of the North Atlantic will have continued to demonstrate strong financial management practices.

Measures:

Strong financial management/maintained affordability
Improved learning environment

Indicators:

- Improved learning environments through implementation of infrastructure funding campaign with matching funds from government
- Increased affordability through increased scholarship opportunities

- Enhanced shop modernization
- Expanded Happy Valley-Goose Bay Campus to accommodate growth in increased Aboriginal student enrollment
- Improved infrastructure at Labrador West Campus
- Maintained tuition freeze for domestic students

Issue #5: Globalization**Goal:**

By March 31, 2008, there will be efficient and effective management of the Qatar contract to ensure success for College of the North Atlantic.

Objective:

By March 31, 2008, College of the North Atlantic will have implemented several key initiatives to further expand programming and increase student enrollment at College of the North Atlantic-Qatar.

Measure:

Increased enrollment

Indicators:

- Increased student enrollment
- Increase training capacity by completion of the Oil and Gas Training Centre
- Increased number of accredited programs
- Increased staff complement
- Increase partnerships and Memoranda of Understanding with local Qatari industry
- Increased total net profit for project

opportunities & challenges ahead

“The college has a major role to play in the future of Newfoundland and Labrador, and we will continue to ensure it has what it needs to prepare its graduates for success.”

This statement from the Honourable Joan Burke, Minister of Education, was delivered at a press conference held at CNA in April, to announce a substantial investment of approximately \$4 million in the college for the creation of a program development unit, equipment modernization, expanded programming and much more.

This statement really does speak to the opportunities and challenges we, as a college, face for the coming year and in our long-term planning. Education is playing a key role in government’s agenda of growth and prosperity for Newfoundland and Labrador, says Minister Burke. “The college, and each of its 17 campuses, is on the front-lines of developing the workforce that will help move our province forward. Our commitments outlined in Budget 2006 will provide a tremendous boost for the college and its ability to deliver programming that is second to none in the country.”

We are extremely grateful for government’s support and have begun several initiatives to improve our programming, accessibility and infrastructure.

Opportunities

Skills Task Force

The establishment of a Skills Task Force by government provides the college with an opportunity to offer advice and recommendations for ways to address the current and impending skills shortage. Input from sources outside the college provides insight as to the specific needs of local

industry and will be beneficial for future program planning.

Access

Additional funding for Adult Basic Education (ABE) programming gives the college an opportunity to increase access to adult learners in the province. ABE Level I is now available at more locations than ever throughout the province with ABE levels II and III now offered at additional locations and at times outside regular college operating hours. Larger numbers of ABE students provide the college with the additional opportunity of targeting these students for enrollment in regular programming after completing their ABE.

Apprenticeships

New funding has been announced to improve the provincial apprenticeship program. The college will have an opportunity for input regarding improvement strategies and will work with the Skills Task Force and the Provincial Apprenticeship Board to explore apprenticeship-related solutions to addressing the skills shortage. The college may realize additional opportunities for increased enrollment in apprenticeship programs once improvements to the apprenticeship program are implemented.

Disabilities

Last year the college received funding to hire a number of new disability services coordinators and purchase adaptive learning technologies for use by students with disabilities. These additional positions and new equipment provide an opportunity for increased support for disabled students.



Current Economic Environment

New projects in oil and gas (on and off shore) and mining, the Lower Churchill project and growth in tourism have created optimism and opportunities for the college to strengthen and enhance its role in the economic development of the province. Responding to workforce training needs will provide opportunities for additional enrollment and contract training.

Council on Higher Education

Legislation recently passed regarding the Council on Higher Education will strengthen the province's public post-secondary system and will provide opportunities for the college to develop new credit transfer agreements with institutions within the province and beyond.

Immigration strategy

New immigration strategies will provide the college with opportunities to recruit increasing numbers of international students.

Challenges

Recruitment and retention

Faculty, management and staff recruitment and retention continues to be a challenge for the college. Our existing salary structure makes it difficult to effectively compete with industry for qualified employees. Currently, we are looking at ways to address this ongoing critical issue.

Infrastructure

We have been fortunate this year to address a number of facility and infrastructure issues, and will continue to work with the provincial government to identify and address additional issues in this area.

Provincial Demographics

Although not unique to the college, challenges presented by the changing demographics in the province are of concern. The population of the province is shrinking due to out migration, many people from rural areas are moving to more urban centres within the province, and we are seeing a steady rise in the average age of post-secondary students. Strategies will have to be developed to address these and other issues related to demographic shifts.

Front Line Support for Students

Additional funding was provided last year to address the need to increase the college's offerings, particularly in the trades and access program areas. This continued growth has added to the need that already existed for increased levels of front line and administrative support staff. We will continue to work with government to look for ways to maximize our support to students.

Marketing

Last year the college was provided with additional, one-time funding to market new program offerings. Maintaining the appropriate level of promotion to reach our target audiences will be challenging, and we will need to explore new and creative ways to maintain and grow our place in the market.

To the Board of Governors of College of the North Atlantic

We have audited the statement of financial position of College of the North Atlantic as at March 31, 2007 and the statements of operations, changes in net assets and cash flow for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on

a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the college as at March 31, 2007, and the results of its operations and the changes in net assets and cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.



Walters Hoffe
Chartered Accountants

Gander, Newfoundland
June 15, 2007

statement of financial position

Year ended March 31, 2007

	<u>2007</u>	<u>2006</u>
Assets		
Current assets		
Cash	\$ 39,275,961	\$ 26,426,083
Receivables - Note 2	8,975,432	5,998,583
Inventory	1,045,601	861,757
Prepaid expenses	<u>742,118</u>	<u>733,206</u>
Total current assets	<u>50,039,112</u>	<u>34,019,629</u>
Property, plant & equipment - Note 3	12,525,232	7,689,981
Trust accounts - Note 4	<u>544,257</u>	<u>504,188</u>
	<u>\$ 63,108,601</u>	<u>\$ 42,213,798</u>
Liabilities and Equity		
Current liabilities		
Payables and accruals - Note 5	\$ 17,544,453	\$ 11,014,640
Deferred revenue - Note 6	5,075,405	4,755,069
Due to Qatar campus - Note 10	17,103,110	9,723,772
Accrued leave - management	1,710,771	1,639,797
Accrued vacation - other	4,982,879	4,166,778
Current portion of severance	<u>1,000,000</u>	<u>1,000,000</u>
Total current liabilities	<u>47,416,618</u>	<u>32,300,056</u>
Trust and scholarship accounts - Note 4	544,257	504,188
Deferred capital contributions - Note 7	5,002,531	4,169,297
Accrued severance pay	<u>10,915,592</u>	<u>10,549,122</u>
	<u>63,878,998</u>	<u>47,522,663</u>
Surplus (deficit) per accompanying statement	<u>(770,397)</u>	<u>(5,308,865)</u>
	<u>\$ 63,108,601</u>	<u>\$ 42,213,798</u>

statement of changes in net assets

Year ended March 31, 2007

	<u>Operating</u>	<u>Property, Plant & Equipment</u>	<u>Severance and Annual Leave</u>	<u>2007 Total</u>	<u>2006 Total</u>
Balance, beginning	\$ 6,324,867	3,984,296	(15,618,028)	(5,308,865)	\$ (9,527,738)
Property, plant & equipment purchases during year	(7,840,193)	7,840,193			
Amortization of property, plant & equipment	2,999,817	(2,999,817)			
Capital grants received during the year	2,895,760	(2,895,760)			
Amortization of deferred capital contributions	(1,598,913)	1,598,913			
Net book value of property, plant & equipment disposed during the year	5,124	(5,124)			
Surplus (deficit) of revenue over expenditure per accompanying statement	<u>5,536,908</u>		(998,440)	<u>4,538,468</u>	<u>4,218,873</u>
Balance, ending	<u>\$ 8,323,370</u>	<u>\$ 7,522,701</u>	<u>\$ (16,616,468)</u>	<u>\$ (770,397)</u>	<u>\$ (5,308,865)</u>

statement of operations

Year ended March 31, 2007

	<u>2007</u>	<u>2006</u>
Revenue		
Grant-in-aid	\$ 62,267,212	\$ 52,211,600
Facilities	27,184	13,170
Administration	846,856	456,515
Instructional	24,624,270	24,727,274
Student services	615,853	622,769
Information technology	408,470	138,403
Resale	4,030,517	4,005,385
Apprenticeship	2,816,404	2,886,507
Continuing education	679,696	586,606
Contracts	7,547,112	7,972,649
International	671,740	764,230
Special projects	<u>8,573,909</u>	<u>4,914,495</u>
Total revenue	<u>113,109,223</u>	<u>99,299,603</u>
Expenditure		
Facilities	5,770,623	5,131,399
Administration	13,282,362	12,839,150
Instructional	54,550,156	46,740,869
Student services	8,789,288	8,275,257
Information technology	6,521,319	4,355,746
Resale	4,664,765	4,308,103
Apprenticeship	2,360,374	2,383,897
Continuing education	603,860	491,295
Contracts	6,487,548	6,326,538
International	602,494	638,731
Special projects	<u>3,939,526</u>	<u>3,208,128</u>
Total expenditure	<u>107,572,315</u>	<u>94,699,113</u>
Surplus before unfunded adjustments	5,536,908	4,600,490
Unfunded adjustments:		
Severance	(182,340)	91,206
Vacation pay	<u>(816,100)</u>	<u>(472,823)</u>
Total unfunded adjustments	<u>(998,440)</u>	<u>(381,617)</u>
Surplus of revenue over expenditures	<u>\$ 4,538,468</u>	<u>\$ 4,218,873</u>

statement of cash flow

Year ended March 31, 2007

	<u>2007</u>	<u>2006</u>
Cash flows:		
Surplus of revenue over expenditure	\$ 4,538,468	\$ 4,218,873
Add items of a non-cash nature:		
Loss (gain) of property, plant & equipment	765	
Loss (gain) on disposal of property, plant & equipment	(47,904)	(12,271)
Amortization	<u>2,999,817</u>	<u>2,567,919</u>
	7,491,146	6,774,521
Changes in:		
Current assets	(3,169,605)	1,673,095
Trust accounts	0	0
Current liabilities	15,116,562	10,096,819
Accrued severance	<u>366,470</u>	<u>(75,751)</u>
	<u>19,804,573</u>	<u>18,468,684</u>
Financing:		
Change in deferred capital contributions	<u>833,234</u>	<u>749,286</u>
Investing:		
Proceeds from sale of property, plant & equipment	52,264	16,725
Additions to property, plant & equipment	<u>(7,840,193)</u>	<u>(1,857,571)</u>
	<u>(7,787,929)</u>	<u>(1,840,846)</u>
Net increase in cash	12,849,878	17,377,124
Cash, beginning	<u>26,426,083</u>	<u>9,048,959</u>
Cash, ending	<u>\$ 39,275,961</u>	<u>\$ 26,426,083</u>

Authority and Purpose

The College of the North Atlantic (the college) operates under the authority of the College Act, 1996, Province of Newfoundland and Labrador. In accordance with Section 6 of the College Act, 1996, the college is a statutory crown corporation and as such is not subject to either Federal or Provincial income taxes and is exempt from Municipal taxes. The college is Newfoundland and Labrador's public college. The college is committed to providing accessible, responsive, quality learning opportunities which prepare people to become self-sufficient contributors to social and economic development both in a provincial and global context.

1. Significant accounting policies:

The financial statements of the college have been prepared within the framework of Canadian generally accepted accounting principles which requires the use of estimates and assumptions that affect the amounts reported and disclosed in these statements and related notes. Any variations between these estimates and actual amounts are not expected to materially affect reported results. The more significant accounting policies of the college are as follows:

(a) Revenue recognition

The college follows the deferral method of accounting for contributions which includes donations and government grants. Grants for expenditures of future periods are deferred and recognized as revenue in the year in which the related expenditures were incurred. Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Revenue from contractual services is recognized as the service is delivered.

(b) Basis of accounting

The college follows the accrual basis of accounting.

(c) Inventory

Inventory which consists mainly of books and food supplies is recorded at the lower of cost or net realizable value.

(d) Property, Plant & Equipment

Property, plant and equipment recorded prior to the April 1, 1997 amalgamation of the former colleges are recorded at either cost, nominal or approximate fair value. Property, plant and equipment acquired after April 1, 1997 are recorded at cost. Amortization is recorded on a straight line basis using the following estimated useful lives:

Artwork	No amortization
Capital improvements	10 and 5 years
ERP - PeopleSoft	10 years
Computer and peripherals	3 years
Furnishings	5 years
Instructional equipment	5 years
Other electronic equipment	5 years
Software	3 years
Vehicles	5 years

One half year's amortization is taken in the year of acquisition. No amortization is recorded for assets under development. The value of donated artwork has not been recorded in these financial statements. An accurate valua-

tion of donated artwork has not been obtained at March 31, 2007.

On disposal, property, plant and equipment are removed from the accounts at their net book value. Proceeds from disposals are recorded and any resulting gain or loss on disposal is realized.

(e) Severance and vacation pay

The college is liable for severance pay to employees who have nine or more years of continuous public service. An amount has been recorded in the financial statements to

reflect this liability. No provision for severance has been made for employees with less than the required years of service.

(f) Foreign Currencies

Transactions in foreign currencies are recorded in Canadian dollars at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the Statement of Financial Position date. Exchange gains or losses arising from the translations are included in the Statement of Operations.

2. Receivables

	<u>2007</u>	<u>2006</u>
Government of Newfoundland	\$ 1,508,850	\$ 1,107,351
HRD Subsidy	1,658,022	704,485
Students	1,806,825	2,190,495
Other	<u>5,131,272</u>	<u>2,983,474</u>
	10,104,969	6,985,805
Less allowance for doubtful accounts	<u>1,129,537</u>	<u>987,222</u>
	<u>\$ 8,975,432</u>	<u>\$ 5,998,583</u>

3. Property, Plant & Equipment

	2007			2006
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Artwork	\$ 5,500	\$ 1,100	\$ 4,400	\$ 5,500
Capital improvements	5,625,414	4,058,305	1,567,109	1,123,189
Computer and peripherals	10,483,558	9,131,959	1,351,599	610,350
Furnishings	519,046	439,971	79,075	58,908
Instructional equipment	30,166,705	25,580,732	4,585,973	2,249,684
Other electronic equipment	368,987	279,136	89,851	73,542
Software	437,030	388,288	48,742	65,316
ERP - PeopleSoft	3,724,969	931,242	2,793,727	3,166,224
Vehicles	5,296,086	3,291,330	2,004,756	337,268
	<u>\$ 56,627,295</u>	<u>\$ 44,102,063</u>	<u>\$ 12,525,232</u>	<u>\$ 7,689,981</u>

The land and buildings being used by the college, with the exception of some rental property, are the properties of the Province of Newfoundland and Labrador. Expenditures for repairs and maintenance of these buildings, paid by the Province, are not recorded in the financial statements of the college.

4. Trust Accounts

Trust accounts represent donations and related interest restricted for scholarships, awards and other specified purposes. Changes in the trust account balance are as follows:

	2007	2006
Opening balance	\$ 504,188	\$ 366,337
Net deposits and payments	22,782	127,120
Interest	17,287	10,731
Closing balance	<u>\$ 544,257</u>	<u>\$ 504,188</u>

5. Payables and Accruals

	<u>2007</u>	<u>2006</u>
Trade liabilities	\$ 10,031,673	4,328,128
Accrued wages and benefits	4,491,635	4,026,978
Deharveng Jubilee Foundation - Note 12	2,734,561	2,197,285
Other	<u>286,584</u>	<u>462,249</u>
	<u>\$ 17,544,453</u>	<u>\$ 11,014,640</u>

6. Deferred Revenue

	<u>2007</u>	<u>2006</u>
HRD Subsidy	\$ 1,037,441	647,326
Residence and program fees	78,020	56,819
Qatar contribution to ERP	674,759	899,679
Contract training and special projects	<u>3,285,185</u>	<u>3,151,245</u>
	<u>\$ 5,075,405</u>	<u>\$ 4,755,069</u>

7. Deferred Capital Contributions

Deferred capital contributions represent the unamortized amount of grants and special funding received for the purchase of property, plant & equipment (PPE). Changes in the deferred capital contributions balances are as follows:

	<u>2007</u>	<u>2006</u>
Balance, beginning of year	\$ 4,169,297	\$ 3,420,011
Contributions received for PPE purposes		
Provincial grants	2,100,000	1,536,387
Special projects	332,147	91,804
Provincial grant uncommitted	0	463,612
Amortization of deferred capital contributions	<u>(1,598,913)</u>	<u>(1,342,517)</u>
	<u>\$ 5,002,531</u>	<u>\$ 4,169,297</u>

8. Pensions

Under Section 26 of the College Act, 1996, college staff is subject to the Public Service Pension Act, 1996. Employee contributions are matched by the college and then remitted to the Province of Newfoundland and Labrador Pooled Pension Fund from which pensions will be paid to employees when they retire.

9. Commitments

Deloitte Inc. Commitment

The college has entered into a contract with Deloitte Inc. to develop and maintain a PeopleSoft integrated computerized information system. Committed payments over the next four years are as follows:

2007-2008	1,171,789
2008-2009	1,315,430
2009-2010	1,476,310
2010-2011	379,172

Lease Commitment

The college leases some equipment and facilities under long-term operating leases. Lease payments for the next five years, committed under operating leases extending beyond one year, are as follows:

2007-2008	1,804,770
2008-2009	1,581,644
2009-2010	1,356,450
2010-2011	1,226,236
2011-2012	1,098,908

10. Comprehensive Agreement with the State of Qatar

The college has a comprehensive agreement with the State of Qatar to establish, operate and administer a college of Applied Arts and Technology in Doha, Qatar for a 10 year period, September 30, 2001 to August 31, 2012. The agreement is funded by the State of Qatar. For its services, the college is paid an annual Management Fee of 10% of base salaries. The college receives quarterly advances to cover cash flow requirements.

Due to Qatar	<u>2007</u>	<u>2006</u>
Cash on Deposit	\$ 17,785,730	10,373,726
Less: Accruals	<u>(682,620)</u>	<u>(649,954)</u>
Net Liability	<u>\$ 17,103,110</u>	<u>9,723,772</u>

Results of Operations	<u>2007</u>	<u>2006</u>
Gross Proceeds	\$ 5,902,220	2,739,690
Management Costs	<u>(917,855)</u>	<u>(314,464)</u>
Net Proceeds	<u>\$ 4,984,365</u>	<u>\$ 2,425,226</u>

11. Financial instruments

The carrying values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, approximate their fair values due to the relatively short periods to maturity of these instruments.

12. Rental accrual

Included in accounts payable is an accrual totalling \$2,734,561 for unpaid lease payments and related interest (\$611,577 cumulative - \$176,731 current year) for rental of Labrador West Campus. The monthly lease amount was raised from \$50,000 to \$80,000, however based on directions from the Department of Works, Services and Transportation, the college continues to pay the original lease amount. As of the financial statement date, the outcome of any possible litigation regarding this dispute could not be determined. It is possible the college could have a recovery of some portion of this accrued liability.

13. Comparative figures

Certain of the 2006 comparative figures have been reclassified to conform to the financial presentation adopted in 2007.

An electronic version of this document is available at: www.cna.nl.ca

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