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Committed to Aboriginal and Northern Learners

University College of the North (UCN) offers students quality education. They can earn certificates, diplomas and degrees.

More than 400 qualified faculty, staff and Elder services provide the best of instruction and support for 2,348 students. There are campuses in The Pas and Thompson, and our network of regional centres in 12 northern communities also offer programs and services.



The Pas Campus

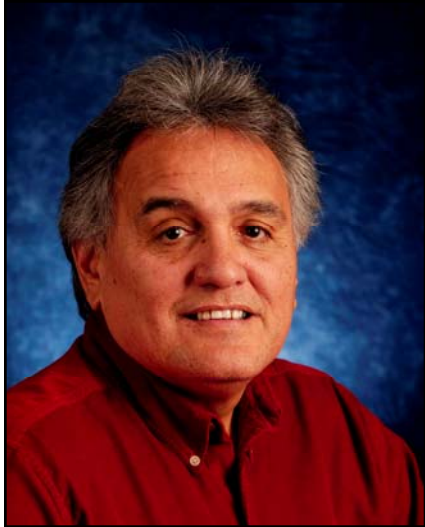
7th and Charlebois, The Pas, Manitoba R9A 1M7
Phone: 204.627.8500
Toll-Free: 1.866.627.8500

Thompson Campus

504 Princeton Drive, Thompson, Manitoba R8N 0A5
Phone: 204.677.6450
Toll-Free: 1.866.677.6450

Regional Centres

Bunibonibee Cree Nation (Oxford House), Chemawawin Cree Nation (Easterville), Churchill, Flin Flon, Mathias Colomb First Nation (Pukatawagan), Misipawistik Cree Nation (Grand Rapids), Nisichawayasihk Cree Nation (Nelson House), Norway House Cree Nation, Pimicikamak Cree Nation (Cross Lake), St. Theresa Point First Nation, Swan River, Tataskweyak Cree Nation (Split Lake)



Message from the Governing Council Chair

I am pleased to present the 2009-2010 Annual Report for University College of the North (UCN). This report speaks to UCN's continuing journey towards excellence in post-secondary education for Northern Manitoba and for Canada.

The mission of UCN is to ensure northern communities and people will have opportunities, knowledge and skills to contribute to an economically, environmentally, and culturally healthy society inclusive and respectful of diverse Northern and Aboriginal values and beliefs.

Central to UCN's strength is the leadership demonstrated by President & Vice-Chancellor Dr. Denise K. Henning, the Senior Executive Council, and the faculty and staff—all of whom have been fundamental to the UCN mission. In four short years, UCN has become a motivating force in Northern Manitoba and Canada and continues to develop post-secondary relations internationally as well.

I also acknowledge the work of UCN's tri-councils: the Governing Council, Learning Council, and the Council of Elders, all whose members have worked diligently to provide the support and guidance for the leadership of UCN.

This year UCN achieved a milestone with the amendments to the UCN Act, which were approved on July 1, 2010. The academic governance of UCN is now acknowledged at the same level as that of other Manitoba universities.

I offer thanks to all who have worked beside us and with us as we work together in the pursuit of excellence and originality.

Mr. Lorne C. Keeper, Chair
Governing Council

Message from the President



The 2009-2010 year has been a dynamic and exciting one at University College of the North. We are pleased to present this report that highlights some of our achievements.

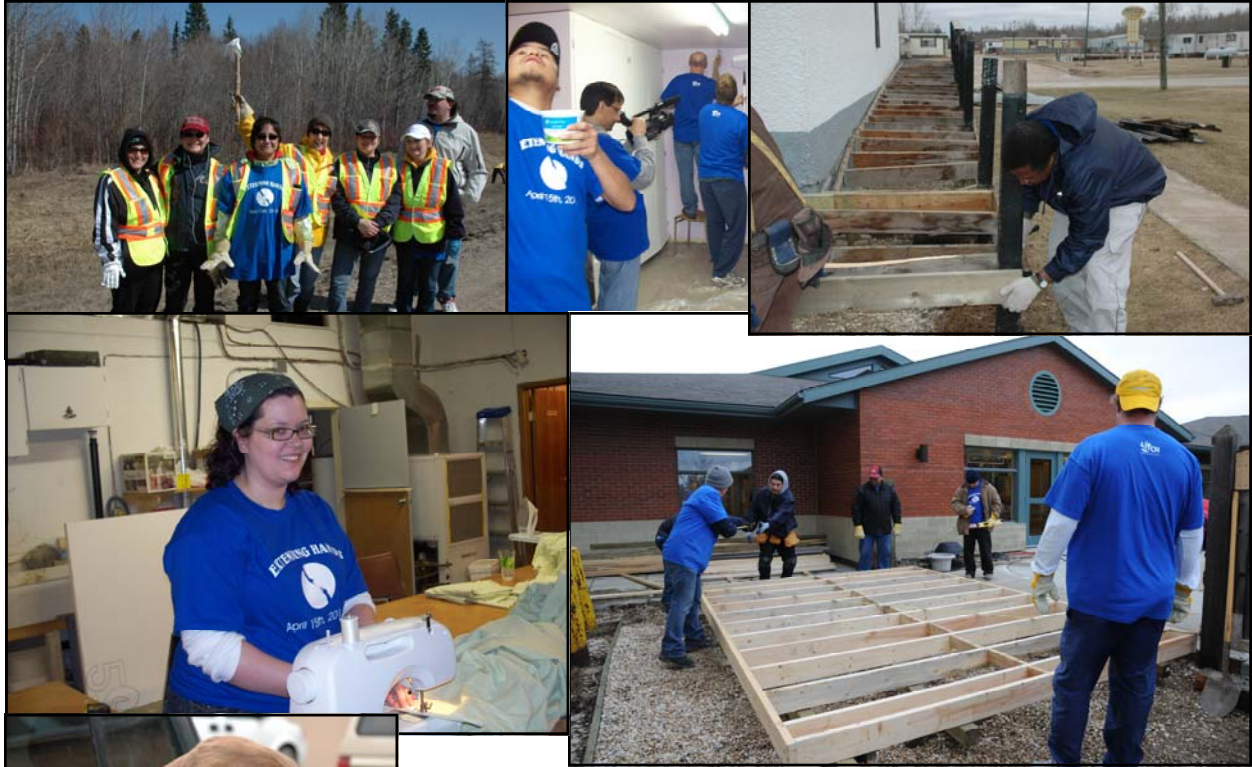
This year the university college saw progress on capital projects at our campuses in Thompson and The Pas, as well as those regional centre communities that were awarded Knowledge Infrastructure Program (KIP) funding. UCN continues to work in partnership with municipal, provincial and federal governments and know that these capital projects will allow us to better serve our communities.

One of the milestones of the 2009-2010 year was the creation of *Nikani Meskanaw: The Path That Leads Us*, UCN's 2010-2015 strategic plan. It was created as a result of consultations with a wide array of internal and community stakeholders. *Nikani Meskanaw* outlines seven strategic goals for the institution: community engagement, Aboriginal culture, marketing, partnerships, programming, student services and supports, and infrastructure. This blueprint gives UCN the focus needed in order to be successful with these goals.

The Lighting the Path, Empowering the Future fundraising campaign (formerly On the Path, Lighting the Future) continues to develop and unfold and is now under the careful direction of UCN's Director of Institutional Advancement. I want to thank Judy Hopps from Ketchum Canada Inc., for her dedication and stewardship of the campaign and wish her well in her new endeavours.

Lastly, on April 15, 2010, UCN staff and students at our campuses and regional centres gave back to the communities we serve by carrying out dozens of projects for charities and non-profit groups. Called *Extending Hands*, the institution-wide initiative was a first for UCN. The agencies and organizations we helped that day appreciated our efforts. The people of UCN were only too pleased to assist in the communities that support us and the work we do.

Denise K. Henning, PhD
President & Vice-Chancellor



Extending Hands

April 15, 2010





Council of Elders

Mrs. Stella Neff

The Council of Elders is currently comprised of 12 Elders from various areas throughout Northern Manitoba.

Elders

Elder Therasa Bighetty, Mathias Colomb First Nation (Pukatawagan)

Elder Mabel Bignell, Opaskwayak Cree Nation

Elder Ted Chartrand, The Pas

Elder Emma Gossfeld, UCN Resident Elder, Thompson Campus

Elder Nicholas Halcrow, Pimicikamak Cree Nation (Cross Lake)

Elder Martha Jonasson, Wabowden

Elder John Martin, UCN Resident Elder, The Pas Campus

Elder Madeleine Spence, Nisichawayasihk Cree Nation (Nelson House)

Elder Wellington Spence, Nisichawayasihk Cree Nation (Nelson House)

Elder Ralph Thomas, Chemawawin Cree Nation (Easterville)

Elder Emma Jane Wood, Garden Hill

Within UCN, Elders are role models, resources, and advisors, providing guidance and support to students, staff, and administration. They are ambassadors for UCN in the larger community.

The Council of Elders has representation on the Governing Council, Learning Council and the Learning Council's standing committees, as well as on various internal UCN committees.



Chancellor Ovide Mercredi

Governing Council

Chancellor

Mr. Ovide Mercredi

Chair

Mr. Lorne C. Keeper

Vice-Chair

Dr. Laara Fitznor

President & Vice-Chancellor

Dr. Denise K. Henning

Council Members

Appointed by Government

Mr. Dwight Botting

Ms. Beverly Fontaine

Ms. Sharon McKay

Ms. Shirley Neepin

Mrs. Ana Rodriguez

Ms. Jennifer Williams

Appointed by UCN Governing Council

Ms. Judy Mayer

Mr. John Solomon

UCN Staff and Faculty Representatives

Ms. Barb Carlson

Ms. Christa Dubesky

Ms. Tammy Moen

Student Representative

Mr. Jeffrey Cook

Council of Elders Representative

Elder Martha Jonasson

Learning Council Representative

Mr. David Williamson

UCN Tri-Council Executive Officer

Ms. Judith R. Elashuk



Dr. Kathryn McNaughton

Learning Council

Chancellor

Mr. Ovide Mercredi

President & Vice-Chancellor

Dr. Denise K. Henning

Vice-President, Academic & Research

Dr. K. McNaughton

Vice- President, Community Based Services

Mr. K. Jonasson

Council of Elders

Elder Ralph Thomas

Governing Council

Dr. Laara Fitznor

Chair

Mr. David Williamson, Faculty of Arts & Science

Vice-Chair

Mr. Gary Melko, Faculty of Trades & Technology

Deans

Mr. Al Gardiner, Dean of Education

Ms. Gina Guiboche, Dean of Student Development

Dr. Peter Nunoda, Dean of Health

University Faculty

Ms. Susan Barbeau, Faculty of Nursing

Ms. Sandra Barber, Faculty of Arts & Science

Brenda Firman, Faculty of Education

Ms. Donna Kozun, Faculty of Health Studies

Dr. Sue Matheson, Faculty of Arts & Science

Dr. Selvin Peter, Faculty of Trades & Technology

Ms. Vicki Zeran, Faculty of Health

Mr. David Williamson, Faculty of Arts & Science

College Faculty

Ms. Donna Carriere, Faculty of Education

Mr. Ray Clarkson, Faculty of Trades & Technology

Mr. Rob Helstrom, Faculty of Trades & Technology
Mr. Gary Melko, Faculty of Trades & Technology
Ms. Marie-McGregor-Pitawanakwat, Faculty of Business
Mr. Alan McLauchlan, Faculty of Health
Mr. Mark Mirza-Agha, Faculty of Health
Ms. Brenda Wasylik, Faculty of Health

Academic Advisor/Counsellor

Ms. Jackie Fitzpatrick

Students

Ms. Destiny Ettawacappo
Ms. Christine Kines
Ms. Tara Tetrault

Ex-Officio

Dr. Norma Jo Baker, Dean of Arts & Science
Ms. Suzanne Gagne, Dean of Business
Dr. Stan Gardner, Dean of Library & Instructional Services
Mr. Gabe Mercier, Dean of Trades & Technology
Ms. Carol Girling, Director of Enrolment Services & Registrar
Ms. Linda Melnick, Director of Academic Development

UCN Tri-Council Executive Officer

Ms. Judith R. Elaschuk



About University College of the North

The University College of the North (UCN) has experienced much growth over the 2009-2010 academic year.

UCN's Governing Council Ends Statements are:

1. Knowledgeable, Empowered People and Communities
2. Respect for Aboriginal Cultures and Identities and for Diversity
3. Research Capacity Developed for the North
4. An Educated Populace for Social and Economic Development of the North
5. Accessible, Equitable, Affordable, and Relevant Further Education Where People Live

Mission Statement

Northern communities and people will have opportunities, knowledge and skills to contribute to an economically, environmentally, and culturally healthy society that is inclusive and respectful of diverse northern and Aboriginal values and beliefs.

Values

The University College of the North seeks to create a sense of community in which staff and students value excellence, fairness, honesty, integrity, tolerance, respect and service. We believe our operations must be aligned with the principles of justice, respect for others and responsible care. The University College of the North values academic freedom, equity and diversity. We strive to create a culture of open communication, shared decision making and equity of opportunity. We believe in the transforming effects of education and that we have a leadership role to play in the human resource development of the people of Northern Manitoba.

Guiding Principles

The following guiding principles serve as the foundation for the strategic plan for the University College of the North (UCN):

- That UCN be learner-centred with the interests of the students placed above all others in order to support their growth through life's journey
- That UCN be characterized by a culture of respect, openness, inclusiveness, and acceptance
- That UCN reflects the Aboriginal reality and cultural diversity of the North
- That Elder involvement is respected throughout
- That UCN be dedicated to community and northern development in the widest sense: cultural, economic and environmental
- That UCN be regionally and community-based, adopting innovative curriculum design and delivery to serve a vast territory
- That UCN has a strong labour market focus

Vision Statement



Governance

The University College of the North operates with a tricameral system that includes the Governing Council, Council of Elders, and the Learning Council. All of them are mandated by the UCN Act.

Governing Council

The Governing Council is comprised of 20 members from locations as far south as Winnipeg to as far north as Thompson, plus areas in between. The membership provides a wide representation of secondary and post-secondary education, northern and southern communities, the Council of Elders, Learning Council, and UCN faculty (university, college, and non-faculty) and students.

The Governing Council operates under a policy governance model under which the council's policies guide the work of the council and the UCN President & Vice-Chancellor.

Some of the key activities undertaken by the Governing Council in 2009-2010 include:

- Established the Governing Council's annual meeting schedule and calendar.
- Established the schedule for the review of the Governing Council's policies and UCN's bylaws.
- Ongoing monitoring of the work of the UCN President & Vice-Chancellor in relation to the Governing Council's policies through monthly scheduled monitoring reports.
- Approved additional funding for the development of UCN's capital campaign: Lighting the Path, Empowering the Future Campaign
- Participated in the development and naming of UCN's 2010-2015 strategic plan.
- Received presentations from both internal and external areas on a variety of areas including the UCN Learning Council's Academic Standards Committee and Academic Planning Committee, UCN's capital projects, academic research, curriculum development, Kenanow Bachelor of Education program, Office of the Auditor General, Lighting the Path: Empowering the Future Capital Campaign, UCN's Knowledge Infrastructure Program projects, Kanáci Otinawáwasowin Baccalaureate (KOB) Program, and the External Relations department.
- Established the Tri-Council Committee to oversee the establishment of a new chancellor for UCN.
- Revitalized the council's ownership linkage program with a visit to the community of Bunibonibee Cree Nation (Oxford House) in May 2010 and a tour of the Wuskwatim Dam Project in October. A visit to the communities of Lac Brochet and Tadoule Lake is scheduled for November 2010.
- Participated in the annual all-staff retreat held in May 2010 and hosted by the Governing Council. The Learning Council, Council of Elders, and UCN's faculty and staff attended the event, which focused on leadership.
- Participated in the annual fall retreat which focused on policy governance.
- One member attended the Keeping the Fires Burning event in Winnipeg.

Council of Elders

The Council of Elders consists of 16 members representing the Aboriginal and northern communities of Cross Lake, Easterville, Grand Rapids, Garden Hill, Lac Brochet, Nelson House, Norway House, Opaskwayak, Pukatawagan, Split Lake, The Pas, Thompson, and Wabowden.

The involvement of the Council of Elders in ongoing activities of UCN has included, but is not limited to, representation on the Learning Council and Governing Council, as well as the standing committees of the Learning Council and internal UCN committees such as selection committees for UCN faculty and non-faculty positions. The council provides guidance on academic development, Aboriginal culture, and actively participates in UCN conferences and events such as the Fictional North Conference, UCN's Linkages Conference, the all-staff retreat in May, and the Governing Council's fall retreat. The council was also represented at the Keeping the Fires Burning celebration (Winnipeg) and the Spirit in the Circle - Partnerships for Peace, Order and Good Governance (Winnipeg).

Learning Council

The Learning Council is comprised of up to 29 members representing college and university faculty, academic administration, academic resources, academic services, the student body, the Governing Council, and the Council of Elders. Its standing committees ensure representation from the council itself, but also from various constituencies throughout UCN, including students, college and university faculties, and staff, to ensure a broad representation of knowledge, ideas, and input.

The Learning Council has worked diligently throughout the 2009-2010 year on ongoing academic planning, strengthening academic standards, developing new degree and diploma programs, updating current degree and diploma programs, moving towards a learner-centred model, and strengthening its academic governance structure.



Administration - Operations and Infrastructure

In March of 2007, the Manitoba government announced an investment in University College of the North for a new campus in Thompson, as well as an expansion and renovation of The Pas campus. On April 12, 2010, it was announced that the province was investing approximately \$82 million towards construction of the new Thompson campus. The UCN capital projects target not only the teaching facilities to help us meet our mandate, but also ensures that UCN students who attend our programs have quality child care services and affordable family housing. Both campuses will include a child care centre that will accommodate between 70 and 75 children and support the Early Childhood Education program and 24 three- and four-bedroom student family housing units on campus.

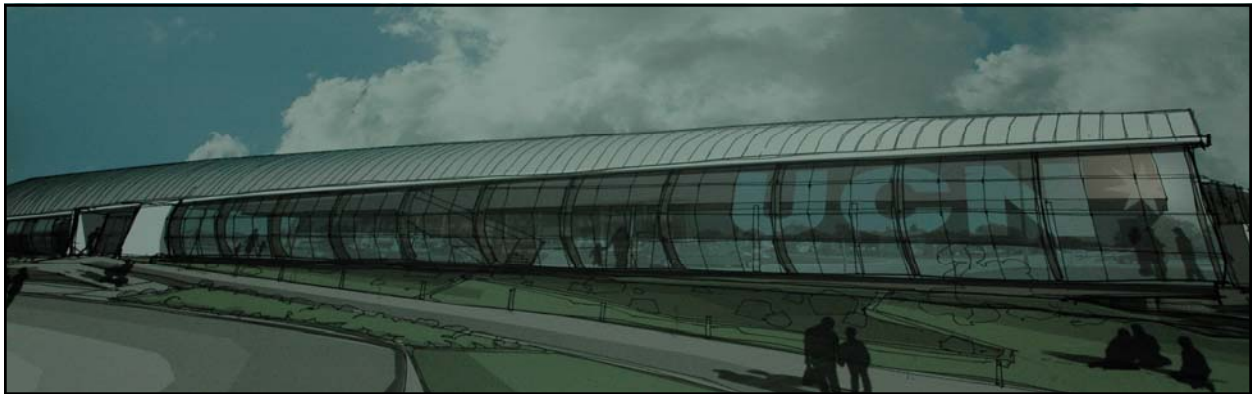
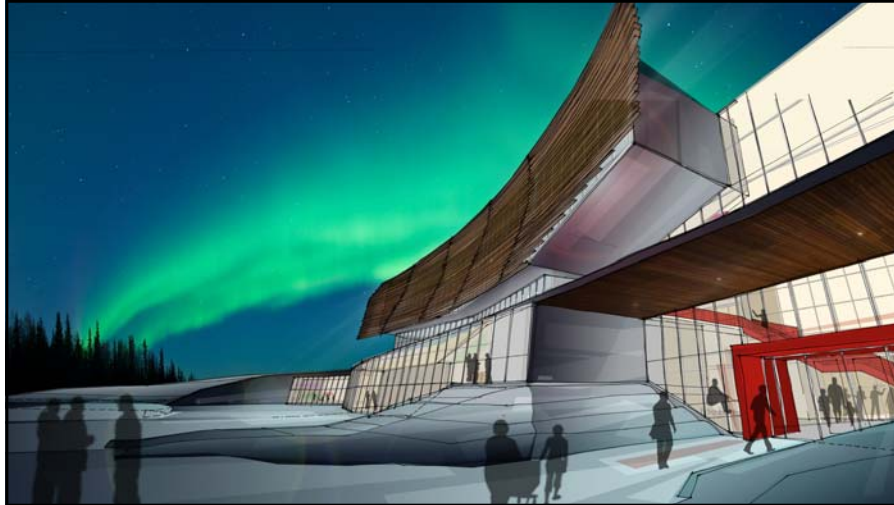
The schematic designs for The Pas and Thompson campuses are complete and the construction managers are on-board for both sites. We are currently in the design development phase and both sites are still on target for completion: 2012 for The Pas, and 2013 for Thompson. Construction has begun on the student family housing units in The Pas and is moving forward with completion targeted for December 2010. The Thompson family housing development has been delayed and construction is not scheduled to begin until 2011.

Please see the section on Community-Based Services in this report for information on KIP-funded projects at our regional centres.

It is incumbent upon UCN to provide and maintain the existing learning and administration environments that support a clean, safe, welcoming atmosphere and is respectful of the diverse population we serve. The Workplace Safety and Health Committee has continued to work to ensure the workplace and learning environment of staff and students is safe and that a comprehensive Safety Management System is established. Related to safety, an Emergency Measures Plan is in progress and will define the measures that must be adhered to in the event of a critical incident. In 2009-2010, UCN implemented its Pandemic Planning and Business Continuity Guide. UCN continues to develop processes and procedures along with planning for infrastructure that will help ensure the safety and comfort of our staff and students.

In November 2009, there was a fire contained to the third floor and the roof of the student residence at the Thompson campus. Water and smoke damage affected the whole building. Repairs were substantially completed by January 2010. In May of 2010, there was a fire contained to the roof of The Pas campus. The second floor of the west wing of the building sustained smoke and water damage as a result. Cleanup and remediation work began immediately and continued into the next fiscal year. There were no injuries in either fire.

The Policy Committee continues to review and revise policies and procedures to reflect the transition from a college to a university college and to be current with social and economic change in the region.



Designs of campuses in Thompson and The Pas (Smith Carter Architects and Engineers Incorporated)

Information Technology

The University College of the North service area includes all of the geographic land mass north of the 53rd parallel. Distributed learning technologies, including videoconferencing and Internet-based delivery, are essential to University College of the North to ensure access to education throughout Northern Manitoba.

Highlights for the year in the Information Technology division for 2009-2010 include:

- Upgrading all computer labs at all locations to the Microsoft Windows 7 operating system.
- Adding one computer lab in the St. Theresa Point regional centre.
- Upgrading computers in labs at Norway House, Split Lake, Flin Flon, and Churchill regional centres.
- Upgrading some computer labs in Thompson and The Pas.
- Setting up new temporary regional centre location in Pukatawagan complete with computer lab.
- Setting up the Health site in Swan River complete with computer lab and video conferencing capabilities.

- Connecting UCN Thompson to the 10 Gb fiber link to Winnipeg. The funding was provided through MRnet and CANARIE. The second phase of this high-speed link will be a connection between UCN Thompson and UCN The Pas, and thus, The Pas to Winnipeg. This link is expected to be completed by June 2011.
- Seeing the setup of the Cisco Telepresence project in The Pas completed.
- Assisting in planning and setup of a campus security system in The Pas and Thompson.
- Increasing storage capacity in The Pas to allow us to continue to consolidate/virtualize servers.
- Enhancing our network infrastructure upgrades as part of the security system project, as well as for an upcoming VoIP rollout in 2010-2011 in The Pas.
- Network Security position filled as well as a half time IT Admin Assistant..

In keeping with the mission of the University College of the North, the Information Technology Department will provide innovative, robust, technological infrastructure and support for the learning, teaching, research and administrative needs of UCN's community in all of our locations.

Finance Division

The Finance Division of the University College of the North (UCN) includes the following departments: Finance, Purchasing, facility services and Ancillary Services (comprised of the bookstores and cafeteria).

Finance Department

The Finance Department consists of 11 staff members. The team is led by the Chief Financial Officer. Also included in the team is the Finance Supervisor, Finance Administrator, two finance assistants, the Administrative Assistant to the CFO, Finance Clerk, Accounts Payable Clerk, Accounts Receivable Clerk, Accounts Coordinator and the Cashier. This very capable team handles all of the finances at UCN. The Finance team provides support for all initiatives through purchases, payments, receipts, reports, monitoring budgets, program costing, reporting to the Governing Council through the Finance Committee, governmental reporting, and other financial requirements.

Purchasing

The Purchasing staff consists of 2.75 members. The team consists of the Purchasing Agent, Shipping and Receiving Clerk, and the shared position Purchasing/Bookstore Clerk. This department is responsible for all purchasing, shipping and receiving activities within UCN.

Facility Services

The Facility Services team consists of nine staff members. This team is lead by the Facility and Environmental Health and Safety Manager. Within this area is the Janitorial Supervisor who is supported by the Maintenance and Garden Worker and six Building Service Workers. The Janitorial Staff are responsible for ensuring the first impression of our campus is a good

one, both for the first view as you drive up to UCN and after you enter our building. They provide a clean, healthy and safe environment for all and maintain the grounds all year.

Ancillary Services (Bookstores and Cafeteria)

The ancillary services within UCN are led by the Ancillary Services Manager with the support of a half-time Event Planning Clerk. The bookstores (Thompson and The Pas) employs 4.25 staff members. The team consists of the Bookstore Manager, three Bookstore Clerks, and the other portion of the shared position Purchasing/Bookstore Clerk. The bookstores promote UCN through special orders and the Aboriginal culture through the sale of products and books as well as the advertising of special events. The bookstores makes use of the web portal in promoting and selling their products.

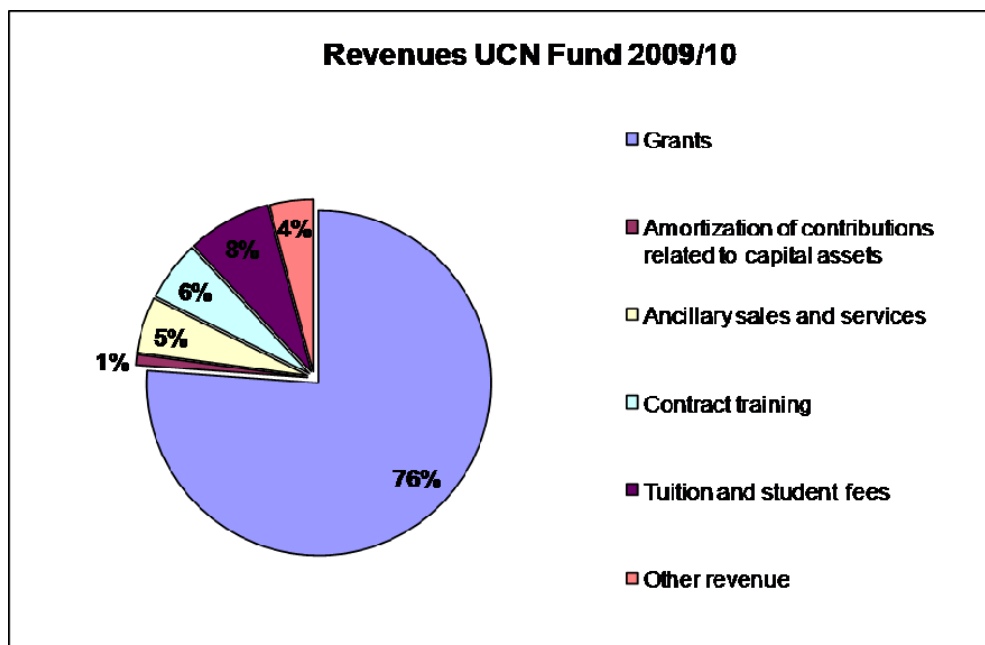
The cafeteria staff in The Pas consists of four members including the Cafeteria Supervisor and three cooks. The cafeteria provides full breakfast, lunch and supper service from Monday to Friday, as well as snacks throughout the day and a full catering service for internal and external events. The cafeteria provides a work experience atmosphere for the Commercial Cooking students each year.

Operational Results

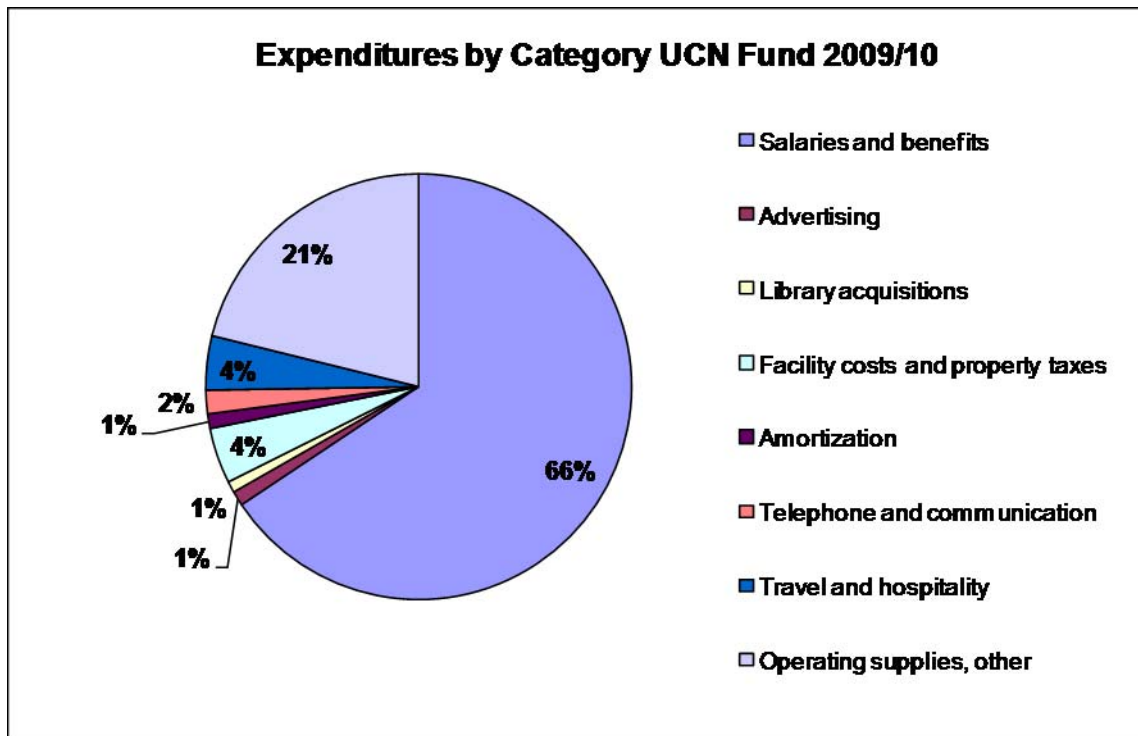
Provided here is a brief review and analysis of the University College's operational results and financial position for the year ended June 30, 2010. UCN's financial statements are subject to audit by the Office of the Auditor General of the Province of Manitoba and are included in this Annual Report.

UCN has experienced some healthy increases in our revenue accounts. The increases within this fiscal year over last year are as follows:

- Tuition revenue 14.3%
- Ancillary sales and services 6.8%
- Contract training 7.7%



The increased costs associated with the growth in revenues are reflected in the expenditures. Expenditures are grouped by category and shown in the following graph.



Academic Programs

UCN continued to respond to the increasing demand for expanded degree program offerings. Four-year degree programs in Sociology and English, as well as a new minor in History were established. These not only support the BA program but also UCN's Kenanow Bachelor of Education After Degree Stream.

A new Bachelor of Technology (Management) degree developed in partnership with Winnipeg Technical College will provide opportunities for a range of learners to obtain management and professional training related to trades and technology. Groundwork was completed on a new Bachelor of Business Administration degree to roll out in the 2011-2012 academic year that will allow UCN students already holding a Business Administration diploma two full years credit toward the degree.

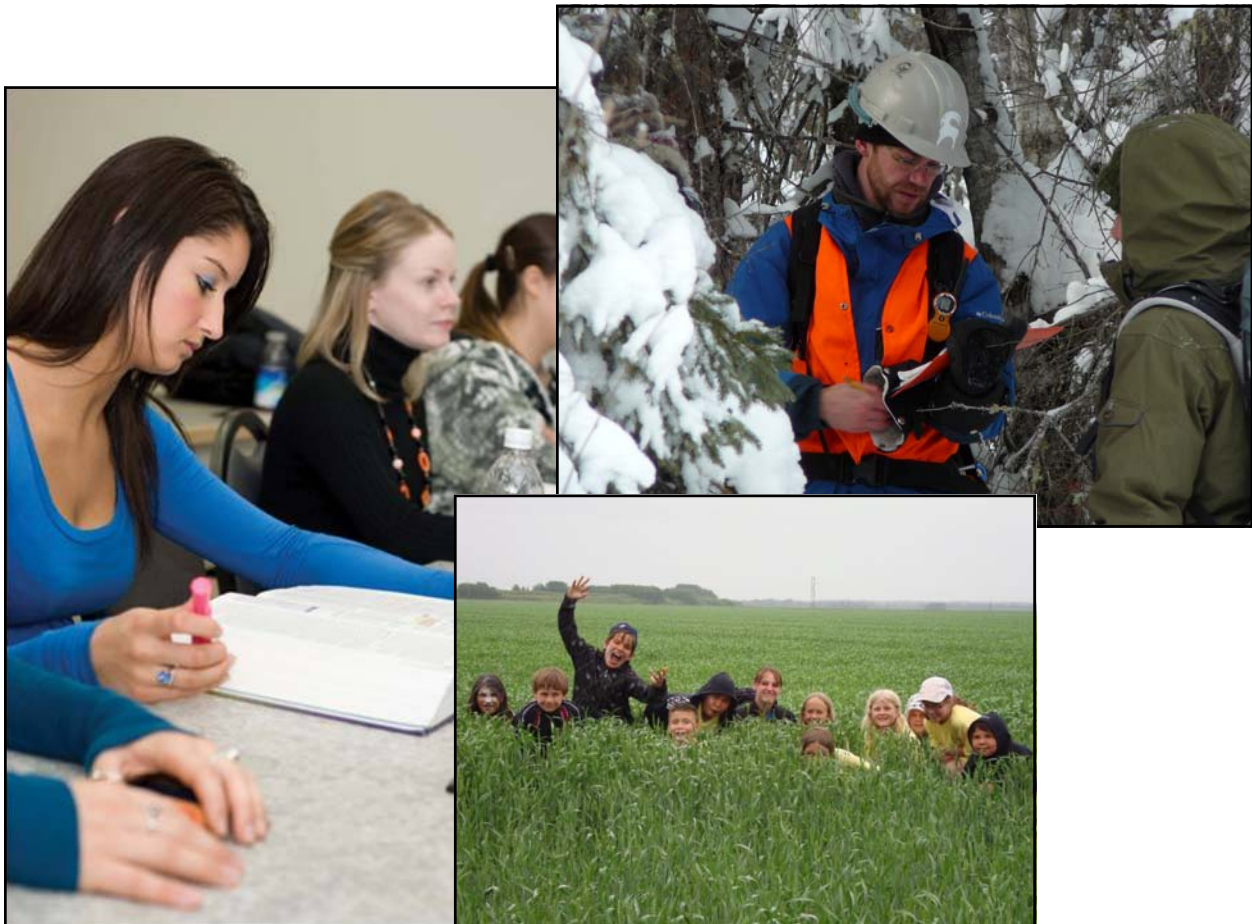
At the same time, demand and support for college-level programming kept pace. The Faculty of Health, for example, introduced a Diploma in Practical Nursing, as well as equipping the Dental Assisting clinic with state-of-the-art digital radiography. This addition makes UCN's Dental Assisting program the first and only school in Manitoba to provide its students with training on this equipment.

From introduction of the Certificate in Teaching *Ininimowin*, to a Cree Immersion Camp for interested UCN staff held at Atikameg Lake, to courses in land-based language and land-based ways of knowing offered to UCN students, to a highly successful Band Constable program, UCN moved forward on initiatives that successfully integrate northern and Aboriginal ways of learning with the contemporary context.

The 2009-2010 academic year was also characterized by a spirit of looking outward, and by forging partnerships on many levels. UCN proactively secured funding for programs that brought middle years and high school students to our campus such as *Into the Wild*, and *Girls Exploring Trades and Technology*. UCN hosted the successful 2009-2010 Sanofi-Aventis Biotechnology Science Fair and awards presentation geared to northern high schools. Two UCN students attended the Skills Manitoba competition, marking the first time that the Basic Electrical and Carpentry/Woodworking programs participated in this provincial competition.

UCN's Faculty of Business created its own web site, and faculty members and staff actively promoted the faculty to organizations such as chambers of commerce. UCN also recognized the evolving demographics of Northern Manitoba by increasing offerings of English as an Additional Language in Thompson. Development of the Northern Manitoba Mining Academy in Flin Flon, an innovative partnership between UCN and other post-secondary, community and industry partners, moved ahead in 2009-2010 with doors of the new facility targeted to open in April 2011.

UCN also took significant steps forward in developing its capacity to support its faculty, non-teaching staff and students to engage in research and scholarly activity. The 2010-15 Strategic Research Plan, the first such document for UCN, was approved by UCN's Learning Council in February 2010, and work either began or continued on foundational work relating to research policy development, UCN's Research Ethics Board and Animal Care Committee.



Faculty of Arts and Science

Faculty Overview

The Faculty of Arts and Science includes four areas:

- Aboriginal and Northern Studies
- Humanities (offering courses in English, History, Philosophy and Interdisciplinary Studies)
- Social Science (offering courses in Anthropology, Sociology, Social Science)
- Science (offering courses in Biology, Chemistry, Mathematics, Environmental Science, Natural Resources Management Technology)

In 2009-2010, a faculty member from each area was elected to serve as chair. All members of the Faculty of Arts and Science serve on the Faculty of Arts and Science Council, which is chaired by the dean of the faculty.

In 2009-2010, the following degree programs were offered in Norway House, The Pas and Thompson:

- Bachelor of Arts degree (three-year)
- Bachelor of Arts degree (four-year)
- Majors and minors are available in Aboriginal and Northern Studies, English, and Sociology. In 2009, a minor in History was approved and will come into effect in September 2010.

In 2009-2010, the following diploma programs were offered in The Pas:

- Natural Resources Management Technology diploma
- Restorative Justice and Conflict Resolution diploma

In 2009-2010, the following diploma program was offered in Thompson:

- Aboriginal Self-Government Administration diploma

A new Bachelor of Science degree program is in the early proposal stages, with a planned roll-out date of September 2012.

The Faculty of Arts and Science works closely to provide course opportunities to students in the UCN Bachelor of Education degree program, the UCN-University of Manitoba Joint Baccalaureate Nursing program, and the University of Manitoba Northern Social Work degree program.

Brief Summary of the Department's Achievements in 2009-2010

New or Continuing Partnerships

University of North Carolina at Pembroke

In 2009, UCN signed its first international partnership agreement with the American Indian Studies program at the University of North Carolina at Pembroke (UNCP). The first stage of this agreement was implemented when four UNCP students and two faculty members attended the UC.ANS.2900 land-based ways of knowing culture camp, led by The Pas resident Elder John Martin in May 2010. Plans are underway for future faculty exchanges,

student exchanges and course offerings via video-conferencing between the Faculty of Arts and Science and the American Indian Studies program at UNCP.

Tri-National Indigenous Rural Tourism Community Development (ITOUR)

In 2010, the Faculty of Arts and Science became partners with the University of Northern British Columbia, the Universidad Tecnológica del Valle del Mezquital (Mexico), the Universidad Tecnológica de la Selva Mexico, New Mexico State University and the Diné Tribal College (New Mexico) on a project in the area of tourism and rural development. The goal is to increase the capacity of students to work in developing rural tourism programs and expand university outreach to indigenous communities through the creation of common curricula and linkages between countries in the emerging field of indigenous tourism.

University of Winnipeg Forest Field Skills Camp

In May 2010, members of Natural Resources Management Technology (NRMT) staff led a two-week field camp to provide field experience training to students in the Environmental Studies program at the University of Winnipeg. Two students registered in the NRMT program gained work and teaching experience by participating as camp lab assistants.

Other Initiatives

The Fictional North Conference

From March 30 to April 1, 2010, the Faculty of Arts and Science hosted “The Fictional North,” in The Pas. Seven panel presentations included speakers from Manitoba, Yukon, Ontario, Alberta and Saskatchewan, as well as an international scholar from Finland. The conference opened with a panel discussion by members of the UCN Council of Elders members Nick Halcrow, Wellington Spence, Madeleine Spence, and Martha Jonasson. Keynote speakers were Dr. Richard Harris (University of Saskatchewan) and Dr. Renate Eigenbrod (University of Manitoba), and the well-known Métis fiction writer and storyteller Beatrice Culleton Mosionier provided the closing remarks with readings from her most recent work, *Come Walk with Me, A Memoir*.

Language Arts Festival

The Faculty of Arts and Science has a close relationship with the communities of Northern Manitoba, and enjoys providing educational opportunities that extend beyond the walls of our classrooms and beyond our own student body. On May 14 and 15, in beautiful northern spring weather, the First Annual UCN Language Arts Festival was held at the Norway House Regional Centre. More than 20 students from grades 9 through 12 from Helen Betty Osborne School submitted their original works of prose and poetry. Workshops on topics ranging from “Science Fiction Writing” to “Finding Your Inspiration” were organized by three members of the Faculty of Arts and Science and the Dean of Library and Instructional Services.

The real highlight of the event, however, was the presence of our special guest, Beatrice Culleton Mosionier, author of *In Search of April Raintree*. On the first evening of the festival, she gave a public reading to an appreciative audience of community members at the Norway House public library. The following day, she met with students and shared her experiences as a beginning writer, giving them advice on the writing business and offering feedback on their work. The festival ended with eight students reading their poems and stories, and then everyone enjoyed a hearty meal together, courtesy of Norway House Cree Nation.

Visiting Speakers Series

Two well-known authors/scholars in indigenous literatures participated in a visiting speakers series organized by the Faculty of Arts and Science during the 2009-2010 academic year.

In October 2009, Canadian Aboriginal poet and playwright Daniel David Moses (Queen's University) gave readings in Norway House, The Pas and Thompson. In November 2009, Poet Laureate of Saskatchewan (2005-2006) Louise Bernice Halfe travelled to the three sites.

Thinking Out Loud / Faculty of Arts and Science Colloquium

The Faculty of Arts and Science hosted the Colloquium Series and the Thinking Out Loud Speakers Series in 2009-2010, featuring UCN faculty and special guest speakers.

Congress of the Social Sciences and Humanities

With support from the Human Resources and External Relations departments, the Faculty of Arts and Science attended the Congress of the Humanities and Social Sciences at Concordia University in Montreal from May 29th to June 4th, 2010.

Faculty of Business

Faculty Overview

In the 2009-2010 academic year, the Faculty of Business introduced its new website. Developed in conjunction with the UCN main page, it is a useful tool that informs current and potential students about the varied programs in the faculty. The Faculty of Business site enables students to learn about their instructors and faculty staff before they even step in the classroom. With our easy-to-use and visually stimulating website, students are able to find such useful resources as information about the numerous business programs, the various course delivery locations, and career choices after graduation. We plan to expand on the Faculty of Business website in the future.

The Faculty of Business developed courses and programs such as the upcoming Bachelor of Business Administration degree and revamped the Business Administration diploma program to ensure its standards are met by all of our stakeholders. Faculty members continue to promote current programs and also worked with Community Based Services to ensure that new programming is available to our current clients. Suzanne Barbeau-Bracegirdle, Dean Faculty of Business worked with external stakeholders to ensure articulation agreements are current with other educational institutions and associations.

Faculty Activity

The faculty developed the Bachelor of Business Administration degree, which was approved by Learning Council for delivery in 2011-2012 academic year. The Business Administration diploma program will be a two-for-two transfer into the degree program.

Borys Kruk completed peer review for the first Canadian edition of the text "The Micro Economy Today," by Schiller, Sabiston and Phipps. This text contains multiple Canadian examples that make it easier for students to relate to the economic issues and material. This text was published by McGraw-Hill.

Nelson Publishing asked Rhonda Fenner to review an accounting text that was being revised for Canadian readers. She reviewed the chapters of Accounting, First Canadian Edition by Warren, Reeve, Duchac and Gekas. Her recommendations for additional Canadian business content and reworking the questions and assignment sections were accepted and implemented in the final copy of the text book.

In addition, she completed another course towards a Certificate in Adult Education (CAE), and is currently waiting for a reply for her MBA at Laurentian University. She worked for the accounting firm Haugen Morrish Angers to remain current in the field.

Michelle Ballantyne completed another CAE course. With help from instructors and students, she also planned and coordinated the Back-to-School Bash that UCN hosts each year. Hundreds of people came out to enjoy an evening of entertainment and togetherness at this popular community event.

Kim Laycock completed her Certificate in Adult Education. She also completed the foundation studies of CGA, and will continue working on fourth-level courses in the CGA program.

Jason Grandy strived to ensure that the courses he teaches remain relevant and interesting, while making good use of the latest in technologies such as D2L. Also a student, he has one course left in the third level of the CGA program. He continues to work on the Faculty of Business website.

Rhonda Fenner and Suzanne Barbeau-Bracegirdle met with CGA representatives to review the two statistics courses that will be implemented for the 2011-2012 year for exemption. This addition to our program will let the Accounting Majors entering the CGA program – presently the department is one course shy of meeting CGA's third level.

Jacinta Wiebe and Troy Paul redeveloped our Aboriginal Entrepreneur certificate program. It is our goal to have this revised program available for the 2011-2012 academic year.

The Administrative Assistant Year II students planned and organized a Christmas potluck lunch for the Faculty of Business instructors and students at The Pas campus. Students were encouraged to bring friends and family. An afternoon of fun was had by all.

The Administrative Assistant and Computerized Business Skills students hosted an Administrative Professionals Day celebration. UCN administrative staff members were invited to join us for refreshments during their coffee break.

Abayomi Oredogbe, Jacinta Wiebe, and Borys Kruk all went to St. Theresa Point to work with the 17 students who are in the process of completing the Business Administration diploma program.

Jason Grandy and Kim Laycock presented on UCN and Faculty of Business to students in grades 11 and 12 at R.D. Parker Collegiate in Thompson. They used the MBTI to learn about suitable jobs for their personality types, and where they may find such employment.

Suzanne Barbeau-Bracegirdle, Jackie Hartman, and Kim Laycock made a presentation to the Thompson Chamber of Commerce regarding the Faculty of Business, the direction the programs are taking, and program transferability to various other recognized programs.

Kim Laycock finished the Accounting Suites program for two CST students in Thompson to

ensure that they had the requirements needed to graduate.

Janice Campbell replaced Jackie Hartman during her maternity leave. Suzanne Barbeau-Bracegirdle was hired as Dean of the Faculty of Business.

Faculty of Education

The Faculty of Education consists of the Kenanow Bachelor of Education degree program, Early Childhood Education diploma program, Educational Assistant certificate program, the Applied Counselling certificate program and the Recreation Leadership certificate program.

As a new faculty at UCN, the faculty members have collaborated to develop a faculty structure and started the task of building the Faculty of Education. In addition to a faculty council, the Faculty of Education has the following committees to assist with the governance of the Education programs:

- Curriculum and Academic Planning Committee
- Personnel Committee
- Research and Ethics Committee
- Policy and Procedures Committee
- Distributed Learning Committee
- Student Success, Recruitment and Retention Committee

Enrolment in all programs in the Faculty of Education continues to increase.

Educational Assistant Certificate Program

UCN launched the Educational Assistant certificate program in Cross Lake and Norway House in co-operation with local schools, teachers and administrators in the 2008-09 academic year. Fifteen students in Norway House graduated from the program in June 2010. The program in Cross Lake continues and a new cohort has been established for Norway House. The program was also running in six other communities through a partnership with Manitoba First Nations Education Resource Centre (MFNERC). The program offered in partnership with MFNERC enabled students from Chemawawin (Easterville) and Bunibonibee (Oxford House) to graduate during 2009-2010. Development of a distance program was initiated with delivery to students to commence in 2010-2011.

Early Childhood Education Diploma Program

The Early Childhood Education diploma program graduated the first class from this redesigned child care worker program. The program was offered in Thompson, The Pas and various other communities. The program has received final accreditation from the Child Care Program Approval Committee. Faculty members began work on an ECE III program and an Early Childhood Education degree program during the year.

In 2009-2010, the Early Childhood Education (ECE) students participated in several events and activities. ECE students and faculty formed partnerships in the community and within UCN.

These partnerships resulted in ECE students learning in the community. For example, students participated in many cultural activities and learned about the importance of culture for effective child care practices. Students assembled shelters, made drums, observed the blessing of the land ceremony and sang songs. The cultural activities were intended to prepare students to provide cultural and place-based learning in child care practice.

Students also participated in an annual parent conference, a Manitoba Child Care Association workshop, a workshop with an Elder and children's author, a presentation on traditional medicines, a workshop on traditional skirt-making and the Parade of Programs. Through fundraising and grant writing, faculty members and students secured funds to improve their teaching and learning facilities.

Kenanow Bachelor of Education Degree Program

The Kenanow Bachelor of Education degree program was launched in September 2008 as a campus-based program in Thompson and The Pas. Students were able to register in either the After Degree Stream or Integrated Stream. Grounded in Aboriginal perspective and northern culture, the Kenanow Bachelor of Education degree program provides students with a unique opportunity to prepare for a career teaching in our schools. Fifteen students graduated from the After Degree stream in June 2010. UCN Bachelor of Education faculty members began to develop community-based teacher education programs in partnerships with regional centres and communities.

Program Development and Presentations

Year two of the program was implemented. Faculty members worked throughout the year with the Elders, collaborated with community members and received feedback about the program, and attended meetings in communities to discuss the establishment of community-based teacher education programs. UCN's annual Linkages conference provided an opportunity for community and educational partners to provide direction for the program. The Faculty of Education also hosted the Mobile Learning Conference and one of the Manitoba Education Research conferences. Student and faculty presented the program at various venues including the Western Canada Student Teacher Conference (WESTCAST) in Victoria, Manitoba Education Research Network, Manitoba Association for Distance Education (MADLAT) conference and the Lighting the Fire conference. Two faculty members have membership on the Teacher Education for Sustainable Development Committee, Manitoba Education.

Partnerships

Education students and faculty members established partnerships in communities. Education students volunteered in the schools and received instruction from local educators. Faculty members also established opportunities for practicum experience for students in schools.

Service Learning

Students were engaged in various service learning projects including a cultural day for local elementary students. Many students participated in a teaching internship program that

provided assistance to students and staff in local schools. Students also learned from the Elders about various topics including community expectations of teachers.

Experiential Learning

Experiential activities were interwoven into course learning. Students participated in many activities including an Elders conference, land-based experiences, drum-making and drumming evenings. A summer camp for children and youth, *Into the Wild*, engaged more than 300 young people during the summer of 2010. With *Into the Wild* based on the Securing Aboriginal Goals in Education (SAGE) principles, children and youth learned mathematics, science and cultural activities through hands-on activities.

Applied Counselling Certificate Program

The Applied Counselling certificate program provided individuals with the competencies to provide counselling services and deliver social service programs. The program was considered for review and further development to provide more of an Aboriginal focus.

This community-based program was offered based on community demand across UCN's service area.

Recreation Leadership Certificate Program

The Recreation Leadership certificate program was offered as a community-based program and on a contract basis. Fifteen students from Split Lake graduated from this program in June 2010. This certificate program was also considered for review, and the program was referred for redevelopment.

This community-based program was offered based on community demand across UCN's service area.

Research Activities

Faculty members were involved in a variety of activities including:

- UCN Education faculty members collaborated with faculty at Brandon University in the development of a research proposal to be submitted to the Social Sciences and Humanities Research Council.
- Manitoba Education Research Network (MERN) - Students and faculty members attended and presented at conferences throughout the year. A faculty member assumed membership on the MERN Editorial Board.
- Northern Research Collaborative – A faculty member participated in the development of research projects for schools in Opaskwayak Education Authority, Mystery Lake School District, Kelsey School Division and Manitoba Education Research Network.
- Science Ambassador Program – UCN faculty members and staff collaborated on this project in partnership with Kelsey School Division, Opaskwayak Education Authority, Manitoba Education Research Network and University of Saskatchewan. It aimed to enhance student interest in science.
- Manitoba Council for Leadership in Education (MCLE) – A faculty member was a board

member on MCLE, which supports educational research and implementation of best practices in schools.

Faculty of Health

The Faculty of Health is divided into five areas each with an area coordinator. Those areas are Nursing, Midwifery, Dental, Law Enforcement and Transition. In Nursing, the area coordinator is further supported by coordinators of the Diploma in Practical Nursing and the Health Care Aide programs. Recruiting, retention, quality assurance and communication initiatives for the Faculty of Health are handled by a separate coordinator who works closely with the dean and area coordinators.

Faculty of Health Programs for 2009-2010

Degree Programs:

Joint Baccalaureate of Nursing Program (in partnership with the University of Manitoba)
Kanáci Otinawáwasowin (Aboriginal Midwifery) Baccalaureate Program

Certificate Programs:

Dental Assisting program
Law Enforcement program
Health Care Aide program
Health Transition Certificate Program

Contract Training:

Band and Community Constable program

Diploma in Practical Nursing

The Diploma in Practical Nursing received initial approval from the College of Licensed Practical Nurses of Manitoba in the spring of 2010. Two deliveries of the program will begin in Norway House Cree Nation and Swan River in September 2010. Three full-time faculty members have been hired to deliver the program in the two sites.

Bachelor of Midwifery

The Bachelor of Midwifery program will begin in Southern Manitoba in September 2010 with an intake of eight students. Three new faculty members will be hired to instruct and co-ordinate the program. One of the positions is a researcher who will be expected to develop and implement a research agenda for Baccalaureate Midwifery at UCN.

Multi-Jurisdictional Midwifery Bridging Project

In March 2010, the MMBP received two years of funding from Human Resources and Skills Development Canada. As a full partner in the MMBP, UCN has agreed to provide the Cultural Safety course from its Baccalaureate Midwifery curriculum for delivery to the MMBP candidates.

UCN Pathway Midwifery Bridging Program

In the spring of 2010, the Faculty of Health accepted the first cohort of 12 internationally educated midwives into the Pathways Midwifery Bridging Program. Through a combination of blended learning, recognition of prior learning and gap training based on the Baccalaureate Midwifery curriculum, this program will effectively integrate both internationally educated midwives and other health professionals into midwifery practice in Manitoba. The cohort will complete the program within 18 months and be prepared to register in Manitoba.

Dental Assisting Program

In the spring of 2010, the Dental Assisting clinic was equipped with state-of-the-art digital radiography. This addition makes the DA Program at UCN the first and only school in Manitoba to provide its students with training on this equipment, making our graduates better prepared to take on the challenges of this career in the 21st century.

Post-Basic Certificate in Mental Health

Nine students completed the Post-Basic Certificate in Mental Health for Licensed Practical Nurses in the spring of 2010. All of these individuals were employed full-time as LPNs by the NOR-MAN Regional Health Authority. Each has received a salary increase for successfully completing the program and the RHA is very satisfied with having more practitioners with a specialization in mental health issues.

UCN Faculty of Health Swan River

To facilitate delivery of the new Diploma in Practical Nursing program, the Faculty of Health has acquired a new site in Swan River separate from the UCN regional centre currently operating in the community. This facility is equipped with state-of-the-art learning technologies including videoconferencing and other forms of technologically-mediated learning to support the DPN and UCN's online Health Care Aide program. The grand opening took place in November 2009. The first cohort of students in the DPN program will begin their studies in September 2010.

Coordinator of Recruitment, Retention, Quality Assurance and Communication

In October 2009, the Faculty of Health hired a Coordinator of Recruitment, Retention, Quality Assurance and Communication to undertake the systematic organization of all of these activities. The notable achievements resulting from the incumbent's work in the first months of her tenure include a quarterly newsletter highlighting major events for faculty and students, and a much larger presence at recruiting events and career fairs. This will continue to be an

integral position in the Faculty of Health as we launch new programs such as the Diploma in Practical Nursing and Bachelor of Midwifery.

Faculty of Trades and Technology

Faculty Structure

During the 2009-2010 academic year, the Faculty of Trades and Technology consisted of a dean, three coordinators, instructors and an administrative assistant.

Instructors Roland Misling from the Apprenticeship program, Gary Melko in the Trades department and Michelle Logeot in the Technology department were appointed academic coordinators. They worked with Dean of Trades and Technology Gabe Mercier to provide leadership and direction in curriculum development and implementation, instruction and program delivery, student assessment and reporting practices.

UCN's Trades and Technology programs seek to address current and future labour market shortages by providing a continuing supply of skilled human capital to industries and communities, in the North and beyond.

The faculty was very successful in accomplishing many goals this year. Through the work of individual instructors, coordinators, the dean and administrative assistant, the faculty has developed new programming for internal approval, initiated project proposals, developed and implemented the Northern Manitoba Skills Challenge event, initiated and participated in a number of effective outreach and recruitment opportunities, and developed a successful Girls Exploring Trades and Technology (GETT) project.

2009-2010 Programs

Apprenticeship Training: Four levels of Millwright and Industrial Electrician training, four levels of Carpenter training at the Thompson campus and two levels of Carpenter training in The Pas

Basic Electrical: Certificate

Carpentry/Woodworking: Certificate

Chemical Engineering Technology: Diploma

Civil/CAD Technology (Co-op): Certificate

Commercial Cooking: Certificate

Computer Systems Technology: Diploma

Electrical/Electronic Technology: Diploma

Facilities Basic Maintenance: Certificate

Facilities Technician: Diploma

Preparation for Technology: Certificate

Heavy Duty Mechanics: Certificate

Industrial Welding: Certificate

Mineral Processing: Certificate

Introduction to Industry

Highlights of 2009-2010

Trades Programs

Skills Manitoba Competition

Bruce Kellington and Curtis Kerr accompanied two students to the Skills Manitoba competition held at Red River College in Winnipeg April 8, 2010. This event marks the first time that the Basic Electrical and Carpentry/Woodwork programs participated in this provincial competition.

Millwright Program

The Millwright Apprenticeship program had a successful year with 17 intakes of 12 students each. The program was also involved in a bridging program funded by Manitoba Advanced Education, Training and Literacy and the Apprenticeship Branch.

Accreditation Renewal

The Basic Electrical and the Carpentry/Woodwork programs had their Level 1 accreditation with the Apprenticeship Branch renewed. There was a change in the Level 1 Carpentry curriculum to include more safety on construction sites.

Automotive Technician

There was a program advisory committee meeting held for the Automotive Technician program. The meeting was well-attended by representatives from industry. Everyone who attended the meeting expressed support for the reinstatement of the program for the 2010-2011 academic year. The Automotive Technician program was last delivered in The Pas during the 2002-2003 academic year. Members of the committee expressed interest in having three advisory committee meetings a year.

Sustainability

Ray Clarkson attended a conference entitled, *The Green Economy-Policy, Education, Research and Opportunity* at George Brown College in Toronto, Ontario from April 3-4. Some of the topics and discussions at the conference were *Communicating the Business Case for Sustainability*, *Is the Concept of Sustainability a Passing Fad*, *Greening the Bottom Line in the Pearson Eco-Business Zone*, and *Training the next Generation of 'Green' Workers*.

Technology Programs

Electrical/Electronic

Dr. Mohammed Soliman attended the International Conference on Renewable Energy: Generation and Applications (ICREGA) held in Al Ain, United Arab Emirates from March 8-10, 2010. Experts in the field of renewable energy generation from all over the world gathered in this conference and presented their experiences to the attendees. Dr. Soliman presented a paper in this conference titled "Laboratory Model of Fuel Cell/Microturbine Generation Scheme for Distributed Generation." The conference was sponsored by the University of United Arab Emirates and Abu Dhabi water and electricity authority, and technically sponsored by IEEE.

The Canadian Technology Accreditation Board (CTAB) renewed the accreditation for the Electrical/Electronic program. This accreditation allows graduates from the program to use the CET designation.

Advisory committees

Technology coordinator Michelle Logeot organized four program advisory committee meetings. They were held in the Thompson area for Civil/CAD Technology, Electrical/Electronic Technology, Preparation for Technology, and Computer Systems Technology programs.

Degree Program

The developing Bachelor of Technology (Management) degree program moved one more step towards implementation when it received final approval from the Curriculum Committee and Learning Council. In addition, a committee consisting of industry, and representatives from UCN and Winnipeg Technical College developed an entrance requirement for the program.

New Programming

The Northern Manitoba Sector Council approached UCN to provide an Introduction to Industry certificate training program for Vale in Thompson. The program prepared Aboriginal and northern learners for entry-level positions in the mining industry under Training Employment Pathways. The course included theoretical and practical materials delivered in essential skills format, and provided the participants with a basic understanding and knowledge of the industrial workplace in Manitoba. Six students successfully completed the program and are now employed with Vale.

Highlights of the Dean's Activities

- Apprenticeship Accreditation – Accreditations were required for Carpentry/Woodworking – The Pas, Basic Electrical – The Pas, and Basic Electrical - Flin Flon. Worked with instructors to provide information necessary for programs accreditation.
- Trip to Winnipeg to visit All Nations Print Ltd. for discussion on industry needs, UCN capabilities and programming directions in Trades and Technology. Also visited Modern Earth Web Design and NSERC.
- Meetings with Bob Hastings, Envirotrec Cold Weather Testing Facility in Thompson on possible partnerships and to consider training needs. The company will be building a \$25-million cold weather aircraft testing facility in Thompson.
- Planned Trades and Technology Week and Northern Manitoba Skills Challenge with education community in the North.
- Organized the Trades and Technology Student Activity Group. Held lunch-hour meetings with student representatives from each program at The Pas campus.
- Attended advisory meeting for the Technical Vocational Education Advisory Committee (TVEAC) in Winnipeg. This is the advisory committee responsible for the Province's Technical Vocational Initiative (TVI).
- Set up Faculty of Trades and Technology display booths during the evening session of parent/teacher interviews at R.D. Parker Collegiate in Thompson, Margaret Barbour Collegiate Institute in The Pas, and Joe A. Ross School in The Pas.
- Attended Manitoba Mining and Minerals 2009 Convention in Winnipeg.
- Attended Council of Deans of Trades and Apprenticeship Canada (CDTAC), and Deans of Technology conferences on October 15 and 16, 2009.
- Developed external grant application proposals for CNC Machine and training, Girls Exploring Trades and Technology, Bridging program, CATIA software and Skills Challenge, for a total of about \$83,000.

Other Initiatives

Skills Challenge

The first Regional Skills Challenge in Manitoba was held at University College of the North, The Pas campus on February 8, 2010. Six communities and seven schools in the North participated in the challenge. High school students competed in technical areas of Chemical Engineering Technology, Small Engines, Industrial Welding, Power Mechanics, Carpentry/Woodwork and Automotive. Hallway demonstrations were held in the areas of Hairdressing, CITA Software and Graphics. The Regional Skills Challenge was part of a week of activities during the celebration of Trades and Technology Week, proclaimed as such by three Manitoba communities.

Bridging program

The faculty worked with the Apprenticeship Branch and Manitoba Advanced Education, Training and Literacy to develop a bridging program for the Millwright and Industrial Electrician programs under the Labour Market Bridge Program Initiative. The programs curriculums were analyzed and broken down into tasks and sub-tasks, an assessment tool was developed, and matching Alberta ILMs were identified. Retired instructors Gene Germain and Wayne Simpson (ACC) were hired to work on the project.

CITA Design Software

The TVI project accepted the faculty's proposal for a \$-4,084 CITA software package. The amount was paid by TVI. The faculty will try to integrate this design software in programs where possible.

Student Development

The Student Development Division (SDD) continues to provide initiatives for student success in personal and academic development. As we head into our third year as a division, SDD staff members continue to plan, develop, and implement a wide array of opportunities that will benefit UCN students and provide events for students and staff to interact and develop academic relationships. The 2009-2010 academic year was a year of achievements with a variety of new events and a successful outcome for retention as a result of the UCN's first summer orientation in August 2009.

The STARS strategy (Student Tracking, Alert, & Retention System) continues to develop and implement plans that aid in retention and student success. One of the events scheduled involved students meeting UCN President & Vice-Chancellor Dr. Denise K. Henning at a "Tea and Bannock" event at both The Pas and Thompson campuses. As Dr. Henning has a high interest in speaking personally with UCN students, she has requested that this event occur twice a year at each campus. The bright yellow star is the STARS emblem and so continues to symbolize student focus at UCN. It remains a visual reminder to staff to be student-focused. Conversely, students will learn and recognize that the star represents care, help, and academic success when they view it on posters, email signatures or other locations throughout UCN.

The SDD includes recruitment, residence, counsellors, Learners' Assistance Centre, EAL (English as an Additional Language), recreation, distance resource instructors, and the Keewatin Adult Learning Centre. SDD participated in an institution-wide outcomes assessment initiative and co-created their division mission statement as follows:

“In keeping with the mission of the University College of the North, the Student Development Division, incorporating wholistic practices, provides quality and inclusive student support in a safe learning environment to encourage lifelong learning, personal growth, and academic success while respecting traditional values and beliefs. Recreation will provide abundant opportunity for quality recreation and fitness and wellness that encourage and promote healthy, balanced lifestyles.”

After the first 2009 Summer Orientation program, which took place during two weeks in August, UCN saw an 83% retention rate for those students who attended orientation. We offered workshops on topics such as computers, time management, budgeting, and avoiding plagiarism. There was follow-up with these students through luncheons. These events created a venue for them to discuss concerns or share their positive feelings about their academic experience. The overall results have been phenomenal. Instructors have noticed the confidence of these students and their ability to lead and mentor others in the class. Orientation definitely helped them ease into becoming successful post-secondary education students at UCN.

The final report results from the Probe Research project were returned. Findings were used to enhance SDD and add to recruitment and retention projects.

SDD continues to grow, expand, flex, and change with the identified outcome assessments and accordingly with the five-year strategic plan as set by UCN. The constant provision of a centralized focus on student academic and personal success will continue to be the focal point. One of the major goals for Student Development is to have students consider UCN their family away from home: a home that cares, nurtures, and provides a place for them to transform into confident, healthy, well-trained graduates.

Department of General Studies

General Studies offers programs to prepare students for entry into post-secondary programs, satisfy employment-related goals or to earn a Regular or Mature High School Diploma. In the 2009-2010 academic year, preparatory programs were offered as follows:

Literacy: The Pas

College Preparation: Thompson

Mature and Regular High School Diploma: The Pas, Thompson and York Landing

Preparation for Technology: Thompson

Students having the prerequisites for career courses may enrol in General Studies and take those career courses. Once the student obtains the prerequisites to enrol in the career program of his or her choice, if applicable, those career courses can be transferred to the student's selected career program.

English as an Additional Language was offered on a part-time basis in Thompson. This program is designed for immigrants whose English abilities are at the intermediate and higher levels. UCN hired Poonamapret Sidhu as a new instructor of the program in Thompson.

Christina Everett was hired in The Pas as a new instructor in Math and Science.

Library Services

Department Activities

The library is constantly changing. The library field is also making great changes in how it operates and how information is used. Along with these changes require a change in the skill set that library staffs hold. Knowledge dealing with digital databases, software of informational resources, and manipulation of electronic citations and materials are becoming essential.

The 2009-2010 year has been a good one for the UCN libraries. We have turned down a number of offers for donations due to lack of space and shortage of personnel to process materials. Our librarian for The Pas campus left in the summer of 2009, and it took us several months to replace her. With the arrival of our archivist/records manager, we began the process of revising records management schedules.

The UCN/Norway House Public Library is popular with the community. The 1,200-square-foot facility was remodelled in June 2009. The book collection is currently 8,899 volumes, with the expectation to have an additional 3,000 volumes next year. All of the materials are being processed at The Pas campus library and sent to Norway House from there. The Norway House library has 2.5 staff positions this year.

Other personnel activities/ professional development (our staff participated in) this year:

- Two staff members started the Library Technician diploma program.
- One staff member received her diploma as a Library Technician

Staff attended professional conferences at:

- Manitoba Library Association Annual Conference
- Canadian Library Association Annual Conference

The Dean of Library and Informational Services, Dr. Stan Gardner, has also been active as a representative for UCN. He has served on the Manitoba Library Consortium Board.

The library staff and the learning resource instructor visited various locations to provide:

- Researching, developing, and delivering information literacy workshops on a variety of library- and research-related topics (Norway House, Thompson, The Pas, and Cross Lake).
- Liaising with instructors, professors, Community-Based Services, Elders, regional centre coordinators, community members, and others in the development of above and in advocating library issues.

Collection Development

We have added a total of 9,162 titles to our collections from July 2009 to February 2010. At the same time we have been weeding or discarding books. In the past three years, we have discarded approximately 20,000 items from the collection in The Pas. We have started another review of materials for discarding because the library will change locations twice in the next two years.

Our current total collection of all libraries is **66,261** volumes. This number breaks down as follows:

Norway House:	8,899
Thompson:	7,490
The Pas:	49,882

Swan River Nursing Study Centre now has a total of approximately 600 books (these are counted as part of The Pas collection because they rotate each semester).

We have spent a lot of time on database maintenance this year. Our library automation system database had a great many items that were either miscataloged, or just not catalogued at all.

Circulation Figures

Norway House

2010	786
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Thompson

2009	1,097
2010	1,102

The Pas

2009	3,026
2010	3,614

The average number of people coming to our libraries has also increased dramatically: more than 400 per cent over the past five years (the Library Statistics appendix contains specific figures). The greatest growth has been at The Pas Campus library because this location is where the central processing is done, and there was more space to grow and personnel to provide service. As the facilities and personnel increase at the other libraries, we expect their growth to be as significant as The Pas library has shown it can be.

The library at The Pas campus offers a large format printer service. We have communities requesting posters and banners, classes designing their own posters, and many requests for use from faculty staff, and other community organizations.

Other Activities in Library Services

The Dean of Library and Instructional Services has been involved in discussions on setting up a UCN/Public Library in Grand Rapids.

The grand opening for the Norway House UCN/Public Library took place in November, 2009. More than 60 representatives from UCN, Norway House Cree Nation, Public Library Services, and many community organizations and residents attended. Many people registered for their library cards.

The library provided many in-class and in-person training to students at both campuses and at several regional centres. This training is reflective of adding additional electronic databases and electronic links as part of the resources of the library.

The number of requests for interlibrary loan grew and is reflective of the increasing level of in-depth research that our programs and faculty require.

This year the library produced bookmarks and promotional materials for our students and faculty to remind them of the resources available at UCN libraries. These were successful initiatives since our number of library users and visitors grew significantly.

The library has also printed several brochures for other UCN departments. Library staff led library orientation tours, coached UCN staff in 1-on-1, promoted Freedom to Read Week (anti-censorship), and printed and produced posters and banners for many different events at UCN and our communities.

Academic Development

Department Overview

The Department of Academic Development successfully provided a wide range of academic-related services and developmental activities to staff and students during 2009-2010 in alignment with UCN's overall vision, mission and ends. The mission of the department is to create, support and deliver positive, innovative, relevant, and inclusive educational services for Northern Manitoba communities and beyond, that promote and enhance access to education and the quality of teaching and learning at University College of the North.

The services that the Department of Academic Development provided in 2009-2010 include the following:

- Promotion and support of the use of educational technology in teaching and learning by faculty, students and staff, building a supportive environment for online and distance learning.
- Provision of consistent, reliable and high quality distance education/learning technologies facilitation (LTF) services to meet the needs of students, faculty and staff.
- Support and development of processes for continuous improvement of academic programming, including the co-ordination of program advisory committees, internal program reviews and student course evaluations.
- Creation and input to academic publications such as the Faculty Handbook, Annual Report, Annual Academic Report and various orientation and curriculum design materials and resources.
- Support to faculty with respect to curriculum and learning resources, including administration and facilitation of the Certificate in Adult Education (CAE).

Learning Technologies

During the 2009-2010 year, University College of the North increased its delivery of technology-mediated courses (courses delivered entirely using technology) and technology-enriched, or so-called blended courses (courses that use technology to enrich face-to-face delivery). These distributed learning technologies are essential to ensure access to education throughout Northern Manitoba.

Specific learning technologies used in 2009-2010 for distance education course delivery at UCN were:

- Videoconferencing
- Elluminate Live
- Desire2Learn
- Can8 Language Lab
- Teleconferencing

In 2009-2010, UCN delivered a total of 58 technology-mediated courses, a 66% increase over the 2008-2009 academic year. In addition, a total of 141 courses were enriched through the use of learning technologies, which represents an overwhelming increase of 269% from the previous year. UCN also continued to deliver a number of sections of two Cree language courses by distance (Elluminate Live and Can8) through Campus Manitoba in 2009-2010.

Videoconferencing

Videoconferencing capability at UCN facilities in The Pas, Thompson, Norway House, Cross Lake, Nelson House, Flin Flon, Split Lake and Chemawawin allows courses to be delivered synchronously between these locations, as well as to any other locations that have compatible videoconferencing equipment.

Elluminate Live

Elluminate Live is an internet-based technology that creates a virtual classroom where students and faculty can interact synchronously using a variety of tools. This technology allows UCN courses to be delivered to all UCN regional centres.

Desire2Learn

Desire2Learn is a web-based platform that allows courses to be delivered asynchronously to any location that has a high-speed internet connection. Similar to WebCT, Desire2Learn allows learners to take UCN courses without leaving their community, and in many cases, their home. Because it is an asynchronous delivery platform, learners can access courses during times that fit with their work schedule and lifestyle. Desire2Learn can also be used to enhance face-to-face courses in a variety of ways, including the provision of online discussion groups and access to online resources such as assignments and grade books.

Can8 Language Lab

The Can8 platform is a type of learning technology specifically used to deliver UCN language courses. In 2009-2010, the Can8 Language Lab supported two UCN Cree language courses. Students were able to take Cree language courses in a classroom-based model or through videoconferencing for the lecture component, and through Can8 for the Language Lab component. The Can8 platform was also utilized to administer tests. In 2009-2010, UCN also delivered two Cree language courses to students in a variety of locations throughout Manitoba through Campus Manitoba using the Elluminate and Can8 platforms.

Teleconferencing

Teleconferencing is used in UCN programming as a backup when there are disruptions with other, more complex technologies.

Learning technologies facilitation services were provided to 100% of courses offered through videoconferencing (42 courses) or webconferencing (Elluminate) (16 courses). This took the form of on-site learning technologies facilitators providing both in-class and pre- and post-class

services to students and faculty members. For technology-enriched courses (blended courses), learning technologies facilitation services were provided on an as-needed basis. All requests for assistance or services were responded to by either learning technologies facilitators or by the learning technologies specialist. Services provided included: entering course data, basic instruction in use and function of instructional technologies, classroom management, equipment troubleshooting, exam invigilation, student referrals, document routing, class enrolment troubleshooting, room scheduling troubleshooting, and curricular/pedagogical advice to faculty.

In general terms, Academic Development has improved and supported community engagement by increasing the support to programming through technology at Regional Centres. As the technology reaches out to more and more communities, new partnerships and initiatives are made possible. Illustrating this is the addition of a Learning Technologies support position to the Norway House Regional Centre, thus allowing for a more supportive and accessible environment for teaching and learning – both for students and for faculty. This focus on services and supports to students, meeting their needs in the communities they live in, has been Academic Development's primary focus during 2009-10.

Certificate in Adult Education

Academic Development continued to oversee all UCN activities regarding Red River College's Certificate in Adult Education (CAE) program in 2009-2010, providing tuition waivers for UCN faculty and staff choosing to pursue courses within the CAE. The director successfully collaborated with the Chair of Teacher Education at Red River College to develop a process of reporting registrations and completions of UCN staff in CAE courses.

Program and Course Development

Academic Development continued to provide leadership and expertise with respect to creation and renewal of academic programming and curriculum during the 2009-2010 academic year. A variety of proposals were submitted by University College of the North to the Council on Post-Secondary Education (COPSE) for approval and/or funding. A review of the program review process, initiated by the academic specialist, will continue in 2010-2011 with the implementation of a revised program review process. Student course evaluations continue to provide faculty with important feedback that is used to continuously renew and improve UCN courses.

Program Advisory Committees

University College of the North is committed to providing the highest quality educational opportunities to our students. Program advisory committees consist of representatives from business, industry, communities, various organizations and the public sector who meet to advise the university college staff on the skills and knowledge graduates will need in order to effectively compete in the workforce. Effective advisory committees enable us to respond to the continually changing needs of the labour market. Program advisory committees meet regularly. In 2009-2010, more than 150 volunteers participated in UCN program advisory committees to share their expertise and to help in maintaining effective, relevant and culturally appropriate education that will provide immeasurable benefits to families and communities across Manitoba's north and beyond. Academic Development continued to provide overall leadership and guidance to UCN's Program Advisory Committee structure.

Institutional Development

To explore the potential for UCN's involvement in international education opportunities, a representative from Academic Development continued to participate on UCN's International Education Committee during 2009-2010. In addition, new memoranda of understanding, agreements and partnerships between UCN and other institutions, communities and organizations continued to be established and nurtured in 2009-2010.

Teaching and Learning

A series of six faculty workshops on learning technologies was held in 2009-2010, with three at each campus location. The topics covered include each of the three major technologies which are currently being used in a wide variety of programs at UCN: videoconferencing and video conferencing teaching strategies, webconferencing, focusing on Elluminate, and a third workshop on course management systems using the Desire2Learn system (D2L), which UCN has used for several years. These workshops grew from the workshop series delivered in the previous academic year, attempting to use feedback from participants in previous sessions as well as concerns and questions instructors have raised during the year in order to provide workshops that were useful in promoting effective teaching and learning. Lunch-hour computer drop-in sessions for students were conducted from September 2009 to January 2010.

Academic Development played a key role in the coordination of a Mobile Learning Technologies Conference at UCN in March 2010, in partnership with MINDSET, Manitoba Network for Science & Technology. The conference was attended by UCN faculty and staff, UCN Bachelor of Education students, teachers from Kelsey and Swan Valley districts, high school students from Swan Valley School Division and Kelsey School Division, and others. With the assistance of Academic Development, University College of the North also hosted the successful 2009-2010 Sanofi-Aventis Biotechnology Science Fair and awards presentation geared at northern high schools.

Academic Development also successfully rounded off the 2009-2010 academic year with its annual spring mini-conference on learning technologies for faculty and staff. In the spring and summer of 2009, approximately 37 faculty members participated in academic development workshops.

Additional professional development activities regarding learning technologies and general teaching and learning topics are planned for faculty and staff in 2010-2011. Academic development staff members are also focusing on the delivery of regular student workshop sessions and drop-in opportunities regarding technologies for learning in 2010-2011 in order to increase student success and retention. Also planned for 2010-2011 is the rollout of UCN's new Centre for Teaching and Learning, initially in a virtual environment.

Enrolment Services

Admission/Registration

The student information system is complex software that continues to be used more extensively. Personnel are gaining significant expertise and thus creating more in-depth use. The graduation audit process has proven to be a time-saving mechanism to ensure graduation requirements are met.

Assessment Services

Skill assessments continue to be an excellent tool to assist adult learners understanding their starting point on the road to academic success, and to assist them in making informed choices.

Assessments are done in communities as well as on campus. Supportive and corrective materials together with guided tutorials are given to applicants who would benefit from short-term academic preparation in order to meet admission requirements. Longer-term support comes from the academic division through the university college preparatory programs.

Essential skills as an assessment tool continues to make significant headway into the world of assessment. UCN participated with a government and industry partner to deliver an essential skills program to prepare people for employment in industry.

Academic Advising

Academic advisors have increased their case loads and the depth of their work with students. They are fast becoming the first line of contact on academic matters and maintaining their engagement with students throughout the year. Tools are constructed, used and reconstructed as the academic advisors work with their students. There is an increasing need for advising for students who are off campus. Email and other technologies enable a productive advising session, although not face-to-face. This will continue to be an area of concentration for the next year.

Financial Awards

The full-time Financial Awards Officer continues to grow the opportunities for all UCN students. Material is distributed throughout UCN. An increasing number of students from UCN's regional centres are applying for bursaries. Procedures around award applications are improved. Workshops are held throughout the year to assist students in completing awards applications and to provide information about awards.

Community-Based Services

Delivery of educational programs continued throughout 2009-2010 at UCN's regional centres, which are located in Churchill, Pimicikamak Cree Nation (Cross Lake), Chemawawin Cree Nation (Easterville), Flin Flon, Nisichawayasihk Cree Nation (Nelson House), Norway House, Mathias Colomb First Nation (Pukatawagan), Tataskweyak Cree Nation (Split Lake), St. Theresa Point First Nation, Misipawistik Cree Nation (Grand Rapids), Bunibonibee Cree Nation (Oxford House) and Swan River.

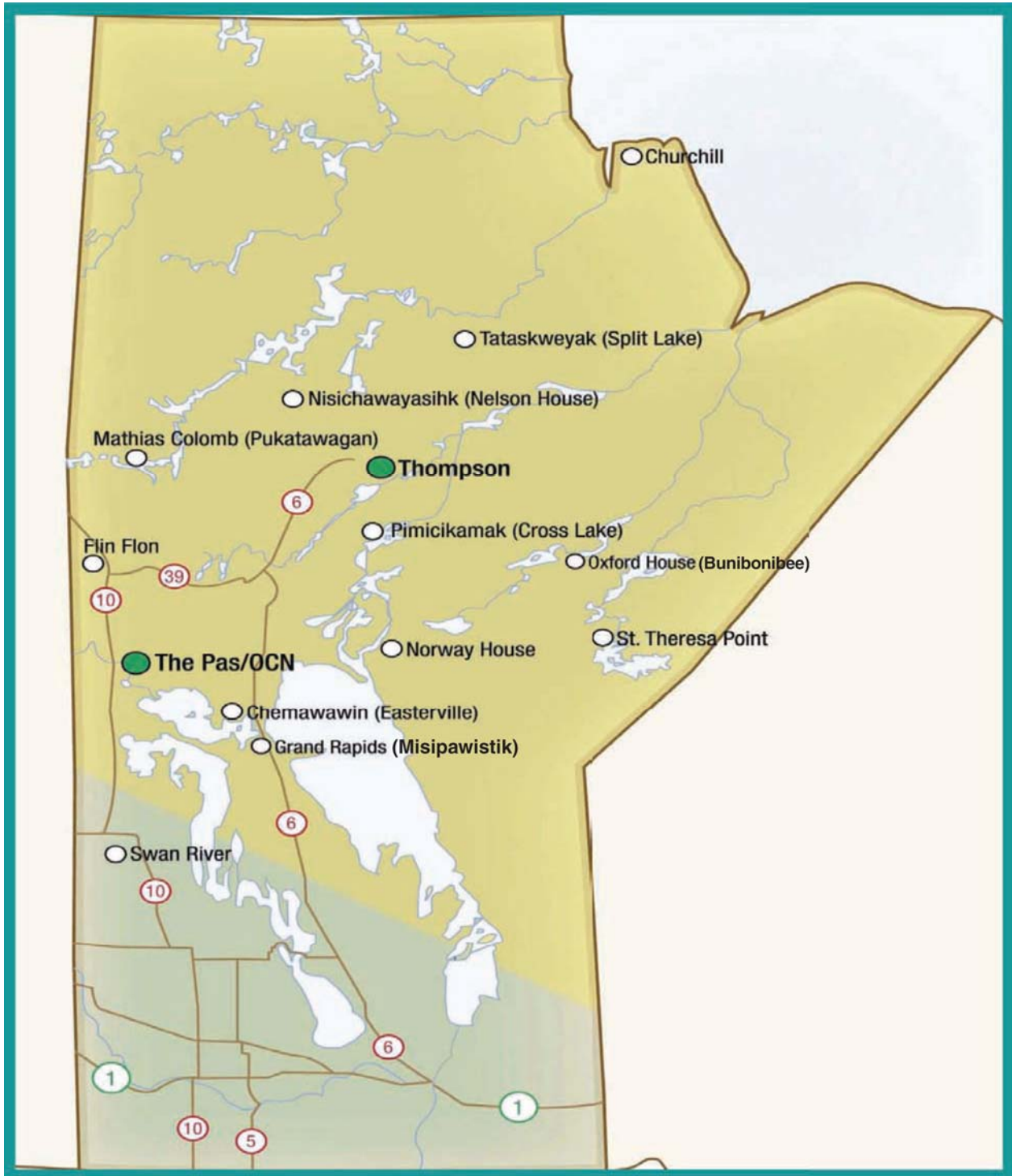
In addition to this work, 43 contracts were delivered in Northern Manitoba communities including York Landing, God's River, Lac Brochet, Norway House, South Indian Lake, The Pas, Thompson, and Cumberland House, Saskatchewan. A total of 1,250 students accessed community-based regional centre and contract training opportunities in 2009-2010.

The communities of Flin Flon and Nelson House received monies through University College of the North's Core-Funded Rotating Initiative to deliver affordable, accessible educational programming to their residents. Flin Flon received funds to deliver the Basic Electrical certificate program, and Nelson House was provided with core-funding dollars to deliver the Pre-employment Plumbing program. The Core-Funded Rotating Initiative fulfills UCN's mandate of delivering affordable, accessible educational opportunities to residents of Northern Manitoba in the communities in which they reside. This initiative provides northern residents with increased access to post-secondary education, eliminating the need to relocate to urban campus settings.

UCN received federal and provincial funding under the Knowledge Infrastructure Program (KIP) initiative to build regional centre buildings and/or instructor accommodation units currently lacking these facilities. RJ Ecosafe Homes from Six Nations of the Grand River in Ontario was awarded the contract to build the facilities. The following communities received funding for both a regional centre and instructor accommodation unit: Bunibonibee (Oxford House), Misipawistik (Grand Rapids), St. Theresa Point, and Mathias Colomb (Pukatawagan). Chemawawin (Easterville), Pimicikamak (Cross Lake), and Tataskweyak (Split Lake) all received funding to build instructor accommodation units. Norway House received funding to build a trades shop. Flin Flon and Swan River will each be getting a new regional centre building.

UCN also received \$920,000 from the federal Community Adjustment Fund (CAF) for geoscience and wet lab equipment for a Northern Manitoba Mining Academy (NMMA), which is being built in conjunction with the new regional centre in Flin Flon (see separate section on the NMMA in this *Annual Academic Report*.)

The Pimicikamak (Cross Lake) Regional Centre celebrated its tenth anniversary in December of 2009. This partnership between UCN and The Cross Lake Education Authority was the first on-reserve regional centre partnership between UCN and a First Nations community. Since December 1999, more than 400 students have earned a Mature High School Diploma, college certificates and diplomas, and successfully completed degree-level programming in Cross Lake.



Northern Manitoba Mining Academy

In June 2009, UCN responded to a nationwide call for proposals for funding being made available through the federal government's Community Adjustment Fund. The purpose of the fund was to stimulate economic growth in communities and industries across Canada being particularly negatively impacted by the general economic downturn at that time.

In partnership with the Northern Manitoba Sector Council, Hudson Bay Mining & Smelting, City of Flin Flon, University of Manitoba and Province of Manitoba, UCN submitted a proposal for geoscience and wet lab equipment for a new entity to be known as the Northern Manitoba Mining Academy (NMMA), which would develop and deliver educational and training programming supporting Manitoba's mining sector. Recognizing that today's business environment for mining companies must also address the environmental impacts of mining, programming delivered through NMMA will also encompass the environmental sciences.

The mandate of the Northern Manitoba Mining Academy (NMMA) is to provide access to mining-related training specifically for Northern Manitoba residents with the objective of creating a knowledgeable, skilled and sustainable workforce. It will develop and implement readily accessible strategic training initiatives for new hires and skill enhancement for those currently employed. The NMMA will also develop teaching, research and educational linkages with other institutions related to mining and related disciplines, as well as innovations in environmental mitigation and remediation.

Specifically, this will include:

- Providing a continuum of training beginning with entry-level training that incorporates essential skills, introduction to industry, operator training, mineral lab technician training, industrial safety, mine orientation, exploration camp training and drilling, moving on to training in various aspects of mineral and ore processing, mill operator training, introduction to mining, and further including training needed for professional, managerial and technical positions in the mining industry.
- Providing access to state-of-the-art training equipment and resources including mining simulators, mineral processing and environmental/wet lab equipment to deliver the training noted above, as well as for training related to environmental mitigation and remediation.
- Developing strong partnerships between industry, post-secondary, secondary, Aboriginal, government and other organizations to develop the programs and curriculum needed to create a sustainable workforce for the mining industry.
- Providing logistical and other supports to scientific, technical and other researchers and students in the geological sciences and related disciplines as well as for environmental mitigation and remediation, particularly as this relates to field support.
- UCN was subsequently awarded CAF funding in the amount \$920,000 for geoscience and wet lab equipment for the NMMA. Construction of the NMMA building started in late 2009. The facility is scheduled to open April 1, 2011.

It was envisioned from the outset that the NMMA would be part of a larger, integrated initiative that also includes UCN's new regional centre in Flin Flon being funded through the federal Knowledge Infrastructure Program. While the two buildings will be separate due to different funding envelopes (KIP for the regional centre, Community Adjustment Fund for the NMMA), they are situated close together on the site in Flin Flon, and building design and construction on both is proceeding integrally. This is in keeping with the overall philosophy for this project, which has been from the first to view programming to be delivered from both buildings as complementary and meeting a broad range of training needs to support a sustainable community.

The majority of the specialized equipment for the geoscience and environmental/wet labs in the NMMA building was purchased in 2009-10. There has been strong media and public interest in this project. A unique governance structure is being established whereby UCN would operate the Flin Flon Regional Centre and NMMA as an integrated institute via a board of directors with a director hired to manage day-to-day operations.

An educational roadmap has been drafted outlining a range of training paths to be offered through the NMMA. The approach to research will be to embed research opportunities as much as possible in curriculum design and outcomes from the outset. Aboriginal access and inclusion will be accomplished through UCN's core mandate, which focuses on program design and learner supports responsive to Aboriginal and northern learners delivered wherever possible in or near communities where learners live.

External Relations

The Department of External Relations oversees areas including marketing and promotion, printing, media relations, and public relations. In 2009-2010, UCN progressed with its marketing and branding strategies introduced last year. UCN increased its marketing presence by expanding on the number and type of media outlets and locations in which we advertise. In June, the Director of External Relations and Special Projects Coordinator presented to Governing Council a status report on our marketing campaign.

In 2009-2010, External Relations organized many media events for UCN including signing ceremonies and funding announcements. Department staff also assisted faculties and departments with events in their areas, such as Fall Orientation, Trades and Technology Week, the Back to School Bash, and the grand opening of the Faculty of Health Swan River. Two staff members chaired the planning committee for the annual Linkages conference entitled, *Essential Skills: Building Blocks for Success*. The department assisted with the planning of Extending Hands, with the Special Projects Coordinator serving as co-chair.

External Relations designed and printed dozens of new program brochures to assist in student recruitment efforts. It oversees the production of various institutional reports and other printed materials. Department staff provided colleagues advice and expertise in the development of many public presentations, and conducted many tours of The Pas campus for the public, school groups and visiting dignitaries. Staff members served on several employee selection committees throughout the year.

In 2009-2010, there were four full-time External Relations staff members, including the addition of an administrative assistant towards the end of the year. The department is based in The Pas.

Centre for Aboriginal Languages (CAL)

Function of the Centre

The CAL has a four-fold purpose:

1. To participate in the current decolonization processes of Aboriginal peoples through teaching, training and research.
2. To research and develop Aboriginal language programs with respect to restoring Aboriginal languages back to communities.
3. To develop an Aboriginal teaching and research approach of best practices to teaching Aboriginal languages and culture.
4. To involve Elders in the teaching and research components of the programs delivered through the centre.

Program development in the centre continued in 2009-2010. Brief highlights of these activities include the following:

- The Certificate of Teaching *Ininimowin* was approved June 2009 by UCN's Curriculum Committee as a pilot program. The program was offered as a Community-Based Services program at Norway House in partnership with Norway House Cree Nation, Frontier School Division, Tattaskwayak Education Authority, and God's River Education Authority. There were 10 graduates and another two students will complete the program when it is offered again. The courses were taught in Cree by community instructors and Elders who hold B.Ed., Master's degrees or PhDs.

- The CAL held a very successful UCN Cree Immersion camp from July 5-9, 2010. It was developed with a working committee comprised of UCN staff interested in learning Cree. The program/camp was offered at the Boy Scout camp at Atikameg Lake. Through negotiations with the Faculty of Arts & Science, students were able to enrol in UC.ANS.290 Land Based Approaches to Language Learning. UCN Elders were involved by guiding and directing the activities of the program. Instructors were master teachers and a Cree facilitator from Blue Quills First Nations College (BQFNC).

- CAL sponsored a workshop May 2-3, 2010 with Blue Quills First Nation College in Cree language immersion development to begin building capacity at UCN and the communities. UCN staff and the communities were invited to attend and participate in the workshop. There were 10 participants in the workshop. CAL was able to build on the teachings and instruction to develop the 2010 summer Cree Immersion camp.

- The CAL Steering/Advisory committee met September 2009 in Thompson and May 2010 in The Pas. The Advisory committee consists of 14 members, most of whom speak either Cree or Ojibway, and UCN staff. Direction for programs and activities comes from the committee at these meetings.

- The CAL met with the Faculty of Arts & Science and the Faculty of Education to develop options for developing Cree language programs.

- The Dean of Faculty of Education, Brandon University met in April 2009 with the CAL to discuss a partnership with BU to develop a post-graduate certificate for language teaching similar to the Certificate in Teaching *Ininimowin*.

Inter-Universities Services (IUS)

In the 2009-10 academic year, IUS delivered university courses and/or programs in Norway House, The Pas and Thompson. As a result, 269 students registered for university-credit courses with the home university breakdown as follows:

University College of the North: 155
University of Manitoba: 108
Brandon University: 4
University of Winnipeg: 2

Inter-Universities Services will continue to deliver courses from Brandon University, the University of Manitoba, the University of Winnipeg and University College of the North.

Community Needs Assessment

The Inter-Universities Services works closely with UCN as a follow up to the Needs Assessment recommendations:

- Designate a joint venture between UCN community outreach and IUS Department to develop a full access and transition program. IUS is a member of the GAP Committee and subcommittee.

- Designate community representatives to develop readiness for education as a way of life programming in the community, including regular visits and contact with early years, teachers, advisors, students and their families. Inter Universities Services along with Faculty of Arts traveled to various communities in the north to present on university courses and programs to local Education Authorities, Educators, leadership and students.

IUAC

The Inter-Universities Services continues to work with IUAC on tasks to be completed which were identified on the Action Plan document for IUS to come to an end in 2013.

The Inter-Universities Services presented the concept paper to establish a Manitoba Post Secondary Partnership Centre, prepared on May 1, 2009 to various stakeholders, COPSE, Office of the Registrar of the four Manitoba universities and IUS Admission and Registration Committee. The concept paper was developed to ensure that the productive working relationships that have been created by Inter Universities North (IUN) and its successor Inter- Universities Services (IUS) continue when IUS comes to an end in 2013. This plan will move IUS from where it currently is to where it wants or needs to go.

The Inter-Universities Advisory Committee oversees the IUS budget which remains separate from UCN, although operations such as student support and financial services have been integrated into UCN.

Recruitment

Inter-Universities Services along with Faculty of Arts and Science and the Recruitment Officer have been busy traveling into communities north of 53rd parallel and marketing courses and programs. This is ongoing.

UCN Graduate Survey

The Graduate Satisfaction and Employment report for 2008/2009 captures graduates of the University College of the North's degree, diploma and certificate programs.

UCN graduates were affected by the national labour market downturn that began in the fall of 2008 which saw unemployment rates fall from 6.1% in October 2008 to 8.6% in October 2009. Graduates from UCN were sent the graduate survey in October 2009, and results of the survey showed a drop in employment rates from 70% in 07/08 to 55% in 08/09, and unemployment rates rose from 13% to 23% respectively. However, it should be noted that one third of those unemployed were not looking for work at the time of this survey.

Despite the labour market downturn, 48% of those employed accepted their first job prior to graduation and an additional 43% accepted positions within the first 3 months after graduation. Results show that 71% of graduates are working in a field related to their education, and 78% have remained in Northern Manitoba to work. The average annual salary reported by our graduates was \$44,000 which is a substantial increase from the previous year.

Over 90% of graduates were satisfied with the overall quality of education received at UCN, felt the instructors were knowledgeable in the areas they taught, and would recommend their program to others.

UCN will continue to survey graduates on an annual basis to collect information on their satisfaction levels and employment status.

Representative Workforce

A representative workforce is achieved when Aboriginal people, men and women in non-traditional roles, visible minorities and people with disabilities are employed in all classifications and at all levels in proportion to their representation in the working age population.

Aboriginal employees represent 52 % of the workforce at the UCN as of March 31, 2010. UCN has 55.5 faculty members of Aboriginal descent, which represents 41.3 % of all faculty. There are 102.5 non-faculty members of Aboriginal descent, which represents 60 % of all non-faculty within UCN. Visible minorities represent 4 % of the workforce at UCN, persons with disabilities represent 1.4 % of the total workforce, 1.4 % are men and women in non-traditional roles, in proportion to their representation in Northern Manitoba's population.



Office of Research and Innovation

UCN Strategic Research Plan 2010-15

Research and scholarly activity at UCN are guided by the *UCN Strategic Research Plan 2010-15*, approved by UCN's Learning Council in February 2010. While this plan sets out four theme areas designed to encourage inter-faculty and interdisciplinary collaboration, it also explicitly respects the principle of academic freedom for faculty and students to pursue independent lines of inquiry.

Internal and External Guidance for Developing UCN's Research Capacity

Development of UCN's research capacity is guided internally by the Research and Scholarship Committee of Learning Council. In addition to such internal guidance, an initial Research Advisory Committee was established in 2009-2010 to also provide external perspectives from a range of UCN stakeholder groups.

Development of Research Policies

Two draft policies relating to research were drafted in 2009-2010: *Integrity in Research and Scholarly Activity*, and *Conflict of Interest in Research and Scholarly Activity*. Initial review was undertaken by the Research and Scholarship Committee. Further review and submission for Learning Council approval is anticipated in 2010-2011.

Research Ethics Board

Approval for an autonomous Research Ethics Board (REB) reporting directly to the Vice-President, Academic & Research was received from Learning Council in June 2010. To date, the REB has been doing foundational work such as developing terms of reference, research ethics application and consent forms, and appeals policy, and defining its membership composition.

President's Research Grants

Co-ordinated out of the President's Office, each of these \$25,000 awards covering the period 2009-2011 had a different intent: one designed to foster collaboration between university and college faculty, and the other to foster partnership between either a college or university instructor at UCN and a Manitoba community. In September 2009, the former grant was awarded to a proposal titled "Place-based understandings of science, technology and nature in Northern Manitoba: Integrating university and college programmes."

UCN Governing Council Ends

Knowledgeable, Empowered People and Communities

This End is further interpreted to include, but not limited to:

1. An ecologically, culturally and environmentally knowledgeable citizenry.
2. Students develop their intellectual/spiritual abilities, wholistic well-being, and responsibility to self and community.

2.1 UCN student life and learning fosters the development of health personal and community values.

2.2 Graduates have developed capacity for leadership.

Respect for Aboriginal Cultures and Identities and for Diversity

This End is further interpreted to include, but not limited to:

1. Aboriginal people are respected and have pride in their identity.
2. Bridges of understanding are built between western knowledge and Aboriginal traditional knowledge.
3. The use of indigenous language as a cornerstone of culture is respected.
4. More Aboriginal scholars and professors.
5. Cultural and historical knowledge contributed by students and their communities are valued by the University College.

Research Capacity Developed for the North

This End is further interpreted to include, but not limited to:

1. Research capacity about northern/Aboriginal and indigenous issues and aspirations.
2. Northern Manitoba region interacts with global communities.

2.1 National and international scholars will become associated with UCN.

An Educated Populace for Social and Economic Development of the North

This End is further interpreted to include, but not limited to:

1. Businesses and industries are a resource for education and training.
2. Strong linkages between employers and communities.
3. A skilled workforce.
 - 3.1 Qualified employees available for mega projects.
4. Northerners have skills and capacities to stimulate and participate in economic development
 - 4.1 High graduation rate for UCN students.
 - 4.2 Graduates are able to obtain meaningful employment.
 - 4.3 Northerners develop a capacity for leadership/socially responsible civics.

Accessible, Equitable, Affordable, and Relevant Further Education Where People Live

This End is further interpreted to include, but not limited to:

1. Northern and Aboriginal residents can obtain education relevant to Northern needs.
 - 1.1 Professionals are northern-educated and inclusive in their approach.
 - 1.2 Northern and Aboriginal youth have the option to remain in the North.
2. Communities are engaged in education and its development.
 - 2.1 Communities see themselves as owner.

FINANCIAL STATEMENTS

June 30, 2010

P.O. BOX 3000
THE PAS, MANITOBA, CANADA, R9A 1M7
(204) 627-8500
www.ucn.ca



UNIVERSITY COLLEGE OF THE NORTH

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June 30, 2010

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OFFICE OF THE
AUDITOR GENERAL
MANITOBA

AUDITORS' REPORT

To the Legislative Assembly of Manitoba
To the Governing Council of the University College of the North

We have audited the statement of financial position of the University College of the North as at June 30, 2010, and the statements of operations, changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the University College of the North'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 University College of the North as at June 30, 2010, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Office of the Auditor General

Office of the Auditor General

Winnipeg, Manitoba
October 15, 2010

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF FINANCIAL POSITION

JUNE 30

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	2010	2009
ASSETS						
CURRENT						
Cash and cash equivalents (Note 13)	\$ 6,571,040	\$ 349,803	\$ 110,027	\$ 352,600	\$ 7,030,870	\$ 8,648,878
Short-term investments (Note 13)	4,750,119		778		352,600	252,600
Accounts receivable (Note 3)	752,589				4,750,897	2,773,795
Due from Province of Manitoba (Note 5)	176,541				752,589	752,589
Inventory	1,271,818				176,541	147,124
Prepaid expenses	13,523,107	349,803	110,805	352,600	1,271,818	254,520
	<u>19,712,320</u>	<u>349,803</u>	<u>110,805</u>	<u>352,600</u>	<u>14,335,315</u>	<u>12,829,506</u>
LONG TERM						
Capital assets (Note 4)	5,396,713				5,396,713	3,116,891
Due from Province of Manitoba (Note 5)	793,500				793,500	793,500
	<u>6,190,213</u>				<u>6,190,213</u>	<u>3,910,391</u>
TOTAL ASSETS	\$ 19,712,320	\$ 349,803	\$ 110,805	\$ 352,600	\$ 20,525,528	\$ 16,739,897
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities (Note 6)	\$ 2,338,054	\$	\$ 2,945	\$	\$ 2,340,999	\$ 1,797,670
Deferred revenue	1,366,463				1,366,463	536,675
Deferred contributions (Note 7)	3,171,812				3,171,812	3,435,630
Accrued vacation benefits	2,411,216				2,411,216	2,208,628
	<u>9,287,545</u>		<u>2,945</u>		<u>9,290,490</u>	<u>7,980,601</u>
LONG TERM						
Deferred contributions related to capital assets (Note 8)	4,319,882				4,319,882	2,126,034
Accrued severance benefits (Note 9)	1,764,326				1,764,326	1,553,154
	<u>6,084,208</u>				<u>6,084,208</u>	<u>3,679,188</u>
FUND BALANCES						
FUND SURPLUS (DEFICIT)	1,076,833				1,076,833	990,859
NET ASSETS INVESTED IN CAPITAL ASSETS		349,803	107,960	352,600	810,263	642,724
NET ASSETS RESTRICTED FOR FUND PURPOSES	3,108,072				3,108,072	3,298,506
NET ASSETS INTERNALLY RESTRICTED (Note 12)	155,662				155,662	148,019
UNRESTRICTED NET ASSETS	<u>4,340,567</u>	<u>349,803</u>	<u>107,960</u>	<u>352,600</u>	<u>5,150,930</u>	<u>5,080,108</u>
TOTAL LIABILITIES & FUND BALANCES	\$ 19,712,320	\$ 349,803	\$ 110,805	\$ 352,600	\$ 20,525,528	\$ 16,739,897

APPROVED BY THE GOVERNING COUNCIL

John Chagnon
Chair, UCN Governing Council

26-Oct-10

STATEMENT 2

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF OPERATIONS

YEAR ENDED JUNE 30

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	2010	2009
REVENUES						
Grants						
Council on Post-Secondary Education	\$ 27,113,324	\$	\$	\$	\$ 27,113,324	\$ 23,115,557
Other Province of Manitoba	632,892				632,892	526,787
Government of Canada	163,981				163,981	
Amortization of deferred contributions related to capital assets	372,538				372,538	328,228
Ancillary sales and services	1,852,097				1,852,097	1,794,795
Donations	1,150	77,307	151,147	50,000	279,604	500,830
Investment income	11,932		2,134		14,066	173,228
Contract training	1,987,880				1,987,880	1,845,257
Tuition and student fees	3,028,594				3,028,594	2,718,812
Other revenue	1,251,313				1,251,313	1,223,741
Bad debts recovery	200,000				200,000	
	<u>36,615,701</u>	<u>77,307</u>	<u>153,281</u>	<u>50,000</u>	<u>36,896,289</u>	<u>32,167,235</u>
EXPENSES						
Advertising	401,734				401,734	288,993
Amortization of capital assets	418,597				418,597	353,317
Cost of goods sold	1,062,549				1,062,549	986,735
Loss (gain) on disposal of capital assets	17,600				17,600	(23,011)
Insurance	422,059				422,059	197,646
Library acquisitions	303,240				303,240	190,893
Facility costs	983,774				983,774	872,873
Furniture and minor equipment	1,031,355				1,031,355	866,991
Maintenance and repairs	82,502		137		82,502	137,225
Operational supplies and services	4,426,477				4,426,614	3,578,836
Property taxes	521,785				521,785	501,500
Rentals and leases	497,028				497,028	437,168
Salaries and employee benefits	24,206,649				24,206,649	22,143,481
Scholarships and bursaries			112,912		112,912	105,700
Telephone and communication	645,931				645,931	555,437
Travel and hospitality	1,566,665				1,566,665	1,524,274
Utilities	124,573				124,573	118,317
	<u>36,712,518</u>		<u>113,049</u>		<u>36,825,567</u>	<u>32,836,375</u>
EXCESS REVENUES (EXPENSES)	\$ (96,817)	\$ 77,307	\$ 40,232	\$ 50,000	\$ 70,722	\$ (669,140)

STATEMENT 3

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	Total
					2010
					2009
FUND SURPLUS, beginning of year	\$ 4,437,384	\$ 272,496	\$ 117,628	\$ 252,600	\$ 5,080,108
EXCESS REVENUES (EXPENSES)	(96,817)	77,307	40,232	50,000	70,722
INTER-FUND TRANSFERS (Note 16)			(50,000)	50,000	
FUND SURPLUS, end of year	\$ 4,340,567	\$ 349,803	\$ 107,860	\$ 352,600	\$ 5,150,830
					\$ 5,080,108

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 4

STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess Revenues (Expenses)		
University College of the North Fund	\$ (357,185)	\$ (1,024,168)
Inter-Universities Services Fund	260,368	(46,370)
Student Award Fund	40,232	28,236
Capital Campaign Fund	77,307	273,162
Endowment Fund	50,000	100,000
	<u>70,722</u>	<u>(669,140)</u>
Add (deduct) items not involving cash		
Loss (gain) on disposal of capital assets	17,600	(23,011)
Amortization of capital assets	418,597	353,317
Amortization of deferred contributions related to capital assets	(372,538)	(328,228)
	<u>134,381</u>	<u>(667,062)</u>
Add (deduct) changes in non-cash working capital components related to operating activities		
Accounts receivable	(1,977,102)	200,519
Inventory	(29,417)	(19,809)
Prepaid expenses	(1,017,298)	(102,602)
Accounts payable and accrued liabilities	543,329	(1,023,145)
Deferred revenue	827,788	71,834
Deferred contributions	(263,818)	292,171
Accrued vacation benefits	202,590	283,543
Accrued severance benefits	211,172	170,103
	<u>(1,368,375)</u>	<u>(794,448)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Deferred contributions related to capital assets	<u>2,566,386</u>	<u>767,524</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Increase in investments	(100,000)	(200,000)
Purchase of capital assets	(2,716,019)	(767,522)
Proceeds on disposal of capital assets	26,500	26,500
	<u>(2,816,019)</u>	<u>(941,022)</u>
NET INCREASE (DECREASE) IN CASH FLOWS DURING THE YEAR	(1,618,008)	(967,946)
CASH AND CASH EQUIVALENTS, <i>beginning of year</i>	<u>8,648,878</u>	<u>9,616,824</u>
CASH AND CASH EQUIVALENTS, <i>end of year</i>	<u>\$ 7,030,870</u>	<u>\$ 8,648,878</u>
Supplemental Cash Flow Information:		
Interest Received	\$ 15,166	\$ 195,728

1. NATURE OF OPERATIONS

The University College of the North (UCN) operates under the authority of *The University College of the North Act* Chapter U55 of the *Continuing Consolidation of the Statutes of Manitoba*, which came into force July 1, 2004. This Act provides for the continuation of Keewatin Community College, as established under *The Colleges Act* as a board-governed institution on April 1, 1993.

The purpose of UCN is to provide post-secondary education in northern Manitoba. It should be learner and community-centred, be characterized by a culture of openness, inclusiveness and tolerance, and be respectful of Aboriginal and northern values and beliefs.

The educational purposes of UCN are to serve the educational needs of Aboriginal and northern Manitobans and to enhance the economic and social well-being of northern Manitoba.

UCN has a tax-exempt status as a registered charity under *The Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of UCN have been prepared in accordance with Canadian generally accepted accounting principles. UCN follows the restricted fund method of accounting for contributions.

a) Funds

The transactions of UCN have been segregated into the following funds in accordance with specified activities or objectives:

General Funds

1. *UCN Fund*

The UCN Fund consists of transactions related to educational and ancillary activities of UCN.

(i) *Capital Assets*

The Capital Assets Fund consists of the credit of capital asset acquisitions, net of amounts financed through deferred contributions.

(ii) *Internally Restricted*

The Internally Restricted Fund consists of transactions related to appropriations made from (to) the Unrestricted Fund.

(iii) *Unrestricted*

The Unrestricted Fund consists of transactions related to educational and ancillary activities of UCN and not included in the Restricted Fund

2. *Inter-Universities Services Fund (IUS)*

The IUS Fund consists of transactions related to the educational programs of the Inter-Universities Services Program which is administered by UCN.

Capital Campaign Fund

The Capital Campaign Fund consists of transactions related to donations received towards the development and capital needs of UCN.

Student Award Fund

The Student Award Fund consists of transactions related to donations for student scholarships and bursaries.

Endowment Fund

The Endowment Fund consists of transactions related to endowments for student scholarships and bursaries.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

b) New Accounting Policies

Effective July 1, 2009 the entity adopted the following new accounting standard issued by the Canadian Institute of Chartered Accountants (CICA):

UCN has adopted the changes to CICA Handbook section 4400. The primary impact is the applicability of section 1540 "Cash Flow Statements". Adoption of this change has resulted in additional disclosure on the cash flow statement.

c) Financial Instruments

UCN continues to apply CICA Handbook section 3861 Financial Instruments - Disclosures and Presentation in place of sections 3862 and 3863.

The financial instruments at UCN consist of cash and cash equivalents, short-term investments, accounts receivable, due from Province of Manitoba - vacation and severance benefits, accounts payable and accrued liabilities, and accrued vacation benefits.

Initially, all financial assets and liabilities must be recorded on the Statement of Financial Position at fair value. Subsequent measurement is determined by the classification of each financial asset and liability. Under this standard, all financial instruments are classified as one of: held-for-trading; loans and receivables; held-to-maturity; available-for-sale or other liabilities. Financial assets and liabilities classified as held-for-trading are measured at fair value with gains and losses recognized in net earnings. Financial instruments classified as held-to-maturity, loans and receivables and other liabilities are measured at amortized cost. Available-for-sale financial instruments are measured at fair value, with unrealized gains and losses recognized directly in unrestricted net assets until realized, at which time they are recognized in net earnings.

Classification

UCN has designated its financial instruments as follows:

Held-for-trading:	Cash and cash equivalents Short-term investments
Loans and receivables:	Accounts receivable Due from Province of Manitoba - vacation and severance benefits
Other liabilities:	Accounts payable and accrued liabilities Accrued vacation benefits

Fair Value of Financial Instruments

The fair value of cash and short-term investments, accounts receivable, due from Province of Manitoba - vacation benefits, accounts payable and accrued liabilities, and accrued vacation pay approximates their carrying values due to their short-term maturity.

The carrying value of the due from Province of Manitoba - severance benefits approximates its fair value, as the annual interest accretion is funded.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Revenue Recognition

Tuition and fees are recognized as revenue in the semester or term earned.

Revenue from Contract Training contracts is recognized during the year at a rate approximating the delivery of the contracted programs and services.

Investment income is recognized as revenue when earned.

Contributions:

Unrestricted contributions and grants are recognized as revenue when received or receivable.

Restricted contributions for which a corresponding restricted fund is not presented are recognized as revenue in the year in which the related expenditures are incurred.

Donations are reported as revenue when received. Donations restricted to disbursement as scholarships and bursaries are restricted to that purpose.

Endowment contributions (and/or investment income thereon) that are held in perpetuity according to restrictions placed by the donors are recognized as revenue in the Endowment Fund.

Contributions (or portions permitted thereof) which are designated for the purchase of capital assets are deferred and amortized to revenue at the same rate as the related capital assets are amortized to expenditures.

e) Inventory

Inventory is recorded at the lower of cost or net realizable value.

f) Capital Assets

Individual capital assets with a value greater than \$5,000 are capitalized and recorded at cost in the year of acquisition. Individual capital assets with a value less than \$5,000 are expensed in the year of acquisition. Amortization of capitalized assets is recorded on a straight line basis commencing the year after acquisition over the following periods:

Automotive equipment	5 years
Buildings	40 years
Building improvements	10 years
Computer equipment	5 years
Other equipment	10 years

Library holdings are valued using the "base stock" method and accordingly are recorded at the value transferred upon governance at April 1, 1993. No amortization is taken on library holdings, and subsequent library acquisitions are expensed in the year of acquisition.

Certain capital assets purchased for specific Contract Training contracts are expensed in the year of purchase.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2010

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

g) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires that management make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

h) Severance Benefits

UCN accrues its obligation for employee future benefits relating to severance. The cost of severance benefits earned by employees is actuarially determined using the accrued benefits cost method.

Actuarial gains or losses are recognized in the year the gain or loss arises.

3. ACCOUNTS RECEIVABLE

	2010	2009
<i>UCN Fund</i>		
Students	\$ 773,952	\$ 759,555
Contract Training	673,512	907,232
Due from COPSE	2,064,929	504,630
Other	1,702,014	1,004,727
	<u>5,214,407</u>	<u>3,176,144</u>
Less: Allowance for doubtful accounts	(520,685)	(761,475)
	<u>\$ 4,693,722</u>	<u>\$ 2,414,669</u>
<i>Inter-Universities Services Fund</i>		
Students	\$ 55,755	\$ 89,988
Other	5,505	22,878
	<u>61,260</u>	<u>112,866</u>
Less: Allowance for doubtful accounts	(4,863)	(4,963)
	<u>\$ 56,397</u>	<u>\$ 107,903</u>
<i>Capital Campaign Fund</i>		
Other	\$	\$ 250,001
<i>Student Award Fund</i>		
Other	\$ 778	\$ 1,222
	<u>\$ 4,750,897</u>	<u>\$ 2,773,795</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2010

4. CAPITAL ASSETS

UCN Fund

	Cost	Accumulated Amortization	Net Book Value 2010
Automotive equipment	\$ 762,363	\$ 519,457	\$ 242,906
Computer equipment	1,044,818	532,843	511,975
Other equipment	2,520,775	897,525	1,623,250
Buildings/improvements	668,368	242,685	425,683
Construction in progress (Note 17)	1,797,434		1,797,434
Library holdings	714,161		714,161
	<u>\$ 7,507,919</u>	<u>\$ 2,192,510</u>	<u>\$ 5,315,409</u>

Inter-Universities Services Fund

	Cost	Accumulated Amortization	Net Book Value 2010
Automotive equipment	\$ 90,873	\$ 40,031	\$ 50,842
Computer equipment	60,174	50,250	9,924
Other equipment	40,686	20,148	20,538
	<u>\$ 191,733</u>	<u>\$ 110,429</u>	<u>\$ 81,304</u>

TOTALS FOR 2010	<u>\$ 7,699,652</u>	<u>\$ 2,302,939</u>	<u>\$ 5,396,713</u>
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UCN Fund

	Cost	Accumulated Amortization	Net Book Value 2009
Automotive equipment	\$ 688,604	\$ 457,457	\$ 231,147
Computer equipment	842,408	452,402	390,006
Other equipment	2,144,595	790,255	1,354,340
Buildings/improvements	527,669	194,936	332,733
Library holdings	714,161		714,161
	<u>\$ 4,917,437</u>	<u>\$ 1,895,050</u>	<u>\$ 3,022,387</u>

Inter-Universities Services Fund

	Cost	Accumulated Amortization	Net Book Value 2009
Automotive equipment	\$ 90,873	\$ 21,856	\$ 69,017
Computer equipment	60,174	45,288	14,886
Other equipment	28,448	17,847	10,601
	<u>\$ 179,495</u>	<u>\$ 84,991</u>	<u>\$ 94,504</u>

TOTALS FOR 2009	<u>\$ 5,096,932</u>	<u>\$ 1,980,041</u>	<u>\$ 3,116,891</u>
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UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2010

5. DUE FROM PROVINCE OF MANITOBA

The Province of Manitoba has recognized its liability to UCN for the opening balances of accrued employee severance benefits and vacation benefits as at April 1, 1998, when Keewatin Community College (precursor to UCN) assumed responsibility for these expenditures.

The amount recorded as due from Province of Manitoba – vacation benefits was initially based on the estimated value of the corresponding liability as at April 1, 1998. Subsequent to April 1, 1998, the Province has included in its ongoing annual funding to UCN, an amount equal to the current year's expense for vacation pay entitlements.

The amount recorded as due from Province of Manitoba – severance benefits is the value of the corresponding actuarial liability for severance benefits as at April 1, 1998. There has been no change to the value subsequent to April 1, 1998 because the Province has provided, in its ongoing annual funding to UCN, an amount equivalent to the change in the post employment liability including annual interest accretion related to the receivable. The receivable will be paid by the Province when it is determined that the funding is required to discharge the related severance benefits,

	2010	2009
Accrued vacation benefits	<u>\$ 752,589</u>	<u>\$ 752,589</u>
Accrued severance benefits	<u>\$ 793,500</u>	<u>\$ 793,500</u>

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

<i>UCN Fund</i>	2010	2009
Accrued liabilities	\$ 412,585	\$ 417,766
Wages and benefits payable	292,128	239,219
Trade accounts payable	1,578,707	818,810
Due to Student Associations	14,696	9,517
	<u>\$ 2,298,116</u>	<u>\$ 1,485,312</u>
 <i>Inter-Universities Services Fund</i>		
Trade accounts payable	<u>\$ 39,938</u>	<u>\$ 311,858</u>
 <i>Student Award Fund</i>		
Other	<u>\$ 2,945</u>	<u>\$ 500</u>
	<u>\$ 2,340,999</u>	<u>\$ 1,797,670</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2010

7. DEFERRED CONTRIBUTIONS

Deferred contributions reported in each fund relate to designated contributions received in the current year that are related to expenditures of a subsequent year. Changes in deferred contributions during the year are as follows:

	Beginning of Year	Increases	Decreases	End of Year
UCN Fund	\$ 3,435,630	\$ 779,380	\$ 1,043,198	\$ 3,171,812
Inter-Universities Services Fund				
	\$ 3,435,630	\$ 779,380	\$ 1,043,198	\$ 3,171,812

8. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

	Beginning of Year	Increases	Decreases	End of Year
UCN Fund	\$ 2,031,528	\$ 2,554,148	\$ 347,100	\$ 4,238,576
Inter-Universities Services Fund	94,506	12,238	25,438	81,306
	\$ 2,126,034	\$ 2,566,386	\$ 372,538	\$ 4,319,882

9. ACCRUED SEVERANCE BENEFITS

	2010	2009
<i>UCN Fund</i>		
Balance, beginning of year	\$ 1,487,136	\$ 1,328,675
Experience gain		(18,568)
Benefits accrued	141,704	91,709
Interest on accrued benefits	104,100	128,628
Severance paid	(43,130)	(43,308)
Balance, end of year	\$ 1,689,810	\$ 1,487,136
<i>Inter-Universities Services Fund</i>		
Balance, beginning of year	\$ 66,018	\$ 54,376
Experience loss		3,215
Benefits accrued	3,876	4,032
Interest on accrued benefits	4,622	4,395
Balance, end of year	\$ 74,516	\$ 66,018
	\$ 1,764,326	\$ 1,553,154

An actuarial valuation of the severance obligations as at March 31, 2008 was conducted by Ellement & Ellement Ltd., Consulting Actuaries. The key actuarial assumptions were a rate of return of 7.0% (2005 - 7.0%), 2.5% inflation (2005 - 2.5%), salary rate increases of 3.25% (2005 - 3.25%). The accrued benefit cost method with salary projection was used and the liabilities have been extrapolated to June 30, 2010 using the projection formula provided by the actuary.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2010

10. PENSION COSTS AND OBLIGATIONS

UCN's employees are contributing members of the provincially operated Civil Service Superannuation Plan or the Teacher's Retirement Annuity Fund defined benefit pension plans. Until March 31, 2009, the accumulated superannuation liabilities were funded directly by the Province of Manitoba, rather than UCN itself for all employees hired prior to October 1, 2002. Commencing April 1, 2009, UCN was required to match all their employees' current pension contributions.

The total contributions for the year ending June 30, 2010 was \$1,109,232 (2009 - \$618,394). These contributions represent the total pension obligations of UCN. UCN is not required under present legislation to make any further contributions with respect to any actuarial deficiencies of the plan.

11. CONTRACTUAL OBLIGATIONS

UCN has entered into various contracts to rent office equipment, lease facility space, and for services provided by third parties for security, food services, and snow removal. Contractual obligations over the next five years are as follows:

2010/11	3,804,994
2011/12	315,650
2012/13	110,500
2013/14	75,355
2014/15	68,017

12. INTERNALLY RESTRICTED NET ASSETS

Appropriations from the Unrestricted Fund are made to provide for future funding for campus development, innovations funds, fiscal stabilization, programming initiatives, conference and the establishment of a science lab.

UCN Fund

	Opening Balance	Increases	Decreases	Ending Balance
Campus Development Fund	\$ 160,653	\$	\$ 160,653	\$
Innovations Fund	22,878		22,878	
Fiscal Stabilization	676,510	57,729	325,000	409,239
Programming Initiatives	1,679,851			1,679,851
Total	\$ 2,539,892	\$ 57,729	\$ 508,531	\$ 2,089,090

Inter-Universities Services Fund

Innovations Fund	\$ 608,614	\$ 260,368	\$	\$ 868,982
Conferences	50,000			50,000
Science Lab	100,000			100,000
Total	\$ 758,614	\$ 260,368	\$	\$ 1,018,982
	\$ 3,298,506	\$ 318,097	\$ 508,531	\$ 3,108,072

13. RELATED PARTY TRANSACTIONS

UCN is related in terms of common ownership to all Province of Manitoba created departments, agencies and Crown Corporations. The university college enters into transactions with these entities in the normal course of business. These transactions are recorded at the exchange amount. The \$983,774 in facility costs was paid to Manitoba Infrastructure and Transportation for the rental of buildings. Funds available for short-term investments are invested with the Province of Manitoba. At June 30, 2010 \$4.7 million (2009 - \$7.7 million), included in both Cash and Cash Equivalents and Short-term Investments, was invested with the Province of Manitoba.

14. RISK MANAGEMENT

Financial instruments are exposed to risk through the normal course of operations. UCN has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk, market risk, interest rate risk and foreign currency risk. These risks are managed through the university college's collection procedures, investment guidelines and other internal policies, guidelines and procedures.

1. Credit Risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. The carrying amount of financial assets represents that maximum credit exposure. The maximum exposure to credit risk as of June 30 was:

	Carrying Amount	
	2010	2009
Financial assets held for trade:		
Cash and cash equivalents	\$ 7,030,870	\$ 8,648,878
Short-term investments	352,600	252,600
Loans and receivables:		
Accounts receivable	4,750,897	2,773,795
Due from Province of Manitoba		
- vacation and severance benefits	1,546,089	1,546,089
Totals	<u>\$ 13,680,456</u>	<u>\$ 13,221,362</u>

The investments of UCN are purchases made with excess cash intended to be for short periods of time. The investments held by UCN are not exposed to significant credit risk as they are held by the Province of Manitoba.

The credit risk from accounts receivable is relatively low as the majority of receivables are from students, contract training and from government agencies. Credit risk from student receivables is managed through registration cancellation and by maintaining standard collection procedures. Credit risk for contract training is managed through standard collection procedures. UCN establishes an allowance for doubtful accounts that represents its estimate of potential credit losses. The allowance for doubtful accounts is based on management's estimates and assumptions regarding current market conditions, client analysis and historical payment trends. These factors are considered when determining whether past due accounts are allowed for or written off. Amounts due from the Province of Manitoba are typically collected when due.

Due from Province of Manitoba – vacation benefits are based on the estimated value of the corresponding liability as at April 1, 1998 when Keewatin Community College (precursor to UCN) assumed responsibility for these expenditures. Due from Province of Manitoba – severance benefits are based on the corresponding actuarial liability for severance benefits as at April 1, 1998. The receivable will be paid by the Province when it is determined that the funding is required to discharge the related vacation and severance benefits.

14. RISK MANAGEMENT (*continued*)

2. Liquidity Risk

Liquidity risk is the risk that UCN will encounter difficulty in having available sufficient funds to meet its commitments.

The cash flow of operating funds is prepared on a just in time basis. The short term funds of UCN are invested so that maturity dates coincide with cash requirements. Term investments can be withdrawn prior to the maturity date if needed.

3. Market Risk

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates, will affect UCN's income or the fair values of its financial instruments.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. UCN is not exposed to significant interest risk as all investments held are short-term in nature and are held by the Province of Manitoba.

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rate. UCN is not exposed to significant foreign currency risk as it does not have any financial instruments denominated in a foreign currency.

15. CAPITAL MANAGEMENT

UCN's capital comprises its fund balances, which include unrestricted funds, internally restricted funds, externally restricted funds, and funds invested in capital assets.

General Fund

UCN's objective in managing its operating capital is to maintain sufficient capital to cover its costs of operations. UCN manages its operating capital through an operating budget which is approved by the Governing Council and the Council on Post Secondary Education (COPSE).

Restricted Funds and Endowment Fund

UCN also maintains externally and internally restricted funds and an endowment fund.

The restricted funds are managed with the objective to spend the funds in accordance with the various terms and not spend beyond the resources that have been provided.

The endowment fund is managed with the long term objective of preserving the capital of the individual endowment accounts. The goal is to earn investment returns, adjusted for inflation, which will support the ongoing expenditure and commitment of the fund.

As at June 30, 2010, UCN has met its objectives with respect to its capital requirements. There have been no significant changes to UCN's capital management objective, policies and processes in the year.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2010

16. INTER-FUND TRANSFERS

Inter-fund transfers at June 30 are as follows:

	Unrestricted			Internally Restricted		Capital Assets	Capital Campaign Fund	Student Award Fund	Endowment Fund
	UCN Fund	IUS Fund	NFDC Fund	UCN Fund	IUS Fund				
Fiscal Stabilization	\$ 267,271	\$	\$	\$ (267,271)	\$	\$	\$	\$	\$
Innovations	22,878	(260,368)		(22,878)	260,368				
Campus Development	160,653			(160,653)					
Bursary								(50,000)	50,000
June 30, 2010	<u>\$ 450,802</u>	<u>\$ (260,368)</u>	<u>\$</u>	<u>\$ (450,802)</u>	<u>\$ 260,368</u>	<u>\$</u>	<u>\$</u>	<u>\$ (50,000)</u>	<u>\$ 50,000</u>
June 30, 2009	<u>\$ 814,409</u>	<u>\$ 46,370</u>	<u>\$ (60,824)</u>	<u>\$ (747,319)</u>	<u>\$ (46,370)</u>	<u>\$</u>	<u>\$ (6,266)</u>	<u>\$ (99,508)</u>	<u>\$ 99,508</u>

17. KNOWLEDGE INFRASTRUCTURE PROGRAM FUNDING

UCN entered into a two-year \$8.0 million contribution agreement with the Canada-Manitoba Knowledge Infrastructure Program (KIP) to fund repairs and maintenance and infrastructure projects at eight Regional Centres located throughout Northern Manitoba. These centres will be funded using capital grants. Regional Centres located on First Nations land will be managed, owned and operated by UCN during construction either directly or through contracts with the First Nation. Upon completion, ownership and facility management will transfer to local First Nations governments in accordance with KIP terms and conditions. UCN has deferred the funding and capitalized the expenditures to Construction in Progress until the assets are transferred to the Regional Centres. As at June 30, 2010 \$1.8 million has been spent throughout the various Regional Centres.

18. SUBSEQUENT EVENTS

Effective July 1, 2010 UCN changed its year end from June 30 to March 31.

19. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to conform to the financial statement presentation adopted for the current year.

STATEMENT 1A

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF FINANCIAL POSITION - GENERAL

JUNE 30

	UCN Fund	IUS Fund	Total
	2010	2009	2010
ASSETS			
CURRENT			
Cash and cash equivalents	\$ 5,223,723	\$ 1,347,317	\$ 6,571,040
Accounts receivable (Note 3)	4,693,722	56,397	4,750,119
Due to/from other funds	186,011	(186,011)	
Due from Province of Manitoba (Note 5)	752,589		752,589
Inventory	176,541		176,541
Prepaid expenses	1,271,818		1,271,818
	<u>12,304,404</u>	<u>1,217,703</u>	<u>13,522,107</u>
			<u>12,186,292</u>
LONG TERM			
Capital assets (Note 4)	5,315,409	81,304	5,396,713
Due from Province of Manitoba (Note 5)	798,490	5,010	793,500
	<u>6,103,899</u>	<u>86,314</u>	<u>6,190,213</u>
			<u>3,910,391</u>
TOTAL ASSETS	\$ 18,408,303	\$ 1,304,017	\$ 19,712,320
			\$ 16,096,673
LIABILITIES			
CURRENT			
Accounts payable and accrued liabilities (Note 6)	\$ 2,298,116	\$ 39,938	\$ 2,338,054
Deferred revenue	1,366,463		1,366,463
Deferred contributions (Note 7)	3,171,812		3,171,812
Accrued vacation benefits	2,321,941	89,275	2,411,216
	<u>9,158,332</u>	<u>129,213</u>	<u>9,287,545</u>
			<u>7,990,101</u>
LONG TERM			
Deferred contributions related to capital assets (Note 8)	4,228,576	81,306	4,319,882
Accrued severance benefits (Note 9)	1,699,810	74,516	1,764,326
	<u>5,928,386</u>	<u>155,822</u>	<u>6,084,208</u>
			<u>3,679,198</u>
FUND BALANCES			
FUND SURPLUS (DEFICIT)			
NET ASSETS INVESTED IN CAPITAL ASSETS	1,076,833		1,076,833
NET ASSETS INTERNALLY RESTRICTED (Note 12)	2,089,090	1,018,982	3,108,072
UNRESTRICTED NET ASSETS	155,662		155,662
	<u>3,321,585</u>	<u>1,018,982</u>	<u>4,340,567</u>
			<u>4,437,394</u>
TOTAL LIABILITIES & FUND BALANCES	\$ 18,408,303	\$ 1,304,017	\$ 19,712,320
			\$ 16,096,673

STATEMENT 2A

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF OPERATIONS - GENERAL

	YEAR ENDED JUNE 30			
	UCN Fund	IUS Fund	2010	2009
				Total
REVENUES				
Grants				
Council on Post-Secondary Education	\$ 26,012,862	\$ 1,100,462	\$ 27,113,324	\$ 23,115,557
Other Province of Manitoba	632,892		632,892	526,787
Government of Canada	163,981		163,981	
Amortization of deferred contributions related to capital assets	347,100	25,438	372,538	328,228
Ancillary sales and services	1,852,097		1,852,097	1,734,795
Donations	1,150		1,150	
Investment income	11,192	740	11,932	166,773
Contract training	1,987,880		1,987,880	1,845,257
Tuition and student fees	2,767,555	261,039	3,028,594	2,718,612
Other revenue	1,237,519	13,794	1,251,313	1,223,741
Bad debts recovery	200,000		200,000	
	<u>35,214,228</u>	<u>1,401,473</u>	<u>36,615,701</u>	<u>31,659,950</u>
EXPENSES				
Advertising	398,408	3,326	401,734	288,993
Amortization of capital assets	393,159	25,438	418,597	353,317
Cost of goods sold	1,062,549		1,062,549	986,735
Loss (gain) on disposal of capital assets	17,600		17,600	(23,011)
Insurance	411,546	10,513	422,059	197,646
Library acquisitions	303,240		303,240	190,893
Facility costs	983,774		983,774	872,873
Furniture and minor equipment	1,017,995	13,360	1,031,355	866,991
Maintenance and repairs	78,576	3,926	82,502	137,225
Operational supplies and services	4,325,997	100,480	4,426,477	3,578,649
Property taxes	521,785		521,785	501,500
Rentals and leases	483,028	14,000	497,028	437,168
Salaries and employee benefits	23,351,045	855,604	24,206,649	22,143,481
Telephone and communication	635,830	10,101	645,931	555,437
Travel and hospitality	1,462,308	104,357	1,566,665	1,524,274
Utilities	124,573		124,573	118,317
	<u>35,571,413</u>	<u>1,141,105</u>	<u>36,712,518</u>	<u>32,730,488</u>
EXCESS REVENUES (EXPENSES)	\$ (357,185)	\$ 260,368	\$ (96,817)	\$ (1,070,538)

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF CHANGES IN FUND BALANCES - GENERAL

	YEAR ENDED JUNE 30								
	Unrestricted		Internally Restricted		Internally Restricted Total	Net Assets Invested in Capital Assets			
	UCN Fund	IUS Fund	UCN Fund	IUS Fund					
	2010	2009	2010	2009	2010	2009			
FUND SURPLUS (DEFICIT), beginning of year	\$ 148,019	\$	\$ 148,019	\$ 2,539,892	\$ 758,614	\$ 3,298,508	\$ 990,859	\$ 4,437,384	\$ 5,501,656
EXCESS REVENUES (EXPENSES)	(357,185)	260,368	(96,817)					(96,817)	(1,070,538)
CHANGE IN NET ASSETS INVESTED IN CAPITAL ASSETS									
Amortization of capital assets	393,159	25,438	418,597						(418,597)
Amortization of deferred contributions related to capital assets	(347,100)	(25,498)	(372,538)						372,538
Purchase of capital assets	(2,716,019)		(2,716,019)						2,716,019
Deferred contributions related to capital assets	2,566,386		2,566,386						(2,566,386)
Disposal of capital assets	17,600		17,600						(17,600)
INTER-FUND TRANSFERS (Note 16)	450,802	(260,368)	190,434	(450,802)	260,368	(190,434)			6,268
FUND SURPLUS (DEFICIT), end of year	\$ 155,662	\$	\$ 155,662	\$ 2,089,090	\$ 1,018,982	\$ 3,108,072	\$ 1,076,833	\$ 4,340,567	\$ 4,437,384

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 1

SCHEDULE OF OTHER GRANT REVENUE (unaudited)

YEAR ENDED JUNE 30

	2010	2009
Province of Manitoba		
Adult Learning Centre - Manitoba Advanced Education and Literacy	\$ 407,200	\$ 398,200
Computer Based Learning System - Manitoba Competitive Training	103,753	86,179
Midwifery - Manitoba Health	100,000	
Representative Work Force - Aboriginal and Northern Affairs	13,845	
Protection Services		4,811
Summer Enrichment - Manitoba Education	8,094	37,597
	<u>\$ 632,892</u>	<u>\$ 526,787</u>

SCHEDULE 2

SCHEDULE OF ANCILLARY SALES AND SERVICES (unaudited)

YEAR ENDED JUNE 30

	2010	2009
Bookstore	\$ 1,188,157	\$ 1,095,727
Cafeteria	320,435	279,104
Residence	343,505	359,964
	<u>\$ 1,852,097</u>	<u>\$ 1,734,795</u>

SCHEDULE 3

SCHEDULE OF TUITION AND STUDENT FEES (unaudited)

YEAR ENDED JUNE 30

	2010	2009
Apprenticeship	\$ 1,028,256	\$ 977,590
Core-funded programs	1,656,105	1,360,644
Continuing Education	83,194	82,975
	<u>\$ 2,767,555</u>	<u>\$ 2,421,209</u>

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 4

SCHEDULE OF UCN EXPENDITURES BY FUNCTION (unaudited)

	Salaries & Benefits		Other	YEAR ENDED JUNE 30	
				TOTAL	TOTAL
				2010	2009
Academic	\$ 11,965,415	\$ 1,939,922	\$ 13,905,337	\$ 12,726,145	
Administration	3,490,159	3,145,738	6,635,897	5,525,802	
Ancillary Sales & Service	794,477	1,212,811	2,007,288	1,810,478	
Continuing Education	77,946	8,721	86,667	164,526	
Library	522,935	449,431	972,366	762,534	
Contract Training	1,141,359	637,643	1,779,002	1,887,950	
Insurance Claims		285,269	285,269	116,160	
MIS	893,179	822,048	1,715,227	1,353,463	
Plant	727,799	2,720,464	3,448,263	2,778,227	
Program Support	3,721,807	1,014,290	4,736,097	4,166,121	
	<u>\$ 23,335,076</u>	<u>\$ 12,236,337</u>	<u>\$ 35,571,413</u>	<u>\$ 31,291,406</u>	



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