


UNIVERSITY COLLEGE OF THE NORTH
ANNUAL REPORT
2010-2011



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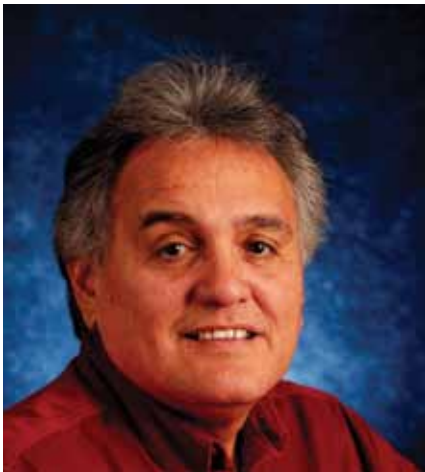


UNIVERSITY COLLEGE OF THE NORTH IS COMMITTED TO ABORIGINAL AND NORTHERN LEARNERS AND OFFERS STUDENTS QUALITY EDUCATION. UCN STUDENTS CAN EARN CERTIFICATES, DIPLOMAS AND DEGREES.

APPROXIMATELY 370 QUALIFIED FACULTY, STAFF AND ELDER SERVICES PROVIDE THE BEST OF INSTRUCTION AND SUPPORT FOR 2,230 STUDENTS. THERE ARE CAMPUSES IN THE PAS AND THOMPSON, AND REGIONAL CENTRES IN 12 NORTHERN COMMUNITIES ALSO OFFER PROGRAMS AND SERVICES.



MESSAGE FROM THE GOVERNING COUNCIL CHAIR



I am pleased to present the 2010-2011 University College of the North (UCN) Annual Report. This has been another busy year at UCN as you will see captured in the following pages.

The 2010-2011 year has brought about some changes at our institution. Mr. Konrad Jonasson was named Interim President & Vice-Chancellor and I am grateful for his willingness to lead UCN until a new president is named. Mr. Jonasson's leadership will ensure we are fulfilling the mission, vision and mandate of UCN by ensuring that northern and Aboriginal peoples have the same access to education as others in this province.

I would like to acknowledge the continued dedication and work of UCN's tri-council members: the Governing Council, Learning Council and Council of Elders.

The Senior Executive Council (SEC), faculty and staff are key to achieving UCN's mission and vision. Our students are at the centre of the circle surrounded by these constituent groups: tri-councils, SEC, faculty and staff, and we must always remember that we are here to serve our students and communities.

I look forward to another year of partnerships and continued growth across our institution.

Mr. Lorne C. Keeper, Chair

UCN Governing Council



University College of the North has experienced significant growth and change over the 2010-2011 year. I am honoured to have been named Interim President & Vice-Chancellor.

This year has marked significant progress on UCN's capital projects in The Pas and Thompson. They include student family housing and child daycare facilities at our two main campuses. The existence of these facilities will help remove barriers for students wishing to pursue a post-secondary education.

In 10 of the 12 communities where UCN has regional centre partnerships, construction of teaching facilities, a trades training centre and accommodation units is nearing completion.

Our faculty and staff continue to meet the goals and objectives of UCN's 2010-2015 strategic plan, *Nikani Meskanaw: The Path That Leads Us*. The investment in the seven strategic goals contained in this plan: community engagement, Aboriginal culture, marketing, partnerships, programming, student services and supports, and infrastructure will ensure that we are achieving UCN's mission, vision and mandate in a thoughtful and respectful way.

I wish to thank UCN staff for their continued efforts, and for always ensuring that our students are kept at the forefront of our minds as we move forward.

Mr. Konrad Jonasson

UCN Interim President & Vice-Chancellor

UNIVERSITY COLLEGE OF THE NORTH (UCN) IS AN INSTITUTION DEVOTED TO COMMUNITY AND NORTHERN DEVELOPMENT, AND REFLECTS THE ABORIGINAL REALITY AND CULTURAL DIVERSITY OF NORTHERN MANITOBA.

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

UCN 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. UCN 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 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



Truth

Wisdom

Honesty


Humility

Courage

Love

Respect

Rooted in the sacred teachings of Aboriginal peoples, the University College of the North prepares lifelong learners and graduates as positive and effective leaders through the creation of knowledge, and the development and delivery of innovative and ethical programming.



THE PRIMARY FUNCTION OF THE UNIVERSITY COLLEGE'S ELDERS PROGRAM IS TO PROVIDE SERVICES THROUGHOUT THE UNIVERSITY COLLEGE SUCH AS COUNSELLING, TRADITIONAL TEACHINGS, AND INFORMATION ON ABORIGINAL ISSUES TO THE UNIVERSITY COLLEGE COMMUNITY. LOCAL ELDERS ALSO REGULARLY VISIT THE UNIVERSITY COLLEGE TO MEET WITH INTERESTED INDIVIDUALS AND GROUPS.



Elder Stella Neff, Chair

The Council of Elders is currently comprised of 14 Elders from various areas throughout Northern Manitoba.

ELDERS

- Elder Theresa 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 Norma Leahy, Thompson
- Elder Stella Neff, Misipawistik Cree Nation (Grand Rapids)
- Elder Madeleine Spence, Nisichawayasihk Cree Nation (Nelson House)
- Elder Wellington Spence, Nisichawayasihk Cree Nation (Nelson House)
- Elder Albert Tait, Norway House
- Elder Ralph Thomas, Chemawawin Cree Nation (Easterville)
- Elder Emma Jane Wood, Garden Hill

GOVERNING COUNCIL



Mr. Ovide Mercredi, Chancellor

CHANCELLOR

Mr. Ovide Mercredi

CHAIR

Mr. Lorne C. Keeper

VICE-CHAIR

Dr. Laara Fitznor

PRESIDENT & VICE-CHANCELLOR

Dr. Denise K. Henning

Mr. Konrad Jonasson named

Interim President & Vice-Chancellor January 2011

COUNCIL MEMBERS

Appointed by Government

Mr. Dwight Botting

Mr. Glen Eggert

Ms. Bev Fontaine

Ms. Sharon McKay

Ms. Shirley Neepin

Mrs. Ana Rodriguez

Mr. Jesse Soshycski

Appointed by UCN Governing Council

Ms. Judy Mayer

UCN Staff and Faculty Representatives

Ms. Barb Carlson

Ms. Christa Dubesky

Ms. Tammy Moen

Student Representative

Ms. Brittney Ferland

Council of Elders Representative

Elder Albert Tait

Learning Council Representative

Mr. Gary Melko

UCN TRI-COUNCIL EXECUTIVE OFFICER

Mrs. Judith R. Elaschuk

CHANCELLOR

Mr. Ovide Mercredi

CHAIR

Mr. Gary Melko, Trades and Technology

VICE-CHAIR

Dr. Peter Nunoda, Health

PRESIDENT & VICE-CHANCELLOR

Dr. Denise K. Henning
 Mr. Konrad Jonasson named
 Interim President & Vice-Chancellor January 2011

VICE-PRESIDENT, ACADEMIC & RESEARCH

Dr. Kathryn McNaughton

VICE-PRESIDENT, COMMUNITY-BASED SERVICES

Mr. Konrad Jonasson
 Ms. Donna Carriere named Acting Vice-President,
 Community-Based Services January 2011

COUNCIL OF ELDERS

Elder Ralph Thomas

DEANS

Mr. Al Gardiner, Education
 Ms. Gina Guiboche, Student Development
 Dr. Peter Nunoda, Health

UNIVERSITY FACULTY

Mr. David Anderson, Education
 Ms. Susan Barbeau, Nursing
 Ms. Brenda Firman, Education

Dr. Ken R. Friesen, Education
 Dr. Selvin Peter, Trades and Technology
 Dr. Maureen Simpkins, Arts and Science
 Dr. Chad Thompson, Arts and Science
 Ms. Vicki Zeran, Nursing

COLLEGE FACULTY

Mr. Ray Clarkson, Trades and Technology
 Mr. Rob Helstrom, Trades and Technology
 Ms. Patty Klimchuk, Health
 Mr. Alan McLaughlan, Health
 Mr. Mark Mirza-Agha, Health
 Dr. Mohammed Soliman, Trades and Technology
 Ms. Brenda Wasylik, Health
 Academic Advisor/Counsellor
 Ms. Michelle Minish

STUDENTS

Mr. Tyler Craig
 Ms. Veronica Fenner

EX-OFFICIO

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

UCN TRI-COUNCIL EXECUTIVE OFFICER

Mrs. Judith R. Elschuk

GOVERNANCE

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

GOVERNING COUNCIL

There are 20 members from a variety of geographic locations throughout Manitoba. The membership is chosen and selected so as to provide as broad a scope of experience and expertise across education, region and representation of the Learning Council, Council of Elders, UCN faculty, instructors, 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 2010-2011 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.
- As per the Governing Council's annual calendar, received presentations from both internal and external areas on a variety of topics. Internal presentations include: the UCN Learning Council's Academic Standards Committee and Academic Planning Committee, UCN's capital projects, academic research, curriculum development, Lighting the Path: Empowering the Future campaign, UCN's Knowledge Infrastructure Program projects, Representative Workforce strategy, Kenanow B.Ed. program, Kanáci Otinawáwasowin Baccalaureate Program (KOBP). MKIO, the Opasquia Cree Nation, Tolko Manitoba, MMF and the Manitoba Federation of Labour also delivered presentations.

- Continued the council's ownership linkage program with visits to Lac Brochet and Tadoule Lake in November 2010.

COUNCIL OF ELDERS

There are 14 members representing the Aboriginal and northern communities of Cross Lake, Easterville, Grand Rapids, Garden Hill, Nelson House, Norway House, Opaskwayak, Pukatawagan, The Pas, Thompson and Wabowden.

The council works in partnership with the UCN Governing Council and UCN Learning Council. The council provides guidance within UCN by sharing Elders' traditional knowledge of wisdom, beliefs, and values in a respectful and caring way. Council members participate in a variety of ways across UCN including representation on the Governing Council, Learning Council and standing committees of Learning Council and 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.

LEARNING COUNCIL

There are up to 28 members representing college and university faculty, academic administration, academic resources, academic services, students, the Governing Council and the Council of Elders. Learning Council standing committees ensure representation from the council itself, but also from various constituencies throughout UCN, including students and staff from college and university faculties to ensure a broad representation of knowledge, ideas and input.

The Learning Council has ensured that UCN's academic planning, programming and academic standards continue to demonstrate excellence over the 2010-2011 year. The council has approved new degree and diploma programs and has ensured that existing academic programming is current. The council reminds us that students are at the centre of our institution.

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 megaprojects.
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.



FINANCE AND RESOURCES

The Finance and Resources Division of UCN includes the following departments: Finance, Human Resources/Payroll, Purchasing, Shipping and Receiving, Facility Services, Workplace Safety and Health, and Ancillary Services. The Vice-President, Finance & Resources leads the team, with support from the Executive Assistant to the Vice-President, Finance & Resources.

FINANCE

The Finance Department consists of nine staff members. Included in this team are the Finance Supervisor, Finance Administrator, two finance assistants, Finance Clerk, Accounts Payable Clerk, Accounts Receivable Clerk, Accounts Coordinator, and the Cashier. This very capable team handles all of the finances at UCN. It provides support for all initiatives through payments, receipts, reports, budgets, program costing, reporting to the Governing Council through the Finance Committee, governmental reporting, annual financial statements and other financial requirements.

HUMAN RESOURCES/PAYROLL

In July 2010, the Human Resources/Payroll Department moved into the newly created Finance and Resources Division. The Human Resources/Payroll team consists of seven members made up of the Director of Human Resources, Administrative Officer, Representative Workforce Coordinator, Human Resources Officer, Payroll and Benefits Administrator, Pay and Benefits Assistant, and Administrative Assistant. The Human Resources/Payroll Department is responsible for the overall management, development, implementation and co-ordination of the human resource activities as well as the pay and benefits administration within the university college.

The Representative Workforce Coordinator joined the Human Resources area as of February 18, 2011. 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. UCN is committed to ensuring that our workforce reflects the population of the communities we serve.

As of August 26, 2011, Aboriginal employees represent 53.67 per cent of the workforce at UCN. The university college has 56 faculty members of Aboriginal descent, which represents 50.91 per cent of all faculty members. There are 134 non-faculty members of Aboriginal descent, which represents 54.92 per cent of all non-faculty members within UCN. Visible minorities represent 4.52 per cent of the workforce at UCN. Persons with disabilities represent 1.98 per cent of the total workforce, and 1.70 per cent are men and women in non-traditional roles, in proportion to their representation in Northern Manitoba's population.

PURCHASING, SHIPPING AND RECEIVING

The Purchasing, Shipping and Receiving team consists of three members: the Purchasing Agent, Purchasing Clerk, and the Shipping and Receiving Clerk. This area is responsible for all purchasing, shipping and receiving activities within UCN as well as the booking and care of the university college vehicles in The Pas.

FACILITY SERVICES AND WORKPLACE SAFETY AND HEALTH

The Facility Services and Workplace Safety and Health team consists of 10 staff members. The Facility and Environmental Health and Safety Manager leads this team with the support of the Facility Rental/Workplace Safety and Health Coordinator. Within this area is the Janitorial Supervisor, who is supported by the Maintenance and Gardening Worker and six building service workers. This team is 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 and healthy environment for all and maintain the grounds throughout the year. Also the responsibility of this department is the facility rentals and ensuring a safe work environment.

ANCILLARY SERVICES (BOOKSTORES AND CAFETERIA)

The ancillary services area within UCN is led by the Vice-President, Finance & Resources and is comprised of the two bookstores (Thompson and The Pas) and one cafeteria (The Pas).

The bookstore in The Pas employs three staff members. In Thompson, the bookstore employs 1.7 staff members. The team consists of the Bookstore Manager, three full-time bookstore clerks, as well as a part-time clerk. The bookstores promote UCN through special orders, and Aboriginal culture through the sale of products and books, as well as the advertising of special events. The bookstores make 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, snacks throughout the day, and a full catering service for internal and external events. The cafeteria provides a work experience atmosphere for the Culinary Arts students each year.

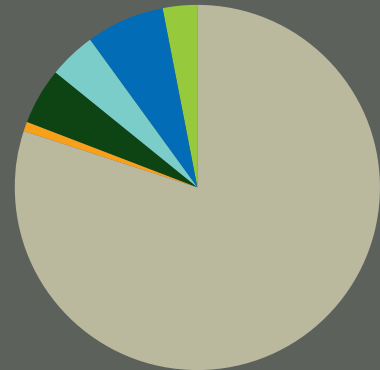
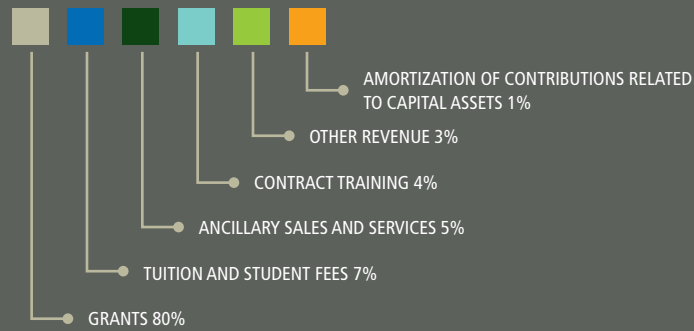
OPERATIONAL RESULTS

During the 2010-2011 fiscal year, UCN changed its year-end from June 30 to March 31. Provided here is a brief review and analysis of the university college's operational results and financial position for the year ended March 31, 2011. UCN's financial statements are subject to audit by the Office of the Auditor General of the Province of Manitoba and are included in the UCN Annual Report.

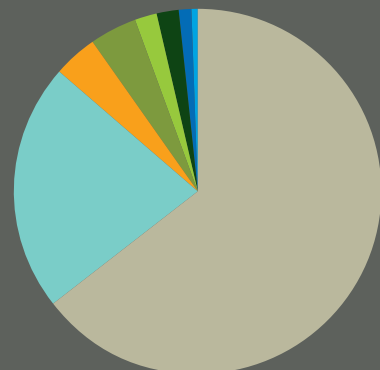
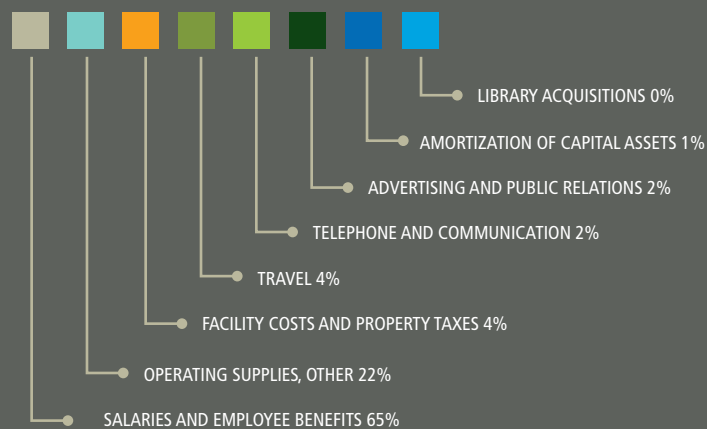
The increased costs associated with the growth in revenues are reflected in the expenditures. Expenditures are grouped by category and shown in graph B on the following page.

2010/2011 REVENUE AND EXPENSES

GRAPH A: REVENUES UCN FUND 2010/2011



GRAPH B: EXPENDITURES BY CATEGORY UCN FUND 2010/2011



ADMINISTRATION – OPERATIONS AND INFRASTRUCTURE

In October 2010, the City of Thompson signed a development agreement with the Government of Manitoba to transfer portions of land allowing the development of the new UCN Thompson campus and 24 family housing units. The City of Thompson subsequently rezoned the transferred land to allow for student family housing in addition to the campus development.

Complementary development activity between the Thompson Campus and the City of Thompson's recreation centre was agreed upon, allowing both parties to maximize the use of their facilities. The two buildings will be connected with the intention of minimizing duplication of facilities and using the space in the best way possible.

PCL Constructors Canada Inc. is the construction manager for both campus developments with target completions being late 2012 for The Pas campus and late 2013 for Thompson. Both campuses will include a child daycare 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. Construction of the family housing units in The Pas was underway in 2010-2011. Despite the completion of repairs to fire-damaged area of the second floor of the west wing of The Pas campus, UCN continues to deal with the challenges regarding office and classroom space and greatly looks forward to the opening of our expanded facility in The Pas facility and the new Thompson campus.

UCN continues to strive towards providing a clean, safe, welcoming atmosphere, respectful of the diversity represented within our buildings. The Workplace Safety and Health Committee has continued to work to ensure the working and learning environment of staff and students is safe and that we adopt a safety management system. An Emergency Measures Plan is in development and will define the measures that must be adhered to in the event of a critical incident.





GRADUATE SURVEY

The Graduate Satisfaction and Employment report for 2009-2010 captures graduates of University College of the North's degree, diploma and certificate programs.

Graduates from UCN were surveyed in October 2010. Results showed an increase in employment rates (55 per cent in 2008-2009; 60 per cent in 2009-2010). More than one-third of graduates who were unemployed were not looking for work at the time of the survey. Of those employed, 79 per cent were working full-time and 74 per cent were working in a field related to their education. Graduates continue to be successful in finding employment with 46 per cent accepting their first job prior to graduation, and an additional 37 per cent within the first three months after graduation. A significant increase was seen in the percentage of graduates remaining in Northern Manitoba to work (78 per cent in 2008-2009; 89 per cent in 2009-2010), which contributes to a skilled workforce and an educated populace for social and economic development of the North.

UCN continues to deliver high quality education, apparent in the high level of satisfaction reported: 95 per cent would recommend their program to others; 94 per cent feel their program is up-to-date; 93 per cent feel their instructors were knowledgeable in the areas they taught.

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



INFORMATION TECHNOLOGY

Since University College of the North's large catchment area includes all of Manitoba north of the 53rd parallel and Swan River, distributed learning technologies including videoconferencing and Internet-based delivery are essential to ensure access to education throughout Northern Manitoba. The Information Technology (IT) Department continued to support these initiatives in 2010-2011.

IT oversaw the purchase and roll-out of a videoconferencing server intended to alleviate pressure on our highly used videoconferencing services. It will also increase our capabilities for more interactive distance meetings. We led the roll-out of Microsoft SharePoint 2010, which will be used for a number of institutional initiatives.

The department replaced the aging servers and computers in the Nisichawayasihk (Nelson House) Regional Centre. The Internet café became a teaching lab with 30 new computers. All classrooms and labs received SMART projectors, as did a number of classrooms in Thompson and The Pas.

IT staff upgraded UCN computer labs in Tataskewayk (Split Lake), Flin Flon, The Pas and Thompson. We completed wiring projects in Misipawistik (Grand Rapids), Swan River, Flin Flon regional centres.

The department integrated UCN's learning management system, D2L, with our student information system, Jenzabar, and began a review of Jenzabar. We also began implementation of the new academic scheduling software, Ad Astra.

IT continued virtualization of servers as part of our business continuity and disaster recovery initiatives. The department purchased and planned the installation of a Cisco VoIP phone system solution to replace our existing Centrex-leased lines. We also completed the network infrastructure upgrade in The Pas and Thompson as part of recent security system and Voice over IP solution projects.

EXTERNAL RELATIONS

The Department of External Relations oversees areas including marketing and promotion, printing, media relations, and communications. In 2010-2011, UCN progressed with its marketing and branding strategies. The department continues to raise public awareness about UCN by expanding on the number and type of media outlets and locations in which we advertise, as well as coordinating media interviews and writing editorial for submission in local, provincial and educational publications.

External Relations further supported the university college's recruitment goals. The new institutional promotional brochure designed this year and updated program pamphlets promote a positive public view of UCN. New trade show signage builds on brand recognition strategies. The department conducted several campus tours, and we sponsored community and professional events. Staff members also served on several employee selection committees throughout the year.

In 2010-2011, External Relations planned or promoted a number of special events, both internal and public. Department staff organized "Kaskihtawin," a fundraiser to help establish a bursary program to improve access to adult education programs for Aboriginal Manitobans. "Kaskihtawin" is a Cree word that means, "It is possible." The event took place in November 2010 in Winnipeg, and was an initiative of the Advanced Education Training and Literacy Aboriginal Advisory Council (AAETLAC). UCN hosted this year's event in partnership with the Aboriginal Education Directorate. External Relations staff also assisted faculties and other departments with special events in their areas, such as Summer Orientation, Fall Orientation and Trades and Technology Week. The department aided in all aspects of promotion and advised on event planning strategies. External Relations also provided colleagues advice and expertise in the development of many public presentations.





ACADEMIC DIVISION

During the 2010-2011 academic year, UCN's academic programs continued to follow Nikani Meskanaw: The Path That Leads Us, the 2010-2015 strategic plan. There are seven pillars that guide our work: community engagement, Aboriginal culture, marketing, partnerships, programming, student services and supports and infrastructure. A brief description of how the Academic Division has addressed these pillars is provided in the next paragraphs.

With respect to community engagement, the division supported faculty and students to engage in exchanges, conferences, and events at other institutions. Program advisory committees made up of community volunteers, faculty members and deans ensure that relationships are created and maintained with the broader community.

Aboriginal culture is a critical aspect of UCN's mandate, and to that end all Learning Council standing committees ensure that there is discussion and analysis of Aboriginal content and world view in any proposed new courses or programs, and with respect to research and scholarly activities. UCN increased the number of credit hours taught in Aboriginal and Northern Studies by 17.4 per cent from the 2009-2010 to 2010-2011 academic years. Academic unit leaders are encouraged to work with the Council of Elders and the Tri-Council Executive Officer to ensure that appropriate protocol is used when inviting Elders to participate in classes or other events. An example is Traditional Person's Week, implemented at the Mamawechetotan Centre at The Pas campus, using the model in place at the Thompson campus.

Each of the academic areas worked with the Director of External Relations to ensure that current and attractive brochures and other materials were available as part of the recruitment strategy. Professional photo shoots have provided contemporary images of UCN students and demonstrate our diversity.

The Academic Division documents all existing partnerships through the Director of Academic Development, and has initiated several new partnerships over the past academic year:

- A Community-University Research Alliance (CURA) project with Brandon University
- Partnerships with institutions in Canada, the United States and Mexico through the Tri-National Indigenous Rural Tourism and Community Development (ITOUR) project
- The Faculty of Education, Community-Based Services and Inter-Universities Services are partnering with the communities of St. Theresa Point, Bunibonibee (Oxford House), Peguis, Opaskwayak Cree Nation and Chemawawin (Easterville) to develop a community-based Kenanow Bachelor of Education program

The focus on ensuring that students are prepared to be successful in their programs has resulted in the reintroduction of a first-year initiative. This approach to learning provides students with time management and study skills, as well as focused experiences in mathematics, reading and writing to prepare them for further post-secondary programs. Over the 2010-2011 academic year, the Academic Division expanded distance delivery programming for both the Health Care Aide by distance and Educational Assistant programs.

The Bachelor of Business Administration (BBA) degree received approval from the Council on Post-Secondary Education (COPSE), and plans were completed during the academic year to offer this degree in a community-based approach.

The Gordon Gale House, a cooperative initiative between the faculty of Trades and Technology and Law Enforcement programs, was developed in the 2010-2011 academic year. The house is intended as a site for trades students to practice skills such as wiring a house, getting feedback, and then correcting errors in a safe, supervised environment. The facility will provide a place for Law Enforcement students to practice surveillance techniques, strategies for responding to domestic situations, and professional ways of carrying out searches.

UCN faculty intend to work with the community to develop other initiatives such as the installation, use and monitoring of green energy sources such as solar and wind.

We improved student services and supports during the 2010-2011 academic year through ensuring that learners have correct information, appropriate advising and access to personal counselling in a timely manner. We implemented a new early intervention process and increased orientation activities to engage a greater number of students.

The Academic Division was heavily involved with the development of the Northern Manitoba Mining Academy and planning for construction of the future Thompson campus. We welcome the opening of the student family housing in The Pas and the time when each of the 24 units is occupied. The availability of accessible, affordable housing is a significant support for students.

FACULTY OF ARTS AND SCIENCE

In 2010-2011, the Faculty of Arts and Sciences included course offerings in the following:

- 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 2010-2011, the faculty offered three- and four-year Bachelor of Arts degree programs in Norway House, The Pas and Thompson. Majors and minors were available in Aboriginal and Northern Studies, English, Sociology and History. In addition, the Natural Resources Management Technology diploma program was available to students in The Pas.

The Faculty of Arts and Science works to provide course opportunities to students in the Kenanow Bachelor of Education program, the Joint Baccalaureate Nursing program, and the University of Manitoba Northern Social Work degree program. Members of the Faculty of Arts and Science discussed the development of partnership programs in science with provincial institutions.

In July of 2011, the Learning Council approved the Faculty of Arts restructuring plan. It called for the elimination of area chairs. Instead, there will be a Faculty of Arts Steering Committee that will work closely with the dean to ensure better communications between members and areas of instruction

In March 2011, five students and two faculty members from UCN travelled to the University of North Carolina at Pembroke (UNCP) to visit the American Indian Studies program. The visit provided students the opportunity to meet the students in UNCP that they had been videoconferencing with during a course on residential schools. The students spent time with Lumbee Elders, were taken to an ancient burial site and toured the UNCP campus.

Students in the Natural Resources Management Technology (NRMT) program continue to participate in activities to create more awareness and knowledge of natural resource issues in the province. They gave presentations at the Mid-Canada Boat show, retirement centres, cottage associations, the Manitoba Wildlife Federation and Canadian Wildlife Service. The program is in the process of acquiring international recognition through the North American Wildlife Technology Association (NAWTA), an international accrediting body concerned with mastery of skill and curriculum development.

FACULTY OF BUSINESS

In 2010-2011, the Faculty of Business worked on a number of initiatives to ensure that business programming remains relevant and of value to students.

The faculty continued to work on transfer agreements to ensure that they are current. The internal review in programming ensures relevance in both internal and external course transfer agreements and articulation agreements with external professional designations and other post-secondary institutions.

ADMINISTRATIVE ASSISTANT/COMPUTERIZED BUSINESS SKILLS

The Administrative Assistant and Computerized Business Skills programs held an internal review. The process led to the identification of a number of improvements, which will enable the programs to remain competitive with other institutions, and still be in line with industry standards. They will implement these changes in the 2012-2013 academic year.

BUSINESS ADMINISTRATION

As part of the program review process, the Business Administration diploma program set up an advisory group, with a well-attended first meeting taking place in Thompson. Faculty members plan to continue with the program review process throughout the coming year to ensure that the program meets industry requirements.

Marketing was a focus of the faculty in 2010-2011, with the creation of new program brochures for many departments, participation in student recruitment opportunities and advertising specific programs. Another way in which the faculty promoted its programs was by participating in official events. In March 2011, faculty and students from the Administrative Assistant and Computerized Business Skills programs took part in the keyboarding competition as part of the Northern Manitoba Skills Challenge, which the Faculty of Trades and Technology organized.



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 relatively 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 Faculty of 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

Faculty members were involved in a variety of research activities including:

- Collaboration with faculty at Brandon University on the development of a research proposal for 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 Division, Kelsey School Division and MERN.
- Science Ambassador Program – UCN faculty members and staff collaborated on this project in partnership with Kelsey School Division, Opaskwayak Education Authority, MERN and the University of Saskatchewan. It aimed to enhance student interest in science.
- Manitoba Council for Leadership in Education (MCLE) – A faculty member served on the board of MCLE, which supports educational research and implementation of best practices in schools.

EDUCATIONAL ASSISTANT CERTIFICATE PROGRAM

In 2008-2009, UCN launched the Educational Assistant certificate program in Pimicikamak (Cross Lake) and Norway House in co-operation with local schools, teachers and administrators. The program was also running in other communities through a partnership with Manitoba First Nations Education Resource Centre (MFNERC). It enabled students from Lac Brochet and South Indian Lake to enrol. Courses were offered by distance education during 2010-2011.

EARLY CHILDHOOD EDUCATION DIPLOMA PROGRAM

The Early Childhood Education (ECE) diploma program was offered in Thompson, The Pas and Norway House Cree Nation. The classroom and community activities that took place during the year reflected the philosophy of the Kenanow Learning Model. Students continued to participate in land-based and other cultural activities. Faculty members worked on an ECE III program and an ECE degree program during the year. The UCN Learning Council approved the ECE III, and it was submitted to the Child Care Education Program Approval Committee.



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 are 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. The campus-based program had more than 80 students in both streams of the program. UCN Bachelor of Education faculty members began to develop a community-based teacher education program, and programs have started in Bunibonabee (Oxford House), Chemawawin (Easterville), Peguis and Opaskwayak Cree Nation.

An agreement between Brandon University and UCN for the transfer of the mandate for Northern Teacher Education Programs to UCN was achieved in 2010-2011. In conjunction with Brandon University, faculty members were awarded a \$1-million Social Science and Humanities Research Council of Canada grant to identify indicators of success for children and youth in Aboriginal and northern communities.

Faculty members collaborated with local schools and child care centres. The Faculty of Education co-hosted one of the Manitoba Education Research conferences and a conference for the providers of disability services. Student and faculty presented the program at various venues including the Western Canada Student Teacher Conference (WESTCAST) in Brandon, Manitoba Education Research Network (MERN), the Manitoba Association for Distributed Learning and Training (MADLaT) conference, the Aboriginal Research Network conference, the Western Canadian Inclusion Conference and the Social Justice Conference. Two faculty members have membership on the Teacher Education for Sustainable Development Committee of Manitoba Education.

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.

Students 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 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 200 young people during the summer of 2011. 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

Offered based on community demand, the Applied Counselling certificate program provided individuals with the competencies to provide counselling services and deliver social service programs. UCN is redesigning the program in collaboration with MFNERC in order to provide more of an Aboriginal focus and better reflect the expressed needs of communities.

RECREATION LEADERSHIP CERTIFICATE PROGRAM

The Recreation Leadership certificate program has been offered as a community-based program and on a contract basis. Based on demand, UCN did not offer it in 2010-2011. This certificate program underwent a review, which indicated that the program should focus on leadership development. The program was referred for redevelopment.

FACULTY OF HEALTH

The Faculty of Health is divided into seven areas each with area coordinators assigned to monitor the daily operation of each program. The areas include Joint Baccalaureate Nursing, Diploma in Practical Nursing, Health Care Aide, Midwifery, Dental Assisting, Law Enforcement and Health Transition. A coordinator who works closely with the dean and program coordinators augments student recruitment, retention, quality assurance and communication initiatives for the faculty.

Program promotion in this academic year has significantly increased. The faculty has attended numerous promotional events such as career fairs and presentations to the high schools; developed program brochures; faculty members participated in promotional activities, career fairs and advisory boards; held an annual faculty-wide meeting to facilitate collegiality and discuss similar program needs; and generated a quarterly Faculty of Health newsletter.

JOINT BACCALAUREATE NURSING PROGRAM

Students in the Joint Baccalaureate Nursing (JBN) program have been very active this academic year. They continue to be active members of the Canadian Nursing Students Association, with a number of students attending both the regional conference in Saskatoon, Saskatchewan and the National Conference in Hamilton, Ontario. The third-year students continue to provide health promotion activities to the employees of Tolko Industries through a community service initiative. A very significant development in the JBN program was the creation and introduction of the UCN nursing pin. Colin Knight, a second-year nursing student initially designed the pin and sought feedback from the nursing student body and faculty. Over the years, the nursing pin has become a distinct symbol of nursing excellence and service to others.

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. The program commenced in September 2010 and the two-year program is simultaneously delivered in Norway House Cree Nation and Swan River. Three full-time faculty instructors deliver the program on site and through distance delivery technologies such as Elluminate, videoconferencing and Desire to Learn.

HEALTH CARE AIDE PROGRAM

UCN delivered the Health Care Aide (HCA) program by distance delivery (Elluminate Live) to various sites in Northern Manitoba. The 2011 distance program was successfully delivered to the communities of The Pas, Thompson, Cross Lake, Norway House, Flin Flon and Swan River. The program is also available in communities on a contract basis. A part-time evening continuing education program runs annually through the Swan River Regional Centre.

BACHELOR OF MIDWIFERY

The Bachelor of Midwifery program began in Winnipeg in September 2010 with an intake of eight students. Three new faculty members were hired to instruct and coordinate the program.

MULTI-JURISDICTIONAL MIDWIFERY BRIDGING PROJECT

Due to changes in funding, this pilot program was drawn to a close during the 2010-2011 academic year.



UCN PATHWAY MIDWIFERY BRIDGING PROGRAM

This project was very active during the 2010-2011 academic year and came to a successful conclusion. Several students who completed the assessment process, which was the core of the Pathways project, have transitioned into the Bachelor of Midwifery program in order to complete their academic and practice requirements.

DENTAL ASSISTING PROGRAM

The implementation of digital radiography technology was popular with students and employers. Recruitment efforts focused on ensuring prospective students were well-informed on the benefits of access to the technology. Enrolments may never reach capacity due to the Red River College Dental Assisting program now operating out of the Winkler campus. We are seeing potential students in traditional catchment areas of central and western Manitoba going there.

As a licensing requirement, graduates must write the National Dental Assisting Examining Board exam. UCN graduates continue to achieve scores that exceed the national average. Employment remains high, with most securing employment upon graduation.

HEALTH TRANSITION CERTIFICATE PROGRAM

The Health Transition Certificate program has undergone a significant curriculum change this past year, providing flexibility of course delivery that is more streamlined toward health disciplines. In addition, the curriculum changes will better prepare students wishing to pursue health-related university courses. UCN delivered the program to Thompson and The Pas during the 2010-2011 academic year.

LAW ENFORCEMENT PROGRAM

The Law Enforcement Program partnered with the Faculty of Trades and Technology to build the Gordon Gale House. This training facility will be used for scenarios for Band and Community Constable Students and others. A faculty member was hired to teach the Correctional Officer program complementing our teaching staff.

BAND AND COMMUNITY CONSTABLE PROGRAM

University College of the North in partnership with Public Safety Canada completed a Band Constable Training session for 19 students in The Pas in August 2010.

UCN FACULTY OF HEALTH SWAN RIVER

The Faculty of Health Swan River facility continues to deliver the Diploma in Practical Nursing and full-time HCA program on site through distant learning technologies. The regional centre's part-time evening HCA students also use the building for their theory and lab classes. The CPR classes for the community also take place here. An unexpected advantage of having this facility is that a number of JBN students have utilized the technology to connect to their courses in The Pas. The variety of programs and building utilization is increasing UCN's visibility in the community.



FACULTY OF TRADES AND TECHNOLOGY



In 2010-2011, the Faculty of Trades and Technology consisted of a dean, two academic coordinators, instructors and an administrative assistant. The two academic coordinators worked with the dean 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 continuing to supply skilled personnel to industries and communities in the North and beyond. The faculty offers the following programs:

APPRENTICESHIP TRAINING

Carpenter (levels 1 through 4)
Industrial Electrician (levels 3 and 4)
Industrial Mechanic/Millwright (levels 1 through 4)
Common Core Electrical (levels 1 and 2)

CERTIFICATE PROGRAMS

Basic Electrical
Carpentry/Woodworking
Civil/CAD Technology (Co-op)
Culinary Arts
Industrial Welding
Heavy Duty Mechanics
Automotive Technician
Preparation for Technology

DIPLOMA PROGRAMS

Chemical Engineering Technology
Electrical/Electronic Technology
Computer Systems Technology
Computer Programmer/Analyst

CONTRACT TRAINING

Introduction to Industry
Pre-Employment Plumbing
Facilities Basic Maintenance
Heavy Equipment Operator

Culinary Arts students were finalists in the Localvore Iron Chef Cook-Off in Winnipeg with their own menu including locally-raised and grown foods.

The faculty hosted the second annual Northern Manitoba Skills Challenge, with seven schools and 80 student participants attending.

Students from Power Mechanics (High School), Auto Technician, Carpentry/Woodworking, Industrial Welding, and Basic Electrical participated in the Skills Manitoba competition held at Red River College. Two students came back from the competition with medal standing.

Work continued on the Gordon Gale House, a training facility for both the Law Enforcement program and the Basic Electrical program.

Apprenticeship Manitoba renewed accreditation for the Power Mechanics, Automotive Technician, and Heavy Duty Mechanics programs.

NORTHERN MANITOBA MINING ACADEMY

In June 2009, UCN responded to a nationwide call for proposals for funding made available through the federal government's Community Adjustment Fund (CAF). 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, HudBay Minerals Inc., the City of Flin Flon, the University of Manitoba, and the Government 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). The facility 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 pertaining 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 Aboriginal, industry, post-secondary, secondary, 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 received CAF funding in the amount of \$920,000 for geoscience and wet lab equipment for the NMMA.

Construction (site preparation) of the NMMA building started in late 2009 with the majority of the building construction occurring during the fall of 2010 and the winter of 2011. By March 2011, the building was partially completed and at a lock-up stage. Substantial completion is on-schedule for September 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 (RC) in Flin Flon. While the two buildings will be separate due to different funding envelopes (Knowledge Infrastructure Program 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 is that programming delivered from both buildings be complementary and meet a broad range of training needs to support a sustainable community. Similar to the NMMA, target date for substantial completion of the Flin Flon Regional Centre is October 2011.

The majority of the specialized equipment for the geoscience and environmental/wet labs in the NMMA was purchased in 2009-2010 and on-site by March 2011. Included were all of the specialized mineral sample preparation and analysis equipment. Set-up and staff training on the specialized equipment is scheduled for fall 2011.

One of the centrepieces of the NMMA is the underground mining simulator housed within a specially designed room in the building. Purchased separately by the Northern Manitoba Sector Council, the ThoroughTec Cybermine unit arrived on site in winter 2011, as it needed to be installed at the NMMA before completion of the outer shell of the building.

Establishing a governance system for the NMMA/RC was a significant accomplishment for the 2010-2011 period. The board of directors, over-seeing the integrated NMMA/RC was established. Membership consists of representatives of industry (HudBay Minerals, regional health authority, local small businesses), government (Northern Manitoba Sector Council, Manitoba Métis Federation, City of Flin Flon, Manitoba Entrepreneurship, Training and Trade, Manitoba Innovation, Energy and Mines), and education (Flin Flon School Division, University of Manitoba, Brandon University, UCN). The board started the search for an Executive Director (ED) for the NMMA. By March 2011, the board was preparing to interview candidates.

Educational programming at the NMMA awaits completion of the building, but planning is well underway. In concert with partners, the NMMA is planning entry-level training (Introduction to Industry), technical training (Exploration Technician, Underground Heavy Equipment Operator), and advanced education (first-year university geological sciences) along with the regular offerings of the RC. In addition, the NMMA is considering new and unique training and educational opportunities that the board of directors bring to the attention of the ED.

ENROLMENT SERVICES

ADMISSION/REGISTRATION

The student information system is complex software that Enrolment Services continues to use more extensively. Personnel are gaining significant expertise, which leads to more in-depth use. The graduation audit process has proven to be a time-saving mechanism to help ensure students meet graduation requirements.

ASSESSMENT SERVICES

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

Enrolment Services staff perform assessments in communities as well as on campus. They give applicants who would benefit from short-term academic preparation supportive and corrective materials along with guided tutorials so that they may meet admission requirements. University college preparatory programs provide longer-term support.

Essential Skills, 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.

Accuplacer is the newest assessment tool. It enhances the assessors' ability to guide applicants to the best program choice based on their responses to questions.

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. They create materials to support their work with students. There is an increasing need for academic advising for off-campus students. Email and other technologies enable a productive advising session, although it is not in-person. This subject will continue to be an area of concentration.

FINANCIAL AWARDS

The full-time Financial Awards Officer continues to find and facilitate funding opportunities for all UCN students. She distributes informational materials and application forms throughout the institution. An increasing number of students from UCN's regional centres are applying for bursaries. She holds workshops to assist students in completing awards applications and to provide information about awards. Procedures around award applications have improved.

ACADEMIC DEVELOPMENT

The Department of Academic Development successfully provided a wide range of academic- related services and developmental activities to staff and students during 2010-2011 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 2010-2011 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, UCN Annual Report, UCN 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 2010-2011 year, UCN 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 2010-2011 for distance education course delivery at UCN were:

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

Videoconferencing

Videoconferencing capability at UCN facilities in The Pas, Thompson, Norway House, Pimicikamak (Cross Lake), Nisichawayasihk (Nelson House), Flin Flon, Tataskweyak (Split Lake) and Chemawawin (Easterville) allows us to deliver courses 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 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 2010-2011, 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. During the past academic year, 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.

The department provided learning technologies facilitation services to all courses offered through videoconferencing or webconferencing (Elluminate). 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), we provided learning technologies facilitation services 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.

CERTIFICATE IN ADULT EDUCATION

Academic Development continued to oversee all UCN activities regarding Red River College's Certificate in Adult Education (CAE) program in 2010-2011, 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. UCN was the site for three CAE courses, offered through videoconferencing from The Pas to Thompson and Swan River.

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 2010-2011 academic year. UCN submitted a variety of proposals to the Council on Post-Secondary Education (COPSE) for approval and/or funding. We previewed new software for student course evaluations. It will be in place in the 2011-2012 academic year.

PROGRAM ADVISORY COMMITTEES

UCN 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 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 2010-2011, more than 160 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

2010-2011. In addition, new memoranda of understanding, agreements and partnerships between UCN and other institutions, communities and organizations continued to be established and nurtured during the academic year.

TEACHING AND LEARNING

Academic Development held a series of six faculty workshops on learning technologies in 2010-2011, 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 videoconferencing 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 raised during the year to promote effective teaching and learning. We held lunch-hour computer drop-in sessions for students from September 2010 to January 2011.

The department presented for faculty and staff a number of professional development activities regarding learning technologies and general teaching and learning topics. Academic Development staff members also focused on the delivery of regular student workshop sessions and drop-in opportunities in order to increase student success and retention.

As part of developing a Centre for Teaching and Learning, the academic specialist initiated Communities-in-Practice sessions. Faculty members facilitated these lunch-hour learning events, which were well-attended. These sessions will continue in the 2011-2012 academic year.

LIBRARY SERVICES

UCN libraries had a successful 2010-2011 academic year. A new librarian and archivist joined the library at The Pas campus. With the arrival of our archivist, we began the process of revising records management schedules.

The UCN/Norway House Public Library's 1,200-square-foot facility is popular with the community. The library opened in 2009. The book collection is currently 10,272 volumes, and is constantly being reviewed and updated. The Pas campus library staff process all of the materials and send them to Norway House. The Norway House library has 2.5 staff positions and is open 58 hours a week (including evenings and weekends).

Two staff members from Norway House started the Library Technician diploma program. Staff from The Pas and Norway House participated in a library retreat to upgrade their skills and review procedures. Staff attended professional conferences. And the Dean of Library and Informational Services, Dr. Stan Gardner, served on the Manitoba Library Consortium Board as well as several UCN committees.

The library staff and the learning resource instructor visited various locations to research, develop and deliver information literacy workshops on a variety of library- and research-related topics in Norway House, Thompson, The Pas, Chemawawin (Easterville), Flin Flon and Pimicikamak (Cross Lake).

Library staff met with instructors, professors, staff from Community-Based Services, Elders, regional centre coordinators, community members and others in the development of the aforementioned workshops and in advocating library issues.

The dean has been involved in discussions regarding setting up a UCN/public library in Misipawistik (Grand Rapids) and Chemawawin (Easterville).

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

The library at The Pas campus offers a large format printer service. Community groups request posters and banners, classes design their own posters, and we receive many requests from UCN staff. Among the print projects was a billboard for the Norway House Regional Centre.

The library has also printed several program brochures for UCN departments.

Library staff led library orientation tours, coached UCN staff in 1-on-1, promoted Freedom to Read Week and printed and produced posters and banners for many different events at UCN and in our communities.

As part of the instructional services, we published nine children's books for the Early Childhood Education program, plus 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 children that were part of the Early Childhood Education program we also quite happy with the books that they received. The library hosts children's story hours, too.

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.

COLLECTION DEVELOPMENT

We are continually adding new materials to all of our libraries. Reliable figures are not available due to the inability of the library automation system to provide accurate numbers. In the past four years, we have discarded three-quarters of the existing collection in The Pas, replacing them with newer items.

Our current total collection of all libraries is 68,380 volumes. This number breaks down as follows:

Norway House:	10,272
Thompson:	7,515
The Pas:	40,593

An additional 10,000 items in the public library collection at The Pas will move to a new public library.

Swan River Nursing Study Centre now has a total of approximately 500 books. These are counted as part of The Pas collection because they rotate as needed.

Library staff devoted a lot of time and effort to database maintenance. Our library automation system database had a great many items that were either miscatalogued, or not catalogued at all. Challenges with the system persisted, and we are now planning a switch to a different system within the next couple of years.

CIRCULATION FIGURES

The following figures reflect circulation numbers for the 2010-2011 fiscal year. Due to the change in fiscal year-end, the numbers reflect the period between July 1, 2010, to March 31, 2011.

Norway House

2010	786
2011	1,218

Thompson

2009	1,097
2010	1,102
2011	1,247

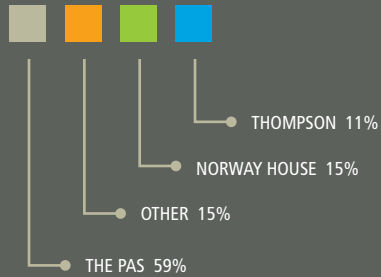
The Pas

2009	3,026
2010	3,614
2011	6,821

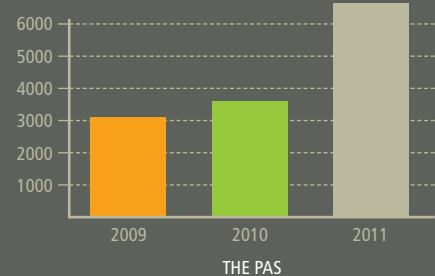
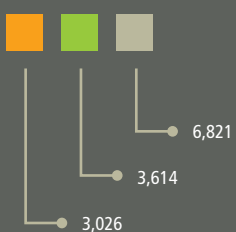
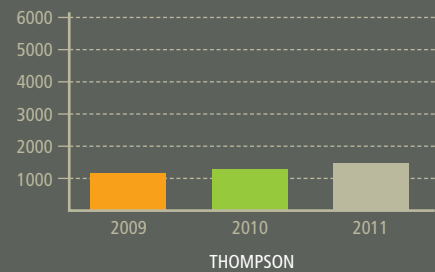
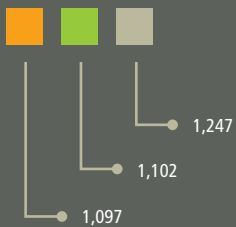
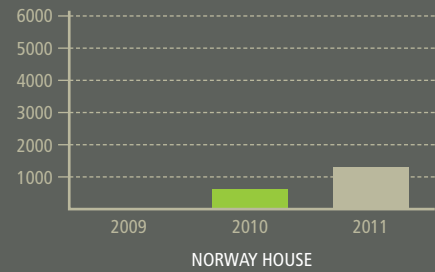
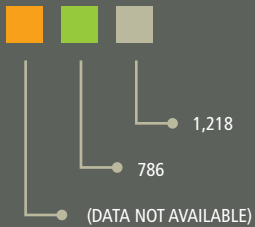
The average number of people coming to our libraries has also increased dramatically. The greatest growth has been at The Pas campus library because this location is where the central processing is done, and there was more space to grow and personnel to provide service. As the facilities and personnel increase at the other libraries, we anticipate that their growth will be as significant as The Pas library has shown it can be. The door counter at The Pas campus library showed 42,704 people walked through the doors of the library this year.

2010/2011 UCN LIBRARY COLLECTION

UCN LIBRARY TOTAL COLLECTION 2010/2011



UCN LIBRARY CIRCULATION 2009 - 2011



STUDENT DEVELOPMENT

Student Development oversees student recruitment and retention, counselling, the Learners' Assistance Centre, the residence, recreation, English as an Additional Language, distance resource instructors and the UCN Adult Learning Centre. The department continues to grow and evolve, following the goals set out in the institution's five-year strategic plan.

The 2010-2011 year saw the continuation of established, successful initiatives and the creation of new ones. The STARS (Student Tracking, Alert & Retention System) strategy continues to signal the many student-centred events at UCN. Its symbol, a bright yellow star, appears on brochures, event posters and other department documentation. It illustrates staff and faculty commitment to student success, and indicates to students the many events planned with their success in mind.

The successful summer orientation program continues to improve. Now called GPS to Success, with GPS standing for "Great Positive Start," it takes place near the end of August. It includes workshops on such topics as computer use, time management, budgeting, library

resources and plagiarism. Upon completion of the orientation session, follow-up with GPS students promotes student community and support. Scheduled events with these students create opportunities for them to share concerns or academic successes, and continue the relationship with Student Development staff. Instructors have reported that GPS attendees are confident and exhibit a willingness and ability to lead and mentor classmates. Student feedback indicates that the program helped to ease the transition to post-secondary studies and campus life.

In December 2010, the division introduced Student Health 101 to the UCN community. It is a new online, monthly magazine made available to UCN students on the UCN website. Student Health 101 includes articles on living a healthy lifestyle, dealing with exam anxiety, and other issues relevant to students. It provides an opportunity for us to inform students about campus events and upcoming deadlines.



UCN ADULT LEARNING CENTRE

The UCN Adult Learning Centre (ALC) 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. The ALC also offers English as an Additional Language (EAL) classes to new immigrants in Thompson. In the 2010-2011 academic year, the ALC offered preparatory programs as follows:

Literacy: The Pas

College Preparation: Thompson

Mature and Regular High School Diploma: The Pas, Thompson

English as an Additional Language (Beginner, Intermediate, and Medical Purposes): Thompson

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

The ALC offered English as an Additional Language on a part-time basis in Thompson. This program is designed for immigrants whose English abilities are at the beginner, intermediate or higher levels. We also delivered a special short EAL program for medical personnel at the Burntwood Regional Health Authority.

CENTRE FOR ABORIGINAL LANGUAGES (CAL)

The CAL has a four-fold purpose:

1. To participate in the current decolonization processes of Aboriginal peoples through teaching, and research.
2. To help restore Aboriginal languages back to communities.
3. To develop best practices in instructional approaches and strategies for teaching Aboriginal languages and culture
4. To involve Elders in teaching and research.

Brief highlights of activities from the CAL include the following:

CERTIFICATE IN TEACHING ININIMOWIN

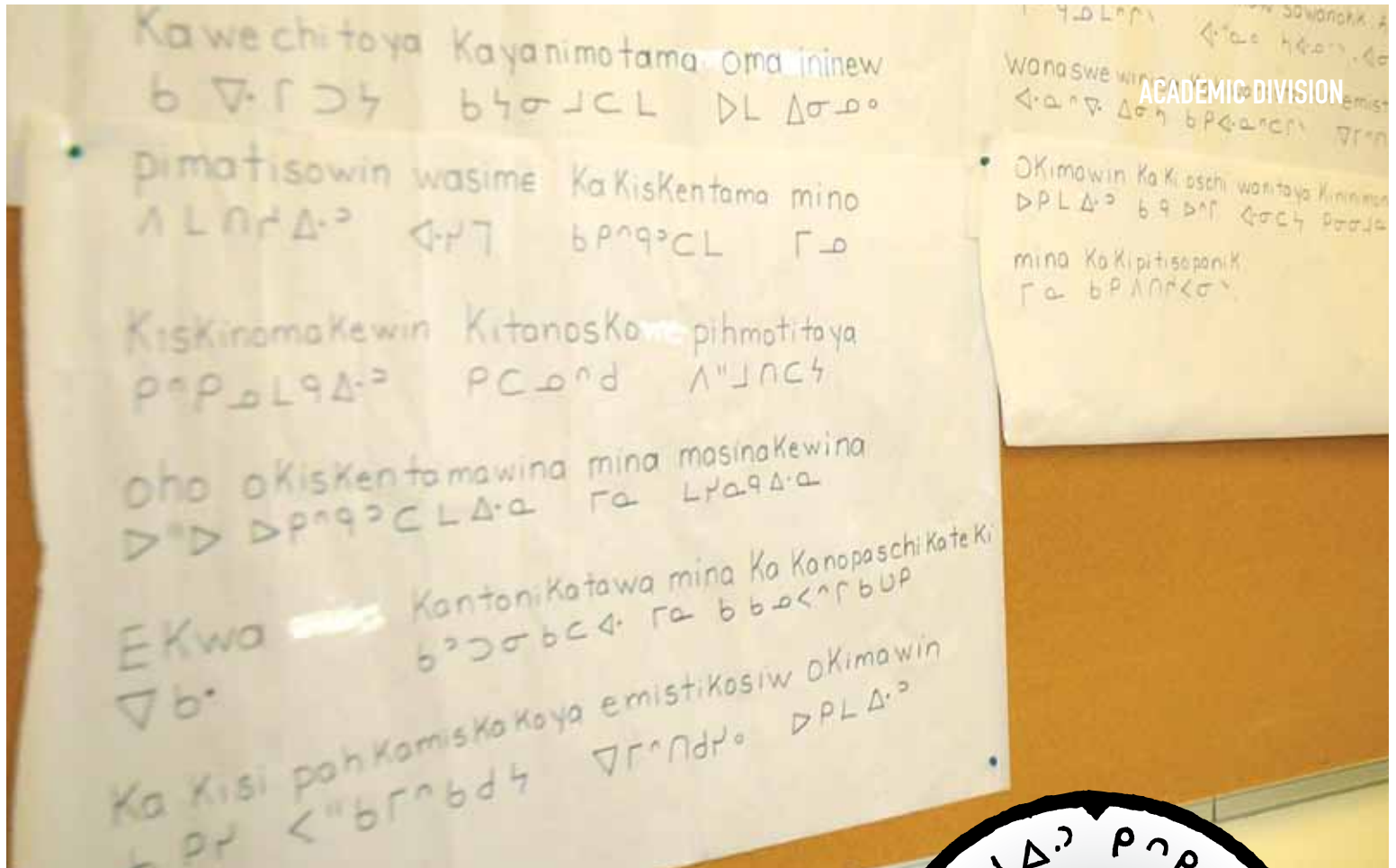
The Certificate of Teaching Ininimowin is currently under revision and will be ready for submission to the Curriculum Committee for consideration in May 2011. The submission was revised with the support and technical help of the UCN Academic Specialist Terralyn McKee and Dr. Brenda Firman, Faculty of Education. Preparations are underway to partner with Community-Based Services and the Opaskwayak Education Authority

offer the program at Joe A. Ross School in Opaskwayak, Manitoba. The Certificate in Teaching Ininimowin is the only post-secondary program in Manitoba that is offered entirely in Cree taught by community instructors and Elders who hold B.Ed., master's or PhD degrees. CAL is currently negotiating with education directors from various First Nations communities to send Cree language teachers to attend the program.

PARTNERSHIPS

CAL partnered with Frontier School Division (FSD), Mystery Lake School Division (MLSD), Manitoba First Nations Education Resource Centre (MFNERC) and Blue Quills First Nations College to offer an Aboriginal language professional development workshop February 23 and 24, 2011, in Thompson. The purpose of the program was to share resources and materials and to help build capacity. Our definition for building capacity means helping the people that work with the language understand their situation and needs, setting up networks of local and regional partners and creating the tools for this networking and raising awareness of what it means to be an Aboriginal language teacher.

The partners met again April 21, 2011, to begin planning for another professional development to take place in winter 2012.



**CENTRE FOR ABORIGINAL LANGUAGES
STEERING/ADVISORY COMMITTEE**

The CAL steering committee continues to give direction for the development and implementation of programs and courses from the centre. Meetings took place September 2010 and February 2011. At the September meeting, the committee passed a motion that "UCN create new methods courses in the Faculty of Education that focus on teaching subjects using a Cree model and held in Cree, such as science, math, geography, etc." The CAL is currently working with the Faculty of Education to develop the methods courses in Cree for the UCN Kenanow Bachelor of Education program.

The steering committee held a special meeting February 8, 2011, to develop more comprehensive vision and mission statements. George Ross from MFNERC volunteered to facilitate the process with the committee. The committee completed draft versions at this meeting, with August 3, 2011, set to complete the work.



PROGRAM COORDINATOR/INSTRUCTOR

CAL submitted a proposal to the budget committee to hire a program coordinator/instructor. It will continue to be an integral position in the CAL as we launch new courses and programs, such as the methods courses for the Kenanow Bachelor of Education Program and developing a diploma program for Teaching Ininimowin.

OFFICE OF RESEARCH AND INNOVATION

Work toward building a strong and supportive environment for research and scholarly activity continued on several fronts through 2010-2011.

INTERNAL DEVELOPMENT AND SUPPORT OF RESEARCH CAPACITY

Research Ethics Board (REB)

Highlights include development of research ethics application and consent forms, and also a key policy document: UCN Policy and Procedures Governing Ethical Conduct of Research Involving Humans. In addition, REB members attended a training workshop in Winnipeg held by the Interagency Advisory Panel on Research Ethics (PRE) on the second edition of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS 2). The REB began to formally receive and review research ethics applications from UCN faculty members in early 2011.

Animal Care Committee

Work continued on drafting a memorandum of understanding with Brandon University's animal care committee, to ensure that all proposed uses of animals at UCN are vetted to Canadian Council on Animal Care (CCAC) standards while UCN works to achieve its own CCAC Certificate of Good Animal Practice. UCN developed policy on Use of Animals in Teaching, Research and Testing.

Program Advisory Committees

The UCN Office of Research and Innovation revised and expanded the terms of reference for UCN's program advisory committees.

Research and Scholarship Committee

UCN's Office of Research and Innovation works closely with the research and scholarship standing committee of the Learning Council. Two policies that the Office of Research and Innovation co-developed with the research and scholarship committee were approved at the December 14, 2010 Learning Council meeting: Integrity in Research and Scholarly Activity and Conflict of Interest in Research and Scholarly Activity. Developmental work began on a third policy, Principles and Frameworks Guiding Research and Innovation.

Terms of reference for the research and scholarship committee had not been reviewed since becoming effective April 17, 2007. Since that time, many initiatives to develop research capacity at UCN have taken place. In light of those developments, and also to promote more engaged involvement by research and scholarship committee members in the business of the committee itself, the Office of Research and Innovation and the research and scholarship committee jointly updated and expanded the terms of reference. The revised terms of reference were approved at the June 14, 2011 meeting of the Learning Council.

The following were established as standing items at every research and scholarship committee meeting:

- Report from UCN Office of Research and Innovation
- Report from UCN Research Ethics Board
- Report from UCN Animal Care Committee
- Student involvement in research, scholarly learning and service learning

Workshops and Learning Opportunities for Faculty and Non-teaching Staff

The Office of Research and Innovation held two workshops open to all faculty and non-teaching staff through 2010-2011. The first provided a broad overview of initiatives and policy development underway at UCN to support research and scholarly activity. The Research Officer presented the second as part of the Communities in Practice series that Academic Development coordinated. This workshop focused on UCN's Integrity in Research and Scholarly Activity and Conflict of Interest in Research and Scholarly Activity policies.

Work began on developing a series of workshops on research-related topics for all faculty, non-teaching staff and students to run through 2011-2012. A small reference group of interested UCN staff was created to help develop these workshops.

EXTERNAL RESEARCH LINKAGES AND INITIATIVES

Research EXPO

UCN held its first-ever Research EXPO at The Pas campus November 10, 2010. This day-long event connected people and organizations interested in exploring research links with UCN. UCN researchers gave presentations on their research work and scholarly activity. In addition, representatives from other post-secondary institutions, Natural Sciences and Engineering Research Council (NSERC), health, education, and Aboriginal and other sectors and organizations set up display tables in the gym. They met with interested UCN faculty, non-teaching staff and students.

Research Advisory Committee

UCN researchers gave presentations about their work at three meetings of the Research Advisory Committee (RAC), a broadly-based group representing a range of external sectors and interests. This committee acts in an advisory capacity to provide external perspectives on research activity at UCN. Where possible, RAC organizations also actively support UCN researchers by providing direct funding, in-kind contributions, and/or by connecting them with other partners and supporters.



INTER-UNIVERSITIES SERVICES

Inter-Universities Services (IUS) is made up of the partner institutions of UCN, Brandon University, the University of Winnipeg, and the University of Manitoba. The IUS budget remains separate from UCN, although student support and financial services have been integrated into UCN operations. In 2010-2011, IUS delivered university courses with the Faculty of Arts and Science and the Faculty of Health in Norway House, Swan River, The Pas and Thompson. As a result, 179 students registered for university-credit courses with the home university breakdown as follows:

University College of the North: 90

University of Manitoba: 81

Brandon University: 6

University of Winnipeg: 2

As a follow-up to the community needs assessment, IUS works closely with UCN. IUS is a member of the GAP committee and subcommittee, a joint venture with UCN to develop a full access and transition program.

IUS continued to work with communities to increase access to post-secondary education into the North and developed relationships with teachers, advisors, students and their families. Representatives from IUS and the Faculty of Arts and Science travelled to various communities in the North in order to present on university courses and programs. These presentations increased awareness about IUS services, and improved connections and working relationships with students, local education authorities, educators and community leaders. In addition, IUS joined representatives from the Faculty of Arts and Science, the Faculty of Education and the Recruitment Officer to raise awareness about courses and programs.

IUS and the Inter-Universities Advisory Committee (IUAC) continued to work on the tasks to be completed that were identified in the Action Plan document for IUS to come to an end in 2013.

IUS developed the Transfer Guide Project. This initiative will allow IUS students to access a database that will provide them information on transferring university credits. The database includes all of the IUS partner institutions. IUS compared the first-year courses of the partners and with regard to credit transferability and equivalencies. IUS shared the results with the registrars of the partnering institutions, and investigated existing models of online transfer guides with an eye to the possibility of creating one for IUS partners in the future.

Representatives of IUS joined IUAC members in attending the Pan-Canadian Consortium on Admissions and Transfer (PCCAT) conference, Emerging Trends and Innovations in Student Transfer and Mobility.

In February 2011, IUS presented From Traplines to Blackberrys, the Northern Education Symposium. Half of delegates were staff and students of UCN. Community members and working professionals from other education-related organizations rounded out the attendees. The conference provided an opportunity for networking and facilitated the sharing of ideas pertaining to education in The North.



COMMUNITY-BASED SERVICES

UCN has 12 regional centres located in Churchill, Pimicikamak (Cross Lake), Chemawawin (Easterville), Flin Flon, Nisichawayasihk (Nelson House), Norway House, Mathias Colomb (Pukatawagan), Tataskweyak (Split Lake), St. Theresa Point, Misipawistik (Grand Rapids), Bunibonibee (Oxford House) and Swan River. The delivery of educational programs continued throughout 2010-2011.

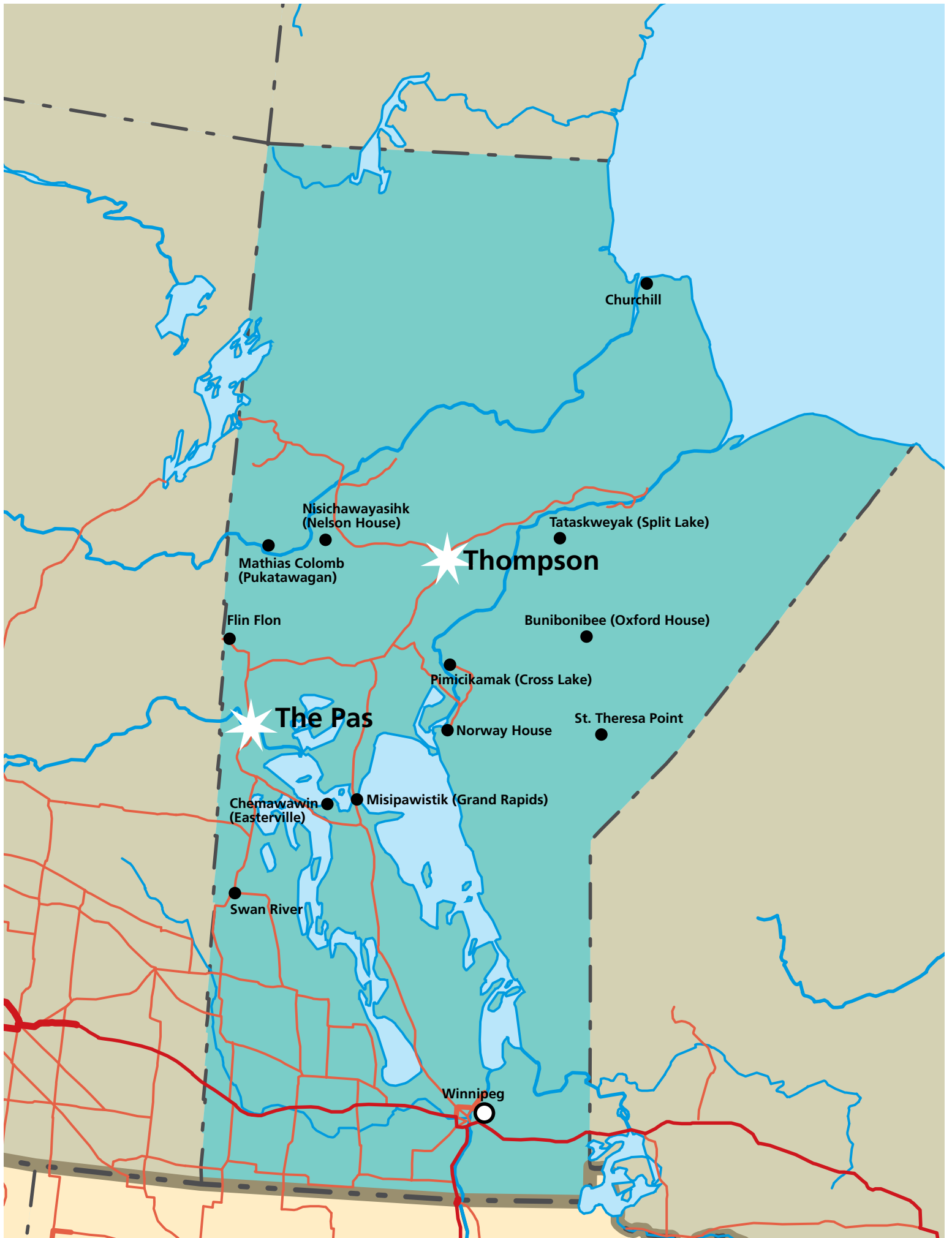
There were 41 contract training opportunities that took place in several Northern Manitoba communities including Leaf Rapids, South Indian Lake, Norway House, York Landing, The Pas, Thompson and Wabowden. Community-Based Services (CBS) also continued its relationship with industry partners in 2010-2011 in order to deliver mining-related courses such as Underground Core Mining, Mineral Processing, and Prospector Training.

CBS partnered with the Faculty of Education to deliver the Kenanow Bachelor of Education Integrated Stream (BEDIS) program in five First Nations communities: Bunibonibee (Oxford House), Chemawawin (Easterville), St. Theresa Point, Peguis, and Opaskwayak Cree Nation.

The communities of Pimicikamak (Cross Lake), Nisichawayasihk (Nelson House), and Lac Brochet received monies through UCN's Core-Funded Rotating Initiative to deliver affordable and accessible educational programming to their residents. The initiative fulfills UCN's mandate of delivering affordable, accessible educational opportunities to residents of Northern Manitoba in the communities in which they reside. It provides northern residents with increased access to post-secondary education, eliminating the need to relocate. Pimicikamak (Cross Lake) received funds to deliver the Commercial Cooking Aide certificate program, and Nisichawayasihk (Nelson House) received finances to deliver the Pre-Employment Plumbing program. The community of Lac Brochet cancelled plans to move forward with delivering the program they originally requested.

In 2010-2011, construction of regional centre facilities and instructor accommodation units continued in the communities of Bunibonibee (Oxford House), Misipawistik (Grand Rapids), St. Theresa Point, Mathias Colomb (Pukatawagan), Flin Flon and Swan River. Unforeseen circumstances led to delays in construction starts of instructor accommodation units in Chemawawin (Easterville), Pimicikamak (Cross Lake), and Tataskweyak (Split Lake) plus the trades facilities in Norway House. Funding for the construction came from the Knowledge Infrastructure Program (KIP).







UNIVERSITY COLLEGE OF THE NORTH
FINANCIAL STATEMENTS
MARCH 31, 2011

UNIVERSITY COLLEGE OF THE NORTH

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March 31, 2011

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Independent Auditors' Report

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

We have audited the accompanying financial statements of the University College of the North, which comprise the statement of financial position as at March 31, 2011, and the statements of operations, changes in fund balances and cash flows for the nine month period then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University College of the North as at March 31, 2011, and the results of its operations and its cash flows for the nine month period then ended in accordance with Canadian generally accepted accounting principles.

Office of the Auditor General

Office of the Auditor General

Winnipeg, Manitoba
June 16, 2011

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 1

STATEMENT OF FINANCIAL POSITION

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	As at March 31 2011	As at June 30 2010
ASSETS						
CURRENT						
Cash and cash equivalents (Note 13)	\$ 9,506,828	\$ 486,859	\$ 143,396	\$ 452,600	\$ 10,137,083	\$ 7,030,870
Short-term investments (Note 13)					452,600	352,600
Accounts receivable (Note 3)	4,810,821	455	2,029		4,813,305	4,750,897
Due from Province of Manitoba (Note 5)	752,589				752,589	752,589
Inventory	218,700				218,700	176,541
Prepaid expenses	1,208,762				1,208,762	1,271,818
	<u>16,497,700</u>	<u>487,314</u>	<u>145,425</u>	<u>452,600</u>	<u>17,583,039</u>	<u>14,335,315</u>
LONG TERM						
Capital assets (Note 4)	9,123,959				9,123,959	5,396,713
Due from Province of Manitoba (Note 5)	793,500				793,500	793,500
	<u>9,917,459</u>				<u>9,917,459</u>	<u>6,190,213</u>
TOTAL ASSETS	\$ 26,415,159	\$ 487,314	\$ 145,425	\$ 452,600	\$ 27,500,498	\$ 20,525,528
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities (Note 6)	\$ 2,822,520		\$ 500		\$ 2,823,020	\$ 2,340,999
Deferred revenue	1,595,367				1,595,367	1,366,463
Deferred contributions (Note 7)	3,187,168				3,187,168	3,171,812
Accrued vacation benefits	2,349,061				2,349,061	2,411,216
	<u>9,954,116</u>		<u>500</u>		<u>9,954,616</u>	<u>9,290,490</u>
LONG TERM						
Deferred contributions related to capital assets (Note 8)	7,665,296				7,665,296	4,319,882
Accrued severance benefits (Note 9)	1,717,092				1,717,092	1,764,326
	<u>9,382,388</u>				<u>9,382,388</u>	<u>6,084,208</u>
FUND BALANCES						
FUND SURPLUS						
NET ASSETS INVESTED IN CAPITAL ASSETS	1,458,665				1,458,665	1,076,833
NET ASSETS RESTRICTED FOR FUND PURPOSES		487,314	144,925	452,600	1,084,839	810,263
NET ASSETS INTERNALLY RESTRICTED (Note 12)	4,931,506				4,931,506	3,108,072
UNRESTRICTED NET ASSETS	688,484				688,484	155,662
	<u>7,078,655</u>	<u>487,314</u>	<u>144,925</u>	<u>452,600</u>	<u>8,163,494</u>	<u>5,150,830</u>
TOTAL LIABILITIES & FUND BALANCES	\$ 26,415,159	\$ 487,314	\$ 145,425	\$ 452,600	\$ 27,500,498	\$ 20,525,528

APPROVED BY THE GOVERNING COUNCIL



UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF OPERATIONS

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	9 Months Ended March 31 2011	12 Months Ended June 30 2010
REVENUES						
Grants						
Council on Post-Secondary Education	\$ 23,993,685	\$	\$	\$	\$ 23,993,685	\$ 27,113,324
Other Province of Manitoba	498,018				498,018	632,892
Government of Canada	488,397				488,397	163,981
Amortization of deferred contributions related to capital assets	349,156				349,156	372,538
Ancillary sales and services	1,515,262				1,515,262	1,852,097
Donations		137,511	172,366	100,000	409,877	279,604
Investment income	46,373		2,099		48,472	14,066
Contract training	1,202,528				1,202,528	1,987,880
Tuition and student fees	2,304,121				2,304,121	3,028,594
Other revenue	900,254				900,254	1,251,313
Bad debts recovery						200,000
	<u>31,297,794</u>	<u>137,511</u>	<u>174,465</u>	<u>100,000</u>	<u>31,709,770</u>	<u>36,896,289</u>
EXPENSES						
Advertising and public relations	443,882				443,882	556,689
Amortization of capital assets	354,127				354,127	418,597
Cost of goods sold	879,017				879,017	1,062,549
Loss on disposal of capital assets	1,454				1,454	17,600
Insurance	115,453				115,453	422,059
Library acquisitions	128,331				128,331	303,240
Facility costs	758,934				758,934	983,774
Furniture and minor equipment	1,094,063				1,094,063	1,031,355
Maintenance and repairs	125,068				125,068	82,502
Operational supplies and services	3,468,524				3,468,524	4,439,817
Property taxes	406,000				406,000	521,785
Rentals and leases	459,450				459,450	497,028
Salaries and employee benefits	18,590,665				18,590,665	24,193,446
Scholarships and bursaries			137,400		137,400	112,912
Telephone and communication	556,336				556,336	645,931
Travel	1,076,490				1,076,490	1,411,710
Utilities	101,912				101,912	124,573
	<u>28,559,706</u>		<u>137,400</u>		<u>28,697,106</u>	<u>36,825,567</u>
EXCESS REVENUES	<u>\$ 2,738,088</u>	<u>\$ 137,511</u>	<u>\$ 37,065</u>	<u>\$ 100,000</u>	<u>\$ 3,012,664</u>	<u>\$ 70,722</u>

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF CHANGES IN FUND BALANCES

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	March 31 2011	June 30 2010
FUND SURPLUS, <i>beginning of period</i>	\$ 4,340,567	\$ 349,803	\$ 107,860	\$ 352,600	\$ 5,150,830	\$ 5,080,108
EXCESS REVENUES	2,738,088	137,511	37,065	100,000	3,012,664	70,722
FUND SURPLUS, <i>end of period</i>	<u>\$ 7,078,655</u>	<u>\$ 487,314</u>	<u>\$ 144,925</u>	<u>\$ 452,600</u>	<u>\$ 8,163,494</u>	<u>\$ 5,150,830</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 4

STATEMENT OF CASH FLOWS

	9 Months Ended March 31 2011	12 Months Ended June 30 2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess Revenues (Expenses)		
General Fund	\$ 2,738,088	\$ (96,817)
Capital Campaign Fund	137,511	77,307
Student Award Fund	37,065	40,232
Endowment Fund	100,000	50,000
	<u>3,012,664</u>	<u>70,722</u>
Add (deduct) items not involving cash		
Loss on disposal of capital assets	1,454	17,600
Amortization of capital assets	354,127	418,597
Amortization of deferred contributions related to capital assets	(349,156)	(372,538)
	<u>3,019,089</u>	<u>134,381</u>
Add (deduct) changes in non-cash working capital components related to operating activities		
Accounts receivable	(62,408)	(1,977,102)
Inventory	(42,159)	(29,417)
Prepaid expenses	63,056	(1,017,298)
Accounts payable and accrued liabilities	482,021	543,329
Deferred revenue	228,904	827,788
Deferred contributions	15,356	(263,818)
Accrued vacation benefits	(62,155)	202,590
Accrued severance benefits	(47,234)	211,172
	<u>3,594,470</u>	<u>(1,368,375)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Deferred contributions related to capital assets	<u>3,694,570</u>	<u>2,566,386</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Increase in short term investments	(100,000)	(100,000)
Purchase of capital assets	(4,082,827)	(2,716,019)
	<u>(4,182,827)</u>	<u>(2,816,019)</u>
NET INCREASE (DECREASE) IN CASH FLOWS DURING THE PERIOD	3,106,213	(1,618,008)
CASH AND CASH EQUIVALENTS, <i>beginning of period</i>	<u>7,030,870</u>	<u>8,648,878</u>
CASH AND CASH EQUIVALENTS, <i>end of period</i>	<u>\$ 10,137,083</u>	<u>\$ 7,030,870</u>
Supplemental Cash Flow Information:		
Interest Received	\$ 42,645	\$ 15,166

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

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*.

Effective July 1, 2010 UCN changed its year end from June 30 to March 31. Accordingly, these financial statements report the financial position of UCN as at March 31, 2011 and for the nine month period then ended. The comparative figures are as at June 30, 2010 and for the twelve month period then ended.

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 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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

b) Future Accounting Policy Changes

Public Sector Accounting Standards

The CICA's Public Sector Accounting Board announced that government controlled not-for-profit organizations will adopt public sector accounting (PSA) standards, which include not-for-profit accounting standards, effective for fiscal years beginning on or after January 1, 2012. The transition date for UCN of April 1, 2012 will require the restatement of the March 31, 2012 figures in the March 31, 2013 financial statements. Although PSA standards use a conceptual framework consistent with the current basis of financial reporting, some differences in accounting standards are expected. UCN is currently assessing the impact of those differences.

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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Revenue Recognition

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

Revenue from Contract Training contracts is recognized during the period 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 present are recognized as revenue in the period 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. Cost of goods sold on the Statement of Operations includes only and all inventory expensed during the period.

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

FOR THE NINE MONTHS ENDED MARCH 31

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. Significant estimates included in the financial statements include allowance for doubtful accounts, net realizable value of inventory, amortization and accrued severance benefits costs.

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 period the gain or loss arises.

3. ACCOUNTS RECEIVABLE

	March 31 2011	June 30 2010
<i>UCN Fund</i>		
Students	\$ 1,128,111	\$ 773,952
Contract Training	775,531	673,512
Due from Council on Post-Secondary Education (COPSE)	1,765,664	2,064,929
Other	1,509,112	1,702,014
	<u>5,178,418</u>	<u>5,214,407</u>
Less: Allowance for doubtful accounts	(501,640)	(520,685)
	<u>\$ 4,676,778</u>	<u>\$ 4,693,722</u>
<i>Inter-Universities Services Fund</i>		
Students	\$ 129,367	\$ 55,755
Other	9,423	5,505
	<u>138,790</u>	<u>61,260</u>
Less: Allowance for doubtful accounts	(4,747)	(4,863)
	<u>\$ 134,043</u>	<u>\$ 56,397</u>
<i>General Fund</i>	\$ 4,810,821	\$ 4,750,119
<i>Capital Campaign Fund</i>	455	
<i>Student Award Fund</i>	2,029	778
	<u>\$ 4,813,305</u>	<u>\$ 4,750,897</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

4. CAPITAL ASSETS

UCN Fund

	Cost	Accumulated Amortization	Net Book Value March 31 2011
Automotive equipment	\$ 841,476	\$ 577,022	\$ 264,454
Computer equipment	1,246,654	627,485	619,169
Other equipment	2,973,173	960,303	2,012,870
Buildings/improvements	1,288,610	281,115	1,007,495
Construction in progress (Note 17)	4,443,813		4,443,813
Library holdings	714,161		714,161
	<u>\$ 11,507,887</u>	<u>\$ 2,445,925</u>	<u>\$ 9,061,962</u>

Inter-Universities Services Fund

	Cost	Accumulated Amortization	Net Book Value March 31 2011
Automotive equipment	\$ 90,873	\$ 53,662	\$ 37,211
Computer equipment	60,174	53,971	6,203
Other equipment	40,686	22,103	18,583
	<u>\$ 191,733</u>	<u>\$ 129,736</u>	<u>\$ 61,997</u>

TOTALS FOR 2011

	<u>\$ 11,699,620</u>	<u>\$ 2,575,661</u>	<u>\$ 9,123,959</u>
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UCN Fund

	Cost	Accumulated Amortization	Net Book Value June 30 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 June 30 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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UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

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 period'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.

	March 31 2011	June 30 2010
Accrued vacation benefits	\$ 752,589	\$ 752,589
Accrued severance benefits	\$ 793,500	\$ 793,500

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	March 31 2011	June 30 2010
<i>UCN Fund</i>		
Accrued liabilities	\$ 710,079	\$ 412,585
Wages and benefits payable	474,616	292,128
Trade accounts payable	1,589,553	1,578,707
Due to Student Associations	19,872	14,696
	<u>\$ 2,794,120</u>	<u>\$ 2,298,116</u>
<i>Inter-Universities Services Fund</i>		
Trade accounts payable	\$ 28,400	\$ 39,938
<i>General Fund</i>	2,822,520	2,338,054
<i>Student Award Fund</i>	500	2,945
	<u>\$ 2,823,020</u>	<u>\$ 2,340,999</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

7. DEFERRED CONTRIBUTIONS

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

	Beginning of Period	Increases	Decreases	End of Period
UCN Fund	\$ 3,171,812	\$ 445,313	\$ 429,957	\$ 3,187,168

8. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

	Beginning of Period	Increases	Decreases	End of Period
UCN Fund	\$ 4,238,576	\$ 3,694,570	\$ 329,849	\$ 7,603,297
Inter-Universities Services Fund	81,306		19,307	61,999
	\$ 4,319,882	\$ 3,694,570	\$ 349,156	\$ 7,665,296

9. ACCRUED SEVERANCE BENEFITS

	March 31 2011	June 30 2010
<i>UCN Fund</i>		
Balance, beginning of period	\$ 1,689,810	\$ 1,487,136
Benefits accrued	82,768	141,704
Interest on accrued benefits	82,378	104,100
Severance paid	(218,388)	(43,130)
Balance, end of period	\$ 1,636,568	\$ 1,689,810
<i>Inter-Universities Services Fund</i>		
Balance, beginning of period	\$ 74,516	\$ 66,018
Benefits accrued	2,375	3,876
Interest on accrued benefits	3,633	4,622
Balance, end of period	\$ 80,524	\$ 74,516
	\$ 1,717,092	\$ 1,764,326

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 updated as at December 31, 2009 based on information provided by the actuary. The key actuarial assumptions were a rate of return of 6.5% (June 30, 2010 - 7.0%), 2.0% inflation (June 30, 2010 - 2.5%), salary rate increases of 2.75% (June 30, 2010 - 3.25%). The accrued benefit cost method with salary projection was used and the liabilities have been extrapolated to March 31, 2011 using the projection formula provided by the actuary. The expected effective date of the next actuarial valuation is March 31, 2012.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

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. Employees hired on or after October 1, 2002 were funded directly by UCN. Commencing April 1, 2009, UCN was required to match all their employees' current pension contributions.

The total contributions for the period ending March 31, 2011 was \$928,047 (June 30, 2010 - \$1,109,232). 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:

2012	324,175
2013	67,454
2014	10,068
2015	2,817
2016	1,114

12. NET ASSETS INTERNALLY RESTRICTED

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

UCN Fund

	Opening Balance	Increases	Decreases	Ending Balance
Fiscal Stabilization	409,239	2,164,268		2,573,507
Programming Initiatives	1,679,851		622,129	1,057,722
Total	\$ 2,089,090	\$ 2,164,268	\$ 622,129	\$ 3,631,229

Inter-Universities Services Fund

Innovations Fund	\$ 868,982	\$ 281,295	\$	\$ 1,150,277
Conferences	50,000			50,000
Science Lab	100,000			100,000
Total	\$ 1,018,982	\$ 281,295	\$	\$ 1,300,277
	\$ 3,108,072	\$ 2,445,563	\$ 622,129	\$ 4,931,506

13. RELATED PARTY TRANSACTIONS

UCN is related in terms of common ownership to all Province of Manitoba created departments, agencies and Crown Corporations. UCN enters into transactions with these entities in the normal course of business. These transactions are recorded at the exchange amount. The \$758,934 (June 30, 2010 - \$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 March 31, 2011 \$9.2 million (June 30, 2010 - \$4.7 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 UCN'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 was:

	Carrying Amount	
	March 31 2011	June 30 2010
Financial assets held for trade:		
Cash and cash equivalents	\$ 10,137,083	\$ 7,030,870
Short-term investments	452,600	352,600
Loans and receivables:		
Accounts receivable	4,813,305	4,750,897
Due from Province of Manitoba		
- vacation and severance benefits	1,546,089	1,546,089
Totals	<u>\$ 16,949,077</u>	<u>\$ 13,680,456</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.

Unrestricted Funds

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.

Restricted Funds

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.

Funds Invested in Capital Assets

Funds invested in capital assets are managed with the long term objective of acquiring and maintaining the capital assets required to facilitate UCN's operations.

As at March 31, 2011, 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 period.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED MARCH 31

16. INTER-FUND TRANSFERS

Inter-fund transfers are as follows:

	Unrestricted		Internally Restricted		Student Award Fund	Endowment Fund
	UCN Fund	RJS Fund	UCN Fund	IUS Fund		
	Fiscal Stabilization	\$ (2,164,268)	\$	\$ 2,164,268		
Programming Initiatives	622,129		(622,129)			
Innovations		(281,295)		281,295		
March 31, 2011	\$ (1,542,139)	\$ (281,295)	\$ 1,542,139	\$ 281,295	\$	\$
June 30, 2010	\$ 450,802	\$ (260,368)	\$ (450,802)	\$ 260,368	\$ (50,000)	\$ 50,000

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 March 31, 2011 \$4.5 million (June 30, 2010 - \$1.8 million) has been spent throughout the various Regional Centres.

18. SUBSEQUENT EVENTS

On April 19, 2011, UCN entered into an agreement to purchase two real estate properties in Thompson, Manitoba for a total cost of \$3,900,000.

19. COMPARATIVE FIGURES

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

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF FINANCIAL POSITION - GENERAL

STATEMENT 1A

	UCN Fund	IUS Fund	As at March 31 2011	As at June 30 2010
ASSETS				
CURRENT				
Cash and cash equivalents	\$ 8,061,224	\$ 1,445,604	\$ 9,506,828	\$ 6,571,040
Accounts receivable (Note 3)	4,676,778	134,043	4,810,821	4,750,119
Due to/from other funds	103,973	(103,973)		
Due from Province of Manitoba (Note 5)	752,589		752,589	752,589
Inventory	218,700		218,700	176,541
Prepaid expenses	1,208,762		1,208,762	1,271,818
	<u>15,022,026</u>	<u>1,475,674</u>	<u>16,497,700</u>	<u>13,522,107</u>
LONG TERM				
Capital assets (Note 4)	9,061,962	61,997	9,123,959	5,396,713
Due from Province of Manitoba (Note 5)	788,490	5,010	793,500	793,500
	<u>9,850,452</u>	<u>67,007</u>	<u>9,917,459</u>	<u>6,190,213</u>
TOTAL ASSETS	\$ 24,872,478	\$ 1,542,681	\$ 26,415,159	\$ 19,712,320
LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities (Note 6)	\$ 2,794,120	\$ 28,400	\$ 2,822,520	\$ 2,338,054
Deferred revenue	1,595,367		1,595,367	1,366,463
Deferred contributions (Note 7)	3,187,168		3,187,168	3,171,812
Accrued vacation benefits	2,277,580	71,481	2,349,061	2,411,216
	<u>9,854,235</u>	<u>99,881</u>	<u>9,954,116</u>	<u>9,287,545</u>
LONG TERM				
Deferred contributions related to capital assets (Note 8)	7,603,297	61,999	7,665,296	4,319,882
Accrued severance benefits (Note 9)	1,636,566	80,524	1,717,092	1,764,326
	<u>9,239,865</u>	<u>142,523</u>	<u>9,382,388</u>	<u>6,084,208</u>
FUND BALANCES				
FUND SURPLUS				
NET ASSETS INVESTED IN CAPITAL ASSETS	1,458,665		1,458,665	1,076,833
NET ASSETS INTERNALLY RESTRICTED (Note 12)	3,631,229	1,300,277	4,931,506	3,108,072
UNRESTRICTED NET ASSETS	688,484		688,484	155,662
	<u>5,778,378</u>	<u>1,300,277</u>	<u>7,078,655</u>	<u>4,340,567</u>
TOTAL LIABILITIES & FUND BALANCES	\$ 24,872,478	\$ 1,542,681	\$ 26,415,159	\$ 19,712,320

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2A

STATEMENT OF OPERATIONS - GENERAL

	UCN Fund	IUS Fund	9 Months Ended March 31 2011	12 Months Ended June 30 2010
REVENUES				
Grants				
Council on Post-Secondary Education	\$ 23,069,460	\$ 924,225	\$ 23,993,685	\$ 27,113,324
Other Province of Manitoba	498,018		498,018	632,892
Government of Canada	488,397		488,397	163,981
Amortization of deferred contributions related to capital assets	329,849	19,307	349,156	372,538
Ancillary sales and services	1,515,262		1,515,262	1,852,097
Donations				1,150
Investment income	43,029	3,344	46,373	11,932
Contract training	1,202,528		1,202,528	1,987,880
Tuition and student fees	2,012,384	291,737	2,304,121	3,028,594
Other revenue	873,516	26,738	900,254	1,251,313
Bad debts recovery				200,000
	<u>30,032,443</u>	<u>1,265,351</u>	<u>31,297,794</u>	<u>36,615,701</u>
EXPENSES				
Advertising and public relations	424,949	18,933	443,882	556,689
Amortization of capital assets	334,820	19,307	354,127	418,597
Cost of goods sold	879,017		879,017	1,062,549
Loss on disposal of capital assets	1,454		1,454	17,600
Insurance	108,247	7,206	115,453	422,059
Library acquisitions	128,331		128,331	303,240
Facility costs	758,934		758,934	983,774
Furniture and minor equipment	1,089,587	4,476	1,094,063	1,031,355
Maintenance and repairs	117,212	7,856	125,068	82,502
Operational supplies and services	3,310,250	158,274	3,468,524	4,439,680
Property taxes	406,000		406,000	521,785
Rentals and leases	451,479	7,971	459,450	497,028
Salaries and employee benefits	17,935,788	654,877	18,590,665	24,193,446
Telephone and communication	548,890	7,446	556,336	645,931
Travel	978,780	97,710	1,076,490	1,411,710
Utilities	101,912		101,912	124,573
	<u>27,575,650</u>	<u>984,056</u>	<u>28,559,706</u>	<u>36,712,518</u>
EXCESS REVENUES (EXPENSES)	<u>\$ 2,456,793</u>	<u>\$ 281,295</u>	<u>\$ 2,738,088</u>	<u>\$ (96,817)</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 3A

STATEMENT OF CHANGES IN FUND BALANCES - GENERAL

	Unrestricted			Internally Restricted		Internally Restricted Total	Net Assets Invested in Capital Assets	Total	
	UCN Fund	IUS Fund	Unrestricted Total	UCN Fund	IUS Fund			March 31 2011	June 30 2010
FUND SURPLUS (DEFICIT), <i>beginning of period</i>	\$ 155,662	\$	\$ 155,662	\$ 2,089,090	\$ 1,018,982	\$ 3,108,072	\$ 1,076,833	\$ 4,340,567	\$ 4,437,384
EXCESS REVENUES (EXPENSES)	2,456,793	281,295	2,738,088					2,738,088	(96,817)
CHANGE IN NET ASSETS INVESTED IN CAPITAL ASSETS									
Amortization of capital assets	334,820	19,307	354,127				(354,127)		
Amortization of deferred contributions related to capital assets	(329,849)	(19,307)	(349,156)				349,156		
Purchase of capital assets	(4,082,827)		(4,082,827)				4,082,827		
Deferred contributions related to capital assets	3,694,570		3,694,570				(3,694,570)		
Disposal of capital assets	1,454		1,454				(1,454)		
INTER-FUND TRANSFERS (Note 16)	(1,542,139)	(281,295)	(1,823,434)	1,542,139	281,295	1,823,434			
FUND SURPLUS (DEFICIT), <i>end of period</i>	\$ 688,484	\$ -	\$ 688,484	\$ 3,631,229	\$ 1,300,277	\$ 4,931,506	\$ 1,458,665	\$ 7,078,655	\$ 4,340,567

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 1

SCHEDULE OF OTHER GRANT REVENUE (unaudited)

	9 Months Ended March 31 2011	12 Months Ended June 30 2010
Province of Manitoba		
Adult Learning Centre - Manitoba Advanced Education and Literacy	\$ 289,768	\$ 407,200
Computer Based Learning System - Manitoba Competitive Training	73,203	103,753
Midwifery - Manitoba Health		100,000
Manitoba Hydro	58,060	
Representative Work Force - Aboriginal and Northern Affairs		13,845
Public Library Services	27,726	8,094
Summer Enrichment - Manitoba Education	49,261	
	<u>\$ 498,018</u>	<u>\$ 632,892</u>

SCHEDULE 2

SCHEDULE OF ANCILLARY SALES AND SERVICES (unaudited)

	9 Months Ended March 31 2011	12 Months Ended June 30 2010
Bookstore	\$ 1,029,777	\$ 1,188,157
Cafeteria	236,427	320,435
Residence	249,058	343,505
	<u>\$ 1,515,262</u>	<u>\$ 1,852,097</u>

SCHEDULE 3

SCHEDULE OF TUITION AND STUDENT FEES (unaudited)

	9 Months Ended March 31 2011	12 Months Ended June 30 2010
Apprenticeship	\$ 460,009	\$ 1,028,256
Core-funded programs	1,499,394	1,656,105
Continuing Education	52,981	83,194
	<u>\$ 2,012,384</u>	<u>\$ 2,767,555</u>

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 4

SCHEDULE OF UCN EXPENDITURES BY FUNCTION (unaudited)

	Salaries & Benefits	Other	TOTAL	
			9 Months Ended March 31 2011	12 Months Ended June 30 2010
Academic	\$ 9,289,980	\$ 2,075,445	\$ 11,365,425	\$ 13,905,337
Administration	2,642,910	2,109,142	4,752,052	6,635,897
Ancillary Sales & Service	588,281	1,045,524	1,633,805	2,007,288
Continuing Education	93,869	4,603	98,472	86,667
Library	444,945	291,410	736,355	972,366
Contract Training	790,678	430,360	1,221,038	1,779,002
Insurance Claims	1,847	41,792	43,639	285,269
Information Technology	620,002	786,400	1,406,402	1,715,227
Plant	551,719	1,899,476	2,451,195	3,448,263
Program Support	2,911,557	955,710	3,867,267	4,736,097
	<u>\$ 17,935,788</u>	<u>\$ 9,639,862</u>	<u>\$ 27,575,650</u>	<u>\$ 35,571,413</u>

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THE PAS CAMPUS

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THOMPSON CAMPUS

504 Princeton Drive
Thompson, Manitoba
Canada R8N 0A5
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REGIONAL CENTRE LOCATIONS:

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

