


UNIVERSITY COLLEGE OF THE NORTH
ANNUAL REPORT
2011-2012



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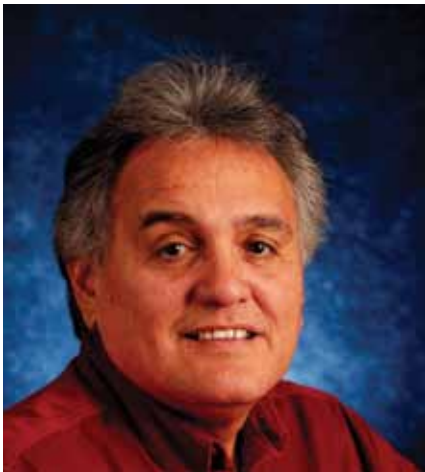


UNIVERSITY COLLEGE OF THE NORTH IS COMMITTED TO ABORIGINAL AND NORTHERN LEARNERS AND OFFERS STUDENTS QUALITY EDUCATION. UCN STUDENTS CAN EARN CERTIFICATES, DIPLOMAS AND DEGREES.

APPROXIMATELY 340 QUALIFIED FACULTY, STAFF AND ELDER SERVICES PROVIDE THE BEST OF INSTRUCTION AND SUPPORT FOR 2,100 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



Once again I am pleased to present the 2011-2012 University College of the North (UCN) Annual Report. As you will see within the report this has been another busy year at UCN.

At this time I would like to acknowledge the continued dedication and work of UCN's tri-council members. They have all worked tirelessly to ensure that our institution is one that our faculty, staff, and students can be proud of.

I would also like to say thank you to the Senior Executive Council, faculty and staff. Please know that you are all vital in accomplishing UCN's mission and vision.

To our students and our communities, you are the reason that we are here and the reason that we continue to move forward in bringing you a quality education.

As my term comes to an end I have been honoured and blessed to have served the UCN community as the Governing Council Chair.

Thank you.

Mr. Lorne C. Keeper, Chair

UCN Governing Council



We are pleased to present the 2011-2012 Annual Report. The 2011-2012 year has been one of transformation at the University College of the North. It has been an honor to serve UCN as Interim President & Vice-Chancellor over this year.

The capital projects at The Pas and Thompson campuses are progressing along at a significant pace. We are also undertaking projects in 10 of the 12 communities where UCN has regional centre partnerships and those projects have seen significant progress over this year as well.

I have always known that our faculty and staff were dedicated to UCN's mission, vision and values and as Interim President, I have been especially grateful in being granted an opportunity to see this dedication in action. Knowing that our students are served very well by the tri-council members, administration, faculty and staff is something I take great pride in. I want to thank each of you for your commitment to our institution.

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 comprised of 13 Elders from various communities throughout Northern Manitoba

ELDERS

- Elder Theresa Bighetty, Mathias Colomb (Pukatawagan)
- Elder Mabel Bignell, Opaskwayak Cree Nation
- Elder Emma Gossfeld, UCN Resident Elder, Thompson Campus
- Elder Nicholas Halcrow, Pimicikamak Cree Nation (Cross Lake)
- Elder Martha Jonasson, Wabowden
- Elder Norma Leahy, Thompson
- Elder John Martin, UCN Resident Elder, The Pas Campus
- Elder Stella Neff, Mispawistik 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 Charlotte Wastasecoot, Split Lake
- Elder Gilbert Streit North, Oxford House

GOVERNING COUNCIL



Mr. Ovide Mercredi, Chancellor

CHANCELLOR

Mr. Edwin Jebb

CHAIR

Mr. Lorne C. Keeper

VICE-CHAIR

Dr. Laara Fitznor

Mr. William (Bill) Schaffer –
appointed Vice-Chair on March 22, 2012

INTERIM PRESIDENT AND VICE CHANCELLOR

Konrad Jonasson

COUNCIL MEMBERS

Appointed by Government

Mr. Dwight Botting

Mr. Glen Eggert

Mr. Lorne Henkelman

Ms. Sharon McKay

Ms. Michelle Minish (appointed January 2012)

Ms. Shirley Neepin

Mr. David Swanson

Appointed by UCN Governing Council

Ms. Judy Mayer

Mr. William (Bill) Schaffer

UCN Staff and Faculty Representatives

Ms. Sandra Barber (University Faculty)

Ms. Barb Carlson (College Faculty)

Ms. Tammy Moen (Non-Faculty)

Student Representative

Ms. Courtney Almas (SAC-Thompson)

Mr. Jonathon Hodder-Szysylo

(SAC-Thompson, replaced Ms. Almas March 2012)

Council of Elders Representative

Elder Albert Tait

Learning Council Representative

Ms. Patty Klimchuk

UCN TRI-COUNCIL EXECUTIVE OFFICER

Ms. Shelly Bulycz

CHANCELLOR

Mr. Edwin Jebb

CHAIR

Ms. Patty Klimchuk

VICE-CHAIR

Dr. Peter Nunoda

Dr. Ken Friesen (elected August 2011)

INTERIM PRESIDENT AND VICE CHANCELLOR

Mr. Konrad Jonasson

VICE-PRESIDENT, ACADEMIC & RESEARCH

Dr. Kathryn McNaughton

**INTERIM VICE-PRESIDENT,
COMMUNITY-BASED SERVICES**

Ms. Donna Carriere

COUNCIL OF ELDERS

Elder Stella Neff

GOVERNING COUNCIL REPRESENTATIVE

Mr. William (Bill) Schaffer

DEANS

Mr. Al Gardiner, Education

Ms. Gina Guiboche, Student Development

Ms. Vicki Zeran, Health

UNIVERSITY FACULTY

Dr. David Anderson, Education

Ms. Susan Barbeau, Nursing

Dr. Brenda Firman, Education

Dr. Selvin Peter, Trades & Technology

Dr. Maureen Simpkins, Arts and Science

Dr. Chad Thompson, Arts and Science

Dr. Greg Stott, Arts and Science

COLLEGE FACULTY

Mr. Ray Clarkson, Trades & Technology

Mr. Rob Helstrom, Trades & Technology

Mr. Gary Melko, Trades & Technology

Mr. Alan McLauchlan, Health

Mr. Mark Mirza-Agha, Health

Dr. Mohammed Soliman, Trades & Technology

STUDENTS

Ms. Farrah Jebb

Ms. Shawna Scribe

EX-OFFICIO

Dr. Norma Jo Baker, Dean of Arts and Science

Ms. Susanne Barbeau-Bracegirdle, Dean of Business

Dr. Stan Gardner, Dean of Library and Instructional Services

Mr. Gabe Mercier, Dean of Trades & Technology

Mr. Roland Mising, Interim Dean of Trades and Technology

Ms. Carol Girling, Director of Enrolment Services and Registrar

Ms. Linda Melnick, Director Academic Development

UCN TRI-COUNCIL EXECUTIVE OFFICER

Ms. Shelly Bulycz

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 the University College of the North (UCN) includes the following departments: Finance, Human Resources/Payroll, Purchasing, Facility Services and Ancillary Services. The team is led by the Vice-President, Finance & Resources who is supported by the Executive Assistant to the Vice-President, Finance & Resources.

FINANCE

The Finance Department consists of twelve staff members. Included in this team is the Finance Supervisor, the Revenue/Receivables Finance Supervisor, Purchasing/Payables Finance Supervisor, Finance Administrator, two Finance Assistants, Finance Clerk, Accounts Payable Clerk, Accounts Payable Assistant, Accounts Receivable Clerk, Accounts Manager and the Cashier. This very capable team handles all of the finances at UCN. The Finance team provides support for all initiatives through purchases, payments, receipts, reports, budgets, program costing, reporting to the Governing Council through the Finance Committee, governmental reporting, annual financial statements and other financial requirements.

HUMAN RESOURCES/PAYROLL

The Human Resources/Payroll team consists of eight members made up of Director of Human Resources, Administrative Officer, Representative Workforce Coordinator, two Human Resources Officers, 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 role continues to be a high-priority position for UCN. 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 is representative of the population of the communities we serve.

As of July 20, 2012, Aboriginal employees represent 47% of the workforce at UCN. UCN has 44 faculty members of Aboriginal descent, which represents 32% of all faculty. There are 121 non-faculty members of Aboriginal descent, which represents 57% of all non-faculty within UCN. Visible minorities represent 7% of the workforce at UCN; persons with disabilities represent 1% of the total workforce.

PURCHASING/SHIPPING AND RECEIVING

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

FACILITY SERVICES AND WORKPLACE SAFETY AND HEALTH

The Facility Services team consists of eleven staff members. This team is led by the Facility and Environmental Health and Safety Manager with the support of a Facility Rental/Workplace Safety & Health Coordinator and a Facility Assistant. This area is responsible for maintaining our building in a manner which ensures a safe, healthy and secure working environment for our students, staff and faculty. Facility rentals to external clientele is also the responsibility of this area. Within this area, is the Building Service Supervisor who is supported by the Maintenance and Gardening Worker and six Building Service Workers. The Building Service Workers

are responsible for ensuring the first impression of our campus is a good one, both for the first view as you drive up to UCN and after you enter our building.

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 and one of the cafeterias.

The Bookstores (Thompson and The Pas) employ 4.7 staff members. The team consists of the Bookstore Manager, three full-time Bookstore Clerks, as well as a part-time position. The bookstores promote UCN through special orders and the Aboriginal culture through the sale of products and books as well as the advertising of special events. The bookstores 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 as well as snacks throughout the day along with a full catering service for internal and external events. The cafeteria provides a work experience atmosphere for the Culinary Arts students each year.

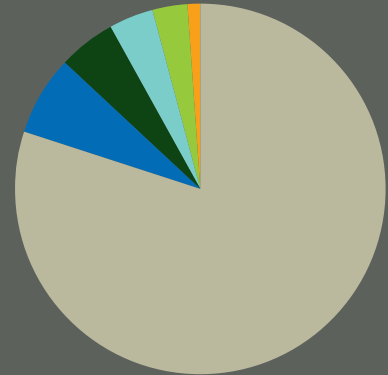
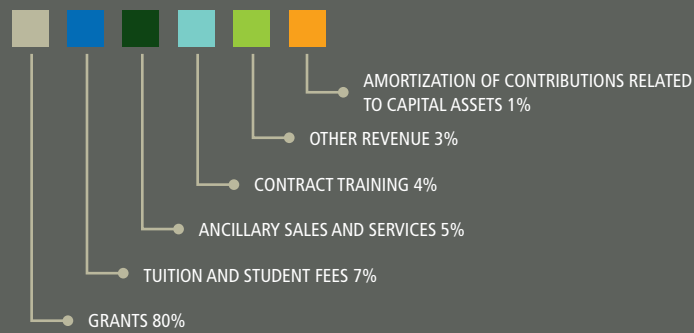
OPERATIONAL RESULTS

Provided here is a brief review and analysis of the University College's operational results and financial position for the year ended March 31, 2012. UCN's financial statements are subject to audit by the Office of the Auditor General of the Province of Manitoba and are included in this Annual Report.

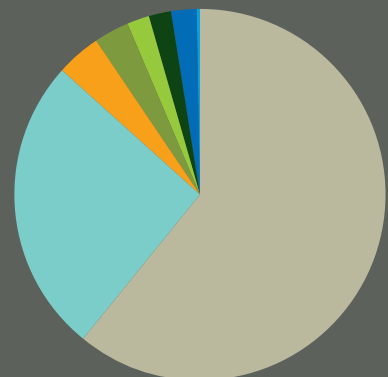
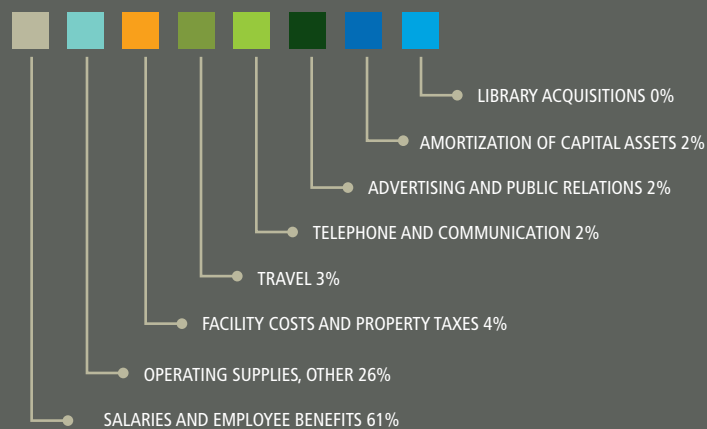
The increased costs associated with the growth in revenues are reflected in the expenditures. Expenditures are grouped by category and shown in the graph on the following page.

2011/2012 REVENUE AND EXPENSES

GRAPH A: REVENUES UCN FUND 2011/2012



GRAPH B: EXPENDITURES BY CATEGORY UCN FUND 2011/2012



CAPITAL PROJECTS

In 2011, leaders from across northern Manitoba gathered in the spring and fall for the ground breaking ceremonies of the new UCN campus in Thompson and The Pas campus renovations respectively. PCL Constructors Canada Inc. is leading both builds in Thompson and The Pas and Smith Carter Architects is working with UCN and Manitoba Infrastructure and Transportation on the sequential design process to ensure spaces are designed to best meet our staff and student's needs.

In The Pas, a distinctive 2-storey glass façade will front the 16,800 square-foot Oscar Lathlin Research Library, named in honour of former northern Manitoba MLA Oscar Lathlin. A feature of the library will be a mezzanine level with study rooms. All library construction work in The Pas is expected to be completed by December 2012.

The new Thompson campus will be a 90,000 square-foot building and will feature four floors surrounding an interior street which will join to the Thompson Regional Community Centre. The main floor of the campus will house a childcare centre, student services area, library, Aboriginal Centre, bookstore and food services area to best serve our students' needs. The second floor will house classrooms and labs; third floor will house additional labs and instructor offices; and the fourth floor will house administrative staff and mechanical rooms. Construction of the new Thompson campus is well under way and targeted to conclude in December 2013, with the first classes in the new facility to start in January 2014.

UCN has recognized that childcare has been identified as a significant barrier for our students. In response to this, a new best practices childcare centre is being constructed in The Pas on the current campus grounds. The 6,900 square-foot centre will have a total of 74 spaces available and will accommodate 48 preschool, 10 transitional and 16 infant child spaces. The facility will be open in September for the beginning of the 2012/2013 academic year. Another best practices childcare centre will also be constructed in Thompson at the new UCN campus that will have a total of 73 spaces available and will accommodate 15 school aged, 10 transitional, 32 preschool and 16 infant child care spaces.

Housing has also been identified as a barrier for our students, especially those with families. To support students, family housing units were built in The Pas and became available for student use in September 2011. In total, there are 24 units (eighteen three-bedroom and six four-bedroom) that will allow students to live across from the campus. Family housing units in Thompson are currently being constructed in Thompson and follow the same design as those in The Pas. The units are expected to be available for students in the fall of 2012. In addition to the family housing units, UCN has purchased two apartment buildings in Thompson consisting of 38 one and two bedroom units that will provide additional housing for students in 2014 when the new campus is complete.





GRADUATE SURVEY

The Graduate Satisfaction and Employment report for 2010-2011 captures graduates of University College of the North's degree, diploma and certificate programs. Four hundred and forty graduates were surveyed in October 2011. A large percentage of our graduates had out of date contact information, which was a large contributor to the 30% response rate.

Results from responding graduates showed employment rates were down four percentage points from the previous year (60 per cent in 2009/2010; 56 per cent in 2010/2011). Of those employed, 78 per cent were working full-time and 75 per cent were working in a field related to their education.

Graduates continue to be successful in finding employment with 55 per cent accepting their first job prior to graduation, and an additional 29 per cent within the first three months after graduation.

UCN continues to deliver high quality education, apparent in the high level of satisfaction reported: 95 per cent would recommend their program to others; 91 per cent feel their instructors were knowledgeable in the areas they taught; 91 per cent are satisfied with the quality of programming and feel the educational materials are current and up-to-date.

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

INFORMATION TECHNOLOGY

Throughout 2011 and 2012, the Information Technology (IT) department ensured that University College of the North's large catchment area – all of Manitoba north of the 53rd parallel and the Town of Swan River – had access to UCN faculties and programming. Access to education across our expansive region, features several distributed learning technologies including videoconferencing and internet-based course delivery, both of which are essential.

The IT department oversaw the purchase and roll-out of a videoconferencing server intended to alleviate pressure on our highly used videoconferencing services. This implementation will increase UCN's capacity for more interactive distance classes and meetings. IT also led the roll-out of Microsoft SharePoint 2010, which will be used for a number of institutional initiatives. Complete SharePoint installation took place early in 2012.

The department is in the process of replacing the aging servers in coordination with several Regional Centres (Pimicikamak, St. Theresa Point, Flin Flon, and

Misipawistik Cree Nation). We also continue with the installation of Smart Projectors in Regional Centres.

The department integrated UCN's learning management system, D2L, with our student information system, Jenzabar, and re-implementation of Jenzabar continues. We are currently utilizing new academic scheduling software, Ad Astra, and we are transitioning a 10 meg pipe line for fiber connectivity with University of Manitoba in order to grow our infrastructure in LAN/WAN connectivity. This will also provide MRnet fiber connectivity for MBCI high school in The Pas.

As part of UCN's business continuity and disaster recovery initiatives, the department is near completion of work on virtualization servers. The IT department undertook and finished the implementation of Cisco's VOIP phone system in The Pas, completely replacing Centrex in the past year.

EXTERNAL RELATIONS

In 2011-12, the Department of External Relations concentrated heavily on expanding the presence of UCN. The programming at UCN was heavily advertised in rural Saskatchewan using both broadcast and print media. There was also an expanded use of billboards targeting specific communities and high-volume traffic areas including the departure lounge of the Winnipeg Airport, Ring Road in Regina and at the entrance of the airport in Saskatoon.

External Relations provided strong support for the promotion of UCN's "Into The Wild" summer program where our Bachelor of Education students work with children in the grades 7-9 range with science projects throughout the summer. With the assistance of External Relations the first-ever "Try-A-Trade" event took place. This was an opportunity for high school students from across the north gather together to get hands-on experience in most of the programming available at UCN. Two booths that created the greatest attention was the Dental

Assisting booth and, through our Faculty of Trades and Technology, we were able to have a virtual welder on-site.

External Relations also continued its assistance in recruitment with the development of a new video featuring our own students as well as a new look in our marketing challenging students to determine what knowledge meant to them.

The department consists of three full-time (director, special projects coordinator, printer) and one half-time administrative assistant. During this fiscal year, External Relations was without a director for six months and an administrative assistant for five months.





ACADEMIC DIVISION

In keeping with the mission of the University College of the North, the Academic Division continued to provide strong direction and support for its academic and research functions during 2011-12. Significant progress was made in each of the seven pillars identified in UCN's 2010-15 Strategic Plan, *Nikani Meskanaw: The Path That Leads Us*.

In terms of community engagement, one highlight of 2011-12 was the establishment of a partnership with the Chemawawin Cree Nation to create a new UCN/Chemawawin Public Library at Easterville. In addition, the much-anticipated Northern Manitoba Mining Academy (NMMA) opened in Flin Flon in January 2012, under UCN's guidance and with the support of the Northern Manitoba Sector Council, HudBay Minerals, City of Flin Flon, University of Manitoba, and Province of Manitoba, among others. The NMMA is positioned to be a centre for high quality training and research related to mineral resources. Its design as a full-feature education and research centre, situated in a region of intense mineral extraction activity in northern Manitoba, is a conduit to establishing Flin Flon as an acknowledged centre for high quality training and research related to mineral resources. Also in support of community engagement, UCN's diverse Program Advisory Committees continue to actively provide feedback to their respective programming areas, strengthening the connections between UCN, communities, employers and other relevant stakeholders.

The Academic Division strives to support and weave Aboriginal worldviews and content into all its programs and courses. With UCN's mandate at its heart, the Centre for Aboriginal Languages continued to grow and prosper under the concept of *mino pimatisiwin* – the overall goal of achieving life in its fullest, healthiest sense. With its vision of ensuring the promotion, preservation and continuation of Aboriginal languages and culture for future generations, the Centre for Aboriginal Languages strengthened its collaborations and consultations with communities for the purpose of developing Aboriginal language and cultural programs. In addition, Learning Council Standing Committees ensure that Aboriginal ideology and pedagogical philosophy form the underpinnings in curriculum

development and suggested delivery of programming. Deans and faculty members are encouraged to involve UCN's Council of Elders, Elders-in-Residence and Aboriginal Centres as key resources in ensuring aspects of Aboriginal cultures are integral to all things academic.

All academic areas continue to work with our External Relations area to ensure that programs are marketed in a relevant, systematic, strategic and innovative ways. For example, professionally produced, dynamic and well-placed radio ads in the Winnipeg market were successful in increasing enrolment in UCN's Dental Assistant program. This specific marketing campaign focused on small class sizes, lack of wait lists, and demonstrated employability of graduates. In addition, enrolment in all programs in the Faculty of Education continues to increase with an expected enrolment of over four hundred students, twenty-eight full-time faculty members, approximately twenty part-time faculty members and one-half time administrative assistant by the start of the next academic year.

The Academic Division achieved significant progress in 2011-12 with respect to continued partnership development. The Centre for Aboriginal Languages successfully partnered with Frontier School Division, the Manitoba First Nations Education Resource Centre (MFNERC) and the Mystery Lake School Division to promote and organize the annual Cree Language Conference in February 2012. The title of this year's conference was *ininimowin mîmawîtowin*. As one of the partners in Inter-Universities Services (IUS), UCN participated in the Credit Transfer Process Initiative to create an online transfer guide and database for the four partnering universities within IUS – University of Manitoba, University of Winnipeg, Brandon University and UCN. All partnering universities will collaboratively benefit from this transfer guide database as student access and mobility is one of the pillars to academic integrity and success. In addition, UCN Kenanow Bachelor of Education faculty members began to develop community-based teacher education programs in partnerships with regional centres and communities. During 2011-12, programs have been established in St. Theresa Point First Nation, Chemawawin Cree Nation, Bunibonibee Cree

Nation, Peguis First Nation and Opaskwayak Cree Nation with the Kelsey School Division. As both a full academic partner and in its capacity as the administrative home of IUS, UCN delivered or facilitated delivery of university level courses from its four partnering universities -- Brandon University, the University of Manitoba, the University of Winnipeg and University College of the North -- to Easterville, Norway House, Oxford House, Peguis, St. Theresa Point, The Pas, and Thompson.

The continued evolution of programming continued within the Academic Division in 2011-12. Through a partnership agreement with Opaskwayak Education Authority and UCN's Community Based Services, the Certificate in Teaching Ininimowin continued in 2011-12 at Joe A. Ross School, Opaskwayak Cree Nation. The Certificate in Teaching Ininimowin is the only post-secondary language program of its kind in Manitoba that is offered entirely in Cree. The Early Childhood Education III program, Early Learning and Child Care Certificate in Administration: Organizational Leadership, has received final accreditation from the Child Care Program Approval Committee, and the first cohort has begun course work. It is also expected that there will be over one hundred students registered in ECE programs by September, 2012. The Faculty of Business was successful in the development of the First Nations Active Measures Social Development Diploma Program (FNAMSDP) that was subsequently approved by UCN's Curriculum Committee. This program is expected to be available in the 2012-13 academic year. In addition, a very significant development in the Diploma in Practical Nursing program was the creation and introduction of the UCN DPN pin. The first graduates from Norway House and Swan River were pinned in June 2012. The nursing pin has become a distinct symbol of nursing excellence and service to others, and graduates wear their pin with pride.

The Academic Division continues its efforts to ensure student success by strengthening student services and supports. In 2011-12, UCN opened an Accessibility Office to ensure that students with challenges are provided with the assistance to

succeed personally and academically within the UCN community. A flagship initiative of the Student Development area, the Great Positive Start to Success Orientation (GPS) continued to flourish and achieve positive outcomes during 2011-12. Since the first pilot project in The Pas in 2009, GPS continued to grow in numbers and popularity. The program has proven to be successful in nurturing and equipping UCN students for academic and personal achievement, as illustrated by the high retention rate (80%) of program participants throughout the regular academic year on both campuses. Future plans include hosting a GPS initiative at UCN's Norway House Regional Centre in August 2013.

In terms of academic infrastructure development, and as a reflection of the growth and success of academic programming and research capacity, UCN was approved by the Natural Sciences and Engineering Research Council (NSERC) to receive and administer NSERC funding. As a result, UCN is now eligible to submit applications to major NSERC funding programs across a broad spectrum of disciplines, including not only the natural sciences and engineering, but also health, social sciences and humanities. Individual faculty members who meet the eligibility criteria can participate in a number of other NSERC opportunities, either as applicants or co-applicants, depending on the grant. Given the nature and scope of work currently being undertaken by UCN researchers under other funding programs, it is anticipated that UCN faculty applying to NSERC programs will largely focus their research proposals on northern issues and challenges. In addition, the launch of an internal research seed fund by the Office of Research and Innovation in 2011-12 resulted in the initiation of a number of research projects by UCN faculty, non-teaching staff and students. Other significant academic achievements include the addition of a variety of diverse electronic Databases to UCN's library resources such as e-book collections, and specialized databases such as Universal Class (550 online courses designed to provide remedial assistance for our students), Films on Demand (5,000 educational films) and Computers and Applied Sciences, among others.

FACULTY OF ARTS AND SCIENCE

In 2011-2012, the Faculty of Arts and Science offered courses in the following areas:

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

In 2011-2012, 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. The Natural Resources Management Technology diploma program was offered to students in The Pas, and in summer 2012, an Archaeological Field School was offered for credit in Split Lake. In addition to these programs, the Faculty of Arts and Science provided course opportunities for students taking the Kenanow Bachelor of Education program, the Joint Baccalaureate Nursing program, and the University of Manitoba Northern Social Work degree program.

The Faculty of Arts and Science is governed collegially, with a Steering Committee that worked with the dean to manage program areas and ensures strong, positive communications among the areas of instruction. Faculty Council meets regularly to address issues of concern to Faculty members.

The Faculty maintains a partnership agreement with the University of North Carolina at Pembroke (UNCP), as well as an association with Indigenous Rural Tourism Community Development (ITOUR), involving the University of Northern British Columbia (UNBC), Universidad Tecnologica del Mezquital (in Mexico), New Mexico State University and Dine Tribal College (in New Mexico).

FACULTY OF BUSINESS

The Faculty of Business is organized into different programs: Computerized Business Applications Certificate, Computerized Office Skills Certificate, Office Administration Diploma and Business Administration Diploma. In November 2011 a steering committee was formed that met on a regular basis and worked closely with the Acting Dean, Faculty of Business.

Many of our courses offered are recognized for credit by external bodies such as the Certified General Accountants Association of Canada (CGA) and the Aboriginal Financial Officers Association (AFOA). We have a strong and growing reputation for high quality and external accrediting organizations recognize the courses offered through the faculty.

The faculty has developed a partnership with Manitoba Aboriginal Human Resource Strategies (MAHRS) Advisory/Association group. A key objective in this partnership is to develop strategies to improve and enhance the recruitment, retention, and advancement opportunities for Aboriginal people in the workforce.

The faculty was successful in getting the BBA program approved by UCN Curriculum Committee and by the Council of Post-Secondary Education. The BBA program will support the promotion of knowledge of Aboriginal and northern learners for social and economic develop-

ment in the North. It is envisaged that the BBA program will be accessible, equitable, affordable and relevant to further education in northern Manitoba. It can also contribute to the development of research capacity. The BBA program underpins UCN's strategic goals for 2010-2015 in the areas of programming, community engagement and partnerships.

Moreover, the faculty was also successful, working in conjunction with Community Based Services in the development of the First Nations Active Measures Social Development Diploma Program (FNAMSDP). This program was approved by UCN's Curriculum Committee. The FNAMSDP supports the knowledge and empowerment of Aboriginal people and communities in northern Manitoba. An objective of this program is to educate and develop the skills and competencies of Aboriginal Income Assistant Workers in the north, which in turn can facilitate social and economic development. The FNAMSDP underpins UCN's strategic goals for 2010-2015 in the areas of community engagement, Aboriginal culture, partnerships and programming.



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.

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

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

Enrolment in all programs in the Faculty of Education continues to increase with an expected enrollment of over four hundred students, twenty-eight full-time faculty members, approximately twenty part-time faculty members and one-half time administrative assistant by September, 2012. The Faculty of Education continues to offer programming in collaboration with Inter-Universities Services and Community-based Services.

EDUCATIONAL ASSISTANT CERTIFICATE PROGRAM

The Educational Assistant certificate program has been operational in Cross Lake and Norway House in co-operation with local schools, teachers and administrators in the 2011-12 academic year. Nineteen students in Norway House graduated from the program in June 2011. The program in Cross Lake continues and a new cohort has been established for Norway House. The program was also running in six other communities through a partnership with Manitoba First Nations Education

Resource Centre (MFNERC). There are over one hundred students registered in the Educational Assistant Certificate Program for the fall of September, 2012.

EARLY CHILDHOOD EDUCATION DIPLOMA PROGRAM

The Early Childhood Education (ECE) diploma program was offered in Thompson, The Pas and Norway House. The planning for program launches in Nelson House, Grand Rapids, Pukatawagan and a First Nations distance program has been completed. The Early Childhood Education III program, Early Learning and Child Care Certificate in Administration: Organizational Leadership, has received final accreditation from the Child Care Program Approval Committee. The first cohort in Early Childhood Education III program has begun course work. There will be over one hundred students registered in ECE programs by September, 2012.

In 2011-12, the Early Childhood Education (ECE) students participated in several events and activities. ECE students and faculty formed partnerships in the community and within UCN.

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

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

and students secured funds to improve their teaching and learning facilities. Finally, students and faculty members shared their experiences in the Early Childhood Education Diploma program with a faculty member and researcher from Darwin University in Australia.

KENANOW BACHELOR OF EDUCATION DEGREE PROGRAM

The Kenanow Bachelor of Education degree program was launched in September 2008 as a campus-based program in Thompson and The Pas. Students were able to register in either the After Degree Stream or Integrated Stream. Grounded in Aboriginal perspective and northern culture, the Kenanow Bachelor of Education degree program provides students with a unique opportunity to prepare for a career teaching in our schools. UCN Bachelor of Education faculty members began to develop community-based teacher education programs in partnerships with regional centres and communities. During 2011-12, programs have been established in St. Theresa Point First Nation, Chemawawin Cree Nation, Bunibonibee Cree Nation, Peguis First Nation and Opaskwayak Cree Nation with the Kelsey School Division. An increasing number of After-Degree students are graduating from the

program and finding employment in northern schools. The Integrated Stream on campus will have its first graduates in June of 2013. By June, 2012, there were approximately two-hundred and twenty students registered in the Kenanow Bachelor of Education program.

PROGRAM DEVELOPMENT AND PRESENTATIONS

Faculty members worked throughout the year with the Elders, collaborated with community members and received feedback about the program, and attended meetings in communities to discuss the establishment of community-based teacher education programs. The Faculty of Education also hosted the Mobile Learning Conference and one of the Manitoba Education Research conferences. Student and faculty presented the program at various venues including the Western Canada Student Teacher Conference (WESTCAST) in Calgary, Alberta, Education Research Network, Shawane Dagoosiwin Conference, UNESCO Conference on Sustainable Development, Kelsey School Division and Mystery Lake School District. Two faculty members have membership on the Teacher Education for Sustainable Development Committee, Manitoba Education. The Dean of Education is a member of Manitoba Education's Education for Sustainable Development Leadership Council.



PARTNERSHIPS

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

SERVICE LEARNING

Faculty members have determined that service learning will be a core element in the Kenanow Bachelor of Education program. Many students participated in a teaching internship program that provided assistance to students and staff in local schools. Students also learned from the Elders about various topics including community expectations of teachers.

EXPERIENTIAL LEARNING

Experiential activities were interwoven into course learning. Students participated in many activities including an Elders conference, land-based experiences, drum-making and drumming evenings. A summer camp for children and youth, Into the Wild, engaged more than 300 young people during the summer of 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

The Applied Counselling certificate program provided individuals with the competencies to provide counselling services and deliver social service programs. The program has been reviewed and the Aboriginal and Northern Counselling Certificate in collaboration with Manitoba First Nations Education Resource Centre (MFNERC) has been created. The revised program will be submitted to the curriculum committees and the UCN Learning Council for approval.

RECREATION LEADERSHIP CERTIFICATE PROGRAM

The Recreation Leadership certificate program was offered as a community-based program and on a contract basis. This certificate program was also considered for review, and the program was referred for redevelopment.

RESEARCH ACTIVITIES

Faculty members were involved in a variety of activities including:

- UCN Education faculty members collaborated with faculty at Brandon University for the Social Sciences and Humanities Research Council one-million dollar, five year grant to identify Vital Outcome Indicators of Community Engagement (VOICE) for children and youth in northern Manitoba.
- 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.
 - Science Ambassador Program – UCN faculty members and staff collaborated on this project in partnership with Kelsey School Division, Opask-wayak Education Authority, Manitoba Education Research Network and University of Saskatchewan. It aimed to enhance student interest in science.
- Manitoba Council for Leadership in Education (MCLE) – A faculty member was a board member on MCLE, which supports educational research and implementation of best practices in schools. MCLE has disbanded itself.

FACULTY OF HEALTH

The Faculty of Health is divided into six areas 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, Dental Assisting, Law Enforcement and Health Transition.

Program promotion in this academic year has significantly increased. Specifically, numerous promotional events such as career fairs and presentations to the high schools; the development of program brochures; faculty participation in promotional activities, career fairs and advisory boards; and two faculty wide meetings per term to facilitate collegiality and discuss similar program needs.

FACULTY OF HEALTH PROGRAMS FOR 2011-2012

DEGREE PROGRAMS:

Joint Baccalaureate Nursing program
(in partnership with the University of Manitoba)

DIPLOMA PROGRAMS:

Diploma in Practical Nursing program

CERTIFICATE PROGRAMS:

Health Care Aide program
Dental Assisting program
Health Transition Certificate program
Law Enforcement Policing program
Correctional Officer Training program

CONTRACT TRAINING:

Community Safety Officers Training
Health Care Aide program

JOINT BACCALAUREATE NURSING PROGRAM

Work continues on the development of the new curriculum for the JBN program; anticipated implementation date is 2013 or 2014. The Nursing Faculty is investigating the appropriateness of using the TEAS V test as part of the admission/pre-admission criteria for the JBN/DPN programs. Reading, Science, Math, and English are tested/evaluated using the TEAS V. The test will serve as a means for determining what areas individual students need to further develop in order to increase their chances of being successful within the nursing programs. The test will help faculty identify early on those students who are struggling in any of the aforementioned areas. Faculty can then assist students in getting the help they need, i.e. by referring them to the appropriate people/area(s). The third year students continue to provide health promotion activities to the employees of Tolko Industries through a community service initiative.

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, full approval is pending. A very significant development in the Diploma in Practical Nursing program was the creation and introduction of the UCN DPN pin. The DPN students changed the JBN pin to be more reflective of the DPN program. The first graduates of the DPN program were pinned in June 2012. The nursing pin has become a distinct symbol of nursing excellence and service to others.

ACADEMIC DIVISION



HEALTH CARE AIDE PROGRAM

The Health Care Aide program is delivered annually by distance delivery (Elluminate Live) to various sites in northern Manitoba. The 2012 distance program is currently being delivered to the communities of The Pas, Thompson, Norway House, and Swan River. The program is also available in communities on a contract basis; currently being offered in Cross Lake. Ongoing discussion is occurring with OCN, Nelson House and South Indian Lake to deliver the HCA program on a contractual basis. A part-time evening continuing-education program runs annually through the Swan River Regional Centre.

DENTAL ASSISTING PROGRAM

The Dental Assisting Program is continually accredited through the Canadian Dental Association Council on Education and is delivered annually in The Pas. The faculty continue to promote their program and have collaborated with External Relations to develop promotional items and secured a number of radio spots for advertising. A new course, Provisional Restorations, has been developed and approved by UCN Learning Council and is in the process of being approved by the Manitoba Dental Association. This 2 credit, 30 hour course provides students with proficiency in the following competencies: fabrication, placement and cementation, and removal of custom temporary crowns; gingival retraction cord placement and removal; and the placement and carving of intermediate restorative materials.

UCN graduates continue to achieve above average scores on the National Dental Assisting Examining Board exam. Employment remains high, with most securing employment upon graduation.

HEALTH TRANSITION CERTIFICATE PROGRAM

The Health Transition Certificate program will be conducting a curriculum review in the new year to ensure graduates are better prepared to pursue health-related university courses. The program was delivered to Thompson and The Pas during the 2011/12 academic year. Ongoing discussion is occurring with Cross Lake to deliver the HTC program.

LAW ENFORCEMENT PROGRAM

The Law Enforcement faculty continue to promote their program by participating in career fairs, developing promotional items, and working with External Relations for advertising spots. A new course, Community Safety Officers Training, has been developed and approved by UCN Learning Council. This 102 hour course was developed at the request of Long Plains First Nation to enable community members to develop the occupational skills, behaviors and attitudes necessary to function effectively and efficiently as an enhanced Community Safety Officer (enhanced security guard) in the Province of Manitoba.



FACULTY OF TRADES AND TECHNOLOGY



In 2011-2012, the Faculty of Trades and Technology consisted of the dean, one academic coordinator, instructors and an administrative assistant. The academic coordinator worked with the dean to provide leadership and direction in curriculum development, instruction and program delivery, student assessment and reporting practices.

UCN'S Trades and Technology programs continue to address current and future labor market shortages to supply skilled personnel to industries and communities in the North. The faculty offers the following programs:

APPRENTICESHIP TRAINING

- Carpentry – Levels 1 through 4
- Industrial Electrician – Levels 1 through 4
- Industrial Mechanic (Millwright) – Levels 1 through 4

CERTIFICATE PROGRAMS

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

DIPLOMA PROGRAMS

- Computer Programmer Analyst
- Computer Systems Technology
- Electrical/Electronic Technology
- Facilities Technician

CONTRACT TRAINING

- Facilities Basic Maintenance
- Heavy Equipment Operator
- Introduction to Industry
- Pre-Employment Plumbing
- Heavy Duty Mechanics (High School)

The faculty hosted the third annual Northern Manitoba Skills Challenge, with 5 schools and 60 participants attending.

Students from Power Mechanics (High School), Automotive Technician, Carpentry/Woodworking, Industrial Welding, Basic Electrical, and Millwright Apprenticeship attended the Manitoba Skills Competition at Red River College in Winnipeg.

A contract with CN for Industrial Electrician Apprenticeship was negotiated with the first cohort of students starting in May.

The Industrial Welding Instructor was certified as a Level 1 Welding Inspector in accordance with requirements from the Canadian Welding Bureau as well as UCN The Pas being accredited as the Welder Test Centre for Northern Manitoba.

A Try-A-Trade venue was offered in May which increased community and student awareness and interest in the areas of Trades and Technology.

Apprenticeship Manitoba renewed accreditation for Industrial Welding, Carpentry/Woodworking, and Basic Electrical.

NORTHERN MANITOBA MINING ACADEMY



In June, 2009, UCN responded to a nationwide call for proposals for funding being made available through the federal government's Community Adjustment Fund. In partnership with the Northern Manitoba Sector Council, HudBay Minerals, City of Flin Flon, University of Manitoba, and Province of Manitoba, UCN submitted a proposal for geoscience and wet lab equipment for a new entity to be known as the Northern Manitoba Mining Academy (NMMA), which would develop and deliver educational and training programming supporting Manitoba's mining sector, from exploration to final reclamation. As a result of this partnership, and through the generous contributions of HudBay Minerals, City of Flin Flon, Manitoba's provincial government, and the Canadian federal government, the NMMA is now functioning as a full-feature education and research centre situated in a region of intense mineral extraction activity in northern Manitoba.

With a mandate to provide access to mining-related training specifically for Northern Manitoba residents, and with the objective of creating a knowledgeable, skilled, and sustainable workforce, the NMMA develops and implements readily accessible strategic training initiatives for new hires, and skill enhancement for those currently employed. The NMMA also develops teaching, research, and educational linkages with other institutions affiliated with mining and related disciplines such as environmental mitigation and remediation.

Construction (site preparation) of the NMMA building started in late 2009 and was substantially completed by the end of 2011. Occupancy took place in January, 2012. Final equipment installation and commissioning followed as the ThoroughTec Cybermine underground mining simulator and other technical equipment were certified and launched.

Today, the NMMA is a fully functioning 3500 square foot facility housing a multi-purpose classroom, microscopy room, wet laboratory, mineral preparation laboratory, and simulator room. The physical proximity of the NMMA to UCN's Flin Flon Regional Centre enables the NMMA and Regional Centre to function in an integrated fashion thereby providing the NMMA with access to additional classroom space while the Regional Centre has access to the laboratory facilities and equipment of the NMMA.

The NMMA is a board-governed institution with a Board of Directors established by the Vice-President, Academic, at UCN. Membership on the board consists of representatives of HudBay, Vale, UCN, Northern Manitoba Sector Council, Province of Manitoba, City of Flin Flon, University of Manitoba, Brandon University, University of Winnipeg, Red River College, and a variety of community stakeholders including the Regional Health Authority, Chamber of Commerce, Aboriginal Friendship Centre, Manitoba Metis Federation, Flin Flon School Division, and others. Envisioning themselves as much more than just an advisory committee, the Board of Directors has taken an active role in operationalizing the NMMA. The Board has been engaged in the acquisition of the Executive Director, establishing preliminary budgets, monitoring progress of the building construction and commissioning, and entertaining inquiries regarding the academy and its functions. They, like many others in the community, recognize the NMMA as a conduit to establishing Flin Flon as an acknowledged centre for high quality training and research related to mineral resources.

ACADEMIC DIVISION



ENROLMENT SERVICES

ADMISSION/REGISTRATION

The complex student information system along with portal development continues to be used more extensively allowing more on-line processing and the move away from paper-based processes. Students can now use the on-line tools available to manage their academic progress. Automating the graduation process has allowed better tracking needs and increased efficiencies.

ASSESSMENT SERVICES

Academic 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.

UCN's partnership with Employment Manitoba to deliver assessments for them has ended. Although this is a financial loss it allows staff to concentrate on UCN's needs and so far it has made little difference in workloads.

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.

In the coming year, we will be running a pilot on Test of Essential Academic Skills (TEAS) with the nursing student. It is hoped this will become part of the acceptance process for nursing.

ACADEMIC ADVISING

Academic advisors are the first line of contact on academic matters and maintain their engagement with students throughout the year. Academic advisors help support students by connecting them with other UCN staff to ensure their successful academic journey. Students are supported by using a variety of materials. Due to the increasing need for an academic advisor for off-campus students we have added another position to the advising team. 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 UCN Awards Committee oversees the scholarship and bursary programs as a tool for student success. The capital campaign to raise scholarship funds is well underway. This work involves building relationships with external partners including the Manitoba Hydro. A new award Moving Forward Together Campaign is completing its first year of contract. The Financial Awards Officers continue to find and facilitate funding opportunities for all UCN students. Informational materials are distributed throughout the institution. Workshops are held to assist students in completing applications. The UCN awards application is transitioning to an online process with the goal of increasing student awareness.

ACADEMIC DEVELOPMENT

In 2011/12, the Department of Academic Development continued to focus on matters related to teaching and learning, quality assurance, learning technologies, faculty professional development, inter-institutional relationships and others.

Strategic development of a Teaching and Learning Centre at UCN continues to unfold, focusing on the facilitation, sharing, collection, organization and dissemination of tools, technologies, resources and materials related to effective instructional practice. UCN's Academic Specialist is in the initial stages of creating a learning lab for faculty, with plans for three desk top editing stations and laptops (PC and Apple), various mobile devices (Android and Apple), tablet editors, a sound booth for audio recording sessions, document camera, digital SLR and video cameras, as well as access to course authoring tools such as Articulate, Camtasia, Audacity, iMovie, and CS5.5. These resources will be implemented in stages as financial realities allow. There are also plans for a digital Writing Centre that will help support student success within academic courses.

In terms of additional teaching and learning initiatives in 2011/12, regular Communities-in-Practice (CiP) discussion forums continued to provide opportunities for faculty to share innovative, relevant and interesting information on topics related to the Scholarship of Teaching and Learning and other academic matters. Recent sessions have focused on research, service learning, technology tools in teaching, and accessibility issues in academia. Faculty- and staff-led sessions have recently been augmented with webcasts from other institutions to provide a wider range of topics and connect academic communities across boundaries.

A variety of Quality Assurance activities continue to engage a variety of stakeholders in ensuring academic excellence and cultural relevance of UCN programming. Extensive consultations (200 hours+) have occurred with Deans and faculty members regarding UCN's revised Quality Assurance Framework, and Program Advisory Committees are actively providing feedback to their respective areas. To date in 2011/12, three programs were engaged in Program Review and one in content and process development. A resource library related to the scholarship of teaching and learning is being created and housed in the newly developed Centre for Teaching and Learning. Creation of models for curriculum development within face-to-face and distributed environments is currently underway.

A pilot of UCN's new online Student Course Evaluation system occurred in the Winter term of the 2011-2012 academic year. This system will support digital access for students as well as provide the means to ensure comprehensive student feedback is collected, analyzed and used for continuous improvement of UCN's programming. Full implementation of the eXplorance Blue online software is planned for 2012-13.

Academic Development staff worked with stakeholders and other institutions to participate in professional development within the field (eg. Manitoba Association of Distributed Learning and Training [MADLaT] and Research in Distance Education [RIDE] conference attendance) and support of professional activities which included UCN and area communities (eg. Manitoba Education Research Network [MERN]).

Guided by the Learning Technologies Specialist, facilitators continue to provide support to faculty and students in technology-mediated courses, including in-class facilitation, resource distribution and test invigilation. A large proportion of courses at University College of the North continue to be delivered using distributed learning technologies in 2011/2012, and there has also been a significant increase in the number of courses that use a 'blended' model of instruction, with the use of learning technologies enhancing face-to-face instruction. This model keeps a 'human touch' in UCN programming. Evening and weekend courses offered through technology have become an important and continuing part of UCN programming, thus broadening the potential audience for courses to include those who work during the day. The staff of Academic Development will continue to work closely with faculty, students and staff to ensure a quality student experience to all those that choose UCN as their educational destination. In addition, a Learning Technologies Task Force was struck in late 2011-12 to develop a specific strategic plan for distributed learning at UCN, with an overall goal to complete the plan in 2012-13.

UCN continues to facilitate relevant faculty professional development courses, including Red River College's Certificate in Adult Education (CAE) program, at all UCN campuses and Regional Centres. In 2011/12, UCN is offering both on-site CAE courses (three) and facilitating technology-mediated courses (online and by eTV). These courses are proving to be very successful, and always have wait lists for admission.

A close alliance of Academic Development with other faculties and departments continues to be critical to ensure quality programming at UCN.

LIBRARY SERVICES

This has been a busy year for UCN Library Services. We partnered with the Chemawawin Cree Nation to set up a new library in Easterville. We modified our library collection, adding additional databases and e-books, and prepared to move into a new library building in The Pas.

The library administration has spent a considerable amount of time dealing with copyright issues. Access Copyright had presented a series of questions to the Copyright Board requesting the post-secondary institutions be required to answer them. AUCC and ACCC representing all post-secondary institutions challenged their demand and as a result it ended up in court. Random institutions not agreeing to Access Copyright's terms were required to answer the questions. UCN was one of those random institutions. Much of the issues have been resolved due to the change in the Copyright Act, but the court case is still active and we are required to answer the questions asked and their follow up questions.

COLLECTION DEVELOPMENT

There have been some major changes in the collection of the four libraries. With The Pas library moving we have made a massive effort to review the collection and remove older print materials. This has significantly reduced the number of print items in the collection, as well as the audiovisual materials. We have also subscribed to several databases containing e-books. We now have more e-books than printed books. This is an advantage because those materials are available at all UCN sites, not just the communities where libraries are physically housed.

Our current total collection of all libraries is 56,673 print volumes. This number breaks down as follows:

Chemawawin/Easterville	12,249
Norway House:	11,322
Thompson:	8,203
The Pas:	24,899

Included in these figures are all AV Materials:

Chemawawin/Easterville	218
Norway House:	670
Thompson:	1,589
The Pas:	5,610

We have two study centres:

Swan River Nursing Study Centre: 600 books (these are counted as part of The Pas collection because they rotate as needed).

Winnipeg Midwifery centre: 125 books (these are counted as part of The Pas collection because they rotate as needed).

We have a total of **83,800 e-books**. This brings the total collection of materials for the UCN Libraries to **144,918**.

Currently we are using the University of Manitoba's contract to share their library automation system. However they are moving to a different system this next year and we are planning to use a different library automation system from the one that they are moving to. This will require additional personnel to manage the migration of the database and manage the system.

ELECTRONIC DATABASES:

We now subscribe to over one hundred databases. This accounts for approximately one half of the library materials budget. Electronic resources have some major advantages in that they are accessible from anywhere Internet is available. The major disadvantage is that we are not purchasing the information, but only access to that information. Some of the new databases we have subscribed to this year include:

eHRAF World Cultures is a cross-cultural database that contains information on all aspects of cultural and social life. The annually-growing eHRAF database is unique in that the information is organized into cultures and ethnic groups and the full-text sources are subject-indexed at the paragraph level.

eHRAF is produced by the Human Relations Area Files, Inc. (HRAF) at Yale University. The mission of HRAF, a non-profit consortium of universities and colleges, is to encourage and facilitate worldwide and other comparative studies of human behavior, society, and culture.

Computers & Applied Sciences Complete™ covers the research and development spectrum of the computing and applied sciences disciplines. It contains collected knowledge on traditional engineering challenges & research, and is a resource for research concerning the business and social implications of new technology. CASC provides indexing and abstracts for more than 2,200 academic journals, professional publications, and other reference sources from a diverse collection. Full text is also available for more than 1,020 periodicals. Subject areas include the many engineering disciplines, computer theory & systems, new technologies, and social & professional context. Research is aided by the inclusion of searchable cited references for key journals.

Dentistry & Oral Sciences Source™, dental practitioners and researchers now have a definitive place to start and finish their online dental literature research. This revolutionary new database contains cover-to-cover indexing and abstracts for more than 250 journals and dozens of monographs. It includes indexing for all dentistry and oral sciences journals commonly purchased by dental schools and other related institutions.

Dentistry & Oral Sciences Source also includes an unprecedented collection of important full-text journals, as well as dozens of full-text monographs. The collection includes more than 210 full-text journals, including many of the top-ranked titles in the discipline.

Films on Demand (FOD) is a web-based digital video delivery service that allows you to view streaming videos from Films Media Group anytime, anywhere, 24/7! Choose from more than 12,000+ educational titles in dozens of subject areas. Films on Demand can deliver high-quality digital video ideal for students and faculty through online catalogs, distance learning courses and learning management systems.

Newspaper Source™ Plus includes more than 1,000 full-text newspapers, providing more than 38 million full-text articles. The database contains comprehensive full text for major newspapers such as the Christian Science Monitor, San Francisco Chronicle, The Sydney Morning Herald (Australia), The Times (UK), Toronto Star, USA Today, The Washington Post, The Washington Times (DC) and others.

Universal Class: Over 500 online non-credit Continuing Education Courses. Can enroll in up to 5 courses. Up to 6 months to finish each course. Access to your course 24/7 via the Internet. These are non-credit courses and are not provided for any College or University credits. They are valuable when used for personal improvement, or remedial purposes.

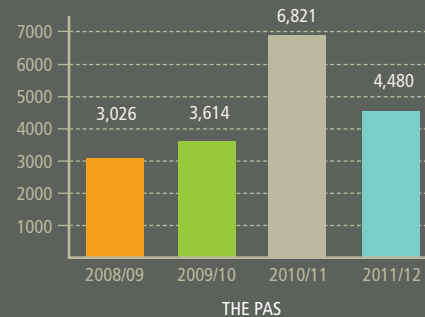
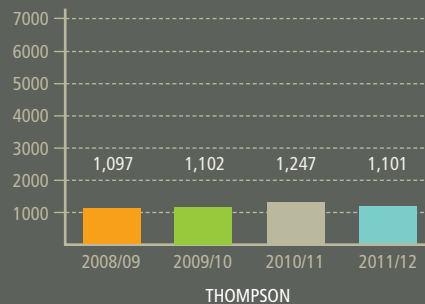
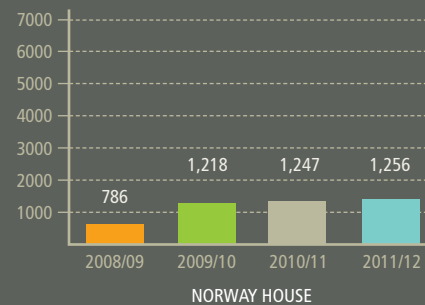
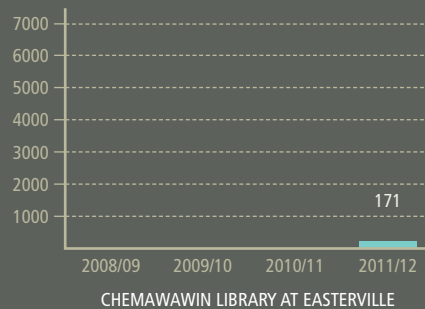
ACADEMIC DIVISION

CIRCULATION FIGURES

An important fact to remember looking at the table below, is that previous years are from July 1, to June 30th. The year of 2011/12 we changed our fiscal year to April 1st, to March 31st, the circulation numbers reflect this change.

The average number of people coming to our libraries has also increased dramatically over the past few years. The greatest growth this year has been at the Thompson Campus library. This year shows that The Pas Library reached the limit of space since we didn't have significance increases in people in the library.

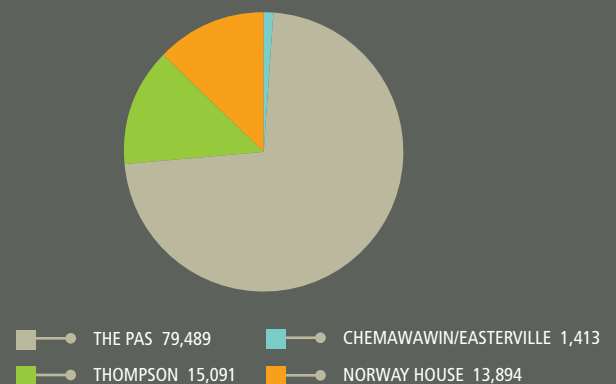
UCN LIBRARY CIRCULATION 2009 - 2012



UCN LIBRARY MONTHLY AVERAGES 2007-12

Year	Chemawawin/ Easterville	The Pas	Thompson	Norway House
2007	N/A	800	275	N/A
2008	N/A	1297	350	N/A
2009	N/A	2732	398	N/A
2010	N/A	3425	410	308
2011	N/A	5500	1200	695
2011/12	235	6,000	1300	1,160

UCN LIBRARY TOTAL VISITS 2011/12



OTHER ACTIVITIES IN LIBRARY AND INSTRUCTIONAL SERVICES

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

The library at The Pas campus offers a large format printer service. We have communities requesting posters and banners, classes designing their own posters, and many requests for use from faculty staff, and other community organizations. We printed a billboard for the Regional Centres of Norway House and Chemawawin (Easterville).

As part of the Instructional Services, we published children's books for the Early Childhood Education program, as well as 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. This also led to holding children's story hours in the library.

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

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

The Print Shop was administratively moved to the Library this year. With the increase in photocopier and printers dispersed through the rest of the institution, as well as our prohibition on printed course packs without the correct copyright permissions, we expect a reduced number of copies will be made in the future. Below is a table of items printed over the past five years.

2008	1,381,462 (July – June)
2009	1,558,456 (July – June)
2010	1,262,452 (July – June)
2011/12	866,535 (July – March)

The print shop in the future will be moving more towards providing Instructional Services to students as well as faculty and staff. The role will include that of our University Press, and more multimedia services, such as disk duplication for CDs and DVDs.

CONCLUSION

We live in a climate of constant change, where the only thing that we can count on is that everything will change. We simply need to take advantages of these changes to provide the best service and improve our services where we can.

STUDENT DEVELOPMENT

Student Development Division (SDD) continues to grow and evolve to meet the needs of our students as funding permits. The following are the SDD departments: recruitment, counselling, Learners' Assistance Centre, residence and family housing, recreation, English as an additional language, distance resource and the UCN Adult Learning Centre.

In December 2011, a new department, the Accessibility Department, was established and a coordinator was hired. The department focuses on students who present with disability challenges and works with the student, staff and agencies as required. Accommodations are unique for each student and focus on developing a plan that will be tailored to promote personal and academic success. A team approach is taken to ensure that instructors and other key staff are involved to execute the strategy. This department will be a key source of resources for many of our students.

GPS (Great Positive Start) to Success began as a pilot project on The Pas campus in 2009 and continues to grow in numbers and success. This summer orientation program for students is beginning to provide UCN with statistics that indicates its value and importance for student retention. Some samples of workshops and presentations include computer use, time management, budgeting, library resources and plagiarism. The GPS provides students with confidence and a higher rate of success than many of those students who have not taken the orientation prior to the start of the academic year. As a follow up, GPS students attend monthly reunions that provides a venue for SDD staff to check on their progress. Lunch is provided and activities are offered to nurture and continue the sense of community that was created

during GPS. It is important to establish a sense of community for students as research has shown that it helps with the retention of students. Scheduled events with GPS students create opportunities for them to share concerns or academic successes, and continue the relationship with Student Development staff. Since 2010 Thompson began the same orientation with the same success. It is planned that GPS will expand into Norway House in the summer of 2013.

A program named Aboriginal Links from Nipissing University is in progress of being established at UCN. A collaboration between Margaret Barbour Collegiate Institute, Faculty of Education, Aboriginal Centre and SDD are working together to have Bachelor of Education students and high school students create a working relationship for mentoring and guidance by the UCN students. It is a win-win situation as the B. Ed. Students will earn credits toward their degrees and experience first-hand work with students. Secondly, the high school students will have mentors to guide them in a healthy direction for personal and academic wellness. SDD and UCN look forward to the results that will emerge from this project.

SDD will continue to evolve and create programs that will provide excellent opportunities for students to graduate from UCN as holistic global citizens.

GENERAL STUDIES/ UCN ADULT LEARNING CENTRE

General Studies/UCN Adult Learning Centre offers a Regular or Mature High School Diploma. The MHSD is designed for students who have been out of school for 6 months and 19 years old at the time of graduation. To obtain a MHSD, students take 8 High School credits, with 4 at the Senior 4 level. Students must also take a Senior 4 English and Math to obtain the MHSD.

UCN ALC also offers upgrading programming for students whose skills are not at the Senior 2 level. Thompson offers the College Preparation Certificate program, while The Pas offers Refresher courses. Students with a High School Diploma can retake previous or new High School courses to meet requirements for University or College or employment.

Students may obtain Dual Credits or PLAR previous learning/experience to obtain credits towards their MHSD.

IN THE 2011-2012 ACADEMIC YEAR:

College Preparation: Thompson

Upgrading: Thompson and The Pas

Mature and Regular High School Diploma: The Pas and Thompson

UCN Adult Learning Centre offers both day and evening programming. Thompson and The Pas offered Physics 30/40S and Pre-Calculus 20/30/40S in the evening.

Thompson offered English as an Additional Language on a part-time basis. This program is designed for immigrants and supported by Manitoba Labour and Immigration. Beginner and Intermediate classes were twice a week in the evening. A multi-level course was offered once a week for 2 hours a day. One-to-one tutoring for UCN students in college and university programs was also available.



CENTRE FOR ABORIGINAL LANGUAGES (CAL)

FUNCTIONS OF THE CENTRE

The CAL has a four-fold purpose:

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

The 2011/12 was a busy year for the Centre for Aboriginal Languages attending conferences, developing curriculum, as well as being members of various internal as well as external committees. Brief highlights of the 2011/12 CAL activities are:

Under the guidance and leadership of the CAL Steering/ Advisory Committee a new vision and mission statement was developed for the Centre that will assist and guide future programs and operations. The Steering Committee consists of 12 members representing Aboriginal organizations and educational institutions, UCN faculty, elders and Centre staff. CAL meetings are held twice a year.

MISSION STATEMENT

In keeping with the concept of *mino pimatisiwin*, the Centre for Aboriginal Languages will commit to guaranteeing future generations of confident and fluent speakers by teaching and conducting research, collaborating and consulting with communities, for the purpose of developing Aboriginal language and cultural programs.

VISION STATEMENT

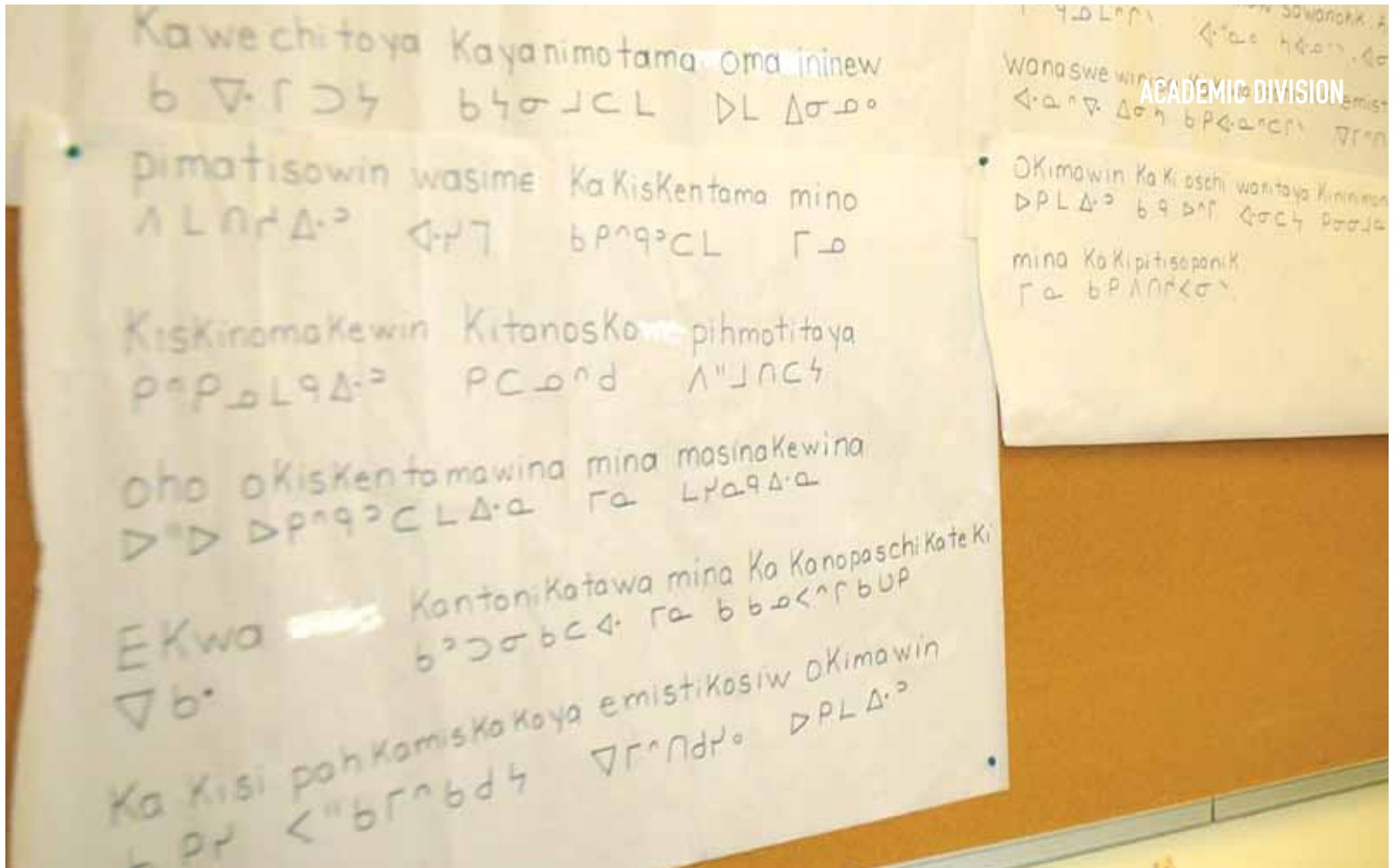
CAL will ensure the promotion, preservation and revitalization of all Aboriginal languages for our children and future generations. With the support of Elders, parents, communities and learning institutions, CAL will promote the values, beliefs and traditions of our peoples. The retention, revitalization and sustainability of our languages and cultures will achieve *mino pimatisiwin*. *Mino pimatisiwin* is strengthened by the gift of language, and the interrelatedness of culture, history, knowledge, stories, and beliefs of each individual within the 'Wak htowin' circle, rooted in the respect for the land (*KiKawinaw*) and all living things.

CERTIFICATE IN TEACHING

ININIMOWIN PROGRAM

Through a partnership agreement with Opaskwayak Education Authority and the UCN Community Based Services the Certificate in Teaching Ininimowin started at Joe A. Ross School, Opaskwayak January 2011, with 14 students enrolling. The students are from various northern communities and the Opaskwayak Cree Nation. The Certificate in Teaching Ininimowin is the only post secondary language program in Manitoba that is offered entirely in Cree. All courses are taught by community people and Elders who hold a B.Ed., a Master degree or a PhD.

The Director attended a CURA VOICE Research Project Language Think Tank sponsored by Brandon University/ MFNERC in Winnipeg, MB, November 2011. The specific reason for CAL staff attendance of the 2-day Think Tank was to make note of what Aboriginal educators and Elders consider as success indicators for language and culture programs.



The CAL partnered with Frontier School Division, the Manitoba First Nations Education Resource Centre (MFNERC) and the Mystery Lake School Division to promote and organize the annual Cree Language Conference, February 2012. The title of this year's conference was *ininimowin māmawitowin*. There were approximately language instructors, coordinators, administrators who attended the conference. Topics included teaching language strategies, land-based instruction, games, lesson plans, program models and a share fair.

Manitoba First Nations Education Resource Centre (MFNERC) invited the Centre for Aboriginal Languages to attend a Focus Group Gathering, The Pas, MB March 2012 to discuss all aspects of Cree Immersion including the philosophy of student assessment in Cree Society. One of the topics was the Elder's views on Cree assessment and rites of passage.

NEW PROGRAM COORDINATOR/CURRICULUM CONSULTANT – JANUARY 2012

Wāsakâyâsiw, Kevin Lewis is a member of the Island Lake First Nation in northwestern Saskatchewan. Previous positions held: Teaching - Sessional Lecture: Blue Quills First Nations College and First Nations University and the Canadian Indigenous Language and Literacy Development Institute (CILLDI), University of Alberta and Island Lake First Nation School; Vice-Principal, Island Lake First Nation and curriculum developer, Saskatchewan Learning. Kevin is currently enrolled in a Ph.D. program, Blue Quills First Nations College/University of Alberta.



OFFICE OF RESEARCH AND INNOVATION

Work toward building a strong and supportive environment for research and scholarly activity continued on several fronts through 2011-12. Highlights follow below:

INTERNAL DEVELOPMENT AND SUPPORT OF RESEARCH CAPACITY

Research Ethics Board

UCN's Office of Research & Innovation (ORI) works closely with UCN's Research Ethics Board. Research ethics application and consent forms were finalized and posted to the Office of Research & Innovation website for access by UCN researchers. UCN Policy and Procedures Governing Ethical Conduct of Research Involving Humans received final approval by the Vice-President, Academic & Research and was posted to the Office of Research & Innovation website for access by researchers. Five ethics applications were reviewed during 2011-12. Work began on developing guidelines for researchers concerning various forms of data collection (e.g. video-recording, photographs). Work also started on developing guidelines covering student involvement in research (i.e. students as research participants themselves; students doing research as part of course work).

Animal Care Committee

UCN's Office of Research & Innovation (ORI) works closely with UCN's Animal Care Committee. A Memorandum of Understanding was signed with Brandon University 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. Current animal use at UCN (i.e. within the Natural Resources Management Technology program) was documented. Work was begun to develop the first UCN protocols covering use of animals in teaching. An information forum open to all staff was held in October 2012.

Research & Scholarship Committee

UCN's Office of Research & Innovation (ORI) works closely with UCN's Research & Scholarship standing committee of Learning Council. In December 2011 UCN launched an internal research seed fund. A call was put out to all UCN faculty, non-teaching staff and students inviting them to apply. This fund is sourced through monies allocated to UCN by the Social Sciences and Humanities Research Council (SSHRC) Indirect Costs Program. Three applications were received by the deadline. All applications were vetted by Research & Scholarship Committee members using an evaluation template. Two were approved and one was not approved.

The Research & Scholarship Committee struck a reference group to develop policy on the indirect costs of research. The aim of this policy is to allow UCN to recover as many indirect costs (also referred to as 'overhead') of supporting research as possible. Some preliminary background work (i.e. sourcing similar policies from other postsecondary institutions to use as references) was begun.

NSERC Eligibility

In April 2012 UCN was approved by the Natural Sciences and Engineering Research Council (NSERC) to receive and administer NSERC funding. UCN is now eligible to submit applications to major NSERC funding programs across a broad spectrum including not only the natural sciences and engineering, but also health, social sciences and humanities. Individual faculty members who meet the eligibility criteria can participate in a number of other NSERC opportunities, either as applicants or co-applicants, depending on the grant.

SSHRC Eligibility

Work was begun on compiling the package of documentation for UCN to apply for eligibility to receive and administer Social Sciences and Humanities Research Council (SSHRC) funding.

Intellectual Property (IP) Task Force

In late 2011 the Vice-President, Academic & Research struck an internal IP Task Force. Task force members determined that misalignments exist between UCN policy governing IP generated through research, teaching and other contexts at UCN and the collective agreement between the MGEU and UCN. Work was begun toward harmonizing these two frameworks to the mutual benefit of both UCN and its employees.

UCN Strategic Research Plan 2012-17

Strong progress has been made in establishing research support infrastructure since UCN Learning Council approved the UCN Strategic Research Plan 2010-15 in February 2010. Initial work was done through 2011-12 toward revising and updating this plan to cover the period 2012-17.

Research Funding Opportunities - Office of Research & Innovation Webpage

In January 2012 a secondary page listing current and upcoming research funding opportunities was added to the UCN Office of Research & Innovation home page on the UCN website. The page is updated regularly and lists a range of funding opportunities offered by government, non-government and private/corporate granting agencies.

Northern Manitoba Mining Academy

Actively involved in development of the Northern Manitoba Mining Academy (NMMA) from its beginnings to establishment of its Board of Directors, the Research Officer continued to attend board meetings through 2011-12 as an observer to monitor and provide support for research-related developments.

WORKSHOPS AND LEARNING OPPORTUNITIES PROVIDED FOR FACULTY, NON-TEACHING STAFF AND STUDENTS

October 23, 2011: Research Officer coordinated visit by Tamsin Miley, a lawyer who specializes in developing research capacity at postsecondary institutions, to UCN. Ms. Miley delivered information workshops to Division Heads Group and UCN's Research Ethics Board, as well as a one-on-one meeting with the Research Officer.

November 8, 2011: Information session titled Research: "I can do that" was held for all staff. It provided a broad overview of research frameworks and supports at UCN.

November 23, 2011: Presentation at Trades & Technology faculty meeting, providing a broad overview of research frameworks and supports at UCN.

December 12, 2011: Presentation at Health faculty meeting, providing a broad overview of research frameworks and supports at UCN.

January 26, 2012: Meeting with Midwifery program instructors, to provide overview of research frameworks and supports at UCN.

March 13, 2012: Coordinated visit by representative of Canadian Intellectual Property Office to deliver intellectual property case studies to UCN faculty and students. Fourteen instructors attended with 40 of their students throughout the day. These workshops were followed by an industry networking event in the evening, attended by the CIPO representative, interested UCN instructors and a representative from a major industrial employer.

In addition, the Research Officer gave a presentation summarizing Office of Research & Innovation initiatives to UCN's Governing Council on March 22, 2012 and to the Academic Planning Committee May 24, 2012.

EXTERNAL RESEARCH LINKAGES AND INITIATIVES

Brandon University-UCN Community University Research Alliance (CURA) Project

UCN is partnering with Brandon University in a 5-year, \$1 million research project awarded by the Social Sciences and Humanities Research Council (SSHRC) in the spring of 2011. Brandon University is the lead institution on the grant. Researchers with UCN's and BU's education faculties will work in partnership with northern and Aboriginal communities to collaboratively develop criteria for measuring success and well-being that accurately reflect those communities' traditions and values.

Research Advisory Committee

The Research Advisory Committee (RAC) is 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. Two meetings of this committee were held: October 7, 2011 and May 7, 2012. The May meeting was planned to coincide with the Partners in Education Forum organized by UCN's Department of Student Development.

Heartland Applied Research Partners (HARP)

UCN is a founding member of Heartland Applied Research Partners (HARP), an applied research network that also includes Red River College, Assiniboine

Community College and Saskatchewan Institute of Applied Science and Technology (SIAST). HARP works to facilitate collaborative applied research opportunities at the Manitoba/Saskatchewan regional level. UCN's Vice-President, Academic & Research and Research Officer attended the December 5, 2011 meeting, and hosted the May 11, 2012 meeting at the Northern Manitoba Mining Academy.

Other Initiatives

UCN's Research Officer provided advisory and coordinating assistance for the Manitoba Envirothon northern regional competition (May 4, 2012) and to the Young Women's Conference (May 12, 2012). Envirothon is a venue for teams of high school students to train and compete based on their knowledge of soils, water, forestry, wildlife and a current environmental theme that changes each year. The Young Women's Conference event was held at UCN's Northern Manitoba Mining Academy (NMMA), and was jointly coordinated by the Research Officer, NMMA Executive Director and Skills Canada Manitoba.

INTER-UNIVERSITIES SERVICES

In the 2011-12 academic year, IUS delivered university level courses from the four partnering universities; Brandon University, the University of Manitoba, the University of Winnipeg and University College of the North to Easterville, Norway House, Oxford House, Peguis, St. Theresa Point, The Pas, and Thompson. The IUS Annual Academic Plan is derived from working closely with the UCN Faculty of Health, Faculty of Education, Faculty of Arts and Science and University of Manitoba Northern Social Work Program, also, communities, and other stakeholders.

COMMUNITY NEEDS ASSESSMENT

The Office of Inter-Universities Services continues to address the Needs Assessment recommendations by working closely with UCN and communities in Northern Manitoba to promote first university level courses that could locally to address the educational gap issues for students attending the post secondary institutions.

INTER UNIVERSITIES ADVISORY COMMITTEE (IUAC)

The IUAC ensures that the academic and delivery standards of the home institutions are maintained, this includes the following range of duties: approve courses and programs for IUS Annual Academic Plan, approve IUS budget, confirm institutional equivalency and residency eligibility for new courses proposed, assist in arranging teaching faculty, advise on issues that arise from delivery university level courses and programs in north of the 53rd parallel.

The IUS budget remains separate from UCN, although operations such as student support and financial services have been integrated into UCN.

As part of the IUAC action plan, IUS embarked on the Credit Transfer Project, an online transfer guide and database for the four partnering universities. The partnering universities will benefit from the transfer guide database as student access and mobility is one of the pillars to academic integrity and success. IUS completed and presented the Credit Transfer Project recommendations to IUAC.

The Inter Universities Advisory Committee (IUAC) recognized the importance of a continuation of certain aspects of Inter-Universities Services (IUS) mandate when it ceases operation in 2013.

CONFERENCE

The Office of Inter -Universities Services jointly with the Faculty of Arts and Sciences sponsored the 6th Annual UCN Conference: Gateways North: Expansion, Convergence, and Change on May 3, 2012. The conference was celebrated in conjunction with the centennial anniversary of The Pas and the extension of the northern boundary of Manitoba to the 60th parallel. The conference was an interdisciplinary symposium that explored economic, social, cultural and environmental developments within The Pas and Northern Manitoba. Mr. Tomson Highway was the keynote speaker, as he passionately advocated the promotion of education and arts in the North.

MARKETING

Inter-Universities Services along with the Recruitment Officer, Faculty of Arts and Science, and Faculty of Education travelled into communities in Northern Manitoba to market courses and programs. IUS promotes the four partnering institution. Inter-Universities Services continued to meet and send promotional items to the Grade fours classes in Northern Manitoba. This is ongoing.

COMMUNITY-BASED SERVICES

The CBS Department oversees the operations of twelve regional centre campuses in Manitoba, as well as community based delivery of programming through contract training. Nine of twelve regional centres are located in First Nation communities and are made possible through partnerships with First Nations leaders and Education Authorities.

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

CBS has administrative offices in each of our campuses in The Pas and Thompson, and our CBS staffing complement consists of the Vice-President, Community Based Services; Regional Centre Director; twelve Regional Centre Coordinators; four Community Education Coordinators; Administrative Services Coordinator; Administrative Clerk; and Executive Assistant to Vice-President Community Based Services.

PROGRAMS OFFERED IN 2011-2012

The following certificate, diploma and degree programs were delivered in our various regional centre locations in 2011-2012: Administrative Assistant; Applied Counselling Skills; Business Administration; College Preparation; Diploma in Practical Nursing; Educational Assistant; Early Childhood Education; Facilities Technician, Year 1; General Studies; Health Care Aide; Pre-Employment Plumbing; Bachelor of Arts (3 and 4 Year degrees in Norway House); and, Bachelor of Education integrated/ after degree program. CBS had a projected enrolment of 490 full-time and part-time students attending community based programs in 2011-12.

COREFUNDED ROTATING INITIATIVE (CRI) FUNDS 2012-2012

The community of Wabowden received funds to deliver the first year of the Business Administration Diploma program, also known as Basic Accounting Principles. Six students successfully completed their studies in June 2012. Tataskweyak received funds to deliver the Pre-Employment Plumbing Certificate, This program is scheduled to finish at the end of September 2012. Norway House was awarded funds to deliver the Heavy Duty Mechanics Certificate program. Due to delays in completing construction of the Trades Shop, delivery of this program is deferred to September 2012.

NEW AND ONGOING PARTNERSHIPS

CBS has an on-going partnership with the Faculty of Education and Inter-Universities Services (IUS) to deliver the community based Kenanow Bachelor of Education program in Chemawawin, Oxford House, St Theresa Point and Pequis. In addition, CBS and the Faculty of Education partner with Manitoba First Nations Education Resource Centre (MFNERC) to deliver the Educational Assistant Certificate program in several First Nations communities including Tataskweyak, God's River, Bloodvein, and South Indian Lake.

CBS partners with the Faculty of Health Studies to deliver the Health Care Aide by Distance program in Norway House. The Health Care Aide program was also delivered as a community based program in Cross Lake and Swan River. Students completed the clinical component of their studies in Flin Flon, Swan River, The Pas, and Thompson.

CBS and Workplace Education Manitoba partnered to deliver Introduction to Industry programs focussing on essential skills training in Carpentry and Mining. In 2011-2012, programs were delivered in Cross Lake, Moose Lake, Norway House, and The Pas.



The Flin Flon and Swan River Regional Centres partner with UCN's Trades and Technology department, Manitoba Apprenticeship Branch, and local school divisions to offer dual credit courses of a number of trades programs. Carpentry level 1 Technical Training is offered at Frontier School Collegiate in Cranberry and Heavy Duty Mechanics dual credit in Flin Flon School Division; the Heavy Duty Mechanics program is delivered in Swan River as a dual credit offering with the Swan Valley School Division.

KNOWLEDGE INFRASTRUCTURE PROGRAM (KIP) INITIATIVES

Construction of Regional Centre facilities and instructor accommodations have been completed in Flin Flon, Grand Rapids, and Swan River and students and staff are now working out of the new facilities. Occupancy of

Regional Centre facilities in Chemawawin and St. Theresa Point is slated for the end of August 2012. The Trades Shop in Norway House is also targeted for occupancy in September 2012 with delivery of the Heavy Duty Mechanics program. Instructor accommodations in Cross Lake and Tataskweyak are also expected to be completed in time for occupancy in September 2012. This will leave the regional centre facilities and instructor units in Bunibonibee (Oxford House), Pukatawagan still to be completed. The targeted date for completion of these facilities is December 2012. Official grand openings of our regional centre facilities in Grand Rapids, Flin Flon, Swan River and St. Theresa Point are scheduled for Fall 2012.

CONTRACT TRAINING

UCN Contract Training responds to the specific needs of business, industry, education authorities, social service agencies, First Nations communities, and northern Manitoba communities. As the training is delivered as much as possible in the locations where it is needed, activities may take place at one of UCN's permanent delivery sites or at any other appropriate community or workplace setting.

Thirty-two contracts were delivered in northern Manitoba communities in 2011-12 including Flin Flon, Fox Lake, Pimicikamak (Cross Lake), Norway House, Sapotawayak, Pequis, Poplar River, Roseau River, South Indian Lake, Moose Lake, Pukatawagan, The Pas and Thompson. This translated into approximately 395 students having the opportunity to complete post-secondary studies in their home community via delivery of community based programs through contract training.



CBS continues its partnership with Manitoba First Nations Education Resource Centre (MFNERC) and UCN's Faculty of Education to deliver the Educational Assistant Certificate program through contract training. In 2011-12 the Educational Assistant Certificate program was delivered in Bloodvein, Nelson House, Long Plain First Nation, Poplar River, Roseau River, Sagkeeng First Nation, South Indian Lake, and Tataskweyak (Split Lake). Students in the Educational Assistant Certificate program receive their credentials through University College of the North.

Our partnership with Workplace Employment Manitoba continues in 2011-12. This academic year, Essential Skills, Life Skills, Introduction to Industry, and Introduction to Trades courses were delivered in Sapotawayak, Moose Lake, Norway House, Pimicikamak (Cross Lake), and Pukatawagan.

CBS is able to deliver by contract training approved certificate, diploma and undergraduate degree programs and courses such as those normally offered at the Thompson or The Pas campuses. In addition, CBS can deliver university or college level programs tailored in response to a client's expressed needs. General interest credit and non-credit courses are also available for delivery through contract training. Programs may be delivered as full-time or part-time day programs, or as Continuing Education offerings.





UNIVERSITY COLLEGE OF THE NORTH
FINANCIAL STATEMENTS
MARCH 31, 2012

UNIVERSITY COLLEGE OF THE NORTH

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MARCH 31, 2012

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SCHEDULES TO THE FINANCIAL STATEMENTS (UNAUDITED)

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ANCILLARY SALES AND SERVICES	SCHEDULE 2
TUITION AND STUDENT FEES	SCHEDULE 3
UCN EXPENDITURES BY FUNCTION	SCHEDULE 4



Independent Auditor's Report

To the Lieutenant Governor in Council
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, 2012, and the statements of operations, changes in fund balances and cash flows for the year 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, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Office of the Auditor General

Office of the Auditor General

June 28, 2012
Winnipeg, Manitoba

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 1

STATEMENT OF FINANCIAL POSITION

	GENERAL FUND	CAPITAL CAMPAIGN FUND	STUDENT AWARD FUND	ENDOWMENT FUND	March 31, 2012	March 31, 2011
ASSETS						
CURRENT						
Cash and cash equivalents	\$ 5,171,371	\$ 546,897	\$ 151,889	\$	\$ 5,870,157	\$ 10,137,083
Short-term investments				552,600	552,600	452,600
Accounts receivable (Note 4)	5,152,371	1	2,052		5,154,424	4,813,305
Due from Province of Manitoba (Note 6)	752,589				752,589	752,589
Inventory	217,620				217,620	218,700
Prepaid expenses	1,276,132				1,276,132	1,208,762
	<u>12,570,083</u>	<u>546,898</u>	<u>153,941</u>	<u>552,600</u>	<u>13,823,522</u>	<u>17,583,039</u>
LONG TERM						
Capital assets (Note 5)	15,942,037				15,942,037	9,123,959
Due from Province of Manitoba (Note 6)	793,500				793,500	793,500
	<u>16,735,537</u>				<u>16,735,537</u>	<u>9,917,459</u>
	<u>\$ 29,305,620</u>	<u>\$ 546,898</u>	<u>\$ 153,941</u>	<u>\$ 552,600</u>	<u>\$ 30,559,059</u>	<u>\$ 27,500,498</u>
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities (Note 7)	\$ 3,125,528	\$	\$ 500	\$	\$ 3,126,028	\$ 2,823,020
Deferred revenue	2,727,094				2,727,094	1,595,367
Deferred contributions (Note 8)	2,454,857				2,454,857	3,187,168
Accrued vacation benefits	2,514,837				2,514,837	2,349,061
Current portion on long term debt (Note 9)	47,923				47,923	
	<u>10,870,239</u>		<u>500</u>		<u>10,870,739</u>	<u>9,954,616</u>
LONG TERM						
Deferred contributions related to capital assets (Note 10)	8,982,674				8,982,674	7,665,296
Accrued severance benefits (Note 11)	1,940,936				1,940,936	1,717,092
Long term debt (Note 9)	1,352,077				1,352,077	
	<u>12,275,687</u>				<u>12,275,687</u>	<u>9,382,388</u>
FUND BALANCES						
NET ASSETS INVESTED IN CAPITAL ASSETS	5,562,625				5,562,625	1,458,665
NET ASSETS RESTRICTED FOR FUND PURPOSES		546,898	153,441	552,600	1,252,939	1,084,839
NET ASSETS INTERNALLY RESTRICTED (Note 14)	5,125,399				5,125,399	4,931,506
UNRESTRICTED NET ASSETS	(4,528,330)				(4,528,330)	688,484
	<u>6,159,694</u>	<u>546,898</u>	<u>153,441</u>	<u>552,600</u>	<u>7,412,633</u>	<u>8,163,494</u>
	<u>\$ 29,305,620</u>	<u>\$ 546,898</u>	<u>\$ 153,941</u>	<u>\$ 552,600</u>	<u>\$ 30,559,059</u>	<u>\$ 27,500,498</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2

STATEMENT OF OPERATIONS

	GENERAL FUND	CAPITAL CAMPAIGN FUND	STUDENT AWARD FUND	ENDOWMENT FUND	12 MONTHS ENDED MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
REVENUES						
Grants						
Council on Post-Secondary Education	\$ 30,540,258	\$	\$	\$	\$ 30,540,258	\$ 23,993,685
Other Province of Manitoba	1,503,649				1,503,649	498,018
Government of Canada	334,725				334,725	488,397
Amortization of deferred contributions related to capital assets	602,901				602,901	349,156
Ancillary sales and services	1,788,910				1,788,910	1,515,262
Donations	270	53,903	158,299	100,000	312,472	409,877
Investment income	100,718	5,681	6,662		113,061	48,472
Contract training	1,114,013				1,114,013	1,202,528
Tuition and student fees	3,114,965				3,114,965	2,304,121
Other revenue	1,467,306				1,467,306	900,254
Gain on disposal of capital assets	1,254				1,254	
	<u>40,568,969</u>	<u>59,584</u>	<u>164,961</u>	<u>100,000</u>	<u>40,893,514</u>	<u>31,709,770</u>
EXPENSES						
Advertising and public relations	673,119				673,119	443,882
Amortization of capital assets	689,917				689,917	354,127
Bad debt	5,000				5,000	
Cost of goods sold	1,011,464				1,011,464	879,017
Facility costs	1,026,204				1,026,204	758,934
Furniture and minor equipment	1,630,335				1,630,335	1,094,063
Insurance	169,920				169,920	115,453
Interest on long term debt	42,609				42,609	
Library acquisitions	219,773				219,773	128,331
Loss on disposal of capital assets						1,454
Maintenance and repairs	234,164				234,164	125,068
Operational supplies and services	6,711,864				6,711,864	3,468,524
Property taxes	557,199				557,199	406,000
Rentals and leases	468,002				468,002	459,450
Salaries and employee benefits	25,636,822				25,636,822	18,590,665
Scholarships and bursaries			156,445		156,445	137,400
Telephone and communication	660,013				660,013	556,336
Travel	1,530,779				1,530,779	1,076,490
Utilities	220,746				220,746	101,912
	<u>41,487,930</u>		<u>156,445</u>		<u>41,644,375</u>	<u>28,697,106</u>
EXCESS REVENUES (EXPENSES)	<u>\$ (918,961)</u>	<u>\$ 59,584</u>	<u>\$ 8,516</u>	<u>\$ 100,000</u>	<u>\$ (750,861)</u>	<u>\$ 3,012,664</u>

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF CHANGES IN FUND BALANCES

STATEMENT 3

	GENERAL FUND	CAPITAL CAMPAIGN FUND	STUDENT AWARD FUND	ENDOWMENT FUND	TOTAL	
					MARCH 31, 2012	MARCH 31, 2011
FUND SURPLUS, <i>beginning of period</i>	\$ 7,078,655	\$ 487,314	\$ 144,925	\$ 452,600	\$ 8,163,494	\$ 5,150,830
EXCESS REVENUES (EXPENSES)	<u>(918,961)</u>	<u>59,584</u>	<u>8,516</u>	<u>100,000</u>	<u>(750,861)</u>	<u>3,012,664</u>
FUND SURPLUS, <i>end of period</i>	<u>\$ 6,159,694</u>	<u>\$ 546,898</u>	<u>\$ 153,441</u>	<u>\$ 552,600</u>	<u>\$ 7,412,633</u>	<u>\$ 8,163,494</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 4

STATEMENT OF CASH FLOWS

	12 MONTHS ENDED MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
CASH FLOWS FROM		
OPERATING ACTIVITIES		
Excess Revenues (Expenses)		
General Fund	\$ (918,961)	\$ 2,738,088
Capital Campaign Fund	59,584	137,511
Student Award Fund	8,516	37,065
Endowment Fund	<u>100,000</u>	<u>100,000</u>
	(750,861)	3,012,664
Add (deduct) items not affecting cash:		
Loss (gain) on disposal of capital assets	(1,254)	1,454
Amortization of capital assets	689,917	354,127
Amortization of deferred contributions related to capital assets	<u>(602,901)</u>	<u>(349,156)</u>
	(665,099)	3,019,089
Add (deduct) changes in non-cash working capital components related to operating activities:		
Accounts receivable	(341,119)	(62,408)
Inventory	1,080	(42,159)
Prepaid expenses	(67,370)	63,056
Accounts payable and accrued liabilities	303,008	482,021
Deferred revenue	1,131,727	228,904
Deferred contributions	(732,311)	15,356
Accrued vacation benefits	165,776	(62,155)
Accrued severance benefits	<u>223,844</u>	<u>(47,234)</u>
	<u>19,536</u>	<u>3,594,470</u>
FINANCING ACTIVITIES		
Deferred contributions related to capital assets	1,920,279	3,694,570
Advances of long term debt	<u>1,400,000</u>	<u> </u>
	<u>3,320,279</u>	<u>3,694,570</u>
INVESTING ACTIVITIES		
Increases in short term investments	(100,000)	(100,000)
Purchase of capital assets	(7,510,001)	(4,082,827)
Proceeds from disposal of capital assets	<u>3,260</u>	<u> </u>
	<u>(7,606,741)</u>	<u>(4,182,827)</u>
NET INCREASE (DECREASE) IN CASH FLOWS DURING THE PERIOD	(4,266,926)	3,106,213
CASH AND CASH EQUIVALENTS, <i>beginning of period</i>	<u>10,137,083</u>	<u>7,030,870</u>
CASH AND CASH EQUIVALENTS, <i>end of period</i>	<u>\$ 5,870,157</u>	<u>\$ 10,137,083</u>
Supplemental Cash Flow Information:		
Interest Received	\$ 116,881	\$ 42,645
Interest Paid	\$ 42,609	\$ -

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR 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 comparative figures as at March 31, 2011 for the nine month period then ended.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of UCN have been prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations. 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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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.

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, 2011 will require the presentation of the April 1, 2011 statement of financial position and restatement of the March 31, 2012 statement of financial position and statement of operations in accordance with PSA 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, accrued vacation benefits, and long term debt.

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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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 Long term debt

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. Long term debt approximates fair value as it was entered into near year end.

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

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) Cash and Cash Equivalents

Cash and cash equivalents consist of cash and short-term investments with maturity dates of less than 90 days.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f) Inventory

Inventory is recorded at the lower of cost or net realizable value. Cost of goods sold on the Statement of Operations includes inventory expensed during the period.

g) Capital Assets

Amortization of capitalized assets is recorded on a straight line basis, using the half year rule, commencing in the year of acquisition over the following periods:

Automotive equipment	5 years
Computer equipment	5 years
Other equipment	10 years
Buildings	40 years
Building Improvements	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.

Construction in progress is not amortized until construction is complete.

h) 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.

i) 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 amortized on a straight line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective annual actuarial gains or losses arise.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

3. CHANGE IN ACCOUNTING POLICY

During the year, UCN changed its accounting policy for the treatment of actuarial gains and losses with respect to its obligation for severance benefits. Previously, UCN recognized the actuarial gain or loss in the period the gains or losses arise. Actuarial gains and losses are now amortized on a straight line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective annual actuarial gains or losses arises.

UCN changed the policy to systematically recognize the actuarial gains or losses over the average remaining service life of the employees.

This change in accounting policy has been accounted for retroactively with no change to prior year net assets or accrued severance benefits.

4. ACCOUNTS RECEIVABLE

	2012	2011
<i>UCN Fund</i>		
Students	\$ 981,817	\$ 1,128,111
Contract Training	1,275,992	775,531
Due from Council on Post-Secondary Education (COPSE)	1,679,944	1,765,664
Other	<u>1,544,511</u>	<u>1,509,112</u>
	5,482,264	5,178,418
Less: Allowance for doubtful accounts	<u>(490,561)</u>	<u>(501,640)</u>
	<u>\$ 4,991,703</u>	<u>\$ 4,676,778</u>
<i>Inter-Universities Services Fund</i>		
Students	\$ 159,493	\$ 129,367
Other	<u>7,211</u>	<u>9,423</u>
	166,704	138,790
Less: Allowance for doubtful accounts	<u>(6,036)</u>	<u>(4,747)</u>
	<u>\$ 160,668</u>	<u>\$ 134,043</u>
<i>General Fund</i>	\$ 5,152,371	\$ 4,810,821
<i>Capital Campaign Fund</i>	1	455
<i>Student Award Fund</i>	<u>2,052</u>	<u>2,029</u>
	<u>\$ 5,154,424</u>	<u>\$ 4,813,305</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

5. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value 2012
<i>UCN Fund</i>			
Automotive equipment	\$ 883,714	\$ 641,065	\$ 242,649
Computer equipment	1,352,093	808,980	543,113
Other equipment	3,153,484	1,212,944	1,940,540
Buildings/improvements	4,801,916	403,675	4,398,241
Construction in progress	7,588,833		7,588,833
Land	446,067		446,067
Library holdings	714,161		714,161
	<u>\$ 18,940,268</u>	<u>\$ 3,066,664</u>	<u>\$ 15,873,604</u>
<i>Inter-Universities Services Fund</i>			
Automotive equipment	\$ 120,558	\$ 69,341	\$ 51,217
Computer equipment	60,174	58,934	1,240
Other equipment	40,686	24,710	15,976
	<u>\$ 221,418</u>	<u>\$ 152,985</u>	<u>\$ 68,433</u>
TOTALS FOR 2012	<u>\$ 19,161,686</u>	<u>\$ 3,219,649</u>	<u>\$ 15,942,037</u>
	Cost	Accumulated Amortization	Net Book Value 2011
<i>UCN Fund</i>			
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	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>
<i>Inter-Universities Services Fund</i>			
IUS Automotive Equipment	\$ 90,873	\$ 53,662	\$ 37,211
IUS Computer Equipment	60,174	53,971	6,203
IUS Miscellaneous	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>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

6. 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.

	2012	2011
Accrued vacation benefits	\$ <u>752,589</u>	\$ <u>752,589</u>
Accrued severance benefits	\$ <u>793,500</u>	\$ <u>793,500</u>

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2012	2011
<i>UCN Fund</i>		
Accrued liabilities	\$ 906,842	\$ 710,079
Wages and benefits payable	605,236	474,616
Trade accounts payable	1,542,409	1,589,553
Due to Student Associations	<u>16,691</u>	<u>19,872</u>
	\$ <u>3,071,178</u>	\$ <u>2,794,120</u>
<i>Inter-Universities Services Fund</i>		
Trade Accounts Payable	\$ <u>54,350</u>	\$ <u>28,400</u>
<i>General Fund</i>	3,125,528	2,822,520
<i>Student Award Fund</i>	<u>500</u>	<u>500</u>
	\$ <u>3,126,028</u>	\$ <u>2,823,020</u>

8. 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 Year	Increases	Decreases	End of Year
UCN Fund	\$ <u>3,187,168</u>	\$ <u>1,094,654</u>	\$ <u>1,826,965</u>	\$ <u>2,454,857</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

9. LONG TERM DEBT

	2012
Mortgage payable to the Province of Manitoba bearing interest at 3.75 %, due March 31, 2032, repayable in monthly blended instalments of \$8,300.	\$ 1,400,000
Less: Current portion	<u>47,923</u>
	<u>\$ 1,352,077</u>

Principal repayments in each of the next five years are estimated as follows:

2013	\$ 47,923
2014	49,752
2015	51,650
2016	53,620
2017	<u>55,666</u>
	<u>\$ 258,611</u>

10. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

	Beginning of Year	Increases	Decreases	End of Year
<i>UCN Fund</i>	\$ 7,603,297	\$ 1,890,594	\$ 579,652	\$ 8,914,239
<i>Inter-Universities Services Fund</i>	<u>61,999</u>	<u>29,685</u>	<u>23,249</u>	<u>68,435</u>
	<u>\$ 7,665,296</u>	<u>\$ 1,920,279</u>	<u>\$ 602,901</u>	<u>\$ 8,982,674</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

11. ACCRUED SEVERANCE BENEFITS

	2012	2011
<i>UCN Fund</i>		
Balance, beginning of period	\$ 1,636,568	\$ 1,689,810
Actuarial loss	560,808	
Benefits accrued	171,574	82,768
Interest on accrued benefits	142,829	82,378
Severance paid	<u>(103,529)</u>	<u>(218,388)</u>
Balance, end of period	\$ 2,408,250	\$ 1,636,568
Unamortized actuarial loss	<u>(560,808)</u>	
Severance liability	<u>\$ 1,847,442</u>	<u>\$ 1,636,568</u>
<i>Inter-Universities Services Fund</i>		
Balance, beginning of period	80,524	74,516
Actuarial loss	35,127	
Benefits accrued	5,453	2,375
Interest on accrued benefits	<u>7,517</u>	<u>3,633</u>
Balance, end of period	\$ 128,621	\$ 80,524
Unamortized actuarial loss	<u>(35,127)</u>	
Severance liability	<u>\$ 93,494</u>	<u>\$ 80,524</u>
	 <u>\$ 1,940,936</u>	 <u>\$ 1,717,092</u>

An actuarial valuation of the severance obligations as at December 31, 2010 was conducted by Ellement & Ellement Consulting Actuaries. The key actuarial assumptions were updated as at March 31, 2011 based on information provided by the actuary. The key actuarial assumptions were a rate of return of 6.5% (March 31, 2011 - 6.5%), 2.0% inflation (March 31, 2011 - 2.0%), salary rate increases of 2.75% (March 31, 2011 - 2.75%). The accrued benefit cost method with salary projection was used and the liabilities have been extrapolated to March 31, 2012 using the projection formula provided by the actuary. The expected effective date of the next actuarial valuation will be no later than March 31, 2014.

12. 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 year ending March 31, 2012 was \$1,186,394 (March 31, 2011 - \$928,047). 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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

13. 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:

2013	\$594,751
2014	132,730
2015	55,149
2016	62,002
2017	60,000

14. 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.

	Opening Balance	Increases	Decreases	Ending Balance
<i>UCN Fund</i>				
Fiscal Stabilization	\$ 2,573,507	\$ 1,106,475	\$	\$ 3,679,982
Programming Initiatives	<u>1,057,722</u>		<u>1,057,722</u>	
Total	<u>\$ 3,631,229</u>	<u>\$ 1,106,475</u>	<u>\$ 1,057,722</u>	<u>\$ 3,679,982</u>
<i>Inter-Universities Services Fund</i>				
Innovations Fund	\$ 1,150,277	\$ 145,140	\$	\$ 1,295,417
Conferences	50,000			50,000
Science Lab	<u>100,000</u>			<u>100,000</u>
Total	<u>1,300,277</u>	<u>145,140</u>		<u>1,445,417</u>
	<u>\$ 4,931,506</u>	<u>\$ 1,251,615</u>	<u>\$ 1,057,722</u>	<u>\$ 5,125,399</u>

15. 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 amount of \$1,026,204 (March 31, 2011 - \$758,934) 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, 2012 \$4.98 million (March 31, 2011 - \$9.2 million), included in both cash and cash equivalents and short-term investments, was invested with the Province of Manitoba.

16. 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:

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

16. RISK MANAGEMENT (continued)

	Carrying Amount	
	2012	2011
Financial assets held for trade;		
Cash and cash equivalents	\$ 5,870,157	\$ 10,137,083
Short-term investments	552,600	452,600
Loans and receivables:		
Accounts receivable	5,154,424	4,813,305
Due from Province of Manitoba - vacation and severance benefits	<u>1,546,089</u>	<u>1,546,089</u>
Totals	<u>\$ 13,123,270</u>	<u>\$ 16,949,077</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 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.

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 exposed to limited interest risk as all investments held are short-term in nature and are held by the Province of Manitoba and the long term debt is fixed rate.

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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

17. 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, 2012, 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.

18. INTER-FUND TRANSFERS

	Unrestricted		Internally Restricted		Student Award Fund	Endowment Fund
	UCN Fund	IUS Fund	UCN Fund	IUS Fund		
Fiscal Stabilization Innovations	\$ (48,753)	\$ (145,140)	\$ 48,753	\$ 145,140	\$	\$
March 31, 2012	\$ (48,753)	\$ (145,140)	\$ 48,753	\$ 145,140	\$	\$
March 31, 2011	\$ (1,542,139)	\$ (281,295)	\$ 1,542,139	\$ 281,295	\$	\$

19. 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. Upon transfer to the First Nation communities, a loss will be recorded for the deficiency between the funded amounts and the total amounts capitalized. As at March 31, 2012 \$7.4 million (March 31, 2011 - \$4.5 million) has been spent throughout the various Regional Centres.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

20. CONTINGENCIES

UCN is named as a defendant in litigations where legal action has commenced or is anticipated. While the ultimate outcomes of these proceedings cannot be predicted at this time, management and its legal counsel are of the opinion that, either the outcomes will not have a material effect on the financial position of UCN, or the outcomes are not determinable. No provision has been made in the financial statements in respect of these claims, as of March 31, 2012.

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF FINANCIAL POSITION - GENERAL

STATEMENT 1A

	UCN FUND	IUS FUND	MARCH 31, 2012	MARCH 31, 2011
ASSETS				
CURRENT				
Cash and cash equivalents	\$ 3,540,335	\$ 1,631,036	\$ 5,171,371	\$ 9,506,828
Accounts receivable (Note 4)	4,991,703	160,668	5,152,371	4,810,821
Due to/from other funds	110,058	(110,058)		
Due from Province of Manitoba (Note 6)	752,589		752,589	752,589
Inventory	217,620		217,620	218,700
Prepaid expenses	1,275,375	757	1,276,132	1,208,762
	<u>10,887,680</u>	<u>1,682,403</u>	<u>12,570,083</u>	<u>16,497,700</u>
LONG TERM				
Capital assets (Note 5)	15,873,604	68,433	15,942,037	9,123,959
Due from Province of Manitoba (Note 6)	788,490	5,010	793,500	793,500
	<u>16,662,094</u>	<u>73,443</u>	<u>16,735,537</u>	<u>9,917,459</u>
	<u>\$ 27,549,774</u>	<u>\$ 1,755,846</u>	<u>\$ 29,305,620</u>	<u>\$ 26,415,159</u>
LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities (Note 7)	\$ 3,071,178	\$ 54,350	\$ 3,125,528	\$ 2,822,520
Deferred revenue	2,727,094		2,727,094	1,595,367
Deferred contributions (Note 8)	2,454,857		2,454,857	3,187,168
Accrued vacations benefits	2,420,687	94,150	2,514,837	2,349,061
Current portion long term debt (Note 9)	47,923		47,923	
	<u>10,721,739</u>	<u>148,500</u>	<u>10,870,239</u>	<u>9,954,116</u>
LONG TERM				
Deferred contributions related to capital assets (Note 10)	8,914,239	68,435	8,982,674	7,665,296
Accrued severance benefits (Note 11)	1,847,442	93,494	1,940,936	1,717,092
Long term debt (Note 9)	1,352,077		1,352,077	
	<u>12,113,758</u>	<u>161,929</u>	<u>12,275,687</u>	<u>9,382,388</u>
FUND BALANCES				
NET ASSETS INVESTED IN CAPITAL ASSETS	5,562,625		5,562,625	1,458,665
NET ASSETS INTERNALLY RESTRICTED (Note 14)	3,679,982	1,445,417	5,125,399	4,931,506
UNRESTRICTED NET ASSETS	(4,528,330)		(4,528,330)	688,484
	<u>4,714,277</u>	<u>1,445,417</u>	<u>6,159,694</u>	<u>7,078,655</u>
	<u>\$ 27,549,774</u>	<u>\$ 1,755,846</u>	<u>\$ 29,305,620</u>	<u>\$ 26,415,159</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2A

STATEMENT OF OPERATIONS - GENERAL

	UCN FUND	IUS FUND	12 MONTHS ENDED, MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
REVENUES				
Grants				
Council on Post-Secondary Education	\$ 29,378,293	\$ 1,161,965	\$ 30,540,258	\$ 23,993,685
Other Province of Manitoba	1,503,649		1,503,649	498,018
Government of Canada	334,725		334,725	488,397
Amortization of deferred contributions				
related to capital assets	579,652	23,249	602,901	349,156
Ancillary sales and services	1,788,910		1,788,910	1,515,262
Donations	270		270	
Investment income	97,250	3,468	100,718	46,373
Contract training	1,114,013		1,114,013	1,202,528
Tuition and student fees	2,652,723	462,242	3,114,965	2,304,121
Other revenue	1,420,566	46,740	1,467,306	900,254
Gain on disposal of capital assets	1,254		1,254	
	<u>38,871,305</u>	<u>1,697,664</u>	<u>40,568,969</u>	<u>31,297,794</u>
EXPENSES				
Advertising and public relations	651,537	21,582	673,119	443,882
Amortization of capital assets	666,668	23,249	689,917	354,127
Bad debt		5,000	5,000	
Cost of goods sold	1,011,464		1,011,464	879,017
Facility costs	1,026,204		1,026,204	758,934
Furniture and minor equipment	1,576,479	53,856	1,630,335	1,094,063
Insurance	168,813	1,107	169,920	115,453
Interest on long term debt	42,609		42,609	
Library acquisitions	219,773		219,773	128,331
Loss on disposal of capital assets				1,454
Maintenance and repairs	223,748	10,416	234,164	125,068
Operational supplies and services	6,534,251	177,613	6,711,864	3,468,524
Property taxes	557,199		557,199	406,000
Rentals and leases	453,842	14,160	468,002	459,450
Salaries and employee benefits	24,519,655	1,117,167	25,636,822	18,590,665
Telephone and communication	649,828	10,185	660,013	556,336
Travel	1,412,590	118,189	1,530,779	1,076,490
Utilities	220,746		220,746	101,912
	<u>39,935,406</u>	<u>1,552,524</u>	<u>41,487,930</u>	<u>28,559,706</u>
EXCESS REVENUES (EXPENSES)	\$ (1,064,101)	\$ 145,140	\$ (918,961)	\$ 2,738,088

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF CHANGES IN FUND BALANCES - GENERAL

STATEMENT 3A

	UNRESTRICTED			INTERNALLY RESTRICTED			NET ASSETS INVESTED IN CAPITAL ASSETS	TOTAL	
	UCN FUND	IUS FUND	TOTAL	UCN FUND	IUS FUND	TOTAL		MARCH 31, 2012	MARCH 31, 2011
FUND SURPLUS, <i>beginning 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
EXCESS REVENUES (EXPENSES)	(1,064,101)	145,140	(918,961)					(918,961)	2,738,088
Amortization of capital assets	666,668	23,249	689,917				(689,917)		
Amortization of deferred contributions related to capital assets	(579,652)	(23,249)	(602,901)				602,901		
Purchase of capital assets	(7,480,316)	(29,685)	(7,510,001)				7,510,001		
Deferred contributions related to capital assets	1,890,594	29,685	1,920,279				(1,920,279)		
Disposal of capital assets	(1,254)		(1,254)				1,254		
Long term debt on capital assets	1,400,000		1,400,000				(1,400,000)		
INTER-FUND TRANSFERS (Note 18)	(48,753)	(145,140)	(193,893)	48,753	145,140	193,893			
FUND SURPLUS, <i>end of period</i>	\$ (4,528,330)	\$	\$ (4,528,330)	\$ 3,679,982	\$ 1,445,417	\$ 5,125,399	\$ 5,562,625	\$ 6,159,694	\$ 7,078,655

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 1

SCHEDULE OF OTHER GRANT REVENUE

(UNAUDITED)

	12 MONTHS ENDED MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
Province of Manitoba		
Representative Work Force - Aboriginal and Northern Affairs	\$ 20,000	\$
Adult Learning Centre - Manitoba Advanced Education and Literacy	424,770	289,768
Brandon University - BUNTEP	704,300	
Computer Based Learning System - Manitoba Competitive Training	104,607	73,203
Labour and Immigration	35,986	
Manitoba Hydro	104,876	58,060
Public Library Services	60,639	27,726
Red River Community College	8,471	
Summer Enrichment - Manitoba Education	40,000	49,261
	<u>\$ 1,503,649</u>	<u>\$ 498,018</u>

SCHEDULE 2

SCHEDULE OF ANCILLARY SALES AND SERVICES

(UNAUDITED)

	12 MONTHS ENDED MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
Bookstore	\$ 1,113,796	\$ 1,029,777
Cafeteria	282,968	236,427
Residence	392,146	249,058
	<u>\$ 1,788,910</u>	<u>\$ 1,515,262</u>

SCHEDULE 3

SCHEDULE OF TUITION AND STUDENT FEES

(UNAUDITED)

	12 MONTHS ENDED MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
Apprenticeship	\$ 883,834	\$ 460,009
Core-funded programs	1,701,683	1,499,394
Continuing Education	67,206	52,981
	<u>\$ 2,652,723</u>	<u>\$ 2,012,384</u>

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 4

STATEMENT OF UCN EXPENDITURES BY FUNCTION (UNAUDITED)

	SALARIES AND BENEFITS	OTHER	TOTAL	
			12 MONTHS ENDED MARCH 31, 2012	9 MONTHS ENDED MARCH 31, 2011
Academic	\$ 12,507,728	\$ 4,740,377	\$ 17,248,105	\$ 11,364,859
Administration	3,609,390	3,486,641	7,096,031	4,752,052
Ancillary Sales and Services	783,455	1,298,332	2,081,787	1,633,805
Continuing Education	153,030	13,075	166,105	98,472
Library	707,394	591,636	1,299,030	736,355
Contract Training	939,306	393,301	1,332,607	1,221,038
Insurance Claims		35,713	35,713	43,639
Information Technology	844,236	1,017,925	1,862,161	1,406,402
Plant	787,048	2,562,222	3,349,270	2,451,195
Program Support	<u>4,189,740</u>	<u>1,274,857</u>	<u>5,464,597</u>	<u>3,867,833</u>
	<u>\$ 24,521,327</u>	<u>\$ 15,414,079</u>	<u>\$ 39,935,406</u>	<u>\$ 27,575,650</u>

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THOMPSON CAMPUS

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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)

