

WWW.UCN.CA

The Pas Camus

7th and Charlebois
P.O. Box 3000
The Pas, Manitoba R9A 1M7
1.866.627.8500

Thompson Campus

55 UCN Drive
Thompson, Manitoba
Canada R8N 1L7
1.866.677.6450

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)



UNIVERSITY COLLEGE OF THE NORTH ANNUAL REPORT 2015-2016

UNIVERSITY COLLEGE OF THE NORTH

ANNUAL REPORT 2015-2016



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MESSAGE FROM THE PRESIDENT

UCN has celebrated many institutional successes over the 2015-16 year, including the creation of the Aboriginal Knowledge and Culture Division (AKCD), the expansion of the Mamawechtotan Centre on The Pas campus, the implementation and execution of the 2015-2020 Kiskinotahiwewin Strategic Plan, and the creation of the Preparation for Post-Secondary education program.

The AKCD is now well established from a perspective of awareness, identification and fulfillment of initiatives, collaboration with other UCN divisions and an understanding within UCN of the role and contacts with the division. The AKCD has provided leadership in the development and delivery of the cultural proficiency initiative, in the promotion and awareness of the Treaty Relations Commission (TRC) Calls to Action Report, in on-going coordination, support and guidance relating to UCN initiatives aligning with the TRC Calls to Action Report, in furthering capacity development in Cree language education, in strengthening the Tradition and Change and culture camp courses and in ensuring timely offerings of the Aboriginal Awareness orientation sessions.

The expansion of the Mamawechtotan Centre has been completed and the enhanced physical space has led to increased usage of the Centre and an increase in supports, services and student utilization, including participation in crafts and workshops and feasts.

As part of the implementation and execution of the Kiskinotahiwewin Strategic Plan, a Joint Implementation Team was initiated to identify a consultation process and approach. Twelve facilitators were identified from within UCN to coordinate the facilitated planning sessions. There were a total of 23 areas within UCN identified to participate in the facilitated planning sessions. Through these sessions, a total of 209 objectives were identified. An additional 52 objectives were identified in the Academic and Research 5-year Strategic Plan that is aligned with the UCN Strategic Plan.

During the 2015-2016 year, a committee consisting of faculty and administration was established to design the Preparation for Post-Secondary program. The program facilitates student participation through assessing any necessary upgrading required as identified in an individualized learning plan. The student then enters a post-secondary program. On-going student supports are provided as the student progresses through their post-secondary program. The availability of this skill building initiative, implemented as of September 2016, has been a collaborative effort of the Faculty of Education and the Faculty of Arts, Business and Science.

I want to take a moment to acknowledge the continued dedication and commitment of our staff. You are often the first point of contact for our students and act as institutional ambassadors. I am grateful to each one of you for supporting our students from enrolment to graduation!



*Konrad Jonasson
UCN President*

MESSAGE FROM GOVERNING COUNCIL CHAIR

We are pleased to submit this report that celebrates the continued growth and success of the University College of the North.

UCN is a unique educational institution with a governing structure that has a Council of Elders, a Learning Council and a Governing Council all working together to achieve good decisions. The Elders contribute their knowledge, wisdom and advice for all major policy and program decisions. Their guidance ensures that UCN is connected to the culture and traditions of the First Nation, Metis and Inuit people of the North.

We celebrated the tenth year as a university college providing quality education programs led by a dedicated faculty committed to the success of our students.

On behalf of the Governing Council, I want to thank all those who contribute to the success of UCN and the accomplishments of our students and graduates.



*Harvey Bostrom, Chair
Governing Council
University College of the North*

Just another day at the office.

Enroll now to begin your new future.
Classes begin this fall at The Pas campus.



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Management Technology**
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The advertisement features a background image of a person in winter gear riding a snowmobile through a snowy forest. The UCN logo is prominently displayed in the center. The text is arranged in a clean, professional layout with varying font weights and sizes to create a hierarchy of information.

ABOUT UNIVERSITY COLLEGE OF THE NORTH

UCN'S GOVERNING COUNCIL ENDS STATEMENTS ARE:

1. Knowledgeable, Empowered People and Communities
2. Respect for Diverse Northern and Aboriginal Cultures and Identities
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 Education Throughout the North

VISION STATEMENT



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

MISSION STATEMENT

The mission of University College of the North is to ensure Northern communities and people will have access to educational opportunities, knowledge and skills, while being 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, equality 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.

GOVERNING COUNCIL

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 UCN Learning Council, UCN Council of Elders, includes 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 2014-2015 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: Community Based Services, Kenanow Faculty of Education, UCN Awards Department, Research and Innovation, Enrolment Services, and the Career and Workplace Development Division. External Presentations included Mystery Lake School Division, Manitoba Metis Federation and the Northern Manitoba Sector Council.

COUNCIL OF ELDERS

The Council of Elders consist of no more than 17 voting members. 14 members are Elders representing the various communities that UCN serves, along with one representative from the Governing Council and one from the Learning Council. In November 2013, the Council of Elders included a student in their composition. The student is to be appointed from the Student Association Council and will alternate each year between the Thompson Campus and The Pas Campus.

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

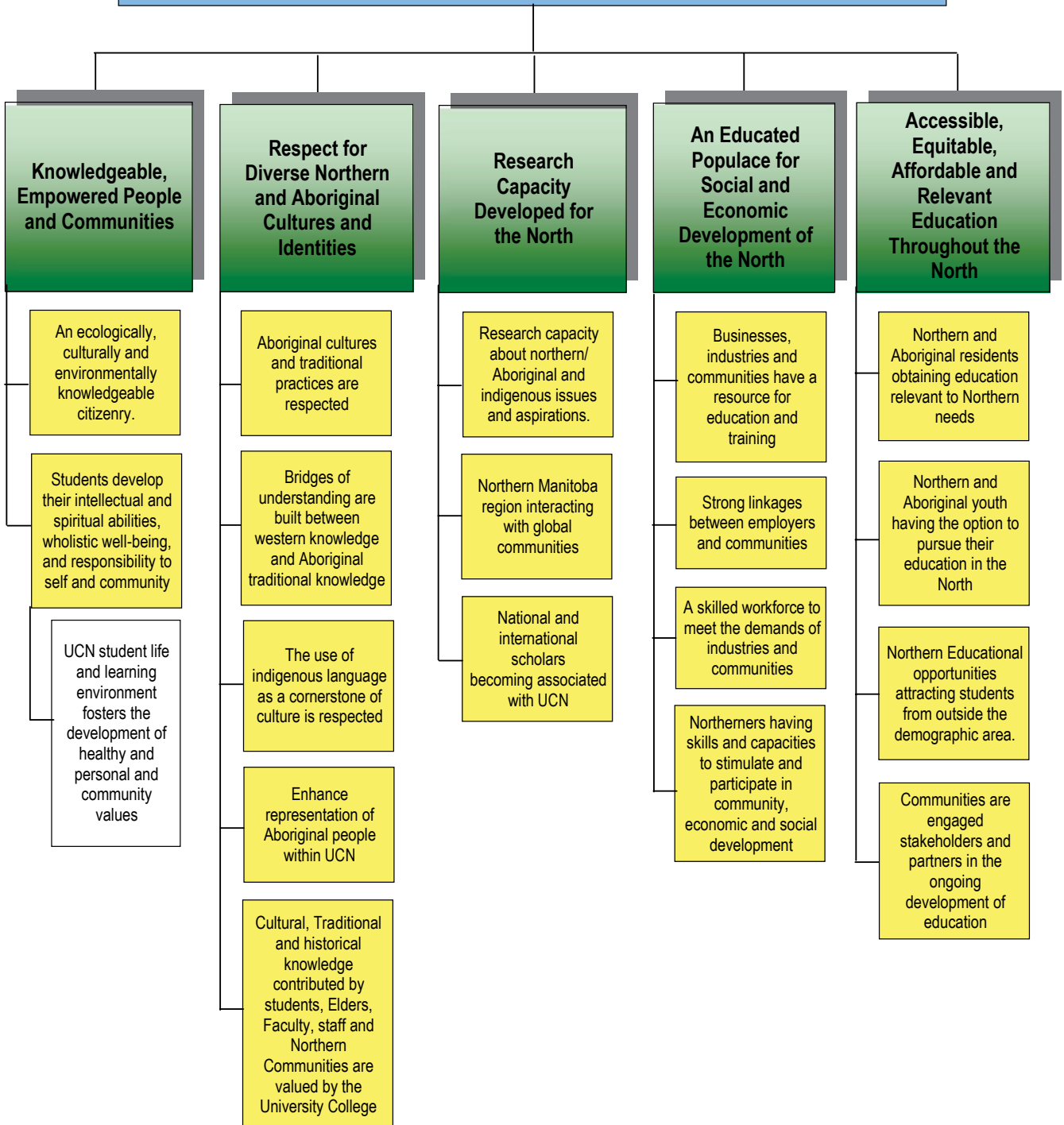
There are up to 32 voting members representing college and university faculty, academic administration, academic resources, academic services, students, and a member from Governing Council and the Council of Elders.

The Learning Council has eight standing committees which are; Awards, Academic Planning, Curriculum and Standards, Executive, Library, Research and Scholarship, Appeals, and Equity. All standing committees are comprised of UCN faculty, staff members, a Council of Elder member, and a student member 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 2014-2015 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 center of our institution.

UCN GOVERNING COUNCIL POLICY MANUAL

The mission of the University College of the North is to ensure northern communities and people will have access to educational opportunities, knowledge and skills, while being inclusive and respectful of diverse Northern and Aboriginal values and beliefs



GOVERNING COUNCIL

CHANCELLOR

Mr. Edwin Jebb

CHAIR

Mr. Harvey Bostrom

VICE-CHAIR

Mr. William (Bill) Schaffer

PRESIDENT AND VICE CHANCELLOR

Mr. Konrad Jonasson

COUNCIL MEMBERS

Appointed by Government

Ms. Bev Fontaine

Mr. Tom Goodman

Ms. Julyda Lagimodiere

Ms. Michelle Minish

Mr. Donald Nisbet

Mr. David Swanson

Mr. Alan McLaughlan

Appointed by University College of the North
Governing Council

Mr. William (Bill) Schaffer

Ms. Naomi (Dee) Chaboyer

Staff Representation

Dr. Selvin Peter - University Faculty

Mr. Borys Kruk - College Faculty

Mr. Grant Nemeth - Non-Faculty

Student Representation

Ms. Rachael Clarke - SAC Thompson

Ms. Jordis Abrahamson - SAC - (LGIC Student Appointment)

Mr. Ken Brandt (LGIC Student Appointment)

Council of Elders Representative

Elder Albert Tait

Learning Council Representative

Mr. David Williamson

UCN Tri-Council Executive Officer

Ms. Shelly Bulycz



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55 UCN Drive, Thompson, Manitoba

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LEARNING COUNCIL

CHANCELLOR

Mr. Edwin Jebb

CHAIR

Mr. David Williamson

VICE-CHAIR

Ms. Patty Klimchuk

PRESIDENT AND VICE CHANCELLOR

Mr. Konrad Jonasson

VICE-PRESIDENT, ACADEMIC AND RESEARCH

Dr. Dan Smith

VICE-PRESIDENT, COMMUNITY-BASED SERVICES

Ms. Donna Carriere

ASSOCIATE VICE-PRESIDENT, CAREER AND WORKFORCE DEVELOPMENT

Mr. Rob Penner

COUNCIL OF ELDERS REPRESENTATIVE

Elder Stella Neff (on leave)

Elder Martha Jonasson (Interim)

GOVERNING COUNCIL REPRESENTATIVE

Mr. William (Bill) Schaffer

DEANS

Ms. Vicki Zerán, Health

Dr. Stan Gardner, Library and Instructional Services

UNIVERSITY FACULTY

Mr. David Anderson

Ms. Faye Bartlett

Ms. Ann Barbour-Stevenson

Dr. Keith Hyde

Ms. Shauna Flett

Ms. Sharon McLeod

Dr. Greg Stott

Currently 3 Vacancies University Faculty

COLLEGE FACULTY

Ms. Barb Carlson

Ms. Laura Ayers

Ms. Kim Laycock

Mr. Jason Grandy

Ms. Andrea Robinson

Ms. Brenda Wasyluk, Health

Currently 2 Vacancies College Faculty

STUDENTS

Ms. Maraiah Bagg

EX-OFFICIO

Dr. Harvey Briggs, Dean of Arts, Business and Science

Mr. Roland Mislíng, Dean of Trades and Technology

Ms. Linda Melnick, Dean of Research and Innovation

Mr. Chris Reddy, VP Strategic Services and Development

UCN TRI-COUNCIL EXECUTIVE OFFICER

Ms. Shelly Bulycz

COUNCIL OF ELDERS

The Council of Elders is comprised of Elders from various communities throughout Northern Manitoba

COUNCIL OF ELDERS EXECUTIVE CHAIR

Elder Stella Neff, Misipawistik Cree Nation (Grand Rapids) - Currently on leave

VICE-CHAIR

Elder Martha Jonasson, Wabowden (Interim Chair)

EXECUTIVE MEMBERS

Elder Albert Tait, Norway House

Elder Nick Halcrow, Pimicikamak Cree Nation (Cross Lake)

Elder Mabel Bignell, Opaskwayak Cree Nation

TRI-COUNCIL REPRESENTATION

Governing Council Representative Don Nisbet

LEARNING COUNCIL REPRESENTATIVE

Mr. Dave Anderson

COUNCIL OF ELDERS MEMBERSHIP

Elder Theresa Bighetty, Mathias Colomb (Pukatawagan)

Elder Norma Leahy, Thompson

Elder Ernest Samatte, Opaskwayak Cree Nation

Elder Gilbert Streit North, Oxford House, MB

Elder Martha Spence, Split Lake

Elder Jimmy Hunter-Spence, Nelson House Cree Nation

UCN RESIDENT ELDERS

Elder Emma Gossfeld, Thompson Campus

Elder John Martin, The Pas Campus

UCN TRI-COUNCIL EXECUTIVE OFFICER

Ms. Shelly Bulycz





FINANCE AND RESOURCES

This section provides an overview of the financial results the University College of the North (UCN) achieved in the fiscal year ended March 31, 2016. Throughout this fiscal year, the university college continued to operate in a climate of economic, technological and environmental change while looking to improve fiscal responsibility and program offerings to our Northern and Aboriginal students. Our Mission, Vision and Strategic Plan continued to guide the allocation of financial, human resources, and capital resources and were the basis for budget decisions.

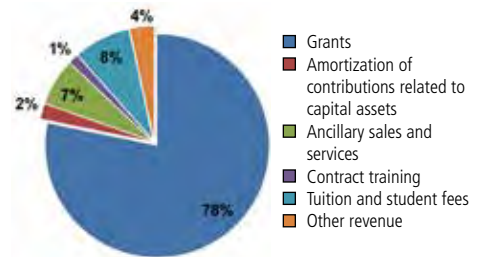
The total revenue for UCN General Fund is \$45.5 million for the fiscal year ended March 31, 2016. Total expenditures amounted to \$44.9 million, leaving an Excess of Revenues over Expenses amounting to \$.6 million. This surplus has been added to the university college's Unrestricted Net Asset balance. Grant revenue from the Province of Manitoba represents the university college's single largest source of revenue and plays a key role in the ability to fund the activities of the institution.

HUMAN RESOURCES / PAY AND BENEFITS

The Human Resources/Payroll team is responsible for the overall management, development, implementation and co-ordination of all human resource activities as well as the pay and benefits administration within UCN. Within this team is the Representative Workforce Coordinator role which 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 March 2016, Aboriginal employees represent 52.6% of the workforce at UCN. UCN has 47 faculty members who have declared Aboriginal descent, which represents 36.1% of all faculty. There are 134 non-faculty members who have declared Aboriginal descent, which represents 62.6% of all non-faculty members within UCN. Visible minorities represent 6.9% of the workforce at UCN; persons with disabilities represents 2% of the total workforce.

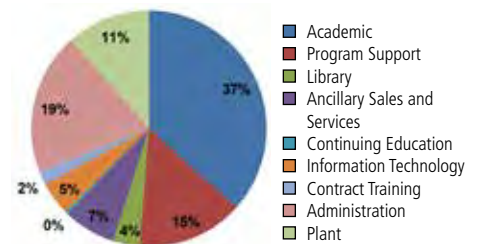
REVENUES UCN FUND 2015/16



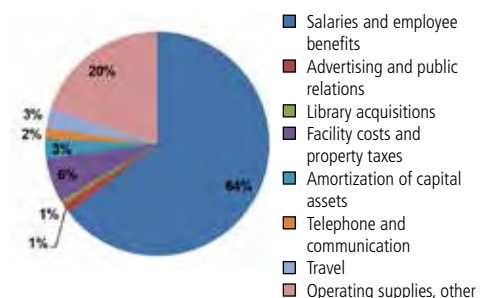
REVENUES BY SOURCE UCN FUND 2013/14 TO 2015/16



EXPENDITURES BY FUNCTION UCN FUND 2015/16



EXPENDITURES BY CATEGORY UCN FUND 2015/16





CAPITAL PROJECTS

The Pas has undergone major renovations, re-opening the new Mamawechetotan Centre (translation: Let's All Work Together to Help One Another) on January 11, 2016. The centre provides students a place to learn and practice traditional ways as well as a place to study and relax. Elders regularly visit the centre and provide traditional & northern teachings to students and staff.

The biology and chemistry labs at The Pas campus will also undergo major renovations this year. Both labs will be demolished, rebuilt and furnished with industry standard equipment and furniture to best meet the needs of our students and faculty.

The Thompson campus has a new sweat lodge that was built near the campus and the Burntwood River. The location was selected by Elders and provides opportunities for staff and students to participate in ceremonial activities year round. A new garage was constructed at the Thompson campus to meet the needs of storing equipment.

UCN capital projects ensure that there are teaching facilities available in order to meet our mandate. Capital projects also ensure that students have affordable housing and quality childcare. In partnership with Manitoba Housing, we are able to provide all 48 family housing units to students at a reduced rate; eliminating another barrier for students. We continue to work towards additional single student residences and family housing at both campuses with a long term goal of constructing 100 family and 100 single student units in both The Pas and Thompson.



INFORMATION TECHNOLOGY

The Information Technology (IT) Department was involved in many projects throughout 2015 and 2016. IT has continued to improve our Management Information System (MIS) this year. We are liaising with the vendors (Jenzebar). To kick start this process some of senior management attended the annual conference hosted by the vendor.

The IT department provided fiber optic connectivity to the family housing units in The Pas. This allowed IT to install security cameras at the housing units. IT also installed a new security system in the Thompson UCN apartments including cameras, door locks and access controllers.

Wireless links were installed to connect UCN Building at Severn Crescent, the Copper apartments and Polaris 6 buildings back to the main Thompson campus. This allowed the old fiber connection to the old campus to be decommissioned by Manitoba Hydro. IT was then able to remove and recover networking equipment from Polaris 4 and Polaris 5.

The IT department upgraded our print tracking software. This has been done across the institution to allow UCN to best allocate printing resources.

IT upgraded the wireless networks in both Severn Crescent and Polaris 6 in Thompson to use the same equipment that is currently in place at the Thompson campus.

IT continues to strive to allow staff access to functionality regardless of their physical location. In order to achieve this we are providing more services online. We are on the verge of rolling out a new service which will allow staff to place, monitor and approve purchase requisitions through our services website. We are also rolling out direct electronic payments which will allow UCN to directly deposit funds in employee and vendors accounts rather than having to send out a physical cheque. In the coming year we are hoping to roll out more services such as allowing staff to fill out and submit expense claim forms online. IT also migrated our learning management system Desire2Learn which was hosted on servers in The Pas to being hosted by Desire2Learn's cloud services.

IT personnel continues to be involved in discussions between Campus Manitoba and the post-secondary institutions of Manitoba regarding the creation of a formal course credit transfer system. We will continue to work with the IT departments of the other schools along with a third party

vendor to ensure our system information is loaded and updated automatically. This is a government initiative which is supposed to be up and running in 2016.

We added USB based audio and video equipment to a number of classrooms and meeting rooms to enhance the web conferencing capabilities in these rooms.

The Cisco TelePresence unit was removed in The Pas and the room was converted back to a meeting/classroom space with video, audio and web conferencing capabilities.

Our Town Hall meetings in the fall were conducted using the Zoom web conferencing platform, allowing more regional centre locations the option of joining the sessions.

We continued with the installation of audio processors in meeting rooms and classrooms to improve the audio quality during conferences.

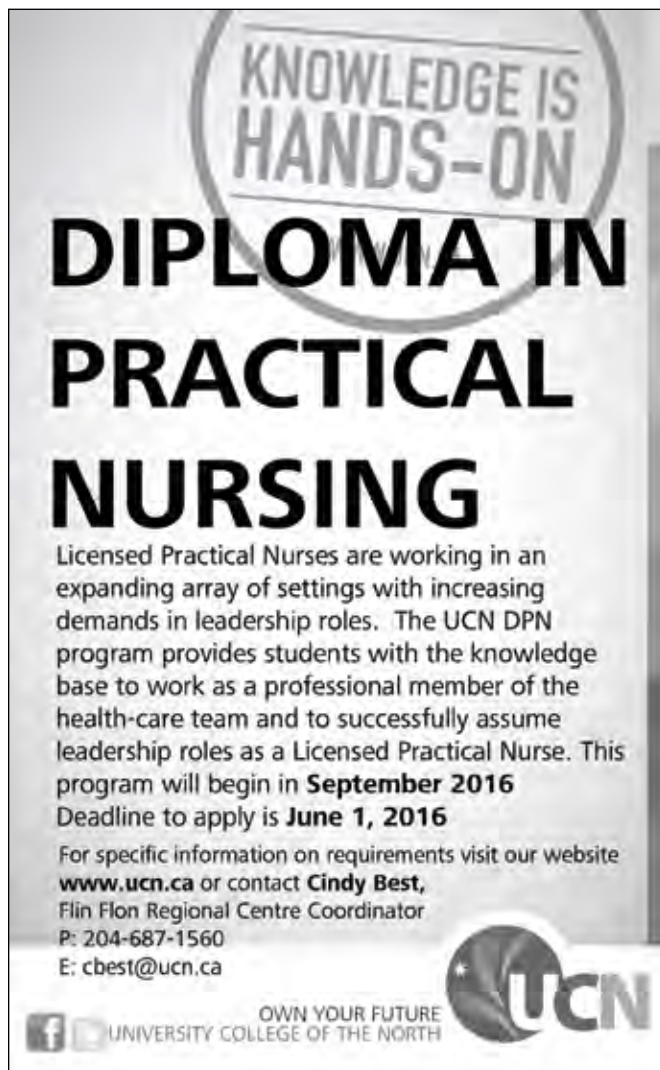


COMMUNICATIONS

Communications played a key role during the 2015-16 Academic year. Communications assisted in providing faculty and staff with the 2015-2020 Strategic Plan. Playing that pivotal role in the delivery of a key message to all was seen as a success. The department spent considerable effort on the further construction of a photographic library. Over the course of a week in May 2015, the department took several thousand pictures highlighting our locations and the students who occupy them. Communications, in its role of overseeing the UCN Website and its content, made many contacts with a number of areas to improve both the quantity and quality of that content.

The department also continued its efforts on target marketing of our regional centres. With special emphasis on nine of those locations within First Nations Communities.

The Communications department continues to operate with one full-time director, a full-time web portal administrator, a 0.5 administrative assistant, a 0.5 special events coordinator and 0.5 graphic artist.




KNOWLEDGE IS HANDS-ON

DIPLOMA IN PRACTICAL NURSING

Licensed Practical Nurses are working in an expanding array of settings with increasing demands in leadership roles. The UCN DPN program provides students with the knowledge base to work as a professional member of the health-care team and to successfully assume leadership roles as a Licensed Practical Nurse. This program will begin in **September 2016**. Deadline to apply is **June 1, 2016**.

For specific information on requirements visit our website www.ucn.ca or contact **Cindy Best**, Flin Flon Regional Centre Coordinator
P: 204-687-1560
E: cbest@ucn.ca

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APPLY YOUR KNOWLEDGE HERE.

Earn your Bachelor of Business Administration Degree in Norway House

PROJECT SUCCESS



A Bachelor of Business Administration (BBA) degree from UCN is designed to help students acquire important skills in the areas of management, organization, motivation and leadership. This 2+2 degree program reflects the mandate of UCN by incorporating Aboriginal and northern Manitoba perspectives in these subject areas. Students will learn how to apply decision making processes and to communicate effectively in public and private business enterprises.

Students can pursue career opportunities in the following areas: Sales, Banking, Insurance, Marketing, Human Resources, Finance and Accounting, Logistics and others. For more information, please contact:

Irvin Swanson, Manager
Norway House Regional Centre
P: 204-359-6296 ext. 2222
C: 204-359-5030
E: iswanson@ucn.ca

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ACADEMIC DIVISION

ACADEMIC AND RESEARCH DIVISION

Throughout 2015/16, the Academic and Research Division worked with faculty, staff and others to develop and implement UCN's Academic Plan 2015-2020, which was approved in December 2015. The Academic Plan 2015-2020 is aligned with kiskinohtahiwewin, UCN's Strategic Plan 2015-2020, and presents three pillars and 11 objectives:

Pillar 1: Wisdom, Truth, Honesty and Respect: Teaching, Research and Learning

- Ensure Relevance to Aboriginal and Northern Manitobans
- Strengthen Quality in all Courses and Programs
- Strengthen UCN's Research Culture
- Focus on Community and Industry Needs
- Improve Student Success

Pillar 2: Finding our Courage: UCN's Academic Organization

- Create Processes to Support Course and Program Oversight
- Ensure Effective Partnerships with Inter-Universities Services (IUS) and Community Based Services (CBS)
- Establish Equitable Experiences for all UCN Programming

Pillar 3: Sharing Love, Showing Humility: Supporting Academic Excellence

- Create a Planning Culture
- Establish a Division-wide Understanding of Workload
- Promote the Better Use of Technology in Teaching and Learning

Faculties and departments within the Academic and Research Division prepare and implement annual Academic Action Plans to contribute to realizing the Academic Plan 2015-2020. The alignment between the Academic Plan 2015-2020 and kiskinohtahiwewin helps to ensure that the Academic and Research Division is a significant contributor to achieving UCN's four strategic directions, "Northern and Aboriginal Culture," "Innovative and Responsive Education," "Trades and Industrial Skills," and helping UCN to be "Student Centred".

UCN's Academic Plan 2015-2020 helps to ensure that UCN: supports our students; reflects the north's Aboriginal culture; serves the social and economic needs of northern Manitoba; and, ultimately, helps to prepare UCN for whatever opportunities the future may bring.

Dan Smith, Ph.D.
Vice-President Academic & Research





FACULTY OF ARTS, BUSINESS AND SCIENCE

FACULTY HIGHLIGHTS

In 2015 the Faculty of Arts, Business and Science (FABS) continued developing its governance structure and processes of enhancing and strengthening its programming. To that end the History degree and the courses in Philosophy, added to the Faculty in 2014/15, were established as developmental priorities for the Faculty. A two-year hire to support the History degree is now underway, and the delivery of Philosophy courses has been bolstered by their inclusion in the 3-year rolling course plan provided by the Social Science area.

The Social Science degree (3 year and 4 year degree) launches in the fall of 2016. This degree replaces the former Sociology degree and is more tailored to the needs of students as well as being aligned with faculty specializations. Work will be ongoing with this degree in 2016/17.

The Science labs in The Pas are scheduled for complete renovation in the fall of 2016, with demolition of the current facilities taking place the summer of 2016. Along with this rebuild the labs will be re-equipped. In addition, Rakesh Patel was hired as Lab Technician in early 2016 and has quickly become an integral member of the Science program at UCN. The science program will be developing a major over the next year.

FABS has also become more involved in a strategy of integral planning with the other programs and divisions at UCN. UCN is moving toward a more effective enrolment and registration model. To this end much more coordinated program planning

is required, and FABS has committed to meeting the needs of this requirement. On an external level the Faculty has added another partner in a transfer arrangement. In 2016 the Faculty (led by Dr. Selvin Peter) negotiated an agreement with the Engineering program at the University of Manitoba to offer the first year courses necessary for students to articulate into year two of University of Manitoba's Engineering program. FABS also enhanced our relationship with the University of Winnipeg's Northern Social Work program and will continue to work with our partners to develop strong programming that fits the needs of northern Manitoba students in the coming years.

The Faculty continued the relationship with the Royal Bank of Canada (RBC) established by the Faculty of Business in 2013/14 relative to RBC's Aboriginal intern program. Alternating between cohorts in Thompson and The Pas, students from the Business Administration Diploma program have the opportunity to serve in internships with RBC. The Faculty engaged in discussions with the Northwest Company to develop a business training program for potential managers with the Northwest Company's employee complement. To this end the Faculty will extend its Bachelor of Business Administration program to Norway House as a means for supporting management development.

NOTABLE STAFF ACHIEVEMENTS

Dr. Sue Matheson served as Western Area Chair for the 2016 SouthWest PCA/ACA Conference in Albuquerque, New Mexico and the Western Area Chair for the 2015 Film & History Conference in Madison, Wisconsin. These activities

serve to expand UCN's international profile. UCN's academic journal, *The Quint*, also went international this year and our thanks to Dr. Matheson for her tireless efforts in establishing *The Quint* as the quality journal it has become.

Dr. Matheson also had numerous academic publications this year including the book *The Westerns and War Films of John Ford* which has been a phenomenal success and an Amazon bestseller. Dr. Selvin Peter presented his work, *Water and Waste Water Issues in three Northern Manitoba First Nation Communities* (funded via CREATE H2O, NSERC – University of Manitoba) at the Second Annual First Nation Water Rights Conference, University of Manitoba, Winnipeg, Manitoba.

RESEARCH AND CREATIVE WORKS

As of March 2016, one University Instructor, seven Professors in the FABS were undertaking a total of 47 research projects, an average of 5.9 projects per faculty member engaged in research. Note, however, that the number of research projects is not evenly distributed among faculty members, and ranges from a minimum of one project underway for a single faculty member, to a high of 33 projects for a single faculty member.

Of the 47 projects underway in the Faculty, two projects (4.3% of all research projects) have received external funding or are in the process of application for external funding. One other has received funding or in-kind support from UCN. The remaining 44 research projects (93.6%) either require no funding, or are funded by the faculty member him/herself.

Relationship of research to the northern and aboriginal context within which UCN operates FABS notes that research in a wide range of areas provides benefits and improves basic knowledge about society and the world around us. This research is important. It is further noted that, among universities and colleges in Manitoba, Canada, and beyond, research is a key activity in establishing, maintaining and enhancing a strong reputation for UCN. Research and publication provides UCN with the opportunity to enhance its local, national and international reputation. Given its unique position as providing a strong general education in business, the sciences and liberal arts, FABS is at the forefront of strengthening UCN's research reputation.



KENANOW FACULTY OF EDUCATION

PROGRAM UPDATES

KENANOW BACHELOR OF EDUCATION

The Kenanow Bachelor of Education offers both the two year after-degree and integrated degree programs on campus in The Pas and Thompson. Both programs involve preparing students to provide Aboriginal and Northern culture and place-based learning in public education at the middle years level (Grades 5 – 8). Programs continue to support opportunities to develop and demonstrate leadership by students and faculty members. The Faculty of Education continues to emphasize the establishment and strengthening of partnerships within the educational partners and community resources across the north.

In addition to our on-campus programs, together with UCN's Faculty of Arts, Business & Science, Kenanow offers an integrated B.Ed and undergraduate degree for certification at the middle years. Students do the majority of their course work in the community but complete at least a quarter of their practica sites outside the community for a more rounded experience. Each community arranges to have local Elders or traditions involved in cultural activities. A culture camp where students tie teaching methods and curriculum to land-based practices is a foundation of all community-based programs.

This year marked the completion of the B.Ed. Integrated Stream in Bunibonabee (Oxford House), Chemawawin (Easterville), Peguis and St. Theresa Point, with graduations held over the summer, 2016. Virtually all of the successful graduates will find employment in their communities.

Plans are already underway to begin new cohort programs in Cross Lake, Norway House, Grand Rapids and Split Lake in the fall, beginning with an Academic Prep for Post-Secondary Term with professional seminars in education.

The Kenanow program is also supporting UCN's Centre for Aboriginal Languages and Culture by providing funding to have the Certificate in Teaching Ininimowin assessed for credit into the B.Ed. program.

EARLY CHILDHOOD EDUCATION

The Early Childhood Education (ECE) Program on both campuses includes a Workplace Education program for those employed in ECE as well as Year I and II programs. Aboriginal teachings from Elders and local traditional teachers form the curricular foundation in many courses.

Students are also expected to participate in community outreach activities to enhance their studies. Examples of these include government-funded programs like Supper and a Book and Rec and Read. In The Pas, under a Literacy for Life grant, the Supper and a Book and Lunch and Literacy programs provide ECE students with opportunities to work with families in literacy development, themed crafts and storytelling. Under the Aboriginal Mentorship Program, Rec and Read is a research initiative with the University of Manitoba where ECE students mentor high school and community members on the importance of reading and recreation in developing a healthy lifestyle. It is also tied to developing diabetes awareness but the ECE program's primary role is in establishing community relationships and promoting reading and recreation.

In June, 2015 ECE hosted the Annual Child Care Educators conference. ECE educators from Red River College, Assiniboine Community College and l'Universitaire du St. Boniface attended and discussed common themes, challenges and goals in Early Childhood Education. UCN's use of Aboriginal teachings was very popular among the other institutions with the follow-up meeting in June, 2016 looking at initiatives to develop the use of Aboriginal perspectives.

The community-based ECE program in Norway House celebrated its graduation in June 2016 as part of the local post-secondary graduation ceremony with UCN and the Norway House Cree Nation. This ceremony celebrates UCN accomplishments as well as demonstrating how important community educational support and local culture are in the partnership between UCN and the communities.

After much preparation and collaboration, the Aboriginal and Northern Counselling Skills program began in The Pas in the fall 2015. Ten students will continue on in the fall 2016 with the hope of completion in 2017.

FACULTY DEPARTURES

The Kenanow family said fond farewells to two faculty members this spring. Jennifer Davis retired after five years with the program to spend time with her children and grandchildren. Jennifer was instrumental in the Cultural Proficiency and Land-Based Education partnerships with the School District of Mystery Lake. We also will miss the organizational skills of Krystle Robinson, who was our Field Placement Instructor in The Pas. Krystle's talents will now serve UCN's Career & Workforce Development Division.

RESEARCH, PUBLICATION, ARTISTIC AND COMMUNITY OUTREACH

Research and community service continue to be major priorities for the Kenanow faculty. Through the Manitoba Education Research Network in March 2016, initiatives between college and university programs and the community were presented to a larger northern audience. The ECE initiatives like Supper and a Book and Rec and Read, as well as examples of how to include Aboriginal teachings, crafts and ceremonies, were presented. The Keynote address, "People as Place," was provided by the Dean of UCN's Kenanow faculty of Education.

The Kenanow Bachelor of Education program's participation in the VOICE project (Vital Outcomes Indicators for Community Engagement) have also served to raise UCN's research profile. In addition to presentations at MERN, Kenanow faculty and staff have developed formal presentations and article submissions on Cultural Proficiency, Land-Based Education and Technology outlined below. Mile 20 near Thompson serves as a natural learning environment for Kenanow B.Ed. students and UCN faculty. Developed as a partnership between UCN and the School District of Mystery Lake, this initiative showcases intergenerational learning and land-based learning while also modelling principles of cultural proficiency. This year, Mile 20 hosted the first UCN senior administrators sessions in Cultural Proficiency.

Building from the lessons of Mile 20 Culture Camp, Kenanow students develop lessons in all four general subject areas (Math, Language Arts, Social Studies and Science) which use traditional and Aboriginal teachings, methods and materials to enhance a concept, often moving the classroom outside the conventional four walls and back into nature. Using the students as ambassadors for the program, these lessons have been presented at the Manitoba First Nations Education Resource Centre's 'Lighting the Fire' conference and, with Jennifer Davis, at the Canadian Society for Studies in Education Conference at the University of Calgary in May 2016. Jennifer Davis has also submitted articles on these topics for publication.

UCN has become a lead partner in activities aimed at developing Cultural Proficiency in the north. Working with the School District of Mystery Lake and Brandon University, UCN has helped research, document and tell the narrative of the ongoing journey of Cultural Proficiency in the Thompson

area. This work engages community and educational partners and is an example of how we can learn from struggle, misunderstanding, coming together to share stories and to regain understanding. This initiative has also been the topic of presentations and writings at MERN and the CSSE conferences.

In August 2015, David Anderson was recognized by the Seven Generations Education Institute with a doctorate in Indigenous Education. David also continued on his traditional journey in the Midiwewin lodge.

Under the pen name, David Yerex Williamson, Dean of the Kenanow Faculty of Education continues to contribute to the poetry community. His most recent work appeared in Aesthetica's 2016 International Creative Writing Anthology, based out of the United Kingdom and the Winnipeg Free Press's National Poetry Feature in April, 2016. He was also an apprentice in the Manitoba Writer's Guild Sheldon Oberman Mentorship Program under the guidance of Jonathan Ball.

The Kenanow Faculty of Education continues to celebrate partnerships with community and educational organizations and recognizes the challenges facing education in the north. As our current community-based programs conclude, we are already developing the delivery of new programs in our northern communities, developing stronger connections with the Faculty of Arts, Business and Science and looking for future faculty to keep the Kenanow model growing.



UCN ADULT LEARNING CENTRE

UCN Adult Learning Centre (UCN ALC) offered classes leading to a Manitoba High School Diploma or for the purpose of upgrading academic skills for employment or for admission to post-secondary programs.

In 2015/2016, classes were offered in three program locations: Thompson, The Pas, and York Factory First Nation. A variety of grade 9 to 12 courses were delivered. Day and evening classes were offered in Thompson and The Pas. The York Landing program concluded in June 2016, as scheduled. The site in The Pas was closed in June 2016.

IN THE 2015-2016 ACADEMIC YEAR, MATURE HIGH SCHOOL DIPLOMA PROGRAM/GENERAL STUDIES PROGRAM: THOMPSON & THE PAS

Thompson Campus

- 96 students participated with 23 students meeting the requirements for graduation and 48 students completing at least one course for credit.

The Pas Campus

- 60 students participated with 11 students meeting the requirements for graduation and 22 students completing at least one course for credit.

York Landing Campus

- 8 students participated with 3 students meeting the requirements for graduation and 6 students completing at least one course for credit.



FACULTY OF HEALTH

PROGRAMS

Joint Bachelor of Nursing (JBN)
Kanaci Otinawawosowin/Bachelor of Midwifery
Diploma in Practical Nursing (DPN)
Dental Assisting
Law Enforcement
Health Care Aide

HIGHLIGHTS

MARKETING

The Dean of Health and Vice-President, Academic and Research presented regarding Health programming to both the Council of Elders and the Governing Council.

The Health Faculty and students were very active over the year and attended career fairs with UCN's Recruitment Officer. Many of the instructors have attended professional conferences for professional development, networking and promotion of UCN programs. The Law Enforcement students hosted students for the Young Women's Conference in March 2016. They developed lesson plans and ran a full day of 'mini' Law Enforcement classes. The Career Explorations/Try-A-Trade event in April had a number of the Law Enforcement students providing information at a booth, engaging with young students and conducting demonstrations with the Fatal Vision education program.

COMMUNITY ENGAGEMENT

The Law Enforcement students continue to strengthen their relationship with community resources. In December 2015 they participated in a small group study where they interviewed a number of people from The Pas and Opaskwayak Cree Nation involved in justice work. They presented their research from the fields of Parole, Métis Youth Justice, and FASD Youth Work with Manitoba Justice.

Students also interviewed Elders and leaders in their home communities. A number of guest speakers came in to the class including Louis McGillivray from the Aboriginal Court Worker Program, Edwin Jebb - UCN Chancellor and Crown Attorney Todd Rambow, as well as a number of recruiters from RCMP, Manitoba Justice, Corrections and Youth Probations and the Calgary City Police.

The Faculty of Health instructors, together with students

from the Pas Nursing program and Law Enforcement, all participated in Career Trek this past year.

PARTNERSHIPS

Most of the Nursing faculty attended a week-long professional development opportunity at the University of Manitoba in May 2016. The agenda was specific to concept-based curriculum (new nursing curriculum) and strategies for NCLEX writer success.

In May 2016, the Law Enforcement class partnered with Frontier School Division's Extended Options Program, and participated in four days of mentoring and education for high school students. In Term 40, UCN students engaged in work placements with Manitoba Corrections, Government of Manitoba Protective Services, Manitoba Public Insurance Corporation Speedwatch, Town of The Pas, and the Manitoba Métis Federation Justice Re-Integration Program.

Representatives of the Northern Health Region and UCN continue to meet bi-annually to clarify issues, develop strategies, and establish action plans to ensure each organization continues to meet the human resource needs to deliver health care and to teach health care programs.

A partnership exists with Swan Valley School Division and Kelsey School Division to admit high school students as dual-credit to the annual Health Care Aide program.

In May 2016, in celebration of famed British nurse Florence Nightingale, Patti Marin, a Public Health nurse, provided Diabetes Education for the UCN community.

Several partnerships were established this past year to ensure JBN students had access to diverse clinical experiences: Manitoba Corrections, Cree Nation Tribal Health, and Opaskwayak Health Authority, operating under the Beatrice Wilson Health Centre.

PROGRAMMING

Thirteen students completed the first year of the midwifery program.

With implementation of the new Law Enforcement curriculum, Term 40 consisted of curriculum focused on certifications, experiential learning and career explorations.

The extra term allowed for some course content such as an FASD workshop, the opportunity to attend the residential school exhibit "We Were Taught Differently", and to attend a number of Emergency Services presentations. Students were able to achieve a credit in Restorative Justice as well as complete their Manitoba Security Guard Training Course. We hope to build a larger co-op component into Term 40 to further prepare our students for employment. The Law Enforcement instructors have expanded the Winnipeg student tour to include the Manitoba Museum for Human Rights and Canadian Border Services.

The Joint Baccalaureate Nursing Faculty continue to collaborate with the College of Nursing at the University of Manitoba to develop and implement the revised nursing curriculum. Year three of the new curriculum will commence September 2016.

The Swan River Diploma in Practical Nursing program celebrated the accomplishments of their 8 students eligible to graduate from the program in July 2016 and who are anticipated to write the Canadian Practical Nurse Registration Examination (CPNRE) in September 2016. A pinning ceremony was held June 30, 2016 in Swan River. A new cohort of 20 students will begin the program in Swan River in September 2016. Plans are under way to deliver a one-time only offering of the DPN program in Flin Flon with an intake of 12 students in the 2016/17 academic year. The Flin Flon offering is contingent upon UCN being able to recruit qualified instructors to deliver the program courses.

The Health Care Aide program is delivered annually by distance delivery (Adobe Connect) to various sites in northern Manitoba. This program is highly regarded and continues to be requested on a frequent basis. The January 2016 distance program was delivered to the communities of The Pas, Thompson and Swan River. The January 2017 program confirmed sites are Swan River, Thompson, Norway House and The Pas. There is interest from God's River as potentially coming in as a site. The program is also available in communities on a contract basis, although the inability to recruit qualified instructors for short term employment (i.e. under 7 months) has resulted in several contracts being cancelled.

The Dental Assisting faculty participated in a full external program review and received a full seven year accreditation.

STAFF ACHIEVEMENTS

Congratulations to Noreen Wallwin for completion of her Masters of Nursing degree and Vicki Zeran for completion of her PhD in nursing. Tammy Butler and Michelle LeGall-Vandepoele have both completed the first year of their graduate program. Cheryl Brischuk and Susan Barbeau continue with their Certificate in Adult Education program.

STUDENT ACHIEVEMENTS

Students of the Joint Baccalaureate Nursing (JBN) program continue their membership with the Canadian Student Nursing Association, and were active with the UCN Nursing Student Association (NSA). The Pas NSA was very active with community events such as Mamawechetotan food drive, collecting toy donations for The Pas Action Centre before Christmas and providing presentations at Friendship Centre. They also requested condom dispensers be installed at UCN to promote healthy lifestyle.

The Thompson chapter of the NSA has become very active as well, with community events such as: Operation Red Nose Driving teams during the Christmas break; Relay for Life (Cancer Research Community Action); Walk for Women (Postpartum Depression Awareness), Nurses Week BBQ held at the Northern Region Health Authority; invited by Harm Reduction Strategy to volunteer at an initiative; volunteered for the UCN 2016 Graduation Party.

Several JBN students attended the 2016 Canadian Nursing Student Association National Conference in Sault Ste. Marie.

Congratulations to student Michelle Mossip from Thompson, as she was awarded the College of Registered Nurses of Manitoba's Medal of Excellence.

The Dental Assisting students provided oral health education to middle and high school classes, St. Paul's Residence staff and the UCN Day Care toddlers, parents and staff in The Pas.

FACULTY OF TRADES AND TECHNOLOGY

PROGRAM

Automotive Technician
Basic Electrical
Carpentry/Woodworking
Culinary Arts
Facilities Technician
Heavy Duty Mechanic
Industrial Welding

HIGHLIGHTS MARKETING

Trades and Technology Programs were advertised in the media to increase enrollments. The 2016 Career Explorations (Try-A-Trade) venue was also used to promote programming. The Welding staff took the Virtual Welder to the 2016 Career Explorations, where this technology was showcased by UCN students to promote the Industrial Welding Program.

PROGRAM ACCREDITATION

The Carpentry/Woodworking Program had its facility audit renewed through Apprenticeship Manitoba. Industrial Welding at The Pas campus was audited by Canadian Welding Bureau and was renewed as a CWB test centre. It is the only CWB test centre in Manitoba north of the Interlake.

All Trades and Technology trades shops at The Pas campus received a facelift this past year. Complete cleaning took place and the shop areas were painted. The welding booths have undergone a complete restructuring by removing asbestos paneling following proper asbestos abatement procedures and replacing with steel paneling and new lighting.

COMMUNITY ENGAGEMENT

Trades and Technology faculty from the Carpentry and Industrial Welding Programs partnered with Career Trek staff to offer opportunities to participants; the Young Women's Conference and the Skilled Trades Showcase were hosted by UCN Career & Workforce Development in partnership with Skills Canada Manitoba; and trades programs and shop demonstrations were made available by the Trades and Technology faculty.

Instructor Curtis Kerr from the Carpentry/Woodworking Program provided an opportunity for Kelsey Community School students in The Pas to build birdhouses in the spring.

PARTNERSHIPS

Programs within the Faculty of Trades and Technology participated with Frontier School Division's Expanded Options Programs in October and in June. June saw approximately 15 students participate in Welding and Automotive Technician over a 3-week delivery period.

Swan Valley School Division, Kelsey School Division and Frontier School Division partnerships continue to grow as high school dual credit offerings become a day-to-day reality from high school to vocational programs.

CN Electrical Apprenticeship continues to prosper with three cohorts of students completing various levels of training. This past year marked the first group of Level 4 Apprentices write the Red Seal Qualification Examination. All Students were successful. The MITT partnership for delivery of two levels of Millwright Apprenticeship continues to be a feeder for Levels 3 and 4 offered in The Pas.

The partnership with Northern Manitoba Construction Trades Training, Northern Sector Council and UCN for a Level 2 Industrial Electrical Apprenticeship and a Level 2 Millwright Apprenticeship continues, with these students expected to complete their in school training in the 2016-17 academic year.



Riley Ross was hired to deliver the Basic Electrical Program in Norway House under Community Based Services offerings. Adam Anderson was hired to deliver the Small Motor Repair Course in Cross Lake under Community Based Services offerings.

Al Steiner was hired to complete the practical plumbing training of Facilities Technician in Oxford House and Norway House under Community Based Services offerings.

STAFF ACHIEVEMENTS

Automotive Technician Instructor Arnie Paskaruk accompanied high school students and Electrical Apprenticeship Instructor Jerry Boyes accompanied the Basic Electrical students to take part in the Skills Manitoba Competition held in Winnipeg in April 2016.

Dean of Trades & Technology Roland Misling attended the Red Seal Occupational Standards (RSOS) meeting in Ottawa in March. The Dean is an RSOS member and participated in discussions regarding revisions to the Millwright Trade Curriculum nationwide, and also attended the National Deans of Apprenticeship and Technology Council meetings in May.

APPRENTICESHIP TRAINING

UCN provides Apprenticeship Training in three Apprenticeship trades:

- All levels of Carpentry are delivered in Thompson under the expertise of Instructor Murray Oman.
- All levels of Millwright Training are offered in The Pas under the expertise of instructors Michael Williamson, Emile Paradis, and Elmer Sinclair.
- All levels of Industrial Electrical Apprenticeship are offered in The Pas under the expertise of instructors Tim Williams, Bruce Kellington and Jerry Boyes.
- All levels of Industrial Electrical Apprenticeship offered at CN Transcona Shops in Winnipeg are delivered under the expertise of instructor Tony Grift.

Approximately 236+ apprentices were enrolled in the three trades areas through 2015-16.

LIBRARY SERVICES

UCN's Library network encompasses two campus libraries located in the Pas and Thompson, three public libraries located in Norway House, Easterville and Pukatawagan and a departmental library in the Swan River Health Centre. Over 140,000 students and other library patrons used UCN's libraries in The Pas, Thompson, Norway House, Chemawawin (Easterville) and Pukatawagan through 2015/16. UCN's mission statement – "to ensure Northern communities and people will have access to educational opportunities, knowledge and skills, while being inclusive and respectful of diverse Northern and Aboriginal values and beliefs" – is at the core of UCN's partnerships with First Nation communities to develop, maintain, and operate Public Libraries in their communities.

A highlight of the year was the "Supper and a Book" and "Lunch and Literacy" programs held on The Pas campus. For the fourth consecutive year, UCN successfully applied for grant funding from the Winnipeg Foundation to support these programs. These projects involved library staff, Early Childhood Education (ECE) faculty, UCN students and their extended families. The students and their families came and had a meal, then spent the afternoon or evening in the library where the ECE students read stories to the younger children. Librarians worked with the ECE students on how to select books to read, storytelling skills, and how to get the young children involved in the story. There were 8 sessions over the course of the year, averaging 30 attendees per session.

COLLECTION DEVELOPMENT

By the end of the 2015/16 academic year, UCN's collection comprised approximately 183,500 e-books (accessible through online databases), 76,000 print volumes, and 8,500 media materials (i.e. DVDs, streaming video titles, maps, kits and all other non-print items).

UCN moved to Evergreen, an open source library automation system, in September 2013. Because it is hosted by the Sitka British Columbia Library Cooperative, it is generally called "Sitka". Sitka/Evergreen provides strong technical and administrative support, and the system continues to yield significant cost savings to UCN.

ELECTRONIC RESOURCES

UCN's website is the gateway to all electronic resources, including streaming videos, e-books, research tools (e.g. LibGuides), online courses, and electronic reserves. Specific to LibGuides, this is an easy-to-use Content Management System used by many thousands of libraries worldwide. Librarians use it to create documents and share information by creating online Guides on any topic, subject or course. UCN Library staff have been working with faculty to encourage their uptake and use of LibGuides.

UCN subscribes to approximately 70 databases, comprising about half the Library materials budget. A major advantage of electronic resources is that they are accessible from anywhere internet is available. Buying subscriptions to e-book databases is advantageous to UCN because those materials are available via internet at all UCN sites, not just the communities where libraries are physically housed. The major disadvantage is that UCN is not purchasing the information, but only access to that information.

CIRCULATION FIGURES

Circulation figures are a traditional measure of usage in libraries. Numbers presented here compare usage of facilities in The Pas, Thompson, Easterville and Norway House from 2014/15 to 2015/16.

Most of the use at the Swan River Health Centre occurs in-house, so circulation figures are not referenced here.

CIRCULATION TOTALS				
	The Pas	Thompson	Easterville	Norway House
2014/15	4864	1436	3342	2212
2015/16	5152	2189	3489	1776

While the circulation of materials will fluctuate due to changes in library hours, staffing, and electronic usage there is still a strong demand for physical materials.

The library at The Pas campus offers large format printer services which continue to be in high demand by community members requesting posters and banners, classes designing and printing their own posters, by faculty and staff, and by other community organizations. A large format printer is now also available at the Thompson Campus.

SERVICES PROVIDED BY UCN'S LIBRARIES

THE PAS CAMPUS

Many in-class and in-person training sessions were provided to students and to faculty at both campuses and at several of UCN's regional centres through 2015/16. This training is reflective of the additional electronic databases and electronic links that have been added as Library resources.

At The Pas campus, many different Library services were offered to faculty through the 2015/16 academic year. The Librarian contacted faculty about setting up Reserves per semester, and ordering new material for their classes and research. A new ordering system was implemented that generates lists from a library materials supplier for ordering new material. The Librarian would first consult with faculty about ordering relevant new material from these lists by subject, topic or department for their specific needs. With this information, customized lists were created for each faculty member, reflecting their interests and needs. Every two weeks from February-June 2016, these lists were e-mailed to the appropriate faculty and the faculty members would then request items to be ordered. Following establishment of this new customized method of ordering, improvements were made to the notification system for new materials. Faculty now receive notifications when newly requested material is available in the Library.

Tours, as well as catalogue and database training sessions were held for faculty. Faculty also requested that tours, training and workshop sessions be provided to their students. Training sessions for students covered requested materials, services, topics, databases and research skills. Monthly 'spotlights' set up through the academic year featured a range of materials focusing on a particular faculty, topic or event. The Librarian helped to organize and assist the various events—examples include a yoga demonstration, culinary arts cooking demonstration, story time, etc. During 2014/15 an Academic Library Book Review Award was created, and this continued through 2015/16. Book reviews were displayed in the Library throughout the year.

THOMPSON CAMPUS

Although the Library had relocated to the new Thompson campus in 2014, much organization, planning and physical labour still remained to make the new library accessible, orderly and inviting while maintaining the same quality service. Faculty, students and an ever-increasing stream of community patrons have expressed many positive

comments about the larger space, addition of more computer workstations, designated areas within the library for quiet study and overall aesthetics that have resulted in a much more pleasant learning experience for everyone.

Faculty and students were oriented to the electronic resources and given tours of the library upon request. Research was conducted in consultation with faculty in the search for resources that would complement the programs offered in Thompson, and a concerted effort was made to weed the collection prior to and after the move. The addition of items donated from faculty offices and departments as well as duplicate items received from The Pas Campus Library was also a time-consuming job. Interlibrary loans were heavily used during the year, with many requests made to both Manitoba and Canada-wide libraries for resources not held within the UCN libraries. The full-time day/evening clerk split shift position was divided into two part-time positions in the hopes of attracting more permanent employees.

Over the past year, the library has attracted a much larger number of visitors than in the past, particularly in the community patron category. As the library continues to grow and change, it will take an expanded role as a learning and collaborative research centre at UCN as well as a respected and professional asset to the Thompson community.

UNIVERSITY COLLEGE OF THE NORTH/CHEMAWAWIN PUBLIC LIBRARY

The UCN/Chemawawin Public Library serves students/staff of UCN and also the community at large. Daily focus during the academic year is on the students, and during the summer holidays, the focus is on children and community. The community patrons and children are welcome all year, as the Library is open evenings.

The Library employs one full-time Librarian as well as one part-time assistant. During 2015/16, the Library Board was comprised of representatives/staff from UCN (including the UCN Chemawawin Regional Centre), Chemawawin Cree Nation and Chemawawin Cree Nation School, the Librarian, as well as youth, community and education representatives.

During the academic year the library assists staff and students of both UCN and Chemawawin School, as well as member of the community, with the following:

- Checkouts/discharging of materials
- Locating materials
- Inter-library loans
- Issuing library cards
- Computer use
- Set-up and use of various audiovisual equipment
- Notifying patron of overdues and late fees
- Printing
- Internet research
- Holds
- Searches
- Rules
- Keeping patrons up to date on new materials or changes to the library
- Keeping advertisement TV up to date with news from the library, the school, and the community

Many new changes to the Library were introduced as the year progressed. For example, before the hiring of the assistant clerk, evening hours were limited. The addition of the assistant clerk allowed the Library to consistently be open in the evening as well as on Sundays. Numbers of community members using the Library were low, so a new rule was introduced for evenings: children 14 and under are to be accompanied by a parent when coming to the Library during the evenings and weekends. Due to the Library's location in the school, this rule did not apply during school hours.

Adult community members and overall community patrons increased slightly through 2015/16. DVDs remained the most popular items to borrow, but an increase in avid readers who would sign out a few books at a time was also noticed. Parents began stopping in at the Library during school hours to either use the computers or to check out what the Library had to offer. There was a small increase in young adults who were not attending school, which began to be reflected in the numbers of daytime community patrons. Community members are now increasingly recognizing that rather than being a school library only, the Library is also for use by community members, even during school hours.

A school reading program was introduced with elementary classes, which has greatly increased borrowing numbers. Some of the older classes are now beginning to take part. Classes come in once a week to pick out books which they exchange with one another in their classrooms. Classes sign

out anywhere from 20 to 40 books per exchange. The Library tries to work closely with the teachers so that the students pick out books that are within their reading skill level. It has worked well with getting more children interested in reading because the Library provides a variety of titles which appeal to their interests.

A suggestion box was introduced for patrons to suggest items that they would like to see in the Library. This has been doing fairly well with regular patrons, and materials of interest are being brought in. By the end of the 2015/16 academic year, the collection comprised approximately 10,900 books and 600 other media items.

As a result of receiving calls from the public about books they no longer want, the Library started a community book swap program. Patron can come in to drop off books, which are then kept in a separate section from the catalogued collection. Patrons who find a book in the community swap are welcome to have it for as long as they like. The Library encourages a "take one, leave one" approach.

In a few short years, Chemawawin School Library has successfully transitioned to become the UCN/Chemawawin Public Library. Community interest and use has been steadily increasing.

UNIVERSITY COLLEGE OF THE NORTH/NORWAY HOUSE PUBLIC LIBRARY

This Library is a joint venture between UCN and Norway House Cree Nation. Service is provided to students/staff of UCN as well as to the community at large. During the academic year, the daily focus is on the students and during the summer holidays, the focus is on the children and the community. The community patrons and children are welcome all year. Equal services are provided to everyone entering the library. The library has grown to include a Community Librarian as well as two part-time Library clerks. During 2015/16 the Library Board was comprised of representatives of UCN including the UCN Regional Centre and from Norway House Cree Nation, as well as the Community Librarian.

ACADEMIC SCHOOL YEAR (SEPTEMBER – JUNE)

During the school year, Library staff members assisted UCN students and staff in a number of ways:

- Checkouts/discharging of materials
- Locating material (DVDs, books reference, Internet)
- Accepting or picking-up community book donations
- Inter-library loan service
- Issuing community library cards
- Services including laminating, printing, scanning
- Assisting instructors with various equipment
- Implementing sign-in sheets for computers and equipment
- Notifying patron of overdue items and late fees
- Informing patrons of library changes
- Offering a Northern Writers Reading series (monthly)
- Invigilating exams form other colleges/universities
- Providing new instructor resources
- Creating a new books display
- Ordering magazine subscriptions
- Conducting Internet research
- Placing holds for student/patron
- Implementing time limits for computers
- Issuing UCN student cards
- Introducing children’s programming (craft days/nights, movie night, sunshine club)
- Establishing rules of the library
- Assisting patrons with disabilities
- Updating library information
- Providing directions (locate classes)
- Administering CAAT tests
- Assisting students/patrons with resume writing and cover letters
- Writing classes for student/staff/patrons (weekly)
- Implementing monthly newsletter
- Providing community bulletin board (PowerPoint presentation on smart TV outside library)
- Promoting and assisting students/staff/patrons with Universal Class

SUMMER (JULY-AUGUST)

During the summer months, library staff concentrated on the children community. Children aged 10 and over were allowed to be in the library during summer holidays without adult supervision.

ELECTRONIC RESOURCES

The entire library community in Norway House has access to a tremendous number of resources because of the partnership with UCN. While the databases are only available to people physically visiting the library (with the exception of UCN students, who can access these resources off-site), it still provides resources not available to their small public library communities.

COLLECTION DEVELOPMENT

Through 2015-16, the Library added 532 books and 63 other media. The Library now has approximately 9,026 books and 999 other media items.

UNIVERSITY COLLEGE OF THE NORTH/PUKATAWAGAN PUBLIC LIBRARY

The Grand Opening of the Library was held in March 2016, and new patrons have come through the doors practically every day since then. The Library is providing extensive support to both educators and community members as they look to make use of the wealth of information now available to them in pursuing new skills. Some of the areas the Library has been focusing on are:

- Scheduling times for each classroom
- Specific times and areas for those prepping for exams or doing research
- Creating visual motivation to help individuals connect self-esteem in the learning environment
- Proving instructional material to educators

CENTRE FOR ABORIGINAL LANGUAGES AND CULTURE

CERTIFICATE IN TEACHING ININIMOWIN PROGRAM

The Certificate in Teaching Ininimowin program (CIIT) is a 10-month certificate program offered one week every month during the academic year, with Cree as the medium of instruction. The program prepares fluent Cree-certified teachers to teach Cree in schools, or community teachers who are interested in teaching Cree in schools. Students learn the structure of Ininimowin, second language methodologies, teaching strategies, and how to develop curriculum and to plan community-based programs that are relevant to their communities. Participants have an opportunity to apply the teaching and learning strategies in their classrooms at the end of each course.

The program is offered in partnership with the UCN Community Based Services (CBS) Division, a First Nation community and the Centre for Aboriginal Languages and Culture (CALC). The community hosting the program provides classroom space and accommodation for instructors. CBS provides administrative support services, while CALC is responsible for the academic content and ensuring instructional staff meet academic standards.

In the fall 2016 the CIIT will be offered at Opaskwayak Cree Nation, with an anticipated enrolment of 15 students from various First Nations communities.

ACADEMIC PROGRAMMING DEVELOPMENT

Discussions are ongoing with UCN's Kenanow Faculty of Education on two initiatives: 1) developing the CIIT as an academic program; and, 2) development of an Education post-baccalaureate program for teaching Cree. Locally the post-baccalaureate program is responding to the professional needs and for salary classification purposes of certified teachers teaching Cree in northern Manitoba. In the bigger picture both of these initiatives respond to the Truth and Reconciliation Commission's Call to Action for "post-secondary institutions to create university and college degree and diploma programs in Aboriginal languages."

CREE LANGUAGE LEXICON PROJECT

The Cree Language Lexicon project publication is on hold for budgetary reasons.

KINANAW LEARNING MODEL INITIATIVE IN PROGRESS

Over the past two years, CALC has taken significant steps towards finalizing the Kinanaw Learning Model support guide intended for faculty and other personnel wishing to implement the Kinanaw Learning model into their programs. The guide provides perspectives and approaches to teaching and learning to support Indigenous students and increase awareness and knowledge among non-Indigenous students. All who wish to use the guide will benefit from a deeper understanding of the history and purpose of the Kinanaw Learning model. The support guide is a work in progress and the content will be updated and/or changed in the future as required. A workshop on how to use the guide is planned for fall 2016 with the Faculty of Education.

MANITOBA ABORIGINAL LANGUAGES STRATEGY

CALC has been a very active working partner with the Manitoba Aboriginal Language Strategy (MALS) Elders and MALS partners (Manitoba First Nations Education Resource Centre, Aboriginal Education Directorate, and the Aboriginal Languages of Manitoba) through 2015/16, completing the work plans identified in September 2014. Some of our activities entailed amalgamating the four working teams into two for a more efficient flow of information to complete projects; supporting Seven Oaks School Division in their quest to offer Aboriginal immersion programs; supporting court challenge activities for constitutional recognition of Aboriginal languages; and developing a proposal for MALS funding to the National Indian Brotherhood Trust Fund. The proposal was not successful, but another proposal submission is planned for November 2016 that will include a budget to house and staff MALS for future activities in maintaining and reviving Aboriginal languages in Manitoba.

CALC collaborated with MALS, the MALS Elders, and Aboriginal Education Directorate in giving a presentation on the past, present and future of MALS at the Aboriginal Languages of Manitoba Conference, Honoring Our Languages in March 2016.



RESEARCH PROJECT AND PARTNERSHIPS

The *Mite Achimowin* health was a digital story research project partnering with a number of universities including UCN. The CALC was involved in this digital storytelling project that was completed over the course of a week in February 2016 at the University of Winnipeg. The project enabled seven First Nations women to give voice to their heart illnesses through video storytelling. All the women were fluent Aboriginal language speakers from northern Manitoba. Each recorded a 3-5 minute video of their lives and their health experience of mite (heart) using language, music, video and photographs. The video will be used as a teaching tool by health practitioners, medical personnel and other organizations working in the health field.

The UCN and MALS are identified partners for the University of Winnipeg research proposal "Naynowak Iskwewak: Empowering Women" through an Indigenous Language Project. This important research project will address the disruption of traditional Cree knowledge transfer between generations and the subsequent intergenerational language loss, and "othering" of the Cree language in a Cree community.

CALC continues to partner with School District of Mystery Lake and Frontier School Division in offering Ininimowin professional development that supports Ininimowin initiatives in northern schools and communities.

COMMUNITY PARTNERSHIP ACHIEVEMENT

CALC is a member of the Opaskwayak Education Authority Cree Language Immersion Program committee, and contributed to the development of the Cree Language Declaration. The declaration was signed by the Chief and Council at a community celebration in April 2016. This important document will guide all Opaskwayak Cree Nation's future language initiatives including educating all OCN children in Nenowewin (Cree language).

CAREER AND WORKFORCE DEVELOPMENT DIVISION

Career and Workforce Development (CWD) encompasses the Faculty of Trades and Technology, the Northern Manitoba Mining Academy, and the Industrial Skills and Trades Training Centre. It also interacts with each of the other faculties within UCN, as workforce development aligns with many education and training initiatives within UCN. Through aligning these resources with northern workforce needs, CWD seeks to ensure that:

Students at all levels will:

- Have clear roadmaps taking them from their current levels of education to successful preparation for work, college, university, or apprenticeships;
- See UCN as a conduit enabling students to progress along their respective road maps.

Employers, both small and large, will:

- Have a ready source of high quality employees at all levels of qualification from entry level to skilled to journeyperson to professional;
- Have a recognized clearinghouse where their needs are heard and reacted to, especially in times when change is accelerating.

Communities, both small and large, Aboriginal and non-Aboriginal, will:

- Reap the benefits of good paying jobs that translate into citizens that give back to their respective communities;
- Have tax bases rooted on industries, small and large, that are viable because a highly skilled workforce is present and continuously being produced.

DIVISIONAL HIGHLIGHTS FOR CAREER AND WORKFORCE DEVELOPMENT

During the 2015/16 year, CWD was instrumental in implementing workforce development-related programming including, but not limited to, Line Cook and more sections of Culinary Arts, Small Motor Repair, Water and Wastewater Operator Training and safety-related courses, as well as increased access to apprenticeship training in communities.

In addition to programming, CWD was involved in career-awareness activities, often involving youth of the north. During this year, these included Career Trek, Young Women's Conference, Northern Skills Showcase, Extended Options Program, Engaged Learners, and other hands-on learning activities. All of these were intended to expose middle years and secondary school students to the many career opportunities and educational pathways that exist in northern Manitoba and beyond.

CWD is staffed with two full-time positions, namely, the Associate Vice-President of CWD and the Director of CWD. In addition, a Co-op Coordinator was hired and began work in July 2016. This Coordinator will be responsible for developing more work-integrated-learning opportunities for students at UCN in a range of academic disciplines.

None of these activities would be possible without the participation of many partners including northern industries, Manitoba's post-secondary education institutions, the school divisions and districts of northern Manitoba, sector councils, other career and workforce development oriented organizations, and provincial and municipal governments.

NORTHERN MANITOBA MINING ACADEMY

The Northern Manitoba Mining Academy (NMMA) is a unique partnership providing innovative and responsive solutions for the creation of knowledgeable, skilled, and sustainable workforces, and a vibrant mineral-resource industry. From its base of operations in Flin Flon, Manitoba, the NMMA develops and implements strategic training initiatives for new hires, skill enhancement for those currently employed, and research activities to strengthen the social, economic, and environmental benefits of a robust mining sector. With career-focused training, industry-focused solutions, and resource-focused research, the NMMA is adjacent to one of the largest mines in northern Manitoba, and also to UCN's Regional Centre in Flin Flon. This provides the NMMA with direct access to industry expertise, complemented by the classroom space at the Regional Centre. The NMMA facility is equipped with mineral sample preparation equipment, petrographic microscopes, a wet laboratory, and a ThoroughTec Cybermine underground mining simulator. Activities are also conducted outside of the Flin Flon area as the NMMA works with clients throughout northern Manitoba and surrounding provinces and territories.

HIGHLIGHTS FOR THE NMMA

One of the primary highlights for the NMMA is the work it does to grow the workforces of the future. This focuses on students at the middle and secondary levels as the NMMA introduces them, through a variety of activities, to the jobs and careers within the mining industry, in particular, and industries of the north, in general. More than 1,300 of these students participated in hands-on activities, tours, job-shadowing, short courses, and other events through 2015/16. Numerous partners were involved in these activities including northern school divisions and districts, Career Trek, Skills Canada Manitoba, the Northern Technical Vocational Consortium, and the Northern Manitoba Sector Council (NMSC).

The NMMA also provided training in Wilderness Safety and other short-duration courses. Two highlights for this year were the forestry camp conducted during the summer of 2015, and the increase in safety-related programming.

With respect to the summer camp, NMMA, in partnership with Manitoba Forestry Branch and the NMSC, was able to conduct the camp at the Egg Lake facility south of Cranberry Portage, Manitoba, for one week in August. Sixteen students from surrounding communities interacted with

industry representatives and toured work facilities while also participating in team building and cultural activities at the camp. Special thanks go out to Career Trek and Opaskwayak Cree Nation for their roles in making this camp a success.

Regarding the increase in safety-related training, NMMA, in partnership with Manitoba Heavy Construction Association, trained more than 250 students in courses such as Fall Arrest, Confined Space, Flag Person, Ground Trenching, and a host of other courses. This is an area that continues to grow for the NMMA, and such partnerships are proving fruitful.

NMMA was fortunate to secure a full-time Administrative Officer, Ms. Elizabeth Andres, in the spring of 2015. Through Ms. Andres' energy and ideas, many more outreach, engagement, and training opportunities were capitalized on during this year, and the noticeable increase in participant numbers from the previous year bear witness to this.

In addition to a full-time Administrative Officer, the NMMA has partnered with Brandon University (BU) to share a faculty member, Dr. Paul Alexandre. Dr. Alexandre will split his time between Brandon's Geology Department and the NMMA thereby cementing the relationship between NMMA and BU. While Dr. Alexandre just started in the spring of 2016, the intent is that this position will increase the amount of research-related activity in the future at the NMMA.

STUDENT DEVELOPMENT DIVISION & REGISTRAR

Student Development Division & Registrar provide diverse services to support the needs of UCN's students. These services include providing guidance on enrolment processes, scheduling, academic advising, counselling, financial aid and awards, assessment, tutoring, recruitment, recreation, and residence and housing. Departmental staff meet regularly to address issues and provide a forum to problem-solve.

STUDENT DEVELOPMENT DIVISION

Two days of orientation activities for new and returning students were held immediately before classes began in the fall 2015. Each faculty participated in these two days, with attendance being mandatory for all students. Time management, budget management and study skills sessions are incorporated into orientation to ensure the information reaches as many students as possible. As well, Enrolment Services provided required information on registration processes and important dates throughout the academic year. To set the tone for school spirit, fun activities were incorporated into the Welcome Back schedule. These activities were designed such that the students were introduced to staff and could become familiar with where to find each service.

To reinforce and maintain the momentum gained during orientation, a resource fair was held in the latter part of October on The Pas Campus as an opportunity for students to get acquainted with the many resources available in the community. This event involved over 28 participating organizations connecting in informal and inviting ways with the students and staff.

Student engagement is a strong component of retention. Recognizing this, various activities were organized throughout the year including a Christmas Meal, Hot Chocolate Bar, Valentine Cupcakes, and UCN's own Trappers Daze as a precursor to The Pas Trappers Festival in mid-February. This event drew in UCN community members including faculty, staff and students as well as members from the larger community.

As part of recruitment, an Open House was held at Thompson Campus in the early spring 2016. Parents and their high school graduates were invited to explore what UCN can offer. As part of a recruitment strategy, UCN offered a draw (open to high school students only) for a year's free tuition. Another yearly event that draws community attention is the

Career Explorations/Try-A-Trade event in April. The 2016 event was held in The Pas, drawing in surrounding schools as well. Recruitment efforts continue with regular visits to the northern schools. The school visits also provide a means to open lines of communication with community members, thereby fostering engagement.

ENROLMENT SERVICES

Continued review and training with the Jenzabar student support system provides improved information, resulting in greater student support. Through improving the reports using data from Jenzabar, more accurate reporting can be achieved with respect to admission, registration and advising. A Jenzabar trainer provided on-site training to Enrolment Services Advisors and Academic Advisors in March 2016. As well, the On-Line Registration Team including Enrolment Services, Finance, Information Technology and Communications met with the Jenzabar trainer, resulting in identifying a clearer path forward to make online registration a reality for 2017.

A decision was made in 2015 to renew the license agreement with Celcat scheduling software. It was found this software works much better with both university and college programs, accommodating those short-term courses. Administrative personnel received on-site training not only for scheduling academic courses but also booking rooms for internal and external meetings as requested. Through 2015-16 further targeted training was provided to staff via remote training sessions to mitigate the risk of only having one administrator familiar with the software.

Financial Aid and Awards Programming continues to expand its impact on students. Strong marketing and advertising of available awards resulted in greater numbers of students applying for various awards and bursaries. UCN was successful in awarding all its available awards. Donors have renewed their scholarship funds, ensuring their awards will continue to assist UCN students.

The Academic Advisor and Enrolment Service Advisor Procedure Manuals are continually updated to ensure improved level of student support services.

RESEARCH & INNOVATION

UCN has three academic units within the Department of Research & Innovation which provide key services for faculty, staff and students to support teaching, learning and research at UCN:

Office of Research & Innovation
Instructional Services
Curriculum and Quality Assurance

OFFICE OF RESEARCH & INNOVATION

Support of excellence in research is facilitated collaboratively between the UCN Office of Research & Innovation, Learning Council Research & Scholarship Committee, UCN Research Ethics Board (REB) and UCN Animal Care Committee under the direction of the Vice-President, Academic and Research and Dean of Research & Innovation. Highlights from 2015-16 follow below.

STRATEGIC PLANNING

The UCN 2015-20 Strategic Plan identifies applied and participatory research as a focus for UCN to pursue during the period of the plan. A planning session held June 30, 2016 resulted in a framework for guiding targeted activities and an applied research pilot project through the 2016/17 academic year.

RESEARCH PARTNERSHIPS

UCN faculty were involved as academic collaborators on two major research projects, Vital Outcome Indicators for Community Engagement (VOICE) and CREATE H2O, continued their work through 2015/16. The focus of VOICE is success for children and youth living in northern communities and regions in Manitoba. Success includes improved educational outcomes, development of workplace skills, increased engagement in community leadership and activities, retention of culture and language, more effective youth success programs, and increased career opportunities for youth in these communities. The CREATE H2O program for water and sanitation security is designed to address research science and training gaps that are preventing effective, culturally appropriate investments in water and sanitation security on First Nations reserves. It is the first science-engineering research training program in Canada that combines technical water and wastewater management training with Indigenous theory, law and methodological skills training.

UCN collaborated with the University of Manitoba Northern Social Work Program to host the Northern Manitoba Research Forum on November 27, 2015 at the Ma-Mow-We-Tak Friendship Centre in Thompson. Approximately 40 people representing diverse institutions and organizations across the north attended. A wide range of areas of potential research collaboration were discussed, including housing instability, youth, violence against women and girls, capacity building, Aboriginal languages and the creation of a virtual northern research centre.

UCN hosted the Manitoba Education Research Network (MERN) Northern Forum on March 11, 2016. UCN faculty were among those presenting recently-completed studies, research in progress, or work done in partnership with other individuals, groups or communities that strengthen teaching and learning, support career and workforce development and deepen northern contributions to the fields of education, social science, and other fields of interest.

SUPPORT FOR ETHICAL RESEARCH WITH HUMAN PARTICIPANTS AND TEACHING ACTIVITIES INVOLVING ANIMALS

UCN's Research Ethics Board (REB) introduced a new requirement effective September 1, 2015 that all ethics applications submitted by researchers must also include a certificate showing their completion of the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS2)* online tutorial.

UCN has been indirectly certified with Brandon University for the use of animals in teaching and research since early 2012. In 2016, UCN began the process to become directly certified under the Canadian Council on Animal Care, and be granted its own Certificate of Good Animal Practice.

As in previous years, first-year Natural Resource Management Program students completed online animal user training through the University of Manitoba through the summer of 2015. Completion of the training is a prerequisite for participating in the Fall Camp Practicum in their second year.

Members of UCN's Animal Care Committee met with UCN's Council of Elders on April 14, 2016 at The Pas campus. Committee members shared the purpose of UCN's Animal Care Committee with the Elders, and asked for

their perspectives and guidance relative to any part of the committee's mandate as well as how practices relating to respectful treatment of animals, both living and dead, might be developed more broadly across UCN.

SUPPORT FOR UCN RESEARCHERS

UCN received a Research Support Fund grant totaling \$80,994 for 2015/16. This federally-funded grant is designed to help postsecondary institutions offset the overhead costs of supporting research activity. The grant was used to make a range of targeted investments in the following areas (one example is given for each):

- Research Facilities – contract work to upgrade the science labs in The Pas (e.g. fume hood testing; installation of LED light system and ALERT system; Designated Substances Survey for the chemistry lab)
- Research Resources – campus-wide SPSS analytical software license
- Management and Administration – hiring students to provide administrative assistance for projects undertaken by federally-funded researchers
- Regulatory and Certification – costs for Natural Resources Management Technology students to complete animal care training
- Knowledge Transfer and IP – room rental, travel and other costs associated with the Northern Manitoba Research Network Forum November 27, 2015 in Thompson

The Research & Scholarship Committee launched a competition for \$29,500 in UCN seed funding to support research and scholarly activity. The call for proposals invited all faculty, non-teaching staff and UCN Elders to apply for seed funding to support new projects in academic research, applied research, social innovation research or research-creation. Funding was awarded to support 3 projects by UCN faculty: 'Embedding FUN Friends in Initial Educator Training'; 'The influences of industry on woodland caribou decline through apparent competition in Northern Manitoba and West-Central Alberta'; 'Youth Homelessness: Including the voices of youth who are homeless or at risk of becoming homeless in northern Manitoba'.

Two half-day training sessions were presented during UCaN days on September 3, 2015. The first focused on essential information including UCN research policies, research ethics

and humane use of animals in teaching and research, and signing authority for research contracts. The second session went into research ethics in more detail, including preparing ethics applications for Research Ethics Board review.

COMMUNITY OUTREACH AND PARTNERSHIPS

As in previous years, UCN partnered with Skills Canada Manitoba in hosting the Young Women's Conference and Trades and Technology Showcase events in spring of 2016. These events, both hosted at The Pas Campus, introduced Grade 8 female and male students to a range of career areas. Students toured UCN's trades' areas and participated in hands-on activities in welding, carpentry, millwright, electrical, automotive, geology, natural resources management technology and law enforcement.

UCN continued serving on the advisory committee for the North Central Canada Centre for the Arts and Environment (NCCCAE). The vision for the centre includes taking a leading role in Canada's northern arts and culture, and engaging in sound Aboriginal and non-Aboriginal exploration of arts and culture, while promoting this knowledge on national and international levels. As part of this, the NCCCAE aims to become a centre of academic excellence for the arts and environment in north central Canada by drawing dedicated professionals and students, while stimulating economic diversification and investment in the region.

INSTRUCTIONAL SERVICES

Instructional Services focuses on supporting UCN's faculty, staff and students with the technology-mediated courses which include video-conferenced and web-based courses, learning management system and associated technologies and support activities. The primary focus is to create a vibrant, engaged community of learners, and to provide services and tools that foster excellence and innovation in academics. Work towards building a supportive academic environment continued on a variety of fronts in 2015-16, namely, in areas of teaching and learning supports, development of online quality standards, distance education / learning technologies and faculty professional development.

DISTANCE EDUCATION / LEARNING TECHNOLOGIES

The Learning Technologies / Distance Education unit continues to support UCN's core mission by providing educational assistance and tools to faculty members and students with respect to educational technologies. The growing demand for distributed and technology-mediated programs and courses at UCN has resulted in an expansion of distance and technology-mediated services. Staffing within this area now consists of a Learning Technologies Specialist, two Learning Technologies Supervisors (one in The Pas and one in Thompson), and 6 Learning Technologies Facilitators (LTFs) located in The Pas, Thompson and Norway House. IS staff continues to provide a variety of essential services, including technology-mediated course connections, classroom supports, faculty orientations and trainings, online course design and andragogical consultations, and promotion of innovative educational technologies and software. The overall focus has been to support more effective interdepartmental collaborations and communications with respect to the role of technology in the post-secondary community.

Faculty access to expanded technologies in course design and delivery has prompted experimental projects focused on the development and use of digital learning objects, integration of interactive formative assessment activities into Desire 2 Learn (D2L) course shells, and the provision of targeted tutorial services to better predict and meet student needs

in distance and technology-mediated classes. Preliminary feedback from students and Faculty has been positive and will continue with targeted projects this coming year.

Delivery of courses through learning technologies, or the use of technology-mediated instruction to enrich face-to-face classroom learning, continues to rely on specialized student and faculty support in order to run seamlessly. Under the direction of an LTS and Learning Technology Supervisors, the LTF's continue to provide ongoing, regular learning technologies support to students and faculty in the classroom in both UCN main campuses, and at Norway House Regional Centre, as well as increased access to Swan Valley Regional Centre students. These facilitators provide both basic on-the-spot technical support, as well as referral to more specialized technical help when required. The role of Facilitators was expanded last year to include more presence-based services and supports such as classroom management, instructor assistance with class engagement through discussion or other study formats, and assistance with Desire2Learn (D2L) course shell management and personalizations. Facilitators also continued to provide general educational assistance to faculty, especially critical in multi-point distributed learning situations where students are at multiple sites, and the faculty member is at one site. Facilitation at the remaining UCN Regional Centres is provided by Regional Centre staff as required.



The number of technology-mediated courses at UCN has remained consistently high this past year, with continued discussions around targeted growth within the Academic Development department. Future growth will be predicated upon the need to provide reliable, quality services to faculty, students and staff. It is critical that UCN provide accessible, relevant and andragogically appropriate academic supports in order for UCN members to have the knowledge, skills and abilities to be successful in using those educational technologies. UCN delivered over 130 technology-mediated courses in 2015-16, and all UCN courses included a connection to our online learning management system, D2L, in a 'blended' model of course delivery.

Technology-mediated courses offered in 2015-16 at UCN were delivered using three primary delivery platforms: Video-conferencing, Adobe Connect and D2L. Can8 Language technology supported the delivery of UCN's Cree language classes. Teleconferencing/VOIP continue to be used as a secondary backup.

Video-conferencing. Video-conferencing capability at UCN facilities in The Pas, Thompson, Norway House, Cross Lake, Nelson House, Flin Flon, Split Lake, Oxford House, Swan River and Chemawawin continue to allow courses to be delivered synchronously between these locations, as well as to any other locations that have compatible videoconferencing equipment. Two video-conference locations in Winnipeg – University of Winnipeg and one independent site – allow UCN to have a greater presence in southern teaching sites as well.

Adobe Connect. Adobe Connect is an internet-based Web-Conferencing technology that creates a virtual classroom where students and faculty can interact synchronously using a variety of tools. This technology continues to allow UCN courses to be delivered to both UCN Campuses and all 12 Regional Centres. It is also used to support some stand-alone distance courses. The ability to record sessions has facilitated flipped class delivery, make up class access, and creation of just-in-time learning objects for use within the face-to-face classroom or as part of targeted tutorials.

Desire2Learn. Desire2Learn (D2L) is a web-based Learning Management System (LMS) that allows courses to be delivered asynchronously to any location that has a high-speed internet connection. D2L allows learners to take UCN courses without leaving their community, and in many cases, their home. Because it is an asynchronous delivery platform, learners can access courses during times that fit with their work schedule and lifestyle. Desire2Learn can also be used to

enhance face-to-face courses in a variety of ways, including the provision of online discussion groups and access to online resources such as assignments and gradebooks. At UCN, the most important use of D2L is in blended learning, enhancing face-to-face classes or technology-mediated courses using video-conferencing or Adobe Connect.

Can8 Language Lab. The Can8 platform is a type of learning technology specifically used to deliver UCN Cree language courses. Future plans for Can8 Language software include inclusion of D2L voice and record features to support more robust Cree language training in other courses and programs.

Teleconferencing – VOIP. Teleconferencing is used in UCN programming as a backup when there are disruptions with other technologies. It is primarily used as a stand-by tool, though the integration of Skype platform into video-conferencing is emerging in use at UCN.

Evening courses offered through technology have also become an important and continuing part of UCN programming, thus broadening the potential audience for courses to include those who work during the day. Instructional Services staff 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.

A significant push to share UCN's successes with learning technologies with other post-secondary institutions occurred in 2015-16. Extending our institutional presence and networking with other academics in Manitoba and across Canada has included involvement with professional organizations such as CNIE (Canadian Network for Innovation in Education). UCN also hold professional memberships in STLHE (Scholarship of Teaching and Learning in Higher Education), MADLAT (Manitoba Association for Distributed Learning and Teaching) and CNIE (Canadian Network for Innovation in Education).

TEACHING AND LEARNING

Collaboration on the creation of a Teaching and Learning Centre at UCN between the Instructional Services and Curriculum and Quality Assurance areas moved forward with revision and expansion of overall services for Faculty and students. This work has included an on-going redesign of a web-based presence and resources for access to the

scholarship of teaching and learning at UCN. Development of additional resources continues to proceed, focusing on the facilitation, sharing, collection, organization and dissemination of tools, technologies, resources and materials related to effective instructional practice.

The Academic Planning Committee reinstated the Learning Technologies Committee in 2015-16 as a permanent sub-committee to collaboratively explore strategic direction, integration and implementation of instructional practices using technologies at UCN. Committee membership includes Faculty from the university and college streams, instructional technologies staff and IT staff. Recommendations from the committee with focus on the development of quality standards and practices for online/technology-mediated courses, strategic direction for the creation and implementation of online courses at UCN, review and recommendation of academic technologies, and the review of current practices and technologies.

Collaboration between faculty members of the Faculty of Arts & Science and Instructional Services continues on the development of a digital Writing Centre that will help support student success within academic courses.

UCN continued its support for expanded access to courses through on-going development of Massive Open Online Course (MOOC) project. Faculty of Arts Business and Science collaborated with Instructional Services staff on the implementation logistics and supports of a MOOC offering in the 2016-17 Academic year where further assessment of this method of distance delivery will occur.

Students at all campuses and regional centres continued to receive regular on-site assistance from the Learning Resources Instructor, including training on basic computer use, the effective use of digital and other library electronic resources, and promotion of skills that encourage student success and retention. Through 2015-16, visits were made to Norway House, Pukatawagan, Easterville, Cross Lake, and Grand Rapids. Faculty also receive instruction to update their skills as new resources become available.

The rapid change in electronic access requires constant training to keep up with what is happening in the academic world. Resources are now available that were not conceived of just a few years ago.

Forty-three electronic guides have been published to give students direction on topics such as how to read a syllabus, citing resources properly and academic subjects. These guides give students jumping-off points to navigate the information maze for their topic and gives them awareness of the vast variety of information resources available to them.

The Learning Resources Instructor instructed students on information literacy skills to ensure their success at UCN. Information literacy is a set of skills which enables students to locate, evaluate information, and use it effectively. Lesson plans were carefully developed to include the Aboriginal perspective. Students were taught critical thinking skills necessary to identify, evaluate, and use diverse information sources effectively. Citing resources properly was emphasized. Students were taught the use of technologies and computer-mediated instruction as they relate to information literacy teaching and learning. The Learning Resources Instructor selects materials for the UCN libraries in the areas of information literacy and instruction. Emphasis is on practical, how-to information at varying levels and formats.

FACULTY PROFESSIONAL DEVELOPMENT

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. On-site CAE courses at UCN continue to be in demand for college-level instructors, and in 2015-16, two on-site CAE courses were offered successfully at UCN campuses and Regional Centres – Introduction to Instruction, and Instructional Methods.

A CAE cohort of UCN Faculty and staff was formed in the Fall 2015, and individuals within this cohort continued to take on-site CAE courses at UCN, as well as distance CAE courses by technology. This cohort will continue to be supported in 2016-17, as new members join and some individuals leave to pursue other opportunities. A cohort approach ensures a collegial environment in which UCN's faculty and staff can support each other as they develop their knowledge, skills and abilities with respect to adult education.

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

CURRICULUM AND QUALITY ASSURANCE

TEACHING AND LEARNING

Creation of a Teaching and Learning Centre at UCN continues to proceed, focusing on the facilitation, sharing, collection, organization and dissemination of tools, technologies, resources and materials related to effective instructional practice.

Collaboration between faculty members of the Faculty of Arts, Business and Science and Instructional Services continues on the development of a digital Writing Centre that will help support student success within academic courses.

Communities-in-Practice discussion forums continued to provide opportunities for Faculty to share and explore innovative, relevant and interesting information on topics related to the Scholarship of Teaching and Learning and other academic matters.

In addition, UCN's Faculty and staff successfully participated in a collaborative panel of Manitoba Association for Distributed Learning and Training members at the Canadian Association for University Continuing Education 2015 'Beyond Diversity' Conference in Winnipeg, entitled Facilitating Access for Indigenous Students through Technology in Manitoba. The panel shared their thoughts and research on issues around increasing access to education using technology for Indigenous students in Manitoba. This includes an examination of blended learning approaches, satellite design, and mobile learning and distance learning from three perspectives: the student, the instructor and the administrator.

Regarding innovative approaches to course access at UCN, a MOOC course developed within UCN's Faculty of Arts, Business and Science ran successfully alongside a parallel video-conferenced course format, allowing review of institutional capacities, challenges and viability. UCN's MOOC project will continue into the 2016-17 academic year, where further assessment of this method of distance delivery will occur.

Students at all campuses and regional centres continued to receive regular on-site assistance from the Learning Resources Instructor, including training on basic computer use, the effective use of digital and other library electronic resources, and promotion of skills that encourage student success and retention.

QUALITY ASSURANCE

A variety of Quality Assurance activities continue to engage a variety of stakeholders in ensuring academic excellence and cultural relevance of UCN programming. Program Advisory Committees actively provided feedback to their respective areas. The process of Program Review continues to ensure academic excellence and relevance. A Program Review Schedule was developed encompassing the 2016-2017 to 2021-2022 academic years.

In March 2016, The Natural Resources Management Technology program underwent the process of DACUM – Developing a Curriculum – a competency-based occupational analysis review.

UCN's new online Student Course Evaluation system, launched in the 2012-13 academic year, continued to produce detailed course evaluation results in 2015-16. This system collects and analyzes student feedback for the improvement of UCN's programming. Feedback from users continues to be useful in contributing to the support and improvement of teaching and learning within the institution. Use of the system has subsequently expanded, and student compliance has improved since the system was first implemented.

Of those students who provided feedback through the online Student Course Evaluation System in 2015-16, the majority of their responses were overwhelmingly positive with respect to their experiences with their instructors and their courses. Challenges to the successful use of UCN's online Student Course Evaluation System occurred during the latter half of 2015-16, causing delays in providing faculty and institutional feedback in a timely manner. These challenges are being addressed as the 2016-17 academic year begins, and full use of the system is expected to be back on track in the early days of September 2016.

Other relevant data is also collected from students when they enter and exit UCN, and the data is cross referenced for internal quality assurance purposes. Both internal and external review and accreditation activities continue to keep UCN's curricula relevant and meeting learners' needs.

UCN PARTNERSHIPS AND WORKING RELATIONSHIPS 2015-16

Aboriginal Education Research Forum
 Aboriginal Financial Officers Association
 Aboriginal Human Resource Association
 Apprenticeship Manitoba
 Assembly of Manitoba Chiefs
 Assiniboine Community College
 Association of Canadian Universities for Northern Studies
 Blue Quills First Nations College
 Brandon University
 Bunibonibee Cree Nation
 Cameco
 Campus Manitoba
 Canadian Association of Midwifery Educators
 Canadian Association of Practical Nurse Educators
 Canadian Association of Schools of Nursing
 Canadian Institute of Marketing
 Canadian Language and Literacy Research Network
 Canadian Library Association
 Career Trek
 Centre for Rupert's Land Studies
 Certified General Accountants Association
 Certified Management Accountants Association (Chartered Professional Accountants Manitoba, effective Sept. 1/15)
 Certified General Accountants Association of Manitoba (Chartered Professional Accountants Manitoba, effective Sept. 1/15)
 Chartered Accountants Association of Manitoba (Chartered Professional Accountants Manitoba, effective Sept. 1/15)
 Chemawawin Education Authority
 Citizenship and Immigration Canada (Funder for ESL Program in 2014/15)
 College of Licensed Practical Nurses of Manitoba
 College of Midwives of Manitoba (CMM)
 College of Registered Nurses of Manitoba
 Commission on Dental Accreditation of Canada
 Council of Prairie and Pacific University Libraries
 Cree Nation Child and Family Services
 Cross Lake Education Authority
 Dental Assistant Educators of Canada
 Employment Manitoba
 First Nations and Inuit Health Branch
 First Nations University of Canada
 Flin Flon School Division
 Fox Lake Cree Nation
 Frontier School Division
 Government of Manitoba, as represented by the Minister of Advanced Education and Training
 Honekw (House of Stories)
 HudBay Minerals Inc.
 Hudson Bay Port Company
 Hudson Bay Railway Company
 Indian and Northern Affairs Canada
 Interior Health Authority
 Island Lake Tribal Council
 Keewatin Tribal Council
 Kelsey Recreation Commission
 Kelsey School Division
 Manitoba Aboriginal & Northern Affairs
 Manitoba Advanced Education and Literacy
 Manitoba Competitiveness, Training and Trade
 Manitoba Conservation
 Manitoba Dental Assistants Association
 Manitoba Dental Association
 Manitoba Department of Industry, Economic Development and Mines
 Manitoba First Nations Education Resource Centre
 Manitoba Forestry Association
 Manitoba Health
 Manitoba Hydro
 Manitoba Hydro Telecom
 Manitoba Institute of Trades & Technology
 Manitoba Keewatinowin Ininew Okimakanak
 Manitoba Labour and Immigration
 Manitoba Library Association
 Manitoba Library Consortium, Inc.
 Manitoba Métis Federation
 Manitoba Multiculturalism and Literacy (Funder for ALC 2014/15 through Manitoba Adult Learning and Literacy)
 Manitoba Public Library Service, Dept. of Culture, Heritage and Tourism
 Manitoba Public Post-Secondary Cooperative
 Mathias Colomb First Nation
 Midwives Association of Manitoba
 Mining Association of Manitoba
 Mispawistik Cree Nation
 Mosakahiken Cree Nation
 Mount Royal College
 Nelson House Atoskiwin Training and Employment Centre
 Nisichawayasihk Cree Nation
 NorQuest College
 North Central Canada Centre for the Arts and Environment
 Northern and Aboriginal Population Health and Wellness Institute
 Northlands College
 Northern Career Quest Mining
 Northern Manitoba Sector Council

Northern Regional Health Authority
 Norway House Cree Nation
 Nunavut Arctic College
 Opaskwayak Cree Nation
 Opaskwayak Education Authority
 Paskwayak Business Development Corporation Ltd.
 Pimicikamak Cree Nation
 Prairie Mountain Regional Health Authority
 Red River College
 Reel North Film Festival (Thompson)

Royal Roads University
 Safety Services Manitoba
 Saskatchewan Polytechnic
 School District of Mystery Lake
 Skills Canada Manitoba
 Southern Regional Health Authority
 St. Theresa Point First Nation Employment and Training
 Sunrise Health Region
 Swampy Cree Tribal Council
 Swan Valley School Division
 Tataskweyak Cree Nation
 Tataskweyak Community Employment and Training Program (CETP)
 The Manitoba Museum
 The Pas Wellness Centre
 Thompson Multicultural Centre
 Thompson Newcomer Settlement Services
 Thompson Public Library
 Tolko Industries Ltd.
 University of Manitoba
 University of Manitoba Libraries
 University of the Arctic
 University of Winnipeg
 Valé - Manitoba Division
 Winnipeg Regional Health Authority
 York Factory First Nation (funding Mature High School Diploma in York Landing with Manitoba Hydro)



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ARTICULATION AND ACCREDITATION AGREEMENTS 2015-16

UCN is committed to establishing agreements with institutions, agencies and accrediting bodies to maximize student mobility, portability and transferability of education. The UCN currently has a variety of articulation and accreditation agreements, as detailed below. The UCN also maintains a Credit Transfer Guide for course-by-course credit transfer to universities both within and outside of Manitoba. New articulation, accreditation and credit transfer agreements are currently under development.

UCN Program	Details of Transfer Agreement and/or Articulation	Institution and Program and/or Accreditation Body
Adult Education	Mature Student High School Diploma	UCN Adult Learning Centre, accredited by Manitoba Adult Learning & Literacy
Automotive Technology (high school)	Delivered by UCN for Margaret Barbour Collegiate Institute (Kelsey School Division No. 45) to its high school students	High School Vocational Credit Program
Bachelor of Education (Integrated Degree Program and After-Degree Program)	Accreditation	Manitoba Education & Training
Kanaci Otinawawosowin/Bachelor of Midwifery Baccalaureate Program	Accreditation	College of Midwives of Manitoba
Business Administration (diploma)	60 credit hours (2+2) into the Bachelor of Business Administration degree, and into the four-year Bachelor of Arts degree with a Business Administration major.	Brandon University
	2 + 2 into the Post Diploma Bachelor of Management degree, with majors in: Accounting, Finance; First Nations' Governance, General Management; Human Resource Management and Labour Relations; Information Systems (IS); International Management; and Market-ing. (NOTE: Only Accounting Diploma graduates may choose an Accounting degree major.) Students admitted to the Post-Diploma B.Mgt. Program are also eligible for participation in the Management Co-operative Education Program.	University of Lethbridge
	39 credit hours towards Bachelor of Commerce (Honours) - Asper School of Business/UCN Joint Program (additional 81 credit hours at U of M required)	University of Manitoba
	57-60 credit hours (depending upon electives) into the 3-year Bachelor of Management (Post Diploma) degree and into the 4-year Bachelor of Management (Post Diploma) degree	Athabasca University
	Graduates are eligible to take an additional five courses from AFOA to receive their CAFM(Certified Aboriginal Financial Management) designation.	Aboriginal Finance Officers Association (AFOA)

UCN Program	Details of Transfer Agreement and/or Articulation	Institution and Program and/or Accreditation Body
Community Development & Administration (diploma)	Mature Student High School Diploma	Canadian Association of Native Development Officers
Culinary Arts (certificate/high school)	Regular full-time UCN program in which high school students from Margaret Barbour Collegiate Institute participate	High School Vocational and UCN Credit Program
Dental Assisting (certificate)	Accreditation	Commission on Dental Accreditation of Canada (accredited to 2015)
Dental Assisting Post-Graduate Modules <ul style="list-style-type: none"> • Dental Assisting Intra-Oral Refresher • Expanded Intra-oral Skills Module • Preventive Dentistry Scaling Assistant 	Approval via licensure	Manitoba Dental Association
Diploma in Practical Nursing	Accreditation	College of Licensed Practical Nurses of Manitoba
Early Childhood Education (certificate and diploma)	Accreditation	Provincial Child Care Education Program Approval Committee
Early Learning and Child Care Certificate in Administration	Accreditation	Provincial Child Care Education Program Approval Committee
Early Childhood Education (diploma)	Courses are fully transferable to accredited Early Childhood Education programs at Manitoba community colleges, as per CCEPAC Approved ECE Transfer Guide	Red River College, Assiniboine Community College, Université de Saint-Boniface

UCN Program	Details of Transfer Agreement and/or Articulation	Institution and Program and/or Accreditation Body
Natural Resources Management Technology (NRMT) (diploma)	60 credit hour block credit transfer into BSc (Post Diploma)	Athabasca University
	2 yrs / 60 credit hours credit transfer into B. Env. (Environmental Science), Major, Major Co-op, Honours or Honours Co-op, with focus area in Natural Resource Management or Wildlife Management	University of Manitoba
	NRMT diploma with at least two additional post secondary math (linear algebra, calculus, or physics) and two post secondary courses in chemistry allows graduates to enter third year of the BSc in Environmental Science and BSc in Environmental Management degree programs	Royal Roads University
	National accreditation. NRMT graduates receive Silver Ring as recognition of achieving status of professional Forest Technician.	Canadian Institute of Forestry
Nursing (Joint Bachelor of Nursing Degree)	Registration with College of Registered Nurses of Manitoba – Sets standards in Nursing education and practice in Manitoba	College of Registered Nurses of Manitoba
	Students complete degree requirements through enrolment in both UCN (UCN) and University of Manitoba (U of M) courses. UCN Nursing program course credits are transferable to the U of M and vice versa.	U of M confers the Joint Bachelor of Nursing Degree upon graduation
Pre-Employment Trades Programs: <ul style="list-style-type: none"> • Automotive Technology • Basic Electrical • Carpentry and Woodworking • Pre-Employment Plumbing • Culinary Arts • Heavy Duty Mechanics • Industrial Welding 	Level 1 Apprenticeship Accreditation	Apprenticeship Manitoba, Entrepreneurship, Training and Trade, Province of Manitoba

MEMORANDA OF UNDERSTANDING, AGREEMENTS AND INTER-INSTITUTIONAL RELATIONSHIPS 2015-16

The following are academically-related Memoranda of Understanding, Agreements and Inter-Institutional Relationships negotiated and/or active in the 2015-16 academic year.

Signatory	Title	Effective Date	Expiry Date
The University of Manitoba	Restatement Agreement (re: Joint U of M – UCN Faculty of Nursing four year Baccalaureate Degree Nursing Program)	September 1, 2015	Ongoing
Frontier School Division	Cooperation and Collaboration Agreement – Dual Credit Delivery	September 1, 2015	Ongoing
Opaskwayak Education Authority	MOA respecting joint vocational, trades, and technology programming	July, 2015	Ongoing
Mathias Colomb Cree Nation	Agreement to establish and maintain a Joint University / Public Library Facility in Pukatawagan.	June 23, 2015	Ongoing
Kelsey School Division	MOA respecting joint vocational, trades, and technology programming	January 26, 2015	Ongoing
The University of Manitoba	Letter of Intent-Development of Joint Bachelor of Midwifery Program	December 10, 2014	Ongoing
Her Majesty the Queen in Right of the Province of Manitoba, as represented by the Minister of Conservation	Agreement respecting Use of Tramping Lake Field Station	September 1, 2014	August 31, 2019
Manitoba Institute of Trades and Technology (formerly Winnipeg Technical College)	Memorandum of Understanding re Industrial Mechanical (Millwright) Apprenticeship – Level 1 and Level 2 Onsite Delivery at MITT Site	May 31, 2014	March 31, 2017
Criti Care Emergency Medical Services	Memorandum of Understanding to Cooperate and Collaborate in the Joint Delivery of an Emergency Medical Responder certificate program	May 15, 2014	TBD
Royal Roads University	Memorandum of Understanding between RRU's School of Environment and Sustainability and UCN's Faculty of Arts, Business and Science re: block transfer/entry into third year of the BSc in Environmental Science and BSc in Environmental Management	January 1, 2014	December 31, 2016
University of Alaska, Yukon College, Northwest Community College, Northern Lights College	Memorandum of Understanding to establish the Western Mining Institute Network (West MINE)	May 6, 2013	2016
Kelsey School Division	Cooperation and Collaboration Agreement – Dual Credit Delivery	September 1, 2013	Ongoing
CN	Memorandum of Understanding (MOU between UCN and CN regarding Level 1 through Level 4 Industrial Electrical Apprenticeship training on CN Transcona Shops site	May 1, 2013	March 31, 2016
Brandon University (BU)	Memorandum of Understanding (MOU) between BU and UCN respecting BU-UCN Collaboration on Animal Care	February 13, 2013	February 13, 2015, (currently under renewal)

Signatory	Title	Effective Date	Expiry Date
UW	Memorandum of Understanding regarding UW providing student services for UCN Midwifery students at UW campus	October, 2012	Continuing agreement
Brandon University (BU)	Memorandum of Understanding (MOU) between BU and UCN re: UCN's Bachelor of Midwifery students fulfilling program requirements in or near Brandon, Manitoba	May 17, 2012	Ongoing
Natural Sciences and Engineering Research Council	Memorandum of Understanding re: Roles and Responsibilities in the Management of Federal Grants and Awards	April 19, 2012	Ongoing
University of Winnipeg	Sublease Agreement regarding Midwifery space at UW	April 1, 2012	March 31, 2017
South Eastman Regional Health Authority	Memorandum of Understanding regarding the Reinstatement and Continuation of the South Eastman Regional Health Authority Clinical Placement Agreement entered into May 25, 2009	March 2, 2012	Ongoing
University of Manitoba	Memorandum of Understanding (MOU) in support of the bid for the National Research Centre on Residential Schools	January 30, 2012	Ongoing
Northern Regional Health Authority	Letter of Agreement Between UCN and Northern Regional Health Authority re brokerage of UCN's Infusion Therapy & Intravenous (IV) and Intramuscular (IM) Medication Administration course	September 1, 2011	Ongoing
The Board of Governors of Red River College	Addendum to Memorandum of Understanding Agreement re: EADDI originally signed May 11, 2011 (see below)*	August 2, 2011	Ongoing
Manitoba's Public Universities and Colleges (U of M, UW, BU, Red River College, Université de Saint-Boniface, Assiniboine Community College, UCN)	Memorandum of Understanding Between Manitoba's Public Universities and Colleges for Improving Student Mobility	June 24, 2011	Ongoing
The Board of Governors of Red River College	Memorandum of Understanding re: E-Apprenticeship Design and Development Initiative (EADDI) – Industrial Mechanic (Millwright) Level 2	Original signed May 11, 2011 *Addendum added August 2, 2011 (see above)	Ongoing
Chemawawin Cree Nation	Agreement to Establish and maintain a Joint University / Public Library Facility	March 30, 2011	Ongoing
Manitoba Aboriginal Human Resources Strategists Inc.	Partnership Agreement	September 15, 2010	Ongoing

Signatory	Title	Effective Date	Expiry Date
The Northern Manitoba Sector Council Inc.	Equipment Use Agreement (re: Mine Training Simulator Base Station and Training Consoles)	September 1, 2010	August 31, 2015
Treaty Relations Commission of Manitoba	Memorandum of Understanding re: Collaboration to Enhance Treaty Education	October 27, 2009	Ongoing
Manitoba Hydro Telecom	10Gbps Wavelength Agreement	October 1, 2009	September 30, 2024 (15 year term)
NorQuest College	Purchase of Practical Nurse Program Curriculum and Related Documents	June 30, 2009	Ongoing
Manitoba Aboriginal and Northern Affairs	Memorandum of Understanding regarding Development of a Partnership for Aboriginal Employment	June 12, 2009	Ongoing
Norway House Cree Nation	Agreement to Establish and maintain a Joint University / Public Library Facility	March 13, 2009	Ongoing
Manitoba Advanced Education and Literacy; & Manitoba Entrepreneurship Training and Trade ¹	Memorandum of Agreement on Implementing the Off-Campus Work Permit Program for International Students on Off-Campus Work Permit Program for International Students	January 28, 2009	Ongoing
Interior Health Authority	Affiliation Agreement for Placement of UCN Students in Interior Health Authority's Facilities for Practical Experience	August 1, 2008	Ongoing
Red River College	Memorandum of Understanding re: Cooperation and Collaboration Agreement regarding Trades Training and Mobile Training Labs	July 1, 2008	Ongoing
Bunibonibee Cree Nation	Establishment of UCN's Bunibonibee Cree Nation Regional Centre	November 12, 2007	Ongoing
Royal Roads University	Cooperation and Collaboration Agreement	September 17, 2007	Ongoing
Misipawistik Cree Nation	Memorandum of Understanding re: Establishment of UCN's Misipawistik Cree Nation Regional Centre	July 1, 2007	Ongoing

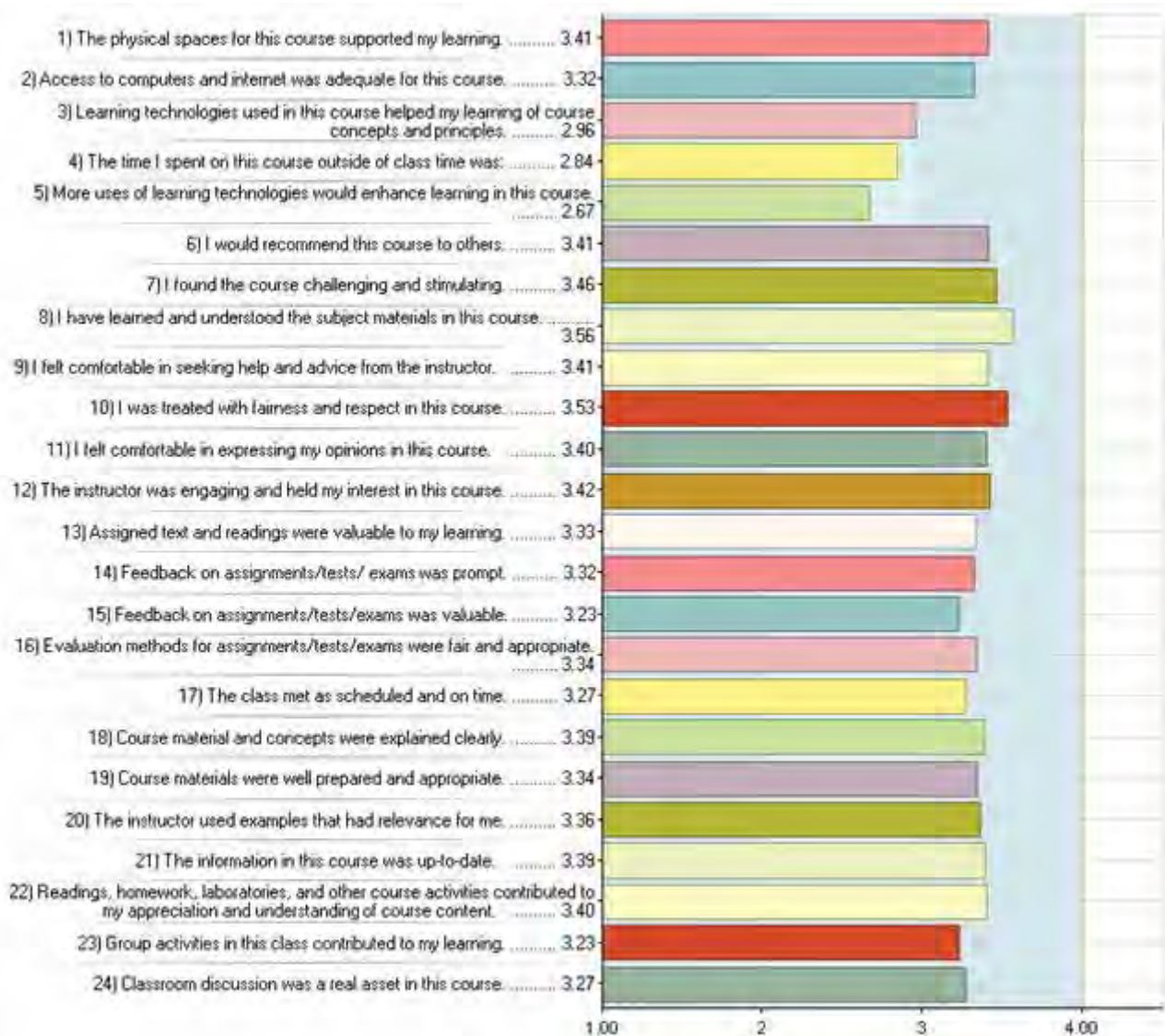
¹ On behalf of the Government of Manitoba, represented by the Deputy Ministers of Advanced Education and Literacy and Federal-Provincial and International Relations and Trade.

Signatory	Title	Effective Date	Expiry Date
Manitoba First Nations Education Resource Centre	Cooperation and Collaboration Agreement	July 1, 2007	Ongoing
The Council on Post-Secondary Education ²	Memorandum of Understanding Concerning Campus Manitoba	October 30, 2006	Ongoing
St. Theresa Point First Nation	Establishment of UCN's St. Theresa Point Regional Centre	July 1, 2004	Ongoing
Norway House Cree Nation	Establishment of UCN's Norway House Regional Centre	March 11, 2004	Ongoing
Mathias Colomb First Nation	Establishment of UCN's Mathias Colomb Regional Centre	July 1, 2003	Ongoing
Nisichawayasihk Cree Nation	Establishment of UCN's Nisichawayasihk Regional Centre	March 13, 2003	Ongoing
Chemawawin Cree Nation	Establishment of UCN's Chemawawin Regional Centre	June 17, 2002	Ongoing
Opaskwayak Education Authority	General Cooperation and Collaboration Agreement	February 22, 2002	Ongoing
Tataskweyak Cree Nation	Establishment of UCN's Tataskweyak Regional Centre	September 17, 2001	Ongoing
Pimicikamak Cree Nation Education Authority, Cross Lake	Establishment of UCN's Pimicikamak Regional Centre	December 15, 1999	Ongoing
Northlands College	Cooperation and Collaboration Agreement	January 28, 1997	Ongoing
Nunavut Arctic College	Cooperation and Collaboration Agreement	June 2, 1996	Ongoing

² Other participating institutions: The University of Manitoba, The University of Winnipeg, Brandon University, Université de Saint-Boniface, Assiniboine Community College and Red River College.

STUDENT COURSE EVALUATION REPORT 2015-16 ACADEMIC YEAR

Average of 4 point Scale



RESPONSE DISTRIBUTION

Question	Strongly Agree	Agree	Disagree	Strongly Disagree
I found the course challenging and stimulating.	50%	44%	3%	3%
I have learned and understood the subject materials in this course.	58%	42%	0%	0%
The physical spaces for this course supported my learning.	49%	46%	5%	0%
Access to computers and internet was adequate for this course.	47%	39%	8%	6%
Learning technologies used in this course helped my learning of course concepts and principles.	26%	34%	31%	9%
More uses of learning technologies would enhance learning in this course.	21%	15%	52%	12%
I would recommend this course to others.	62%	27%	8%	3%
I felt comfortable in seeking help and advice from the instructor.	57%	29%	14%	0%
I was treated with fairness and respect in this course.	60%	34%	6%	0%
I felt comfortable in expressing my opinions in this course.	54%	29%	14%	3%
The instructor was engaging and held my interest in this course.	57%	31%	11%	0%
Assigned text and readings were valuable to my learning.	43%	51%	3%	3%
Feedback on assignments/tests/ exams was prompt.	47%	39%	14%	0%
Feedback on assignments/tests/exams was valuable.	40%	46%	11%	3%
Evaluation methods for assignments/tests/exams were fair and appropriate.	47%	42%	8%	3%
The class met as scheduled and on time.	42%	44%	8%	6%
Course material and concepts were explained clearly.	50%	39%	8%	3%
Course materials were well prepared and appropriate.	53%	31%	8%	8%
The instructor used examples that had relevance for me.	50%	39%	8%	3%
The information in this course was up-to-date.	50%	39%	8%	3%
Readings, homework, laboratories, and other course activities contributed to my appreciation and understanding of course content.	60%	26%	6%	9%
Group activities in this class contributed to my learning.	47%	28%	17%	8%
Classroom discussion was a real asset in this course.	50%	28%	11%	11%

OFFICE OF INTER-UNIVERSITY SERVICES

Inter-Universities Services (IUS) continues to offer programming and courses from the partnering universities (Brandon University, UCN, University of Manitoba, and University of Winnipeg) in Northern Manitoba. The 2015-2016 IUS Academic Plan represents collaborations between UCN's FABS, Kenanow Bachelor of Education and the joint U of M and UCN Nursing Program along with CBS and University of Manitoba Northern Social Work Program.

Through sustained partnerships Inter-Universities Advisory Committee (IUAC) guides and directs IUS and approves the annual IUS Academic Plan. The IUAC ensures that the academic and delivery standards of the partnering institutions are maintained. This includes the following range of duties: approves IUS budget, confirms institutional equivalency and residency eligibility for new courses proposed, assist in arranging teaching faculty, and advises on issues as they arise. Sessional instructors from across Manitoba normally teach the university courses for IUS that have to be approved by the course sponsoring university.

IUAC identified two key initiatives to explore, the Masters of Social Work and Student Support Services. IUS continues to provide academic advisor presence in the communities UCN serves, providing additional supports to students.

IUS works closely with UCN CBS and FABS to deliver university courses into the Bachelor of Arts Program help in Regional centre communities from February to June, such as Cross Lake, Easterville, Grand Rapids, Nelson House, Norway House, Oxford House, Pukatawagan, Split Lake, and St. Theresa Point. IUS offered the university electives into the Northern Social Work Degree cohort programs in Thompson, also into the cohort programs, Awasis Agency of Northern Manitoba and Nisichwayasihk Family & Community Cree Nation Wellness Centre in Thompson and Nikan Awasisak in Cross Lake. As a result, 606 students took courses through IUS.

DIVISIONAL HIGHLIGHTS FOR INTER-UNIVERSITIES SERVICES

IUS provided many learning opportunities by offering the following courses; Aboriginal studies, Introduction to Computers, Mathematics, Science, and English courses in Northern Manitoba at UCN Campuses, regional centres and First Nation Communities. IUS is about partnership with the four Manitoba universities, Northern Communities, and

other Stakeholders that encourages the involvement and participation of Northern Communities and seeks active collaboration in planning, and delivery of the university courses it offers in Northern Manitoba. A reflection of IUS partnerships include Mystery Lake School Division and RD Parker Collegiate where IUS delivered two three credit hour courses from Brandon University as a dual credit project in Thompson. In addition IUS partnered with regional centres and Lac Brochet to deliver 2000 and 3000 university level courses.

The IUS Admission and Registration Advisory Committee consists of IUS partnering universities' admission and registration representatives that meet annually each year at the University of Winnipeg. This is an advisory group to IUS, in regards to the UCN Admission and Registration processes for courses and programs offered through IUS to ensure IUS meets the requirements of each of its partnering institutions. The courses offered through IUS are university degree credit courses with transferability to each of the partnering institutions.





COMMUNITY BASED SERVICES

COMMUNITY BASED SERVICES

The Community Based Services (CBS) Department oversees the operations of 12 regional centre campuses in Manitoba, as well as community based delivery of programming through contract training. Nine of 12 regional centres are located in First Nation communities and are made possible through partnerships with First Nations leaders and Education Authorities.

UCN's 12 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 UCN's campuses in The Pas and Thompson, and the CBS staffing complement consists of the Vice-President, Community Based Services; Regional Centre Director; 12 Regional Centre Coordinators; four Community Education Coordinators; Executive Assistant to President; Administrative/Financial Manager; Community Based Services Administrator, a full-time Counsellor/Academic Advisor, and a part-time Administrative Assistant.

PROGRAMS OFFERED IN 2015/16

The following certificate, diploma and degree programs were delivered in UCN's various regional centre locations in 2015/16: MTEC Workshops, Conversational Cree, Creative Writing, Early Childhood Education via distance and face-to-face delivery, Pre-employment Plumbing, General Studies Non Program, Bachelor of Arts Year 1, Small Motor Repair, Power Up (Computers), Kenanow Bachelor of Education degree program final year (IDSIS/ BIDS/ BEDS), Carpentry/ Woodworking, Health Care Aide, College Preparation, Heavy Duty Mechanics (dual credit), Industrial Welding (dual credit), Business Administration, Apprenticeship Millwright, and Applied Counselling Skills.

CBS had an enrolment of 511 full-time and part-time students attending community based programs in 2015/16. This represents a -11% decrease from 2014/15 when enrolment was at 571. The main focus of program delivery in 2015/16 was in the Bachelor of Education Degree, and General Studies Non-Program/Bachelor of Arts programming. The focus changed due to the fact so many communities did not have adequate shops to facilitate accredited trades

programming.

There is ongoing demand for continued teacher training to replace educators who will be retiring in the next few years. Another program that UCN has received continued requests for is the General Studies Non-Program/Bachelor of Arts.



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.

UCN's CBS Division 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.

CBS did not meet its contract training revenue target in 2015/16. This was due to several factors including the inability of clients to secure funding for contract training requests, and staffing shortages. CBS delivered 22 contracts in Northern Manitoba in the following locations: Cross Lake, Sapotaweyak, Peguis, York Landing, Pukatawagan, Opaskwayak Cree Nation, The Pas, and Thompson. This represents approximately 280 students attending post-secondary studies in their home community. This is down from 487 students attending community-based delivery of contract training requests in 2014/15.

The main focus of program delivery in contract training in 2015/16 was in short-term programming that led directly to employment upon completion of the training. Truck Driver Training continues to be in high demand. UCN delivered five intakes of Truck Driver Training in 2015/16.

CBS is able to deliver programming to meet the needs of the client and students. Part-time evening programming continues to be very popular as it provides individuals with the opportunity to access post-secondary studies while working full-time. The Ininiw Nekani Human Resource Management Diploma is one such program delivered in the evening, and all students in the program are employed full-time. Another program is the Kenanow Bachelor of Education degree program that is delivered in the evenings in Peguis. Students in the program are currently employed as Educational Assistants in the local school. This cohort was scheduled to finish their degree in June 2016.

CBS currently delivers two programs on a one-week-per month basis: the First Nations Active Measures (FNAM) Diploma program in Winnipeg and the General Studies Non-Program/Bachelor of Arts (GSPN/BA) courses in Cross Lake. The FNAM program was a program specifically created for Income Support workers who work with clients on social assistance. This program wrapped up in March 2016. The GSPN/BA offering is for employees of Nikan Awasisak Agency in Cross Lake. This cohort is working towards completing the University of Manitoba's Bachelor of Social Work (BSW) degree, and students are completing their Arts and Science electives at UCN. This cohort was scheduled to transfer to the BSW degree at University of Manitoba in June 2017. Another program is the Early Childhood Education Diploma program delivered via distance delivery to students from various small First Nation communities.

PARTNERSHIPS

CBS and Aboriginal and Northern Affairs partnered in the delivery of various short-term courses for individuals employed at water treatment plants in various Northern Association of Community Councils communities. Courses offered included Class 2 Water Treatment and Small Waste Water Systems.

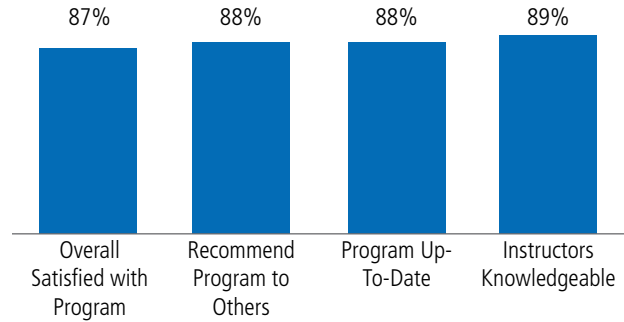
CBS continues its partnership with Manitoba First Nations Education Resource Centre (MFNERC) and UCN's Kenanow Faculty of Education to deliver the Educational Assistant Certificate (EAC) program through contract training. MFNERC delivers the program in the communities they work with and students receive their credentials through University College of the North. In 2015/16, EAC programs were delivered in Garden Hill, God's Lake Narrows, Lake Manitoba First Nation, York Landing and Waasagomach.

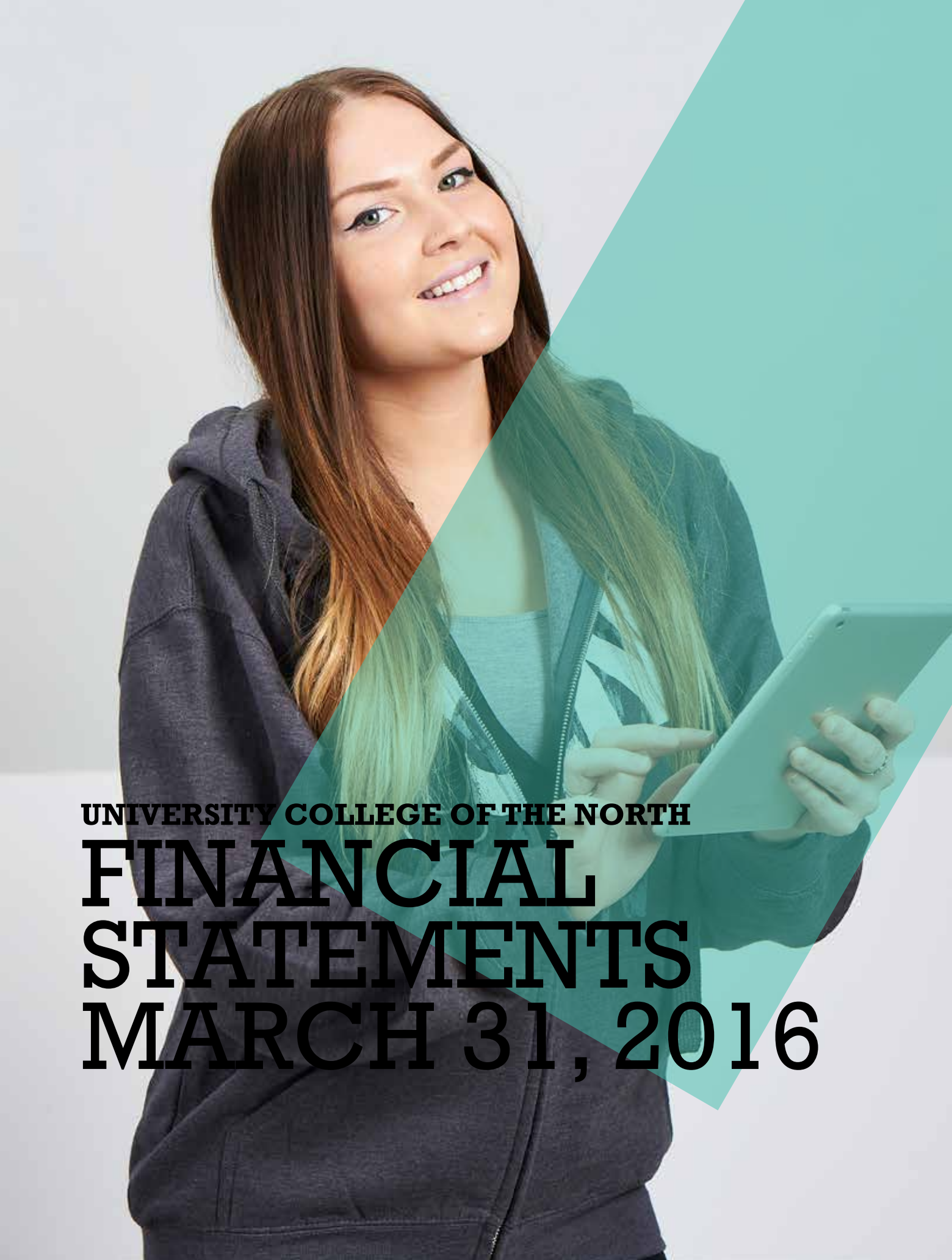
GRADUATE SURVEY

UCN surveys graduates on an annual basis. The aim of the Graduate Satisfaction and Employment Survey is to gather information regarding the satisfaction of graduates in their programs at UCN and the post-graduation employment status of graduates. For the 2014/2015 academic year, 339 graduates from degree, diploma and certificate programs were invited to participate in the survey.

The 2014/2015 Graduate Satisfaction and Employment survey results continue to show improving rates of employment. Seventy-two percent (72%) of graduates reported as employed and 62% reported to be employed full-time. Fourteen percent (14%) of respondents reported that they are taking further education.

UCN continues to deliver high quality post-secondary education which is supported by the high-levels of satisfaction.





UNIVERSITY COLLEGE OF THE NORTH

**FINANCIAL
STATEMENTS
MARCH 31, 2016**

UNIVERSITY COLLEGE OF THE NORTH

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MARCH 31, 2016

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STATEMENT OF RESPONSIBILITY

The accompanying financial statements are the responsibility of the management of University College of the North and have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board of The Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The Governing Council of University College of the North met with management and external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The Office of the Auditor General as University College of the North's appointed external auditors, have audited the financial statements. The Auditors report is addressed to the Lieutenant Governor in Council, the Legislative Assembly of Manitoba and the Governing Council of the University College of the North and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the financial statements are free of material misstatement and present fairly the financial position and results of University College of the North in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards


Harvey Bostrom
Chair, UCN Governing Council



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, 2016, 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 public sector accounting standards 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, 2016, and the results of its operations, changes in fund balances, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Office of the Auditor General

Office of the Auditor General
Winnipeg, Manitoba
August 25, 2016

UNIVERSITY COLLEGE OF THE NORTH

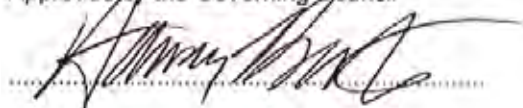
STATEMENT 1

STATEMENT OF FINANCIAL POSITION

MARCH 31

	GENERAL FUND	CAPITAL CAMPAIGN FUND	STUDENT AWARD FUND	ENDOWMENT FUND	MARCH 31, 2016	MARCH 31, 2015
ASSETS						
CURRENT						
Cash and cash equivalents	\$ 13,043,555	\$ 170,016	\$ 109,218	\$	\$ 13,322,789	\$ 9,622,512
Short-term investments (Note 4)				870,623	870,623	761,627
Accounts receivable (Note 5)	3,536,442	263	1,860	100,000	3,638,565	3,223,528
Due from General Fund						50,000
Due from Province of Manitoba (Note 7)	752,589				752,589	752,589
Inventory	245,161				245,161	203,207
Prepaid expenses	484,643				484,643	708,370
	<u>18,062,390</u>	<u>170,279</u>	<u>111,078</u>	<u>970,623</u>	<u>19,314,370</u>	<u>15,321,833</u>
LONG TERM						
Prepaid expenses	591,026				591,026	663,470
Capital assets (Note 6)	19,589,920				19,589,920	19,246,754
Due from Province of Manitoba (Note 7)	793,500				793,500	793,500
	<u>20,974,446</u>				<u>20,974,446</u>	<u>20,703,724</u>
	<u>\$ 39,036,836</u>	<u>\$ 170,279</u>	<u>\$ 111,078</u>	<u>\$ 970,623</u>	<u>\$ 40,288,816</u>	<u>\$ 36,025,557</u>
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities (Note 8)	\$ 5,682,703	\$	\$ 500	\$	\$ 5,683,203	\$ 3,039,350
Due to Endowment Fund						50,000
Deferred revenue	413,425				413,425	687,322
Deferred contributions (Note 9)	5,755,668				5,755,666	4,542,618
Accrued vacation benefits	3,023,513				3,023,513	2,995,065
Current portion on long term debt (Note 10)	55,666				55,666	53,620
	<u>14,930,973</u>		<u>500</u>		<u>14,931,473</u>	<u>11,367,975</u>
LONG TERM						
Deferred revenue	591,026				591,026	663,470
Deferred contributions related to capital assets (Note 11)	9,082,972				9,082,972	9,290,082
Accrued severance benefits (Note 12)	3,188,307				3,188,307	2,853,883
Long term debt (Note 10)	1,141,389				1,141,389	1,197,055
	<u>14,003,694</u>				<u>14,003,694</u>	<u>14,004,490</u>
FUND BALANCES						
NET ASSETS INVESTED IN CAPITAL ASSETS	9,336,375				9,336,375	8,732,668
NET ASSETS RESTRICTED FOR FUND PURPOSES		170,279	110,578	970,623	1,251,480	1,144,853
NET ASSETS INTERNALLY RESTRICTED (Note 15)	2,064,457				2,064,457	2,041,491
UNRESTRICTED NET ASSETS	(1,298,663)				(1,298,663)	(1,265,920)
	<u>10,102,169</u>	<u>170,279</u>	<u>110,578</u>	<u>970,623</u>	<u>11,353,649</u>	<u>10,653,092</u>
	<u>\$ 39,036,836</u>	<u>\$ 170,279</u>	<u>\$ 111,078</u>	<u>\$ 970,623</u>	<u>\$ 40,288,816</u>	<u>\$ 36,025,557</u>

Approved by the Governing Council



UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31

	GENERAL FUND	CAPITAL CAMPAIGN FUND	STUDENT AWARD FUND	EMPLOYMENT FUND	MARCH 31, 2016	MARCH 31, 2015
REVENUES						
Grants						
Advanced Learning Division	\$ 35,723,783	\$	\$	\$	\$ 35,723,783	\$ 33,618,187
Other Province of Manitoba	605,136				605,136	586,459
Government of Canada	252,915				252,915	364,715
Amortization of deferred contributions related to capital assets	987,479				987,479	922,601
Ancillary sales and services	3,041,530				3,041,530	2,680,713
Donations	11,000	1,279	143,020	108,870	264,169	226,239
Investment income	84,591	1,431	830	126	86,978	116,496
Contract training	615,473				615,473	727,729
Tuition and student fees	4,224,202				4,224,202	3,866,851
Other revenue	1,480,536				1,480,536	866,368
Gain on disposal of capital assets						9,474
	<u>47,026,645</u>	<u>2,710</u>	<u>143,850</u>	<u>108,996</u>	<u>47,282,201</u>	<u>43,986,832</u>
EXPENSES						
Advertising and public relations	658,371				658,371	523,863
Amortization of capital assets	1,277,709				1,277,709	1,185,654
Bad debt (recovery)	134,851				134,851	387,187
Cost of goods sold	1,323,040				1,323,040	1,204,826
Facility costs	2,273,605				2,273,605	1,996,996
Furniture and minor equipment	1,170,526				1,170,526	886,271
Insurance	124,833				124,833	106,984
Interest on long term debt	45,985				45,985	47,955
Library acquisitions	255,666				255,666	197,060
Loss on disposal of capital assets	191				191	
Maintenance and repairs	146,216				146,216	122,005
Operational supplies and services	5,311,967				5,311,967	4,204,812
Property taxes	615,848				615,848	703,216
Rentals and leases	505,755				505,755	633,509
Salaries and employee benefits	29,995,796				29,995,796	28,309,587
Scholarships and bursaries			148,929		148,929	186,433
Telephone and communication	665,215				665,215	630,619
Travel	1,571,316				1,571,316	1,434,144
Utilities	355,825				355,825	401,159
	<u>46,432,715</u>		<u>148,929</u>		<u>46,581,644</u>	<u>43,162,270</u>
EXCESS REVENUES	<u>\$ 593,930</u>	<u>\$ 2,710</u>	<u>\$ (5,079)</u>	<u>\$ 108,996</u>	<u>\$ 700,557</u>	<u>\$ 824,562</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 3

STATEMENT OF CHANGES IN FUND BALANCES

YEAR ENDED MARCH 31

	GENERAL FUND	CAPITAL CAMPAIGN FUND	STUDENT AWARD FUND	ENDOWMENT FUND	TOTAL	
					MARCH 31, 2016	MARCH 31, 2015
FUND SURPLUS, <i>beginning of year</i>	\$ 9,508,239	\$ 167,569	\$ 115,657	\$ 861,627	\$ 10,653,092	\$ 9,828,530
EXCESS REVENUES	<u>593,930</u>	<u>2,710</u>	<u>(5,079)</u>	<u>108,996</u>	<u>700,557</u>	<u>824,562</u>
FUND SURPLUS, <i>end of year</i>	<u>\$ 10,102,169</u>	<u>\$ 170,279</u>	<u>\$ 110,578</u>	<u>\$ 970,623</u>	<u>\$ 11,353,649</u>	<u>\$ 10,653,092</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 4

STATEMENT OF CASH FLOWS

	MARCH 31, 2016	MARCH 31, 2015
CASH FLOWS FROM		
OPERATING ACTIVITIES		
Excess Revenues (Expenses)		
General Fund	\$ 593,930	\$ 775,806
Capital Campaign Fund	2,710	15,313
Student Award Fund	(5,079)	(18,130)
Endowment Fund	<u>108,996</u>	<u>51,573</u>
	700,557	824,562
Add (deduct) items not affecting cash:		
Loss (gain) on disposal of capital assets	191	(9,474)
Amortization of capital assets	1,277,709	1,185,654
Amortization of deferred contributions related to capital assets	<u>(987,479)</u>	<u>(922,601)</u>
	990,978	1,078,141
Add (deduct) changes in non-cash working capital components related to operating activities:		
Accounts receivable	(415,037)	225,098
Inventory	(41,954)	(8,249)
Prepaid expenses	296,171	(55,751)
Accounts payable and accrued liabilities	2,643,853	(829,013)
Deferred revenue	(346,341)	303,540
Deferred contributions	1,212,859	2,026,858
Accrued vacation benefits	28,448	106,920
Accrued severance benefits	<u>334,424</u>	<u>393,044</u>
	<u>4,703,401</u>	<u>3,240,588</u>
FINANCING ACTIVITIES		
Deferred contributions related to capital assets	780,559	650,898
Repayment of long term debt	<u>(53,620)</u>	<u>(51,650)</u>
	<u>726,939</u>	<u>599,248</u>
CAPITAL ACTIVITIES		
Purchase of capital assets	(1,621,067)	(650,900)
Proceeds from disposal of capital assets	<u>-</u>	<u>9,474</u>
	<u>(1,621,067)</u>	<u>(641,426)</u>
INVESTING ACTIVITY		
Increases in short-term investments	<u>(108,996)</u>	<u>(1,573)</u>
	<u>(108,996)</u>	<u>(1,573)</u>
NET INCREASE IN CASH FLOWS DURING THE YEAR	3,700,277	3,196,837
CASH AND CASH EQUIVALENTS, <i>beginning of year</i>	<u>9,622,512</u>	<u>6,425,675</u>
CASH AND CASH EQUIVALENTS, <i>end of year</i>	<u>\$ 13,322,789</u>	<u>\$ 9,622,512</u>
Supplemental Cash Flow Information:		
Interest Received	\$ 92,640	\$ 116,193
Interest Paid	\$ 45,985	\$ 47,955

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*.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of UCN have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations (GNFPO), including the PS 4200 series of standards, as issued by the Public Sector Accounting Board. 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 all other transactions related to educational and ancillary activities of UCN.

2. Inter-Universities Services Fund (IUS)

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

Capital Campaign Fund

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

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

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

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) Financial Instruments

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.

UCN classifies its financial instruments as either fair value or amortized cost. UCN's accounting policy for each category is as follows:

Fair Value

These financial instruments are initially and subsequently carried at fair value. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations. Transaction costs are expensed as incurred.

When a decline in fair value occurs which is determined by UCN to be other than of a temporary nature, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations.

UCN does not have any remeasurement gains or losses and therefore no statement of remeasurement gains and losses is required.

Amortized Cost

Financial instruments in this category are initially measured at fair value and are subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets. Transaction costs are added to the carrying value of the financial instrument.

If an impairment loss is determined by UCN and there is no realistic prospect of recovery the financial asset(s) are written down to net recoverable value with the writedown being recognized in the statement of operations.

c) 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:

UCN follows the restricted fund method of accounting for contributions.

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

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

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

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.

d) Cash and Cash Equivalents

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

e) 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.

f) 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.

Construction in progress is not amortized until construction is complete.

g) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards 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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

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

h) Severance Benefits

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

Actuarial gains or losses are 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.

3. FINANCIAL INSTRUMENT CLASSIFICATION

Financial instruments are classified as follows:

	Fair Value	2016 Amortized Cost	Total
Cash and cash equivalents	\$ 13,322,789	\$	\$ 13,322,789
Short-term investments	870,623		870,623
Accounts receivable		3,638,565	3,638,565
Due from Province of Manitoba		1,546,089	1,546,089
Accounts payable and accrued liabilities		5,683,203	5,683,203
Accrued vacation benefits		3,023,513	3,023,513
Long term debt		1,197,055	1,197,055
	<u>\$ 14,193,412</u>	<u>\$ 15,088,425</u>	<u>\$ 29,281,837</u>

Fair Value Hierarchy

PS 3450 – Financial Instruments – requires the disclosure of a three-level hierarchy for the fair value measurements based upon the transparency of inputs to the valuation of financial instruments carried on the Statement of Financial Position at fair value.

The three levels of the fair value hierarchy are as follows:

Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3 – Inputs for the asset or liability that are not based on observable market data.

The fair value hierarchy of all financial instruments measured at fair value on the statement of financial position are level one. There were no transfers between levels for the years ended March 31, 2016 and 2015.

4. SHORT-TERM INVESTMENTS

Short-term investments mature between April 11, 2016 and November 21, 2016 and bear interest between .52% and .68%.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

5. ACCOUNTS RECEIVABLE

	2016	2015
<i>UCN Fund</i>		
Students	\$ 2,446,546	\$ 1,606,324
Contract Training	593,005	658,393
Due from Advanced Learning Division	156,768	169,968
Other	<u>536,423</u>	<u>835,754</u>
	3,732,742	3,270,439
Less: Allowance for doubtful accounts	<u>(382,581)</u>	<u>(324,579)</u>
	\$ <u>3,350,161</u>	\$ <u>2,945,860</u>
 <i>Inter-Universities Services Fund</i>		
Students	\$ 196,585	\$ 243,760
Other	<u>220</u>	<u>225</u>
	196,805	243,985
Less: Allowance for doubtful accounts	<u>(10,524)</u>	<u>(19,249)</u>
	\$ <u>186,281</u>	\$ <u>224,736</u>
 <i>General Fund</i>	\$ 3,536,442	\$ 3,170,596
<i>Capital Campaign Fund</i>	263	136
<i>Student Award Fund</i>	1,860	2,796
<i>Endowment Fund</i>	<u>100,000</u>	<u>50,000</u>
	\$ <u>3,638,565</u>	\$ <u>3,223,528</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

6. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value 2016
<i>UCN Fund</i>			
Automotive equipment	\$ 1,044,907	\$ 930,125	\$ 114,782
Computer equipment	1,932,616	1,384,808	547,808
Other equipment	4,661,238	2,436,444	2,224,794
Buildings/improvements	17,626,445	2,287,043	15,339,402
Construction in progress	159,098		159,098
Land	446,067		446,067
Library holdings	714,161		714,161
	<u>\$ 26,584,532</u>	<u>\$ 7,038,420</u>	<u>\$ 19,546,112</u>

Inter-Universities Services Fund

Automotive equipment	\$ 84,131	\$ 81,164	\$ 2,967
Computer equipment	43,427	43,427	
Other equipment	70,984	30,143	40,841
	<u>\$ 198,542</u>	<u>\$ 154,734</u>	<u>\$ 43,808</u>

TOTALS FOR 2016

	<u>\$ 26,783,074</u>	<u>\$ 7,193,154</u>	<u>\$ 19,589,920</u>
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	Cost	Accumulated Amortization	Net Book Value 2015
<i>UCN Fund</i>			
Automotive equipment	\$ 1,044,907	\$ 845,214	\$ 199,693
Computer equipment	1,639,372	1,197,721	441,651
Other equipment	4,381,094	2,043,419	2,337,675
Buildings/improvements	16,573,870	1,696,637	14,877,233
Construction in progress	190,005		190,005
Land	446,067		446,067
Library holdings	714,161		714,161
	<u>\$ 24,989,476</u>	<u>\$ 5,782,991</u>	<u>\$ 19,206,485</u>

Inter-Universities Services Fund

Automotive equipment	\$ 84,131	\$ 75,227	\$ 8,904
Computer equipment	60,174	60,174	
Other equipment	62,457	31,092	31,365
	<u>\$ 206,762</u>	<u>\$ 166,493</u>	<u>\$ 40,269</u>

TOTALS FOR 2015

	<u>\$ 25,196,238</u>	<u>\$ 5,949,484</u>	<u>\$ 19,246,754</u>
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UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

7. 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.

	2016	2015
Accrued vacation benefits	\$ <u>752,589</u>	\$ <u>752,589</u>
Accrued severance benefits	\$ <u>793,500</u>	\$ <u>793,500</u>

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2016	2015
<i>UCN Fund</i>		
Accrued liabilities	\$ 722,060	\$ 634,074
Wages and benefits payable	852,900	1,091,143
Trade accounts payable	3,891,218	1,187,157
Due to Student Associations	<u>26,553</u>	<u>27,846</u>
	\$ 5,492,731	\$ 2,940,220
<i>Inter-Universities Services Fund</i>		
Trade Accounts Payable	<u>189,972</u>	<u>97,505</u>
<i>General Fund</i>	\$ 5,682,703	\$ 3,037,725
<i>Student Award Fund</i>	<u>500</u>	<u>1,625</u>
	\$ <u>5,683,203</u>	\$ <u>3,039,350</u>

9. 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
<i>UCN Fund</i>	\$ <u>4,542,618</u>	\$ <u>2,169,561</u>	\$ <u>956,513</u>	\$ <u>5,755,666</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

10. LONG TERM DEBT

	2016	2015
Mortgage payable to the Province of Manitoba bearing interest at 3.75%, due March 31, 2032, repayable in monthly blended installments of \$8,300.	\$ 1,197,055	\$ 1,250,675
Less: Current portion	<u>(55,666)</u>	<u>(53,620)</u>
	<u>\$ 1,141,389</u>	<u>\$ 1,197,055</u>

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

2017	\$ 55,666
2018	57,790
2019	59,994
2020	62,283
2021	<u>64,660</u>
	<u>\$ 300,393</u>

11. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

	Beginning of Year	Increases	Decreases	End of Year
<i>UCN Fund</i>	\$ 9,249,811	\$ 764,381	\$ 975,030	\$ 9,039,162
<i>Inter-Universities Services Fund</i>	<u>40,271</u>	<u>16,178</u>	<u>12,639</u>	<u>43,810</u>
	<u>\$ 9,290,082</u>	<u>\$ 780,559</u>	<u>\$ 987,669</u>	<u>\$ 9,082,972</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

12. ACCRUED SEVERANCE BENEFITS

	2016	2015
Severance Benefit Liability:		
<i>UCN Fund</i>		
Balance, beginning of period	\$ 2,976,092	\$ 2,829,433
Actuarial loss (gain)	(154,396)	(167,244)
Benefits accrued	226,154	231,890
Interest on accrued benefits	169,302	159,731
Severance paid	<u>(121,389)</u>	<u>(77,718)</u>
Balance, end of period	\$ 3,095,763	\$ 2,976,092
Net unamortized actuarial loss	<u>(74,761)</u>	<u>(270,821)</u>
Severance liability	<u>\$ 3,021,002</u>	<u>\$ 2,705,271</u>

Inter-Universities Services Fund

Balance, beginning of period	\$ 166,793	\$ 160,437
Actuarial loss (gain)	(8,126)	(8,802)
Benefits accrued	6,419	6,060
Interest on accrued benefits	<u>9,520</u>	<u>9,098</u>
Balance, end of period	\$ 174,606	\$ 166,793
Net unamortized actuarial loss	<u>(7,301)</u>	<u>(18,181)</u>
Severance liability	<u>\$ 167,305</u>	<u>\$ 148,612</u>
	<u>\$ 3,188,307</u>	<u>\$ 2,853,883</u>

Severance Benefit Expense:

UCN Fund

Interest on accrued benefits	\$ 169,302	\$ 159,731
Employer service cost	226,154	231,890
Amortization of net actuarial loss over EARSL	<u>41,665</u>	<u>60,248</u>
Total expense related to severance benefit	<u>\$ 437,121</u>	<u>\$ 451,869</u>

Inter-Universities Services Fund

Interest on accrued benefits	\$ 9,520	\$ 9,098
Employer service cost	6,419	6,060
Amortization of net actuarial loss over EARSL	<u>2,754</u>	<u>3,732</u>
Total expense related to severance benefit	<u>\$ 18,693</u>	<u>\$ 18,890</u>
	<u>\$ 455,814</u>	<u>\$ 470,759</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

12. ACCRUED SEVERANCE BENEFITS *(continued)*

An actuarial valuation of the severance obligations as at December 31, 2014 was conducted by Ellement Consulting Group. The key actuarial assumptions were updated as at March 31, 2015 based on information provided by the actuary. The key actuarial assumptions were a rate of return of 6.0% (2015 - 6.0%), 2.0% inflation (2015 - 2.0%), salary rate increases of 3.75% (2015 - 3.75%). The accrued benefit cost method with salary projection was used and the liabilities have been extrapolated to March 31, 2016 using the projection formula provided by the actuary. The expected effective date of the next actuarial valuation will be no later than March 31, 2016.

During the year UCN experienced an actuarial gain of \$162,522 (2015 - actuarial gain of \$176,046). The amortization on the actuarial net loss in 2016 is \$44,419 (UCN \$41,665; IUS \$2,754) and in 2015 is \$63,980 (UCN \$60,248; IUS \$3,732).

13. PENSION COSTS AND OBLIGATIONS

UCN's employees are contributing members of the provincially operated Civil Service Superannuation Plan or the Teacher's Retirement Allowances 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, 2016 was \$1,759,842 (2015 - \$1,558,202). 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. As at December 31, 2015, the Civil Service Superannuation Fund had a deficit of \$3.9 billion and the Teacher's Retirement Allowances Fund had a deficit of \$3.5 billion.

14. 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:

2017	\$981,201
2018	211,476
2019	47,997
2020	2,720
2021	2,015

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

15. NET ASSETS INTERNALLY RESTRICTED

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

	Opening Balance	Increases	Decreases	Ending Balance
<i>UCN Fund</i>				
Fiscal Stabilization	\$ 347,986	\$ 35,116	\$ 13,615	\$ 369,487
Total	\$ 347,986	\$ 35,116	\$ 13,615	\$ 369,487
<i>Inter-Universities Services Fund</i>				
Innovations Fund	\$ 1,543,505	\$ 1,465	\$	\$ 1,544,970
Conferences	50,000			50,000
Science Lab	100,000			100,000
Total	\$ 1,693,505	\$ 1,465	\$	\$ 1,694,970
	\$ 2,041,491	\$ 36,581	\$ 13,615	\$ 2,064,457

16. 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 \$2,273,605 (2015 - \$1,996,996) in facility costs was paid to Manitoba Infrastructure and Transportation for the rental of buildings in The Pas. The addition of the new Thompson campus was funded by the Province of Manitoba and opened in May 2014. UCN will pay facility costs for both The Pas campus and the new Thompson campus. Funds available for short-term investments are invested with the Province of Manitoba. At March 31, 2016 \$12,805,741 (2015 - \$8,047,128), included in both cash and cash equivalents and short-term investments, was invested with the Province of Manitoba.

17. RISK MANAGEMENT

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

1. Credit Risk

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

	Carrying Amount	
	2016	2015
Cash and cash equivalents	\$ 13,322,789	\$ 9,622,512
Short-term investments	870,623	761,627
Accounts receivable	3,638,565	3,223,528
Due from Province of Manitoba - vacation and severance benefits	<u>1,546,089</u>	<u>1,546,089</u>
Totals	\$ <u>19,378,066</u>	\$ <u>15,153,756</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

17. RISK MANAGEMENT (continued)

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. Amounts due from the the Province of Manitoba are typically collected when due.

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.

	0-30 Days	31-60 Days	61-90 Days	91+ Days	Total
Student receivables	\$ 113,347	\$ 126,785	\$ 580,617	\$ 1,172,446	\$ 1,993,195
Government receivables	358,233	81,000	-	-	439,233
Other receivables	<u>1,109,006</u>	<u>14,907</u>	<u>21,089</u>	<u>454,240</u>	<u>1,599,242</u>
Gross receivables	1,580,586	222,692	601,706	1,626,686	4,031,670
Less: Allowance for doubtful accounts		<u>(7,107)</u>	<u>(30,085)</u>	<u>(355,913)</u>	<u>(393,105)</u>
Net receivables	<u>\$ 1,580,586</u>	<u>\$ 215,585</u>	<u>\$ 571,621</u>	<u>\$ 1,270,773</u>	<u>\$ 3,638,565</u>

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.

The following table sets out the contractual maturities of financial liabilities:

	2016			
	Within 6 Months	6 months to 1 Year	1-5 Years	5 Years +
Accounts payable and accrued liabilities	\$ 5,194,203	\$ 254,785	\$ -	\$ 234,215
Accrued vacation benefits	2,014,278	525,365	361,103	122,767
Long term debt	<u>27,572</u>	<u>28,094</u>	<u>311,853</u>	<u>829,536</u>
	<u>\$ 7,236,053</u>	<u>\$ 808,244</u>	<u>\$ 672,956</u>	<u>\$ 1,186,518</u>

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 value of its financial instruments.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

17. RISK MANAGEMENT *(continued)*

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.

18. 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 Advanced Learning Division.

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, 2016, 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.

19. INTER-FUND TRANSFERS

	Unrestricted		Internally Restricted		Student Award Fund	Endowment Fund
	UCN Fund	US Fund	UCN Fund	US Fund		
Fiscal Stabilization (Innovations)	\$ (21,501)	\$ (1,465)	\$ 21,501	\$ 1,465	\$	\$
March 31, 2016	\$ (21,501)	\$ (1,465)	\$ 21,501	\$ 1,465	\$	\$
March 31, 2015	\$ (120,759)	\$ (68,709)	\$ 70,759	\$ 68,709	\$	\$ 50,000

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

20. 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 were funded using capital grants. Regional Centres located on First Nations land were managed, owned and operated by UCN during construction either directly or through contracts with the First Nation. Ownership and facility management may transfer to local First Nations governments in accordance with KIP terms and conditions after completion. If transferred 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, 2015, construction on the eight Regional Centres has been completed at a cost of \$10,523,630. UCN has deferred the funding and capitalized the expenditures to Building/Improvements and the assets are amortized accordingly.

21. 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. UCN believes they have made adequate provision in the financial statements in respect of these claims, as of March 31, 2016.

22. LINE OF CREDIT

UCN has an approved borrowing limit of \$2,000,000 at an interest rate of 2.55% and is secured by a guarantee from the Province of Manitoba with no fixed terms of repayment. At March 31, 2016 the balance was nil (March 2015 - nil).

23. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with current year presentation.

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF FINANCIAL POSITION - GENERAL

STATEMENT 1A

MARCH 31

	UCN FUND	IUS FUND	MARCH 31, 2016	MARCH 31, 2015
ASSETS				
CURRENT				
Cash and cash equivalents	\$ 10,603,529	\$ 2,440,026	\$ 13,043,555	\$ 9,340,593
Accounts receivable (Note 5)	3,350,161	186,281	3,536,442	3,170,596
Due to/from other funds	448,663	(448,663)		
Due from Province of Manitoba (Note 7)	752,589		752,589	752,589
Inventory	245,161		245,161	203,207
Prepaid expenses	478,969	5,674	484,643	708,370
	<u>15,879,072</u>	<u>2,183,318</u>	<u>18,062,390</u>	<u>14,175,355</u>
LONG TERM				
Prepaid expenses	591,026		591,026	663,470
Capital assets (Note 6)	19,546,112	43,808	19,589,920	19,246,754
Due from Province of Manitoba (Note 7)	788,490	5,010	793,500	793,500
	<u>20,925,628</u>	<u>48,818</u>	<u>20,974,446</u>	<u>20,703,724</u>
	<u>\$ 36,804,700</u>	<u>\$ 2,232,136</u>	<u>\$ 39,036,836</u>	<u>\$ 34,879,079</u>
LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities (Note 8)	\$ 5,492,731	\$ 189,972	\$ 5,682,703	\$ 3,037,725
Due to Endowment Fund				50,000
Deferred revenue	413,425		413,425	687,322
Deferred contributions (Note 9)	5,755,666		5,755,666	4,542,618
Accrued vacations benefits	2,887,434	136,079	3,023,513	2,995,065
Current portion long term debt (Note 10)	55,666		55,666	53,620
	<u>14,604,922</u>	<u>326,051</u>	<u>14,930,973</u>	<u>11,366,350</u>
LONG TERM				
Deferred revenue	591,026		591,026	663,470
Deferred contributions related to capital assets (Note 11)	9,039,162	43,810	9,082,972	9,290,082
Accrued severance benefits (Note 12)	3,021,002	167,305	3,188,307	2,853,883
Long term debt (Note 10)	1,141,389		1,141,389	1,197,055
	<u>13,792,579</u>	<u>211,115</u>	<u>14,003,694</u>	<u>14,004,490</u>
FUND BALANCES				
NET ASSETS INVESTED IN CAPITAL ASSETS	9,336,375		9,336,375	8,732,668
NET ASSETS INTERNALLY RESTRICTED (Note 15)	369,487	1,694,970	2,064,457	2,041,491
UNRESTRICTED NET ASSETS	(1,298,663)		(1,298,663)	(1,265,920)
	<u>8,407,199</u>	<u>1,694,970</u>	<u>10,102,169</u>	<u>9,508,239</u>
	<u>\$ 36,804,700</u>	<u>\$ 2,232,136</u>	<u>\$ 39,036,836</u>	<u>\$ 34,879,079</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2A

STATEMENT OF OPERATIONS - GENERAL

YEAR ENDED MARCH 31

	UCN FUND	IUS FUND	MARCH 31, 2016	MARCH 31, 2015
REVENUES				
Grants				
Advanced Learning Division	\$ 34,710,270	\$ 1,013,513	\$ 35,723,783	\$ 33,619,187
Other Province of Manitoba	605,136		605,136	586,459
Government of Canada	252,915		252,915	364,715
Amortization of deferred contributions related to capital assets	975,031	12,448	987,479	922,601
Ancillary sales and services	3,041,530		3,041,530	2,680,713
Donations	11,000		11,000	
Investment income	82,011	2,580	84,591	107,546
Contract training	615,473		615,473	727,729
Tuition and student fees	3,699,731	524,471	4,224,202	3,866,851
Other revenue	1,472,670	7,866	1,480,536	866,368
Gain on disposal of capital assets				9,474
	<u>45,465,767</u>	<u>1,560,878</u>	<u>47,026,645</u>	<u>43,751,643</u>
EXPENSES				
Advertising and public relations	639,998	18,373	658,371	523,863
Amortization of capital assets	1,265,261	12,448	1,277,709	1,185,654
Bad debt (recovery)	140,638	(5,787)	134,851	387,187
Cost of goods sold	1,323,040		1,323,040	1,204,826
Facility costs	2,273,605		2,273,605	1,996,996
Furniture and minor equipment	1,140,947	29,579	1,170,526	886,271
Insurance	122,434	2,399	124,833	106,984
Interest on long term debt	45,985		45,985	47,955
Library acquisitions	255,666		255,666	197,050
Loss on disposal of capital assets		191	191	
Maintenance and repairs	133,786	12,430	146,216	122,005
Operational supplies and services	5,191,935	120,032	5,311,967	4,204,812
Property taxes	615,848		615,848	703,216
Rentals and leases	505,348	407	505,755	633,509
Salaries and employee benefits	28,924,258	1,071,538	29,995,796	28,309,587
Telephone and communication	663,297	1,918	665,215	630,619
Travel	1,275,431	295,885	1,571,316	1,434,144
Utilities	355,825		355,825	401,159
	<u>44,873,302</u>	<u>1,559,413</u>	<u>46,432,715</u>	<u>42,975,837</u>
EXCESS REVENUES	<u>\$ 592,465</u>	<u>\$ 1,465</u>	<u>\$ 593,930</u>	<u>\$ 775,806</u>

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

STATEMENT 3A

YEAR ENDED MARCH 31

	UNRESTRICTED		INTERNALLY RESTRICTED		TOTAL	NET ASSETS INVESTED IN CAPITAL ASSETS		TOTAL		
	UCN FUND	IUS FUND	UCN FUND	IUS FUND		MARCH 31, 2016	MARCH 31, 2015			
FUND SURPLUS, beginning of year	\$ (1,265,920)	\$	\$ (1,265,920)	\$	347,986	1,693,505	\$ 2,041,491	\$ 8,732,668	\$ 9,508,239	\$ 8,782,433
EXCESS REVENUES	592,485	1,465	593,930						593,930	775,806
CHANGE IN NET ASSETS INVESTED IN CAPITAL ASSETS										
Amortization of capital assets	1,265,261	12,448	1,277,709					(1,277,709)		
Amortization of deferred contributions related to capital assets	(975,031)	(12,448)	(987,479)					987,479		
Purchase of capital assets	(1,604,889)	(16,178)	(1,621,067)					1,621,067		
Deferred contributions related to capital assets	764,381	16,176	780,559					(780,559)		
Loss on disposal of capital assets	191		191					(191)		
Long term debt on capital assets	(53,620)		(53,620)					53,620		
INTER-FUND TRANSFERS (Note 19)	(21,501)	(1,465)	(22,966)		21,501	1,465	22,966			(50,000)
FUND SURPLUS, end of year	\$ (1,268,663)	\$	\$ (1,298,663)	\$	369,487	1,694,970	\$ 2,064,457	\$ 9,335,375	\$ 10,102,169	\$ 9,508,239

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 1

SCHEDULE OF OTHER GRANT REVENUE

(UNAUDITED)

	MARCH 31, 2016	MARCH 31, 2015
Province of Manitoba		
Aboriginal and Northern Affairs	\$	\$ 2,161
Adult Learning Centre - Manitoba Advanced Education and Literacy	405,000	437,000
Children Youth and Opportunities	1,270	
Education and Advanced Learning	273	320
Family Services	78,100	
Housing and Community Development	4,205	
Jobs and The Economy		47,060
Public Library Services	76,288	59,918
Summer Enrichment - Manitoba Education	40,000	40,000
	<u>\$ 605,136</u>	<u>\$ 586,459</u>

SCHEDULE 2

SCHEDULE OF ANCILLARY SALES AND SERVICES

(UNAUDITED)

	MARCH 31, 2016	MARCH 31, 2015
Bookstore	\$ 1,381,779	\$ 1,223,884
Cafeteria	674,427	562,161
Residence	985,324	894,668
	<u>\$ 3,041,530</u>	<u>\$ 2,680,713</u>

SCHEDULE 3

SCHEDULE OF TUITION AND STUDENT FEES

(UNAUDITED)

	MARCH 31, 2016	MARCH 31, 2015
Apprenticeship	\$ 1,064,107	\$ 905,600
Core-funded programs	2,602,180	2,341,724
Continuing Education	33,444	61,542
	<u>\$ 3,699,731</u>	<u>\$ 3,308,866</u>

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 4

STATEMENT OF UCN EXPENDITURES BY FUNCTION (UNAUDITED)

	SALARIES AND BENEFITS	OTHER	TOTAL	
			MARCH 31, 2016	MARCH 31, 2015
Academic	\$ 13,976,045	\$ 2,475,707	\$ 16,451,752	\$ 15,576,844
Administration	5,060,438	3,421,201	8,481,639	8,716,829
Ancillary Sales and Services	1,265,774	1,986,892	3,252,666	2,907,651
Continuing Education	162,515	1,703	164,218	199,751
Library	962,815	671,505	1,634,320	1,331,625
Contract Training	699,347	179,780	879,127	1,023,151
Insurance Claims		197,314	197,314	38,753
Information Technology	962,380	1,121,487	2,083,867	1,683,272
Plant	950,308	4,227,771	5,178,079	4,577,661
Program Support	<u>4,769,817</u>	<u>1,780,503</u>	<u>6,550,320</u>	<u>5,401,221</u>
	<u>\$ 28,809,439</u>	<u>\$ 16,063,863</u>	<u>\$ 44,873,302</u>	<u>\$ 41,456,758</u>

