

THE PAS CAMPUS

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

THOMPSON CAMPUS

55 UCN Drive
Thompson, MB R8N 1L7
1.866.677.6450

REGIONAL CENTRE LOCATIONS

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

ANNUAL REPORT

2017-2018

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MESSAGE FROM THE PRESIDENT & VICE CHANCELLOR

The 2017-18 year saw significant changes at UCN. First, was my appointment as the President and Vice Chancellor in August of 2017. I would like to humbly acknowledge the Governing Council's support in this appointment and gratefully accept the challenge given to me to move UCN towards increasing responsiveness to the education and training needs of northern Manitoba.

We -- and I use the term "we" to mean all the management and staff of UCN -- have accomplished a lot in the last year. We have reached out to local and regional sponsors with a series of sponsor forums designed to gain new levels of understanding and partnership between the sponsors of our students and their requirements.

We have taken an active approach to student recruitment by initiating a comprehensive review of our recruitment and marketing which has resulted in the hiring of three recruitment officers with additional duties associated to sponsor relations. We have redesigned and re-profiled our recruitment and marketing material. As well, we are refocusing our registration and admissions area to better engage and support new and existing students. Student recruitment has been significantly bolstered by a comprehensive Recruiting Implementation Plan which is currently underway.

We have developed and will deliver new programs in the area of Paramedic, Public Administration, Power Engineering, English as an Additional Language (EAL), Line Cook, and Aboriginal and Northern Tourism. We are continuing to work towards developing new partnerships with other institutions to deliver a Community Economic and Social Development degree, a Master's of Education, Network Communications Technology certification, and others.

We have created a new Northern Workforce Development Centre in Thompson to respond to the immediate training needs of new and current workers. Our approach to workforce development needs has changed considerably to be more proactive, more nimble and more focused on the needs of northern employers.

We have created post-secondary access centres in two communities for students requiring access to pre-post-secondary education and training to respond to the northern reality of lower than average education levels, which act as a barrier to further education and job skills training. UCN believes it is well positioned to create pathways for adult learners into post-secondary education or into employment.



Our Governing Council, along with the Learning Council and Council of Elders are reviewing and renewing our institutional mission, vision and values and directing the management towards a new strategic plan. Further to this end, our Institutional research and Community Based Services area have undertaken a comprehensive consultation and survey process to accurately gauge northern training needs which will be reflected in UCN's new strategic plan.

Major initiatives in the areas of: Strategic Enrolment Management, Data Management, Quality Assurance and on-line registration are underway.

UCN has also embarked on establishing itself as a digital learning hub, working with the Information Communication Technology Council of Canada, the Information and Communications Technology Council of Manitoba, North Forge, and others to ensure UCN has the capacity and tools to provide Indigenous and northern learners with the skills and knowledge they need to participate in the new economy.

We have accepted and will respond to the 11 recommendations in the College Review pertaining to UCN which will lead to a "new" UCN that is focused on supporting northern Manitobans in social and economic development of our region.

To that end, we have set four broad goals which will guide our strategies and actions:

1. Student Success

- > Enrolment, retention, graduation, employment

2. Engagement

- > Engage with industry, communities, responsive, relevant, innovative

3. Indigenization

- > Content, relevance, increase scholarship

4. Governance

- > Governance, leadership, administrative systems

We are optimistic that the next years will also be characterized by more students, more programs, more partnerships and, more relevance to the needs of Indigenous and northern students and communities.

Doug Lauvstad
President and Vice Chancellor
University College of the North

MESSAGE FROM THE GOVERNING COUNCIL CHAIR

I am pleased to present University College of the North's 2017-18 Annual Report.

The past year has been one of significant change for the University College of the North: We have had a significant number of new Board members who have joined our team and we look forward to focusing on the future growth of UCN and northern Manitoba.

We concluded a comprehensive search for a new President and Vice Chancellor and, effective August 1, 2017, the Governing Council appointed Doug Lauvstad, a long-time resident of northern Manitoba and a person with significant experience in northern education and development.

We are also proud of the accomplishments of UCN, including:

- successfully implementing the College's Trades and Technology Division to ensure market relevance and responsive programs for the northern labour market. New programs developed during the last year include Paramedic, Power Engineering, Heavy Equipment Technician and Line Cook;
- taking one of the most aggressive approaches across the country to ensure that we are indigenizing our curriculum. This helps to ensure that our courses and programs reflect the 70% of our student body with Indigenous heritage, and also speak to the 70% of the population of northern Manitoba who are of Indigenous descent;
- marketing strategy and the implementation of individualized learning plans to help students plan their progress.

There's much more that has happened and I want to thank all the staff, students and UCN's partners and stakeholders for helping UCN fulfill its mandate to ensure the education and training needs of northern Manitoba are met.

As well, I would like to thank the members of UCN's tri-council for their hard work, knowledge and expertise in helping enrich the lives of the students and the communities we serve.

Tom Goodman

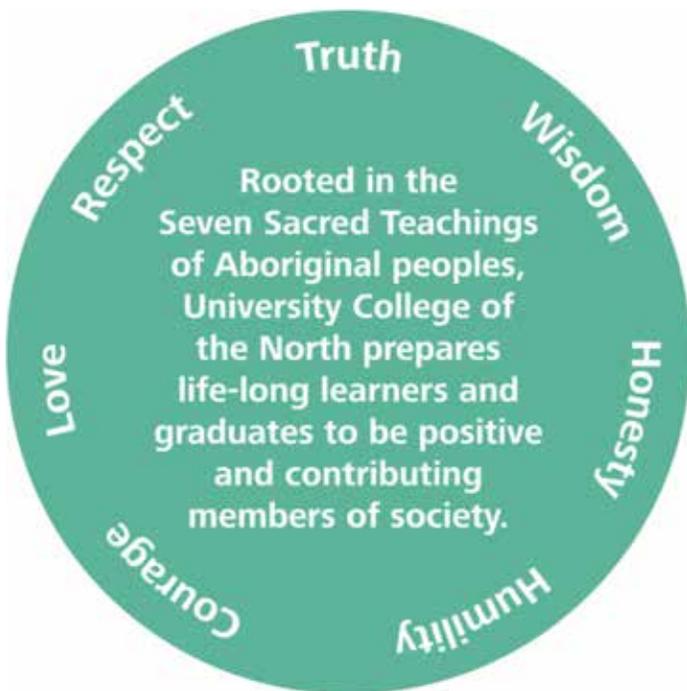


ABOUT UNIVERSITY COLLEGE OF THE NORTH

UCNS GOVERNING COUNCIL END 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



MISSION STATEMENT

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 Aboriginal and northern values and beliefs.

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 be respected throughout.
- That UCN be dedicated to community and northern development in the widest sense: culture, 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.

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.

UCN operates with a tri-cameral system that includes the Governing Council, Learning Council and Council of Elders. All 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 a broad scope of experience and expertise across educational backgrounds and the region. There is also representation from the Learning Council, Council of Elders, UCN faculty, non-faculty and students. The Governing Council operates under a policy governance model whereby the Council's policies guide the work of the Council and the UCN President and Vice Chancellor.

Some of the key activities undertaken by the Governing Council in 2016-17 include:

- ⇒ Established the Governing Councils 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 and Vice Chancellor in relation to the Governing Council's policies through monthly reports as well as three monitoring reports per year.
- ⇒ As per the Governing Council's annual calendar, received presentations from both internal and external areas on a variety of topics.

COUNCIL OF ELDERS

The Council of Elders consists of no more than 17 voting members. Fourteen are Elders representing the various communities that UCN serves, along with one representative from the Governing Council and one member 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 Governing Council and the 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 the Learning Council as well as selection committees for UCN faculty and non-faculty positions. The Council provides guidance on academic development, Aboriginal culture and actively participates in UCN conferences and events.

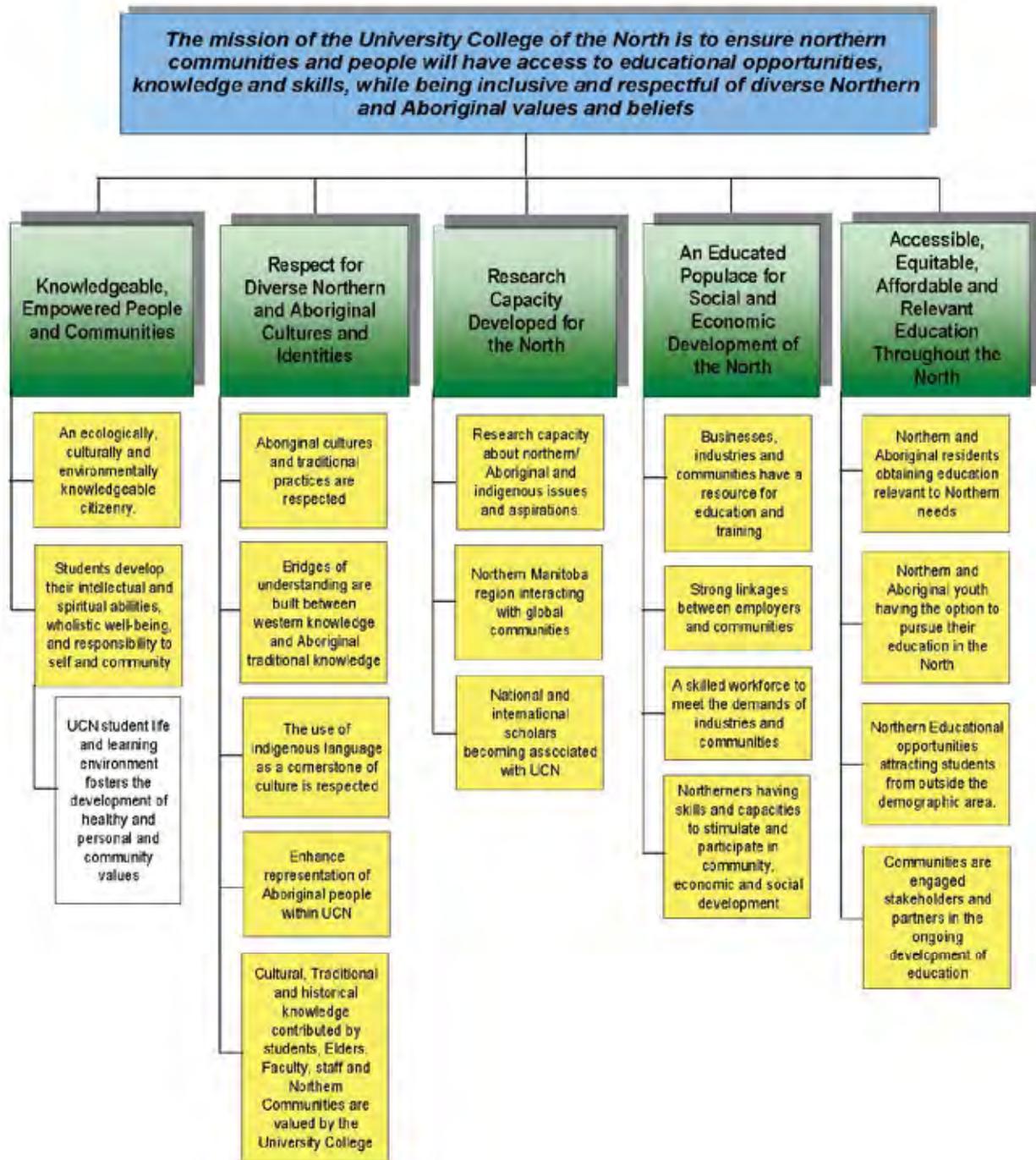
LEARNING COUNCIL

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

The Learning Council has nine standing committees: awards, academic planning, curriculum and standards, executive, library, research and scholarship, appeals, academic dress and equity. All standing committees are comprised of UCN faculty, staff members, a Council of Elders 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 2016-17 year. The Learning Council has approved new degree and diploma programs and has ensured that existing academic programming is current. The Council ensures UCN students are at the centre of the institution.

UCN GOVERNING COUNCIL ENDS STATEMENT



UCN GOVERNING COUNCIL MEMBERS

CHANCELLOR

Mr. Edwin Jebb

CHAIR

Mr. Tom Goodman

VICE-CHAIR

Mr. William (Bill) Schaffer
(Term Ended – June 30, 2017)

Ms. Dee Chaboyer
(Appointed – July 1, 2017)

PRESIDENT & VICE CHANCELLOR

Mr. Konrad Jonasson
(Retired – August 2017)

Mr. Doug Lauvstad
(Appointed – August 1, 2017)

COUNCIL MEMBERS Appointed by Government

Ms. Tracey Como
Mr. Tom Goodman
Ms. Sharain Jones
Ms. Linda Markus
Mr. Donald Nisbet
Ms. Edith Sexsmith
Mr. Albert Tait
Ms. Dayna Waring

COUNCIL MEMBERS Appointed by UCN Governing Council

Ms. Dee Chaboyer
Mr. William (Bill) Schaffer (Term Ended – June 30, 2017)
Mr. Ken Munro (Appointed – July 1, 2017)

Staff Representation

Dr. Selvin Peter—University Faculty
Mr. Borys Kruk—College Faculty
Mr. Grant Nemeth—Non-Faculty

Student Representation

Ms. Kelsi Hitch (LGIC Student Appointment)
Mr. Brock Kramble (LGIC Student Appointment)

Council of Elders Representative

Elder Ernie Samatte

Learning Council Representative

Ms. Ann Barbour-Stevenson

UCN Tri-Council Executive Officer

Ms. Shelly Bulycz

UCN LEARNING COUNCIL MEMBERS

CHANCELLOR

Mr. Edwin Jebb

CHAIR

Ms. Ann Barbour-Stevenson

VICE-CHAIR

Ms. Brenda Wasylik

PRESIDENT & VICE CHANCELLOR

Mr. Konrad Jonasson

(Retired August 2017)

Mr. Doug Lauvstad

(Appointed August 1, 2017)

VICE-PRESIDENT, ACADEMIC AND RESEARCH

Dr. Dan Smith

VICE-PRESIDENT, COMMUNITY BASED-SERVICES

Ms. Donna Carriere

ASSOCIATE VICE-PRESIDENT, COLLEGE OF TRADES AND TECHNOLOGY

Mr. Rob Penner

COUNCIL OF ELDERS REPRESENTATIVE

Elder Norma Leahy

GOVERNING COUNCIL REPRESENTATIVE

Mr. William (Bill) Schaffer

(Term Ended June 30, 2017)

Mr. Ken Munro

(Appointed July 1, 2017)

STUDENT COUNSELLOR

vacant

DEANS

Ms. Linda Melnick, Research & Innovation

Dr. Stan Gardner, Library and Instructional Services

Mr. David Williamson, Education

UNIVERSITY FACULTY

Ms. Susan Barbeau , Health

Ms. Faye Bartlett, Education

Ms. Anne Barbour-Stevenson, Education

Ms. Melanie Belmore, Arts, Business & Science

Ms. Tammy Butler, Health

Dr. Keith Hyde, Arts, Business & Science

Ms. Susan Oxford, Librarian

Dr. Greg Stott, Arts, Business & Science

COLLEGE FACULTY

Ms. Laura Ayers, Education

Ms. Barb Carlson, Education

Mr. Jason Grandy, Business

Ms. Kim Laycock, Business

Ms. Andrea Robinson, Business

Ms. Brenda Wasylik, Health

STUDENT

Ms. Mercedes Cote

(Term Ended June 2017)

Ms. Priscilla Maud

(Appointed July 2017)

EX-OFFICIO

Mr. Roland Misling, Dean—Trades and Technology

Ms. Florence Watson, Dean—Student Development and Registrar

Ms. Sandra Muilenburg, VP Finance and Resources

Mr. Chris Reddy, VP Strategic Services and Development

UCN TRI-COUNCIL EXECUTIVE OFFICER

Ms. Shelly Bulycz

UCN COUNCIL OF ELDERS MEMBERS

Comprised of Elders from various communities throughout Northern Manitoba

CHAIR

Elder Martha Jonasson, Wabowden

VICE-CHAIR

Elder Stella Neff, Misipawistik Cree Nation

EXECUTIVE MEMBERS

Elder Mabel Bignell, Opaskwayak Cree Nation

Elder Ernie Samatte, The Pas

Elder Jimmy Hunter-Spence, Nelson House

TRI-COUNCIL REPRESENTATION

Governing Council Representative

Mr. Don Nisbet

Learning Council Representative

Mr. David Williamson

COUNCIL OF ELDERS MEMBERSHIP

Elder Nick Halcrow, Pimicikamak Cree Nation (Cross Lake)

Elder Norma Leahy, Thompson

Elder Martha Spence, Tataskwayak

Elder Joan Ledoux, Flin Flon

Elder Albert Tait, Norway House

UCN RESIDENT ELDERS

Elder Marie Ballantyne, Thompson Campus

Elder John Martin, The Pas Campus

UCN STUDENT COUNCIL REPRESENTATION

Dominique Labonte, Thompson Campus

UCN TRI-COUNCIL EXECUTIVE OFFICER

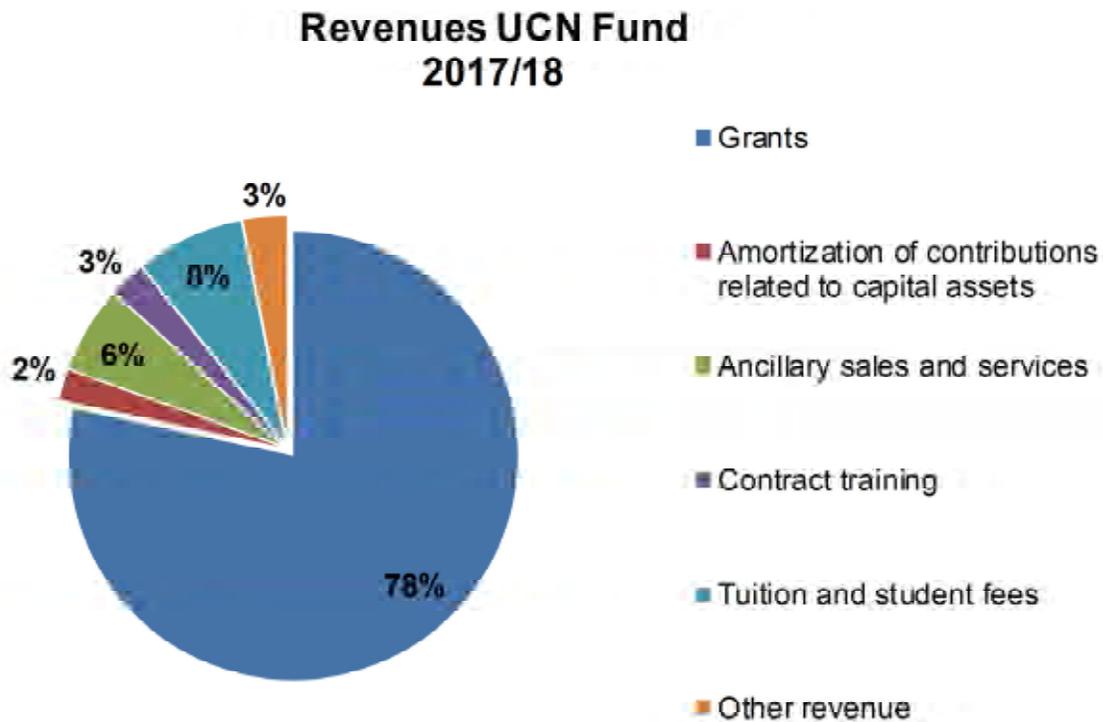
Ms. Shelly Bulycz

FINANCE & RESOURCES

This section provides an overview of the financial results that UCN achieved in the fiscal year ending March 31, 2018. Throughout this fiscal year, UCN continued to operate in a climate of economic, technological and environmental change while looking to improve fiscal responsibility and program offerings to Northern and Aboriginal students. UCN's Mission, Vision and Strategic Plan continued to guide the allocation of financial, human resources, and capital resources and were the basis for budget decisions.

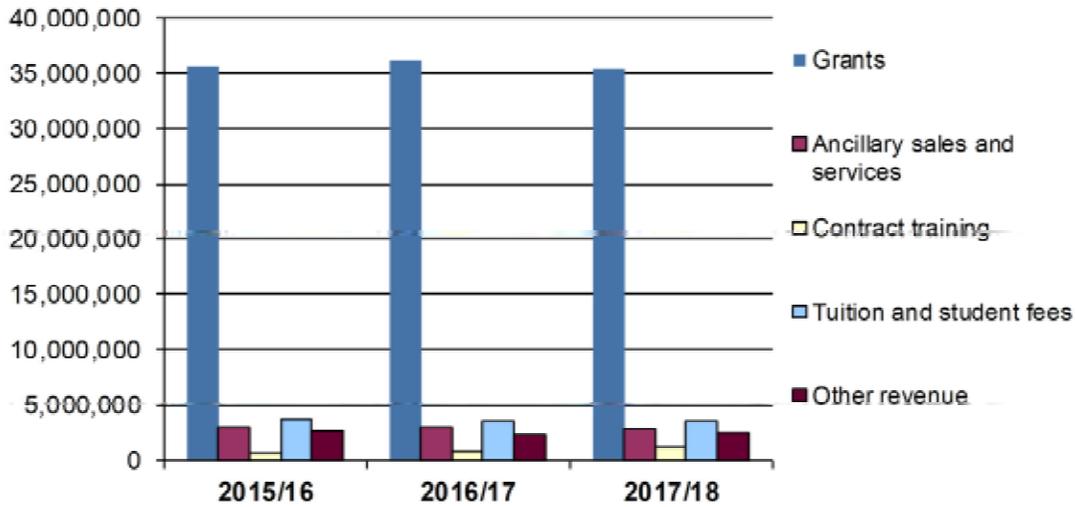
The total revenue for UCN General Fund is \$45.2 million for the fiscal year ending March 31, 2018. Total expenditures amounted to \$44.7 million, leaving an Excess of Revenues over Expenses amounting to \$.5 million. This surplus has been added to UCN's Unrestricted Net Asset balance.

Grant revenue from the Province of Manitoba represents UCN's single largest source of revenue and plays a key role in the ability to fund the activities of the institution.

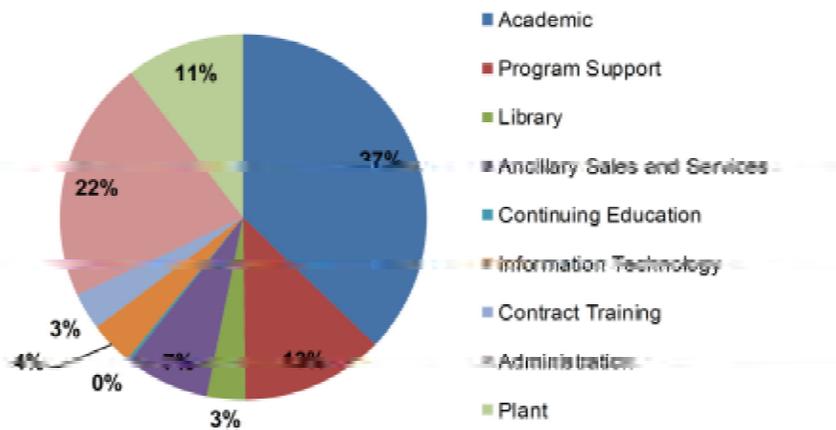


FINANCE & RESOURCES

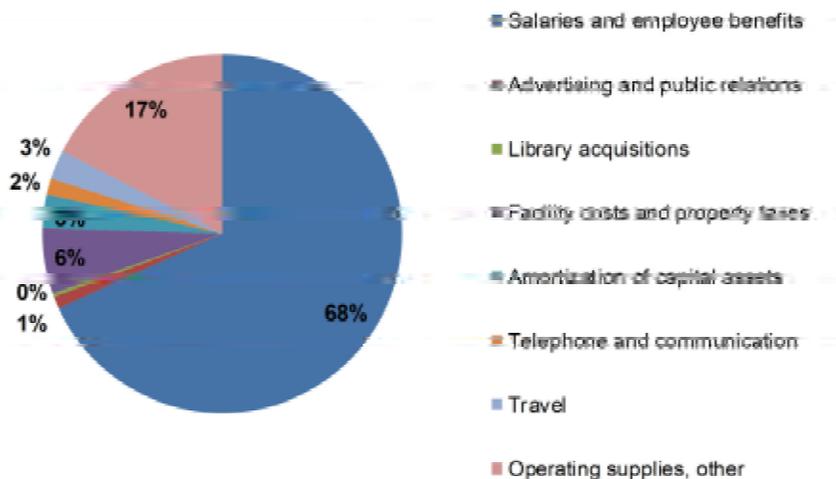
**Revenues by Source UCN Fund
2015/16 to 2017/18**



**Expenditures by Function UCN Fund
2017/18**



**Expenditures by Category UCN Fund
2017/18**



HUMAN RESOURCES

Throughout 2017-18, Human Resources managed the recruitment of approved new positions as well as replacement of vacancies occurring through resignations and retirements. Although UCN continued to manage vacancies carefully due to budget considerations, this year saw a high number of advertisements – 122 positions were posted. There were also a number of other staffing actions which took place through term conversions and short-term appointments through the waiver process. Employment opportunities are widely advertised and promoted, in particular in Aboriginal communities and on related websites. These efforts are intended to further promote UCN's vision and mission in relation to recruitment of a diverse and representative workforce, and of Aboriginal faculty in particular. UCN's advertising efforts and presence at career fairs throughout the year are focused on attracting the best candidates for UCN, both in terms of faculty who work directly with students, as well as filling all executive, administration and support roles.

In 2017-18, UCN continued to provide opportunities for staff and faculty to upgrade their knowledge and skills, including the continuation of two professional development days entitled "UCaN Days" and a variety of internal training opportunities. Cultural Proficiency training is now in place for all UCN employees. Human Resource Development (HRD) includes short-term training as well as potential funding for completion of full courses and programs such as Bachelor, Masters and Ph.D. programs, along with other relevant certifications. Several faculty members attend international conferences, and these continue to be important for UCN and the growth of the faculties and research opportunities. It is important to note that given the location of UCN campuses and regional centres, the cost of any HRD activities and related travel is higher than for institutions located in the southern part of the province. Many of these opportunities are funded based on the Collective Agreement (Article 49 – Human Resource Development and Article 80 – Travel and Professional Development Allowance). UCN also provides for educational leaves, research/study (sabbatical) leaves and other types of leave or accommodation for training and education purposes.

UCN Human Resources also managed a number of employee relations issues throughout 2017-18. The number of formal grievance is low at UCN, as Human Resources works closely with managers and the MGEU toward resolving issues at the lowest possible level wherever possible. Human Resources also manages complaints under the Respectful Workplace Policy and the Harassment and Discrimination Policy.

In addition to the responsibilities already noted, throughout 2017-18, the Pay and Benefits Department with Human Resources continued to work diligently to ensure all employees are paid accurately and on time. This can sometimes be a challenge in terms of receiving all of the necessary documentation from managers in a timely manner, particularly due to the distributed nature of the institution. Human Resources also assisted managers/supervisors with a variety of issues such as assessment of new or revised positions in terms of classification analysis, development of position descriptions, policy development and implementation, and general consultation and administration of the Collective Agreement between UCN and the MGEU.

CAPITAL PROJECTS



THE PAS HEALTH SKILLS LAB

UCN currently is working towards developing a Health Skills Lab in The Pas which will allow UCN to better train and develop northern nurses and health care professionals. The current lab has been outgrown, and does not provide enough space or beds for the current students. This is further complicated by the implementation of the new nursing curriculum which has increased from two skilled courses to four which will now require students in years two and three to use the lab. In addition given the growing demand for health care professionals in Northern Manitoba and the addition of UCN's paramedic program this new lab is desperately required and as such has become a priority. UCN is planning on utilizing the space vacated when the new research library was constructed in The Pas. The lab construction is slated to be completed by Fall 2018 in time for the fall intake of students.

It should be noted that health care programs across the country are utilizing simulation labs because it enables the student to practice skills in an environment that allows for errors and professional growth without risking patient safety. Furthermore, a national longitudinal, randomized, controlled study conducted by the National Council for State Boards of Nursing found substantial evidence that substituting high-quality simulation experiences for up to half of traditional clinical hours produces comparable end-of-program education outcomes and new graduates that are ready for clinical practice (Hayden, Smiley, Alexander, Kardong-Edgren and Jeffries, 2014).

The Pas Finance Trailer Repair and Upgrade

UCN has been utilizing temporary trailers for many years now and has come to the point where renovation and repair of these units is required for continued utilization into the future. The trailers will go through an abatement and drainage upgrade to address issues under the units. In addition the trailers will be connected to allow additional room for all Finance staff to be under one roof. This project is targeted to be completed by Fall 2018.

Thompson and The Pas Affordable Student Housing

UCN continues to explore options to provide housing for UCN students. Students find it difficult to rent housing given the low vacancy rates in Northern Manitoba. It is important that UCN students are able to find affordable, short-term housing for to remove one more barrier to achieving success.

UCN continues to work towards additional single student residences and family housing at both campuses--the long term goal being the construction of 100 family and 100 single student units in both The Pas and Thompson. In partnership with Manitoba Housing, UCN continues to be able to provide all 48 family housing units to students at rent geared to income; eliminating another barrier for students. UCN, this year, will be converting 19 apartment units in Thompson to student housing to provide students a place closer to campus and campus supports. At the same time UCN will be continuing to use the student residence at Polaris 6 in Thompson.



UCN Student Housing in The Pas

INFORMATION TECHNOLOGY

Information Technology (IT) worked on improving UCN's computing environment during 2017-18. This included replacing equipment in both Thompson and The Pas. The IT department also replaced all the desktop computers in regional centres. IT has also continued improving the Management Information System (MIS) this year. A consultant was engaged to change some of IT's processes and to customize some functionality. Some of the benefits of this work are already being seen. Improvements continued on backbone systems.

UCN employees began using internal document storage in the MIS system resulting in less paper based processes, less delay in processing time, and easier access to documents required to perform their duties.

The IT department continued work with the provincial auditors, along with hired consultants, on a number of items. Progress continued to be made on projects including the refinement of a formal IT risk assessment process, a formal Disaster Recovery Plan, and additional Business Continuity Plans. The auditors also requested that UCN improve security protocols and practices regarding databases. Acting on these recommendations, improvements continued to be made in this regard.

UCN's new Zoom web conferencing platform continued to attract new users and had a positive impact on the ability for participants to join meetings/courses from traditional video conference rooms or via PC based equipment. This has meant faculty and staff can join from a distance with their laptop, or multimedia device allowing them to teach classes outside of UCN's campuses resulting in less courses being cancelled. This has also meant easier integration with non-UCN personnel and organizations for presentations, lectures, meetings, conferences and interviews. The UCN IT Department continues to strive to provide the most current computing experience and quick support for students and staff.



COMMUNICATIONS

Communications has had a particularly active 2017-18 year. A Request For Proposal was completed to find a company that could provide UCN with a recruitment and marketing strategy designed specifically to increase enrolment and reach-out to future students through Smart Phone Technology and Social Media with the ultimate goal to direct them to the UCN website.

Domino Creative was the successful company chosen and the work above is well underway. There has been extensive research as well as several hundred surveys on past, current and future students completed. Testimonial videos and a new viewbook are being created and it is anticipated that website users will have a more positive and productive experience with the new website.

Program brochures were re-written and updated on virtually every program UCN has to offer. Regional centre course offerings and Expression of Interest posters were designed and distributed throughout Northern Manitoba.

The Communications office played a key-role in the advertising for UCN's first-ever "Industry Engagement" night on The Pas Campus. It was a great success with local industry leaders meeting with students to discuss employment opportunities following graduation.

UCN's Truth and Reconciliation Wellness Conference took place on the Thompson campus and was well attended with a wide variety of people who live and work in the region. The highlight of the event was the keynote address from newly appointed Senator Mary Jane McCallum, a member of the Opaskwayak Cree Nation.



Senator McCallum and UCN's Council of Elders.

ACADEMIC DIVISION



ACADEMIC AND RESEARCH DIVISION

The Academic and Research Division has been working throughout 2017-18 to help ensure that UCN plays a leading role in the cultural, economic, and social development of Northern Manitoba. Focus has been on strengthening UCN's research and academic activities and engagement with communities and with industry. In addition to ensuring continual improvement in every-day operations, the Academic and Research Division has been focused on achieving three clear and critically important goals for UCN, expressed succinctly as **more students, more programs, and more partnerships**.

More students

Throughout 2017-18, the Academic and Research Division has been working with the consultant companies Education Connections and Domino Creative to develop a more robust and purposeful student **recruiting and marketing strategy**. The final report is expected in early 2018-19, and it is anticipated that UCN will proceed immediately with implementing the recommendations with a goal of significantly increasing the number of students attending UCN. To this end, UCN's Strategic Enrolment Management Committee will be developing a detailed and comprehensive implementation plan early in 2018-19.

As important as attracting more students is doing a better job ensuring that students already enrolled are successful through to graduation. Building on the activities undertaken in previous years, UCN continued to focus on retention initiatives. Many instructors have observed that a principle difficulty faced by students is associated with writing skills. Deploying resources established in 2016-17 to support preparation for post-secondary education, an **online writing centre** was established and physical writing centres are under development at both the Thompson and The Pas campuses.

In 2017-18, UCN embarked on an ambitious process to redevelop how it approaches student assessment and upgrading generally. The development of a **new access department**, reporting to the Vice-President Academic and Research, was undertaken that would be responsible for assessing student readiness and developing interventions to help ensure that students are ready for their chosen program and for employment. It is anticipated that this approach will be implemented first in regional centres, and then will be established at the Thompson and The Pas campuses.

The recruitment and retention of students is an "all hands on deck" evolution at UCN, and **significant resources have been dedicated** to this activity in the 2018/19 budget planning process. UCN is confident that its programs meet the needs of northerners, and will ensure excellent opportunities are available for northern students to achieve their dreams.

More programs

Significant work has been underway to develop new and expanded program offerings at UCN. In 2017-18, those efforts paid off with the introduction of the following programs:

- English as an Additional Language in Thompson in partnership with Red River College
- Power Engineering in Thompson in partnership with the Office of the Fire Commissioner
- Expanded Health Care Aide certificate programming in The Pas

Additionally, planning was undertaken to develop and resource programming that will be offered in future academic years, including:

- A 16-seat Primary Care Paramedic (PCP) certificate program in The Pas in partnership with CritiCare EMS Manitoba, and an 8-seat PCP certificate program in Thompson in partnership with Red River College
- Network Communications Technology certificate in partnership with the Manitoba Institute of Trades and Technology
- Civil Technology Engineering certificate program in partnership with Red River College
- A Line Cook program in Thompson
- Public Administration Certificate to be offered in communities through contract training
- Health Care Aide certificate program at Mathias Colomb Cree Nation
- Aboriginal and Northern Tourism and Hospitality Management diploma to be offered at main campuses in Thompson and The Pas

In 2017-18 after a period of review, UCN recommitted to the **Diploma Practical Nursing (DPN) program in Swan River** for the long term. In addition, UCN has committed to a **second intake in DPN in Flin Flon** in September 2019.

The Faculty of Health began exploring options to offer the **Health Care Aide certificate on a rotating basis** at regional centres and other communities.

Planning was undertaken in 2017-18 to establish a **Health Skills Lab at The Pas campus** that will include a simulation lab. Supporting the Bachelor of Nursing Program, Health Care Aid certificate program, and the PCP certificate program offered in The Pas, the new lab will help ensure that northern students have access to state-of-the-art learning facilities.

In March 2018, the Minister of Education and Training officially opened the **renovated science lab at The Pas campus**. The \$2 million renovation was supported by investments from the governments of Canada and Manitoba and expanded UCN's science lab spaces to respond to northern and Indigenous research and educational priorities and to bring labs up to industry standards. Improvements include upgrades to chemical storage, fume hoods and safety devices. The renovated science lab supports programming such as the Joint Bachelor of Nursing degree program, the Natural Resources Management and Technology diploma program, and students taking biology, chemistry and physics in UCN's arts and sciences programs. Beginning in winter 2018, the Community Based Services Division and the Academic and Research Division began the process of transitioning responsibility for **industry-based contract training and continuing education** to the College of Trades and Technology. This transition is expected to be completed in 2018-19 and will position the Academic and Research Division well to respond to industry and labour market needs.

More partnerships

Throughout 2017-18, UCN worked to increase its engagement with communities, with researchers, and with industry.

In November 2017, UCN hosted a **Sponsors' Forum** where communities sponsoring UCN students met to discuss ways to further improve relationships between UCN and community education authorities. An action plan was developed and further forums are planned.

UCN helped to provide leadership in the post-secondary system by transferring \$20,000 in 2017/18 to **support work developing Manitoba's Indigenous Education Blueprint**, a collaborative effort between public and private schools, post-secondary institutions and community organizations to develop a shared way ahead for achieving the educational calls to action from the Report of the Truth and Reconciliation Commission. This contribution and past contributions total nearly \$65,000 over three years. UCN is justifiably proud of its contribution to the provincial effort around this initiative.

For the fourth consecutive year, UCN hosted the **Manitoba Education Research Network (MERN) North conference**, featuring presentations by researchers from multiple institutions on various different topics that touched on northern education issues. UCN was proud to host the final event held by MERN. MERN will wrap up activities as of the end of March, 2018.

Throughout 2017/18, work was undertaken to establish a **Northern Workforce Development Centre (NWDC)** on the Thompson Campus. Working with Thompson 2020, Vale, and the Government of Manitoba, the NWDC will initially serve as a focal point for the workforce adjustment that is taking place as a result of the planned reduction of Vale's Thompson operations.

In fall 2017, UCN hosted two **industry engagement nights** that brought together employers, students and faculty members in networking events to discuss work-integrated learning, workplace trends and employment opportunities.

In late February 2018, UCN began working with the Information Communications Technology Association Manitoba (ICTAM) and the federally supported agency, Information and Communications Technology Council (ICTC) to develop and establish a **digital innovation hub** at UCN. The purpose of the hub is to help northerners and UCN students gain entrepreneurial, innovation and other 21st Century skills (e.g. digital literacy), and to interact with other students, with entrepreneurs and industry members to help develop business ideas. UCN continues to develop the concept and is in active discussions with funders, including Industry Training and Employment Services of Manitoba Education and Training, the Royal Bank of Canada (*Future Launch*) as well as federal funding sources.

In March 2018, UCN hosted **employer recognition luncheons** as part of the celebration of National Co-op and Work Integrated Learning Week (March 19-23). The event formally recognized the contributions of employers as partners in the delivery of work-integrated learning experiences for UCN students. Faculty members from 15 programs nominated more than 60 employers for recognition at the events held at UCN's campuses in Thompson and The Pas.

Continuous Improvement

The Academic and Research Division is also engaging in a number of projects that help to ensure that it is continually improving its services to students and its delivery of high quality post-secondary education. For instance, in 2017/18 the Division began work to develop a **data strategy** to better use information in planning. Additionally, working with the Learning Council, the Division has initiated a **Quality Assurance Review** to help ensure that UCN is exceeding quality standards in the delivery of courses and programs. The Division, led by the Office of the Registrar, continued working towards adopting **online registration** for introduction in the 2018/19 academic year. Additionally, the Division will be working with other parts of UCN to develop an **implementation plan for the Government of Manitoba's Colleges Review**, received by UCN in mid-March 2018.

In pursuing these and other activities detailed in the following pages, the Academic and Research Division and its faculties/college are helping to achieve UCN's Academic Plan 2015-2020, and ensuring that UCN is responsive to the needs of northern and Aboriginal Manitobans.

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

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 educational partners and community resources across the north.

In addition to on-campus programs, along with the Faculty of Arts, Business and Science, Kenanow offers an integrated B.Ed and undergraduate degree for certification at the middle years level. Students take 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 second year of studies for a new cohort of programs in Cross Lake, Norway House, Grand Rapids and Split Lake. Students have completed 45 credit hours of study, primarily in Arts and Sciences. Many have also participated in local educational workshops and land-based activities.

This year, the Kenanow program worked with the Centre for Aboriginal Languages and Culture to have the Certificate in Teaching Ininimowin assessed for credit into the B.Ed. program. A template of transfer credits was completed, with 18 credit hours accounted for in Education and 12 credit hours in Arts.

Aboriginal and Northern Counselling Skills program

The Aboriginal and Northern Counselling Skills program, which began classes in The Pas in the Fall 2015, had eight students graduate in June, 2017. These students were able to complete their program while being employed full-time. The emphasis on Aboriginal perspectives allowed students to develop more culturally meaningful practicum experiences.

The program also started in Swan River and will continue there until 2019, using local and on-campus experts. A new cohort will begin in The Pas/OCN in 2018.

Faculty Departures and Arrivals

The Kenanow family hired Dermot Madden in 2017 but Dermot left UCN in early 2018 due to family reasons. Christine Duncan will be joining us in 2018.

After several years with UCN (and formerly BUNTEP), Leo Nijssen retired from Kenanow. Sadly, the Kenanow family also lost Chuck Bourgeois and Sam Nyarku over the recent summer. The losses will be difficult but, Kenanow will continue its programming in their memory.

RESEARCH, PUBLICATION, ARTISTIC AND COMMUNITY OUTREACH

This year, the Kenanow Faculty of Education began its program review process by meeting with local Elders involved in the creation of the Kenanow model. Faculty also reviewed the outcomes for each course in the B.Ed. program to ensure content was relevant and reflected Aboriginal values and practices. An external reviewer familiar with the Kenanow model will conduct a formal review as well in 2018-19.

Research and community service continue to be priorities for the Kenanow faculty in all programs. 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 continued with additional outreach between the ECE and B.Ed. programs.

Kenanow faculty and staff developed formal presentations and article submissions on Cultural Proficiency, Land-Based Education and Technology outlined in presentations at the five year anniversary project in February.

Land and place-based education continues to serve 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, the Mile 20 initiative showcases intergenerational learning and land-based learning while also modelling principles of cultural proficiency. In The Pas, funds secured by a faculty and community group, lead by Olivia McCorriston, began development of the Rosie Mayne Trail to become a cultural teaching and learning space.

Examples of the teachings drawn from Kenanow partnerships were developed for the final Manitoba Education and Research Network (MERN) conference, hosted by UCN. Ann Barbour Stevenson (and students), Dave Anderson (and students), Angela Wolfe and Chuck Bourgeois all attended the MERN North conference in March.

David Williamson, the dean of the Kenanow Faculty of Education, continues to participate in the poetry community, publish in local and national anthologies and is now an associate member of the League of Canadian Poets. He also participated in the Council of Ministers of Education of Canada forum in Vancouver on Indigenizing teacher education programs. Follow up work will be done through 2018-19.

The Kenanow Faculty of Education continues to celebrate partnerships with community and educational organizations and recognizes the challenges facing education in the north. While the Faculty of Education's current community-based programs are still new, new programs to be offered in other northern communities are being developed. It is anticipated that the connection to FABS will be strengthened and faculty recruited to keep the Kenanow model growing.

EARLY CHILDHOOD EDUCATION

The Early Childhood Education (ECE) Program on both campuses includes a Workplace Education program for those employed in early childhood education as well as full-time Year I and II programs and the 40 hour course for child care aides employed in local child care centres. This year, the ECE program was offered in Easterville through Community-Based Services. The Pas was able to offer dual credit courses for local high schools, an initiative which allows high school graduates to enter the work force as child care aides recognized by the province.

Aboriginal teachings from Elders and local traditional teachers form the curricular foundation in the ECE program. ECE students are 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, 2018, ECE educators joined other ECE staff from Red River College, Assiniboine Community College and l'Universitaire du St. Boniface at the MCECEC Conference to discuss common themes, challenges and goals in Early Childhood Education. UCN's use of Aboriginal teachings is very popular among the other institutions, providing opportunities to discuss and develop sharing Aboriginal perspectives.



FACULTY OF ARTS, BUSINESS AND SCIENCE

The Faculty of Arts, Business, and Science (FABS) had a very busy year in 2017-18. Program development was ongoing in most program areas and an external review of UCN's History program was conducted. This year saw an increase in the number of FABS faculty engaged in research work. FABS also developed two new programs (a Public Administration certificate that has been approved and is ready for delivery via contract training and the Aboriginal and Northern Tourism and Hospitality Management program was developed and currently awaiting Ministry approval). FABS also began delivery of the Community Economic Development program on UCN's two main campuses in 2017.

PROGRAM CHANGES

Business Program

Business Administration Diploma (BUAD)

Modified BUAD program became operational

Courses deleted

MGT.2940 (Desktop Publishing)

MGT.1710 (Computer Applications 1)

MGT.2710 (Computer Applications 2)

MSC.1751 (Business Mathematics)

ART.1310 (Communications)

Courses added

MGT.1003 (Personal Finance)

MGT.1849 (Spreadsheet & Database Management)

MGT.2620 (Taxation 1)

UC.MGT.1410 (Introduction to Business)

MGT 2565 (Introduction to Management Information Systems)

Reordering and Prerequisite change

Courses in the BUAD program reordered

Requirement for assessment for academic advising dropped

ART.1310 (Communication) removed as prerequisite for MGT.1410 (Organizational Behaviour)

ART.1310 (Communication) removed as prerequisite for ART.1322 (Essentials of Business Communication)

Prerequisite for MGT.2550 (Business Seminar) changed to "All required CORE and Major courses plus one ELECTIVE course"

Removal of MSC.1751 from program prompted co-requisite for MGT.1010 (Introductory Financial Accounting 1) changed from MSC.1751 and MSC.1780 to MSC.1780

Office Assistant Certificate (AOC) Program

Modified OA program became operational

Courses deleted

- MGT.1642 (MS Excel)
- MGT.1662 (MS Access)
- ART.1310 (Communications)
- ART.1340 (Career Development)
- MGT.1011 (Basic Accounting Theory)
- MGT.2940 (Desktop Publishing)
- MGT.1672 (MS PowerPoint and Office Integration)

Courses added

- MGT.1849 (Spreadsheet and DBM)
- MGT.1322 (Essentials of Business Communication)
- ART.1342 (Professional Development)
- MGT.1012 (Basic Accounting 1)
- MGT.1022 (Basic Accounting 2)
- MGT.1674 (MS PowerPoint & Publisher)
- MGT.1715 (Computer Concepts)

Courses modified

- MGT.1632 (MS Word) – Course hours reduced from 90 to 75.
- MGT.1120 (Computerized Accounting – Small Business) - pre-requisites updated
- MGT.1981 (Work Practicum) to update prerequisites

Inactivated MGT 1672 (PowerPoint and Office Integration) and ART 1340 (Career Development)

Reordering and Prerequisite change

- Prerequisite for MGT.1804 (Business Correspondence and Document Formatting) changed from ART.1310 and MGT.1632 to ART.1322 and MGT.1632
- Prerequisite for MGT.1604 (Keyboarding) changed from MGT.1603 to MGT.1602 and MGT.1603
- Prerequisite for MGT.1620 (Skillbuilding) changed from MGT.1604 and MGT.1602 to MGT.1604

Community Economic Development (CED)

Revamped CED program became operational

Courses deleted

MGT.2551 (Practicum 2) deleted from program

Reordering of courses in the program

Courses Added

Project Planning and Management

MGT.2250 (Introduction to Tourism)

MGT.2200 (Land Management course)

Bachelor of Business Administration (BBA)

Accounting Stream in the BBA created.

Courses (i.e., Accounting Theory, Advanced Financial Accounting, Advanced Managerial Accounting, Auditing, and Corporate Taxation) specific to the stream approved.

General

Business department participated in the following new program development in the Faculty of Arts, Business and Science (FABS).

Aboriginal and Northern Tourism and Hospitality Management (ANTHM) program.

Public Administration Certificate (PAC) program.

Aboriginal & Northern Studies (ANS)

Pre-requisite changes

ANS.2960; ANS.3900 and ANS.3960

Changes from *Permission of the Dean* to *ANS.1000, ANS.1001 or Permission of the Instructor*

ANS.3600 – Economic Development in the Circumpolar North

Pre-requisite change from *SOC.1005, ECO.1001* to *6 credit hours in ANS or Permission of the Instructor*

New Course

ANS.2155 – Learning Cree through Storytelling

Online course

ANS.1000 & ANS.1001 in the process of approval to offer courses via online

Future courses

Two ANS faculty were part of a committee to create a new program and through the process, there were two new course creations that ANS would like to incorporate:

ANS.2XXX – Aboriginal Peoples, Lands and the Environment: Contemporary Issues and

ANS.2XXX – Governance and Housing

English Program

English / FABS added a new faculty member in August 2017—Dr. Gilbert McInnis. A primary concern for English throughout the year was implementing as many suggestions as possible from the External Review conducted by Dr. Terrence Craig (Department of English, Mount Allison University) and Dr. Michael John DiSanto (Department of English, Algoma University) on April 25-27, 2017. An Indigenous Literature specialist position has been advertised for the department's minor, which the reviewers stated has "great potential." Faculty member, Dr. Sue Matheson, was able to add English faculty profiles to the website, and the department is currently discussing additions to the redesigned website with the Director of Communications.

A sub-committee, comprised of faculty members, is considering course descriptions in the Academic Calendar, which the reviewers felt were a bit out-of-date. The sub-committee will also consider whether 6-credit courses will continue to be offered. The department has also decided to discontinue offering film courses due to technological issues. Freeing up credit hours will allow the sub-committee to consider the addition of first-year genre based courses that the reviewers felt are needed. The sub-committee's recommendations will be discussed in the first English meeting in August 2018 and the decision made there regarding program changes will then be taken to Faculty Council in the fall. The department's response to the External Review was submitted to the Dean in February 2018.

Another issue raised in the External Review, but with much wider implications for the institution as a whole, was student retention. This has also been highlighted as of importance in the Manitoba government's review of higher education. Student writing abilities are key to this problem. To this end, with the assistance of Dean Harvey Briggs, English faculty contribute to FABS Online Writing Support and the Writing Centre in Thompson. Plans are also underway to expand the roles of these faculty members, in order to further work towards both student retention and student success at UCN.

It should be added that, further to the above stated goal of improving student writing, all English faculty in both Thompson and The Pas facilitated workshops at the Learners' Assistance Centres. These, unfortunately, were not well attended, so all efforts now will be focused on publicizing FABS Online Writing Support and the Writing Centres. An effort will be made in the coming academic year to reinstate a mandatory first-year academic writing course for all FABS students.

Dr. Joseph Atoyebi and Dr. Ying Kong started a journal for UCN student writing, *Muses from the North*. All English faculty serve as editorial board members. The journal contains student academic writing (which can serve as models for other UCN students to emulate) and creative writing and art by UCN students. Fall 2017 saw the first issue, and the second issue will be coming out shortly. The journal has drawn regional attention, and Drs. Atoyebi and Kong were interviewed by *The Thompson Citizen* and made a presentation to the UCN Council of Elders on the purpose of the journal. They will also be making a similar presentation to the UCN Governing Council in the near future.

Dr. Keith Hyde and other English faculty members organized another successful Literary Arts Festival at The Pas campus on April 24-25, 2018. This year's guest speakers were David Robertson, Greg Chomichuck, and Jennifer Storm. Dr. Ying and Carolyn Creed conducted workshops and readings at the festival.

English faculty members are working on how best to contribute to the Northern Workforce Development Centre at the Thompson campus that opened on May 18, 2018.

Science

There were no major changes to the Science program at UCN for the academic year 2017-18. The new development includes hiring of a lab technician for the newly renovated lab in The Pas. The Statistics course (UC.ASC.1005L) approved earlier by the Learning Council was developed and offered via video conferencing from The Pas site. The credit transfer with University of Manitoba for this course was secured. The hands on laboratory component for each science course offered by distance was managed and/or taught by an instructor on the receiving site to avoid excessive travelling.

Social Sciences and Humanities

After last year's focus on administrative and UCN calendar cleanup, this year was spent largely strengthening the Social Sciences (SSC) program and successfully completing the program review for History (HIS). Faculty reviewed the list of courses from other subjects which can be credited to the SSC major and minor. Expanding the number of 2000-level courses for Political Studies (POL) and Philosophy (PHI), and creating a PHI minor was considered, but it was determined to suspend further development given the limited number of faculty members. HIS faculty modified HIS.1000 and HIS.1001 to meet the University of Manitoba Writing Requirements. However, it was decided that the requested modifications would have been too onerous for many entry-level UCN students. Inquiries were also made into developing an on-line course; however, discussion was suspended following a directive by the Research, Education, and Learning Committee. Discussions regarding involvement possibilities with the newly formed UCN Business Incubator are ongoing.

The breadth and depth of the SSC program was fortified by making several changes. In order to enhance students' understanding of quantitative research and statistics, a new second-year Introduction to Research Methods course was devised; accordingly, the program was changed to make this course mandatory for both 3- and 4-year SSC majors. Both this new course and ANS.2100 Research Methods in Aboriginal and Northern Studies 1 will be required for the 3- and 4-year SSC Major to ensure that students are well-grounded in qualitative and quantitative, Indigenous and western methodologies. The frequently offered SOC.3460 Special Topics in Societies and Cultures: Sociology of Aging was converted into a regular 3000-level course. Faculty who teach 1000-level courses discussed ways of standardizing reading and writing requirements for first-year courses. After much discussion on expanding the number of 2000-level Sociology and Social Science courses, the faculty have decided to develop two new courses: 2xxx.Sociology of Health and 2xxx.Social Stratification /Social Inequality. It is anticipated that sample outlines will be created by September 2018.

As indicated above, the majority of HIS activity centered around preparations for the History Review, which culminated in an onsite visit to the Thompson Campus by external reviewer Prof. James Naylor in January 2018. Prof. Naylor provided an extremely favourable review of UCN's HIS faculty and program. Faculty will await feedback from the Academic Planning Committee before addressing his recommendations.

RESEARCH AND CREATIVE WORKS

As noted above FABS had an increase in research activity this year and this includes a very exciting development from the ANS program that involves UCN's first application for Tri-Agency funding as a principal investigator (which currently is in the review process and the result is expected on May 31, 2018). This project concerns the repatriation of artwork from the McKay Residential School in Dauphin to the families and/or communities of those former students. Dr Jennie Wastesicoot is leading this project and her collaborators on this project include Dr Andrea Walsh from the University of Victoria, the McKay Residential School Survivors group, and the Keewatin Tribal Council.

Dr. Amzad Hossain and Dr. Ying Kong carried on with the research they had completed last year while working in partnership with Dr. Karen Rempel of Brandon University. Using the data collected for their earlier project Dr.'s Hossain and Kong did a reanalysis of the data gathered at the Thompson campus to look for broader trends in the results. They have presented their work and are presently in the process of publishing the results.

Dr. Joseph Atoyebi and Dr. Ying Kong began a research project that will comprise a number of phases. Phase one involved the creation of an online student journal (this was completed in 2017). Phase two is now getting underway and it will be a series of interviews with students who have published in the journal which will focus upon the impact of the experience of publishing their work.

Dr. Sue Matheson continued to lead FABS with her stellar academic work in 2017-18. Not only has Dr. Matheson continued to produce important works but she has also worked to establish UCN's academic relationships to the broader academic world beyond Northern Manitoba.

FACULTY OF HEALTH

PROGRAMS

Joint Bachelor of Nursing (JBN)

Diploma in Practical Nursing (DPN)

Law Enforcement

Health Care Aide

MARKETING

The Law Enforcement program delivered recruitment presentations to Frontier Collegiate in Cranberry Portage and Cormorant Lake School. The UCN Website now has information about how to be a Law Enforcement Student for the day, and welcomes students and sponsors on campus to shadow a student in the program. Students and instructors had a booth at the Career Expo in The Pas and had an interactive table with the Wheel of Fortune Quiz and the Fatal Vision Goggle activities that educates people on the effects of alcohol and marijuana. The UCN Student Life Facebook Page regularly displays photos of the various activities in which the Law Enforcement students are involved.

All programs within the Faculty of Health have revamped recruitment material.

COMMUNITY ENGAGEMENT

The Law Enforcement students continue to strengthen their relationship with community resources. They are very active participants in the community through their volunteering course and have committed volunteer hours to Oscar's Place, the Royal Canadian Legion, the Animal Shelter, Speed Watch, recreational hockey and school sports.

Faculty and students from the Law Enforcement and Joint Bachelor of Nursing (JBN) programs participated in Career Trek and Frontier Collegiate Extended Options program this past year.

All programs within the Faculty of Health continue to host annual Program Advisory Committee meetings in which industry and community members attend and provide leadership and expertise for the Faculty of Health programming.

PARTNERSHIPS

In May 2018, in celebration of Florence Nightingale, nursing was showcased in the library spotlight, the faculty hosted coffee and cake for UCN students, staff and faculty.

Through the Northern Nursing Education Network, a fourth year JBN student from Thompson attended the 2017 Northern Nursing Summer Institute in Tromsø, Norway.

The Summer Institute brings together 12-15 northern nursing students from around the world to meet and learn from their peers and collectively review and compare nursing practices and needs around the Circumpolar North.

The Law Enforcement class collaborated with Frontier School Extended Options Program and participated in mentoring and educating the high school students. They also presented the Fatal Vision interactive program in the Oscar Lathlin Library as part of spotlight on Law Enforcement. The Law Enforcement program continues to strengthen their relationship with community resources and regularly have the RCMP work with the students in the classroom. They have hosted guest speakers from the Sherriff Department, and the Corrections Division. They have attended presentations by Fisheries and Oceans Enforcement, Citizens on Patrol, Aurora House, and Nishnawbe Aski First Nations Police Force. Students collaborate with Protective Services on a regular basis as they participate in both on and off campus scenarios. Students were active volunteers at UCN in-campus Orientation, sporting events, the annual pow-wow, and the ever popular Trappers Daze where they fundraised by arresting and locking up students and faculty.

Northern Health Region and UCN representatives continues 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 delivery health care and teach health care programs.

PROGRAMMING

The Law Enforcement Special Topics Course this year included FASD, Workers of Tomorrow, Health and Safety, Self Defense, Field Investigation and land-based education. Members of The Pas and OCN RCMP, as well as past faculty member, Murray Knudson, were part of the panel to assess and critique this year's field investigation. A faculty member from FABS, Dr. Leo Nijssen, participated as the trial judge for a mock trial held in Term 20.

Students participated in the 'walk through time' at Wanuskewin Park, which highlights people's sacred relationship with the land. The Community Problem Solving course project had students develop a lockdown procedure presentation for faculty and staff. The UCN Workplace Health and Safety committee has asked the students to provide the presentation throughout the year.

The JBN Nursing Faculty continue to collaborate with the College of Nursing at the University of Manitoba to develop and implement the revised nursing curriculum. Year four of the new curriculum commenced in September 2017. Within the JBN program blended learning formats are integral to all clinical experiences, as students apply classroom knowledge to the healthcare setting. They practice skills and assessments on real clients, and complete written assignments to solidify their grasp of concepts.

On-campus clinical, otherwise known as simulation, was introduced in the winter term of 2018 with Year 3 term 2 students participating in the scenarios. Plans to introduce on-campus clinical with Year 2, term 2, Year 3 and Year 4 students will commence for the 2018-19 academic year.

The 2016 Swan River Diploma in Practical Nursing (DPN) cohort will graduate this academic year. The pinning ceremony for 10 graduands was held on Tuesday, June 19, 2018. The graduates are eligible to write the **Canadian Practical Nurse Registration Examination (CPNRE) in September 2018**. Applications are being accepted for a new DPN cohort in Swan River beginning in September 2018.

The Flin Flon DPN cohort began in September 2017 with an intake of 13 students. Nine students are expected to progress to Year 2 in September 2018. UCN has committed to another cohort in Flin Flon in the 2019-20 academic year.

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 2018 distance program was delivered to the communities of The Pas, Thompson and Swan River. 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. A number of CBS HCA offerings occurred throughout the north in the following communities: Norway House, Nelson House, Cross Lake, Flin Flon and The Pas.

The Joint Primary Care Paramedic certificate program, offered in collaboration with Criti Care EMS Academy, will commence in September 2018. It is anticipated that 16 students will begin the program.

STAFF ACHIEVEMENTS

Congratulations to Tammy Butler on obtaining her Masters of Nursing in December of 2017.

Welcome to Megan Boscow, Shamilla Thethy and Kathleen Threinen, UCN's new nursing instructors for the JBN program.

Welcome to Susan Crawford, Sheri McPhee, Dorothy Loder and Cassandra Cowper, UCN's new nursing instructors for the DPN program.

Congratulations to Chris Pallan, Law Enforcement instructor, for obtaining facilitator status for Applied Suicide Intervention Training and the Blanket Exercise.

STUDENT ACHIEVEMENTS

The Nursing Student Association, Thompson chapter has been active with community events such as: a donation to Relay for Life, initiating a food drive for the Ininiwi Kiskinwamakewin center at the Thompson Campus and the Salvation Army, sponsored a bowling night to celebrate Nursing Students Week and celebrating Nurses' Week by sponsoring a BBQ lunch for nurses at the Thompson Hospital.

The Nursing Student Association, The Pas Chapter, has also been active with community events such as: the Halloween food drive with all donations to Oscar's House, student appreciation gift basket raffle with free cake and coffee for all students at The Pas Campus, sponsored Nursing Games Night, providing the Teddy Bear Clinic for all children in the community, and volunteering at the Rotary Lobsterfest.

Several JBN students attended the Canadian Nursing Student Association National Conference in Nanaimo, British Columbia in January 2018.

Congratulations to Ashley Romanow from Thompson, as the recipient of the College of Registered Nurses of Manitoba's Medal of Excellence.

COLLEGE OF TRADES AND TECHNOLOGY

PROGRAMS

Automotive Technician
Carpentry / Woodworking
Carpentry Apprenticeship Training
Culinary Arts
Electrical Trades Fundamentals
Facilities Technician
Heavy Duty Mechanics
Industrial Electrician Apprenticeship Training
Industrial Mechanic (Millwright) Apprenticeship Training
Industrial Welding
Natural Resources Management Technology
Plumbing Trades Fundamentals
Small Motor Repair

BACKGROUND

The College of Trades and Technology (CTT) encompasses all of the trades and industrial skills training that occurs at UCN at its two main campuses (Thompson and The Pas), programs conducted in communities with UCN's Community-Based Services division, and activities delivered in partnerships with businesses, northern school divisions / districts and other post-secondary educational institutions within the province of Manitoba.

The CTT is committed to working closely with community and industry partners to ensure that all programming is closely aligned with labour market needs and development activities in northern Manitoba. To do this, CTT delivers pre-employment programs, apprenticeship training, and rotating programs (varying between years and by locations). All apprenticeship programs are delivered under the auspices of Apprenticeship Manitoba and all pre-employment programs are accredited by Apprenticeship Manitoba. Further, the CTT is guided by a Strategic Council and Program Advisory Committees to ensure that its programming aligns with the needs of Manitoba.

This level of activity is undertaken by just over 25 FTE faculty and staff, one administrative assistant, and an associate vice-president for CTT. Additional faculty are engaged for rotating programming and as casual employees.

PARTNERSHIPS

Programming at the CTT is conducted at UCN as well as in partnerships with other post-secondary institutions, sector councils, and others. Some of these partners include Manitoba Institute of Trades and Technology, Assiniboine Community College, Apprenticeship Manitoba, Northern Manitoba Sector Council, Manitoba Construction Sector Council, Manitoba Heavy Construction Association, and others.

Working to develop the next generations of trades and technology students is an important part of UCN's commitment to the north. For the CTT, this translates into joint delivery of programming for students in Frontier School Division, Kelsey

School Division, Opaskwayak Educational Authority, Swan Valley School Division, School District of Mystery Lake, Flin Flon School Division, and other educational authorities. CTT is also part of the Northern Technical Vocational Consortium of the northwestern Manitoba school divisions as well as the Colleges Working Group of Manitoba Construction Sector Council.

Industry partners also play an important part in the work of CTT. As an example, CTT worked with Assiniboine Community College, Apprenticeship Manitoba, and Sodexo to implement apprenticeship cook training at the Keeyask hydro development construction site on the Nelson River during the winter of 2017-18. Additional industry partnerships exist with Vale, Manitoba Hydro, and other small-, medium- and larger employers.

COMMUNITY ENGAGEMENT

Faculty within CTT are regular participants in community outreach and career development activities. For example, during the 2017-18 academic year, faculty members hosted activities at Try-A-Trade at Thompson, Career Expo in The Pas, Young Women's Conference and Northern Skills Showcase at The Pas, the Northern Skills Challenge at The Pas, Extended Options and "4+1" programming with Frontier School Division, and numerous grade specific activities for students in nearby middle and secondary schools. Many of these activities would not happen without the work of the faculty members and our partners such as Skills Canada Manitoba, Career Trek, the Northern Technical Vocational Consortium, and others.

WORK INTEGRATED LEARNING

Alignment with workforce needs is an important component of all programming within CTT. CTT had over 200 apprentices in training at UCN this year, and is proud of the fact that all programs include workplace education and experiential learning components.

HIGHLIGHTS

Faculty and staff of CTT have much to be proud of, and a few of the accomplishments during the 2017-18 academic year include:

- Improving partnerships with northern school divisions to ensure that secondary school students are engaged in post-secondary programming and career development;
- One of the Industrial Mechanic instructors, Mike Williamson, being awarded as the Apprenticeship Manitoba Instructor of the Year;
- Additional partnerships with a number of the sector councils in Manitoba including Manitoba Construction Sector Council, Northern Manitoba Sector Council, Information Communication Technology Association of Manitoba, Construction Association of Rural Manitoba, and others;
- Hosting the highly successful Northern Skills Challenge at UCN The Pas Campus;
- Grand opening of the Northern Workforce Development Centre at UCN Thompson Campus;
- Expansion of renewable energy technology systems at the Gordie Gale Training Centre; and,
- Opening of the Carpentry Shop at Swan Valley Regional Secondary School and UCN's Swan River Regional centre with corresponding expansion of joint programming.

NORTHERN MANITOBA MINING ACADEMY

BACKGROUND

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 robust mining and other heavy industry sectors. With career-focused training, industry-focused solutions, and resource-focused research, this academy is located within the shadow of one of the largest mines in northern Manitoba, and adjacent to UCN's Regional Centre in Flin Flon. This provides the NMMA with direct access to industry expertise as well as classroom space at the Regional Centre. This complements the NMMA facility, which is equipped with mineral sample preparation equipment, petrographic microscopes, a wet laboratory, and a ThoroughTec Cybermine underground mining simulator. Activities are not, however, restricted to the Flin Flon area as the NMMA works with clients throughout northern Manitoba and surrounding provinces and territories.

During the 2017-2018 academic year, the NMMA worked with over 500 students and engaged another 500+ individuals in outreach and career exploration activities. This was accomplished with a small staff complement of a Manager (1.0 FTE), part-time Geologist (0.25 FTE), and a shared position (0.5 FTE) with Brandon University that serves as a Professional Associate of the NMMA. With this small staff, most programming is delivered by contract and part-time instructors as well as industry experts.

PARTNERSHIPS

Programming at the NMMA is conducted by UCN in partnerships with other service providers such as Safety Services Manitoba, Manitoba Heavy Construction Association, Safe Work Manitoba, and others. In addition, the NMMA works closely with the Northern Manitoba Sector Council, and the school divisions of northern Manitoba. The MOU that NMMA has with the Mining Association of Manitoba also ensures that the NMMA is involved in training with many industry partners and Indigenous communities throughout the north.

HIGHLIGHTS

Highlights for the 2017-18 academic year included, among other things:

- Securing a full-time Manager for the NMMA, Mr. Craig Cowper, who came to the Mining Academy after years of service in the mining industry from Ontario to Saskatchewan.
- Strengthening of partnerships with organizations such as Manitoba Heavy Construction Association, Safety Services Manitoba, WCB, Safe Work Manitoba, and others for delivery of programming that included Confined Space, Flag Person, First Aid, Transportation of Dangerous Goods (TDG), Fall Protection, Globally Harmonized System of Classification and Labelling Chemicals/Workplace Hazardous Materials Information System (GHS / WHMIS), Basic Life Support, etc.
- Graduating a class of new prospectors. More exciting than graduation, however, is the fact that, with the assistance of the NMMA, 3 of the 9 graduates immediately staked their first claim and proudly marketed this property at Manitoba's Mining and Minerals Convention in November.
- Signing a memorandum of understanding to increase the partnerships between NMMA and the Mining Association of Manitoba.
- Assisting several students from Cambridge University as they completed research work in the Flin Flon area.
- Actively participating in the Look North Mining Joint Action Group and the First Nations Mining Economic Development Group.
- Ensuring that the NMMA had a presence at both the Manitoba Mining and Minerals Convention and also the Prospectors and Developers Association of Canada convention (perhaps the largest mining convention in the world).
- Working with local schools, such as Creighton Community School and Frontier Collegiate, to inform students of the career pathways that exist in northern Manitoba. This critical work does not happen in isolation and the NMMA was pleased to partner with not only the school divisions but also Career Trek, Skills Canada Manitoba, Northern Technical Vocational Consortium, Northern Manitoba Sector Council, and others.



LIBRARY SERVICES

UCN Libraries consist of two campus libraries, The Pas and Thompson, three public libraries, Norway House, Pukatawagan and Easterville (Chemawawin), and a departmental library in the Swan River Health Centre.

While the three First Nation communities' public libraries are included in the body of this report, a separate report for each library is included as Appendices.

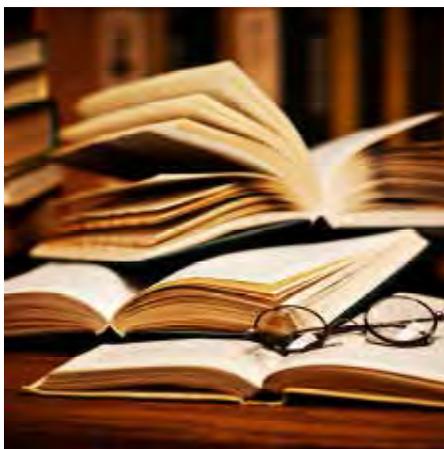
UCN MISSION STATEMENT

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.

This mission statement is the backbone behind having partnerships with First Nation communities in order to develop, maintain, and operate Public Libraries in their communities.

The table below shows the total number of people visiting UCN's libraries this year.

Year	Total people in libraries:				
	Chemawawin / Easterville	The Pas	Thompson	Pukatawagan	Norway House
2013/14	10,820	120,093	12,577		12,612
2015/16	26,775	73,397	36,007		9,303
2016/17	21,148	56,853	38,048	5,876	7,824
2017/18	21,350	63,107	24,756	2,746	10,820



For the fifth year, funds were received from the Winnipeg Foundation to support the “Supper and a Book/Lunch and Literacy,” literacy project. This project included 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 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 6 sessions over the course of this year with approximately 28 attendees at each session.



COLLECTION DEVELOPMENT

The library subscribed to several databases containing e-books and there are now have more e-books than printed books. This is an advantage because those materials are available at all UCN sites, not just the communities where libraries are physically housed.

This year the following items have been added:

	The Pas	Easterville	Thompson	Norway House	Swan River	Pukatawagan
Books	1995	136	984	276	8	459
Media	286	61	57	60	4	40
Total	2,281	197	1,041	336	12	499

Total Books: 3,858

Total Media: 508

Total items added to collection: **4,366**

The current total collection in all UCN libraries is **67,619** for print volumes. This number breaks down as follows:

Location	Print totals	Media	Total collection
Chemawawin/Easterville	11,778	704	12,482
Norway House:	9,426	1,041	10,467
Thompson:	10,482	1,959	12,441
The Pas:	31,338	7,037	38,375
Swan River Health	395	83	478
Pukatawagan	4,200	345	4,545
Totals	67,619	11,169	78,788

Media materials include: DVD's, streaming video titles, maps, kits and all other non-print items.

There is a total of 260,587 e-books bringing the total collection of materials for UCN Libraries to **339,375**.



Our budget varies each year, but here are the expenses for materials 2017					
	Chemawawin / Easterville	The Pas & Thompson	Pukatawagan	Swan River	Norway House
Print	\$8,100	\$228,000	\$16,700	\$2000	\$9,000
Electronic Resources are a separate budget line = \$230,000					
Total amount spent for Print/AV materials = \$263,800					
Total Materials budget = \$493,800					

The Library 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 support has been phenomenal. This system has resulted in considerable savings. The annual contracted fee is \$7,800 for Sitka, versus \$18,000 for SIRSI (old system). With this system an Acquisitions system was implemented to track expenditures better in different areas of the collection.

ELECTRONIC RESOURCES

The Library's website is the gateway to all electronic resources, including: streaming videos; ebooks; research tools, i.e. LibGuides; online courses; or electronic reserves.

One of the tools that Library staff have introducing to faculty is LibGuides. LibGuides is a user-friendly 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.

The Library now subscribes to over 80 databases. This equals approximately half of the library materials budget. Electronic resources have some major advantages in that they are accessible from anywhere internet is available.

MAchine-Readable Cataloging (MARC) records of all materials are now included in the library database. By doing this, students are able to find individual streaming videos (Films on Demand, Criterion on Demand, McIntyre Media, HealthPortal, etc.) in one location rather than having to try several different databases.

The UCN Library added several new databases to the database collection. Of note is the Early English Books Online which is the digitized collection of the Thomason Tracts of 22,000 newspapers, manuscripts, pamphlets, and books collected by printer George Thomason during the two decades of the English Civil War and the Protectorate of Oliver Cromwell. These historical events include the time of Discovery of the New World and this collection includes information about those discoveries and resulting consequences as they occurred. This database is accessed by faculty and students of History, English Literature, Aboriginal Studies and others.

The Library also added the following databases to the collection in 2018:

Indigenous Peoples: North America

Archives of Sexuality & Gender: LGBTQ History and Culture Since 1940

Women's Studies Archive: Women's Issues and Identities

Nineteenth Century US Newspapers

The Times Digital Archive, 1785-2012

Three free government Law databases were added to the UCN database collection:

Justice Laws Website - Government of Canada

The Justice Laws website is the online source of the consolidated Acts and regulations of Canada. The consolidations are updated every two weeks.

Manitoba Laws – Government of Manitoba

Manitoba Laws is the online version of the Acts, Regulations and Court Rules and Forms of Manitoba.

Canadian Legal Information Institute (CanLII)

CanLII's goal is to make Canadian law accessible online offering free access to all primary sources of law, set up for the benefit of members of the Canadian legal profession and the Canadian public in general.

UCN Library deaccessioned one database due to no usage. The Red Vector database was an American collection of safety tips and laws from the United States that was used by an instructor who had retired.

UCN transitioned from an in-house EZproxy server to an EBSCO EZproxy server. This allows UCN members to access the databases from off-campus by authenticating login credentials.

Additional information on databases can be found in Appendix A.

CIRCULATION FIGURES

Circulation figures are a traditional measure of usage in libraries. The numbers we present here reflect the development of the public libraries as well as staffing issues which influence the hours that the library is open.

Chemawawin Library at Easterville

2011 (Nov - March)	171
2012 (April – March)	738
2013/14 (Sept-Aug)	1,679
2014/15 (April – March)	2,472
2015	4,124
2016/17	1,310
2017/18	1,323



Norway House

2009/10	786
2010/11	1,218
2010/11	1,247
2011/12	1,256
2012/13	1,065
2013/14	2,825
2015/16	1,776
2016/17	1,052
2017/18	862

Thompson

2008/9	1,097
2009/10	1,102
2010/11	1,247
2011/12	1,101
2012/13	1,144
2013/14	2,846
2014/15	1,314
2015/16	2,189
2016/17	1,836
2017/18	2,518

Pukatawagan

2017/18	2,023
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The Pas

2008/9	3,026		2013/14	3,846
2009/10	3,614		2014/15	4,747
2010/11	6,821		2015/16	5,152
2011/12	4,480		2016/17	4,899
2012/13	3,723		2017/18	4,648

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. Swan River Health study centre has most of their use in-house, so separate circulation figures are not included here.

Libraries today could not provide access to all the resources in the nation without InterLibrary Loan (ILL). This is a process of borrowing and loaning materials between different libraries.

Library:	Borrowed	Loaned
The Pas	310	190
Thompson	270	<i>Not available</i>
Norway House	16	115
Easterville	<i>Not available</i>	<i>Not available</i>
Pukatawagan	<i>Not available</i>	<i>Not available</i>

Other Activities in the Library

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

The library at The Pas campus offers a large format printer available to community members for printing of posters, banners and students required to design their own posters as part of their academic program. As a result a large format printer is now available on the Thompson Campus.

With the increase in photocopiers and printers dispersed through the rest of the institution, as well as the reduction of printed course packs, it is anticipated that a reduced number of copies will be made in the future.

Below is a table of items printed over the past years.

2009	1,558,456	2014/15	678,968
2010	1,262,452	<i>* 2014/15: additional 2172 completed in Library</i>	
2011/12	866,535	2015/16	723,028
2012/13	806,564	2016/17 <i>not available</i>	
2013/14	738,303	2017/18	708,226

CONCLUSION

Each year reinforces the concept of a climate of constant change, where the only thing that can be counted on is that everything will change. Library staff try to take advantage of these changes to continue to provide the best service possible.



Appendix A: Electronic Resources (2017)

The following is an alphabetical listing of all the databases to which the Library subscribes to along with a short description of each. Monthly statistics are available for each database. New data These databases are being added to constantly. Current holdings follow.

Academic Search Complete

This multi-disciplinary database provides full text for more than 4,600 journals, including full text for nearly 3,900 peer-reviewed titles. PDF back files to 1975 or further are available for well over 100 journals, and searchable cited references are provided for more than 1,000 titles.

America History & Life *America: History & Life with Full Text*

Covers the history and culture of the United States and Canada, from prehistory to the present. With selective indexing for 1,700 journals from 1955 to present, this database is without question the most important bibliographic reference tool for students and scholars of U.S. and Canadian history. The database also provides full-text coverage of more than 200 journals and nearly 100 books.

AP News Monitor Collection

The Associated Press Newswire (formerly AP NewsMonitor collection) is a full-text database that contains harvested news from the Associated Press. When a link to a news story is selected, the Detailed Record and HTML Full Text of the story are available.

Archive of European Integration

The Archive of European Integration (AEI) is an electronic repository and archive for research materials on the topic of European integration and unification. The AEI collects two types of materials: certain types of independently-produced research materials and official European Community/European Union documents and materials submitted must deal with some aspect of European integration or unification in the 20th and 21st centuries. There are two main themes: the gradual resumption of normal relations between countries of West and East Europe due to the elimination of the barriers constructed during the Cold War and the integration movement in West Europe which produced the European Community (now European Union).

Archives of Sexuality & Gender: LGBTQ History and Culture Since 1940

With material drawn from hundreds of institutions and organizations, including both major international activist organizations and local, grassroots groups, the documents in the Archives of Sexuality & Gender: LGBTQ History and Culture since 1940 present important aspects of LGBTQ life in the second half of the twentieth century and beyond. The archive illuminates the experiences not just of the LGBTQ community as a whole, but of individuals of different races, ethnicities, ages, religions, political orientations, and geographical locations that constitute this community.

arXiv

arXiv is an e-print service in the fields of physics, mathematics, non-linear science, computer science, quantitative biology, quantitative finance and statistics

AutoMate

This database contains do-it-yourself repair and maintenance information on most major manufacturers of domestic and imported vehicles. New repair procedures, TSBs and updates are added to the product on a regular basis. All of the content has been created by ASE certified technicians.

Bentham Open Access Journals

Bentham publishes over 230 plus peer-reviewed open access journals. These free-to-view online journals cover all major disciplines of science, technology, medicine and social sciences.

Bibliography of Native North Americans (BNNA)

This bibliographic database covers all aspects of native North American culture, history, and life. This resource covers topics including archaeology, multicultural relations, gaming, governance, legend, and literacy. BNNA contains more than 141,000 citations for books, essays, journal articles, and government documents of the United States and Canada. Content ranges in dates from the sixteenth century to the present.

Business Source Complete

Business Source Complete is the world's definitive scholarly business database, providing the leading collection of bibliographic and full text content. As part of the comprehensive coverage offered by this database, indexing and abstracts for the most important scholarly business journals back as far as 1886 are included. In addition, searchable cited references are provided for more than 1,300 journals.

Canada Info Desk (CID)

An all-encompassing Canadian online source that provides access to all seven databases, providing access to tens of thousands of cultural and professional organizations, government offices, law firms, banks, health and education facilities, libraries, and the media ranging from magazines to broadcasters. With CID you have access to over 100,000 contact names across Canada, too. All carefully indexed for easy productive search queries.

Canadian Legal Information Institute (CanLII)

CanLII's goal is to make Canadian law accessible online offering free access to all primary sources of law, set up for the benefit of members of the Canadian legal profession and the Canadian public in general.

Canadian Points of View

This full-text database is designed to provide students with resources that present multiple sides of a current issue – containing information on key topics of interest to Canadian researchers. Each topic includes an overview (objective background/description), point (argument), counter-point (opposing argument) and *Critical Thinking Guide*.

Canadian Reference Centre

This database combines Canadian magazines, newspapers, newswires and reference books to create the largest collection of regional full text content. This database includes Canadian periodicals and international (U.S. and U.K) periodicals in full text; full text reference books; over 87,900 full text biographies and an Image Collection of over 502,000 photos, maps, and flags. This database is updated on a daily basis.

Child Development & Adolescent Studies

This database produced by NISC, is today's source for references to the current and historical literature related to growth and development of children through the age of 21. Book reviews and abstracts from hundreds of journals and a bibliography of thousands of technical reports, books, book chapters, theses and dissertations covering biomedical and social sciences worldwide are indexed. More than 342,000 records are included with over 10,000 new records added each year.

CINAHL Plus with Full Text

CINAHL Plus® with Full Text is the world's most comprehensive source of full text for nursing & allied health journals, providing full text for more than 770 journals indexed in CINAHL®. This authoritative file contains full text for many of the most used journals in the CINAHL index – with no embargo. CINAHL Plus with Full Text is the definitive research tool for all areas of nursing and allied health literature.

Cochrane Controlled Trials Register

Cochrane Controlled Trials Register is a bibliography of controlled trials identified by contributors to the Cochrane Collaboration and others, as part of an international effort to hand search the world's journals and create an unbiased source of data for systematic reviews.

Cochrane Database of Systematic Reviews

Cochrane Database of Systematic Reviews contains full text articles, as well as protocols focusing on the effects of healthcare. Data is evidence-based medicine and is often combined statistically (with meta-analysis) to increase the power of the findings of numerous studies, each too small to produce reliable results individually.

Cochrane Methodology Register

The *Cochrane Methodology Register* is a bibliography of publications which report on methods used in the conduct of controlled trials. It includes journal articles, books and conference proceedings; these articles are taken from the *MEDLINE* database and from hand searches. The database contains studies of methods used in reviews and more general methodological studies which could be relevant to anyone preparing systematic reviews.

The Conference Board of Canada

The Conference Board of Canada database offers over 7,000 economic and business research documents with over 350 added annually. The documents include case studies of best practice organizations, analysis of Canadian public policy issues, key economic indicators, reports, briefings, economic periodicals, and Executive Action Reports. Included also are recorded webinars of 60 to 90 minute webcasts featuring industry experts and practitioners who share knowledge on critical, in-demand business issues.

Cornell Birds of North America

BNA provides comprehensive life histories for each of the 716+ species of birds breeding in the USA (including Hawaii) and Canada.

Criterion on Demand

This film database includes 1920 classics, new releases, foreign films, literary adaptations, documentaries, animated titles, and independent features. The latest version of Microsoft Silverlight is required to view the films.

Curio.ca

This database provides access to all CBC and Radio-Canada. And includes documentaries from television and radio, news reports, archival material, stock shots and more.

Database of Abstracts of Reviews of Effects (DARE)

Database of Abstracts of Reviews of Effects (DARE) includes abstracts of published systematic reviews on the effects of health care from around the world, which have been critically analyzed according to a high standard of criteria. This database provides access to quality reviews in subjects for which a Cochrane review may not yet exist.

DOAJ: Directory of Open Access Journals

Directory of Open Access Journals is a service that provides access to quality controlled Open Access Journals. The Directory aims to be comprehensive and cover all open access scientific and scholarly journals that use an appropriate quality control system, and it will not be limited to particular languages or subject areas. The aim of the Directory is to increase the visibility and ease of use of open access scientific and scholarly journals thereby promoting their increased usage and impact.

Early English Books Online

From the first book printed in English by William Caxton, through the age of Spenser and Shakespeare and the tumult of the English Civil War, Early English Books Online (EEBO) will contain over 125,000 titles listed in Pollard and Redgrave's Short-Title Catalogue (1475-1640), Wing's Short-Title Catalogue (1641-1700), the Thomason Tracts (1640-1661), and the Early English Tract Supplement - all in full digital facsimile from the Early English Books microfilm collection.

Education Research Complete

Topics covered include all levels of education from early childhood to higher education, and all educational specialties, such as multilingual education, health education, and testing. Education Research Complete provides indexing and abstracts for more than 2,100 journals, as well as full text for more than 1,200 journals, and includes full text for nearly 500 books and monographs.

Eighteenth Century Collections Online

This database includes over 180,000 titles (200,000 volumes) including books, pamphlets, essays, broadsides and more based on the English Short Title Catalogue, works published in the UK during the 18th century plus thousands from elsewhere. Primarily in English but also includes other languages.

eLibraries Manitoba

Best-selling novels, well-known classics, self-improvement guides and much more are available through this database in eBook and audiobook format.

ERIC

ERIC, the Education Resource Information Center, contains more than 1.3 million records and links to more than 323,000 full-text documents dating back to 1966.

Explora Primary Schools

Explora Primary Schools is a colorful, easy-to-use search interface for elementary and middle school students.

Explora Secondary Schools

Explora Secondary Schools is designed for students in the upper grades. This database provides school students with an easy-to-use, graphically-appealing interface they can use to search their EBSCO databases.

Films on Demand

Films on Demand provides access to thousands of video titles in Humanities & Social Sciences, Business & Economics, Health & Medicine, Science & Mathematics, and Archival Films & News-reels.

Frontier Life

Frontier Life provides over 240,000 Images and 7,895 Documents pertaining to the Frontiers of North America, Africa and Australasia. This collection has a wealth of primary source documents including 68% of the collections dedicated to North America, and 20% of that material specific to Canada. There are more than 1,015 documents from the Glenbow Museum and Hudson Bay's Archive. The collection deals with some of the major themes of frontier existence including: Settlement development, Law and order, Violence, Expeditions and exploration, Relations with indigenous peoples, Trade and commerce, Death and disease, Missionaries and religion, Women's history, Military matters, Mining, Religion, Gold rushes, Settler governance, Contested boundaries, Agriculture and livestock.

Funk & Wagnall's New World Encyclopedia

This database provides over 25,000 encyclopaedic entries covering a variety of subject areas.

GreenFILE

GreenFILE offers well-researched information covering all aspects of human impact to the environment. Its collection of scholarly, government and general-interest titles includes content on global warming, green building, pollution, sustainable agriculture, renewable energy, recycling, and more. The database provides indexing and abstracts for more than 384,000 records, as well as Open Access full text for more than 4,700 records.

HealthPortal.ca

HealthPortal is a library of educational healthcare videos which contain over 400 titles covering 20 key areas of healthcare education.

Health Technology Assessments

The *Health Technology Assessments* (HTA) database provides details of completed and ongoing health technology assessments (studies of the medical, social, ethical and economic implications of healthcare interventions) from around the world. In addition to systematic reviews, HTA contains ongoing and completed research based on trials, questionnaires and economic evaluations.

Home Improvement Reference Centre

Home Improvement Reference Center features full-text content from leading home improvement magazines images not found anywhere else online, and videos of popular home repair projects. All of the content is organized in a powerful, easy-to-use manner so that users can quickly gain the information they need.

Humanities International Complete

Produced by Whitston Publishing, this database includes all data from *umanities International Index* (more than 2,300 journals and more than 2.9 million records) plus unique full text content, much of which is not found in other databases. The database includes full text for more than 1,200 journals.

CENTRE FOR ABORIGINAL LANGUAGES AND CULTURE

Kenanaw Learning Model Initiative in Progress

The *Kenanaw* Learning Model Teachers Guide title was changed to Kînânaw Implementation Guide to reflect the purpose of the Guide. With the help of a Faculty of Education member, the content was reorganized for ease in implementation. The Guide will be a continuous work in progress adding current materials and resources, whenever necessary.

Manitoba Aboriginal Languages Strategy (MALS)

UCN through the Centre for Aboriginal Languages and Culture, continued to be an active working partner with the Elders and partners. In January 2018, the Manitoba Aboriginal Languages Strategy (MALS) received a \$50,000 grant from the National Indian Brotherhood Trust Fund to continue the work related to the 2017-18 proposal for the development of an Indigenous Languages Teacher Training program for the province of Manitoba. The researcher will work under the guidance of MALS leads and Elders. The Indigenous Languages of Manitoba will disburse the monies according to the proposal objectives.

Red River College.

Further meetings were held with Red River College (RRC) to discuss the feasibility of offering the RRC Indigenous Language Diploma Program at UCN. So far no decision has been made on this initiative. Further meetings are planned to discuss a partnership to develop innovative programs that respond to the educational needs of First Nations students.

Aboriginal Languages Conference

Discussions are underway between RRC and UCN to form a partnership with other Aboriginal and non-Aboriginal post-secondary institutions to organize an Aboriginal Language Conference, during the 2019 year of Aboriginal Languages.

Transfer Credits

Transfer credit of courses from the Certificate in Teaching Ininimowin to the Kenanaw Bachelor of Education Program was reached.

STUDENT DEVELOPMENT AND REGISTRAR

The Student Development & Registrar Division is student centered and aims to serve UCN students and staff with an attitude of care, service, and support. The services include guidance on enrolment processes, scheduling, academic advising, counselling, financial aid and awards, assessment, tutoring, recruitment, recreation, residence and housing. This one stop service division is designed to offer a unique site where all essential services can be found in one place.

STUDENT DEVELOPMENT DIVISION

Two days of orientation activities for new and returning students were held immediately before classes began in the Fall 2017. The third day was dedicated to Aboriginal awareness and an orientation to the Aboriginal Centres led by the Aboriginal Centres Coordinators at both campuses. Faculty participated by providing faculty/program orientations and attendance was mandatory for all students. Time management, budget management, study skills as well as an overview of policies and procedures relevant to students 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, team building activities were incorporated into the Welcome Back schedule. These activities included a Selfie Scavenger Hunt, Passport to Success and games that promoted student interaction and engagement.

Student engagement is a strong component of retention. Recognizing this, various activities were organized throughout the year including a Halloween costume and pumpkin carving contest, Thanksgiving dessert bar, student holiday dinner and children's Christmas party. The annual Trapper Daze was organized featuring northern skills such as leg and arm wrestling, tea boiling, trap setting, fishing derby, and moose and goose calling. Noon hour bingos, Mardi Gras and a hot chocolate bar were hosted to provide students with much needed entertainment to break the midwinter doldrums. Spirt Days were held in the spring and featured many events including a duct tape challenge, hot wing eating contest and campus-wide barbeque.

UCN continued to partner with other institutions in Manitoba through the Manitoba Public Post-secondary Cooperative (MPPC). This group travelled to all of Manitoba High Schools throughout the academic year conducting presentations and attending career fairs as part of recruitment. Another yearly event that draws community attention is the Career Explorations (formally Try-A-Trade) event in April. The 2018 event was held in The Pas drawing in surrounding schools with upward of 250 participants.

The Learners' Assistance Centre is available on both campuses with a coordinator at each location. The centre offers a quiet space for students to receive tutoring and computers for their use. The Student Association Council provide the financial resources for tutoring while the coordinators are tasked with seeking tutors.

The Learners' Assistance Centres in The Pas had additional responsibility for students who declare a disability. The Accessibility Resource Officer ensured proper accommodations are in place by collaborating with the necessary external organizations, faculties and support staff.

The Counsellors and Academic Advisors team continued to assist students who encountered challenges. Having a direct effect on students' personal and academic success at UCN, they advocate for students in almost any situation where a student may require assistance. Most common issues UCN students face include classroom attendance, mental health issues, grief and loss, and addictions with alcohol and drugs.

Financial Aid and Awards Programming continued to assist with the financial 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. Working with a 13 member committee, 267 award applications were reviewed and distributed a total of \$33,745 was distributed to 62 qualified students.

ENROLMENT SERVICES

The student information system has annual maintenance updates that are issued by the vendor. On occasion these upgrades required changes to data entry. This generated a need to revisit current processes to determine if there are further system efficiencies that can be put in place. Onsite training was conducted by Jenzabar, not only to Enrolment Services Advisors but also other users of the student support system. This training ensures all users have up to date training on the system and are conversant with new upgrades.

Further collaboration between Enrolment Services, Finance, Information Technology (IT) and Jenzabar, UCN's student information system vendor continued, in order for UCN to have online application and registration available to students as early as the 2018-19 academic year. With this goal in mind there will be an enormous learning curve for all stakeholders.

Central to the successful implementation to online registration, scheduling must be available to students and staff in a timely manner. The scheduling processes and responsibilities are under review and continuing with numerous consultation with all stakeholders. Celcat Scheduling software is integrated with the Jenzabar Student Support System which demands a close working relationship with faculties and IT. While Celcat has enormous capability to make scheduling easy, UCN has much work to do to realize its capabilities.

The Assessment Centre conducted over 300 assessments required by various programs including Business Administration, Bachelor of Nursing and natural Resources Management Technology. Another service offered is external and internal invigilation of examinations. University of Manitoba and Athabasca University are common institutions who utilized this service as they offer online courses. By providing this service UCN is ensuring community connections remain strong.

RESEARCH AND INNOVATION

The Department of Research & Innovation provides key services for faculty, staff and students to support teaching, learning and research activities at UCN. The Department also produces a wide variety of institutional handbooks and guides, reports, compilations, forms and academic resources, such as the annual UCN Faculty Handbook, Guide to Instructional Services and the Course Outline template.

Departmental activities fall under the following five main areas: Research, Teaching and Learning, Curriculum & Quality Assurance; Work Integrated Education; and Learning Resource Instruction targeted to students.

RESEARCH

ANIMAL CARE

UCN continued to transition to become directly certified to work with animals and be granted its own Certificate of Good Animal Practice from the Canadian Council on Animal Care (CCAC). An Interim Assessment of UCN's animal use program was conducted by the CCAC in May, 2017, with UCN becoming fully directly certified in December, 2017.

As in previous years, students in Year 2 of the Natural Resources Management Technology diploma program were supported in 2017-18 to take online animal user training through the University of Manitoba. The training covers general principles for ethical use of animals in research together with modules particular to fish and wildlife, and must be completed by the students before they participate in the Fall Field Practicum part of their program.

HUMAN RESEARCH ETHICS

Work continued on developing an institutional policy on how UCN will support its researchers in situations where a third party may seek to compel disclosure of information obtained in confidence in a research context, through the force of law (e.g., by subpoena or search warrant). Under the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS 2)*, institutions are directed to support their researchers in maintaining promises of confidentiality, and to develop a policy that explains how they will fulfill their responsibilities in this area.

UCN's Research Ethics Board finalized guidelines on course-based research, and provided those guidelines to UCN's Deans in May, 2017 to circulate to their faculty members. These guidelines are intended to provide direction for assignments where students conduct interviews, administer standard tests, distribute questionnaires to develop interview or questionnaire design skills, and analyze the data for presentation where these activities meet the definition of "minimal risk" under TCPS 2.

As in previous years, two members of UCN's research community were supported by the federal Research Support Fund grant that UCN receives annually, to attend the Canadian Association of Research Ethics Boards' annual conference. This conference brought together experts in diverse areas of research ethics, offering topical sessions and high quality presentations. Key topics identified at the conference were placed on the UCN Research Ethics Board's 2017-18 work plan.

UCN CORE FUNDED RESEARCH

The Research, Education & Learning (REAL) Committee (formerly Research & Scholarship Committee) administered the 2017-18 competition for \$29,500 in UCN seed funding to support new research and scholarly activity by faculty, non-teaching staff and UCN Elders. Approximately \$19,235 was awarded to support four projects in 2017-18: investigating the impacts that online publication of student-written stories might have on a student writer's life and career path; how author Dee Brown's early Western novels and histories anticipate his best seller, *Bury My Heart At Wounded Knee* (1970); how barriers and gaps in programming and services affect the employment rates of Indigenous workers in Thompson; and the feasibility of conducting a study aimed at developing effective treatments for northern residents with cardiovascular disease. The 2018-19 competition is expected to be launched in early Spring 2018.

RESEARCH SUPPORT FUND

UCN received a \$52,365 Research Support Fund external grant for 2017-18. This federal grant is designed to help postsecondary institutions offset the overhead costs of supporting research activity. Targeted investments were made through 2017-18 to enhance infrastructure and capacity relative to UCN's research facilities, research resources, research management and administration, regulatory and accreditation, and knowledge transfer and intellectual property.

SUPPORTING BROADER AND COMPLEMENTARY INSTITUTIONAL INITIATIVES

Efforts were made in 2017-18 to move forward on actions identified in the 2015-20 Academic Plan, including, but not limited to preliminary work on the establishment of the Centre for Learning, Education & Research (CLEAR). Embodied within this is support for faculty who wish to integrate research into teaching and to strengthen their research skills, establishment of a northern research repository, metrics to measure research impact, and a faculty mentorship program. Future plans will be to provide all students, regardless of program, with at least one research or experiential learning experience during their program at UCN, as well as to develop a dedicated space equipped with design and fabrication equipment (e.g. a 'maker space') to support applied and social innovation research. This has the potential to tie into the '*Thompson 2020*' initiative/interest in developing business incubation capacity. Connections with this group will continue through 2018-19. Other research activities included delivering the 'Navigating the Research Process at UCN' workshop during the August 2017 orientation period. During this two-hour workshop, participants worked through a guided process to develop 'blueprints' particular to their own research idea or project. In addition, 'Research' was featured in the Library Spotlight at The Pas Campus through October, 2017.

TEACHING AND LEARNING

Indigenizing UCN's curriculum remained a priority for the Academic and Research Division in 2017-18, in terms of supporting excellence in teaching. In 2017-18, Indigenous content was integrated into more than half of the courses taught at UCN. Additionally, students in nearly half of the courses reported that their understanding of Indigenous cultures was enhanced, although the experience of students varied considerably by academic area.

Work in this area for 2018-19 and beyond will focus on creating opportunities in the curriculum to teach students the value and importance of including Indigenous content in their courses. Specific strategies range from pursuing an agenda of reconciliation, to very practical considerations such as teaching students the fact that in the north and elsewhere, UCN graduates will be working with Indigenous patients, customers, students, clients, co-workers, employers, and employees, *etc.*, thus framing the value of a greater understanding of Indigenous people and ways.

Other strategies for Indigenizing the curriculum planned for 2018-19 and beyond include generating diverse conversations within all UCN's areas as to how Indigenous content can be integrated into courses in innovative ways, and performing deeper analyses into student experiences and views on Indigenization. This will result in a more data-driven and student centred approach to Indigenizing the curriculum.

To better reflect an integrated approach to providing services, Research & Innovation is continuing to move forward with the planned opening of the CLEAR. The former Research and Scholarship Committee restructured into the Research, Education and Learning (REAL) Committee, whose role is to advise the Learning Council on matters related to research, teaching and learning, quality assurance and other pedagogical matters. Discussions regarding the structure of the CLEAR Centre began during the 2017-18 academic year, in preparation for its future implementation.

Work continued in 2017-18 on the facilitation, sharing, collection, organization and dissemination of tools, resources and materials related to effective instructional and research practice. Examples of resources to support teaching and learning include creation of repositories for content-specific UCNLearn shells and LibGuides pages. The completion of the UCN Digital Student Writing Centre, as well as assistance in online course development provided by the provincial HUB group, created under the direction of the Manitoba Flexible Learning Advisory Group, and with guidance from Campus Manitoba, resulted in valuable student and faculty resources to improve retention and reduce attrition.

Communities-in-Practice (CiP) discussion forums are planned for 2018-19 to provide opportunities for faculty to share and explore innovative, relevant and interesting information on topics related to teaching and learning, general pedagogical/andragogical matters and other areas related to the Scholarship of Teaching and Learning.

Research & Innovation continues to facilitate relevant faculty professional development courses, including Red River College's Certificate in Adult Education (CAE) program, at UCN campuses and regional centres. On-site CAE courses at UCN continue to be in demand, especially for college-level instructors. Three on-site CAE courses were successfully delivered at The Pas Campus in 2017-18, with technology connection to Thompson campus and Regional Centres.

A CAE cohort of UCN faculty and academic staff was formed in Fall 2015, and individuals within this cohort continued to take on-site CAE courses at UCN, as well as access these courses through technology. The cohort also included members of the general public, interested in developing their skills in teaching adults. This cohort will continue to be supported in 2018-19 and beyond, as new members join and others 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.

The CAE program at UCN continued to be administered by the Dean of Research & Innovation in 2017-18. A close alliance of Instructional Services with other Faculties and Departments continues to be critical to ensure quality programming at UCN.

LEARNING TECHNOLOGY / DISTANCE EDUCATION

The Learning Technologies/Distance Education area continued to support UCN's core mission in 2017-18 by providing assistance and tools to faculty members and students with respect to educational technologies. There continued to be a growing demand for distributed and technology-mediated courses at UCN.

Learning Technologies Facilitators (LTFs) and the Learning Technologies Specialist continued to provide a variety of essential services, including technology-mediated course connections, classroom supports, faculty orientations and trainings, 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.

Delivery of courses through learning technologies, or the use of technology-mediated instruction to enrich face-to-face classroom learning, continued to rely on specialized student and faculty supports in order to run seamlessly. Learning Technology Supervisors and LTF staff continued to provide ongoing, regular learning technologies support to students and faculty in the classroom at both UCN main campuses, at the Norway House Regional Centre, and provided increased access to technical support, and also referral to more specialized technical help when required. LTF staff also had a role in classroom management, assisted with class engagement through on-site presence as directed by instructors, provided basic tutorial supports, and assisted technologies (e.g. UCNLearn course shell management and personalization, Adobe Connect training and supports).

LTFs 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 was at one site. Research done to date on this type of learning environment has shown that both faculty and students feel more connected and engaged with course content, faculty and peers when facilitation and basic tutorial supports are provided, as per the role of UCN's LTFs. Recent research by the American Physiological Society also shows that student performance is boosted, and anxiety is reduced, when there is a blend of face-to-face and online curriculum components.

Because the number of technology-mediated courses at UCN continues to grow, faculty training with respect to teaching with technology is very important. Faculty must have the knowledge, skills and abilities to be successful in using educational technologies. In 2018-19, the New Faculty Outreach program will continue to be offered, which will include a personal welcome to UCN by the Learning Technology Specialist, an introduction to Instructional Services departmental staff, and continuous one-on-one course technology support, including short orientation sessions addressing "just-in-time" learning with the specific technologies used. In the absence of LTFs, facilitation at the remaining UCN regional centres was provided by regional centre staff as required.

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 continued 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. There was a significant uptake from faculty in using Adobe Connect to record sessions for course review supports, to 'flip' the classroom to allow for more active work within the classroom, or to provide alternate course delivery options when course instructors are away and do not want to cancel a class session. To include a connection to the online learning management system (UCNLearn), and to support a 'blended' model of course delivery, technology-mediated courses offered at UCN in 2017-18 were delivered using three primary delivery platforms: Video-conferencing, Adobe Connect and UCNLearn, with a few others used in specific circumstances.

VIDEO-CONFERENCING

Video-conferencing capability at UCN allows courses to be delivered synchronously between locations that have comparable hardware. The Pas, Thompson, Norway House, and Swan River have been the primary hosting sites for courses that can be delivered to UCN Regional Centres.

ADOBE CONNECT

The Early Learning and Child Care Post-Diploma Certificate cohort, offered in 2017-18, successfully used Adobe Connect in conjunction with UCNLearn to deliver their full curriculum. It is anticipated that the Early Childhood Education program cohort in Easterville will move to Adobe Connect for completion of their diploma program, should classroom space be unavailable within the school during Fall 2018. During 2017-18, Adobe Connect served as a dedicated learning environment for the UCN Student Writing Centre; faculty members from the Faculty of Arts, Business and Science, provided regular tutorial sessions throughout the terms for students distributed across all UCN locations where courses were offered. It is anticipated that the UCN Student Writing Centre will continue to use Adobe Connect in 2018-19. There are also plans to extend differentiated pedagogies in 2018-19 with Adobe Connect used in a pilot project. This pilot project will create a learning object repository within the Joint Bachelor Nursing program, in order to focus on student retention and success in 'killer courses'.

UCNLEARN (DESIRE2LEARN)

UCNLearn is a web-based Learning Management System that allows course content to be delivered asynchronously to any location that has an internet connection. UCNLearn 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. UCNLearn can also be used to enhance face-to-face instruction and courses delivered through video conferencing in a variety of ways, including access to course content (PowerPoint presentations, documents, learning objects, rich media, *etc.*), the provision of online discussion groups, and access to online resources such as assignments and gradebooks. At UCN, the most important use of UCNLearn is in blended learning, enhancing face-to-face classes or in technology-mediated courses using Web-Conferencing or Adobe Connect.

UCNLearn received a major update in 2017-18 and as a result, navigation for instructors and students will be simplified and modernized for 2018-19. Many new features were available as a result of the upgrades, which will allow for collaboration, video conferencing and group engagement from within the Learning Management System. As well, a Student Progress tool has been activated which allows instructors to track individual and group performance to identify performance issues and issue 'early alerts' and 'interventions'. The Course Catalog is another feature being implemented in the 2018-19 academic year, which will allow for self-registration courses, creation of MOOCs, provide opportunities to create course offerings to address upgrading and remediation issues, and provide access to professional development and compliance courses for UCN staff.

CAN8 LANGUAGE LAB

The Can8 platform is a type of learning technology specifically used to deliver UCN Cree language courses. In 2017-18, the Can8 program was used to provide independent student access to supplement Cree language courses.

TELECONFERENCING-VOIP

Teleconferencing was used in UCN programming as a backup when there are disruptions with other technologies. It is primarily used as a stand-by tool.

OTHER PLATFORMS

Other communication and course delivery platforms, such as ZOOM, grew in use at UCN during 2017-18. YouSeeU, a web-based conferencing tool designed specifically to support course delivery and management, is expected to grow in popularity in 2018-19. This tool is part of UCNLearn, and will include synchronous and asynchronous connections, a session record feature, digital office hours, student video creation option, and more. YouSeeU is ubiquitous to each course section with UCNLearn.

Evening courses offered through technology continue to broaden the potential audience for courses to include those who work during the day. Instructional Services staff continued to work closely with faculty, students, and staff in 2017-18 to ensure a quality student experience to all those that chose UCN as their educational destination. A significant push to share UCN's successes and interests with learning technologies with other post-secondary institutions continues through inter-institutional committees, working groups, and collaborations.

Extending UCN's institutional presence and networking with other academics in Manitoba and across Canada during 2017-18 included involvement with professional organizations such as the Canadian Network for Innovation in Education (CNIE).

CURRICULUM AND QUALITY ASSURANCE

A range of Quality Assurance activities occurred in 2017-18 to engage a variety of stakeholders in ensuring academic excellence and cultural relevance of UCN programming. This included Program Reviews, Program Advisory Committee meetings and Student Course Evaluations, as well as new initiatives.

The process of Program Review remains a systematic way to assess academic programs and to determine ways to improve the quality of education, scholarship and service. Consistent with good educational practice, UCN followed a Program Review schedule in 2017-18, six programs were engaged in Program Reviews, the current cycle encompassing the 2016-17 to 2021-22 academic years. In 2018-19, four programs are scheduled to undergo comprehensive Program Review.

Program Advisory Committees continued to actively provide feedback to their respective areas, and are vital links connecting UCN administration, faculty and students to community, business and industry. Program Advisory Committee meetings formed an important component within the Program Review cycle, and are particularly relevant because they are continually evolving, with new members added as new partnerships and relationships are built with stakeholders, and because they typically occur multiple times per year, or as required.

In 2017-18, analytic Student Course Evaluation reports for a total of 630 UCN courses were successfully generated for faculty members, supervisors and Program Deans from July 2017 to June 2018. Initial summary results in June 2018 indicate that of those students who responded:

- 96% of UCN students felt that course materials were valuable for their learning;
- 96% of UCN students reported that their instructor used examples that had relevance to them;
- 97% of UCN students reported that the resources used in each of their courses were current; and
- 96% of UCN students in courses with a laboratory component felt that lab activities in their courses contributed to their understanding of course content.

Plans for 2018-19 include revisions to the Student Course Evaluation survey tool that will provide us with deeper insights into student perspectives on Indigenous content and their experiences with taking online courses or blended courses that incorporate a variety of learning technologies. Improved student response rates are also expected to result from increased availability of tablets brought directly into classrooms, allowing students to complete “just-in-time” online student course evaluations, and to have improved access to complete their student course evaluations. Additional techniques will be explored to further improve compliance rates.

WORK-INTEGRATED LEARNING

During the 2017-2018 year, many new initiatives were launched to support, enhance, and engage Employers, Industry, Students and the entire UCN Community in career development and work-integrated learning (WIL). Implementation of the activities and objectives outlined in the UCN Work-Integrated Education Initiative Strategic Plan 2016-2020 commenced and is in progress.

In Fall 2017, UCN renewed its membership with Co-operative Education and Work-Integrated Learning Canada (CEWIL) and UCN’s Co-op Coordinator was re-appointed for another term to the position of Manitoba/Nunavut Regional Representative for the CEWIL National Board of Directors. The Co-op Coordinator continues to work collaboratively with other professionals at post-secondary institutions across Canada to identify and share best practices that will support the development and delivery of quality WIL at UCN.

Industry Engagement programming was highly successful in 2017-18, implemented to host employers and industry professionals on campus. A *Career Chat Lunch N’ Learn Series* was also launched in 2017-18, featuring a panel of Industry Professionals who led successful career chats to engage the UCN Community in dialogue around the future of work. In conjunction with this initiative, the *Employer Information Series* connected numerous employers with UCN faculty and students. Employers provided information about their company and employment opportunities.

During Career and Workforce Development Month in November, 2017, UCN held two very successful and energizing *Industry Engagement Nights* at both The Pas and Thompson Campus; these events were a great networking opportunity that allowed the entire UCN community to connect with employers and industry. During National Co-op/WIL Week, from March 19-23, 2018, UCN hosted *Employer Recognition Lunches* at both campuses to honor and recognize the contributions employers have made to work experience for UCN students over the years. Over 60 employers were nominated and recognized this year.

Over the course of 2017-18, departments and programs within UCN continued to be consulted to promote awareness and understanding of WIL and to identify prospective WIL opportunities within faculties. Program-specific frameworks are currently in development to support programs that have been identified for cooperative education programming.

In the upcoming academic year, UCN will continue to offer these programs while broadening the career development, partnership and networking opportunities to engage UCN with employers and industry. Launch of a new Career Connect Program, along with a pre-employment focused Professional Development Series, shall create new opportunities to prepare job-ready graduates.

LEARNING RESOURCE INSTRUCTION

Supporting student success continued to be a key service for students in 2017-18. On-site assistance was offered to students at all campuses and Regional Centres by Research & innovation's Learning Resource Instructor, including instruction in basic computer use, effective use of digital and electronic resources and promotion of skills that encourage student success and retention. Face-to-face instruction was also provided to students at Swan River Health, Norway House, Thompson, Pukatawagan, and Cross Lake, among other locations. Faculty also received instruction to update their skills as new resources become available.

UCN's experience has shown that many students arrive to university and college without sufficient background or experience on how to format academic papers and how to create citations properly. In order to contribute to solving that challenge, a student-focused workshop series entitled 'Styling Your Paper in Word' was offered during 2017-18. Students received instruction on how to format their papers in APA, MLA and Chicago styles, while properly using MS Word.

Electronic guides in a variety of relevant areas were made available online for students during 2017-18, and more student guides are planned for 2018-19. Guides covered topics such as 'Citation Management Software' and 'English as a Second Language'. The guides are designed to enable students to find the assistance they need for success in grammar, writing, or creating citations. The Learning Resource Instructor will continue to select materials for UCN libraries covering topics related to Information Literacy and Instruction. Emphasis will be placed on practical, current and 'how-to' information at varying levels and formats.

Working collaboratively with colleagues across UCN, Research & Innovation strived to support students in courses and in certificate, diploma or degree programs by assisting students to achieve the skill base required to be prepared for the rigors of their programs, as well as by supporting faculty to provide a quality and positive learning experience for their students.



UCN PARTNERSHIPS AND WORKING RELATIONSHIPS

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
Athabasca University
Blue Quills First Nations College
Brandon University
Bunibonibee Cree Nation
Cameco
Campus Manitoba
Canadian Association of Practical Nurse Educators
Canadian Association of Schools of Nursing
Canadian Institute of Forestry
Canadian Institute of Marketing
Canadian Kraft Paper Industries Ltd.
Canadian Language and Literacy Research Network (CLLRNet)
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)
Child and Family Services
Chemawawin Education Authority
College of Licensed Practical Nurses of Manitoba
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
Crite Care, Inc.
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
Honekwē (House of Stories)
HudBay Minerals Inc.
Hudson Bay Port Company
Hudson Bay Railway Company
Indigenous and Northern Affairs Canada
Instructure, Inc.
Interior Health Authority

Keewatin Tribal Council
Kelsey Recreation Commission
Kelsey School Division
Manitoba Indigenous and Municipal Relations
Manitoba Advanced Learning
Manitoba Growth, Enterprise and Trade
Manitoba Sustainable Development
Manitoba Dental Assistants Association
Manitoba Dental Association
Manitoba First Nations Education Resource Centre
Manitoba Forestry Association
Manitoba Health, Seniors and Active Living
Manitoba Hydro
Manitoba Hydro Telecom
Manitoba Institute of Trades & Technology
Manitoba Keewatinowi Ininew Okimakanak
Manitoba Library Association
Manitoba Library Consortium, Inc.
Manitoba Métis Federation
Manitoba Public Library Service, Manitoba Sport, Culture and Heritage
Manitoba Public Post-Secondary Cooperative
Mathias Colomb First Nation
Mining Association of Manitoba
Misipawistik Cree Nation
Mosakahiken Cree Nation
Mount Royal College
Nelson House Atoskiwin Training and Employment Centre (ATEC)
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 Nursing Education Network
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
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)

ARTICULATION AND ACCREDITATION AGREEMENTS

UCN is committed to establishing agreements with institutions, agencies and accrediting bodies to maximize student mobility, portability and transferability of education. UCN currently has a variety of articulation and accreditation agreements, as detailed below. 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 Programs and After-Degree Program)	Accreditation	Manitoba Education & Training
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 Marketing. (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

UCN Program	Details of Transfer Agreement and/or Articulation	Institution and Program and/or Accreditation Body
Business Administration (diploma)	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 Certified Aboriginal Financial Management (CAFM) designation.	Aboriginal Finance Officers Association (AFOA)
Community Economic Development (diploma)	Accreditation. Graduates of UCN's Community Economic Development program are eligible to be fully accredited members of CANDO as Technician Aboriginal Economic Developers.	Canadian Association of Native Development Officers (CANDO)
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
Diploma in Practical Nursing	Accreditation	College of Licensed Practical Nurses of Manitoba
Dental Assisting (certificate)	Accreditation	Commission on Dental Accreditation of Canada (accredited to 2015)
Dental Assisting Post-Graduate Modules Dental Assisting Intra-Oral Refresher Expanded Intra-oral Skills Module Preventive Dentistry Scaling Assistant	Approval via licensure	Manitoba Dental Association

UCN Program	Details of Transfer Agreement and/or Articulation	Institution and Program and/or Accreditation Body
Dental Assisting Post-Graduate Modules Dental Assisting Intra-Oral Refresher Expanded Intra-oral Skills Module Preventive Dentistry Scaling Assistant	Approval via licensure	Manitoba Dental Association
Early Childhood Education (certificate and diploma)	Accreditation	Provincial Child Care Qualifications and Training Committee (CCQTC)
Early Learning and Child Care Certificate in Administration	Accreditation	Child Care Qualifications and Training Committee (CCQTC)
Early Childhood Education (diploma)	Courses are fully transferable to accredited Early Childhood Education programs at Manitoba community colleges, as per MCECEC Approved ECE Transfer Guide.	Red River College, Assiniboine Community College, Université de Saint-Boniface
Natural Resources Management Technology (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 (CIF)

UCN Program	Details of Transfer Agreement and/or Articulation	Institution and Program and/or Accreditation Body
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 and University of Manitoba courses. UCN Nursing program course credits are transferable to the University of Manitoba and vice versa.	University of Manitoba 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

The following are academically-related Memoranda of Understanding, Agreements and Inter-Institutional Relationships negotiated and/or active in the 2017-18 academic year.

Signatory	Title	Effective Date	Expiry Date
The Natural Sciences and Engineering Research Council of Canada and The Social Sciences and Humanities Research Council of Canada	Agreement on the Administration of Agency Grants and Awards by Research Institutions	April 1, 2018	March 31, 2023
Child and Family Services Authorities	Memorandum of Understanding for the tuition waiver of up to five (5) students who are in extended care.	March 15, 2017	Ongoing
Instructure, Inc.	Memorandum of Understanding for the hosting of UCN courses on Instructure's Canvas Network platform.	October 15, 2016	Ongoing
Brandon University	Memorandum of Understanding for the shared position of Professional Associate at Brandon University and the Northern Manitoba Mining Academy	May 16, 2016	Ongoing
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	Memorandum of Agreement respecting joint vocational, trades, and technology programming	July, 2015	Ongoing

Signatory	Title	Effective Date	Expiry Date
Mathias Colomb Cree Nation	Agreement to establish and maintain a Joint University / Public Library Facility in Pukatawagan.	June 23, 2015	Ongoing
Kelsey School Division	Memorandum of Agreement respecting joint vocational, trades, and technology programming	January 26, 2015	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	Memorandum of Understanding re Industrial Mechanical (Millwright) Apprenticeship – Level 1 and Level 2 Onsite Delivery at MITT Site	May 31, 2014	March 31, 2017 – renegotiation underway
Criti Care Emergency Medical Services	Memorandum of Understanding to Cooperate and Collaborate in the Joint Delivery of an Emergency Medical Responder (EMR) certificate program	May 15, 2014	TBD
Kelsey School Division	Cooperation and Collaboration Agreement – Dual Credit Delivery	September 1, 2013	Ongoing
4916906 Manitoba Limited	Lease agreement for Faculty of Health Swan River site	July 1, 2012	Ongoing

Signatory	Title	Effective Date	Expiry Date
Natural Sciences and Engineering Research Council (NSERC)	Memorandum of Understanding re: Roles and Responsibilities in the Management of Federal Grants and Awards	April 19, 2012	Ongoing
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 on 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

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

Signatory	Title	Effective Date	Expiry Date
Manitoba's Public Universities and Colleges: University of Manitoba, University of Winnipeg, Brandon University, 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. (MAHRS)	Partnership Agreement	September 15, 2010	Ongoing
The Northern Manitoba Sector Council Inc.	Equipment Use Agreement (re: Mine Training Simulator Base Station and Training Consoles)	September 1, 2010	Ongoing
Treaty Relations Commission of Manitoba	Memorandum of Understanding re: Collaboration to Enhance Treaty Education	October 27, 2009	Ongoing
Manitoba Hydro Telecom (MHT)	10Gbps Wavelength Agreement	October 1, 2009	September 30, 2024 (15 year term)

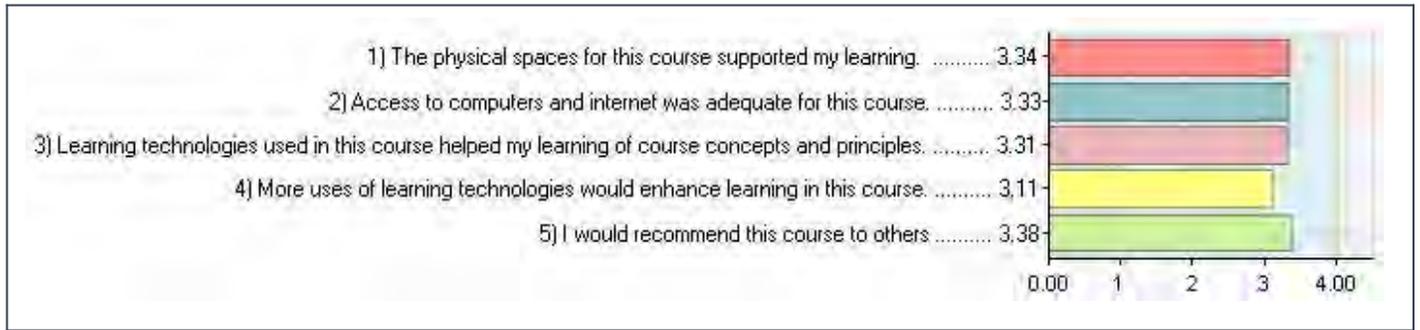
Signatory	Title	Effective Date	Expiry Date
NorQuest College	Purchase of Practical Nurse Program Curriculum and Related Documents	June 30, 2009	Ongoing
Manitoba Aboriginal and Northern Affairs	Memorandum of Understanding regarding Development of a Partnership for Aboriginal Employment	June 12, 2009	Ongoing
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	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
Misipawistik Cree Nation	Memorandum of Understanding re: Establishment of UCN's Misipawistik Cree Nation Regional Centre	July 1, 2007	Ongoing
Manitoba First Nations Education Resource Centre	Cooperation and Collaboration Agreement	July 1, 2007	Ongoing

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.

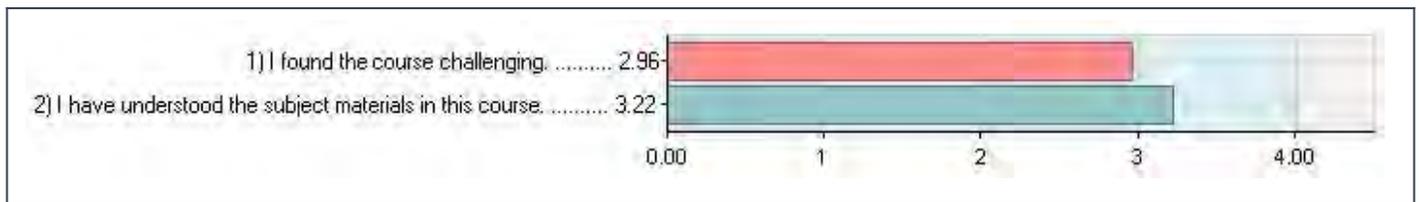
Signatory	Title	Effective Date	Expiry Date
The Council on Post-Secondary Education	Memorandum of Understanding Concerning Campus Manitoba	October 30, 2006	Ongoing
St. Theresa Point First Nation	Establishment of UCN's St. Theresa Point Regional Centre	July 1, 2004	Ongoing
Norway House Cree Nation	Establishment 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

STUDENT COURSE EVALUATION REPORT

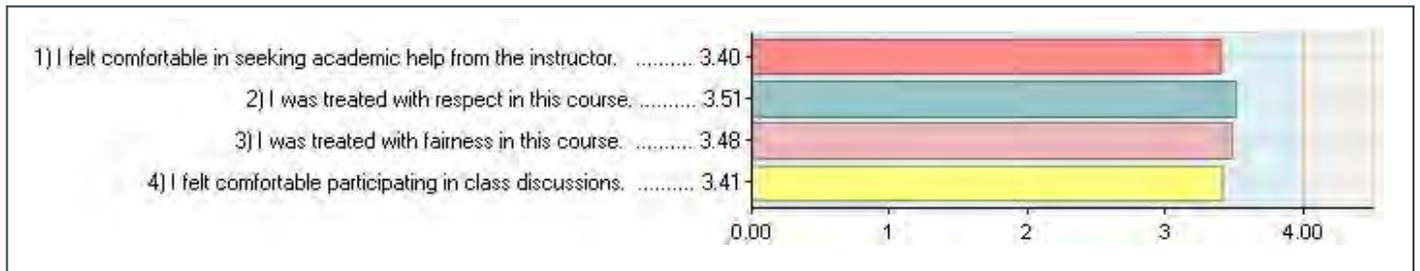
Overall:



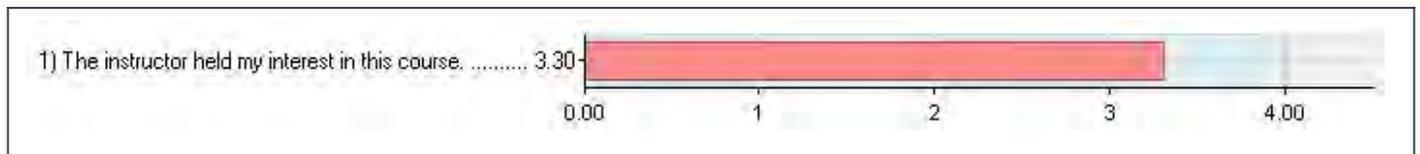
Learning:



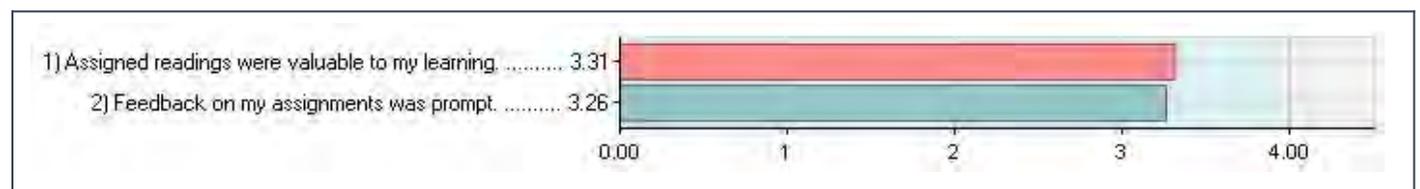
Individual Rapport:



Enthusiasm:

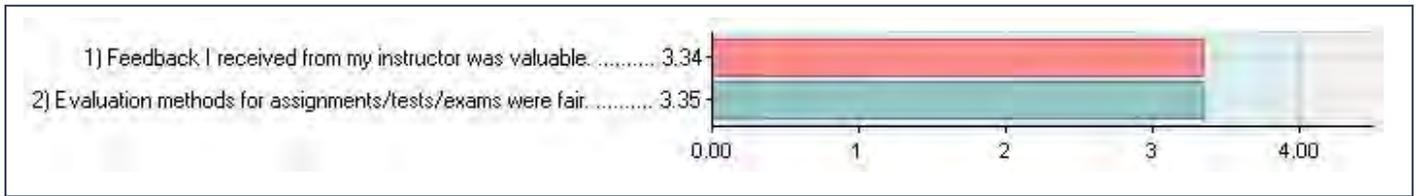


Assignments:

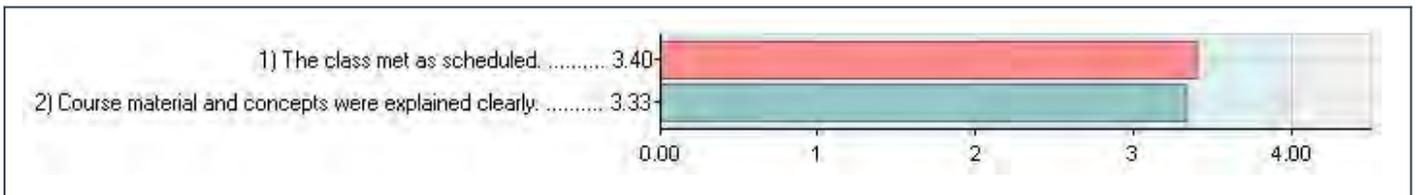


STUDENT COURSE EVALUATION REPORT

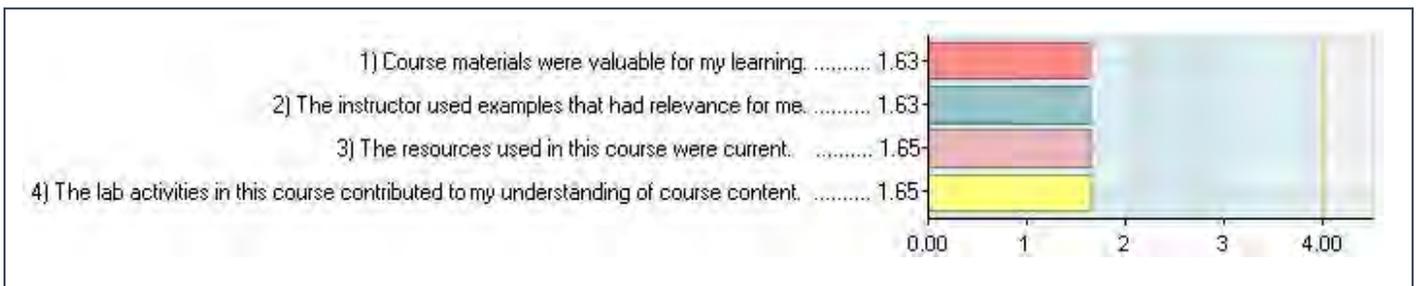
Examinations:



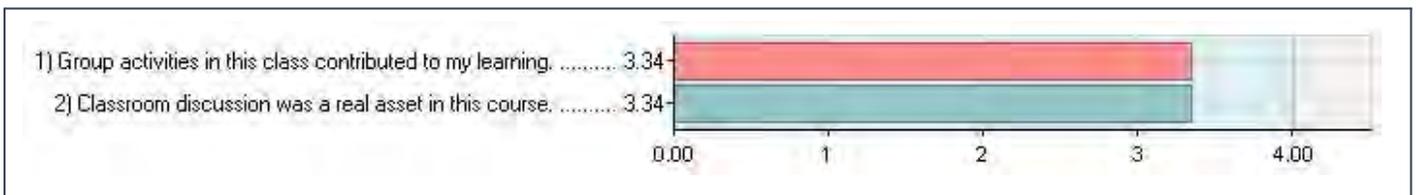
Organization:



Breadth:



Group Interaction:



OFFICE OF INTER-UNIVERSITY SERVICES

Inter-Universities Services (IUS) continued to offer programming and courses from the partnering universities; Brandon University, UCN, University of Manitoba, and University of Winnipeg in Northern Manitoba. The 2017-2018 IUS Academic Plan represents collaborations between UCN's Faculty of Arts, Business & Science, Kenanow Bachelor of Education and the joint UM and UCN Nursing Program along with Community Based Services and UM Northern Social Work Program. Through sustained partnerships Inter-Universities Advisory Committee (IUAC) guided and directed IUS and also approved the IUS Academic Plan. IUAC ensures that the academic and delivery standards of the partnering institutions were maintained. This included the following range of duties: approved IUS budget, confirmed institutional equivalency and residency eligibility for new courses proposed, assisted in arranging teaching faculty, and advised on issues as they arise. Sessional instructors from across Manitoba normally teach the university courses for IUS and courses have to be approved by the course sponsoring university.

IUAC's key initiatives were to explore a Masters of Social Work program and to develop Student Support Services for students taking courses through IUS. In the Fall 2017, IUS and UM offered UM ARTS 1110 (3) Introduction to University in Norway House, lectures were taught by an instructor onsite and UM hired a Teacher Assistant to provide the online writing tutorial lab sessions of the course. The University of Manitoba provided a written report based on the experience and students' feedback. The goal was to expand the online tutorial services to University of Manitoba course offered through IUS, once this model is fully tested and developed, it will be expanded to the other partnering universities.

IUAC will continue to work with University of Manitoba to further develop a Masters of Social Work program to be offered in Northern Manitoba. A planning committee comprised of UM Faculty of Social Work and UCN will develop the groundwork for a Master of Social Work based in Indigenous Knowledges (MSW-IK) and a cohort will be delivered in Northern Manitoba. UM Faculty of Social Work has approved funding to conduct a detailed feasibility study for offering the MSW-IK in Northern Manitoba in the near future.

IUS continued to work closely with partnering universities within the Human Resources Department. The IUS Manager and Program Coordinator completed training with the University of Manitoba Careers Program which is a recruitment module of the Human Resource Information Systems used by the University of Manitoba Human Resources division. This web based tool will allow IUS to advertise for sessional instructor positions, manage applications electronically, issue job offers to candidates and receive electronic acceptances.

DIVISIONAL HIGHLIGHTS FOR INTER-UNIVERSITIES SERVICES

IUS works closely with UCN CBS and FABS to deliver university courses into the Bachelor of Arts Program in The Pas and Thompson also at Regional Centre such as, Cross Lake, Flin Flon, Grand Rapids, Norway House, and Split Lake. IUS offered university electives into the Northern Social Work Degree Access program in Thompson, and Social Work Cohort programs with Awasis Agency of Northern Manitoba, Nisichawayasihk Family & Community Cree Nation Wellness Centre in Thompson and Nikan Awasisak in Cross Lake. This was the second year, IUS offers university courses in Fisher River Cree Nation with twenty eights students enrolled. 502 students took courses through IUS in 2016-2017 with a total of 1345 registrations.

IUS provided many learning opportunities by offering the following courses; Aboriginal Studies, Introduction to Computers, Mathematics, Science, and English in Northern Manitoba at UCN campuses, regional centres and First Nation communities. IUS is a partnership with the four Manitoba universities, Northern Communities, and other Stakeholders that encourages the involvement and participation of Northern Communities and sought active collaboration in planning, and delivery of the university courses it offers in Northern Manitoba.

The IUS Admission and Registration Advisory Committee consists of partnering universities' admission and registration representatives that meet annually each year and in 2017, the meeting took place at Brandon University on October 24, 2017. This is an advisory group to IUS on UCN's Admission and Registration processes for courses and programs offered through IUS to ensure this meets the requirements of the course sponsoring university. Courses offered through IUS are university degree credit courses that must have course transferability at the partnering universities.

IUS continued to provide advisor presence in the communities UCN serves, providing additional supports to students, as Academic Advisors traveled to regional centres and other communities where IUS offers courses. IUS and Enrolment Services presented to students in the Northern Social Work Program, High Schools, and at UCN orientations.

IUS continued to introduce post-secondary to grade 4 students through a presentation by faculty and education students. IUS in collaboration with UCN held a math and science enrichment program (UCNrich) for grade 4 and 5 students from Westwood and Riverside Schools. Seventeen elementary school students completed "UCNrich" where the students spend 8 weeks studying challenging math and science, including logic, applied math, math fundamentals, and math problem solving strategies.



THE UNIVERSITY OF
WINNIPEG



UNIVERSITY
OF MANITOBA



BRANDON
UNIVERSITY



UNIVERSITY COLLEGE
OF THE NORTH

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 Vice-President; Administrative/Financial Manager; Community Based Services Administrator, two full-time Counsellor/Academic Advisors, and a part-time Administrative Assistant.

REGIONAL CENTRE BOARD OF DIRECTORS/ADVISORY COMMITTEES

The nine regional centres located in First Nation communities and the regional centre in Flon Flin, have active Boards of Directors. The Boards of Directors are composed of four community representatives and two UCN representatives. A consensus approach is utilized with regard to discussions at the Board of Director level and the representation has continued to function collaboratively and cooperatively. The Churchill and Swan River Regional Centres have Advisory Committees which consist of between six and twelve community members representing various stakeholders that provide advice and feedback for purposes of program planning and operation of the regional centre.

PROGRAMS OFFERED IN 2017-18

The following certificate, diploma and degree programs were delivered in UCN's various regional centre locations in 2017-18:

- Churchill Regional Centre program offerings included the first year of the Business Administration Diploma program delivered over several years on a part-time evening basis. Security Guard Training and courses in partnership with Manitoba Tourism Education Centre were also delivered;
- The Regional Centre in Cross Lake (Pimicikamak) offered Culinary Arts and Health Care Aide. Culinary Arts was a carry-over from the previous academic year as the program did not start until mid April 2017;
- The Early Childhood Education (ECE) diploma program was offered in Chemawawin (Easterville) Regional Centre as a full-time day program. the second year of ECE is scheduled in 2018-19.
- The Flin Flon Regional Centre had two full-time day program offerings: Office Assistant (OA) Certificate and Diploma in Practical Nursing (DPN). The OA program will finish in November 2018 while the DPN is scheduled to be completed in June 2019, A second intake of DPN is planned for 2019-20.

CONTRACT TRAINING

UCN Contract Training responded 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 Community Based Services (CBS) Division delivered, 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 delivered 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 Contract training revenue for 2017/2018 was at \$1,133,00 of projected 1,400,000 with a total of 36 contracts delivered in 2017/18, from 40 in 2016/17. Contracts were delivered in the following locations in Manitoba: Bloodvein, Cross Lake, Nisichawayasihk, Norway House, Sagkeeng, York Landing, Pukatawagan, Opaskwayak Cree Nation, The Pas, and Thompson, St. Theresa Point, Waasagamack, Churchill, Brochet, Tadoule Lake, Moose Lake, Lac Brochet, God's Lake Narrows, Dauphin, Lake St. Martin, York Landing, Pequis and Winnipeg. The main focus of program delivery in contract training in 2017/18 continues to be short-term programming leading directly to employment. Education Assistant Certificate, Health Care Aide, Truck Driver Training, Heavy Equipment Operator Training and Emergency and Medical Responder Training continue to be in high demand. We have also seen an increase in requests for short-term professional development training in areas such as accounting, supervisory and leadership training, proposal writing, and requests for Class 5 Driver Training,

PARTNERSHIPS

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 UCN. In 2017-18, EAC programs were delivered in Bloodvien, Lac Brochet, Sagkeeng, Pequis, and Tataskweyak.

CBS partnered with Inter-University Services (IUS) and the University of Manitoba Northern Bachelor of Social Work program to deliver community based offerings of the Bachelor of Social Work degree to individuals who are currently employed with Child and Family services agencies and who are therefore unable to relocate to Thompson to pursue their studies. Students enrolled in courses one week per month at UCN to complete the required Arts and Science electives before transferring to the University of Manitoba Faculty of Social Work to complete the Social Work specific courses. This program is currently offered at Opaskwayak Cree Nation (OCN) and previously in Cross Lake. The Cross Lake cohort is now enrolled in the University of Manitoba Faculty of Social Work, while the OCN cohort will complete their Arts and Science electives in December 2018.

On-going delivery of the Community Based Kenanow Bachelor of Education degree program (IDSIS/ BIDS/ BEDS) continued in four regional centre locations: Pimickamak, Misipawistik, Norway House and Tataskweyak. This program is delivered in partnership with the UCN Faculty of Education;

College Preparation Certificate was offered in Nisichawayasihk Cree Nation (Nelson House).

Several certificate programs were delivered out of the Norway House Regional Centre in 2017-18, including Carpentry/Woodworking which was delivered as a full-time day program, and Aboriginal and Northern Counselling Skills which was offered on a part-time evening basis.

Bunibonibee (Oxford House) offered the second year of the Business Administration Diploma. The cohort focused their studies on the Management stream of the Business Administration Diploma program. A Firearms Safety course was also delivered.

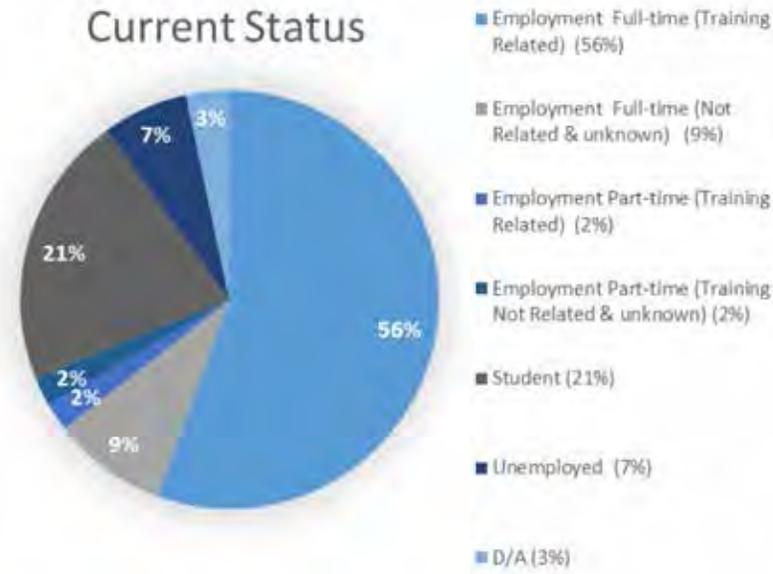
The second year of a three year delivery Community Economic Development Diploma continued in Mathias Colomb (Pukatawagan). The program delivery will finish in June 2019.

The Regional Centre in St Theresa Point offered Year 1 of the Business Administration Diploma program. classes started in January 2018 and will finish at the end of January 2019. At this time only the first year of the program is being considered for delivery in St Theresa Point. Students wanting to continue their studies to complete the Diploma level will need to relocate to Thompson or The Pas.

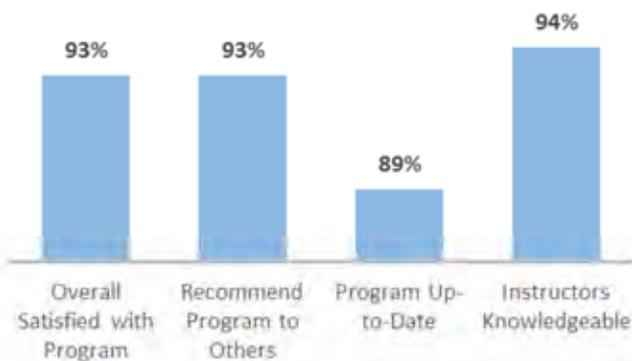
The Aboriginal and Northern Counselling Skills Certificate program was offered in Swan River Regional Centre on a part-time evening basis, as well as Welder Training Level 1. A 6 week Class 1 Truck Driver Training program was also delivered in Swan River.

CBS had an enrolment of over 600 full-time and part-time students attending community based programs in 2017-18.

2016-2017 GRADUATE SATISFACTION AND EMPLOYMENT REPORT



The 2016-2017 Graduate Satisfaction and Employment survey results continue to show high rates of employment. Sixty-nine percent (69%) of responding graduates are employed. Fifty-six percent (56%) are employed full-time in a field related to their education and two percent (2%) are employed part-time in a field related to their education. Twenty-one percent (21%) of graduates are furthering their education and seven percent (7%) have reported being unemployed. Survey results continue to show improving rates of student satisfaction. Ninety-three percent (93%) are overall satisfied with their program and ninety-three percent (93%) would recommend their program to others.



Graduates in Labour Force



FINANCIAL STATEMENTS

March 31, 2018

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



UNIVERSITY COLLEGE OF THE NORTH

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MARCH 31, 2018

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UCN EXPENDITURES BY FUNCTION	SCHEDULE 4



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.

A handwritten signature in black ink, appearing to read 'Cam Mateika', is written over a light blue horizontal line.

Cam Mateika
Chair, UCN Governing Council



Auditor General
MANITOBA

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, 2018, 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, 2018, 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
August 23, 2018
Winnipeg, Manitoba

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, 2018	MARCH 31, 2017
ASSETS						
CURRENT						
Cash and cash equivalents	\$ 11,221,882	\$	\$ 181,870	\$	\$ 11,403,752	\$ 11,344,060
Short-term investments (Note 4)				1,075,802	1,075,802	1,071,783
Accounts receivable (Note 5)	3,247,045		55,118		3,302,163	4,045,928
Due from Province of Manitoba (Note 7)	752,589				752,589	752,589
Inventory	267,205				267,205	240,591
Due from other funds	5,913		50,000	100,000	155,913	
Prepaid expenses	811,222				811,222	1,010,210
	<u>16,305,856</u>		<u>286,988</u>	<u>1,175,802</u>	<u>17,768,646</u>	<u>18,473,161</u>
LONG TERM						
Prepaid expenses	446,137				446,137	518,582
Capital assets (Note 6)	20,258,536				20,258,536	20,147,849
Due from Province of Manitoba (Note 7)	793,500				793,500	793,500
	<u>21,498,173</u>				<u>21,498,173</u>	<u>21,459,931</u>
	<u>\$ 37,804,029</u>	<u>\$</u>	<u>\$ 286,988</u>	<u>\$ 1,175,802</u>	<u>\$ 39,266,819</u>	<u>\$ 39,933,092</u>
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities (Note 8)	\$ 2,953,095	\$	\$ 900	\$	\$ 2,953,995	\$ 3,322,071
Accrued vacation benefits	3,273,559				3,273,559	3,064,121
Due to other funds	50,000		105,913		155,913	
Deferred revenue	660,434				660,434	986,613
Deferred contributions (Note 9)	3,113,901				3,113,901	4,833,233
Current portion on long term debt (Note 10)	59,994				59,994	57,790
	<u>10,110,983</u>		<u>106,813</u>		<u>10,217,796</u>	<u>12,263,828</u>
LONG TERM						
Deferred revenue	446,137				446,137	518,582
Deferred contributions related to capital assets (Note 11)	10,592,233				10,592,233	10,139,914
Accrued severance benefits (Note 12)	3,984,115				3,984,115	3,651,700
Long term debt (Note 10)	1,023,605				1,023,605	1,083,599
	<u>16,046,090</u>				<u>16,046,090</u>	<u>15,393,795</u>
FUND BALANCES						
NET ASSETS INVESTED IN CAPITAL ASSETS	8,628,343				8,628,343	8,893,028
NET ASSETS RESTRICTED FOR FUND PURPOSES			180,175	1,175,802	1,355,977	1,358,936
NET ASSETS INTERNALLY RESTRICTED (Note 15)	2,256,633				2,256,633	2,133,198
UNRESTRICTED NET ASSETS	761,980				761,980	(109,693)
	<u>11,646,956</u>	<u>-</u>	<u>180,175</u>	<u>1,175,802</u>	<u>13,002,933</u>	<u>12,275,469</u>
	<u>\$ 37,804,029</u>	<u>\$ -</u>	<u>\$ 286,988</u>	<u>\$ 1,175,802</u>	<u>\$ 39,266,819</u>	<u>\$ 39,933,092</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	ENDOWMENT FUND	MARCH 31, 2018	MARCH 31, 2017
REVENUES						
Grants						
Post-Secondary Education	\$ 35,880,946	\$	\$	\$	\$ 35,880,946	\$ 36,363,185
Other Province of Manitoba	538,038				538,038	698,190
Government of Canada	52,365				52,365	95,912
Amortization of deferred contributions related to capital assets	1,002,108				1,002,108	943,580
Ancillary sales and services	2,780,298				2,780,298	2,902,666
Donations		425	58,531	104,019	162,975	235,512
Investment income	149,316	1,387	10,738		161,421	96,151
Contract training	1,133,003				1,133,003	890,925
Tuition and student fees	4,021,199				4,021,199	3,966,251
Other revenue	1,259,504				1,259,504	1,243,049
Gain on disposal of capital assets	14,585				14,585	
	<u>46,831,362</u>	<u>1,792</u>	<u>69,269</u>	<u>104,019</u>	<u>47,006,442</u>	<u>47,435,421</u>
EXPENSES						
Advertising and public relations	492,688				492,688	536,876
Amortization of capital assets	1,339,176				1,339,176	1,442,593
Bad debts	78,635				78,635	345,632
Cost of goods sold	1,320,115				1,320,115	1,329,660
Facility costs	2,118,645				2,118,645	2,118,645
Furniture and minor equipment	509,142				509,142	1,036,952
Insurance	132,976				132,976	167,500
Interest on long term debt	41,816				41,816	43,939
Library acquisitions	144,801				144,801	261,337
Loss on disposal of capital assets						30,753
Maintenance and repairs	147,395				147,395	124,250
Operational supplies and services	4,789,153				4,789,153	4,442,735
Property taxes	531,600				531,600	520,610
Rentals and leases	501,898				501,898	464,888
Salaries and employee benefits	31,605,099				31,605,099	30,933,186
Scholarships and bursaries			64,344		64,344	130,927
Telephone and communication	661,730				661,730	663,918
Travel	1,422,094				1,422,094	1,558,202
Utilities	377,671				377,671	350,996
	<u>46,214,634</u>	<u>64,344</u>	<u>64,344</u>	<u>64,344</u>	<u>46,278,978</u>	<u>46,513,601</u>
EXCESS REVENUES	<u>\$ 616,728</u>	<u>\$ 1,792</u>	<u>\$ 4,925</u>	<u>\$ 104,019</u>	<u>\$ 727,464</u>	<u>\$ 921,820</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, 2018	MARCH 31, 2017
FUND SURPLUS, <i>beginning of year</i>	\$ 10,916,533	\$ 171,686	\$ 115,467	\$ 1,071,783	\$ 12,275,469	\$ 11,353,649
EXCESS REVENUES	616,728	1,792	4,925	104,019	727,464	921,820
INTER-FUND TRANSFERS (Note 19)	<u>113,695</u>	<u>(173,478)</u>	<u>59,783</u>	<u> </u>	<u> </u>	<u> </u>
FUND SURPLUS, <i>end of year</i>	\$ <u>11,646,956</u>	\$ <u> </u>	\$ <u>180,175</u>	\$ <u>1,175,802</u>	\$ <u>13,002,933</u>	\$ <u>12,275,469</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 4

STATEMENT OF CASH FLOWS

	MARCH 31, 2018	MARCH 31, 2017
CASH FLOWS FROM		
OPERATING ACTIVITIES		
Excess Revenues (Expenses)		
General Fund	\$ 616,728	\$ 814,364
Capital Campaign Fund	1,792	1,407
Student Award Fund	4,925	4,889
Endowment Fund	104,019	101,160
	<u>727,464</u>	<u>921,820</u>
Add (deduct) items not affecting cash:		
Loss (gain) on disposal of capital assets	(14,585)	30,753
Amortization of capital assets	1,339,176	1,442,593
Amortization of deferred contributions related to capital assets	<u>(1,002,108)</u>	<u>(943,580)</u>
	1,049,947	1,451,586
Add (deduct) changes in non-cash working capital components related to operating activities:		
Accounts receivable	743,765	(407,363)
Inventory	(18,614)	(3,430)
Prepaid expenses	271,433	(453,123)
Accounts payable and accrued liabilities	(368,076)	(2,361,132)
Deferred revenue	(398,624)	500,744
Deferred contributions	(1,719,332)	(922,433)
Accrued vacation benefits	209,438	40,608
Accrued severance benefits	332,416	463,393
Due to other funds	(165,913)	
Due from other funds	155,913	
	<u>102,353</u>	<u>(1,691,150)</u>
FINANCING ACTIVITIES		
Deferred contributions related to capital assets	1,454,427	2,000,522
Repayment of long term debt	<u>(57,790)</u>	<u>(55,685)</u>
	<u>1,396,637</u>	<u>1,944,856</u>
CAPITAL ACTIVITIES		
Purchase of capital assets	(1,454,427)	(2,031,275)
Proceeds from disposal of capital assets	19,149	
	<u>(1,435,278)</u>	<u>(2,031,275)</u>
INVESTING ACTIVITY		
Increases in short-term investments	<u>(4,019)</u>	<u>(201,160)</u>
	<u>(4,019)</u>	<u>(201,160)</u>
NET INCREASE (DECREASE) IN CASH FLOWS DURING THE YEAR	59,693	(1,978,729)
CASH AND CASH EQUIVALENTS, <i>beginning of year</i>	<u>11,344,060</u>	<u>13,322,789</u>
CASH AND CASH EQUIVALENTS, <i>end of year</i>	<u>\$ 11,403,753</u>	<u>\$ 11,344,060</u>
Supplemental Cash Flow Information:		
Interest Received	\$ 150,270	\$ 97,042
Interest Paid	\$ 41,816	\$ 43,939

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.

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.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

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

i) Accounting Changes

On April 1, 2017, the University College adopted Canadian public sector accounting standards PS 2200 Related party disclosures, PS 3420 Inter-entity transactions, PS 3210 Assets, PS Contingent Assets, and PS 3380 Contractual rights. The adoption of these standards did not result in an accounting policy change for the University and did not result in any adjustments to the financial statements as at April 1, 2017.

3. FINANCIAL INSTRUMENT CLASSIFICATION

Financial instruments are classified as follows:

	Fair Value	2018 Amortized Cost	Total
Cash and cash equivalents	\$ 11,403,752	\$	\$ 11,403,752
Short-term investments	1,075,802		1,075,802
Accounts receivable		3,302,163	3,302,163
Due from Province of Manitoba		1,546,089	1,546,089
Accounts payable and accrued liabilities		2,953,995	2,953,995
Accrued vacation benefits		3,273,559	3,273,559
Long term debt		1,083,599	1,083,599
	<u>\$ 12,479,554</u>	<u>\$ 12,159,405</u>	<u>\$ 24,638,959</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, 2017 and 2018.

4. SHORT-TERM INVESTMENTS

Short-term investments mature between April 3, 2018 and November 29, 2018 and bear interest between .72% and 1.72%.

UNIVERSITY COLLEGE OF THE NORTH
NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

5. ACCOUNTS RECEIVABLE

	2018	2017
<i>UCN Fund</i>		
Students	\$ 2,183,513	\$ 2,141,200
Contract Training	630,889	947,787
Due from Post-Secondary Education	133,961	135,130
Due from Adult Learning & Literacy	123,930	206,550
Other	<u>310,012</u>	<u>826,496</u>
	3,382,305	4,257,163
Less: Allowance for doubtful accounts	<u>(337,569)</u>	<u>(359,535)</u>
	<u>\$ 3,044,736</u>	<u>\$ 3,897,628</u>
<i>Inter-Universities Services Fund</i>		
Students	\$ 209,899	\$ 154,480
Other	<u>7,331</u>	<u>4,000</u>
	217,230	158,480
Less: Allowance for doubtful accounts	<u>(14,921)</u>	<u>(12,475)</u>
	<u>\$ 202,309</u>	<u>\$ 146,005</u>
<i>General Fund</i>	\$ 3,247,045	\$ 4,043,633
<i>Capital Campaign Fund</i>		118
<i>Student Award Fund</i>	<u>55,118</u>	<u>2,177</u>
	<u>\$ 3,302,163</u>	<u>\$ 4,045,928</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 2018
<i>UCN Fund</i>			
Automotive equipment	\$ 824,253	\$ 812,416	\$ 11,837
Computer equipment	2,250,925	1,788,630	462,295
Other equipment	5,215,322	3,303,409	1,911,913
Buildings/improvements	20,206,571	3,633,407	16,573,164
Construction in progress	110,287		110,287
Land	446,067		446,067
Library holdings	<u>714,161</u>		<u>714,161</u>
	<u>\$ 29,767,586</u>	<u>\$ 9,537,862</u>	<u>\$ 20,229,724</u>
<i>Inter-Universities Services Fund</i>			
Automotive equipment	\$ 84,131	\$ 84,131	\$
Computer equipment	43,427	43,427	
Other equipment	<u>70,984</u>	<u>42,172</u>	<u>28,812</u>
	<u>\$ 198,542</u>	<u>\$ 169,730</u>	<u>\$ 28,812</u>
TOTALS FOR 2018	<u>\$ 29,966,128</u>	<u>\$ 9,707,592</u>	<u>\$ 20,258,536</u>
	Cost	Accumulated Amortization	Net Book Value 2017
<i>UCN Fund</i>			
Automotive equipment	\$ 1,044,907	\$ 995,668	\$ 49,239
Computer equipment	2,250,925	1,570,483	680,442
Other equipment	4,991,227	2,892,866	2,098,361
Buildings/improvements	17,957,656	2,974,735	14,982,921
Construction in progress	1,141,909		1,141,909
Land	446,067		446,067
Library holdings	<u>714,161</u>		<u>714,161</u>
	<u>\$ 28,546,852</u>	<u>\$ 8,433,752</u>	<u>\$ 20,113,100</u>
<i>Inter-Universities Services Fund</i>			
Automotive equipment	\$ 84,131	\$ 84,131	\$
Computer equipment	43,427	43,427	
Other equipment	<u>70,984</u>	<u>36,235</u>	<u>34,749</u>
	<u>\$ 198,542</u>	<u>\$ 163,793</u>	<u>\$ 34,749</u>
TOTALS FOR 2017	<u>\$ 28,745,394</u>	<u>\$ 8,597,545</u>	<u>\$ 20,147,849</u>

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.

	2018	2017
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

	2018	2017
<i>UCN Fund</i>		
Accrued liabilities	\$ 853,431	\$ 778,817
Wages and benefits payable	583,484	532,865
Trade accounts payable	1,387,745	1,906,368
Due to Student Associations	<u>25,309</u>	<u>25,275</u>
	\$ 2,849,969	\$ 3,243,325
<i>Inter-Universities Services Fund</i>		
Trade Accounts Payable	<u>103,126</u>	<u>76,646</u>
<i>General Fund</i>	\$ 2,953,095	\$ 3,319,971
<i>Student Award Fund</i>	<u>900</u>	<u>2,100</u>
	\$ <u>2,953,995</u>	\$ <u>3,322,071</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>4,833,233</u>	\$ <u>938,377</u>	\$ <u>2,657,709</u>	\$ <u>3,113,901</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

10. LONG TERM DEBT

	2018	2017
Mortgage payable to the Province of Manitoba bearing interest at 3.75%, due March 31, 2032, repayable in monthly blended installments of \$8,300.	\$ 1,083,599	\$ 1,141,389
Less: Current portion	<u>(59,994)</u>	<u>(57,790)</u>
	<u>\$ 1,023,605</u>	<u>\$ 1,083,599</u>

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

2019	\$ 62,283
2020	64,660
2021	67,126
2022	69,687
2023	<u>72,346</u>
	<u>\$ 336,102</u>

11. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

	Beginning of Year	Increases	Decreases	End of Year
<i>UCN Fund</i>	\$ 10,105,166	\$ 1,454,427	\$ 996,172	\$ 10,563,421
<i>Inter-Universities Services Fund</i>	<u>34,748</u>	<u> </u>	<u>5,936</u>	<u>28,812</u>
	<u>\$ 10,139,914</u>	<u>\$ 1,454,427</u>	<u>\$ 1,002,108</u>	<u>\$ 10,592,233</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31

12. ACCRUED SEVERANCE BENEFITS

	2018	2017
Severance Benefit Liability:		
<i>UCN Fund</i>		
Balance, beginning of period	\$ 3,659,784	\$ 3,095,763
Actuarial loss (gain)	(94,891)	146,026
Benefits accrued	275,607	281,617
Interest on accrued benefits	213,893	194,507
Severance paid	<u>(220,499)</u>	<u>(58,129)</u>
Balance, end of period	\$ 3,833,894	\$ 3,659,784
Net unamortized actuarial loss	<u>(60,651)</u>	<u>(196,277)</u>
Severance liability	<u>\$ 3,773,243</u>	<u>\$ 3,463,507</u>
 <i>Inter-Universities Services Fund</i>		
Balance, beginning of period	\$ 201,329	\$ 174,606
Actuarial loss (gain)	(4,994)	7,686
Benefits accrued	8,192	8,100
Interest on accrued benefits	11,780	10,937
Balance, end of period	\$ 216,307	\$ 201,329
Net unamortized actuarial loss	<u>(5,436)</u>	<u>(13,136)</u>
Severance liability	<u>\$ 210,871</u>	<u>\$ 188,193</u>
	 <u>\$ 3,984,114</u>	 <u>\$ 3,651,700</u>
 Severance Benefit Expense		
<i>UCN Fund</i>		
Interest on accrued benefits	\$ 213,894	\$ 194,507
Employer service cost	275,607	281,616
Amortization of net actuarial loss over EARSL	40,753	24,510
Total expense related to severance benefit	<u>\$ 530,254</u>	<u>\$ 500,633</u>
 <i>Inter-Universities Services Fund</i>		
Interest on accrued benefits	\$ 11,780	\$ 10,937
Employer service cost	8,193	8,100
Amortization of net actuarial loss over EARSL	2,705	1,851
Total expense related to severance benefit	<u>\$ 22,678</u>	<u>\$ 20,888</u>
	 <u>\$ 552,932</u>	 <u>\$ 521,521</u>

Current year balance does not agree to balance sheet amount, variance \$1

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, 2016 was conducted by Ellement Consulting Group. The key actuarial assumptions were updated as at March 31, 2017 based on information provided by the actuary. The key actuarial assumptions were a rate of return of 6.0% (2017 - 6.0%), 1.11% inflation (2017 - 1.15%), salary rate increases of 3.75% (2016 - 3.75%). The accrued benefit cost method with salary projection was used and the liabilities have been extrapolated to March 31, 2018 using the projection formula provided by the actuary. The expected effective date of the next actuarial valuation will be no later than March 31, 2018.

During the year UCN experienced an actuarial gain of \$99,885 (2016 - actuarial loss of \$153,712). The amortization on the actuarial net loss in 2018 is \$43,458 (UCN \$40,753; IUS \$2,705) and in 2017 is \$26,361 (UCN \$24,510; IUS \$1,851).

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, 2018 was \$1,858,576 (2017 - \$1,891,166). 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, 2016, the Civil Service Superannuation Fund had a deficit of \$4.3 billion and the Teacher's Retirement Allowances Fund had a deficit of \$3.6 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:

2019	1,145,505
2020	351,461
2021	78,975
2022	65,512
2023	15,686

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	\$ 424,256	\$ 66,744	\$	\$ 491,000
Total	\$ 424,256	\$ 66,744	\$	\$ 491,000
<i>Intra-Universities Services Fund</i>				
Innovations Fund	\$ 1,558,942	\$ 56,691	\$	\$ 1,615,633
Conferences	50,000			50,000
Science Lab	100,000			100,000
Total	\$ 1,708,942	\$ 56,691	\$	\$ 1,765,633
	\$ 2,133,198	\$ 123,435	\$	\$ 2,266,633

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 \$2,118,645 (2017 - \$2,118,645) 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, 2018 \$10,178,278 (2017 - \$11,735,663), 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	
	2018	2017
Cash and cash equivalents	\$ 11,403,752	\$ 11,344,060
Short-term investments	1,075,802	1,071,783
Accounts receivable	3,302,163	4,045,928
Due from Province of Manitoba - vacation and severance benefits	1,546,089	1,546,089
Totals	\$ 17,327,808	\$ 18,007,860

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	\$ 164,209	\$ 164,208	\$ 234,583	\$ 2,032,395	\$ 2,595,395
Government receivables	123,930	-	-	283,961	407,891
Other receivables	<u>399,542</u>	<u>34,111</u>	<u>4,185</u>	<u>213,529</u>	<u>651,367</u>
Gross receivables	687,681	198,319	238,768	2,529,885	3,654,653
Less: Allowance for doubtful accounts		(14,296)	(30,361)	(307,833)	(352,490)
Net receivables	<u>\$ 687,681</u>	<u>\$ 184,023</u>	<u>\$ 208,407</u>	<u>\$ 2,222,052</u>	<u>\$ 3,302,163</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:

	2018			
	Within 6 Months	6 months to 1 Year	1-5 Years	5 Years +
Accounts payable and accrued liabilities	\$ 2,330,692	\$ 303,180	\$ 106,250	\$ 213,873
Accrued vacation benefits	2,151,804	557,858	494,360	69,537
Long term debt	<u>29,716</u>	<u>30,278</u>	<u>336,103</u>	<u>687,502</u>
	<u>\$ 4,512,212</u>	<u>\$ 891,316</u>	<u>\$ 936,713</u>	<u>\$ 970,912</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 values 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, 2018, 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. UCN Governing Council approved the transfer of Capital Campaign fund to the UCN fund and Student Award fund.

19. INTER-FUND TRANSFERS

	Unrestricted		Internally Restricted		Student Award Fund	Capital Campaign Fund
	UCN Fund	IUS Fund	UCN Fund	IUS Fund		
Fiscal Stabilization	\$ (66,744)	\$	\$ 66,744	\$	\$	\$
Capital Campaign Innovations	113,695	(56,691)		56,691	59,783	(173,478)
March 31, 2018	\$ 46,951	\$ (56,691)	\$ 66,744	\$ 56,691	\$ 59,783	\$ (173,478)
March 31, 2017	\$ (54,769)	\$ (13,972)	\$ 54,769	\$ 13,972	\$	\$

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, 2018.

22. LINE OF CREDIT

UCN has an approved borrowing limit of \$2,000,000 at an interest rate of 2.4% and is secured by a guarantee from the Province of Manitoba with no fixed terms of repayment. At March 31, 2018 the balance was nil (March 2017 - 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, 2018	MARCH 31, 2017
ASSETS				
CURRENT				
Cash and cash equivalents	\$ 7,960,514	\$ 3,261,368	\$ 11,221,882	\$ 11,057,102
Accounts receivable (Note 5)	3,044,736	202,309	3,247,045	4,043,633
Due to/from other funds	1,269,217	(1,263,304)	5,913	
Due from Province of Manitoba (Note 7)	752,589		752,589	752,589
Inventory	267,205		267,205	248,591
Prepaid expenses	809,366	1,856	811,222	1,010,210
	<u>14,103,627</u>	<u>2,202,229</u>	<u>16,305,856</u>	<u>17,112,125</u>
LONG TERM				
Prepaid expenses	446,137		446,137	518,582
Capital assets (Note 6)	20,229,723	28,813	20,258,536	20,147,849
Due from Province of Manitoba (Note 7)	788,490	5,010	793,500	793,500
	<u>21,464,350</u>	<u>33,823</u>	<u>21,498,173</u>	<u>21,459,931</u>
	<u>\$ 35,567,977</u>	<u>\$ 2,236,052</u>	<u>\$ 37,804,029</u>	<u>\$ 38,572,056</u>
LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities (Note 8)	\$ 2,849,966	\$ 103,129	\$ 2,953,095	\$ 3,319,971
Accrued vacations benefits	3,145,952	127,607	3,273,550	3,064,121
Due to other funds	50,000		50,000	
Deferred revenue	660,434		660,434	986,613
Deferred contributions (Note 9)	3,113,901		3,113,901	4,833,233
Current portion long term debt (Note 10)	59,994		59,994	57,790
	<u>9,880,247</u>	<u>230,736</u>	<u>10,110,983</u>	<u>12,261,728</u>
LONG TERM				
Deferred revenue	446,137		446,137	518,582
Deferred contributions related to capital assets (Note 11)	10,563,421	28,812	10,592,233	10,139,914
Accrued severance benefits (Note 12)	3,773,244	210,871	3,984,115	3,651,700
Long term debt (Note 10)	1,023,605		1,023,605	1,083,599
	<u>15,806,407</u>	<u>239,683</u>	<u>16,046,090</u>	<u>15,393,795</u>
FUND BALANCES				
NET ASSETS INVESTED IN CAPITAL ASSETS	8,628,343		8,628,343	8,893,028
NET ASSETS INTERNALLY RESTRICTED (Note 15)	491,000	1,765,633	2,256,633	2,133,198
UNRESTRICTED NET ASSETS	761,980		761,980	(109,693)
	<u>9,881,323</u>	<u>1,765,633</u>	<u>11,646,956</u>	<u>10,916,533</u>
	<u>\$ 35,567,977</u>	<u>\$ 2,236,052</u>	<u>\$ 37,804,029</u>	<u>\$ 38,572,056</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2A

STATEMENT OF OPERATIONS - GENERAL

YEAR ENDED MARCH 31

	UCN FUND	IUS FUND	MARCH 31, 2018	MARCH 31, 2017
REVENUES				
Grants				
Post-Secondary Education	\$ 34,825,746	\$ 1,055,200	\$ 35,880,946	\$ 36,363,185
Other Province of Manitoba	538,038		538,038	698,190
Government of Canada	52,365		52,365	95,912
Amortization of deferred contributions related to capital assets	996,172	5,936	1,002,108	943,580
Ancillary sales and services	2,780,298		2,780,298	2,902,666
Investment income	142,358	6,958	149,316	92,690
Contract training	1,133,003		1,133,003	890,925
Tuition and student fees	3,481,173	540,026	4,021,199	3,966,251
Other revenue	1,253,195	6,309	1,259,504	1,243,049
Gain on disposal of capital assets	10,455	4,130	14,585	
	<u>45,212,803</u>	<u>1,618,559</u>	<u>46,831,362</u>	<u>47,196,448</u>
EXPENSES				
Advertising and public relations	485,989	6,699	492,688	536,878
Amortization of capital assets	1,333,240	5,936	1,339,176	1,442,593
Bad debts	71,976	6,659	78,635	345,632
Cost of goods sold	1,320,115		1,320,115	1,329,660
Facility costs	2,118,645		2,118,645	2,118,645
Furniture and minor equipment	503,150	5,992	509,142	1,036,952
Insurance	132,976		132,976	167,500
Interest on long term debt	41,816		41,816	43,939
Library acquisitions	144,801		144,801	261,337
Loss on disposal of capital assets				30,753
Maintenance and repairs	146,532	863	147,395	124,250
Operational supplies and services	4,693,018	96,135	4,789,153	4,442,145
Property taxes	531,600		531,600	520,610
Rentals and leases	482,430	19,468	501,898	464,888
Salaries and employee benefits	30,433,460	1,171,639	31,605,099	30,933,186
Telephone and communication	657,216	4,514	661,730	663,918
Travel	1,182,261	239,833	1,422,094	1,558,202
Utilities	377,671		377,671	360,996
	<u>44,656,896</u>	<u>1,557,738</u>	<u>46,214,634</u>	<u>46,382,084</u>
EXCESS REVENUES	<u>\$ 555,907</u>	<u>\$ 60,821</u>	<u>\$ 616,728</u>	<u>\$ 814,364</u>

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

STATEMENT 3A

YEAR ENDED MARCH 31

	UNRESTRICTED		INTERNALLY RESTRICTED		NET ASSETS INVESTED IN CAPITAL ASSETS		TOTAL			
	UCN FUND	IUS FUND	UCN FUND	IUS FUND	UCN FUND	IUS FUND	MARCH 31, 2018	MARCH 31, 2017		
FUND SURPLUS, beginning of year	\$ (109,693)	\$	\$ (109,693)	\$	\$ 424,256	\$ 1,700,942	\$ 2,133,198	\$ 8,893,026	\$ 10,916,533	\$ 10,102,169
EXCESS REVENUES	555,907	50,821	616,728						616,728	614,364
CHANGE IN NET ASSETS INVESTED IN CAPITAL ASSETS										
Amortization of capital assets	1,333,240	5,936	1,339,176						(1,339,176)	
Amortization of deferred contributions related to capital assets	(996,172)	(5,936)	(1,002,108)						1,002,108	
Purchase of capital assets	(1,454,427)		(1,454,427)						1,454,427	
Deferred contributions related to capital assets	1,454,427		1,454,427						(1,454,427)	
Gain on disposal of capital assets	(10,455)	(4,130)	(14,585)						14,585	
Long term debt on capital assets	(57,798)		(57,798)						57,798	
INTER-FUND TRANSFERS (Note 19)	46,951	(56,691)	(9,740)		56,744	56,691	123,438			113,695
FUND SURPLUS, end of year	\$ 761,980	\$	\$ 761,980	\$	\$ 491,000	\$ 1,765,633	\$ 2,256,633	\$ 8,628,343	\$ 11,646,956	\$ 10,916,533

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 1

SCHEDULE OF OTHER GRANT REVENUE

(UNAUDITED)

	MARCH 31, 2018	MARCH 31, 2017
Province of Manitoba		
Adult Learning Centre - Manitoba Advanced Education and Literacy	\$ 413,100	\$ 413,100
Family Services		78,100
Finance		85,062
Jobs and The Economy		550
Office of the Fire Commissioner	650	
Post Secondary Education	28,365	1,383
Public Library Services	50,408	79,395
Sport Culture and Heritage	4,300	600
Summer Enrichment - Manitoba Education	40,000	40,000
Sustainable Development	1,215	
	<u>\$ 538,038</u>	<u>\$ 698,190</u>

SCHEDULE 2

SCHEDULE OF ANCILLARY SALES AND SERVICES

(UNAUDITED)

	MARCH 31, 2018	MARCH 31, 2017
Bookstore	\$ 1,356,201	\$ 1,393,990
Cafeteria	635,434	584,615
Residence	<u>788,663</u>	<u>924,061</u>
	<u>\$ 2,780,298</u>	<u>\$ 2,902,666</u>

SCHEDULE 3

SCHEDULE OF TUITION AND STUDENT FEES

(UNAUDITED)

	MARCH 31, 2018	MARCH 31, 2017
Apprenticeship	\$ 900,412	\$ 1,019,363
Core-funded programs	2,561,378	2,391,600
Continuing Education	<u>19,383</u>	<u>47,928</u>
	<u>\$ 3,481,173</u>	<u>\$ 3,458,891</u>

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 4

STATEMENT OF UCN EXPENDITURES BY FUNCTION (UNAUDITED)

	SALARIES AND BENEFITS	OTHER	TOTAL	
			MARCH 31, 2018	MARCH 31, 2017
Academic	\$ 14,867,538	\$ 1,756,333	\$ 16,623,871	\$ 16,283,666
Administration	5,614,998	3,990,934	9,605,932	9,434,352
Ancillary Sales and Services	1,309,747	1,997,818	3,307,565	3,241,946
Continuing Education	87,519	45,109	132,628	89,658
Library	921,684	594,291	1,515,975	1,512,297
Contract Training	1,149,416	325,178	1,474,594	1,317,806
Insurance Claims				41,337
Information Technology	1,045,608	665,696	1,711,304	2,207,518
Plant	1,061,173	3,611,279	4,672,452	4,641,512
Program Support	<u>4,288,067</u>	<u>1,324,508</u>	<u>5,612,575</u>	<u>6,042,550</u>
	<u>\$ 30,345,750</u>	<u>\$ 14,311,146</u>	<u>\$ 44,656,896</u>	<u>\$ 44,812,642</u>

