

Annual Report 2007-2008



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Board Chair's Letter

To the Honourable Joan Burke, MHA
Minister of Education:

On behalf of the Board of Governors, College of the North Atlantic, it gives me great pleasure to present to you this annual report.

While it is impossible within in these few pages to capture all the successes, achievements and accomplishments of the college during the past year, we hope this report will at least provide some insight as to the types of activities undertaken by the college which make it such a vital contributor to the economic and social development of our province.

This has been yet another stellar year for the college, as we have increased our capacity in a number of program areas, particularly with relation to the various trades, and have continued to explore and develop new programming to meet the current and future workforce needs of all sectors. We have expanded the range of services provided to our students, to industry and to the numerous communities and regions we serve. We have hired a new President, Jean Madill, who brings to the role a wealth of experience and an exceptional leadership style. As we set our sights on 2008-2009 and beyond, we believe that we are well positioned to further develop the already significant role played by College of the North Atlantic in growing the provincial economy.

Major oil and gas and other resource projects on the horizon will require skilled tradespeople and technicians, and our comprehensive, broad-based programming is poised to meet these specialized training needs. Our distance learning service allows study to take place anywhere and anytime, in response to the

growing need for flexible, learner-directed education. Our customizable contract training service is providing vital education and training services to current industry employees as new technologies and workplace procedures require new and expanded skill sets to increase efficiency and productivity.

Internationally, the number of students studying our world-class curriculum in China and other countries continues to grow. The number of international students attending our institution in Newfoundland and Labrador is also on the rise. And finally, our campus in Qatar – the largest project of its kind ever undertaken by a Canadian educational institution – continues to thrive and expand, training new students in the fields of engineering, information technology, health sciences, trades, business and security.

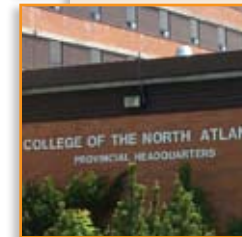
We are very proud of the accomplishments of College of the North Atlantic during the past year, and we look forward to continuing our work with the college's leadership team and the provincial government to ensure our public college is well poised to further enhance its role as a key player in the economic and social development of Newfoundland and Labrador.

College of the North Atlantic is a category one entity and this Annual Report was prepared in accordance with the guidelines of the *Transparency and Accountability Act*. The report covers the period of April 1, 2007 to March 31, 2008. My signature below is on behalf of the entire Board of Governors and is indicative of our accountability for the actual results reported herein.

Sincerely,



Alfred Goss, Board Chair



We have hired a new President, Jean Madill, who brings to the role a wealth of experience and an exceptional leadership style.



In the 10th annual Skills Canada competitions, CNA students won 27 medals (13 gold) in 18 competition categories. In several competitions, CNA students finished first, second and third!

An MOU signed with the Department of National Defense has resulted in the college being named a training partner for our country's military.

Overview

VISION

The vision of College of the North Atlantic is of lifelong learners who are educated and highly skilled, able to meet the demands of the labour market and contribute to the social, economic, and cultural well-being of their communities.

MISSION

By the year 2011, College of the North Atlantic will have improved accessibility to quality programs and enhanced services to support the success of students and communities.

LINES OF BUSINESS

For over four decades, this province's public college education system has been delivering programming that responds to the highest academic and skills standards while maintaining flexibility in meeting the training requirements of local industry and the broader economy. We monitor and evaluate economic and labor force shifts and appropriately align development opportunities for our students. We are committed to providing an accessible, responsive, and quality learning environment that prepares the people of Newfoundland and Labrador to become self-sufficient contributors to social and economic development both at home and in a global context.

Full- and part-time programs

CNA offers a broad range of full- and part-time certificate, diploma and advanced diploma programs in academics, applied arts, business, information technology, engineering technology, industrial trades, health sciences, tourism and natural resources. These programs are offered at our 17 campus locations throughout the province, our campus in the Middle East State of Qatar and globally through distance education. CNA provides further flexibility and meets national standards through industry ac-

creditation and articulation with other educational institutions provincially, nationally and internationally.

Continuing and community education programs

Our continuing and community education programming provides additional learning opportunities for communities, promoting ongoing, life-long learning. Many campuses offer a variety of convenient part-time certificate programs, credit and non-credit courses in such areas as professional development, export readiness, emergency preparedness, personal growth and general interest.

Contract Training

Through our Corporate Training department, we offer contract training that is drawn from our established program offerings or custom-designed for business, industry and government. Training can vary from a one-day session to a program of several weeks or several months with a delivery that is both local and global in scope. To date, we have delivered training in more than 30 countries around the world.

Applied Research

CNA serves as an anchor to local community innovation by complementing the economic and environmental assets of communities and adapting local strategies for local business development and new investment. Our Research and Innovation Network seeks to further contribute to the economic prosperity of the province by coordinating research and development opportunities with the private and public sector, focusing in particular on product development and commercialization.

Community Outreach

The college plays an active and vital role in the communities and regions it serves. In addition to reaching out to communities with programming and training, college staff and representatives play vital leadership roles as active members of regional

economic development boards, charitable organizations and community initiatives. In some communities, the college's contribution extends to developing and incubating new businesses, developing prototypes, testing and analyzing products and providing access to expert staff, new technologies and state-of-the-art equipment.

Student Support

CNA strives to provide meaningful support at every step of a student's education to ensure every opportunity for success. In particular, our *Access for Success* program – internationally acclaimed as a best practice – is designed to improve both access and retention. Always looking to the future, we have developed Personalized Career Plan (PCP) software that will assist students

in their achievement at our institution and partner colleges and universities.

Other student services include counselling and personal development, library services, disability services, aboriginal student services, social and recreational activities, international student services, day care centres, funding assistance and more.

NUMBER OF EMPLOYEES

The table below includes employees at March 31, 2008 exclusive of various groups (i.e. continuing education instructors, student employees, employees on layoff, but available for employment, and invigilators).

College of the North Atlantic – March 31, 2008						
Newfoundland & Labrador						
	Support Staff	Faculty	Management	Non Union	Non Management	Total
Females	331	308	40		16	695
Males	145	465	48		4	662
Sub-total	476	773	88		20	1,357
Qatar						
	Support Staff	Faculty	Management	Non Union	Non Management	Total
Females	23	144	14		0	181
Male	16	248	10		0	274
Sub-total	39	392	24		0	455
College Total	515	1,165	112		20	1,812



New programs were developed in Happy Valley-Goose Bay in partnership with the Department of Justice and with the Nunatsiavut government in such areas as court interpreter, conservation officer, and environmental monitoring.



Newfoundland and Labrador



Saudi Arabia
Qatar

PHYSICAL LOCATION

CNA is comprised of 17 campuses located throughout the province of Newfoundland and Labrador and one international college of technology in the Middle East State of Qatar.

ENROLLMENT

The charts below include students registered between August 30, 2006 and August 26th, 2007.

School	Number Registered*			Male	Female
	Full-Time	Part-Time	Total		
Academics	1,631	1,168	2,998	1,026	1,773
Applied Arts	488	79	567	156	411
Business Studies	1,213	62	1,275	198	1,077
Health Sciences	440	53	493	88	405
Information Technology	176	23	199	151	48
Tourism and Natural Resources	208	77	285	177	108
Engineering Technology	1,394	48	1,442	1,163	279
Industrial Trades	2,389	0	2,389	1,848	541
College Total	7,939	1,510	9,449	4,807	4,642

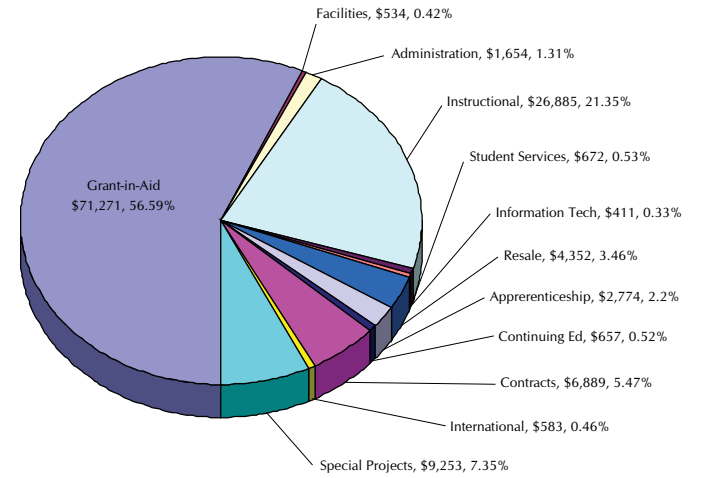
*Excludes CNA-Q.

Continuing Education**	Number Registered	Total # of Hours
Non-credit Courses	8,840	97,372
Credit Courses	179	3,633
Contract Non-credit	2,735	99,540
College Total	11,754	200,545

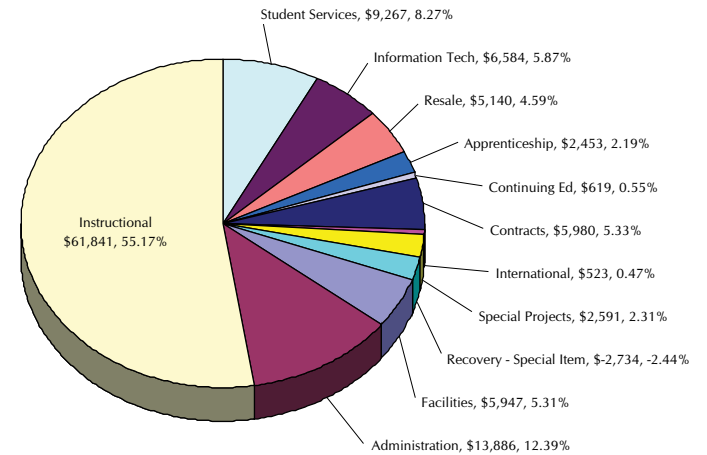
**Gender breakdown not available.

OTHER KEY STATISTICS

Revenue
\$125,935
(thousands of dollars & per cent) March 31, 2008



Expenditure
\$112,097
(thousands of dollars & per cent) March 31, 2008



Shared Commitments

Partnerships provide the foundation for all that we do, and the college is fortunate to have developed strong collaborations with governments, industry, other educational institutions, the communities that we serve, and many others.

Our most significant partnership is with the province of Newfoundland and Labrador. As the public college for this province, College of the North Atlantic receives a significant amount of funding through the Department of Education to assist us with carrying out our mandate.

In addition to this, there are many opportunities for the college to partner with other government departments – both provincially and federally – for such things as new facilities and equipment, the delivery of training, the ability to conduct applied research, and more.

Industry partners are vital for ensuring college programming is current and relevant for students and for their perspective employers. Industry representatives serve on advisory boards and have direct input into curriculum development. Partnerships with industry also result in the acquisition of scholarships and additional equipment used for training. One of many such examples is a donation of military-grade aircraft hardware valued at \$230,000 from 3 Points Aviation for use in our Aircraft Maintenance Engineering Technology program at Gander.

Our partnerships with other educational institutions are vital for allowing students to continue their educational pursuits beyond our walls. Articulation or credit transfer agreements allow our graduates to enter degree programs with advanced standing at partner institutions. For instance, a new agreement signed this year with Indiana University Purdue University at Indianapolis

(Purdue) allows graduates of the Architectural and Civil Engineering Technology programs to obtain a Bachelor's degree and Master of Science in Technology degree from Purdue in only two years. This is the second agreement the college has signed with this prestigious institution, and we expect it to expand to even more of our technology programs – including those offered by the college in Qatar and China.

Another innovative partnership that we believe will be of great benefit to our students is the recent acquisition of a common provincial licence for new distance learning software. The college's Distributed Learning Service, Memorial University's Distance Education and Learning Technologies, and the Centre for Learning and Innovation have partnered with the Canadian software firm Desire2Learn to have a common e-learning platform for students in the secondary and post-secondary systems. This is believed to be the first time in Canada, and possibly in North America, that all levels of education in a particular province or state have used a common platform. It is expected this will ease the transition for students learning on-line as they move from the secondary to post-secondary education system.

Working with the communities in which we operate is critically important to the social and economic growth and development of these regions, especially as it relates to the more rural areas of the province. In addition to the provision of training and allowing access to equipment and facilities for the growth of business, non-profit organizations and community groups rely on our support to achieve their mandates and hold events or undertake activities that contribute to an area's cultural and social well-being. College staff serve on local boards, councils and committees. We support community-events by lending expertise, meeting space, equipment and other in-kind services. Student projects contribute to local playgrounds, parks and schools... and the list goes on.



Our Distributed Learning Service entered a partnership with Memorial University and the Centre for Distance Learning and Innovation to acquire a common provincial licence for Desire2Learn software. This marks the first time in any jurisdiction in North America that all public educational institutions have come together to provide students with a common distance learning technology.



Last spring, the college opened the Bonavista Institute for Cultural Tourism, a \$1.1 million facility that has already become known as the centre of excellence for cultural tourism training in Atlantic Canada.

Whether to address the current and future workforce needs of industry, to ensure our students have access to the widest range of opportunities possible, or to support the continued social and economic development of our communities and our province, the strengthening of existing partnerships and the cultivation of new collaborations will remain key activity for College of the North Atlantic.

Opportunities and Challenges Ahead

OPPORTUNITIES:

Current Economic Environment

The economic environment in Newfoundland and Labrador has been very positive during the last number of years. The current economic environment continues to provide opportunities for the college. Large scale projects anticipated on the horizon will mean an increase in workforce training needs and opportunities for additional student enrollment and contract training.

Increased Partnerships with other Institutions

The college has again this year been able to expand on the number of articulation agreements it has with degree-granting institutions across Canada and throughout the world. There are increasing opportunities to form new partnerships with a greater number of colleges and universities world wide, and to expand on existing partnerships at home and abroad.

Industrial Coordinating Committee

Last year, the provincial government announced funding of \$100,000 to establish an Industrial Coordinating Committee to ensure the recommendations of the Skills Task Force are carried out. The college will work with this committee to identify spe-

cific skill sets required by industry in the province, and explore entrepreneurial opportunities in programming that can respond to the development of a skilled workforce.

Continued Tuition Freeze

The provincial government announced that the tuition freeze for the college and the public university will continue. This means College of the North Atlantic is one of the most affordable post-secondary options in all of Canada. In the face of rising tuition costs in many other jurisdictions, the tuition freeze assists in increasing accessibility for students in Newfoundland and Labrador.

Increased Grants for Students

The province announced millions of dollars for non-repayable, needs-based grants for students in the province in Budget 2007. This additional funding further reduces the financial burden faced by students and parents and will also assist with making post-secondary education more accessible to Newfoundlanders and Labradorians.

Educate Stakeholders/Funders

In the history of our province, never before has the work of the college been so valued. As the pending skills shortage looms, the college is being called upon to provide an increasing number of trained workers. While the focus is on the college, we have an opportunity to educate our various stakeholders and funders as to the value of not only a college education, but also for the role the institution plays in the social and economic development of our province.

CHALLENGES:

While we continue to work closely with key partners, in particular the Department of Education, we realize some of our challenges have to be addressed over time and be carried over from year to year...

Recruitment and retention

As has been the case for the past number of years, faculty, management and staff recruitment and retention continues to be a major challenge for the college. The current salary structure prevents us from competing with industry for qualified employees. Trades instructors especially are enticed to return to industry, often at salary levels two or three times higher than their college salary. A shrinking provincial workforce and a lack of qualified applicants for advertised positions is also a challenge. An independent report has been forwarded to government which includes recommendations to address these issues.

Infrastructure

While we have again been fortunate this year to address a number of major facility and infrastructure issues, the college still has a number of facilities, equipment, labs and buildings that are in need of improvement or replacement. We are currently working with government to look for ways to address the risk management associated with the current infrastructure conditions.

Provincial Demographics

Although not unique to the college, challenges presented by the changing demographics in the province continue to be of great concern. The population of the province has stabilized, however the number of students graduating from high schools continues to decline. Many people from rural areas are moving to more urban centres within the province, and as the number

of mature learners entering the colleges increases we are seeing a steady rise in the average age of post-secondary students. Mature learners often require greater supports to assist them with re-entering the post-secondary system, placing greater demand on the student services department. Strategies will have to be developed to address these and other issues related to demographic shifts.

Serving an increasing number of students with special needs

We view the increasing number of students with special needs entering the college as a very positive development for the province. And while we have made great strides as an institution in providing additional disability services resources over the last number of years, the number of new learners with disabilities entering the system has outpaced our ability to provide the resulting additional services and supports. If the number of special needs students continues to increase, and we expect it will, we will be challenged to provide the level of services necessary to help them succeed.



The college has undertaken an initiative to identify and undertake environmentally sound projects. Corner Brook Campus Administrator Elizabeth Chaulk will lead the committee tasked with this project of making College of the North Atlantic a better steward of the environment.



The college developed five new program offerings: Chemical Process Engineering Technology, Information Systems (Hardware/Software), Environmental health, Quality Compliance Enforcement, and Conservation Law Enforcement.

Objective, Measures, and Indicators

Data gathering time frame:
April 1, 2007 – March 31, 2008

ISSUE #1: ACCESSIBILITY TO QUALITY PROGRAMS

Goal:
 By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to relevant college programs.

Objective:
 By March 31, 2008, College of the North Atlantic will have invested in additional priority areas to improve access and delivery to identified college programs.

The Board’s objective for 2007-08 in this area was achieved through investments targeted toward the following initiatives. The achievement of these initiatives have improved access and delivery to identified college programs.

Measure:
 Improved access to quality programs

Indicators	Outcomes of Objectives
1.1 Improved program development processes and enhanced curriculum development	<p>The college’s activity in the following area has led to the achievement of this indicator.</p> <ul style="list-style-type: none"> • Five new programs and two revised programs were approved through Academic Council. • CNA currently has 85 accredited programs, five of which are first-time accreditations. One program at CNA-QATAR received first-time accreditation. • A five-year program review schedule has been established for all schools – 12 programs are currently under review (includes programs in Qatar). • The Program Development Office is tracking accreditation activity and coordinates data collection and reporting. • Five professional development events were delivered to college faculty focusing on instructional design and delivery. • A Chair of Program Development and two new Program Developers (Engineering Technology and Health Sciences) were hired. • New and revised policies and procedures for program development have been created and are currently being reviewed for approval by management.

Indicators	Outcomes of Objectives
1.2 Increased faculty development opportunities	<p>Faculty development opportunities were increased as follows:</p> <ul style="list-style-type: none"> • The Learning College initiative is being incorporated in all faculty development initiatives such as: <ul style="list-style-type: none"> • Great Teacher's Seminar held in May (all schools). • Incorporated learning-centered principles and practices in industrial trades learning environments (School of Industrial Trades); workshops offered for all trades faculty. • Learning outcomes approach applied to Instructional Design and Delivery Workshop (School of Business and IT). • Worked with Human Resources Department to provide new faculty orientation (teaching and learning). • Evaluated the use of clicker technology for teaching/learning in the School of Health Sciences. • Facilitated training session with Career Exploration for Women facilitators. • Organized and hosted the Canadian Society for Professional and Organizational Developers learning event entitled: <i>Program Development in the Learning-Centered College</i>; this was attended by all Program Developers. • Initiated electronic course portfolio project (School of Industrial Trades and the ABE program) aimed at supporting faculty in the best practices of teaching and learning. • Collaborated with partner colleges of the Atlantic Provinces Community College Consortium in faculty development initiatives related to active learning and essential skills in the industrial trades.
1.3 Increased cooperation for articulation (course credit transfer) with other institutions	<ul style="list-style-type: none"> • While no new agreements were signed in 2007-08, CNA currently holds articulation agreements for more than 65 of its programs. • However, CNA is actively pursuing new articulation agreements with existing and new partners, some of which include: MUN, University of New Brunswick, Royal Roads University, Edith Cowan University, Swinburne University of Technology, University of Newcastle, University of Teesside, University of Leeds and Griffith University. While new agreements were not signed, a significant amount of work was completed and will continue toward the development of agreements.



The college signed a number of new credit-transfer agreements with other post-secondary institutions. For instance, an agreement signed this year with Indiana University Purdue University at Indianapolis (Purdue), our second with this institution, allows graduates of the Architectural and Civil Engineering Technology programs to earn a Purdue University Bachelor degree and Master of Science in Technology after two years of study at the Purdue campus.



The college increased its training capacity by adding new programs or additional offerings in a number of trades and technologies.

The success of the Career Exploration for Women (CEW) program is noteworthy, as nearly 90% of all CEW participants have applied to a college program.

Indicators	Outcomes of Objectives
<p>1.4 Increased distance learning opportunities and number of courses available online</p>	<ul style="list-style-type: none"> • In partnership with MUN and the Centre for Distance Learning and Innovation, installed and implemented province-wide learning management software from the Canadian company Desire2Learn. • Introduced live audio Internet conferencing using Elluminate Live. • Twenty-five Distributed Learning Services (DLS) courses were developed or substantially re-developed over the year, including 11 courses to support the online Early Childhood Education diploma program. • Course development was finalized for complete diploma offerings in Business Administration (General) and Business Administration (Human Resource Management). • DLS enrollment was 3,734 course registrations in 262 courses that were offered during three semesters in 2007-08 (versus 3,785 course registrations, 259 course offerings, and students enrolled from 369 communities for 2006-07). CNA continues to expand its outreach via distance education with students enrolled from 374 communities. Students were registered from 12 Canadian provinces and territories and internationally.
<p>1.5 Improved access to skills programming by implementing training programs identified by the Skills Task Force</p>	<ul style="list-style-type: none"> • Implemented the following programs as identified by the Skills Task Force: Construction/Industrial Electrical (Labrador West Campus); Plumber (Bonavista Campus); and Heavy Equipment Operator (Placentia Campus).
<p>1.6 Increased programming for women in industrial trades by offering Career Exploration for Women program</p>	<ul style="list-style-type: none"> • The Career Exploration for Women program was offered during the 2007-08 academic year in 12 sites with 101 graduates.

Indicators	Outcomes of Objectives
1.7 Increased Applied Research initiatives	<ul style="list-style-type: none"> • The Office of Applied Research launched several new initiatives in the manufacturing, engineering and environment sectors. These were in addition to on-going projects in petroleum engineering, geospatial technologies, agriculture, mining, ocean energy and wind energy. • During the year, 19 new projects were launched, involving a total of 12 faculty/staff on either a full-time or part-time basis. • Ten campuses engaged in applied research during 2007-08, the same number as the previous year. • New and innovative technologies were developed as potential intellectual property for patents/commercialization. Some of these technologies are: <ul style="list-style-type: none"> • Nomex Clothes Dryer • Remote Viewing Welding Helmet • Target Recording Training Pistol • Electrochemical Etching of Aluminum Plates • Self Disinfecting Toilet Seat • Self Disinfecting Pen Holder
1.8 Improved program quality through an Accreditation Quality Assurance program	<p>Program quality was improved in 2007-08:</p> <ul style="list-style-type: none"> • The Program Development Office is tracking accreditation activity for all schools and coordinates data collection and reporting for the Division of Academic and Student Services on a quarterly basis. • Accreditation requirements are used to plan and conduct program reviews and new program development. • Accreditation requirements are included in program development proposals and quality assurance checklists.
1.9 Increased learning opportunities through a range of new programming initiatives	<ul style="list-style-type: none"> • Learning opportunities were increased through an additional increase in capacity. This increase allowed the college to offer programs in more campuses, thus increasing learning opportunities for students. For the Academic Year 2007-08, intake was increased by 482 to 7,566 seats. These seats were primarily in Industrial Trades and Access programming. • CNA maintained one time capacity increases introduced in 2006-07, increased program capacity in 16 programs and had 19 new program offerings.



There are many opportunities for staff to participate in applied research initiatives. The college now has 10 campuses involved with research projects and a number of new, patentable technologies have been developed over the past year.

Strategic Plan Goal One:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to relevant college programs.

The Board identified enhanced delivery of and broadened access to programs as priority for the period 2006-08. The successful achievement of the following indicators has in fact increased student access and facilitates improvements in delivery.

Measure:

Enhanced delivery and broadened access.

Indicators:

- ***Improved delivery of distance education***

Improved the delivery of distance education by developing several new on-line programs and courses and redeveloping several existing ones. Increased enrollment and the number of communities from which students are utilizing distance learning opportunities, and partnered with the secondary education system and Memorial University to use the common e-learning platform Desire2Learn for all on-line offerings.

- ***Expanded course offerings designed to meet the needs of underrepresented groups (which includes adult learners, women's participation, Aboriginal participation, rural participation, adult academic upgrading and apprenticeship training)***

Expanded course offerings such as Orientation to Trades and Technology and Career Exploration for Women to increase women's participation. Developed an Aboriginal Trades Access program to increase learning and employment opportunities for Aboriginals. Offered trades programs in locations outside the campus (ie. Harbour Grace) to improve participation by learners in rural areas. Piloted

General Education Development Preparation courses and added Adult Basic Education programs to provide adults with academic upgrading opportunities. Increased capacity or added new trades programs to allow more opportunities for apprenticeship training.

- ***Enhanced post-secondary capacity for underrepresented groups***

Added new programs and provided additional seats in existing programs for underrepresented groups, especially as it pertains to women, adult learners needing academic upgrading and Aboriginals.

- ***Increased number of pathways for learners, including distance learning***

Increased the number of sites offering Adult Basic Education and Comprehensive Arts and Science to increase the number of pathways for learners. Developed new on-line courses and substantially re-developed others (45 courses in total over the past two years).

- ***Improved access to apprenticeship training***

Increased capacity in a number of trades programs and added new trades programs at several campuses to improve access to apprenticeship training. Worked with the provincial apprenticeship board to help redefine the apprenticeship model.

The successful completion of activities associated with these indicators, reported on over the past two years, has allowed College of the North Atlantic to meet the above stated goal.

ISSUE #2: RECRUITMENT/MARKETING

Goal:

By March 31, 2008, College of the North Atlantic will have increased access for underrepresented groups in post-secondary education in Newfoundland and Labrador.

Objective:

By March 31, 2008, College of the North Atlantic will have further developed and implemented a comprehensive recruit-

ment strategy to support increased access for underrepresented groups.

In 2007-08, the college developed new strategies and initiatives, collaborated with intermediate and high schools, and increased its community outreach in efforts to increase access to underrepresented groups. The following details the success of each initiative.

Measure:

Enhanced recruitment activities

Indicators	Outcomes of Objectives
2.1 Developed new marketing strategies and initiatives	<ul style="list-style-type: none"> • Developed Apply NOW integrated marketing campaign to promote program offerings and encourage early applications. • Re-launched college mascot Nanuk with extensive promotional strategy. • Developed new brochures and banners for all academic schools. • Developed new consistent look for all recruitment materials (press kit, viewbook, calendar, etc.). • Enhanced cable advertising by moving to new animated commercial format. • Completed project plan and awarded e-store tender (site will be made live early in next fiscal year). • Held numerous contests (both radio and web-based) and participated as a sponsor for various events throughout the year targeting high school students and other youth. • Participated in and supported the development of two college videos (oil and gas specific and a general recruitment video).
2.2 Increased international student recruitment strategies	<ul style="list-style-type: none"> • Developed web-based registration form. • Marketing and promotional materials (including website) developed in five additional languages. • Developed new markets in Latin America (Brazil, Belize, Guatemala). • Developed and refined institutional partnership model. • In fall 2007, there were 46 international students enrolled in programming at CNA. This accounts for a slight growth from Fall 2006 – 44 international students. • CNA had 1,000 students enrolled in China at partner institutions in Fall 2007. This is a significant increase (from Fall 2006's 510 students) largely as a result of new partnerships in China.



The college's polar bear mascot Nanuk was reintroduced to the people of Newfoundland and Labrador in March.



Our efforts to recruit students to our partner institutions in China are a continuing story of success. Today, there are more than 1,000 Chinese students studying College of the North Atlantic programs in that country, with some choosing to complete the final year of their program in Newfoundland and Labrador.

Indicators	Outcomes of Objectives
2.3 Increased collaboration for recruitment with junior high and high schools	<ul style="list-style-type: none"> • Completed over 150 high school visits throughout the province in Fall 2007. • Re-visited and met with Grade 9 students in Spring 2008. • Completed over 30 high school visits outside the province (Ontario and Atlantic Canada) as part of the out-of-province Atlantic Association of Registrars and Admissions Officers Tour. • Held 4th Annual College Day on November 1, 2007, which was attended by approximately 3,500 high school students. • Sent individual information packages to Level III students through the assistance of high school Guidance Counsellors in the Fall 2007. • Participated in the annual Newfoundland and Labrador Counsellor and Psychologists' Conference held in St. John's from October 24-26, 2007. • Sponsored, supported and/or participated in numerous provincial and local career fairs designed for students and young adults (i.e. Student Leadership Conference, FINALLY - Futures in Newfoundland and Labrador's Youth, etc.). • Sponsored and participated in the delivery of Junior Achievement presentations at local schools.
2.4 Increased recruitment efforts through community outreach	<ul style="list-style-type: none"> • Hosted the 2nd Annual Partner Recognition Day at all campuses on March 6, 2008. • Completed over 100 community visits and presentations as part of CNA's Community Visits recruitment strategy. • Completed presentations and sent information to businesses in the province promoting CNA's Graduate Employment Initiative. • Participated in Business Show 2008 in St. John's on January 24; it was attended by over 1,500 people from the business community. • Attended recruitment fairs, at the invitation of the Department of National Defense, at bases in Halifax and Greenwood, Nova Scotia.

Strategic Plan Goal Two:

By March 31, 2008, College of the North Atlantic will have increased access for underrepresented groups in post-secondary education in Newfoundland and Labrador.

In addition to the successful completion of the objectives – in the preceding section for 2007-08, in 2006-07 the college successfully increased staff resources, increased international student recruitment strategies, increased collaboration with Memorial University, and improved and increased opportunities for women. The combined efforts of the past two years have led to the achievement of the goal of increased access for underrepresented groups, as indicated in the progress detailed for the following indicators.

Measure:

Increased access to identified underrepresented groups.

Indicators:

- ***Increased student recruitment staff resources***
Hired a number of regional Student Development Officers, as well as additional staff in Marketing and Communications to assist with student recruitment efforts.
- ***Increased outreach to rural communities***
Utilized additional Student Development Officers to increase the number of visits to schools in rural communities to present information on college programming to potential students in these areas.
- ***Increased collaboration with Memorial University recruitment activities***
Co-organized and participated in career fairs and student recruitments trips and initiatives with Memorial University of Newfoundland.

- ***Increased international student enrollment***
Experienced small but steady growth in the number of international students attending CNA in Newfoundland and Labrador, and have experienced significant increases (almost 100%) in international student enrollment at the Qatar campus and with our partner institutions in China.
- ***Increased enrollment for Aboriginal groups***
In Labrador, developed programming specific to Aboriginal peoples and hired additional resources to focus on issues affecting Aboriginal learners. Aboriginal enrollment has seen a slight increase.



College of the North Atlantic was the lead college to sign a contract with the Atlantic Canadian Newspapers Association, to provide specialized training for ad sales staff from newspapers in all four Atlantic provinces. Training will be delivered by the public college in each province.

ISSUE #3: STUDENT SERVICES

Goal:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to disability services.

Objective:

By March 31, 2008, College of the North Atlantic will have invested in additional initiatives to improve access to a range of

services to students with disabilities at increased campus locations.

The following details the successful completion of this objective.

Measure:

Enhanced and broadened delivery

Indicators	Outcomes of Objectives
3.1 Enhanced support services to students with disabilities	<ul style="list-style-type: none"> Hired four part-time Resource Facilitators to support students with disabilities at several campuses where a need was identified. Established a Provincial Disability Services Advisory Committee. Acquired Adaptive Technologies and other equipment and materials to assist students with disabilities. Developed an online training module called Accommodating Students with Disabilities (ASD Project) to help faculty and staff understand and respond to the needs of students with disabilities. Purchased a team membership for Coordinators of Disability Services for the Association on Higher Education and Disability. CNA has been involved in the planning of an international student exchange initiative <i>Advocacy and Leadership: Enhancing educational and employment opportunities for persons with disabilities, developed with the Canada-Europe Union Program for Co-operation in Higher Education in Training</i>. This is scheduled to be delivered in 2009.
3.2 Increased in-service for staff to enhance further integration	<ul style="list-style-type: none"> CNA supported the participation of 53 people (faculty, staff and administration) at the National Conference on Learning Disabilities held in St. John's on September 27-29, 2007. The theme of the 2007 Annual Student Services PD Sessions was <i>Student Services: a Proactive Approach</i>. It was held on October 24-26, 2007 and attended by 60 Student Services professionals, who looked at a number of issues pertaining to mental health concerns, learning disabilities, etc., and discussed ways to address and respond to these student needs as an institution.
3.3 Removed physical barriers within select campus locations on a priority basis	<ul style="list-style-type: none"> Purchased additional adjustable desk(s) for campuses that required it. Installed a new wheel chair accessible door at the Corner Brook campus Library.

Strategic Plan Goal Three:

By March 31, 2008, College of the North Atlantic will have enhanced delivery of and broadened access to disability services.

The successful completion of activities associated with the indicators, reported on over the past two years, has allowed College of the North Atlantic to meet the above stated goal.

Measure:

Enhanced and broadened delivery of services to students with disabilities.

Indicators:

- ***Increased resources to provide services to students with disabilities***

Hired additional resource facilitators to support students with disabilities. Established a provincial disability services advisory committee, and acquired adaptive technologies and other equipment and materials to assist these students.

- ***Reduced barriers for students with disabilities***

Purchased adjustable desks for campuses requiring them. Made significant renovations at a number of campuses, including installing wheelchair ramps, electronic door openers, and installing elevators at Prince Philip Drive campus.

- ***Increased access to services to support learning for students with disabilities***

Developed a training module to help faculty and staff understand and better respond to the needs of students with disabilities. Hired 14 resource facilitators during 2006-08 to provide direct links to disability services for students.



Additional funding from the provincial government allowed the college to refurbish and modernize shops and equipment at a number of campus locations.

ISSUE #4: FISCAL MANAGEMENT

Goal:

By March 31, 2008, College of the North Atlantic will have strengthened the fiscal position and financial management of the college, while remaining equitable and affordable for all students.

Objective:

By March 31, 2008, College of the North Atlantic will have continued to demonstrate strong financial management practices.

In 2007-08 the college again took steps to ensure the strength of its fiscal position, and managed the college's finances in a responsible manner while remaining affordable and equitable for all students. This was achieved by directing provincial funding appropriately toward initiatives which will strengthen and support programming to ensure our programs remain current and competitive. This, coupled with the tuition freeze and increased scholarship opportunities, has helped the college meet its objective for 2007-08 in support of its goal.

Measures:

Strong financial management/maintained affordability
Improved learning environment

Indicators	Outcomes of Objectives
4.1 Improved learning environments through implementation of infrastructure funding campaign with matching funds from government	<ul style="list-style-type: none"> Successfully solicited and secured \$600,000 in donations from private industry, which was matched by government. This \$1.2 million was used for multiple initiatives, including the purchase of new equipment and upgrading of facilities for students, which has improved learning environments.
4.2 Increased affordability through increased scholarship opportunities	<ul style="list-style-type: none"> Increased the amount of scholarship funding from last year by \$105,050 (representing 18% growth) for a total of \$672,950 since the office opened in 2004 (representing 549% growth overall). Distributed more than 475 awards valued at over \$330,000 to students at our 17 campuses (113 new awards representing a 24% increase). New scholarships included: CIBC, The Amazing Persona, The Borden Family, Air Canada Jazz, QuadraTec Inc., Fugro Jacques GeoSurveys Inc., The Sisters of Mercy/Sisters of Presentation and ExxonMobil.
4.3 Enhanced shop modernization	<ul style="list-style-type: none"> Significant improvements included the replacement of antiquated ventilation systems and electrical systems and the improvement of overall operational functionality of many of shops, including: Clarendville Campus, Prince Philip Drive Campus, Baie Verte Campus and Carbonear Campus.
4.4 Expanded Happy Valley-Goose Bay Campus to accommodate growth in increased Aboriginal student enrollment	<ul style="list-style-type: none"> Construction is complete with students and staff occupying the building since September 2007.

Indicators	Outcomes of Objectives
4.5 Improved infrastructure at Labrador West Campus	<ul style="list-style-type: none"> Funding is in place and a detailed design of the new campus building is underway. While the facility is not complete, work will continue.
4.6 Maintained tuition freeze for domestic students	<ul style="list-style-type: none"> Through contributions from the provincial government, CNA's tuition freeze was maintained for Academic Year 2007-08.

Strategic Plan Goal Four:

By March 31, 2008, College of the North Atlantic will have strengthened the fiscal position and financial management of the college, while remaining equitable and affordable for all students.

The board identified prudent fiscal management, including the appropriate use of provincial grants for their intended purpose, as a priority in the 2006-08 period. The college is pleased to report that it has demonstrated strong financial management by ensuring infrastructure funding was budgeted appropriately and that provincial funding to support the tuition freeze has benefited all CNA students.

Measure:

Strong financial management.

Indicators:

- Increased infrastructure improvements**

Infrastructure improvements made to address the needs of disabled students (noted above). Modernized a number of shops and labs at various campuses. Expanded the Happy Valley-Goose Bay campus to accommodate Aboriginal student enrollment. Completed exterior renovations at Prince Philip Drive campus. Began working toward a new campus building for Labrador West.

- Maintained affordability**

Continued the tuition freeze (and have one of the lowest tuition rates in the country). Increased affordability of a post-secondary education by significantly increasing the number of scholarships and bursaries available for our students.

The successful completion of activities associated with these indicators, reported on over the past two years, has allowed College of the North Atlantic to meet the above stated goal.



ISSUE #5: GLOBALIZATION

Goal:

By March 31, 2008, there will be efficient and effective management of the Qatar contract to ensure success for College of the North Atlantic.

Objective:

By March 31, 2008, College of the North Atlantic will have implemented several key initiatives to further expand programming and increase student enrollment at College of the North Atlantic-Qatar.

The following details the successful achievement of the objective of 2007-08.

Measure:

Increased enrollment

Indicators	Outcomes of Objectives
5.1 Increased student enrollment	<ul style="list-style-type: none"> Enrollment in credit programs at CNA-Q has increased from 302 in 2002-03 to 2,035 in 2006-07. This is an increase of 462 over the previous reporting period, 2006-07.
5.2 Increase training capacity by completion of Oil and Gas Training Centre	<ul style="list-style-type: none"> The Oil and Gas Training Centre has been completed. The Dean of Engineering and Associate Dean of Trades have begun marketing the centre to local industry. It is anticipated that this facility will be quite attractive to the Oil and Gas sector.
5.3 Increased number of accredited programs	<ul style="list-style-type: none"> While the number of accredited programs did not increase in 2007-08, a significant amount of work was completed. This work will lead to the accreditation of further programs in the future. An exploratory site visit by the Canadian Medical Association/ Canadian Society of Respiratory Therapists Board of Directors during Spring 2006 was conducted to review international accreditation for Paramedicine, Respiratory Therapy and Medical Radiography. This team will be recommending to their board that they proceed with the process of accreditation of these programs. This will be a first-ever international accreditation attempt by these bodies. Over the past year, the School of Engineering Technology has been actively involved in the accreditation process for three programs – Telecommunications Technology, Electrical Technology and Mechanical Technology.
5.4 Increased staff complement	<ul style="list-style-type: none"> Staff complement at CNA-Q increased to 457. This is an increase of 58 positions over the previous reporting period.

Indicators	Outcomes of Objectives
5.5 Increase partnerships and Memoranda of Understanding with local Qatari industry	<p>This indicator was achieved through the following activities:</p> <ul style="list-style-type: none"> • Doha Resource Group – provide space for monthly meetings to support this group of Counsellors, Therapists, Psychologists, Nurses and Educational Advisors. • Qatar Foundation – membership in a state-wide committee formed to deal with issues around academic dishonesty. • Qatar Foundation – Student Affairs Networking Group. • Contract Training – Special Student Debate for Hamad. Medical Corporation students in English language training • AIESEC - Support the establishment of a chapter of AIESEC, an international student leadership development organization.
5.6 Increased total net profit for project	<ul style="list-style-type: none"> • Qatar proceeds grew by approximately \$1.3 million over the previous year, representing a year-to-year increase of 52%



Strategic Plan Goal Five:

By March 31, 2008, there will be efficient and effective management of the Qatar contract to ensure success for College of the North Atlantic.

The successful completion of activities associated with these indicators, reported on over the past two years, has allowed College of the North Atlantic to meet the above stated goal.

Measure:

Success of the contract.

Indicators:

- **Met contract obligations**

Obligations under the Comprehensive Agreement signed with the State of Qatar were surpassed as new program areas, not outlined in the original contract, were added.

- **Ensured profitability**

Year-to-year profit increases have been substantial, totaling in the millions of dollars during the reporting period.

- **Provided for delivery of quality services**

Achieved through increases in English language training for students, the accreditation of college programs, the addition of new labs, and by maintaining appropriate staffing levels.

- **Provided for growth of college staff**

Staff compliment practically doubled, with 457 workers employed at the end of the reporting period (March 31, 2008). This is an increase of 229 employees since March 31, 2006.

Auditor's Report

To the Board of Governors of the College of the North Atlantic

We have audited the statement of financial position of the College of the North Atlantic as at March 31, 2008 and the statements of operations, changes in net assets and cash flow for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the college as at March 31, 2008, and the results of its operations and the changes in net assets and cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.


Chartered Accountants

Gander, Newfoundland
June 16, 2008

Statement of Financial Position March 31, 2008

	<u>2008</u>	<u>2007</u>
Assets		
Current assets		
Cash	\$ 32,936,016	\$ 39,275,961
Receivables - Note 2	12,253,112	8,975,432
Inventory	1,328,381	1,045,601
Prepaid expenses	<u>850,836</u>	<u>742,118</u>
Total current assets	<u>47,368,345</u>	<u>50,039,112</u>
Property, plant & equipment - Note 3	15,377,442	12,525,232
Trust accounts - Note 4	<u>727,799</u>	<u>544,257</u>
	<u>\$ 63,473,586</u>	<u>\$ 63,108,601</u>
Liabilities and Equity		
Current liabilities		
Payables and accruals - Note 5	\$ 12,063,965	\$ 17,544,453
Deferred revenue - Note 6	4,912,758	5,075,405
Due to Qatar campus - Note 10	8,582,087	17,103,110
Accrued leave - management	1,695,313	1,710,771
Accrued vacation - other	4,366,289	4,982,879
Current portion of severance	<u>1,000,000</u>	<u>1,000,000</u>
Total current liabilities	<u>32,620,412</u>	<u>47,416,618</u>
Trust and scholarship accounts - Note 4	727,799	544,257
Deferred capital contributions - Note 7	5,713,948	5,002,531
Accrued severance pay	<u>11,054,336</u>	<u>10,915,592</u>
	50,116,495	63,878,998
Surplus (deficit) per accompanying statement	<u>13,357,091</u>	<u>(770,397)</u>
	<u>\$ 63,473,586</u>	<u>\$ 63,108,601</u>
Contingent liability - Note 11		

Statement of Operations

March 31, 2008

	<u>2008</u>	<u>2007</u>
Revenue		
Grant-in-aid	\$ 71,270,800	\$ 62,267,212
Facilities	534,363	27,184
Administration	1,654,626	846,856
Instructional	26,885,325	24,624,270
Student services	671,507	615,853
Information technology	410,744	408,470
Resale	4,352,380	4,030,517
Apprenticeship	2,773,794	2,816,404
Continuing education	656,760	679,696
Contracts	6,889,457	7,547,112
International	582,537	671,740
Special projects	<u>9,252,987</u>	<u>8,573,909</u>
Total revenue	<u>125,935,280</u>	<u>113,109,223</u>
Expenditure		
Facilities	5,947,249	5,770,623
Administration	13,885,620	13,282,362
Instructional	61,840,706	54,550,156
Student services	9,267,170	8,789,288
Information technology	6,584,468	6,521,319
Resale	5,139,696	4,664,765
Apprenticeship	2,453,362	2,360,374
Continuing education	618,812	603,860
Contracts	5,979,775	6,487,548
International	523,070	602,494
Special projects	<u>2,591,303</u>	<u>3,939,526</u>
Total expenditure before special item	<u>114,831,231</u>	<u>107,572,315</u>
Special item - recovery of rent accrual - Note 12	(2,734,561)	
Total expenditure	<u>112,096,670</u>	<u>107,572,315</u>
Surplus before unfunded adjustments	13,838,610	5,536,908
Unfunded adjustments:		
Severance	(327,712)	(182,340)
Vacation pay	<u>616,590</u>	<u>(816,100)</u>
Total unfunded adjustments	<u>288,878</u>	<u>(998,440)</u>
Surplus of revenue over expenditures	<u>\$ 14,127,488</u>	<u>\$ 4,538,468</u>

Statement of Cash Flow March 31, 2008

	<u>2008</u>	<u>2007</u>
Cash flows:		
Surplus of revenue over expenditure	\$ 14,127,488	\$ 4,538,468
Add items of a non-cash nature:		
Loss (gain) of property, plant & equipment	(1,287)	765
Loss (gain) on disposal of property, plant & equipment	(215,901)	(47,904)
Amortization	<u>3,719,903</u>	<u>2,999,817</u>
	17,630,203	7,491,146
Changes in:		
Current assets	(3,669,178)	(3,169,605)
Current liabilities	(14,796,206)	15,116,562
Accrued severance	<u>138,744</u>	<u>366,470</u>
	<u>(696,437)</u>	<u>19,804,573</u>
Financing:		
Change in deferred capital contributions	<u>711,417</u>	<u>833,234</u>
Investing:		
Proceeds from sale of property, plant & equipment	246,162	52,264
Additions to property, plant & equipment	<u>(6,601,087)</u>	<u>(7,840,193)</u>
	<u>(6,354,925)</u>	<u>(7,787,929)</u>
Net increase (decrease) in cash	(6,339,945)	12,849,878
Cash, beginning	<u>39,275,961</u>	<u>26,426,083</u>
Cash, ending	<u><u>\$ 32,936,016</u></u>	<u><u>\$ 39,275,961</u></u>

Notes to the Financial Statements March 31, 2008

AUTHORITY AND PURPOSE

The College of the North Atlantic (the college) operates under the authority of the College Act, 1996, Province of Newfoundland and Labrador. In accordance with Section 6 of the College Act, 1996, the college is a statutory crown corporation and as such is not subject to either Federal or Provincial income taxes and is exempt from Municipal taxes. The college is Newfoundland and Labrador's public college. The college is committed to providing accessible, responsive, quality learning opportunities which prepare people to become self-sufficient contributors to social and economic development both in a provincial and global context.

1. SIGNIFICANT ACCOUNTING POLICIES:

The financial statements of the college have been prepared within the framework of Canadian generally accepted accounting principles which requires the use of estimates and assumptions that affect the amounts reported and disclosed in these statements and related notes. Any variations between these estimates and actual amounts are not expected to materially affect reported results. The more significant accounting policies of the college are as follows:

(a) Revenue recognition

The College follows the deferral method of accounting for contributions which includes donations and government grants. Grants for expenditures of future periods are deferred and recognized as revenue in the year in which the related expenditures were incurred. Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Revenue from contractual services is recognized as the service is delivered.

(b) Basis of accounting

The college follows the accrual basis of accounting.

(c) Inventory

Inventory which consists mainly of books and food supplies is recorded at the lower of cost or net realizable value.

(d) Property, plant & equipment

Property, plant & equipment recorded prior to the April 1, 1997 amalgamation of the former colleges are recorded at either cost, nominal, or approximate fair value. Property, plant & equipment acquired after April 1, 1997 are recorded at cost. Amortization is recorded on a straight line basis using the following estimated useful lives:

Artwork	No amortization
Capital improvements	10 and 5 years
ERP - PeopleSoft	10 years
Computer and peripherals	3 years
Furnishings	5 years
Instructional equipment	5 years
Other electronic equipment	5 years
Software	3 years
Vehicles	5 years

One half year's amortization is taken in the year of acquisition. No amortization is recorded for assets under development. The value of donated artwork has not been recorded in these finan-

cial statements. An accurate valuation of donated artwork has not been obtained at March 31, 2008.

On disposal, property, plant & equipment are removed from the accounts at their net book value. Proceeds from disposals are recorded and any resulting gain or loss on disposal is realized.

(e) Severance and vacation pay

The college is liable for severance pay to employees who have nine or more years of continuous public service. An amount has been recorded in the financial statements to reflect this liability. No provision for severance has been made for employees with less than the required years of service.

(f) Foreign currencies

Transactions in foreign currencies are recorded in Canadian dollars at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the Statement of Financial Position date. Exchange gains or losses arising from the translations are included in the Statement of Operations.

2. RECEIVABLES

	<u>2008</u>	<u>2007</u>
Government of Newfoundland	\$ 2,494,254	\$ 1,508,850
HRD Subsidy	5,162,436	1,658,022
Students	1,138,887	1,806,825
Other	<u>4,709,598</u>	<u>5,131,272</u>
	13,505,175	10,104,969
Less allowance for doubtful accounts	<u>1,252,063</u>	<u>1,129,537</u>
	<u>\$ 12,253,112</u>	<u>\$ 8,975,432</u>

3. PROPERTY, PLANT & EQUIPMENT

	2008			2007
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Artwork	\$ 5,500	\$ 0	\$ 5,500	\$ 4,400
Capital improvements	8,397,099	4,432,635	3,964,464	1,567,109
Computer and peripherals	8,618,249	7,484,683	1,133,566	1,351,599
Furnishings	605,049	478,301	126,748	79,075
Instructional equipment	31,494,069	25,873,237	5,620,832	4,585,973
Other electronic equipment	324,807	192,961	131,846	89,851
Software	437,030	394,786	42,244	48,742
ERP - PeopleSoft	3,724,969	1,303,739	2,421,230	2,793,727
Vehicles	5,759,832	3,828,820	1,931,012	2,004,756
	<u>\$ 59,366,604</u>	<u>\$ 43,989,162</u>	<u>\$ 15,377,442</u>	<u>\$ 12,525,232</u>

The land and buildings being used by the college, with the exception of some rental property, are the properties of the Province of Newfoundland and Labrador. Expenditures for repairs and maintenance of these buildings, paid by the Province, are not recorded in the financial statements of the college.

4. TRUST ACCOUNTS

Trust accounts represent donations and related interest restricted for scholarships, awards and other specified purposes. Changes in the trust account balance are as follows:

	2008	2007
Opening balance	\$ 544,257	\$ 504,188
Net deposits and payments	164,397	22,782
Interest	19,145	17,287
Closing balance	<u>\$ 727,799</u>	<u>\$ 544,257</u>

5. PAYABLES AND ACCRUALS

	<u>2008</u>	<u>2007</u>
Trade liabilities	\$ 5,832,982	10,031,673
Accrued wages and benefits	5,482,464	4,491,635
Deharveng Jubilee Foundation - Note 12		2,734,561
Other	<u>748,519</u>	<u>286,584</u>
	<u>\$ 12,063,965</u>	<u>\$ 17,544,453</u>

6. DEFERRED REVENUE

	<u>2008</u>	<u>2007</u>
HRD Subsidy	\$ 1,425,810	1,037,441
Residence and program fees	95,249	78,020
Qatar contribution to ERP	449,839	674,759
Contract training and special projects	<u>2,941,860</u>	<u>3,285,185</u>
	<u>\$ 4,912,758</u>	<u>\$ 5,075,405</u>

7. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of grants and special funding received for the purchase of property, plant & equipment (PPE). Changes in the deferred capital contributions balances are as follows:

	<u>2008</u>	<u>2007</u>
Balance, beginning of year	\$ 5,002,531	\$ 4,169,297
Contributions received for PPE purposes		
Provincial grants	1,500,000	2,100,000
Special projects	999,144	332,147
Amortization of deferred capital contributions	<u>(1,787,727)</u>	<u>(1,598,913)</u>
	<u>\$ 5,713,948</u>	<u>\$ 5,002,531</u>

8. PENSIONS

Under Section 26 of the College Act, 1996, college staff is subject to the Public Service Pension Act, 1996. Employee contributions are matched by the college and then remitted to the Province of Newfoundland and Labrador Pooled Pension Fund from which pensions will be paid to employees when they retire.

9. COMMITMENTS

Deloitte Inc. commitment

The college has entered into a contract with Deloitte Inc. to develop and maintain a PeopleSoft integrated computerized information system. Committed payments over the next three years are as follows:

2008-2009	1,315,430
2009-2010	1,476,310
2010-2011	379,172

Lease commitment

The college leases some equipment and facilities under long-term operating leases. Lease payments for the next five years, committed under operating leases extending beyond one year, are as follows:

2008-2009	1,154,954
2009-2010	1,099,279
2010-2011	1,060,095
2011-2012	1,013,598
2012-2013	1,013,598

10. COMPREHENSIVE AGREEMENT WITH THE STATE OF QATAR

The college has a comprehensive agreement with the State of Qatar to establish, operate and administer a college of Applied Arts and Technology in Doha, Qatar for a 10-year period, September 30, 2001 to August 31, 2012. The agreement is funded by the State of Qatar. For its services, the college is paid an annual Management Fee of 10% of base salaries. The college receives quarterly advances to cover cash flow requirements.

Due to Qatar

Cash on Deposit
Less: Accruals

Net Liability

	<u>2008</u>	<u>2007</u>
Cash on Deposit	\$ 9,649,883	17,785,730
Less: Accruals	<u>(1,067,796)</u>	<u>(682,620)</u>
Net Liability	<u>\$ 8,582,087</u>	<u>17,103,110</u>

Results of Operations

Gross Proceeds
Management Costs

Net Proceeds

	<u>2008</u>	<u>2007</u>
Gross Proceeds	\$ 7,526,173	5,902,220
Management Costs	<u>(1,214,005)</u>	<u>(917,855)</u>
Net Proceeds	<u>\$ 6,312,168</u>	<u>\$ 4,984,365</u>

11. CONTINGENT LIABILITY

Court actions have been initiated in Qatar by former employees to claim end-of-service gratuities equaling three (3) weeks salary for each year employed. Based on legal advice, management feels that the College is not liable. At this time, the amount, if any, of such potential claims is undeterminable.

12. RENTAL ACCRUAL

As a result of a new lease between the Roman Catholic Episcopal Corporation for Labrador and the Government of Newfoundland and Labrador, entered into on September 1, 2007, the College has recovered \$2,734,561 in unpaid lease payments and related interest for the rental of the former Notre Dame Academy, the Labrador West campus. The new lease provides the College with total relief of its liability owing to the corporation.

13. FINANCIAL INSTRUMENTS

The carrying values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, approximate their fair values due to the relatively short periods to maturity of these instruments.

14. COMPARATIVE FIGURES

Certain of the 2007 comparative figures have been reclassified to conform to the financial presentation adopted in 2008.

An electronic version of this document is available at:

www.cna.nl.ca

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