

College of the North Atlantic  
Annual Report 2003-2004





## FORTY YEARS!

*Part of the history... and future of education in Canada*

College of the North Atlantic (CNA) is Newfoundland and Labrador's public college, and has been contributing to the educational, social and economic growth of the province, and indeed the country, for decades.

While the origins of adult education in Newfoundland and Labrador can be traced back more than 100 years, the formalization of the public college system took place with the establishment of a network of vocational schools in 1963-64.

Now, at the 40-year mark, we have reason to celebrate! We are part of the rich history and bright future of higher learning in Canada and we are breaking ground in a new era of education.

College of the North Atlantic has positioned itself as a model educational institution with an impressive world-class, nationally accredited range of programming that meets the highest demands of industry; transferability opportunities that promote continuing education at home and abroad; research and development leadership in community and regional innovation; and precedent-setting international partnerships.

As part of our 40<sup>th</sup> anniversary celebrations during the 2003-2004 academic year, each of our 17 campuses opened its doors and archives for the public to share in the story of this province's proud educational history.

Within these pages, we invite you to join us in this celebration – a celebration of our achievements as an institution, a community, and a champion of life-long learning.

### CNA AT A GLANCE

- **17 campuses in Newfoundland and Labrador**
- **1 campus in Qatar**
- **20,000 students enrolled annually**
- **3,000 graduates annually**
- **100 program offerings**
- **1,500 staff and faculty**
- **\$94 million budget**

**ABOUT THE COVER:** A detail of one of the two sculpture reliefs found at the main entrance of our Prince Philip Drive Campus in St. John's. The sculpture designs use abstract symbols to depict themes of education and trades. *Photo: Michael Moulard*



We are extremely proud to present this report on the many activities and accomplishments of College of the North Atlantic for 2003-2004.

This year marks the 40<sup>th</sup> anniversary of the public college system in Newfoundland and Labrador. We pay tribute to the thousands of graduates who now form a significant and productive part of the provincial, national and global workforce. We also pay tribute to many college employees, both past and present, who have provided students with a total learning experience that is second to none. A return on investment study recently commissioned by the college confirms that College of the North Atlantic has had a remarkable and significant impact on the province's economy, and signifies our commitment to fulfilling our legislated mandate to foster the social and economic development of Newfoundland and Labrador.

Our ongoing commitment to quality, accountability and accessibility is clearly evident in our recently developed strategic plan. We continue to review our programs to ensure the highest quality, relevance, and responsiveness. We have worked and will continue to work closely with industry and government to ensure that we provide skilled employees of the highest possible caliber.

The college continues to make considerable progress in its major financial and non-financial accountability initiatives. We have completed the acquisition of a new and very robust management information system. The new system will significantly improve the capacity, accuracy and timeliness of our management information reporting capabilities. Further, the recently developed Accountability and Continuous Improvement Framework will see the college clearly articulating quantitative goals and reporting back annually to stakeholders on our performance.

The college continues to have the lowest tuition fees of any post-secondary institution in Atlantic Canada. Our Distributed Learning Service continues to grow exponentially, allowing an ever-increasing number of students to complete credit courses and accredited programs on-line, at home and at their own convenience. The college has and will continue to improve accessibility for students with disabilities through a broad range of improved support service initiatives. We will also continue to pursue new articulation agreements with other colleges and universities to allow students the option of pursuing further educational opportunities.

We are confident the college is well positioned to respond to the challenges and opportunities we will encounter over the coming year and beyond.

Pamela Walsh  
President

Moya Cahill  
Chair, Board of Governors



NIKKI FURLONG, AWARD OF EXCELLENCE IN STUDENT LEADERSHIP 2003-2004

Nikki recently graduated from the Electronics Engineering Technology program at Prince Philip Drive campus. *Photo: Steve Bartlett*

## A CUT ABOVE

College of the North Atlantic is proud to provide first-class education at home and abroad. This year, as we mark our 40th anniversary, we pay tribute to all of the students who have graced our campuses with their enthusiasm, vision, and dedication. They have passed through our doors with the keys to their futures, and in the process have left us a better place.

Our commitment remains strong in providing accessible, responsive, quality learning opportunities, molding self-sufficient contributors to social and economic development in a global context. What does this mean? Simply put, our graduates excel and form a large, productive part of the global workforce.

Our students consistently exceed industry standards and our graduates are in demand in our province, our country, and around the world. Whether it be Voisey's Bay Nickel Company, the RCMP, or the United Nations, our students often secure positions well before they graduate. This is not a rare occurrence – many companies look to the college for new employees based solely on their experiences with our previous graduates.

Our students win awards and find themselves in vital leadership roles. One such leader is Robin Drodge, a visually impaired Business Administration student. This year he was appointed to the board of directors of the National Education Association of Disabled Students. Another is Chris Foster, an Automotive Service Technician student who stands out as one of only 13 in the country (and the only student in the province) to receive the Arthur Paulin Automotive Aftermarket Scholarship Award for 2003-2004. At the 7<sup>th</sup> Annual Provincial Skills Canada Competition, our students garnered 31 medals in 22 post-secondary competition categories, and also returned home victorious earning gold, silver and bronze medals in the 10<sup>th</sup> National Skills Canada Competition.

To ensure all our learners the opportunity for success, we strive to provide meaningful support at every step. In particular, our *Access For Success* program – nationally recognized as a best practice – was piloted during 2003-2004, and involved over 250 staff and 130 students. Always looking to the future, we have developed Personalized Career Plan (PCP) software that will assist in student achievement at our institution and partner colleges and universities.

An inspiration for us all and an outstanding example of the college's unique ability to open doors and nurture students to their full potential is Nikki Furlong, who won College of the North Atlantic's Award of Excellence in Student Leadership for 2003-2004. Despite a learning disability, Nikki began by working toward her high school equivalency and is now a graduate of CNA's three-year Electronics Engineering Technology program. She is one of many we are proud to call CNA alumni.

Our graduates – leaders now and in the future.



**BOB DWYER, MANAGER OF AVIATION SERVICES**

Gander campus' Aircraft Training Centre is one of 19 Centres of Excellence at CNA. One of the centre's programs – Aircraft Maintenance Engineering Technology – is winner of the 2003-2004 Program Award of Excellence. *Photo: Kevin Higgins*

## ON COURSE FOR YOU

The breadth and depth of our nationally and internationally recognized programming is unparalleled. We continuously monitor industry needs and this in turn enables us to offer programs that are timely and relevant. As a result, people from throughout the world are coming to us for their educational and training needs. And CNA delivers!

With over 90 programs at our campuses in Newfoundland and Labrador, and students enrolled in our programs in such countries as Qatar, China, and India, CNA is recognized as a world leader in the global education arena.

Our programs are of the highest quality, and are organized within the schools of Applied Arts, Business, Information Technology, Engineering Technology, Health Sciences, Tourism and Natural Resources, Industrial Trades, and Access.

Accreditation is a primary focus for CNA, and our programs are consistently monitored to ensure they meet industry standards. This means our graduates are able to directly enter the workforce knowing they have the most current training available and industry endorsement of their newly acquired skills.

CNA seeks to enhance educational opportunities for students by facilitating transfer agreements with other institutions such as Memorial University of Newfoundland, Lakehead University in Ontario and the University College of Cape Breton. These agreements provide students the option of continuing on and completing degree studies within one or two years.

In addition to increasing accessibility and transfer options for students at home, CNA has entered into a number of international education initiatives. A new partnership with Pei Zheng Commercial College (PZCC) in Guangzhou, China provides the opportunity for PZCC students to graduate with a College of the North Atlantic Business diploma. This type of partnership – enrolling students in our programs at foreign education institutions – is not a new one for CNA. We currently have several hundred Chinese students studying our Engineering Technology programs at two universities in China, with some of these students completing their studies in Newfoundland.

To further enhance our positioning and that of our students, we have established several Centres of Excellence. At the core of these “specialty centres” are focused expertise and equipment, emerging technologies, and the benefits of linkages with industry partners such as Sun Microsystems and Silicon Graphics. Examples of these centres include the Mining Technology Centre at Labrador West campus, which offers the Mining and Mineral Processing Technician program – the only one in Atlantic Canada, and Port aux Basques campus’ Non-Destructive Testing Centre, ranked number one in the country. These centres are integrated into our programming to equip students with practical training for the real-life demands of the workforce.

Do we have the right to claim we have a superior product? Indeed we do! The provincial Department of Education’s *CareerSearch* findings prove that a higher percentage of CNA’s graduates find high-paying jobs specific to their field of study than those from other post-secondary options – rewarding, lucrative jobs doing what they were trained to do.

To us, it’s a basic equation of supply and demand... and CNA consistently meets this demand.



# COLLEGE OF THE NORTH ATLANTIC QATAR



## DOHA, COLLEGE OF THE NORTH ATLANTIC-QATAR

Our campus in Doha is growing exponentially. It is one example of our commitment to provide accessibility to quality programming at home and beyond our borders.

## EXPANDING OUR REACH

CNA is constant – constant in quality, constant in progress, and constant in challenging ourselves to reach the unreachable. In doing so, we provide the much needed options for those who otherwise may not have a clear path or opportunity for growth.

Many of our Adult Basic Education students go on to enroll in our one-, two- and three-year programs, building a career and a life of success. One of our success stories is Danny Legge, who enrolled in our ABE program in 2002 and moved on to the entry-level welding program the following year. Since then, Danny has become a member of the College Honour Society, has been awarded a bronze medal at the Provincial Skills Canada Competition in Welding, and recently passed the 1GF welding test receiving certification by the Canadian Welding Bureau for (S) classification welders.



We develop and deliver training specifically designed for women, people with disabilities, and aboriginals. We've determined numerous ways to assist learning-disabled students, such as the enhancement of programming and the acquisition of diagnostic assessment instrumentation to identify learning challenges. Our Baie Verte campus is a designated Community Access Project site, providing Web-4-All technology to allow access to the Internet for people with disabilities. Orientation to Trades and Technology for Women offers training in non-traditional fields for women at several of our campuses. And we've added Early Childhood Education and an Integrated Nursing Access program to our Happy Valley-Goose Bay campus at the request of the Labrador Inuit Association.

To provide increased accessibility in a province with an overabundance of geographic challenges we offer the College-University Transfer Year (CUTY) at several of our campuses, whereby students can complete their first year of university studies close to home. Another example is the Student Transition to Educational Programs (STEP) initiative, undertaken at our St. John's campuses last year. The STEP Co-op program provides opportunities for selected Level III students to attend the college during their final year of high school.

Our commitment to accessible education is obvious when it comes to our Distributed Learning Service that offers more than 200 credit courses and several complete programs to students over the Internet. This service gives access to quality learning opportunities to students who are not able to attend CNA in the traditional classroom setting. Its expansion includes numerous projects at home and abroad, such as the online delivery of Nursing Practitioner exams for the Centre for Nursing Studies in St. John's, and the computer-assisted distance education we are helping to deliver to fish farmers in rural areas of Vietnam.

How can we better respond to these needs at home and beyond our borders? One way is to let people know what we can do and to find a way to do more.

We've established a new branding campaign including the Top 10 Reasons to Attend College of the North Atlantic, which integrates print, radio and our website; produced an international recruitment video (aired on History International and EuroNews in six languages); commissioned a Return on Investment study to determine the socioeconomic benefits generated by the college; and held an information session at all campuses – College Night – to provide information and assistance to potential students and their parents about the benefits of studying with us.

An integral part of College of the North Atlantic's mission is to prepare graduates for success in the global economy. CNA is actively engaged in recruiting international students and seeks opportunities for Canadian students, staff, and faculty to take part in the development and delivery of international education.

With new activity, agreements, curriculum and partnerships in such countries as China, India, Vietnam, Peru, Romania, and in particular Qatar, our presence is growing exponentially. The success of our Qatar campus has exceeded all expectations. The campus is entering the third year of operation, and will open a brand-new, state-of-the-art facility for the fall semester. Enrollment for 2003-2004 was approximately 650 and numbers are expected to reach 1,000 by the 2004-2005 academic year. Program development is consistently growing and surpassing targeted expansion.



**DR. SANAT MANDAL, CHEMISTRY INSTRUCTOR**

Dr. Mandal is one of many exceptional faculty at CNA who bring industry expertise and a total learning experience into the classroom. *Photo: G. Mark Lane*

# THE TOTAL LEARNING EXPERIENCE

All that we are and all that we offer – world-class programming and training, a nurturing learning environment, and precedent-setting partnerships – exist because of the expertise, energy and dedication of our faculty and staff. For the students at College of the North Atlantic, we call this the “total learning experience.”

Our college culture fosters academic excellence and social well being for students. Award-winning faculty and staff serve as mentors and industry role models who build motivating learning environments both in and outside the classroom.

Ongoing professional development for our employees is strongly encouraged and many of our faculty and staff are continually building on their professional qualifications, enhancing the role and value they bring to students. Again this year many have completed work on Masters and Doctoral studies, published works, conducted scientific research, developed prototypes, and made other strides in industry. In addition, other professional development activities have direct industry linkages. For example, many college employees sit on boards of professional associations on the local, provincial, national and international level. This industry participation by our employees in turn brings a real-life practical perspective to the classroom.

The Human Resources division aims to preserve and build on the well being of our employees, and to ensure continued productivity and satisfaction in the workplace. A number of initiatives include the development of a comprehensive Succession Plan and an Employee Wellness Plan. In addition, a new Centre for Organizational Leadership and Development was recently created. Evolving from the college's ongoing commitment to continuous improvement and growth, the centre coordinates the development and implementation of personal, professional and organizational development within the college, as well as for community groups and organizations. The centre will also work with the college's Community, Corporate and International divisions to liaise with the public and private sector.

Research and development is an integral part of what we do at CNA. Dr. Sanat Mandal, Chemistry instructor at Clarendville campus, is one of an international team of scientists working on the development of new breast cancer drugs, and has recently had research findings published in the medical journal *Bio-organic and Medicinal Chemistry*. Dr. Wayne Eastman, Coordinator of Applied Arts, Access and Early Childhood Education at Corner Brook campus, was the recipient of the national 2004 Friends of Children Award for his outstanding research and contribution to the well being of young children. These are just some examples of the many accomplishments of our people at CNA.

CNA shows appreciation for insight, dedication and contribution to the learning environment with our own Awards of Excellence program. The winner in the Leadership category this year is Stephen Quinton, Campus Administrator at Prince Philip Drive; Staff winner is Dodie Blanche, Student Development Officer at Placentia campus; the Teaching award winner is Gerry Crewe, Chef Instructor at Prince Philip Drive campus; and the Program winner was Aircraft Maintenance Engineering Technology.

Our faculty and our staff... extraordinary people – extraordinary accomplishments.



DR. MOHAMMAD IQBAL, CHAIR, OFFICE OF APPLIED RESEARCH  
LAURA EDWARDS, MANAGER OF ALUMNI & ADVANCEMENT

New offices and initiatives are strengthening CNA's ties to communities, industry and alumni.

*Photo: Steve Bartlett*

# POWER IN PARTNERSHIP

The strength and success of partnering is clearly evident within all areas of College of the North Atlantic. We proudly play a very strong role in contributing to social and economic prosperity in communities, and are often the only post-secondary presence in the region. To this end, and to build on our model of success, we seek and invite partnerships on a number of fronts.

College faculty and staff hold key leadership roles as active members of Regional Economic Development Boards, Zone Boards, Chambers of Commerce, and other vital organizations that encourage a reciprocal relationship, and make the college and communities stronger through association. We help develop and incubate new businesses, develop prototypes, test and analyze products, and provide access to expert staff, new technologies, and state-of-the-art equipment.

Our new Office of Applied Research has strengthened our ability to reach out to communities and industry. Already, work has begun with the pan-provincial College Research and Innovation Network and partners like ACOA in building new opportunities and innovations at local and national levels. Examples of current research and development projects include the innovative terrestrial modeling ecosystem at the Geospatial Research Facility at Corner Brook campus, and the ground-breaking Seawater Pumping System (with possible hydro-electric generation capabilities) led by Dr. Michael Graham at Burin campus.

This year the college has entered into a number of partnerships with other colleges and universities nationally and internationally. Some examples include the partnership with Memorial University of Newfoundland to deliver an executive development program – Master of Oil and Gas Studies (MOGS); and with University College of Cape Breton, University of New Brunswick, and the National Research Council to create a new petroleum application using wireless systems. Our students also have the opportunity to become directly involved with partnerships established by the college.

The new Office of Alumni and Advancement strengthens the college by extending our reach through association with our graduates, who maintain vibrant careers as entrepreneurs and who hold strategic positions within industry. In turn, we connect with their employers and invite increased participation in the activity and success of the college.

On the corporate front, we function as a professional development vehicle for industry by offering our expertise to organizations that wish to increase productivity by improving and expanding the skill sets of employees. In the province, this year, we have partnered with many organizations in the delivery of training, including Aliant, INCO, Voisey's Bay Nickel Company, Abitibi-Consolidated, Marine Atlantic, and the Government of Newfoundland and Labrador.

Several new projects have developed as a result of our strong association with Qatar. This past year, the first group of Qatari students came to Corner Brook campus for Adventure EFL (English as a Foreign Language) training, and employees from Ras Lafan Liquefied Natural Gas Co. Ltd. graduated from our customized Oil and Gas and EFL training at Placentia and Seal Cove campuses.



**SYBELLA DANIELS, GRADUATE, HEAVY EQUIPMENT OPERATOR PROGRAM**

Graduate Sybella Daniels invested in her future by completing the Orientation to Trades and Technology for Women and the Heavy Equipment Operator program at Happy Valley-Goose Bay campus. She now works at Voisey's Bay. *Photo: Voisey's Bay News*

# INVESTING IN OUR FUTURE

For 40 years, the people of Newfoundland and Labrador have been investing in their public college. As Newfoundland and Labrador's people invest in CNA, so does the college invest in students, employees and communities.

A Return on Investment study commissioned by the college this year yielded extremely positive results. CNA, employing 890 full-time and 268 part-time faculty and staff, paid \$69.5 million in direct wages, salaries, and benefits during the 2002-2003 fiscal year. The provincial government spent \$60.1 million in support of the college during the analysis year. Is this a good use of taxpayer money? Our analysis indicates that the answer is a resounding yes: returns far outweigh the costs, particularly when a collection of social savings is included in the assessment. For example, persons with higher education are less likely to burden social welfare and unemployment systems or commit crimes. Calculated savings from all graduating students totals \$14.4 million worth of avoided costs per year for the Province of Newfoundland and Labrador.

The student perspective on the benefits of higher education is obvious: students sacrifice tuition and current earnings for a lifetime of higher earnings. For every full-time year they attend the college, they will earn an additional \$1,934 per year. From an investment standpoint, CNA students will enjoy a 9.7% rate of return on their investment of time and money. Each year students leave CNA and join or rejoin the local workforce, their added skills translate to higher earnings and a more robust provincial economy.

We are continuing to strengthen the investment for the people of this province by seeking to improve all our practices and operations for enhanced productivity. For example, we are focused on building an accountability framework that will ensure the continued strength and viability of our college. This framework will provide a mechanism for internal and external stakeholders to develop a better understanding of college processes and how these contribute to results. This focus on accountability, including key performance indicators, is a leading initiative outlined in the college's strategic plan and is currently being implemented.

Another framework under development is the new Enterprise Resource Planning system (Project ICE) – an integrated software solution used to manage business resources such as student administration, finance and human resources in a web-based environment. This will facilitate improved communications and information systems, which will lead to enhanced performance and better planning and decision-making for all college employees. Students will benefit in many ways, including timely access to course offerings, college information and individual results. There will be a marked improvement in productivity and access for all.

Our pride is reflected in the exciting initiatives undertaken this year, including a new branding and image-building campaign, new partnerships and the growth of existing collaborations, the introduction of new programs, and the development of innovative technologies – all in a continuous effort to ensure the strength and viability of our college.

Forty years of excellence. Our pride is showing!

# STATEMENT OF FINANCIAL POSITION

## Selected Financial Information

Year ended March 31, 2004

	<u>2004</u>	<u>2003</u>
Assets		
Current assets		
Cash	<b>\$ 6,140,475</b>	\$ 2,266,919
Receivables	<b>5,942,559</b>	9,639,972
Inventory	<b>737,749</b>	706,643
Prepaid expenses	<b><u>777,835</u></b>	<u>867,653</u>
Total current assets	<b><u>13,598,618</u></b>	<u>13,481,187</u>
Capital assets	<b>7,062,547</b>	9,592,341
Trust accounts	<b><u>380,789</u></b>	<u>374,294</u>
	<b><u>\$ 21,041,954</u></b>	<u>\$ 23,447,822</u>
Liabilities and Equity		
Current liabilities		
Payables and accruals	<b>\$ 5,329,857</b>	\$ 5,918,745
Deferred revenue	<b>3,915,956</b>	4,631,934
Due to Qatar Campus	<b>901,857</b>	2,159,362
Accrued leave - management	<b>1,376,993</b>	1,102,807
Accrued vacation - other	<b>3,966,105</b>	3,893,473
Current portion of severance	<b><u>1,000,000</u></b>	<u>1,000,000</u>
Total current liabilities	<b><u>16,490,768</u></b>	<u>18,706,321</u>
Trust and scholarship accounts	<b>387,251</b>	390,702
Deferred capital contributions	<b>3,915,869</b>	4,489,901
Accrued severance pay	<b><u>10,518,017</u></b>	<u>9,873,470</u>
	<b><u>31,311,905</u></b>	<u>33,460,394</u>
Surplus (deficit), per accompanying statement	<b><u>(10,269,951)</u></b>	<u>(10,012,572)</u>
	<b><u>\$ 21,041,954</u></b>	<u>\$ 23,447,822</u>



# STATEMENT OF OPERATIONS

## Selected Financial Information

Year ended March 31, 2004

	<u>2004</u>	<u>2003</u>
Revenue		
Grant-in-aid	\$ 49,093,152	\$ 47,267,165
Facilities	14,979	8,328
Administration	538,551	395,966
Instructional	24,261,927	22,543,815
Student services	624,934	564,311
Information technology	123,171	10,069
Resale	4,304,705	4,347,080
Apprenticeship	2,601,751	2,231,130
Continuing education	752,740	701,728
Contracts	7,658,698	8,734,954
International	1,742,893	1,127,473
Special projects	<u>4,246,882</u>	<u>4,293,723</u>
Total revenue	<u>95,964,383</u>	<u>92,225,742</u>
Expenditure		
Facilities	4,879,173	4,484,748
Administration	12,932,909	13,349,971
Instructional	45,562,674	44,091,916
Student services	7,672,987	7,098,149
Information technology	3,937,356	3,849,309
Resale	5,140,856	5,055,227
Apprenticeship	2,118,129	1,811,822
Continuing education	599,434	552,741
Contracts	8,058,564	8,842,417
International	1,135,279	1,074,286
Special projects	<u>3,484,807</u>	<u>3,754,257</u>
Total expenditure	<u>95,522,168</u>	<u>93,964,843</u>
Surplus (deficit) before unfunded adjustments	442,215	(1,739,101)
Unfunded adjustments:		
Severance	(626,962)	(1,655,383)
Vacation pay	<u>(72,632)</u>	<u>(334,366)</u>
Total unfunded adjustments	<u>(699,594)</u>	<u>(1,989,749)</u>
Surplus (deficit) of revenue over expenditures	<u>\$ (257,379)</u>	<u>\$ (3,728,850)</u>

# BOARD OF GOVERNORS

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Susan Adams  
Sylvia Alexander (Faculty Representative)  
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Juliet Crosbie (Governance Committee Chair)  
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## EXECUTIVE

Pamela Walsh (President)  
Kevin Baker (General Counsel and Corporate Secretary)  
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Brian Tobin (Director of Student Services)  
Richard Vivian (Associate Director of Administration)

An electronic version of this document is available online at: [www.cna.nl.ca](http://www.cna.nl.ca)

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