



COLLEGE
OF THE
NORTH
ATLANTIC

Annual Report

2005-2006

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CHAIRPERSON'S MESSAGE

To the Honourable Joan Burke, M.H.A., Minister of Education:

What a tremendous year this has been for College of the North Atlantic! The release of *Foundation for Success: White Paper on Public Post-Secondary Education* has marked a new era for the college. This document clearly demonstrates a strong commitment by government to improving and enhancing education in Newfoundland and Labrador.

While our mandate to provide fundamental and comprehensive access to learners in this province has not changed, our ability to successfully deliver on this mandate has certainly been enhanced. The white paper outlined a number of new directions for the college, and significant additional funding was provided to the institution to carry these out.

The provincial government has committed an additional \$15 million to the college for 2006-07. This funding will be used to improve the number and quality of offerings to Newfoundlanders and Labradorians, ensuring enhanced access to affordable education to all segments of our population, particularly those in rural areas. These positive changes and new directions will assist with creating an environment within our province for a level of social and economic development, perhaps on a scale we have not yet experienced.

I would like to thank the provincial government for their tremendous foresight and commitment to the public college system, our many partners for their continued support, guidance and friendship, and also our dedicated faculty, staff, management and, of course, our students, for their significant contributions over the past year. It is due to all of your efforts that the college is well positioned to reach its full potential and help our province to do the same. We look forward to a new academic year with a renewed sense of enthusiasm. The future of College of the North Atlantic is certainly bright, as is the future of our province.

College of the North Atlantic is a category one entity and this Annual Report was prepared in accordance with the guidelines as per section 9 of the *Transparency and Accountability Act*. The report covers the period of April 1, 2005 to March 31, 2006. 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



This sculptural detail found at the main entrance of Prince Philip Drive campus in St. John's uses abstract symbols to depict themes of education and trades. Photo: Michael Moulard



OVERVIEW

MISSION

College of the North Atlantic (CNA) is a leader in providing quality, accessible and relevant learning opportunities within the global community.

VISION

To fulfill its mission, the public college of Newfoundland and Labrador will continue to:

- i. Be recognized for satisfied, competent graduates whose skills meet industry's standards and respond to the broad range of labour market demands;
- ii. Research and deliver quality programs that are responsive to changing social, personal and economic needs of learners through continuous review and modification of programs;
- iii. Be accountable for the effectiveness and efficiency of the operations of the college;
- iv. Enhance learning opportunities by implementing superior methods of instructional delivery;
- v. Be proactive in the social and economic development of the province through the development of partnerships with communities, agencies and the private sector;
- vi. Enhance the capacity of the college and province through international initiatives;
- vii. Recognize and respect employees and their contributions to quality programs and services within a supportive environment; and
- viii. Offer a learning environment that respects, supports and empowers students.

CNA is one of the largest post-secondary educational and skills training centres in Canada.

Each year, more than 8,000 full-time and over 12,000 part-time students enroll in CNA's regular programming at 17 campus locations throughout Newfoundland and Labrador, and via distance. These students have the opportunity to earn certificate, diploma, post diploma and advanced diploma standing, with options for degree study at partner universities. We also operate one international campus in the State of Qatar in the Middle East.

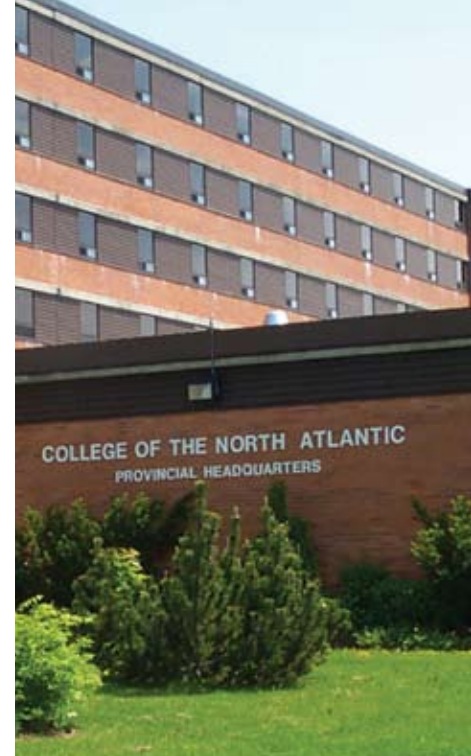
In addition to regular programming, the college also serves as a professional development activity centre, focusing on building community capacity, providing leadership in the delivery of education and training to community groups and designing and delivering customized training options to companies, governments and non-government organizations in Canada and around the world.

CNA partners with industry and government at home and abroad to deliver the highest quality education and training, and provides opportunities for Newfoundland and Labrador's involvement in the growing global marketplace.

The mandate of College of the North Atlantic is established by the *College Act, 1996 (the Act)*. The college's Board of Governors is appointed by Cabinet.

The board is responsible for carrying out those duties prescribed by section 15 (1) of *the Act*. These powers include general administrative, academic and governance functions. Section 16 of *the Act* further empowers the board to carry out a wide variety of discretionary functions including, for example, various human resource management, student services and corporate and educational partnership activities. Sections 17 through 25 prescribe the board's accountability for the administration of the college's finances.

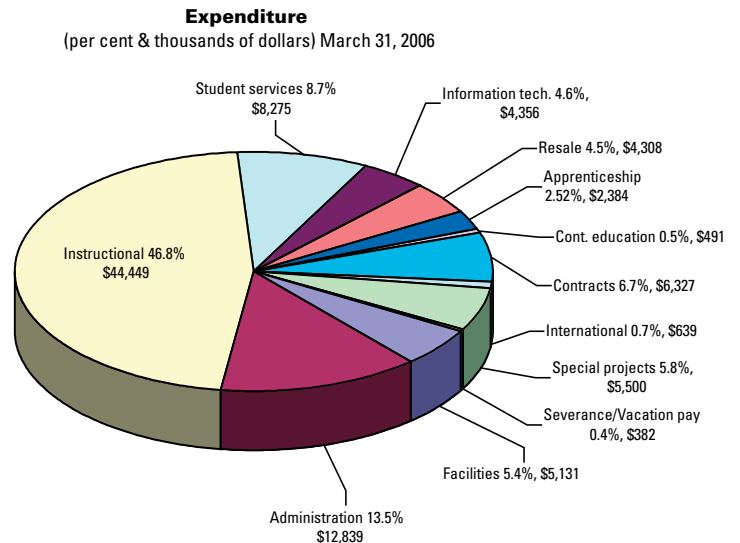
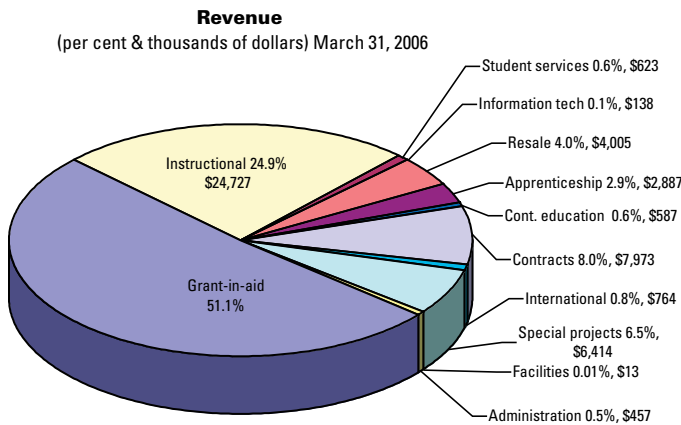
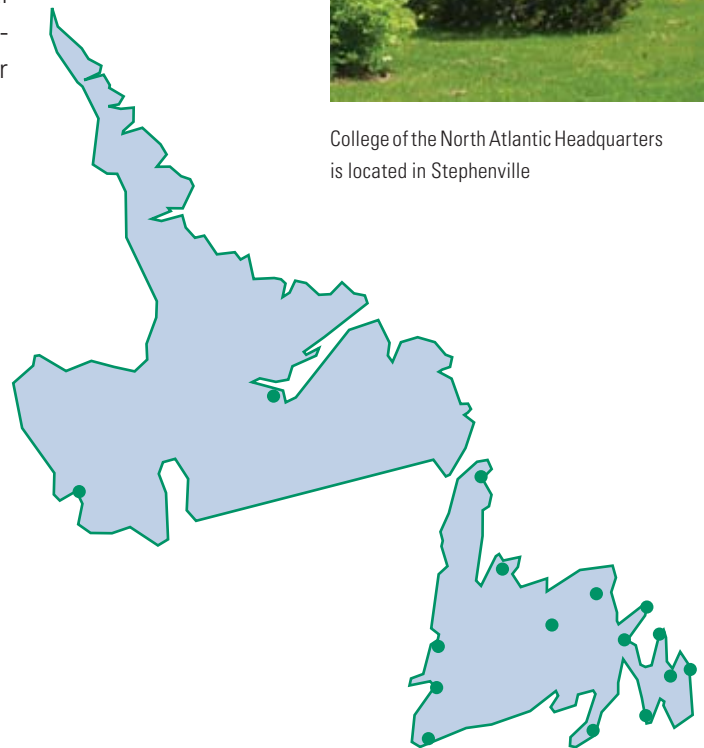
The president of the college is appointed by provincial Cabinet. The president is the Chief Executive Officer of the college and, under the general direction of the board, is responsible for the supervision and administration of the college, including instructional staff and other employees.



College of the North Atlantic Headquarters is located in Stephenville

CNA AT A GLANCE:

- 17 campuses in Newfoundland and Labrador
- 1 campus in Qatar (funded by the State of Qatar)
- 20,000 students enrolled annually
- 2,000 graduates annually
- 100 full-time program offerings
- 300 part-time courses
- 200 online programs and courses
- 1,600 staff and faculty
- \$100 million budget





LINES OF BUSINESS

College of the North Atlantic offers more than 100 full-time certificate, diploma and advanced diploma programs and over 300 part-time courses in academics, applied arts, business, information technology, engineering technology, industrial trades, health sciences, tourism and natural resources. These programs and courses are offered throughout our 17 campus locations in the province and over the Internet through distance education. We are also heavily involved in international education, including the operation of an 18th campus in the Middle East State of Qatar. This campus is embarking on year four of program delivery and growing rapidly to meet demands of the Qatari and world education market.

Each of the college's 17 provincial campuses contributes to communities by providing a skilled workforce and access to state-of-the-art equipment and expertise. Campus operations also generate employee earnings and economic growth for the province. Nationally and internationally accredited curriculum, the dedication of expert staff and faculty, and the strength of partnerships with both the public and private sector, work to link regional economic development with labour market needs.

Continuing and Community Education programming includes part-time certificate programs, credit courses, non-credit courses and professional development opportunities in various disciplines. Oil-related training is offered, as well as courses in information technology, engineering technology, medical sciences, natural resources, academic upgrading, industrial trades, business management, office administration, management and supervisory skills, personal growth and general interest.

We encourage professional development and provide leadership in the delivery of education and training to communities and to our own employees. We also offer expertise in the design and delivery of custom instruction to companies, governments and non-government organizations in Canada and abroad through our Corporate Training and Continuing Education department – delivered at a time that is most convenient for, and at a site determined by the client.

Our Office of Applied Research serves to encourage new business, assist existing business and create long-term economic growth through the development and commercialization of applied research. These activities are critical to the continued relevancy and currency of many of our programs.

CNA facilitates a number of community outreach programs and initiatives. All campuses, for example, offer some level of Adult Basic Education (ABE). In addition, a Comprehensive Arts and Science (CAS) College Transition program is designed for high school and ABE graduates who would like to improve their general employability skills or who are lacking either the academic courses or required grades for admission into their chosen post-secondary program.



CNA is a participant in World University Services Canada's refugee program and a member of the Canadian Bureau for International Education and the Association of Canadian Community Colleges. International education is an integral part of the college's mission in preparing graduates for success in the global economy.

To ensure all our learners have the opportunity to succeed, College of the North Atlantic strives to provide meaningful support at every step of a learner's education. In particular, our *Access for Success (AFS)* program is designed to improve both access and retention. Students are given an overview of the academic advising process, assigned to their academic advisors, given a tour of the campus, and are assisted through the program registration process. Library services are available at all college campuses and services to students with disabilities are coordinated through dedicated Disability Services Coordinators.

The launch of an Alumni Association signifies the forging of partnerships with graduates who have helped build CNA's reputation of excellence by bringing the highest quality skill set, innovation and professionalism to the workplace. Many alumni registered with the association have volunteered to act as guest speakers, mentors for students and ambassadors for the college. They often serve as key contacts in developing new industry and institutional partnerships.

International partnerships provide invaluable multicultural experiences for graduates as they participate in student initiatives in countries such as China, India and Mexico. Through these far-reaching partnerships, the college is able to increase international student recruitment and grow international workforce training. These opportunities continue to grow as partnerships are built in Vietnam, China, Peru, Libya, Mexico and Korea, to name a few.

Our @College Distributed Learning Service is embracing new technologies to meet the demands of global education with more than 200 online programs and courses. This year saw the completion of its project with the Fisheries College No.4 in Vietnam to develop online courses for learning aquaculture theory. To date, this is the first Vietnamese example of e-learning locally developed and provided at a distance.



The college is partnering with the province's Women in Resource Development Committee in the delivery of the Orientation to Trades and Technology for Women program. This program addresses the need for more women in non-traditional trades.

SHARED COMMITMENTS

We are fortunate to have a broad base of strong partnerships with industry, other educational institutions, the communities we serve, non-governmental organizations and departments and agencies of both the federal and provincial governments. If it were not for our many partners, we simply could not deliver the high standard of education and training for which College of the North Atlantic is known.

The provincial government is by far the college's largest partner, with the Department of Education providing more than half of CNA's \$100 million budget in the form of a grant. This past year saw that partnership grow ever stronger, as government released *Foundation for Success: White Paper on Public Post-Secondary Education*, containing 28 directives to improve both the public college and university systems in Newfoundland and Labrador.

The report was met with great enthusiasm by the college community. Numerous recommendations have been implemented, with work continuing to progress on many others. Government has supported the implementation of these recommendations by providing additional funding to the college.

One focus of the report was to increase the number of women participating in trades and other non-traditional programming, and another, to increase access to post-secondary education for aboriginal groups. While we have achieved a level of success in this area in the past, we are confident new initiatives now being undertaken as a result of the white paper will lead to even greater access and participation.

Other partnerships have allowed us to increase opportunities for students by providing scholarships and bursaries, options for transfer to other educational institutions, modern equipment for shops and labs and relevant work experiences. They have fortified and bolstered the college's ability to conduct applied research – we have more than a dozen projects currently underway! They have also allowed us the opportunity to continue international expansion as we export our educational products to other countries and bring international students to Newfoundland and Labrador.

In short, College of the North Atlantic is built on partnerships. The reciprocal nature of these agreements not only allows us to meet our mandate, but assists CNA's partners in achieving their goals as well. Whether addressing current and future workforce needs or the continued social and economic development of our province, College of the North Atlantic is a key partner in ensuring successful outcomes.

HIGHLIGHTS AND ACCOMPLISHMENTS

This past year was one unlike any other for the college since its amalgamation in 1997. The completion of *Foundation for Success*, the province's white paper on public post-secondary education, set new directions for CNA and resulted in an increase in funding of over \$15 million for numerous new initiatives.

This new funding included \$1 million to create a much-needed program development unit, \$1.5 million to expand trades offerings, \$1.2 million to expand ABE offerings (including the reintroduction of ABE Level I), \$1 million for an apprenticeship shop modernization program, \$1 million to support the development of two high technology programs targeted at the oil and gas sector, \$650,000 for the expansion of the CAS College Transition program to six more campuses, \$500,000 to enhance services to students with disabilities, \$300,000 for student recruitment and \$200,000 for faculty professional development. Additional funding is also made available through the recently announced matching funds program.

CNA has a number of transfer agreements with Memorial University of Newfoundland (MUN) and other national and international colleges and universities. Negotiations are underway with Indiana University/Perdue University at Indianapolis (IUPUI) for a transfer agreement that allows graduates of the three-year Architectural Engineering Technology program to enroll at IUPUI for two additional years and earn a Bachelor of Science (Construction Management) and a Masters of Science in Technology.

We have been profiled in numerous journals and publications again this year and have been given formal recognition by a number of national and international bodies. For example, CNA received official recognition as a research institution through the Natural Sciences and Engineering Research Council of Canada (NSERC). We are now able to apply for research grants from the NSERC, a major funding agency of the federal government traditionally focused on providing research money to universities only.

Ranjan Patro, a Physics instructor at our Happy Valley-Goose Bay campus, was recently published in the International Council for the Exploration of the Sea's *Journal of Marine Science*. The article was entitled "Fish Behavior and Orientation-dependent Backscatter in Acoustic Doppler Profiler Data." Patro's work was funded by the NSERC.

Our Wave Powered Water Pump project at Burin campus was featured in the International Energy Agency's *Ocean Energy Systems* newsletter and in the premier edition of the *Journal of Ocean Technology*.

On the international front, in December our Doha, Qatar campus was inaugurated. June saw the second graduating class at College of the North Atlantic-Qatar. Approximately



Research and development has fast become an integral part of CNA's mandate.



A new graphics package helped round out a year of new branding for the college.

140 students received their diplomas – double the number attending the first graduation just a year ago.

Our partnerships with the oil and gas sector in Libya resulted in the successful completion of several industry-related programs by Libyan students at campuses in Bay St. George, Placentia and Burin.

At home, our alumni office participated in the successful launch of more than a half-dozen new alumni chapters at various locations throughout the province. On the advancement side, more than \$100,000 in new scholarship money was received from college partners and supporters. The total value of all contributions to the college, including donations of equipment, was approximately \$1,000,000.

CNA unveiled a new website last year, and revamped campus websites were also brought online. Now, in addition to specific information about a particular campus and its offerings, potential students can access general information about the town and surrounding area where the campus is located.

Over the past year, each of our campuses has been involved in activities or partnerships that continue to result in new opportunities for our students and the regions we serve. Some of these include the construction and dockside testing of a prototype wave pump at Burin campus, the installation of a newly-equipped and fully-furnished general computer lab at Baie Verte campus, the completion of the exterior envelope of Prince Philip Drive campus along with the installation of two new elevators that assist disabled students with mobility, and a successful first year of delivery of the new CAS College Transition at St. Anthony campus.

Other noteworthy activities at the campus level include the donation of a \$100,000 DeHavilland Dash 8-100 fuselage to Gander's Aircraft Maintenance Engineering Technology program, the approval and preliminary construction of an applied research project on a wind turbine-based space heating system at Carbonear campus, spe-

cialized contract training at Clarenville campus for local business Harcourt Fur Farm, Happy Valley-Goose Bay campus' official launch at of the Integrated Nursing Access Program (in partnership with the Nunatsiavut Government, Memorial University, the Bachelor of Nursing Collaborative Program, and the Eastern and Western Regional Health Care Boards), and the delivery of the first Call Centre Representative program at Placentia campus.

Each campus also played host to another successful provincial College Day (our third). It is estimated that some 3,000 students from 54 high schools attended the presentations and viewed our displays.

We're taking our message "*We're So Much More*" to the streets! The Marketing and Communications department developed a new graphics package for passenger vans in the college's vehicle fleet. There are now almost a dozen "travelling billboards" in the province, with more on the way.

Speaking of travelling, our students again represented us proudly at the 12th annual Canadian Skills Competitions in Halifax. Team Newfoundland and Labrador won six medals. Three were taken home by CNA students: Geri Coady (gold in Graphic Design), Brad Coish (silver in Architectural Design) and Edward Decker (bronze in Refrigeration).

As well, several Advancing Canadian Entrepreneurship (ACE) chapters from our college attended the National Exposition of ACE in Toronto. ACE Clarenville took home the 2006 Award of Innovation – an award presented to the team that demonstrates innovative ideas and approaches in their entrepreneurial projects. Tracy Holloway, ACE Clarenville's faculty advisor, also received the John Dobson Award in recognition of her outstanding contribution to her ACE team as a mentor and coach. In addition, ACE past-president Ken Pond of Clarenville was nominated for ACE's Alumni of the Year award.

Several of our Digital Animation students travelled to St. John's to present their work at the international Nickel Independent Film and Video Festival. They received a great response for their digitally animated short film *Planet Gortt*. Two former instructors of the Digital Animation program have worked with the Nickelodeon animated film *Barnyard*, playing in theatres this summer.

Also this year, many of our faculty and staff were elected to leadership positions on provincial, national and international boards and committees and received awards and recognition of various achievements. For example, Bessie Merrigan, student success coordinator at our Corner Brook campus, was nationally recognized as a recipient of the Canada Post Literacy Award. She was one of only 34 people in the country to receive this honour. Another example is that of Robin Power, instructional coordinator for the Medical Laboratory Science program, who in January was elected to a two-year term as President of the Board for the Canadian Society of Medical Laboratory Science.



Digital Animation students from Bay St. George campus made their second submission in as many years to the Nickel Independent Film and Video Festival in St. John's.



Growth in the mining, tourism and transportation industries in Labrador, and joint venture training initiatives with aboriginal groups have resulted in a growing demand for training and an expanded mix of programs.

OUTCOMES

WHITE PAPER

College of the North Atlantic worked closely with various partners in 2005-06 to implement the applicable goals and objectives of the white paper on public post-secondary education.

The white paper has a total of 28 directives in the following five main theme areas: Strengthening the Base, Improving System Capacity, Helping Students, Maintaining Stable Funding and Enhancing Governance.

Strengthening the Base

Design work on a new facility has been completed to accommodate the growth in aboriginal enrollment at Happy Valley-Goose Bay campus. (directive #2a)

Several new projects and partnerships have been initiated or continued to ensure that recruitment strategies support the participation of women in engineering, applied science, technology and skilled trades. Some examples include: Orientation to Trades and Technology, Techsploration, Girls Exploring Trades and Technology and Women Interested in Successful Employment. Increased efforts and representation in marketing and advertising initiatives, and work with the Atlantic Construction Sector Council, will focus attention on apprenticeship and skilled trades labour shortages. Increasing women's participation is one of the key components. (directive #3)

CNA has been working to expand scholarship opportunities for women in engineering, applied science, technology and skilled trades. Scholarships include: The Aliant Telecom Women in Non-traditional IT Programs Scholarship, the CN Scholarship for Women, the Status of Women Award, Schlumberger Scholarships, the Seaborn Award, the Chevron Canada Limited Technology and Trades Scholarship and Voisey's Bay Nickel Company Technology and Industrial Trades Scholarships. (directive #3)

An analysis of the 2005-06 budget indicates that 12.5 per cent of the college's provincial operating grant was allocated for Adult Basic Education and other transitional programming such as CAS programs and English as a Second Language training. Of this figure, 8.5 per cent was devoted to ABE programming alone. (directive #6)

Improving System Capacity

A provincial steering committee and a CNA internal committee were established during 2005-06 to develop a transition plan to align CNA with the province's social and economic agenda. The plan would link CNA's development to the province's Innovation Strategy and to the Comprehensive Regional Diversification Strategy among other policies. (directive #10)

The college developed plans and resolved implementation issues with the appropriate stakeholders to facilitate the offering of Primary Care Paramedicine in the upcoming

academic year at Prince Philip Drive and Bay St. George campuses. (directive #11a) A 15-week structured educational program for General Education Development certification was also piloted at the Prince Philip Drive campus during Winter 2006 semester. (directive #7)

CNA's Distributed Learning Service (DLS) is working with partners in the delivery of online learning to address areas such as connectivity, software and license purchasing, curriculum development and equipment use. (directive #12)

Helping Students

CNA has representation on a system-wide public Post-Secondary Student Services Advisory Committee with the objective to enhance cooperation and improve services for students. (directive #14a)

CNA and MUN have established committees for recruitment and advising, as well as for career employment services, to increase collaboration and cooperation between the two institutions. (directives #15 & #16)

We are working with MUN and other provincial stakeholders to establish a collaborative service and support model that partners public post-secondary institutions with other agencies involved in supporting students with disabilities. (directive #17) CNA registered 247 students in Fall 2005 Semester who self-identified as having a disability and requiring assistance.

Maintaining Stable Funding

CNA obtained and utilized funding from government to maintain a tuition freeze for 2005-06. Government also provided an increase in grant-in-aid funding, in addition to funds for equipment upgrades. (directives #20 & #22)

In 2005-06, the college developed a proposal for the infrastructure matching funds program. It was accepted by government and included the matching of private-sector contributions dollar for dollar by government. (directive #23a)

Research Capacity (directive #24)

The Office of Applied Research (OAR) signed a \$25,000 Network Member Contribution Agreement with the National Research Council-Industrial Research Assistance Program, focusing on the provision of technical support to small- and medium-sized enterprises through the transfer of technology from CNA.

A partnership agreement was signed with the Department of Innovation, Trade and Rural Development under its Industrial Research and Innovation Fund for the development of a \$162,653 Wind Power Project. The office also launched a \$30,000 internal pilot project fund initiative, which generated seven research proposals, and a \$1.4 million proposal to the Canadian Foundation for Innovation under the New Initiatives Fund for expansion of the college's Manufacturing Technology Centre to include a plastics technology component. Three research proposals were submitted to the Atlantic



Scholarships and awards for students is a key outcome of the valued partnerships with industry.



AFS is a new, award-winning strategy to assist students with success in their post-secondary studies.

Canadian Opportunities Agency (ACOA) under Round III of the Atlantic Innovation Fund. We successfully received filing certificates and application numbers for two patent applications.

An Applied Research Planning Team was formed to support the OAR in the development of applied research programming.

Enhancing Governance

In 2005-06, CNA embarked on a strategic planning process in accordance with requirements outlined in the province's *Transparency and Accountability Act*. Several planning sessions were held and work is ongoing to prepare a strategic plan in accordance with the *Transparency and Accountability Act*.

ONGOING INITIATIVES

New and revised programs

A number of new programs were approved by Academic Council in 2005-06, including Technical Preparatory, Dental Assistant, Pharmacy Technician, Banking, Security, Chemical Processing and Instrumentation. Mechanical Technician/Technologist programs were either approved for delivery or commenced delivery. Academic Council also approved revisions for the Journalism, Journalism (Post Diploma) and Mining Technician programs.

Access for Success

Access for Success (AFS) is a college-wide strategy designed to address issues and processes related to student success. It involves the assessment of students' strengths and needs, the development of personal career plans, a student success tracking computer program (called the Personal Career Plan or PCP), and structured academic advising interviews.

Baie Verte, Bonavista, Port aux Basques and Placentia campuses were brought on board as part of the college's AFS implementation strategy during the past year. There are now 13 campuses participating in the program. The remaining four campuses will be in-serviced during 2006-07.

The AFS program is winner of the Noel-Levitz Retention Excellence Award and was recommended by Noel-Levitz (an internationally recognized consulting firm specializing in higher education student recruitment and retention) as a "best practices" model. AFS team leads have been presenting to other institutions throughout North America, including the University of Minnesota Duluth, interested in adopting this strategy.

Scholarships

The total CNA Awards Program for 2005-06 (bursaries, prizes and scholarships) was approximately \$731,975, distributed amongst 350 recipients.

Accreditation

A Memorandum of Understanding was signed with the Canadian Information Processing Society (CIPS) for accreditation of information technology programs at Qatar campus. Five programs are accredited by CIPS within the area of information technology with three of these programs scheduled for re-accreditation this upcoming academic year.

Nine engineering technology programs are pending accreditation reports from the Canadian Technology Accreditation Board (CTAB). Three engineering technology programs are in the accreditation process for Qatar campus, and two new accreditation submissions and seven biennial reports are due for the upcoming year.

At the Association of Collegiate Business Schools and Programs Annual Conference in Chicago, CNA was awarded initial accreditation for Office Administration, Business Administration and Business Management. The accreditation ceremony provided official recognition for Clarendville, Corner Brook and Prince Philip Drive campuses in Newfoundland and Labrador, and the Doha campus in Qatar. Remaining campuses are slated to undergo site-assessments in the next two years.

In the School of Industrial Trades, 12 successful accreditations were undertaken. Eleven industrial trades programs have received renewed accreditation status from the Provincial Apprenticeship and Certification Board, 19 are pending accreditation reports, and 19 reports are due for the upcoming year.

The School of Tourism and Natural Resources saw the Forest Resources Technician program successfully audited by the CTAB. This program was also re-submitted to the Society of American Foresters for continued recognition. We are awaiting confirmation from this body. The Environmental Technology program is also currently awaiting final accreditation confirmation.

The School of Applied Arts received a three-year accreditation from the Canadian Society of Nutrition Management in June 2006 for the Food Service and Nutrition Management program offered at Prince Philip Drive campus.

Distributed Learning

For the academic year 2005-06, we served students in 303 communities from 11 Canadian provinces and territories. Course registrations increased more than 30 per cent over the previous year to 3,630.

The Distributed Learning Service developed 18 new courses and re-designed and re-developed many more during the year. In addition, DLS designed and delivered specialized in-person and online training to 90 CNA faculty members.

Project work with external partners and clients continues to play a large role in DLS development. Activities this year included ongoing work with the Centre for Nursing Studies, the Gros Morne Institute for Sustainable Tourism, the Newfoundland and Labrador Federation of Cooperatives, the Canadian Virtual College Consortium, Canadian Council on Learning-eLearning Working Group, the International Development Research Council-Vietnam (WebCT Exemplary Course Project), Nunavut Arctic College, the Inukshuk Learning Partnership and MUN.



Accreditation is a primary focus for the college, 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.



The Office of Alumni and Advancement strengthens the college by extending our reach through association with our graduates, many of whom are successful entrepreneurs or hold strategic positions within industry.

Partnership with Rural Secretariat

Our Centre for Organizational Leadership and Development (COLD) has been coordinating, collaborating and facilitating development needs for the Rural Secretariat and has developed training materials and facilitated learning initiatives for regional planners. The Rural Secretariat has also engaged COLD to act as liaison with other training, organizational and community development partners.

Corporate Services

There have been several major partnership developments for Corporate Services resulting in a 41.1 per cent increase in revenues for 2005-06. Significant initiatives included the implementation of a Local Government Management certificate program with the Municipal Training and Development Corporation, six Bridging the Gap projects with the Random North Development Association, the creation of a Leadership Development certificate program for the Iron Ore Company of Canada and two projects with Canadian Manufacturers and Exporters.

Human Resources

The Department of Human Resources has been successful in implementing a new Early and Safe Return to Work program, a new and improved Faculty Orientation workshop and an updated Health and Wellness plan. The department continues to work on other initiatives such as succession planning, mentoring and professional development. Ongoing development continues with a new employment strategy and performance assessments tools.

Marketing and Communications

This department continues its strategic approach to marketing and promotion of CNA's educational products and services to the people of Newfoundland and Labrador and beyond. The continued evolution of the college's branding and marketing strategies is yielding positive results by raising CNA's profile and visibility with our various target audiences. Some of these initiatives included phase II of the college's branding campaign, an extensive product materials and support program, website enhancement, focused sponsorship leveraging and an enhanced advertising campaign.

Internal and external communications have benefited greatly, not only from our new marketing initiatives, but also from the expansion of the department and development of several new initiatives including the move to a printed version of the employee newsletter *Currents*.

CNA Awards of Excellence

In 2005-06, Awards of Excellence were presented to Dulcie Drodge – Teaching Excellence, Chan Wiseman – Student Excellence, Marjorie Ivany – Staff Excellence, Textile Studies – Program Excellence and Michael Graham – Leadership Excellence.

Alumni Association

It has been an active year for the CNA Alumni Association and the Office of Alumni and Advancement. Three alumni chapters were launched: Corner Brook, Placentia

and Gander, and the St. John's chapter hosted a very successful First Annual Alumni Dinner.

The Alumni Association participated in campus graduations to welcome the newest alumni through a workshop entitled *We're Graduating, Now What!* featuring workshops and guest speakers on career building tools. More than 1,000 graduates registered with the Alumni Association's online registration form and are now able to take advantage of such services as career postings, the alumni e-newsletter, chapter leadership and various alumni events. As mentioned earlier, the Office of Alumni and Advancement secured approximately \$1 million in scholarships and donations this year.

Facilities and Equipment

Because of resultant funding from the white paper, the facilities department conducted a province-wide assessment to identify shortfalls in training equipment, facilities' functional layout, much needed office equipment and other necessary items. In total, approximately \$1.7 million was expensed and operations of all campuses have improved substantially.

Centre for Organizational Leadership & Development (COLD)

In 2005-06, COLD was engaged by the Human Resources (HR) department to help grow the capacity of the college in response to the changing human resource needs of CNA, our students and all of our employees. Initial steps for COLD in this process included the facilitation of a human resource vision and strategy, and ongoing support in helping the HR team lead the development of human resource initiatives.

We are committed to enhancing our learning-centered culture through the assignment of a Learning and Teaching Coordinator in 2005-06, with the purpose of engaging the college community in dialogue and other activities to support a growing learning culture. Initial priority has been given to preparing new faculty.

International Activity

We expanded our reach into the global market in 2005-06. Sixty-eight international students from a range of countries were registered at our institution. Projects were carried out in, or students came from, countries such as India, Korea, Libya, Mexico, Nigeria, Zimbabwe, Bangladesh, Thailand, Brazil, Japan, Kazakhstan, Indonesia and Peru.

We continue to work closely with other educational partners including MUN, the Department of Education, the Newfoundland and Labrador International Student Education Program, the Humber Education Alliance and ACOA.

PeopleSoft ERP Implementation

The payroll data management and data entry function of the human resources system throughout the province was centralized at Headquarters in Stephenville. This will improve consistency and accuracy of payroll and overall HR functions. New position descriptions and classifications were completed for all software development pos-



CNA welcomes international students for regular programming and also designs custom training for corporate clients throughout the globe.



CNA-Q successfully completed its 4th year of program delivery and held a formal inauguration of their new world-class facility.

itions in Information Technology (IT). This activity completes the staffing component of the PeopleSoft Competency Centre and enables us to progress towards systems development.

Technology Initiatives

In 2005-06, we released, evaluated and awarded a contract for the next generation of the wide area data network (WAN). This award resulted in the acquisition of state-of-the-art network technology within CNA's 17 provincial campus network plus our international campus in Qatar. All communication between Doha and Newfoundland and Labrador campuses are now encrypted and secure.

Wireless Advancements

CNA's Prince Philip Drive connection to the college WAN is now entirely wireless, eliminating the expensive fibre optics-based communication for that campus and resulting in significant cost savings to the college. In addition, students in the Architectural Engineering Technology program at Ridge Road campus will be using wireless laptops under a laptop procurement program. This initiative is the first entirely wireless solution for students in our college.

Computer System Replacement

Over 500 new desktops were purchased to replace some of the aging units in our present inventory of 4,500 personal computers (PC). Primary consideration was given to meeting student requirements when deploying these new assets. The PC refresh is an ongoing challenge and yearly procurements will be required to meet the needs of our program plan.

College of the North Atlantic–Qatar (CNA-Q)

The 2005-06 academic year was a remarkable one for CNA-Q. It marks CNA's successful completion of the 5th year of operations and the 4th year of program delivery in its partnership to establish a world-class technical college in the State of Qatar.

The year was highlighted by several milestone events, including the move in September, and formal inauguration in November of the world-class Duhail campus permanent facilities, the international accreditation of Computer Support Specialist and Programmer Analyst programs and the graduation of approximately 140 students at the campus' second convocation ceremony this past June.

Overall, the campus' total operating budget grew to \$CDN 90 million – generating in excess of \$2.4 million in net revenues to College of the North Atlantic. Campus enrollment has grown from an initial intake of 237 students in 2002 to almost 1,400. Similarly, the total employee complement has increased to 430.

The campus continues to anticipate significant expansion and growth with projected increases in the total operating budget (to \$CDN 155 million), net revenues (to \$CDN 3 million), student enrollment (to 2,300), and employee complement (to 500+) in 2006-07.

OPPORTUNITIES AND CHALLENGES AHEAD

The college is delighted with the outcomes of the white paper process and the release of *Foundation for Success*, and we will continue to focus on the opportunities and challenges that lay ahead.

OPPORTUNITIES

College of the North Atlantic (CNA) curriculum and training is offered locally and in many countries world-wide with industry and associations. The growing contract/workforce training market represents a significant opportunity for further development, particularly with respect to post diploma programs, both at home and overseas. A new program development unit will help to enhance our ability to deliver in this area.

International student recruitment – both on the ground and through our @College Distributed Learning Service (DLS) – represents a substantial opportunity for the college to expose students to different cultures and provide a global learning experience.

Our on-line learning offerings continue to grow, keeping pace with the increasing number of students from international locations and other provinces availing of this educational option.

Exporting educational products and services to other parts of the world is also a growing market. We have already had substantial success in this arena with projects such as the Qatar campus that have propelled us into the spotlight in international post-secondary education. CNA continues to generate new global partnerships and nurture those already in existence.

A great number of skilled trades people in Canada are set to retire. Projected shortages for trades and related skills provide opportunities for CNA to increase enrollment – especially in trades-related programs – and compels the college to seek new ways to deliver relevant, progressive training to meet the needs of industry. We are embracing this opportunity by expanding our trades offerings in the coming academic year.

CNA is focused on ways to reach more students and provide choices to those who feel they don't necessarily have choices today. *Access for Success* (AFS) will be pivotal in cultivating a learning environment that enhances a student's capacity to succeed. The program was successfully piloted at several campus locations and will be integrated at all campuses in the near future.

The Comprehensive Arts and Science (CAS) Transition program represents another opportunity for the college, the province and its people. Designed to help students earn the credentials needed to enroll at college or university, this program will assist a great number of potential students who otherwise would not have their educational needs met through traditional programming.





Adult Basic Education (ABE) programs have also been expanded across the province. This too represents an opportunity for the college. Besides the delivery of the program, it is anticipated that a large number of ABE graduates will go on to pursue further study through CNA or another post-secondary institution.

CHALLENGES

Changing demographics threaten our efforts to provide easy access to education for all of Newfoundland and Labrador. Out-migration from the province contributes to declining school enrollments and therefore the potential number of direct high school entries to CNA in addition to reducing the number of mature students returning to post-secondary education. Lower levels of business activity in some rural communities have had an impact on the college overall in that people are forced to move away from the province. We are focusing our efforts to work with government, communities and local industry to respond appropriately to the specific needs of all regions of the province.

Efforts to provide world-class training in state-of-the-art facilities are challenged due to the college's aging infrastructure however, we are working with government to address this issue.

Though we continually strive to enhance and improve services to students, there remains a challenge to provide more proactive career counselling for current and potential students, to identify and implement supports for students with special needs and to assist students' transition to the workforce by providing more opportunities for practical work experience. Additional human and physical resources are currently being added to ensure these important areas are appropriately addressed.

We want students to see improved services through the utilization of new technologies, programs and software. A significant amount of effort will be required to successfully complete the implementation of new systems and processes college-wide. Besides improving services to students, it is expected the new *PeopleSoft* system will assist us in addressing the challenges of diligently benchmarking performance and identifying areas where efficiencies can be gained.

@College Distributed Learning Service (DLS) is also growing. New technologies are being developed and embraced as we address the constant challenge of providing more flexible learning options for students. We continue to tackle such issues as the provision of multiple entry and exit points to and from programs and the delivery of entire programs to students online are being addressed.

The new *Access to Information and Protection of Privacy Act* has created new challenges for the college. In the past year, we have responded to more than 30 requests under this legislation and have added additional human resources to deal with the workload. There are a number of technical issues related to this legislation being addressed by the IT department. This will facilitate better record keeping practices and ease electronic searches of college records.

Employee recruitment has been a significant and ongoing challenge for CNA. It is increasingly difficult to recruit college faculty and support staff into management positions, as this move often results in additional workloads with little or no financial gain. Similarly, another compensation challenge is the level of faculty salaries. In many cases, trades instructors and other industry experts are capable of earning two and three times their instructional salaries while working in their designated fields. We continue to work with government to identify opportunities to address this issue.



A growing cohort of CNA employees is eligible to retire, further challenging the college's employee recruitment efforts.



AUDITOR'S REPORT

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

We have audited the statement of financial position of College of the North Atlantic as at March 31, 2006 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, 2006, and the results of its operation and the changes in net assets and cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.

Walters Hoffe
Chartered Accountants

Gander, Newfoundland
June 30, 2006

STATEMENT OF FINANCIAL POSITION

March 31, 2006

	<u>2006</u>	<u>2005</u>
Assets		
Current assets		
Cash	\$ 26,426,083	\$ 9,048,959
Receivables - Note 2	5,998,583	7,703,281
Inventory	861,757	752,698
Prepaid expenses	<u>733,206</u>	<u>810,662</u>
Total current assets	<u>34,019,629</u>	<u>18,315,600</u>
Property, plant & equipment - Note 3	7,689,981	8,404,782
Trust accounts - Note 4	<u>504,188</u>	<u>366,337</u>
	<u>\$ 42,213,798</u>	<u>\$ 27,086,719</u>
Liabilities and Equity		
Current liabilities		
Payables and accruals - Note 10	\$ 11,014,640	\$ 10,050,800
Deferred revenue	4,755,069	5,077,914
Due to Qatar Campus	9,723,772	880,391
Accrued leave - management	1,639,797	1,500,175
Accrued vacation - other	4,166,778	3,693,956
Current portion of severance	<u>1,000,000</u>	<u>1,000,000</u>
Total current liabilities	<u>32,300,056</u>	<u>22,203,236</u>
Trust and scholarship accounts - Note 4	504,188	366,337
Deferred capital contributions - Note 5	4,169,297	3,420,011
Accrued severance pay	<u>10,549,122</u>	<u>10,624,873</u>
	<u>47,522,663</u>	<u>36,614,457</u>
Surplus (deficit), per accompanying statement	<u>(5,308,865)</u>	<u>(9,527,738)</u>
	<u>\$ 42,213,798</u>	<u>\$ 27,086,719</u>

STATEMENT OF CHANGES IN NET ASSETS

Year ended March 31, 2006

	<u>Operating</u>	<u>Property, Plant & Equipment</u>	<u>Severance and Annual Leave</u>	<u>2006 Total</u>	<u>2005 Total</u>
Balance, beginning	\$ 723,901	\$ 4,984,772	\$ (15,236,411)	\$ (9,527,738)	\$ (10,269,951)
Property, plant & equipment purchases during year	(1,857,571)	1,857,571			
Amortization of property, plant & equipment	2,567,919	(2,567,919)			
Capital grants received during the year	1,628,191	(1,628,191)			
Amortization of deferred capital contributions	(1,342,517)	1,342,517			
Net book value of property, plant & equipment disposed during the year	4,454	(4,454)			
Surplus (deficit) of revenue over expenditure per accompanying statement	<u>4,600,490</u>		<u>(381,617)</u>	<u>4,218,873</u>	<u>742,213</u>
Balance, ending	<u>\$ 6,324,867</u>	<u>\$ 3,984,296</u>	<u>\$ (15,618,028)</u>	<u>\$ (5,308,865)</u>	<u>\$ (9,527,738)</u>

STATEMENT OF OPERATIONS

Year ended March 31, 2006

	<u>2006</u>	<u>2005</u>
Revenue		
Grant-in-aid	\$ 50,711,600	\$ 47,915,150
Facilities	13,170	12,633
Administration	456,515	301,297
Instructional	24,727,274	24,657,617
Student services	622,769	570,201
Information technology	138,403	101,340
Resale	4,005,385	3,822,225
Apprenticeship	2,886,507	2,520,125
Continuing education	586,606	487,471
Contracts	7,972,649	7,510,937
International	764,230	556,923
Special projects	6,414,495	3,343,687
	<u>99,299,603</u>	<u>91,799,606</u>
Total revenue		
	<u>99,299,603</u>	<u>91,799,606</u>
Expenditure		
Facilities	5,131,399	4,751,075
Administration	12,839,150	12,423,521
Instructional	44,449,224	45,067,082
Student services	8,275,257	7,523,117
Information technology	4,355,746	4,292,359
Resale	4,308,103	4,292,299
Apprenticeship	2,383,897	2,126,399
Continuing education	491,295	442,470
Contracts	6,326,538	6,823,991
International	638,731	482,013
Special projects	5,499,773	3,063,193
	<u>94,699,113</u>	<u>91,287,519</u>
Total expenditure		
	<u>94,699,113</u>	<u>91,287,519</u>
Surplus before unfunded adjustments	4,600,490	512,087
Unfunded adjustments:		
Severance	91,206	(42,023)
Vacation pay	(472,823)	272,149
	<u>(381,617)</u>	<u>230,126</u>
Total unfunded adjustments		
	<u>(381,617)</u>	<u>230,126</u>
Surplus of revenue over expenditures	<u>\$ 4,218,873</u>	<u>\$ 742,213</u>

STATEMENT OF CASH FLOW

Year ended March 31, 2006

	<u>2006</u>	<u>2005</u>
Cash flows:		
Surplus of revenue over expenditure	\$ 4,218,873	\$ 742,213
Add items of a non-cash nature:		
Loss (gain) of property, plant & equipment	12,271	(638)
Loss (gain) on disposal of property, plant & equipment	(4,454)	(4,411)
Amortization	<u>2,567,919</u>	<u>3,160,263</u>
	6,794,609	3,897,427
Changes in:		
Current assets	1,673,095	(1,808,498)
Trust accounts	0	32,113
Current liabilities	10,096,819	5,673,892
Accrued severance	<u>(75,751)</u>	<u>106,856</u>
	<u>18,488,772</u>	<u>7,901,790</u>
Financing:		
Change in deferred capital contributions	<u>749,286</u>	<u>(495,858)</u>
Investing:		
Proceeds from sale of property, plant & equipment	(3,363)	7,933
Additions to capital property, plant & equipment	<u>(1,857,571)</u>	<u>(4,505,381)</u>
	<u>(1,860,934)</u>	<u>(4,497,448)</u>
Net increase in cash	17,377,124	2,908,484
Cash, beginning	<u>9,048,959</u>	<u>6,140,475</u>
Cash, ending	<u>\$ 26,426,083</u>	<u>\$ 9,048,959</u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2006

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 financial statements. An accurate valuation of donated artwork has not been obtained at March 31, 2006.

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>2006</u>	<u>2005</u>
Government of Newfoundland	\$ 1,107,351	\$ 704,185
HRD Subsidy	704,485	2,934,689
Students	2,190,495	502,044
Other	2,983,474	4,361,036
	<u>6,985,805</u>	<u>8,501,954</u>
Less allowance for doubtful accounts	<u>987,222</u>	<u>798,673</u>
	<u>\$ 5,998,583</u>	<u>\$ 7,703,281</u>

3. PROPERTY, PLANT & EQUIPMENT

	2006			2005
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Artwork	\$ 5,500	\$	\$ 5,500	\$ 5,500
Capital improvements	4,954,223	3,831,034	1,123,189	871,564
Computer and peripherals	12,459,068	11,848,718	610,350	722,810
Furnishings	782,664	723,756	58,908	69,125
Instructional equipment	26,819,539	24,569,855	2,249,684	2,608,467
Other electronic equipment	322,208	248,666	73,542	85,126
Software	437,029	371,713	65,316	99,585
ERP - Peoplesoft	3,724,969	558,745	3,166,224	3,538,721
Vehicles	3,379,963	3,042,695	337,268	403,884
	\$ 52,885,163	\$ 45,195,182	\$ 7,689,981	\$ 8,404,782

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:

	2006	2005
Opening balance	\$ 366,337	\$ 380,789
Deposits	149,570	4,041
Payments	(22,450)	(26,400)
Interest	10,731	7,907
Closing balance	\$ 504,188	\$ 366,337

5. 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:

	2006	2005
Balance, beginning of year	\$ 3,420,011	\$ 3,915,869
Contributions received for PPE purposes		
Provincial grants	1,536,387	500,000
Special projects	91,804	476,229
Provincial grant uncommitted	463,612	
Amortization of deferred capital contributions	(1,342,517)	(1,472,087)
	\$ 4,169,297	\$ 3,420,011

6. 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.

7. 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 five years are as follows:

2006-2007	1,084,041
2007-2008	1,171,789
2008-2009	1,315,430
2009-2010	1,476,310
2010-2011	379,172

Lease Commitment

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

2006-2007	677,891
2007-2008	354,916
2008-2009	162,794
2009-2010	97,258
2010-2011	46,497

8. 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 ten 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.

9. 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.

10. RENTAL ACCRUAL

Included in accounts payable is an accrual totalling \$2,197,286 for unpaid lease payments and related interest for rental of Labrador West campus. The monthly lease amount was raised from \$50,000 to \$80,000, however based on directions from the Department of Works, Services and Transportation, the College continues to pay the original lease amount. As of the financial statement date, the outcome of any possible

litigation regarding this dispute could not be determined. It is possible the College could have a recovery of some portion of this accrued liability.

11. COMPARATIVE FIGURES

Certain of the 2005 comparative figures have been reclassified to conform to the financial presentation adopted in 2006.

An electronic version of this document is available online at: www.cna.nl.ca

For additional copies of this report please contact:

Division of Development/College Advancement
Communications & Marketing
College of the North Atlantic
432 Massachusetts Drive
P.O. Box 5400, Stephenville, NL A2N 2Z6
Canada

Tel: 709 643.7928

Toll free: 1 888 982.2268

Fax: 709 643.7932

Text: Tanya Alexander, Theresa Pittman, and Stephen Lee

Design: Paul O'Keefe

