

**cna**

**College of the  
North Atlantic**

**2022-23  
ANNUAL REPORT**



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## Message from the Board Chair

On behalf of the Board of Governors, I am pleased to present the 2022-23 Annual Report for College of the North Atlantic (CNA). The 2022-23 initiatives reflect a continued emphasis towards a publicly-funded college system for the province that is focused on student and industry needs. The College and its stakeholders share a vision of delivering training and supporting applied research and innovation which prepares students for successful entry into provincial, national, and international workforces.

Our Board of Governors is pleased to report the extensive accomplishments achieved during the year as detailed throughout this Annual Report. CNA has finalized its strategic goals and objectives related to learner opportunities, academic and organizational effectiveness, and industry partnerships as outlined in the third and final year of its Strategic Plan 2020-23. Students continue to receive essential skills, with the committed support of the Provincial Government and through the valuable lessons learned during the pandemic, to ensure that they succeed in an ever increasingly virtual landscape. Providing flexible, real-time solutions to business and community stakeholders for industry and workforce development is a key CNA priority.

In 2022-23, the College's focus turned to revitalizing the academic curriculum in a post-pandemic environment. As a result, CNA has met the demands of today's workforce and enhanced student engagement by creating new programming opportunities such as microcredentials and applied degrees. Students can now also benefit from new learner pathways in other institutions/organizations after completing CNA programs. CNA established a Lean Centre of Excellence and associated infrastructure and continues to pursue an organizational improvement journey. This journey also includes the enhancement of multifaceted partnerships with other institutions, industry, and communities to support learning.

I acknowledge, with great appreciation, the volunteer members of the Board of Governors for their dedication and contributions during 2022-23. The Board is committed to the reinforcement of accountability, efficiency, and good governance at the College and the provision of valuable insight towards the institution's advancement in these challenging times.

CNA is a Category One Public Body under the **Transparency and Accountability Act**. This Annual Report was prepared in accordance with requirements under the Act. As the Board of Governors, we are accountable for the actual results contained herein.

A handwritten signature in black ink, appearing to read 'A. O'Rielly', written in a cursive style.

Alastair O'Rielly  
**Chair**  
**Board of Governors**

## College Overview

For nearly 60 years, college education has evolved and responded to the education and training needs of this province. Today, CNA has multiple campuses and delivers programs and services to students here and abroad. Its geographic reach includes students taking its curriculum in places, such as China and Qatar. CNA also recently ramped up its educational development outreach partnering with other institutions to bring Canadian standards, curriculum, and instructional approaches in post-secondary education to developing countries. Additional information on CNA's mandate and lines of business can be found in its Strategic Plan 2020-23: <https://www.cna.nl.ca/business-and-industry/office-of-irp.aspx>.

## Our Programs

CNA is one of the largest post-secondary educational and skills training centres in Atlantic Canada; enrolling learners each year in more than 100 full-time programs across five schools: Academics, Applied Arts and Tourism; Business and Information Technology; Engineering Technology; Health Sciences; and, Natural Resources and Industrial Trades. A new school of Sustainable Development is in the planning stages for the upcoming fiscal year.

CNA provides online learning for college credit and non-credit courses as well as Certificate and Diploma programs. More than 400 courses are available online in areas such as Business Administration, Comprehensive Arts and Science Transition, Early Childhood Education (ECE), Journalism, Industrial Trades, Executive Office Management, Medical Office Management, and Records and Information Management. Post Diplomas in Information Management and Journalism and an Advanced Diploma in Early Childhood Administration Leadership are also delivered online.

## Our Students

CNA students graduate annually from certificate, diploma, and advanced diploma offerings throughout the province. In addition, CNA supports apprentices by providing block training that enables them to advance through their apprenticeship program and prepares them to write their journeyperson certification examinations. During the September 1, 2021 to August 31, 2022 academic year, CNA enrolled nearly 7,000 students. Most of CNA's graduates are successful in finding employment specific to their fields of study, and as such, are able to pursue rewarding, skilled, and technical employment doing what they were educated to do.

CNA Global (the College's international development projects and education partnerships branch) currently spans several regions including: South America, Southeast Asia, Africa, the Caribbean, and Qatar. CNA serves more than 400 international students across 17 campuses in the province. CNA also partners with four institutions in China where over 430 students are enrolled in CNA programs. CNA is the lead Canadian College partner on several Global Affairs Canada and Mastercard Foundation projects abroad with Colleges and Institutes Canada (CICan), including Kenya Education for Employment Project; Young Africa Works in Kenya; and Skills for a Greening Economy in Guyana and Tanzania. CNA is a mentor to three Canadian colleges on development work and continues to partner with other Canadian colleges for initiatives in Jamaica, Tanzania, throughout the Caribbean and beyond.

As CNA continues to create its global presence, it supports CNA students to travel abroad to enhance their skills through the Global Skills Opportunity, funded by the federal government of Canada project that provides mobility for Canadian students.

**Board of Governors**

Alastair O’Rielly – Chair  
Mark Bradbury – Vice Chair  
Elizabeth Kidd – President & CEO  
Peter Adams  
Rodney Davis  
Kevin Kelly  
Kenneth Martin  
Chris Newhook

Tanya Noseworthy  
Carol O’Maroro  
Dorothy Pye-Johnson  
Jill Quilty  
Charles Randell  
Donna Rideout  
Sam Synard

Note: As of March 31, 2023

**Campus Locations**

Baie Verte  
Bay St. George  
Bonavista  
Burin  
Carbonear  
Clarenville  
Corner Brook  
Gander  
Grand Falls-Windsor  
Happy Valley-Goose Bay  
Labrador West  
Placentia  
Port aux Basques  
Prince Philip Drive – St. John’s  
Ridge Road – St. John’s  
Seal Cove  
St. Anthony



## Key Statistics

2021-22 Annual Enrolment – Newfoundland and Labrador Campuses	Total
Academics, Applied Arts and Tourism	1,868
Business and Information Technology	1,665
Engineering Technology	817
Health Sciences	778
Natural Resources and Industrial Trades	1,722
<b>College Total</b>	<b>6,850</b>

Note: Inclusive of students registered between September 1, 2021 and August 31, 2022. The 2022-23 academic year is not complete until August 2023; therefore, 2021-22 data is provided for this report.

2021-22 Annual Customized and Continuous Learning (CCL) Activity	Course Registrations	Student Contact Hours
<b>College Total</b>	<b>12,379</b>	<b>189,232</b>

Note: Includes only students registered for non-credit course offerings between September 1, 2021 and August 31, 2022. The 2022-23 academic year is not complete until August 2023; therefore, 2021-22 enrolment data is provided.

Employee Data by Position Type (March 31, 2023) – Newfoundland and Labrador				
Support Staff	Faculty	Management	Non-Union / Non-Management	Total
491	668	122	15	<b>1,296</b>

Note: Inclusive of active employees, employees on leave; not included: continuing education instructors, student employees, invigilators, and casual employees.

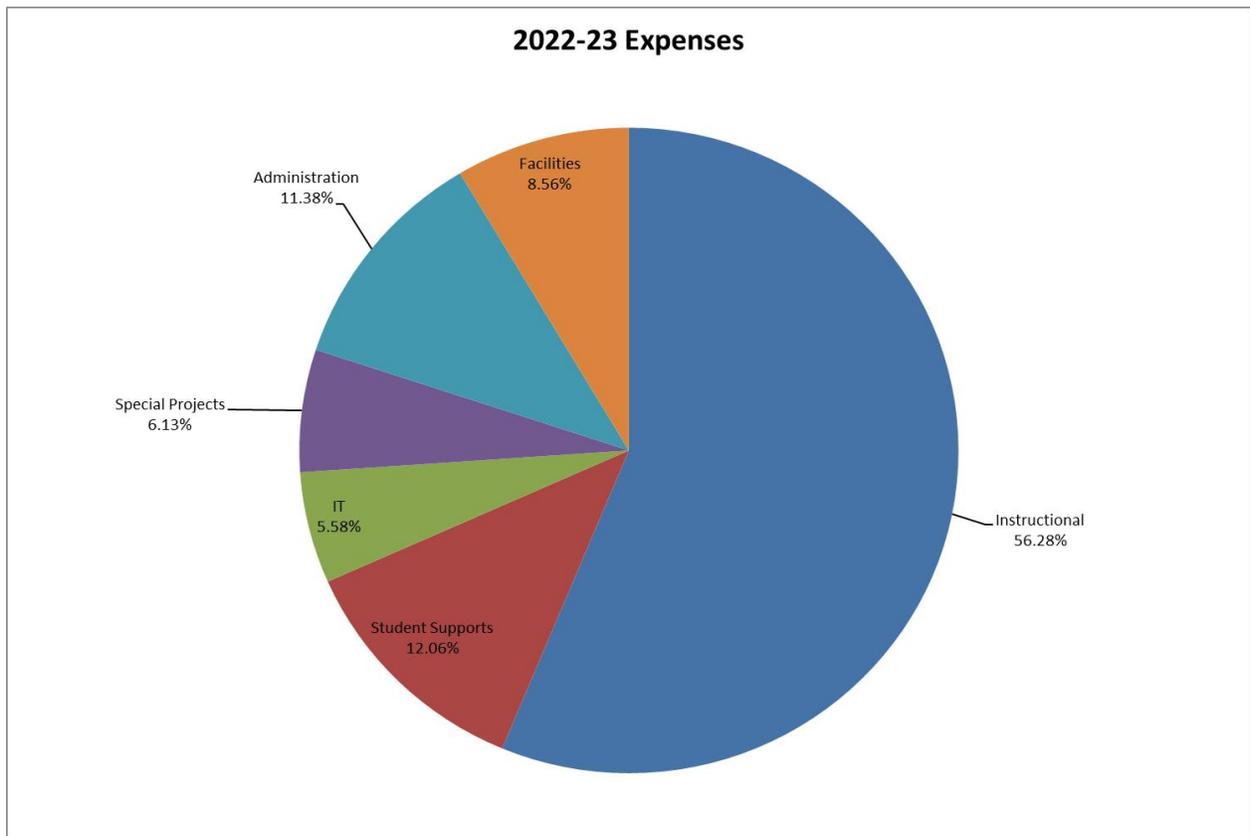
## Financial Summary

CNA recorded gross expenditures of \$143.1 million in 2022-23, the majority (\$80.6 million, 56.28 per cent) in support of instruction programs, followed by Student Supports (\$17.3 million, 12.06 per cent) and Administration (\$16.3 million, 11.38 per cent).

The largest source of revenue (\$66.5 million, 49.67 per cent) was the annual Grant-in-Aid provided by the Provincial Government, with the next three main sources consisting of Federal (\$24.5 million, 18.31 per cent), Tuition and Fees (\$23.7 million, 17.69 per cent) and Special Projects (\$8.5 million, 6.32 per cent). Details on CNA's audited finances are provided in the 2022-23 Financial Statements (Appendix B, page 28).

## 2022-23 Expenses

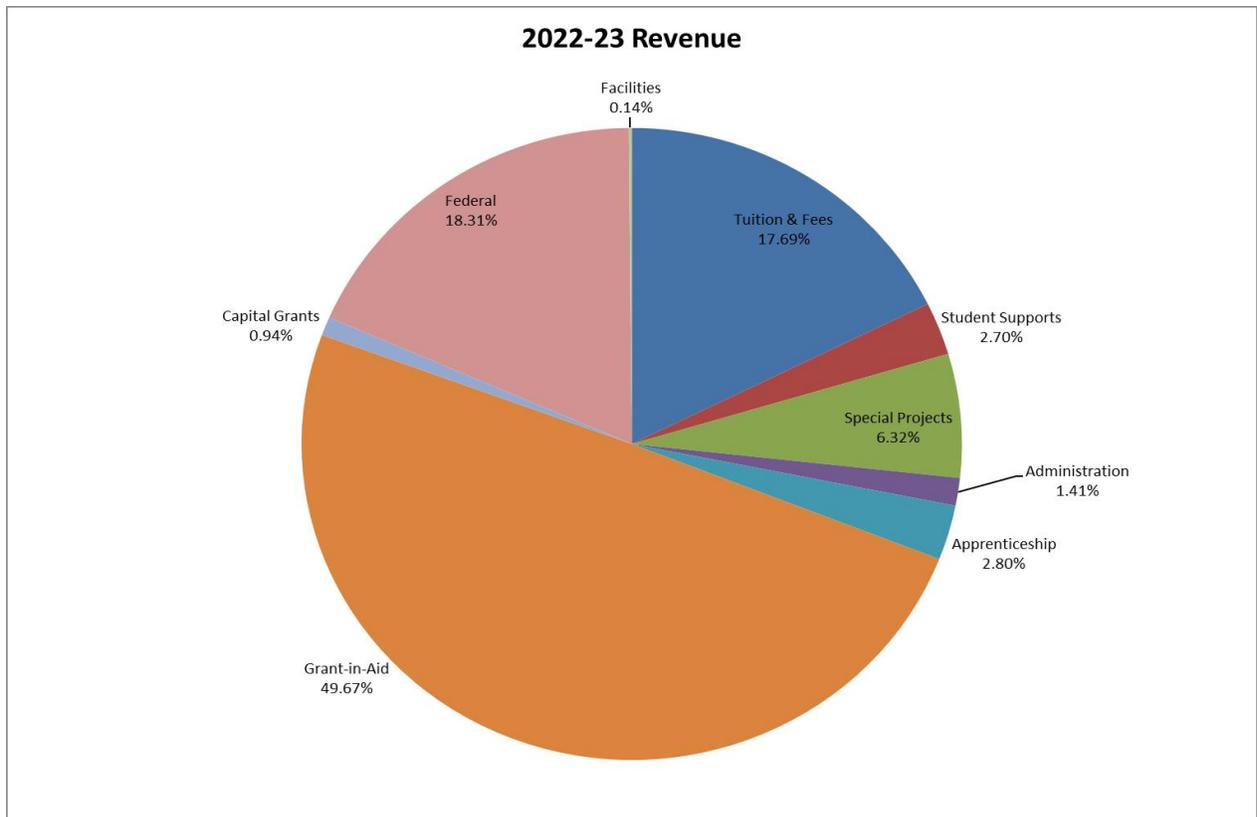
Line Item	Amount
Instructional	\$80,566,041
Student Supports	\$17,259,509
Administration	\$16,295,320
Facilities	\$12,259,471
Special Projects	\$8,777,555
Information Technology (IT)	\$7,986,922
<b>Total Expenditure</b>	<b>\$143,144,818</b>



Note: Chart does not add up to 100 per cent due to rounding.

## 2022-23 Revenue

Line Item	Amount
Grant-in-Aid	\$66,461,000
Federal	\$24,499,844
Tuition & Fees	\$23,672,283
Special Projects	\$8,462,091
Apprenticeship	\$3,749,248
Student Supports	\$3,614,076
Administration	\$1,891,041
Capital Grants	\$1,262,400
Facilities	\$184,850
<b>Total Revenue</b>	<b>\$133,796,833</b>



Note: Chart does not add up to 100 per cent due to rounding.

## Highlights and Partnerships

Achievement of CNA's strategic goals and objectives are made possible by the partnerships and involvement of its many stakeholders. Together, public and private partners help support CNA in its mandate to provide student-focused initiatives and ensure the delivery of high-quality education and training.

Government, community organizations, employers, industry, and professional associations all play an integral role in delivery of accessible, responsive, and quality program offerings in support of the strategic directions of the Government of Newfoundland and Labrador.

## Accolades Received by College Staff and Students

Allison Seward was recently announced the winner of the Fry Family Foundation's (FFF) President's Excellence in Leadership Achievement Award. She graduated from the Community Leadership Development program at CNA's Carbonear campus in 2022. The FFF Leadership Achievement Award is given each year to a student who makes a significant positive impact in their community. Other criteria include high academic standards and strong leadership skills. Currently, Seward is a full-time employee at the Splash Centre-Harbour Grace Community Network Hub as the Volunteer Coordinator for teen programming. Seward hopes to pursue a degree in Community Studies at Cape Breton University.

Charlie Druken, an Automotive Service Technician instructor at CNA's Prince Phillip Drive (PPD) campus, was bestowed the John Oates Memorial Volunteer of the Year award from Skills Canada Newfoundland and Labrador (SCNL). Oates, who passed away in 2021, was a long-time CNA employee (nearly 40 years as educator and administrator), a huge advocate of youth in skilled trades and a supporter of Skills Canada's work. Oates volunteered with the organization for many years, served as president both provincially and nationally, and joined the WorldSkills International Board in 2020. Druken, who is originally from Portugal Cove/St. Philip's, was chosen as one of the two inaugural recipients of the SCNL award. The John Oates Memorial Volunteer of the Year Award will be given to two winners each year at the annual competition.

Nine CNA students earned eight awards at the annual Skills Canada Competition in Vancouver, British Columbia in May 2022. Finishing with gold were: Joshua Hartery (Automobile Technology) of PPD campus; Devin Owens (Refrigeration and Air Conditioning) of Ridge Road campus; and, Mason Gulliver (Architectural Technology and Design) of Ridge Road campus. Taking silver were: Greg Abbott (Plumbing) of Bonavista campus; Jeffrey Smyth (Graphic Design Technology) of Prince Philip Drive campus; and, Shelby Dawe (3D Digital Game Art) also of PPD campus. Rounding out the winners with bronze were: Julia Rose (Electrical Installations) of Seal Cove campus, and Blake Kenny and Cody Finlay (Mechatronics) of Ridge Road campus.

Nicole Hall was recently awarded with the 2022 Joanne Juteau Early Childhood Education Scholarship from the Association of Early Childhood Educators Newfoundland and Labrador (AECENL). She is a recent graduate of the ECE program at PPD campus.. The award is given annually by AECENL to an ECE student who has a high academic performance as well as community service during their two years of school. It also comes with a \$500 prize. The award's namesake, Joanne Juteau, was well known for her contributions to the ECE sector. This marks the second consecutive year that a CNA student was presented with the award.

CNA's Computer Support and Networking Specialist program instructor, Richard Spencer, is WorldSkills' Deputy Chief Expert in Cloud Computing for 2022. In October Spencer headed to Goyang, South Korea for the WorldSkills 2022 competition. Team Canada competed against 14 other countries – Vietnam, Taiwan, Singapore, South Korea, Japan, Iran, India, Ireland, Hong Kong, France, Egypt, Denmark, China, and Australia – over a span of four days. His responsibilities included infrastructure requirements, safety, and media relations and the training and mentoring of Akshit Vineet, an Internet Communications Technology student at Sheridan College in Ontario. Vineet took home the gold medal at the Skills Canada National Competition in 2022 for Cloud Computing.

Tanisha Galway, an Aircraft Maintenance Engineering Technician (AMET) student who graduated in June 2022 from CNA's Gander campus, was recently awarded the \$5,000 Captain Judy Cameron Scholarship by Air Canada. She is the first student in that program to ever win the award. The Captain Judy Cameron Scholarship is open to Canadian women who are enrolled in an aviation flight program at a college, university, or flight school, or an aircraft repair and maintenance program anywhere in Canada. The scholarship is administered by the Northern Lights Aero Foundation, which celebrates Canadian women in aviation. The award is named for the first-ever female pilot hired by Air Canada.

Allie Lynch is a first-year student enrolled in CNA's Mechanical Engineering Technology (Manufacturing) Co-op program at Ridge Road campus. She recently received two major awards – the Husky Energy White Rose Extension Project Diversity Scholarship and the Senior Women's Academic Administrators of Canada award. The Husky Energy White Rose Extension Project Diversity Scholarship, valued at more than \$1,250, is given to students who belong to underrepresented groups. The Senior Women's Academic Administrators of Canada award, valued at \$4,000, is given to students who show strong leadership skills and have exemplary marks.

## **College Highlights**

CNA recently received accreditation for its three-year Diploma in Business Management (Human Resources Management) program – the first such accredited program in the province. The accreditation means the program will also be recognized in other provinces, and it will be listed on the Chartered Professionals in Human Resources Newfoundland and Labrador and Chartered Professional in Human Resources Canada directories of accredited programs. As such, CNA graduates will be better positioned to attain the Chartered Professional in Human Resources designation. Additionally, the accreditation applies to any qualified graduates of the current program since 2013 which extends the designation opportunity for alumni.

For a third year in a row, CNA claimed the top spot for applied research among colleges in Atlantic Canada, according to Research Infosource's Canada's Top 50 Research Colleges. CNA is considered a medium-sized college and remains in the country's top 22 for overall research. These research funds are used to support CNA's goal of being a leading edge and progressive institution that is focused on enhancing its learners' experience, as well as transforming industry sectors. Other rankings include: top 10 ranking in the number of paid student researchers national; top 15 ranking in the number of "Research Partnerships, Completed Research Projects and Research Income" from the Natural Sciences and Engineering Research Council of Canada nationally; and, top 50 Research Colleges in Canada: 24th across the country for applied research and innovation.

The Canadian Hydrogen and Fuel Cell Association announced CNA as an Academic Member. CNA will begin delivering new programs in September 2023 that have been proactively developed in consultation with global industry leaders and experts for green energy-related labour demands and skillsets. CNA is committed to professional development, up-skilling, and re-skilling of the next generation of energy workers and technicians to work in Canada's future hydrogen and fuel cell economy. Specifically, a Wind Turbine Technician program will be offered at the College's Bay St. George campus in Stephenville and a Hydrogen Technician program will be located at its Corner Brook campus.

CNA presented the Canadian Red Cross with a cheque for \$28,640 as part of a three-week Ukraine Humanitarian Aid fundraising campaign to provide support to the people in the war-torn area. CNA set out on a fundraising campaign in March with the hope of raising \$20,000 but far exceeded that goal. To raise the funds, a call was made to CNA's employees, students, alumni, and the College's community partners who responded with great enthusiasm. The Office of Alumni and Advancement spearheaded the fundraiser and was thrilled the College was able to help in a time of need.

Five programs, under the purview of CNA's School of Engineering Technology, recently received full accreditation from Technology Accreditation Canada. The five accredited programs include: Architectural Engineering Technology; Electrical Engineering Technology; Electronics Engineering Technology; Mechanical Engineering Technology; and, Petroleum Engineering Technology. This accreditation process means the five programs had to undergo a rigorous testing process by an independent team of certified professionals performing an extensive audit. Program accreditation provides graduates and employers with confidence that these programs meet the educational standards of Canada's engineering technology profession. As an added bonus, these programs are now also recognized by the International Engineering Alliance under the Sydney Accord, which means CNA graduates' qualifications are internationally recognized.

CNA signed a three-year memorandum of understanding (MOU) with the Ches Penney YMCA facility in April 2022. This agreement sets plans in motion to support and contribute to the social, emotional, mental, and physical well-being of CNA students and alumni via YMCA NL programs and services. By combining efforts, CNA and the YMCA NL will collaborate on training, innovation, student engagement, applied research, as well as community and economic development. More specifically, they both share interests in pursuing best practices in areas, such as: entrepreneurial development and support for CNA students and alumni, rural areas, as well as newcomer and Indigenous groups; employment programming and support; resume writing, career development and job-search supports; newcomer community integration; and, accessible lifelong learning initiatives.

The Iron Ore Company of Canada (IOC) and CNA launched a new training program to upskill maintenance electricians in line with the latest advancements in mining operations and technology. The Future Workforce-Electrical program is the first to be launched under a \$2 million MOU signed in December 2020 between IOC and CNA. The IOC-sponsored 11-week pilot program, delivered through CNA's CCL department, began in September 2022 with a group of seven IOC employees. It combines theory with practical exercises in a laboratory setting that simulates IOC's real-work environment related to automation, instrumentation, and system configuration. IOC employs approximately 155 maintenance electricians across its operations.

# Report on Performance

## Issue One: Opportunities for Learners

Learners are the reason why CNA does what it does. They are diverse and come to CNA for many different reasons and intended outcomes. From learners enrolled in multi-year programs, its lifelong learners upgrading skills, to its global student population and its graduates, CNA has a responsibility to ensure a meaningful and robust experience for all. Their success is the college's success. That is why CNA focuses on creating pathways for all of its learners. Pre-program pathways include access and bridging programs to filling learner gaps in literacy, numeracy or technical skills to ensure all learners can succeed in their diploma program. Post-program transitional pathways are created by signing articulation agreements with other institutions. These agreements ensure the college's learners are provided with seamless transitions from their CNA diploma into further post-secondary studies. In order to foster the continued success of CNA's learning communities, it needs to be more responsive to the unique needs of its diverse learners, including students with accessibility challenges, international students and non-traditional learners. As the world of work constantly evolves, so too must CNA's approach to delivering the highest quality learning experience across its college community.

CNA made significant progress towards development of measures to improve learner success in 2022-23.

Goal 1: By March 31, 2023, CNA will have enhanced opportunities for learner success.

Objective: By March 31, 2023, CNA will have implemented measures to improve learner success.

2022-23 Indicators	2022-23 Report on Performance
1. Developed new learner pathways.	<ul style="list-style-type: none"><li>• CNA's academic schools identified target areas to seek articulation agreements, MOUs, and other partnerships in the 2022-23 academic year:<ul style="list-style-type: none"><li>• CNA's Art and Design Essentials graduates may apply to the Bachelor of Fine Arts program at Nova Scotia College of Art and Design with advanced standing.</li><li>• A MOU was signed with the Toronto Film School to allow TV and Film students to transfer credits and make connections with their established programs.</li><li>• The newly revised program, Community and Therapeutic Recreation, was presented to Acadia, Concordia and University of Waterloo for their consideration.</li><li>• The new Mental Health and Addictions program, approved in March 2023, is undergoing a review by the Canadian Addiction Counsellors Certification Federation.</li><li>• An agreement was made with Academy Canada/Eastern Academy to allow graduates of their Information Systems Specialist program to enter year-three of CNA's new Bachelor of Applied Information Technology – Systems and Network Cybersecurity program.</li></ul></li></ul>

	<ul style="list-style-type: none"> <li>• CNA’s School of Health Sciences established agreements with regulated home care facilities in Catalina, Clarendville, Corner Brook, and St. Anthony to increase work integrated learning opportunities for students.</li> <li>• The new Adult Learning and Teaching Innovation (ALTI) program has been approved by the Department of Education and is a recognized pathway for the Post-Secondary Instructor’s Certificate.</li> </ul>
<p>2. Established centralized repository on CNA website for articulation agreements.</p>	<ul style="list-style-type: none"> <li>• A central repository for articulation agreements was designed and developed by the Public Affairs and Advancement department to be posted on CNA’s website for the 2022-23 fiscal year. The posting of the central repository for articulation agreements is slated for implementation in May 2023 for the benefit of CNA students, staff, faculty, and external stakeholders.</li> </ul>
<p>3. Enhanced StartSMART program material and delivery.</p>	<ul style="list-style-type: none"> <li>• Enhancements were completed to the StartSMART program for 2022 delivery. This included revising the six major topics to be more inclusive of equity, diversity and inclusion principles, interactive student engagement, and to incorporate more academic involvement. Selected topics included: <ul style="list-style-type: none"> <li>• CNA Support Systems</li> <li>• Grateful Ed (Positive Psychology, Gratitude, and Mindfulness)</li> <li>• Time Management</li> <li>• Organization</li> <li>• Good Habits</li> </ul> </li> <li>• The StartSMART program was delivered in August 2022 and there was an average of 630 new student participants on each of the three half-days that made up the program event.</li> <li>• Speaking panels involved CNA Student Services staff and faculty representing all academic schools and students.</li> <li>• Curriculum and delivery material development for a new two-semester StaySMART program began in January 2023, which included equity, diversity, and inclusion principles with a focus on increasing student success and belonging. Topics include: <ul style="list-style-type: none"> <li>• Communications</li> <li>• Digital Literacy</li> <li>• Critical Thinking and Problem Solving</li> <li>• Creativity and Innovation</li> <li>• Teamwork and Collaboration</li> <li>• Personal and Career Development</li> <li>• Social Responsibility and Citizenship</li> <li>• Leadership</li> </ul> </li> <li>• StaySMART development has been based on research on best practices, an environmental scan, CNA data on earlier leavers and the StartSMART program, prior consultations, and current internal and external consultations.</li> <li>• Implementation and logistical aspects of a co-curricular record (CCR) are being discussed based on best practice and environmental scan, and CNA data on early leavers that was used for the StartSMART program.</li> </ul>

## Discussion of Results

The development of new learner pathways has expanded to include MOUs and other partnerships, in addition to articulation agreements. The approval of new and revised programs that occurred during the winter semester has resulted in several MOUs and partnerships with other respected organizations and institutions: Toronto Film School; Nova Scotia College of Art and Design; Acadia; Concordia; University of Waterloo; Canadian Addiction Counsellors Certification Federation; Academy Canada/Eastern Academy; several provincial regulated home care facilities; and the provincial Department of Education. A summary of active articulation agreements was designed and developed for release on the CNA website (expected by May 2023). Publicly accessible articulation agreements add value to CNA programs by informing students of further pathways available to them after completing CNA programs. Additionally, public articulation agreements will inform existing higher-education credential holders of pathways into CNA programs.

StartSMART was designed to help incoming CNA students successfully transition to college life and achieve academic success. Improvements made for the 2022 student cohort saw an increase of approximately 100 participants from 2021, from 531 to 630. The success of the program in 2021 and 2022 led to further developments in 2023. Research on best practices for retention and competency frameworks, the development of the StaySMART program, and the CCR framework are underway. This development is based on the CNA values and includes a focus on equity, diversity, and inclusion; respect, safety and consent; and, academic integrity. Additionally, aspects of Indigenous culture were weaved throughout the StartSMART program to further support inclusion. To further support skill development from the StartSMART program and increase the sense of belonging, a two-semester StaySMART program will be implemented in September 2023. To further support the goal of increased retention, belonging, and skill development, efforts are underway to determine an implementation strategy using PeopleSoft Milestones for verification of the eight topics of the CCR. The CCR will recognize the successful completion of the StaySMART program as well as participation in skill development activities both on and off campus.

### Discussion of Results (Three-year Indicators):

1. Enhanced transitional pathways that enable learners to complete their academic goals.
2. Enhanced supports for learner well-being.
3. Enhanced responsiveness to learner and industry needs.

Articulation agreements, MOUs, and other educational partnerships provide students with opportunities to transition into other educational institutions to complete their academic goals. These agreements provide a streamlined transfer process, increase access to other learning opportunities, reduce the time and cost to complete degrees and other credentials, and promote collaboration among colleges and universities. The repository may be used as a recruitment tool to attract prospective students and increase enrollment. Lastly, the central repository on the CNA website is expected to increase awareness among CNA stakeholders, partner institutions, as well as enhance the reputation of both institutions by demonstrating a commitment to student success. The timing of the go-live date was aligned with the academic dates for program development and revisions to ensure accurate information was displayed. To further support CNA's commitment to student success and well-being, the StartSMART and StaySMART programs were developed to help learners navigate college life more effectively and foster a sense of belonging. By engaging

with learner feedback and best practice in the field of student orientation, CNA was able to better understand students' needs and design comprehensive and engaging readiness programs.

## Issue Two: Academic Effectiveness

Learners must be engaged in relevant programming that is responsive to the diverse economy and changing workforce of the province and beyond. By continuously improving and evolving CNA programming, learners will be aligned with meaningful careers and equipped with the critical skills necessary to adapt to the changing world of work. Students need access to high-quality, relevant programs to prepare them for their chosen careers. Industry needs highly trained employees to run and grow their businesses. By linking relevant programs to industry needs, CNA will contribute to the economy and drive its own opportunities. By embracing appropriate learning technologies, in addition to cultivating teaching best practices, CNA will equip its learners with the skills needed for the future world of work.

Supporting industry innovation through programming also provides students with high-quality learning opportunities. By framing business challenges as real-world applied research and development projects for its programs, CNA will leverage faculty, learners and physical resources to provide innovation support to industry. This approach simultaneously creates valuable experiential and entrepreneurial learning opportunities for CNA's learners and industry partners.

CNA programming must continually evolve to respond to the changing economy. Program offerings may achieve this by renewing and updating existing programs through comprehensive program reviews – involving both industry and academic feedback – as well as introducing new programs driven by new labour market demands. Multi-year academic planning provides CNA with a systematic and institutional-wide process of ensuring its program mix is relevant and responsive to existing and future labour market trends thus providing workforce-ready graduates as the demand arises in industry. Introducing new credentials to the CNA's offerings, such as applied degrees and microcredentials, will ensure programming retains the agility it needs to meet industry demands. Future development of applied degrees will align with CNA legislation, strategic and academic/business plans and a demonstrated need within the existing labour market. Microcredentials are certifications of assessed competencies that are additional, alternative, and complementary to, (or a recognized component of) a formal qualification. Microcredentials are in demand in the workplace and are focused on discrete workplace competencies.

CNA made progress towards the development of a multi-year academic plan in 2022-23.

Goal 2: By March 31, 2023, CNA will have developed and delivered programs that are innovative and responsive to the changing needs of learners.

Objective: By March 31, 2023, CNA will have established and implemented a multi-year academic plan.

2022-23 Indicators	2022-23 Report on Performance
1. Improved academic offerings based on industry, learner, and program data.	<ul style="list-style-type: none"> <li>The School of Business and Information Technology implemented a significant change to the delivery of its Business and Executive Office Management (EOM) programs for the start of the 2022-23 academic year. The Business and EOM programs that were previously taught face-to-face at small- to medium-sized</li> </ul>

	<p>campuses were moved to online synchronous delivery. Feedback from students during the pandemic supported this decision. This new approach resulted in efficient allocation of faculty resources to CNA programs.</p> <ul style="list-style-type: none"> <li>• Additional ECE sections were offered in response to the recent announcement of approximately 600 additional regulated childcare spaces throughout Newfoundland and Labrador.</li> <li>• The Practical Nursing (PN) program was offered at an additional four sites in September 2022, including Burin, Gander, Bay St. George in Stephenville, and St. Anthony.</li> </ul>
<p>2. Implemented multi-year academic plan for program delivery, faculty workload allocations, and academic capital spending.</p>	<ul style="list-style-type: none"> <li>• CNA worked towards the development and implementation of a multi-year academic plan for program delivery, faculty workload allocations, and academic capital spending. However, this process was interrupted by the pandemic and the need to develop several shorter-term academic plans to stay up to date with changes in the learning environment.</li> <li>• The 2022-23 Academic Plan was not approved until April 2022; whereas, prior to the pandemic, the plan would be approved in June for the following academic year (i.e., approved in June 2021 for fall 2022 delivery). The plan for fall 2023 delivery was approved in October 2022 and the college is currently developing the plan for 2024-25 for approval in June 2023. At that point, CNA will be able to develop a multi-year plan for fall 2025 and beyond.</li> <li>• CNA's Academic Planning Office streamlined the process for collecting and analyzing faculty workloads each semester which allowed for a more efficient use of resources college-wide (e.g., assigning additional courses/program development/review work where there is faculty availability; combining sections of courses delivered online where the enrolment is low).</li> <li>• The annual academic capital spending process has been reviewed and updated to support a long-term planning model.</li> </ul>
<p>3. Offered applied degree and new suite of microcredentials.</p>	<ul style="list-style-type: none"> <li>• The newly approved applied degree, Bachelor of Applied Information Technology: Systems and Network Cybersecurity, was launched in September 2022 with an enrolment of 10 students.</li> <li>• The ALTI program comprised of 27 short courses was grouped into 18 microcredentials.</li> <li>• A Digital Fluency microcredential was also created to facilitate digital inclusion for safe and productive online engagement.</li> <li>• The Bachelor of Applied Arts: Early Childhood Education was submitted to the Minister in March 2023 to be launched in September 2023.</li> </ul>

**Discussion of Results**

As part of its regular operations, CNA utilizes industry, learner, and program data to improve academic offerings. In 2022-23, significant updates were made to the delivery of programs in the School of Business and Information Technology by using historical program data (enrolment, graduation, attrition, applications, etc.) and learner feedback. In response to industry demands,

additional ECE and PN sections were offered, and will continue to be offered in the upcoming academic year (September 2023). All these considerations were part of CNA's academic planning process which will be moving to multi-year academic planning in the near future. Due to delays from the pandemic, the College had to postpone developing and implementing a multi-year academic plan. Although a full multi-year academic plan was temporarily put on hold, pieces of the plan were still being worked on. For example, the process for collecting and analyzing faculty workloads has been streamlined resulting in more efficient use of resources; this data will be used to help in the development of a multi-year academic plan going forward. CNA also offered its first applied degree, the Bachelor of Applied Information Technology: Systems and Network Cybersecurity, to meet a growing demand in the labour market.

#### Discussion of Results (Three-year Indicators):

1. Implemented a multi-year academic plan.
2. Implemented programs that are innovative and responsive to the changing needs of learners.

It is anticipated that CNA's first multi-year academic plan will cover the 2025-26 and 2026-27 academic years following pandemic-related delays. Programs that are innovative and responsive to the changing needs of learners are essential for meeting the demands of today's workforce and enhancing student engagement. CNA's new programming opportunities, namely in microcredentials and applied degrees, are in direct response to rapid technology changes and economic development required for Newfoundland and Labrador's job market, in program areas such as cybersecurity, computer programming, and early childhood learning. Although these new credentialing opportunities were designed to be more appealing to current and prospective learners, CNA continued to develop innovative certificate and diploma programs. Some of these new programs include Wind Turbine Technician, Mental Health and Addictions, Veterinary Technician, Hydrogen Technician, and Strategic Leadership. CNA will continue to respond to the province's workforce needs in the future.

### **Issue Three: Improving Organizational Efficiency**

For CNA to continue to grow as a modern education leader, a strong foundation must be in place. At CNA, its employees have built and continue to nurture that strong foundation. CNA wants to continuously improve upon how it does things, while constantly keeping its learners and stakeholders as top priorities. CNA wants its employees to feel empowered within the College to drive excellence in everything they do, every day. CNA knows that employees supported in this way will be resilient in their nature and will support the College's learners steadfastly.

CNA wants its employees to navigate through their work in ways that are responsive and agile with a focus on high quality in all aspects. By driving continuous improvement processes throughout all areas of the College, CNA will be able to support decision making that is evidence-based and responsive. CNA can also support better outcomes in all aspects of the College by ensuring increased clarity on roles and responsibilities.

CNA made significant progress in 2022-23 towards identification and implementation of new Lean initiatives, collection of Lean program data, and establishment of the Lean Management System (LMS).

Goal 3: By March 31, 2023, CNA will have improved its organizational efficiency through use of a Lean Management System.

Objective: By March 31, 2023, CNA will have established a Lean Management System.

2022-23 Indicators	2022-23 Report on Performance
<p>1. Identified and implemented new Lean initiatives.</p>	<p>Lean Six Sigma Continuous Improvement Events are classified into three categories: Rapid Improvement Events (RIEs), Kaizen/Mini-Kaizen Events (MKEs), and Just Do Its (JDIs).</p> <ul style="list-style-type: none"> <li>• An RIE has an event timeline of approximately 120 to 180 days. RIEs are identified as Yellow, Green, or Black Belt level based on the scope of the project work, the number of departments involved, as well as the potential for increase in revenue and/or decrease in expenditure via increasing operational efficiencies.               <ul style="list-style-type: none"> <li>• Yellow Belt level included:                   <ul style="list-style-type: none"> <li>• Streamlined the process of scholarship application management and recipient selection.</li> <li>• Reviewed print shop practices at PPD campus.</li> <li>• Six new Yellow Belt candidates were recruited and began training in 2022-23. One candidate has since left CNA while the remaining five candidates continue to work on their assigned projects.</li> <li>• Two Yellow Belt certifications were awarded in 2022-23 for projects completed in 2021-22.</li> </ul> </li> <li>• Green Belt level included:                   <ul style="list-style-type: none"> <li>• Standardization of Student Withdrawals project concluded 2022-23 with the award of a Green Belt certification.</li> <li>• Standardization of CCL Project Plan Development project concluded in 2022-23 with the award of a Green Belt certification.</li> <li>• Standardization of Predictive and Preventative Maintenance process project concluded in 2022-23 with the award of a Green Belt certification.</li> <li>• Three other Green Belt certifications were awarded in 2022-23.</li> </ul> </li> <li>• Black Belt level included:                   <ul style="list-style-type: none"> <li>• Two new Black Belt candidates were hired to replace the original Black Belt Project Manager in late 2021-22. As such, two Black Belt projects were launched in 2022-23: review of payroll and quarter-end financial reporting processes.</li> </ul> </li> </ul> </li> <li>• An MKE has an event timeline of approximately 30 days and has a narrow scope focusing on one department or area. MKEs launched in 2022-23 included:               <ul style="list-style-type: none"> <li>• Standardization of the Microcredential development process.</li> <li>• Improvement of the internal requisition process for reporting purchases for the campus food pantry initiative.</li> <li>• Streamlined the Capital Requests process to allow for a faster turnaround between request and decision.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Redesigned the process of employee documentation and information transfer between Human Resources and Payroll.</li> <li>• A JDI has an event timeline of approximately seven to 14 days. It is a small improvement initiative that is identified and implemented by the employees within a single department. JDIs are typically identified and carried out among members of a Quality Board Huddle (QBH). A QBH is a short, focused weekly meeting for a department or area that serves as a means of aligning departmental activity with an organization’s strategic goals. QBHs and JDIs occur on an ongoing basis. Some examples include: <ul style="list-style-type: none"> <li>• The Admissions QBH reached a milestone in 2022-23 of having completed 100 JDIs since the inception of their huddle.</li> <li>• Several QBHs worked on a glossary of CNA-specific terminology to help with new employee onboarding.</li> <li>• The Accessibility and Counselling QBH implemented the use of an online booking system for student appointments.</li> <li>• CCL updating its documentation and implementing naming conventions.</li> <li>• Various faculty QBHs creating consistent rubrics for their courses.</li> </ul> </li> </ul>
<p>2. Collected Lean program data.</p>	<ul style="list-style-type: none"> <li>• There have been 11 distinct Continuous Improvement Events (i.e., RIEs and MKEs) facilitated by Lean Six Sigma Belts/Candidates completed or ongoing in 2022-23. Lean practitioners also participated in initiatives not managed by the Lean Centre of Excellence (LCOE), such as the Registrar’s Office Transformation and Change project.</li> <li>• Approximately 90 per cent of employees are invited to weekly QBHs. There are approximately 46 QBHs, but this number fluctuates as changes are made to the size and makeup of current huddles. The proportion of involved employees remains stable. Some employees have operational requirements that prevent QBH involvement.</li> <li>• Savings are a combination of actual savings realized during pilot projects and projected savings once piloted improvements are spread across CNA. Since the inception of the LMS, Lean projects are estimated to have identified more than \$200,000 in reduced operational costs and 19,000 employee hours to re-invest. Additional benefits include reduced customer wait time (approximately 300,000 total customer wait days projected to be eliminated) and increased employee collaboration.</li> <li>• CNA has started reporting the number of employees trained in Lean Six Sigma as part of its Key Performance Indicators (KPIs) Balanced Scorecard. Lean practitioners for 2022-23 included: <ul style="list-style-type: none"> <li>• Twenty-five certified or in-training Yellow Belts.</li> <li>• Six certified Green Belts.</li> <li>• Two in-training Black Belts.</li> <li>• Seventy managers trained in Lean Leadership (Executive Green Belt) with an additional 35 currently in training.</li> </ul> </li> </ul>

<p>3. Established the Lean Management System.</p>	<ul style="list-style-type: none"> <li>• CNA’s LMS was characterized by 20 Diamond components: Assess the Current State, Sensei, Leadership Training, Leadership Standard Work, Lean Six Sigma Infrastructure, Centre of Excellence, Create and Compelling Story, Set Goals, Naming, Communication &amp; Engagement, Program Structure, Candidate Selection, Training, Mentorship Structure, Network Structure, Project Selection, Project Tracking, Reporting, Evaluation Framework, and Savings.</li> <li>• In 2022-23, all components were implemented, and the focus shifted to maintenance of LMS infrastructure and continuous improvement of its efficiency and effectiveness. Examples included: <ul style="list-style-type: none"> <li>• Visibility Walls are physical displays where internal and external stakeholders can actively view relevant information for an organization’s Lean-related work. Visibility Wall content was redesigned to better align with CNA’s strategic goals and KPIs. A Virtual Visibility Wall was also created and launched to supplement the physical walls and improve access for employees.</li> <li>• QBHs continued to evolve as CNA made changes to its organizational structure and employees received more exposure to Lean principles. QBHs have been added, removed, or regrouped for better alignment. These changes are employee-driven and occur in response to suggestions from participants. For example, a new QBH was recently launched for the Campus Operations management group.</li> <li>• Lean Leadership Training (Executive Green Belt) was revised as an initial offering focused on introducing concepts that were in the process of being implemented. With implementation complete, training was modified to focus on how managers can leverage the LMS and collect feedback on continuing to improve its fit within the organization. Current management employees are expected to have received training by June 2023. Future training will be delivered annually.</li> <li>• Introductory training in the Lean concept of 5S was developed and facilitated during CNA-wide professional learning events. 5S stands for: Sort, Set in Order, Shine, Standardize, and Sustain. It is a methodology for development of an organized and efficient workspace. Training is intended as a precursor to launching 5S implementations in requested CNA areas as part of the LMS infrastructure.</li> </ul> </li> </ul>
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Discussion of Results

In late 2021-22, two new project managers took over from the original project manager responsible for the initial development and implementation of the LMS. Early 2022-23 focused on Lean Six Sigma Black Belt Training, mentorship from KPMG, and assessing the current system while maintaining existing operations within the LCOE. Additionally, Lean initiatives left over from 2021-22 were completed, several new ones were launched, and groundwork laid for the program to grow in the future.

As Lean methodology spread throughout CNA and continuous improvement became more embedded in the organizational culture, benefits increased as they extended beyond projects and people started using the tools in their everyday work. JDIs occurred on a continuous basis as employees identified opportunities for improvement and implemented them. The Admissions QBH reached a milestone of having completed 100 JDIs since inception. Estimated savings were based on numbers provided in project reports. Reported benefits included dollar value of employee time saved, reduced operational costs, reduced customer wait time, and cost avoidance. Intangible benefits included reduced employee and customer frustration, increased communication and collaboration between employee groups, and increased consistency of operations. Introduction of an LMS has helped create an environment where employees are more comfortable with identifying issues and working to resolve them both within and outside formal Lean initiatives. This trend is expected to continue as more Lean training and improvement events occur.

CNA has completed its initial implementation of LMS infrastructure as defined by the KPMG's 20 Diamond component model. However, it is recognized that this is a journey of continuous improvement and Lean infrastructure will continually be assessed and improved to suit the evolving needs of the organization. Lean infrastructure is being used as a tool to communicate CNA's values and strategic goals to help promote their alignment with employee efforts. This will be updated again to reflect CNA's next strategic plan. Visibility Walls, QBHs, and Lean training are primary areas where CNA has taken employee feedback to improve LMS implementation and provide tools to help meet their organizational needs.

#### Discussion of Results (Three-year Indicators):

1. Establishment of a Lean Centre of Excellence.
2. Establishment of a Lean Management System infrastructure.

The LCOE is a dedicated organizational resource responsible for supporting the College's continuous improvement journey. This includes managing projects, developing, and delivering training sessions, coaching employees on the use of Lean tools, and implementing and maintaining the infrastructure of the LMS. The LCOE began with one project manager and has since expanded to two projects managers recruited from internal Lean practitioners. Supporting the LCOE is a steering committee of Senior Leadership members and employees who have undergone Lean training overseen by the LCOE, including Yellow Belts, Green Belts, QBHs, and Executive Green Belts. They act as champions and change agents for continuous improvement and make up approximately 15 per cent of CNA employees.

CNA implemented an LMS by engaging external consultants from KPMG for their expertise in Lean Six Sigma to provide initial training and guidance. KPMG categorizes LMS infrastructure into 20 Diamond components. Each diamond has associated tasks and responsibilities associated with them in the establishment of an LMS. CNA has completed initial implementation of the 20 Diamonds as well as independence from the KPMG consultants despite the pandemic and the shift to remote work which impacted timelines and changed the delivery method of some infrastructure items.

## Issue Four: Building on Partnerships

CNA creates collaborative relationships to fuel real-world innovation. All efforts support CNA's broader mandate and its long-term sustainability with a constant focus on providing exceptional opportunities to its students and partners. Many external groups have positive relationships with CNA. The College needs to continue these strong relationships with all external and internal stakeholders to solidify its offerings among all industry partners. Building on partnerships will result in increased visibility and understanding of CNA's offerings externally and internally; increased number of external partners; and increased student, instructor, staff, and alumni engagement.

CNA made significant progress towards initialization of new partnerships with institutions, industry, and communities to support learning in 2022-23.

Goal 4: By March 31, 2023, CNA will have built interconnected partnerships with institutions, industry, and communities to support learning.

Objective: By March 31, 2023, CNA will have evaluated the progress of its partnerships with institutions, industry, and communities to support learning.

2022-23 Indicators	2022-23 Report on Performance
1. Evaluated the progress of partnerships for community and institutional partners.	<ul style="list-style-type: none"> <li>• CNA has increased the number of community and institutional partners from 127 in 2019-20 to 198 in 2022-23, the last year of the current strategic plan. This represents an increase of approximately 56 per cent in the number of community and institutional partners.</li> <li>• New partnerships with academic institutions have been instrumental in establishing new articulation agreements with colleges and universities to provide students with more pathways for future study both into and beyond CNA programs.</li> <li>• Academic partnerships have also led to increased collaboration on curriculum sharing between institutions to strengthen our programs inside the classroom. CNA has sold two of its program curricula to other colleges and has itself purchased two programs.</li> <li>• There has been approximately 125 per cent increase in the number of graduates who have registered as alumni at CNA from 3,647 alumni in 2019-20 to 8,233 alumni in 2022-23.</li> </ul>
2. Evaluated the progress of partnerships for industry partners.	<ul style="list-style-type: none"> <li>• Collaboration with industry has led to more applied research opportunities. The value of applied research projects has increased by approximately 67.5 per cent from \$2.8 million as a three-year baseline (2017-2019) to approximately \$4.7 million on average over the past three years (2020-2023).</li> </ul>
3. Evaluated the progress of donor partners.	<ul style="list-style-type: none"> <li>• Increases in the number and type of donor partners have benefited CNA students across the entire campus network.</li> <li>• Corporations continued to donate equipment for students to use in their experiential learning activities in shops and labs across the province. Donations have increased by 57 per cent from \$820,800 as a three-year baseline (2017-2019) to approximately \$1.3 million on average over the past three years (2020-23).</li> </ul>

	<ul style="list-style-type: none"> <li>• The value of scholarships and bursaries given to students increased approximately 19 per cent from \$450,000 in 2019-20 to \$535,000 in 2022-23.</li> </ul>
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Discussion of Results

CNA witnessed increases in partnership activity across all partnership groups over the course of the three-year strategic plan. This is an impressive feat considering the impact of the global pandemic on the number and type of interactions that were possible for a significant time period of the strategic plan. The College has also diversified its partnership base to ensure it represents all sectors of the economy and expands as new industries and sectors emerge in the province; for example, the responsiveness to the growing TV and Film industry and the emerging green hydrogen/renewable sector.

Discussion of Results (Three-year Indicators):

1. Identification of training and development needs of communities and employers.
2. Supporting innovation through partnerships with industry and communities.
3. Engage with industry partners to expand on experiential learning opportunities for learners.

CNA has increased the number of community and institutional partners over the past three years. New partnerships with academic institutions have been instrumental in establishing new articulation agreements with colleges and universities to provide students with more pathways for future study both into and beyond CNA programs. Academic partnerships have also led to increased collaboration on curriculum sharing between institutions to strengthen programs inside the classroom.

Community partnerships have allowed CNA’s applied research activities to increase as teams of faculty researchers and students analyze and solve real-world problems for community groups and organizations. These partnerships have also led to more community groups providing work-integrated-learning experiences for students. In many cases, these initial work placements lead to full-time employment post graduation. Collaboration with communities has also led to the college delivering customized training in communities to fill identified skills gaps.

Strengthened industry partnerships have led to increased collaboration on several levels. First, industry provided valuable input into program advisory committees which exist for all CNA programs. These committees meet annually to review curricula, discuss trends in occupations and strategize on future labour market demands. This ensures CNA continues to deliver high-quality and industry-relevant programming. Second, industry has provided its expertise whether it be in-kind in terms of time to judge a business case competition or Skills Canada event, to donations of equipment to enhance the applied learning experiences of students. Third, collaboration with industry has led to more applied research opportunities and work-integrated-learning job placements where students get to apply the skillsets they’ve gained on site at CNA to solve real-world problems on a worksite.

Increasing the number and type of donor partners has benefited CNA students across the entire campus network. Corporations continue to donate equipment for students to use in their experiential learning activities in shops and labs across the province. The number of scholarships given to students has increased thanks to the generosity of donor partners. As of late, food

insecurity has become an increasingly important issue for students in the present-day economy as the costs of food and basic day-to-day supplies have risen substantially. Thanks to the generosity of community organizations and personal donations, CNA has been able to operate food pantries at all its campuses to help students offset their financial burdens.

## **Opportunities and Challenges Ahead**

CNA faces similar challenges as other post-secondary educational institutions. These include: keeping up with technological advancements to ensure that its classrooms, whether concrete or virtual, are supported by state-of-the-art equipment and resources; staying abreast of changing trends in labour market demand and industry needs while responding with the flexibility and agility necessary to meet these trends; and, ensuring appropriate funding sources in support of effective program delivery. At the forefront, CNA is committed to providing a high-quality learning experience for its students. CNA is well-positioned to navigate these challenges, and others, through a number of ongoing and upcoming opportunities.

## **Sustainability and Green Energy**

As the global economy focuses on greater sustainability, a net-zero economy, and green energy, CNA became challenged to provide programming that will support the province's industry sectors with graduates trained in innovative and leading-edge technologies. This challenge is being met head on with the recent introduction of two new programs – Wind Turbine Technician and Hydrogen Technician – as part of a new School of Sustainability. This school, set to launch in 2023, involves innovative partnerships, college programs, applied research, and entrepreneurship activities to encourage knowledge sharing, discovery, and innovative ways and means to make meaningful changes in society. It also involves transforming college campuses and programs into living laboratories for sustainability, as well as promoting environmental sustainability that enhances the health and well-being of CNA employees, students, and provincial communities. The recruitment of an inaugural Dean of Sustainability Development and a Program Developer is under underway to introduce sustainability programming to the College and the communities it serves and to reduce CNA's environmental footprint and improve resource efficiency.

## **Recruitment and Retention**

CNA continues to face challenges recruiting and retaining highly qualified staff, faculty and management in several key areas. As an example, CNA's applied research projects have become larger and more complex over the last several years. In some cases, attraction of highly qualified researchers required to successfully execute these projects has become a challenge. This challenge is not unique to CNA; however, it requires strategic intervention by the College. To overcome a tightening labour market, CNA must cultivate and train new CNA graduates on existing and new projects by availing of internal and provincial/federal internship opportunities, and where necessary, attracting new researchers from across Canada and internationally through provincial and federal immigration initiatives. To this end, the Office of Applied Research and Innovation (OARI) has developed the Innovation Internship Program that embeds new graduates into OARI and its projects.

## **Flexible Work Arrangements**

CNA is committed to providing employees with opportunities to balance their careers and personal lives while maintaining the highest level of client service delivery. Employees currently have the option of three types of flexible work arrangements: compressed work week, flex time, and telework. Telework was recently added to the Flexible Work Arrangements Policy and its

overwhelming success among employees has led CNA to form working groups to explore the feasibility of other flexible working arrangements. Employees from all levels (i.e., management, faculty, and support) will gather information through focus groups and surveys to determine interest levels, feasibility, and concerns and ideas regarding other flexible working arrangements over the next year.

## **Appendices**

- A. Contact Information
- B. 2022-23 Financial Statements

## Appendix A: Contact Information

### Provincial Headquarters

432 Massachusetts Drive  
Stephenville, NL  
A2N 2Z6

Webpage: [www.cna.nl.ca](http://www.cna.nl.ca)  
Telephone: 1-888-982-2268  
E-mail: [Info@cna.nl.ca](mailto:Info@cna.nl.ca)  
Facebook: facebook.com/CNANewfoundlandLabrador  
Twitter: @CNA\_News  
Instagram: @CNA\_News  
YouTube: College of the North Atlantic  
(youtube.com/user/CNAMarketing)  
LinkedIn: <https://www.linkedin.com/school/college-of-the-north-atlantic>

### Office of the Registrar

Telephone: 709-643-7950  
Website: [www.cna.nl.ca/Admissions/](http://www.cna.nl.ca/Admissions/)

### Campuses:

Baie Verte	709-532-8066	Happy Valley-Goose Bay	709-896-6300
Bay St. George	709-643-7838	Labrador West	709-944-5787
Bonavista	709-468-1700	Placentia	709-227-2037
Burin	709-891-5600	Port aux Basques	709-695-3343
Carbonear	709-596-6139	Prince Philip Drive	709-758-7284
Clarenville	709-466-6988	Ridge Road	709-758-7000
Corner Brook	709-637-8530	Seal Cove	709-744-2047
Gander	709-651-4800	St. Anthony	709-454-3559
Grand Falls-Windsor	709-292-5600		

### International Contacts

International Student Recruitment Telephone: +1-709-758-7290  
Email: [internationaladmissions@cna.nl.ca](mailto:internationaladmissions@cna.nl.ca)  
Webpage: [www.cna.nl.ca/Admissions/International-students.aspx](http://www.cna.nl.ca/Admissions/International-students.aspx)  
China Project Office: [www.cna.nl.ca/china](http://www.cna.nl.ca/china) Telephone: +1-709-758-7040

### Office of Distributed Learning

Telephone: 1-877-465-2250  
Website: [www.dls.cna.nl.ca](http://www.dls.cna.nl.ca)  
Email: [dls-help@cna.nl.ca](mailto:dls-help@cna.nl.ca)

**Appendix B: 2022-23 Financial Statements**



Financial Statements of

**COLLEGE OF THE NORTH ATLANTIC**

Year ended March 31, 2023



KPMG LLP  
TD Place  
140 Water St., Suite 1001  
St. John's NL A1C 6H6  
Canada  
Tel 709-733-5000  
Fax 709-733-5050

## INDEPENDENT AUDITOR'S REPORT

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

### ***Opinion***

We have audited the financial statements of the College of the North Atlantic (the Entity), which comprise:

- the statement of financial position as at March 31, 2023
- the statement of operations for the year then ended
- the statement of changes in net financial assets (debt) for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2023 and its results of operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our Auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



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In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.  

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.



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- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants

St. John's, Canada

June 27, 2023

# Statement of responsibility

The accompanying financial statements are the responsibility of the management of the College of the North Atlantic (the "College") and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

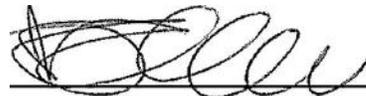
In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial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

The Board of Governors met with management and its external auditors to review a draft of the financial statements and to discuss any significant financial reporting or internal control matters prior to their approval of the finalized financial statements.

KPMG LLP as the College's appointed external auditors, have audited the financial statements. The auditor's report is addressed to the Board of Governors and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the financial statements are free of material misstatement and present fairly the financial position and results of the College in accordance with Canadian public sector accounting standards.

A handwritten signature in black ink, appearing to read 'A. M. ...', written over a horizontal line.

Board Chair

A handwritten signature in black ink, consisting of several loops and a long tail, written over a horizontal line.

President and CEO

**College of the North Atlantic**  
**Statement of Financial Position**  
Year Ended March 31, 2023, with comparative information for 2022

	March 31 2023	March 31 2022
<b>Financial Assets</b>		
Cash	\$ 39,441,318	\$ 38,064,255
Receivables (Note 4)	14,942,781	17,681,452
Inventories for resale	1,295,930	1,363,163
Trust funds on deposit (Note 5)	6,616,920	6,614,410
	\$ 62,296,949	\$ 63,723,280
 <b>Liabilities</b>		
Accounts payable & accrued liabilities (Note 6)	\$ 12,130,646	\$ 11,852,756
Vacation pay accrual	8,971,880	8,296,816
Post-employment benefits	346,067	515,235
Compensated absences (Note 7)	8,487,525	8,975,516
Due to Qatar Campus (Note 8)	-	3,252,636
Deferred contributions - operating (Note 9)	29,493,565	18,504,331
Trust funds payable (Note 5)	6,616,920	6,614,410
	\$ 66,046,603	\$ 58,011,700
 <b>Net Asset (Debt)</b>	<b>\$ (3,749,654)</b>	<b>\$ 5,711,580</b>
 <b>Non-Financial Assets</b>		
Tangible capital assets (Schedule 1)	\$ 19,283,485	\$ 19,515,105
Inventories held for use	12,127	9,101
Prepaid expenses	1,782,852	1,441,009
	21,078,464	20,965,215
 <b>Accumulated surplus</b>	<b>\$ 17,328,810</b>	<b>\$ 26,676,795</b>

Commitments (Note 10)  
Contingent liabilities (Note 11)

Approved:

Board Chair

Board Member

See accompanying notes.

**College of the North Atlantic**  
**Statement of Operations and Accumulated Surplus**  
Year Ended March 31, 2023, with comparative information for 2022

	2023 Budget (Note 15)	2023	2022
Revenue (Schedule 2)			
Grants and reimbursements	\$ 66,403,700	\$ 67,723,400	\$ 67,798,900
Labour market agreements	35,754,625	24,499,844	32,632,080
Tuition	13,888,072	10,488,880	9,920,527
Classroom/video rental	51,635	157,749	32,417
Interest	400,000	1,825,087	368,565
Fees	808,247	855,770	879,295
Apprenticeship	3,504,500	3,749,248	2,833,928
Bookstore	1,896,110	1,190,228	1,015,990
Corporate	1,455,000	3,174,366	2,737,395
Daycare	754,616	1,130,352	755,350
Equipment and materials	3,109,762	2,211,820	1,527,035
Food services	956,000	950,716	514,693
International	3,454,060	3,158,222	2,516,654
Parking	2,600	780	944
Residence	252,495	266,659	218,958
Special projects	6,296,377	8,462,091	12,875,314
Other (Note 18)	613,028	3,951,621	1,564,585
<b>Total revenue</b>	<b>139,600,827</b>	<b>133,796,833</b>	<b>138,192,630</b>
Expenditures (Schedules 3 to 14)			
Facilities	11,816,437	12,259,471	11,179,375
Administration	15,538,324	16,295,320	14,503,633
Instructional	70,236,834	71,652,366	64,603,088
Student services	13,120,833	12,775,605	12,280,290
Information technology	7,845,738	7,986,922	7,045,366
Resale	4,645,839	4,483,904	3,584,134
Apprenticeship	3,510,573	3,377,441	3,473,503
Continuing education	884,833	984,826	914,283
Contract	2,098,317	3,127,224	3,147,899
International	1,346,136	1,424,184	1,218,987
Special projects	8,556,963	8,777,555	9,061,282
<b>Total expenditure</b>	<b>139,600,827</b>	<b>143,144,818</b>	<b>131,011,840</b>
Annual Surplus (Deficit)	-	(9,347,985)	7,180,790
Accumulated surplus, beginning of year	26,676,795	26,676,795	19,496,005
Accumulated surplus, end of year	<u>\$ 26,676,795</u>	<u>\$ 17,328,810</u>	<u>\$ 26,676,795</u>

See accompanying notes.

**College of the North Atlantic**  
**Statement of Change in Net Financial Assets (Debt)**  
Year Ended March 31, 2023, with comparative information for 2022

	<u>2023 Budget</u> (Note 15)	<u>2023</u>	<u>2022</u>
Annual surplus (deficit)	\$ -	\$ (9,347,985)	\$ 7,180,790
Changes in tangible capital assets			
Acquisition of tangible capital assets	(6,730,092)	(5,877,774)	(7,618,997)
Write-downs on tangible capital assets	-	-	-
Amortization of tangible capital assets & adjustments	<u>6,730,092</u>	<u>6,109,394</u>	<u>5,684,978</u>
Increase (decrease) in net book value of tangible capital assets	<u>-</u>	<u>231,620</u>	<u>(1,934,019)</u>
Changes in other non-financial assets			
Usage of prepaid expenses (net of acquisition)	-	(341,843)	1,627,934
Acquisition of inventory of supplies (net of usage)	<u>-</u>	<u>(3,026)</u>	<u>(1,876)</u>
Increase (decrease) in non-financial assets	<u>-</u>	<u>(344,869)</u>	<u>1,626,058</u>
Increase (decrease) in net financial assets	-	(9,461,234)	6,872,829
Net financial asset (debt) at beginning of year	<u>5,711,580</u>	<u>5,711,580</u>	<u>(1,161,249)</u>
Net financial asset (debt) at end of year	<u>\$ 5,711,580</u>	<u>\$ (3,749,654)</u>	<u>\$ 5,711,580</u>

See accompanying notes.

**College of the North Atlantic**  
**Statement of Cash Flow**

Year Ended March 31, 2023, with comparative information for 2022

	2023	2022
<b>Operating</b>		
Annual surplus (deficit)	\$ (9,347,985)	\$ 7,180,790
Add (deduct) non-cash items:		
Amortization of capital assets	6,109,394	5,684,978
Accrued compensated absences - decrease	(487,991)	(467,049)
	(3,726,582)	12,398,719
Changes in:		
Receivables	2,738,671	(451,320)
Inventory	64,207	(178,317)
Prepaid expenses	(341,843)	1,627,934
Deferred contributions - operating	10,989,234	(422,010)
Accounts payable and accrued liabilities	277,890	850,699
Vacation pay accrual	675,064	(79,800)
Accrued post-employment benefits	(169,168)	(200,033)
Due to Qatar campus	(3,252,636)	(8,518,383)
	7,254,837	5,027,489
Net cash provided by operating transactions		
<b>Capital</b>		
Acquisitions of tangible capital assets	(5,877,774)	(7,618,997)
	(5,877,774)	(7,618,997)
Net cash applied to capital transactions		
Net cash (used) provided	1,377,063	(2,591,508)
Cash, beginning of year	38,064,255	40,655,763
Cash, ending of year	\$ 39,441,318	\$ 38,064,255

See accompanying notes.

**College of the North Atlantic**  
**Notes to Financial Statements**  
**For the twelve months ending March 31, 2023**

**1 Nature of operations**

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. In 2023 the College became a charity registered under the Income Tax Act. As such, the College is subject to annual Canada Revenue Agency reporting requirements. 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 in both a provincial and global context.

**2 Accounting Changes and Future Adoptions**

PS 3280 - Asset Retirement Obligations

On April 1, 2022 the College adopted Public Sector Accounting Standard PS 3280 - Asset Retirement Obligations. This new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets by public sector entities. The standard was adopted on the modified retrospective basis at the date of adoption. The implementation of this standard did not require the College to reflect any adjustments in these financial statements as the College does not have any significant legal obligations with respect to the retirement of its tangible capital assets.

**3 Summary of significant accounting policies**

The financial statements of the College have been prepared within the framework of Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada and reflect the following significant accounting policies:

(a) *Revenue recognition*

Certain amounts are received pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred, services are performed or when stipulations are met. Federal and provincial revenues for operating and capital purposes are recognized in the period in which all eligibility criteria or stipulations have been met. When revenue is received without eligibility criteria or stipulations, it is recognized when the transfer from the applicable Government is authorized.

Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College. Ancillary revenues including parking, bookstore, residence and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

(b) *Asset Classification*

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not to be consumed in the normal course of operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities, but are employed to deliver education services, may be consumed in normal operations and are not for sale in the normal course of operations.

(c) *Inventories for resale*

Inventory which consists mainly of books and food supplies is recorded at the lower of cost or net realizable value. The amount of any write-downs of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurred. For the year ended March 31, 2023, the write-down of inventory was \$268,006 (2022 - \$134,555).

**College of the North Atlantic**  
**Notes to Financial Statements**  
**For the twelve months ending March 31, 2023**

(d) *Tangible Capital Assets*

Tangible capital assets recorded prior to the April 1, 1997 amalgamation of the former Colleges are recorded at either cost, nominal, or approximate fair value. Tangible capital assets acquired after April 1, 1997 are recorded at cost.

Amortization is recorded on a straight line basis using the following estimated useful lives:

Aircraft	20 years
Artwork	No amortization
Capital improvements	10 years
Computer and peripherals	3 years
Furnishings	5 years
Instructional equipment	5 years
Other electronic equipment	5 years
Software	3 years
ERP - PeopleSoft	10 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, 2023.

Contributed tangible capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a tangible capital asset no longer contributes to the College's ability to provide service, and the value of future economic benefits associated with the tangible capital asset is less than the net book value, the carrying value of the tangible capital asset is reduced to reflect the decline in the asset's value.

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. Refer to note 15 for further information.

(e) *Post-employment benefits and compensated absences*

The College provides post-employment benefits and compensated absences to certain employment groups. These benefits include severance and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) Past practice has been that upon termination, retirement or death, the organization provides their employees, with at least one year of service with severance benefits equal to one week of pay per year of service up to a maximum of 20 weeks. In 2018 employees were given the option to have their accumulated severance paid to them, or deferred to a date beyond March 31, 2019. The remaining liability reflects the amount that has been deferred. No further severance will accrue, and this benefit is not available to new College employees going forward.
- (ii) The College provides their employees with sick leave benefits that accumulate but do not vest. The benefits provided to employees vary based upon classification within the various negotiated agreements. An actuarially determined accrued liability has been recorded on the statements for non-vesting sick leave benefits. The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, long term inflation rates and discount rates.

(f) *Vacation pay liability*

The College recognizes vacation pay as an expense on the accrual basis.

(g) *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 in the amount of a \$1,900 gain (2022 - \$12,464 loss)

**College of the North Atlantic**  
**Notes to Financial Statements**  
**For the twelve months ending March 31, 2023**

(h) *Financial instruments*

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

*Fair value*

This category includes cash and trust accounts and are classified as held for trading.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

*Amortized cost*

This category includes receivables, accounts payable and accrued liabilities. They are initially recognized at fair value and subsequently carried at amortized cost using the effective interest rate, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to the net recoverable value with the write downs being recognized in the statement of operations.

There were no embedded derivatives in any contracts that require special accounting treatment.

(i) *Pensions*

College staff are subject to either the Public Service Pension Plan (PSPP), or the Government Money Purchase Pension Plan (GMPP).

The primary plan, PSPP, is a multi-employer plan and a defined benefit pension plan. Staff contributions are matched by the College and then remitted to the Public Service Pension Plan (PSPP) from which pensions will be paid to employees when they retire. The costs of the multi-employer plan are the College's contributions to the plan in the period. PSPP members must have at least 5 years of pensionable service to obtain a pension benefit. Normal retirement age under the Plan is 65 however early retirement options are available. Members of the PSPP are required to make contributions toward the funding of their pension benefits as follows:

- (i) 10.75% of earnings up to the Year's Basic Exemption, the portion of earnings upon which no CPP contributions are required;
- (ii) 8.95% of earnings in excess of the Year's Basic Exemption up to and including the Year's Maximum Pensionable Earnings ("YMPE"); and
- (iii) 11.85% of earnings in excess of the YMPE.

Pensions paid under the PSPP are indexed annually. Indexing is applied at the rate of 60% of the increase in the Consumer Price Index (CPI), with the increase in the CPI capped at 2%. Indexing applies to benefits of pensioners who have attained age 65 prior to October 1 of each year.

The lifetime pension benefit is determined as 1.4% of the best six year average salary (up to the three year average YMPE) multiplied by the years of pensionable service, plus 2% of the best six year average salary (in excess of the average YMPE) multiplied by the years of pensionable service.

Staff shall participate in the GMPP only if they are ineligible for the PSPP. Payments are made to a private investment firm from which pensions will be paid to employees when they retire. The GMPP is a defined contribution plan.

The annual contributions for pensions are recognized as an expenditure in the accounts on a current basis.

During the year ended 2023 the College contributed \$7,656,994 to the PSPP and \$169,039 to the GMPP. In 2022 the College contributed \$7,639,937 to the PSPP and \$335,219 to the GMPP.

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2023

(j) *Measurement uncertainty*

The preparation of financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. The item requiring the use of significant estimates is accrued compensated absences and allowance for doubtful accounts.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

(k) *Inventories held for use*

Inventories held for use include fuel for the heavy equipment program, and are recorded at the lower of historical cost and replacement cost.

**4 Receivables**

	<u>2023</u>	<u>2022</u>
Government of Newfoundland and Labrador	\$ 5,634,359	\$ 2,918,781
LMDA Subsidy	5,166,125	12,100,793
Students	1,928,799	1,944,453
Government agencies and other	<u>3,312,789</u>	<u>1,706,903</u>
	16,042,072	18,670,930
Less allowance for doubtful accounts	<u>1,099,291</u>	<u>989,478</u>
	<u>\$ 14,942,781</u>	<u>\$ 17,681,452</u>

**5 Trust funds on deposit**

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

	<u>2023</u>	<u>2022</u>
Opening balance	\$ 6,614,410	\$ 6,425,207
Net deposits and payments	(186,913)	118,334
Interest	<u>189,423</u>	<u>70,869</u>
Closing balance	<u>\$ 6,616,920</u>	<u>\$ 6,614,410</u>

**6 Accounts payable & accrued liabilities**

	<u>2023</u>	<u>2022</u>
Trade liabilities	\$ 3,420,362	\$ 3,219,872
Accrued wages and benefits	3,970,560	3,882,655
Other	<u>4,739,724</u>	<u>4,750,229</u>
	<u>\$ 12,130,646</u>	<u>\$ 11,852,756</u>

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2023

**7 Compensated absences**

The actuarial valuation date for the sick leave accrual was March 31, 2022 and has been extrapolated for March 31, 2023.

The economic assumptions used in the valuation are the College's best estimated of expected rates as follows:

	<u>2023</u>	<u>2022</u>
Wages and salary escalation	0.75%	0.75%
Discount rate	4.47%	3.57%

The sick leave accrual as at March 31 is as follows:

Accrued sick pay benefit obligation		
beginning of year	\$ 7,225,368	\$ 7,443,824
Current period benefit cost	500,277	499,876
Benefit payments	(986,147)	(959,754)
Interest on the accrued benefit		
sick leave obligations	249,273	229,689
Actuarial gains (losses)	<u>(446,040)</u>	<u>11,733</u>
Accrued sick pay benefit obligation		
end of year	6,542,731	7,225,368
Unamortized actuarial experience gain	<u>(1,944,794)</u>	<u>(1,750,148)</u>
Accrued benefit liability, end of year	<u>\$ 8,487,525</u>	<u>\$ 8,975,516</u>

The sick leave benefit cost for the year is as follows:

	<u>2023</u>	<u>2022</u>
Current period benefit cost	\$ 500,277	\$ 499,876
Amortization of gains in the period	<u>(251,394)</u>	<u>(236,860)</u>
Total benefit expense	248,883	263,016
Benefit interest expense	<u>249,273</u>	<u>229,689</u>
Total expense recognized for the period	<u>\$ 498,156</u>	<u>\$ 492,705</u>

**8 Comprehensive Agreement with the State of Qatar**

The College had a three year agreement with the State of Qatar for services associated with the operations of a College of Applied Arts and Technology in Doha, Qatar, it expired August 31, 2022. The College was established in September 2001, and recently transformed into Doha University for Science and Technology.

**Due to Qatar**

	<u>2023</u>	<u>2022</u>
Cash on Deposit	\$ -	\$ 1,225,062
Payables	<u>-</u>	<u>2,027,574</u>
Net Liability	<u>\$ -</u>	<u>\$ 3,252,636</u>

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2023

**9 Deferred contributions - operating**

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

	2023	2022
Balance, beginning of year	\$ 18,504,331	\$ 18,926,341
Less amounts recognized as revenue in the year	(27,762,038)	(29,795,883)
Add amounts received during the year	38,751,272	29,373,873
Balance, end of year	\$ 29,493,565	\$ 18,504,331

Deferred contributions - operating are comprised of:

	2023	2022
Residence and program fees	\$ 72,911	\$ 63,351
Tuition	889,710	709,913
Contract training and special projects		
IPGS	23,051,932	11,902,299
Dept of Health	110,318	127,810
Other	5,368,694	5,700,958
	\$ 29,493,565	\$ 18,504,331

**10 Commitments**

Lease Commitment

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

2023-2024	\$ 1,363,206
2024-2025	1,339,196
2025-2026	1,339,196
2026-2027	1,324,338
2027-2028	1,303,883

**11 Contingent liabilities**

The College has received notices of claim for damages. No provision has been made for these claims because management does not expect the College to incur any material liability, or because an estimate of loss, if any, is not determinable at this time.

**12 Financial instruments risk management**

**Classification**

The following table provides cost and fair value information of financial instruments by category.

	2023		
	Fair Value	Amortized Cost	Total
Cash	\$ 39,441,318	\$ -	\$ 39,441,318
Trust funds on deposit	6,616,920	-	6,616,920
Receivables	-	14,942,781	14,942,781
	\$ 46,058,238	\$ 14,942,781	\$ 61,001,019
Accounts payable and accrued liabilities	-	12,130,646	12,130,646
Vacation pay accrual	-	8,971,880	8,971,880
Due to Qatar Campus	-	-	-
Trust funds payable	-	6,616,920	6,616,920
	\$ -	\$ 27,719,446	\$ 27,719,446

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2023

**Fair value hierarchy**

The College uses the following hierarchy for determining and disclosing the measurement subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degrees to which the fair value is observable:

- a) Level 1 fair value measurements are those derived from quote prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- b) Level 2 fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable from the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) and;
- c) Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Cash, trust funds on deposit, and receivables are classified as level 1 in the hierarchy.

**13 Financial instruments and other risk management**

**Risk management**

a) *Credit risk*

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, receivables, and trust funds. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of a default, the College's cash accounts are insured up to \$300,000 (2022 - \$300,000).

Receivables from federal and provincial governments pose minimal credit risk. Credit risk from accounts receivable due from students is mitigated by financial approval processes before a student is enrolled. Miscellaneous receivables from various other corporate entities are monitored on a regular basis.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding at year end were as follows:

	<b>Total</b>	<b>Current</b>	<b>30-60 days</b>	<b>&gt; 61 days</b>
Government receivables	\$ 10,800,484	\$ 9,254,578	\$ 16,795	\$ 1,479,109
Student receivables	1,928,799	53,534	66,925	1,808,341
Government agencies and other	3,312,789	2,338,394	126,739	847,656
Gross receivables	16,042,072	11,646,506	210,459	4,135,106
Less: impairment allowances	(1,099,291)	-	-	-
Net receivables	<u>\$ 14,942,781</u>	<u>\$ 11,646,506</u>	<u>\$ 210,459</u>	<u>\$ 4,135,106</u>

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

b) *Market risk*

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk, equity risk.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2023

(i) *Currency Risk*

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time when adverse changes in foreign currency rates occur. During the year, the College had the following foreign currency transactions:

	2023	2022
<b>Receipts</b>		
US dollar (USD)	\$ 55,600	\$ 80,000
<b>Payment</b>		
US dollar (USD)	779,864	763,522
Euros (EUR)	28,129	21,048
British Pounds (GBP)	-	4,558
Australian dollar (AUD)	703	699

ii) *Interest rate risk*

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

Management believes that the interest rate risk of the College is not material.

iii) *Equity risk*

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets.

Management believes that the equity risk of the College is not material.

c) *Liquidity risk*

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the nearest term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

	2023		
	Within 6 Months	6 Months to 1 year	> 1 year
Accounts payable and accrued liabilities	\$ 10,451,866	1,678,780	-
	\$ 10,451,866	\$ 1,678,780	\$ -

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

**14 Comparative figures**

Certain of the 2022 comparative figures have been reclassified to conform to the financial presentation adopted in 2023.

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2023

**15 Budget**

The budget amounts included in these financial statements are the amounts approved by the College's Board for the current fiscal year. The budget would include all known service and program changes and enhancements for the coming year. Additional changes to services and programs that are initiated during the year would be funded through budget adjustments.

**16 Related party transactions**

The College had the following transactions with the government and other government controlled organizations:

	<u>2023</u>	<u>2022</u>
Grants from the province	\$ 109,522,930	\$ 104,222,228
Transfer from Dept. of Education	863,579	16,559,678
Transfer from Dept of Children, Seniors & Social	76,901	79,020
Transfer from Memorial University	48,703	122,762
Transfer to Eastern Health	86,392	101,397

As per the College Act, 1996, all real property necessary for the purpose of the College shall be acquired by and in the name of the Crown. As such, the College uses buildings managed through the Department of Transportation and Infrastructure for which the Province records operating expenses by building with some exceptions. The College is entirely responsible for all operating costs of Prince Phillip Drive campus. The College is also partially responsible for costs at the following buildings: Happy Valley Goose Bay, Grand Falls Windsor, Corner Brook, Bay St. George, and Burin campuses. Operating costs and capital costs incurred by the College are recorded under Facilities and reflected in the College's financial statements. Items considered capital in nature which are incurred by the college are recorded as leasehold improvements. Operating and capital costs incurred by the Province that are not recorded by the College for this fiscal year totaled \$11,701,293 and for 2022 totaled \$10,073,810. All transactions are recorded at fair value.

**17 Economic dependance**

The College is dependent on Provincial Government to provide sufficient funds to continue operation, replace essential equipment and complete capital projects.

**18 Non-Monetary Donation**

In 2023 the College received a non-monetary donation of various aircraft parts. The market value provided for the aircraft parts was recognized as revenue in the amount of \$2,640,774

College of the North Atlantic  
Tangible Capital Assets  
March 31, 2023

	Aircraft	Artwork	Capital improvements	Computer and peripherals	Furnishings	Instructional equipment	Other electronic equipment	Software	ERP - Peoplesoft	Vehicles	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>											
At March 31, 2022	900,684	5,500	37,367,691	4,457,278	1,207,128	59,523,311	618,896	586,037	6,779,293	13,806,586	125,252,404
Additions	-	-	1,715,166	497,833	74,499	3,172,415	11,347	-	-	406,514	5,877,774
Disposals	-	-	-	132,020	-	485,565	12,538	-	-	-	630,123
At March 31, 2023	900,684	5,500	39,082,857	4,823,091	1,281,627	62,210,161	617,705	586,037	6,779,293	14,213,100	130,500,055
<b>Accumulated Amortization</b>											
At March 31, 2022	22,517	-	31,361,481	4,153,249	967,401	49,061,820	595,061	586,037	6,272,139	12,717,594	105,737,299
Amortization	45,034	-	1,388,795	256,005	108,836	3,523,748	12,279	-	288,365	486,332	6,109,394
Disposals	-	-	-	132,020	-	485,565	12,538	-	-	-	630,123
At March 31, 2023	67,551	-	32,750,276	4,277,234	1,076,237	52,100,003	594,802	586,037	6,560,504	13,203,926	111,216,570
<b>Net Book Value:</b>											
At March 31, 2022	878,167	5,500	6,006,210	304,029	239,727	10,461,491	23,835	-	507,154	1,088,992	19,515,105
At March 31, 2023	833,133	5,500	6,332,581	545,857	205,390	10,110,158	22,903	-	218,789	1,009,174	19,283,485

## College of the North Atlantic Revenue

Year Ended March 31, 2023, with comparative information for 2022

	2023 Budget (Note 15)	2023	2022
Provincial Government Grants			
Grant-in-aid	\$ 65,141,300	\$ 66,461,000	\$ 66,536,500
Provincial capital grant	750,000	750,000	750,000
Other grants	512,400	512,400	512,400
Labour market agreements	4,500,165	4,249,484	4,234,859
	<u>70,903,865</u>	<u>71,972,884</u>	<u>72,033,759</u>
Facilities			
Classroom/video rental	51,635	157,749	32,417
Gain on disposal of capital assets	23,000	-	63,061
Parking	2,600	780	944
Other	-	26,321	-
	<u>77,235</u>	<u>184,850</u>	<u>96,422</u>
Administration			
Interest	400,000	1,825,087	368,565
Other	145,493	65,954	65,035
	<u>545,493</u>	<u>1,891,041</u>	<u>433,600</u>
Instructional			
Tuition	10,737,207	8,477,123	7,790,766
Equipment and materials	3,109,762	2,211,820	1,527,035
Labour market agreements	31,254,460	20,250,360	28,397,221
Daycare	754,616	1,130,352	755,350
Other (Note 18)	195,330	3,508,643	1,167,998
	<u>46,051,375</u>	<u>35,578,298</u>	<u>39,638,370</u>
Student services			
Application fee	421,360	553,710	488,246
Registration fee	386,887	302,060	391,049
Other	249,205	350,703	270,218
	<u>1,057,452</u>	<u>1,206,473</u>	<u>1,149,513</u>
Resale			
Bookstore	1,896,110	1,190,228	1,015,990
Food services	956,000	950,716	514,693
Residence	252,495	266,659	218,958
Other	-	-	(1,727)
	<u>3,104,605</u>	<u>2,407,603</u>	<u>1,747,914</u>

## College of the North Atlantic Revenue

Year Ended March 31, 2023, with comparative information for 2022

	2023 Budget (Note 15)	2023	2022
Apprenticeship			
Apprenticeship	3,504,500	3,749,248	2,833,928
	<u>3,504,500</u>	<u>3,749,248</u>	<u>2,833,928</u>
Continuing education			
Tuition	1,234,865	1,119,794	1,040,553
Other	-	61,618	21,647
	<u>1,234,865</u>	<u>1,181,412</u>	<u>1,062,200</u>
Contracts			
Tuition	1,916,000	891,963	1,089,208
Corporate	1,455,000	3,112,748	2,715,748
	<u>3,371,000</u>	<u>4,004,711</u>	<u>3,804,956</u>
International			
International	3,454,060	3,158,222	2,516,654
	<u>3,454,060</u>	<u>3,158,222</u>	<u>2,516,654</u>
Special projects			
Special projects	6,296,377	8,462,091	12,875,314
	<u>6,296,377</u>	<u>8,462,091</u>	<u>12,875,314</u>
	<u>\$ 139,600,827</u>	<u>\$ 133,796,833</u>	<u>\$ 138,192,630</u>

**College of the North Atlantic**  
**Summary of Facilities Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 1,739,755	\$ 1,920,117	\$ 1,805,125
Professional development	2,908	1,184	3,188
Professional fees	5,251	-	8,776
Travel	5,250	5,137	15,988
Insurance	240,000	285,032	262,379
Bank charges	53	-	-
Photocopying/printing	1,558	4,487	929
Office related supplies	616	1,627	487
Freight and customs	-	29	1,026
Telephone	4,095	4,091	4,532
Utilities	1,434,085	1,825,420	1,587,386
Repairs and maintenance	1,415,190	1,803,874	1,521,475
Vehicle operations	41,855	38,303	33,282
Equipment rentals	4,856	-	3,964
Protective clothing	16,053	16,228	34,630
Amortization	6,730,092	6,109,394	5,693,347
Computer supplies	40,000	24,662	20,209
Contracted services	86,508	131,713	71,466
Educational materials	-	724	-
Minor equipment and tools	3,607	37,890	73,734
Minor computer equipment	200	2,472	295
Materials and supplies	44,505	47,087	37,157
	<b>\$ 11,816,437</b>	<b>\$ 12,259,471</b>	<b>\$ 11,179,375</b>

**College of the North Atlantic**  
**Summary of Administration Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 13,251,484	\$ 13,923,926	\$ 12,232,834
Professional development	72,124	179,796	52,476
Employee recognition and wellness	15,000	12,953	13,730
Professional fees	657,365	339,282	568,631
Travel	282,922	214,144	115,662
Recruitment and relocation	20,000	9,114	1,946
Bank charges	167,150	212,958	215,292
Photocopying/printing	155,993	107,443	123,279
Office related supplies	257,156	243,629	180,750
Membership fees	67,046	86,612	69,880
General advertising	32,250	36,938	14,738
Doubtful receivables	70,000	224,332	303,452
Freight and customs	79,840	43,087	52,250
Telephone	69,895	60,275	71,171
Utilities	4,008	2,064	3,402
Repairs and maintenance	15,738	41,878	26,383
Vehicle operations	1,000	4,465	(3,777)
Equipment rentals	880	440	1,055
Facilities rentals	38,520	35,509	41,729
Protective clothing	7,746	8,017	7,806
Computer supplies	75,395	126,833	111,789
Contracted services	1,175	116,736	8,236
Educational materials	3,005	54,580	34,184
Student related	5,600	9,135	164
Minor equipment and tools	23,207	133,767	50,974
Minor computer equipment	45,884	48,745	83,772
Materials and supplies	117,941	18,662	121,825
	<b>\$ 15,538,324</b>	<b>\$ 16,295,320</b>	<b>\$ 14,503,633</b>

**College of the North Atlantic**  
**Summary of Instructional Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	2023 Budget (Note 15)	2023	2022
Salaries and benefits	\$ 64,158,423	\$ 63,143,656	\$ 59,983,981
Professional development	150,050	82,259	15,475
Professional fees	181,988	121,250	120,096
Travel	384,268	410,301	97,227
Recruitment and relocation	40,000	-	55,090
Insurance	-	28,559	-
Bank charges	-	-	157
Photocopying/printing	229,462	186,144	136,113
Office related supplies	29,840	10,632	11,078
Membership fees	20,551	50,218	50,987
General advertising	70,220	18,125	13,495
Freight and customs	10,620	15,295	10,604
Telephone	13,875	13,710	19,673
Utilities	13,873	12,297	14,142
Repairs and maintenance	152,578	342,170	236,945
Vehicle operations	478,289	696,580	568,593
Equipment rentals	28,936	36,007	37,861
Facilities rentals	49,740	49,153	59,778
Protective clothing	25,904	31,442	31,241
Food cost	61,150	134,500	88,585
Laundry and drycleaning	6,960	2,501	2,575
Computer supplies	304,806	587,976	394,251
Contracted services	101,995	303,235	179,579
Educational materials	72,856	154,362	58,853
Daycare operations	92,451	101,179	68,777
Student related	141,455	191,979	72,335
Minor equipment and tools	219,866	593,498	339,649
Minor computer equipment	158,654	321,653	623,606
Materials and supplies	3,038,024	4,013,685	1,312,342
	<u>\$ 70,236,834</u>	<u>\$ 71,652,366</u>	<u>\$ 64,603,088</u>

**College of the North Atlantic**  
**Summary of Student Services Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	2023 Budget (Note 15)	2023	2022
Salaries and benefits	\$ 11,946,461	\$ 11,466,979	\$ 11,288,422
Professional development	38,476	74,260	21,129
Professional fees	82,750	95,550	95,085
Travel	103,398	55,890	11,295
Recruitment and relocation	-	535	334
Insurance	18,000	12,812	10,901
Bank charges	-	-	26
Photocopying/printing	113,537	75,128	45,900
Office related supplies	26,836	16,754	9,999
Membership fees	7,047	12,461	6,675
General advertising	360,295	385,952	334,355
Freight and customs	10,100	8,068	6,507
Telephone	4,485	3,280	3,458
Utilities	-	-	40
Repairs and maintenance	-	14,617	17,342
Equipment rentals	-	747	-
Laundry and drycleaning	4,540	1,261	-
Computer supplies	47,424	65,733	52,962
Contracted services	7,400	-	150
Educational materials	186,439	194,618	161,063
Student related	96,298	91,165	114,875
Minor equipment and tools	9,104	101,149	23,574
Minor computer equipment	14,870	46,843	41,167
Materials and supplies	43,373	51,803	35,031
	<u>\$ 13,120,833</u>	<u>\$ 12,775,605</u>	<u>\$ 12,280,290</u>

**College of the North Atlantic**  
**Summary of Information Technology Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 4,866,803	\$ 4,902,628	\$ 4,744,118
Professional development	13,500	2,696	120
Professional fees	317,000	36,376	113,351
Travel	16,455	12,989	7,179
Bank charges	-	-	13
Photocopying/printing	2,923	2,296	1,933
Office related supplies	820	943	400
Membership fees	1,600	1,352	1,406
Freight and customs	2,362	1,577	570
Telephone	255,757	306,064	290,371
Utilities	2,500	-	-
Repairs and maintenance	1,900	506	-
Equipment rentals	320,000	156,935	158,311
Protective clothing	2,450	794	300
Computer supplies	1,868,722	2,010,243	1,604,107
Contracted services	118,000	493,908	62,390
Minor equipment and tools	7,670	10,412	3,467
Minor computer equipment	37,452	33,359	34,231
Materials and supplies	9,824	13,844	23,099
	<b>\$ 7,845,738</b>	<b>\$ 7,986,922</b>	<b>\$ 7,045,366</b>

**College of the North Atlantic**  
**Summary of Resale Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 2,258,258	\$ 2,153,303	\$ 2,011,486
Professional development	-	11	105
Travel	1,220	-	197
Bank charges	-	-	13
Photocopying/printing	7,265	4,655	5,522
Office related supplies	9,095	17,187	8,467
General advertising	-	63	-
Freight and customs	142,265	10,458	1,536
Telephone	3,160	3,271	2,610
Utilities	18,550	16,931	17,240
Repairs and maintenance	21,905	29,381	28,612
Protective clothing	12,047	10,354	9,650
Food cost	583,347	753,331	411,173
Laundry and drycleaning	8,650	1,562	562
Textbooks and supplies	1,482,789	1,199,794	926,358
Computer supplies	19,950	10,781	10,533
Contracted services	50,000	104,049	100,143
Student related	3,500	133	-
Minor equipment and tools	6,075	155,234	9,077
Minor computer equipment	900	1,878	1,002
Materials and supplies	16,863	11,528	39,848
	<u>\$ 4,645,839</u>	<u>\$ 4,483,904</u>	<u>\$ 3,584,134</u>

**College of the North Atlantic**  
**Summary of Apprenticeship Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 3,048,973	\$ 2,776,776	\$ 3,007,708
Professional development	200	2,683	4,343
Professional fees	900	1,627	1,800
Travel	500	698	1,443
Photocopying/printing	1,358	2,018	1,241
Office related supplies	-	179	75
Membership fees	745	-	705
Freight and customs	890	1,299	3,788
Repairs and maintenance	17,885	12,730	9,064
Vehicle operations	325	-	241
Equipment rentals	1,000	-	1,050
Protective clothing	2,475	2,937	1,861
Food cost	11,640	16,241	10,856
Laundry and drycleaning	370	444	243
Computer supplies	13,015	12,345	17,113
Contracted services	-	-	609
Educational materials	6,053	25,513	8,783
Student related	219,229	316,011	219,217
Minor equipment and tools	30,163	23,324	26,886
Minor computer equipment	5,255	4,599	4,816
Materials and supplies	149,597	178,017	151,661
	<b>\$ 3,510,573</b>	<b>\$ 3,377,441</b>	<b>\$ 3,473,503</b>

**College of the North Atlantic**  
**Summary of Continuing Education Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 710,719	\$ 831,214	\$ 761,328
Professional fees	2,000	-	240
Travel	16,000	30,998	36,628
Photocopying/printing	10,000	18,944	17,584
Office related supplies	-	25	220
Freight and customs	3,350	2,276	4,820
Vehicle operations	-	649	-
Equipment rentals	-	-	894
Facilities rentals	10,000	8,714	7,880
Computer supplies	-	-	49
Contracted services	100,000	21,260	17,650
Educational materials	3,164	351	2,586
Student related	15,000	53,587	49,330
Materials and supplies	14,600	16,808	15,074
	<b>\$ 884,833</b>	<b>\$ 984,826</b>	<b>\$ 914,283</b>

**College of the North Atlantic**  
**Summary of Contract Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 1,467,817	\$ 2,485,405	\$ 2,590,848
Professional development	450	7,477	216
Professional fees	-	-	240
Travel	94,600	76,371	55,369
Photocopying/printing	17,975	6,243	9,646
Office related supplies	5,900	312	848
Membership fees	1,000	670	618
General advertising	250	10,240	20,502
Freight and customs	11,325	1,723	5,131
Telephone	1,500	1,307	1,454
Repairs and maintenance	-	749	13,357
Vehicle operations	-	8,116	1,397
Equipment rentals	32,500	94,791	63,625
Facilities rentals	4,500	140	970
Protective clothing	2,500	2,433	6,978
Food cost	40,000	-	-
Laundry and drycleaning	1,000	-	-
Computer supplies	-	14,842	8,875
Contracted services	170,000	190,655	120,445
Educational materials	3,500	2,669	1,267
Student related	79,000	77,099	57,204
Minor equipment and tools	5,300	4,158	6,322
Minor computer equipment	1,500	8,031	92,499
Materials and supplies	157,700	133,793	90,088
	<u>\$ 2,098,317</u>	<u>\$ 3,127,224</u>	<u>\$ 3,147,899</u>

**College of the North Atlantic**  
**Summary of International Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 532,816	\$ 833,247	\$ 759,571
Professional development	-	-	570
Professional fees	494,000	5,057	314,020
Travel	23,450	447,307	28,201
Bank charges	-	-	30
Photocopying/printing	800	277	18
Office related supplies	800	810	474
Membership fees	500	13,384	631
General advertising	1,775	6,590	17,991
Freight and customs	675	60	111
Telephone	800	2,714	2,016
Facilities rentals	-	1,168	-
Computer supplies	580	1,552	2,804
Contracted services	154,488	99,477	56,290
Educational materials	-	-	895
Student related	2,500	2,895	5,045
Minor equipment and tools	-	808	289
Minor computer equipment	1,500	1,362	17,187
Materials and supplies	131,452	7,476	12,844
	<b>\$ 1,346,136</b>	<b>\$ 1,424,184</b>	<b>\$ 1,218,987</b>

**College of the North Atlantic**  
**Summary of Special Projects Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	<b>2023 Budget</b> (Note 15)	<b>2023</b>	<b>2022</b>
Salaries and benefits	\$ 5,101,706	\$ 5,714,519	\$ 5,663,767
Professional development	43,346	47,100	8,088
Employee recognition and wellness	200	-	-
Professional fees	279,894	99,264	53,156
Travel	493,395	251,997	98,147
Insurance	2,697	-	26,818
Bank charges	-	-	6
Photocopying/printing	28,354	13,044	11,040
Office related supplies	16,969	3,378	9,325
Membership fees	2,000	587	1,067
General advertising	102,768	48,436	17,344
Freight and customs	22,333	5,204	22,168
Telephone	22,261	14,613	32,002
Repairs and maintenance	-	34,858	1,608
Vehicle operations	-	28,893	5,165
Equipment rentals	-	5,691	-
Facilities rentals	532,743	545,585	480,468
Protective clothing	-	1,283	933
Computer supplies	78,381	143,912	104,423
Contracted services	37,961	72,149	87,515
Educational materials	4,000	4,249	6,134
Student related	342,890	538,832	868,493
Minor equipment and tools	24,085	352,156	20,248
Minor computer equipment	3,000	103,698	59,195
Materials and supplies	1,417,980	748,107	1,484,172
	<b>\$ 8,556,963</b>	<b>\$ 8,777,555</b>	<b>\$ 9,061,282</b>

**College of the North Atlantic**  
**Summary of Expenditures**  
Year Ended March 31, 2023, with comparative information for 2022

	2023 Budget (Note 15)	2023	2022
Salaries and benefits	\$ 109,083,215	\$ 110,151,770	\$ 104,849,188
Professional development	321,054	397,466	105,710
Employee recognition and wellness	15,200	12,953	13,730
Professional fees	2,021,148	698,406	1,275,395
Travel	1,421,458	1,505,832	467,336
Recruitment and relocation	60,000	9,649	57,370
Insurance	260,697	326,403	300,098
Bank charges	167,203	212,958	215,537
Photocopying/printing	569,225	420,680	353,205
Office related supplies	348,032	295,477	222,123
Membership fees	100,489	165,284	131,969
General advertising	567,558	506,344	418,425
Doubtful receivables	70,000	224,332	303,452
Freight and customs	283,760	89,075	108,511
Telephone	375,828	409,326	427,287
Utilities	1,473,016	1,856,712	1,622,210
Repairs and maintenance	1,625,196	2,280,764	1,854,786
Vehicle operations	521,469	777,006	604,901
Equipment rentals	388,172	294,611	266,760
Facilities rentals	635,503	640,268	590,825
Protective clothing	69,175	73,488	93,399
Amortization	6,730,092	6,109,394	5,693,347
Food cost	696,137	904,072	510,614
Laundry and drycleaning	21,520	5,769	3,380
Textbooks and supplies	1,482,789	1,199,794	926,358
Computer supplies	2,448,273	2,998,878	2,327,115
Contracted services	827,527	1,533,181	704,473
Educational materials	279,017	437,066	273,765
Daycare operations	92,451	101,179	68,777
Student related	905,472	1,280,835	1,386,663
Minor equipment and tools	329,077	1,412,397	554,220
Minor computer equipment	269,215	572,639	957,770
Materials and supplies	5,141,859	5,240,810	3,323,141
	<u>\$ 139,600,827</u>	<u>\$ 143,144,818</u>	<u>\$ 131,011,840</u>

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