



College of the North Atlantic

Annual Report 2000-2001

Our Mission

College of the North Atlantic is Newfoundland and Labrador's public college. We are committed to providing accessible, responsive, quality learning opportunities which prepare people to become self-sufficient contributors to social and economic development in a global context.

Our Vision

To fulfill its education and training mission, the public college of Newfoundland and Labrador will:

Be recognized for satisfied employable graduates whose skills meet industry's standards and respond to the broad range of labour market demands.

Research and deliver quality programs that are responsive to changing social, personal, and economic needs of learners through continuous review and modification of programs.

Monitor accountability to ensure effectiveness and efficiency.

Continually enhance learning opportunities by implementing superior methods of instructional delivery.

Be proactive in the social and economic development of the province.

Enhance the capacity of the college and the province through international initiatives.

Recognize and respect the value of employees and their contribution to quality programs and services.

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President's Message

In May 2001, College of the North Atlantic was chosen by the State of Qatar to develop and operate a nineteenth campus in that country's capital city, Doha. The \$500 million agreement marks the largest educational contract ever awarded in Canada, and is a clear affirmation that the college is a premier institution.

Decades of experience have proven that our faculty, staff, and students are second to none. However, as other educational institutions have discovered, exceptional faculty, staff and students are simply not enough. To become and remain a world leader in any field, an organization must pursue a collective vision – a vision to get the job done, and done well. This year's annual report features a few of the many people who have contributed to making College of the North Atlantic the world-class training institution it is today.

College of the North Atlantic continues to strategically pursue its collective vision at its various centres of excellence located in the college's 18 campuses throughout the province. Some of these centres include Engineering Technology and Health Sciences, St. John's; Electrical, Seal Cove; Avionics, Gander; Natural Resources, Corner Brook; Digital Animation, Stephenville; and Mining Technology, Labrador. These centres of excellence have played an important role in the development of some of the nation's top industry training programs.

College programs are reviewed frequently to ensure quality, relevance, and responsiveness. College of the North Atlantic continues to make great strides in the negotiation of transfer agreements with other post-secondary institutions in Canada, the

United States, and abroad. These agreements provide greater mobility for students and graduates, giving them the option to complete their post-secondary studies at other colleges or universities.

College of the North Atlantic continues to move forward to make post-secondary education more accessible. The college's Distributed Learning Service allows students to complete credit courses and accredited programs on line, at their convenience. The college is currently working to increase accessibility for students with special needs through a broad range of support services.

The recruitment and retention of qualified students and staff is a growing challenge for the college. Demographic realities, such as declining birth rates, out-migration, and the aging workforce, make it more important than ever to provide an attractive work and learning environment, including professional development opportunities for faculty and other staff.

Other challenges presently confronting the college include aging buildings and other infrastructure, and an increasing need to replace or upgrade equipment. The college continues to work diligently to increase its partnerships with the private sector, not only to address the issue of capital equipment acquisition, but also to respond to the growing demand for workforce retraining.

College of the North Atlantic is well positioned to meet these challenges and will continue to pursue its visionary approach to quality, relevance and responsiveness, accessibility, accountability, mobility, and scholarly achievement.



A handwritten signature in blue ink that reads "Pamela Walsh". The signature is fluid and cursive, written over a light blue circular watermark.

Pamela Walsh
President

Board of Governors' Message

The Board of Governors is the legal owner and final authority for College of the North Atlantic, whose assets and operations they hold in trust for the people of Newfoundland and Labrador. It is the board, therefore, that is ultimately accountable to the public for how well the college manages its assets and operations.

As trustees, the board is also ultimately responsible for maintaining the overall integrity of the institution. It is our duty to insist that the mission and vision of the college are clearly understood and that major financial and educational decisions are consistent with them. This annual report, in our respectful opinion, provides clear evidence that College of the North Atlantic has made considerable progress in this regard, especially over the past few years. We firmly believe that the collective pursuit of the college's mission and vision – as first articulated by the board in September 1999 – will allow College of the North Atlantic to continue to thrive and excel as it pursues its mandate provincially, nationally, and throughout the world.

The board would like to recognize and acknowledge the incredible achievements of the college as an institution, and of the many outstanding faculty, staff and students who make the college what it is today. The board agrees with our President – Pamela Walsh – exceptional faculty, staff and students are no guarantee of success. However, we also know that without exceptional faculty, staff, and students no institution can achieve



the remarkable success we continue to experience.

I am also very pleased to report that, like the college, the Board of Governors continues to make considerable progress in its own pursuit of excellence. The board, for example, has adopted and continually aspires to six overarching good governance principles: leadership and stewardship, empowerment and accountability, communication and transparency, service and fairness, accomplishment and measurement, and continuous learning and growth.

The board has made a conscious decision to lead and steward the organization by championing the college's strategic planning process. The wisdom of this decision is already quite evident. We are confident that the strategic pursuit of our collective mission and vision will only lead to future success.

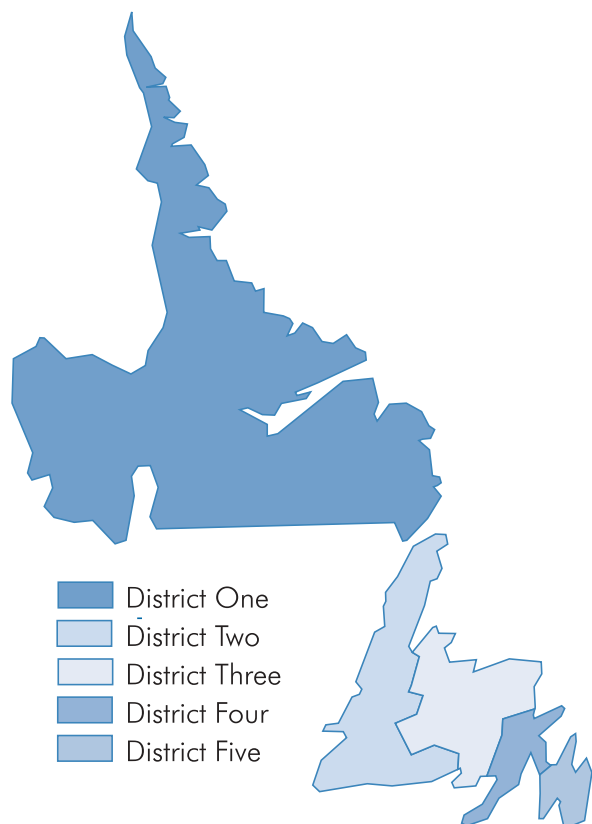
We will work with the Government of Newfoundland and Labrador to ensure that the board continues to be composed of individuals who possess the highest degree of relevant experience, skill, and expertise. These individuals are leaders in their respective communities who reflect the values of the people of Newfoundland and Labrador.

The Board of Governors of College of the North Atlantic is very proud of the organization's many achievements over the past 12 months. The college is well positioned to successfully respond to the various challenges it will face in the coming months and years.

A handwritten signature in blue ink that reads "Moya Cahill".

Moya Cahill, P. Eng.
Board Chair

College Overview



College of the North Atlantic, Newfoundland and Labrador's public college, is one of the largest post-secondary educational and skills training centres in Canada. The college offers over 80 full-time programs and more than 300 part-time courses. Established in 1997 from the amalgamation of five regional colleges, CNA is the training institution of choice in the province. While the name is relatively new, the institution has a long history of providing post-secondary education and training to provincial, national, and international students and business clients.

College of the North Atlantic graduates approximately 3,000 students each year from comprehensive, career-oriented certificate and diploma programs, ranging from one to three years in duration. Our graduates have the skills, knowledge, and attitudes required to prepare them for success in today's workforce. The college offers a range of programs in Applied Arts, Business, Health Sciences, Engineering Technology, Industrial Education/Trades, Information Technology, Natural Resources, Academic/Access programs, including English as a Second Language.

College of the North Atlantic serves a provincial population of 533,761 dispersed over a landmass of some 405,390 square kilometres (more than three times the size of Nova Scotia, New Brunswick and Prince Edward Island combined).

College of the North Atlantic's headquarters is located at Stephenville, on the west coast of the island. Headquarters consists of the President's office, the office of the General Counsel and Corporate Secretary, and the four Executive Divisions: Administration, Programs, Student Services, and College Development. Regional administration is provided by each of the college's five District Administrators (one per district) and the 20 Associate District Administrators located throughout the college's 18 campuses.

College Profile

Land Mass	405,390 km ²
Population	533,761

Programs

Total	83
Academic/Access	2
Applied Arts	17
Business Studies	4
Health Sciences	6
Information Technology	8
Natural Resources	5
Engineering Technology	12
Industrial Trades	29

Facilities

Campuses	18
Learning Centres	19
Residences	3
Daycares	4

Human Resources

Faculty	643
Support Staff	414
Management	60

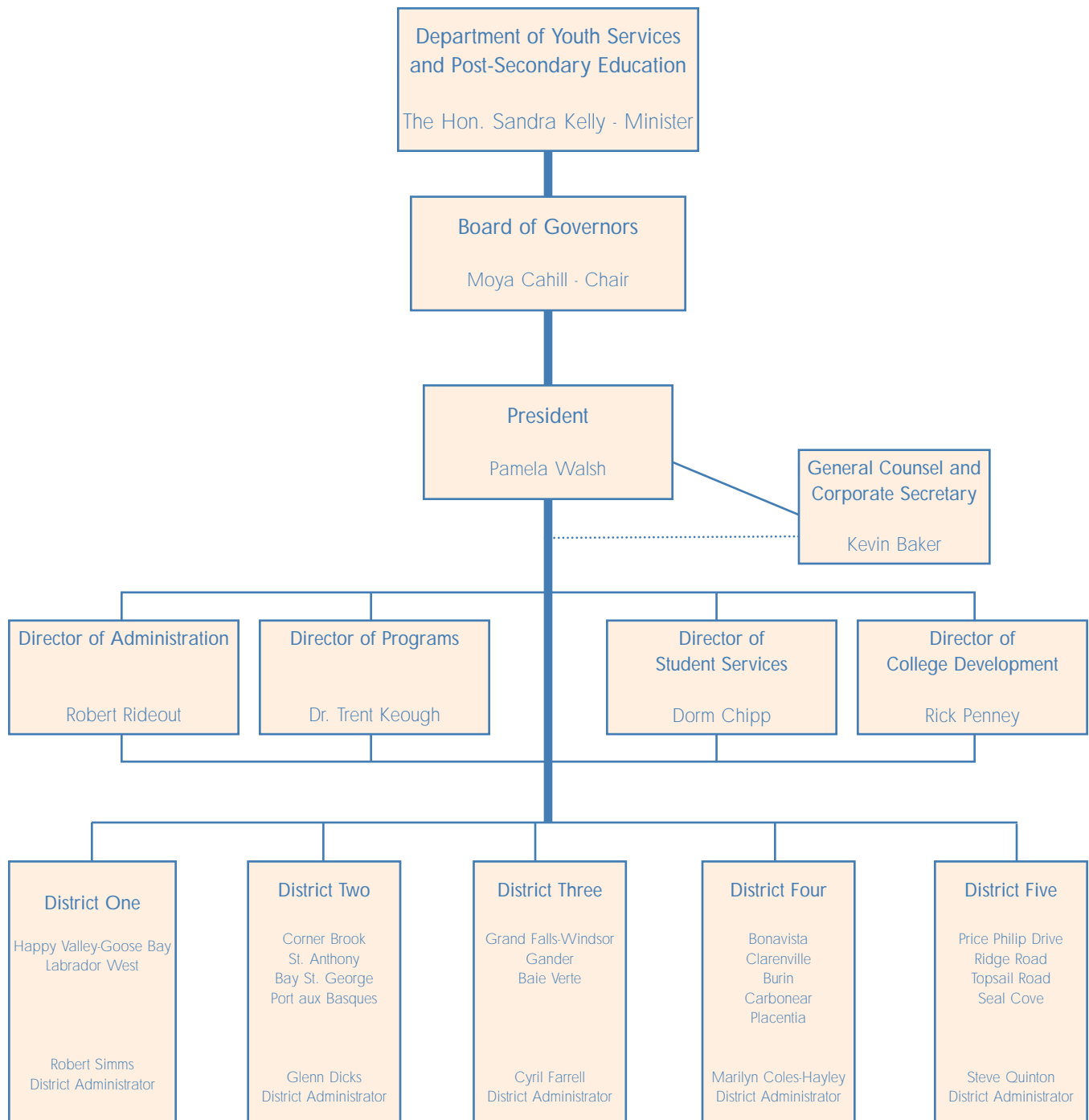
Student Population

Regular Full-time	6,518
Regular Part-time	519
Contract Full-time	1,419
Contract Part-time	105
Apprenticeship	753
Distributed Learning	519
Distance	171
Continuing Education	12,482

Finances

Total Revenues	\$85,733,085
Total Expenditures	\$84,030,191

Organizational Chart



College Administration

Board of Governors

Moya Cahill, P. Eng.
Board Chair
Michael J. Tobin, B.A.: B.A. (Ed.)
Vice Chair
Susan Adams, FCA
Martin Coady
Edward Delaney, B.A.: B.A. (Ed.): M. Ed.
Diane Hodge-Burt
Audrey Manning, PhD
Bruce Patey
Joan Robbins
Arthur Skinner
Stanley Sparkes, B.A.: B.A. (Ed.)
Barbara Stone, B.A.: B. Ed.: B. Voc. Ed.
Terry White
Leonard C. Winsor, AACI: PAPP
Pamela Walsh – President

Headquarters

President's Office

Pamela Walsh,
President
Kevin Baker, B.A. (Hon.): M.A.: ILB
General Counsel
and Corporate Secretary
Sheila Gallant,
Secretary
Viola LeCour, B.A.: B. Ed.
Secretary

Student Services Division

Dorm Chipp, B.A. (Ed.): M. Ed.: M. Ad. Ed.
Director
Linda Dunne, B.A.: B. Ed.
Registrar
Brenda Barrington,
Associate Registrar
Ian Pye, B. Sc.
Statistician
Judy Park,
Apprenticeship Admissions
Officer
Brian Tobin,
Chair (Student Development–
Special Projects)
Helene Gaultois,
Secretary

Programs Division

Trent Keough, PhD: B.A.: M.A.
Director
Phyllis Hibbits,
Secretary
Enid Strickland, M. Ed.
Chair (Programs)
George Anderson,
School Chair (Industrial Trades)
Steve Quinton, B. Voc. Ed.: M. Ed.
School Chair
(Information Technology)
Daniel Wong, PhD: MBA: B. Eng.: P. Eng.
School Chair
(Engineering Technology)
Donna Henderson, PhD: B. Sc. (Phm.): M. Sc.
School Chair (Health Sciences)
Linda White, M. Ed.
School Chair (Applied Arts
and Business Studies)
Dr. Mike Roy,
School Chair
(Natural Resources)
Marian Andrews,
Professional Development
Coordinator
Sheldon Brown, M. Ad. Ed.: CPP
Professional Development
Coordinator
James Davis, B. Sc.: B. Ed.: M. D. E.: AGDDE(T)
Program Development
Coordinator
Walter Smith, B. Sc.: B. Voc. Ed.: M. Ad. Ed.
Program Development
Coordinator
Jenny Banfield,
Secretary

Administration Division

Robert Rideout, B. Comm (Hon.): MBA
Director
Richard Vivian,
Comptroller
Lilly Squires,
Accounting Manager
Joanne Merrigan,
Payroll Supervisor
Wayne Hann, B. Sc.
Manager (Information
Technology)

Gary L. Comeau,
Manager (Information
Technology)
Walter Legge,
Labour Relations Consultant
Debbie White,
Secretary
Keith Windsor, B. Comm.: C. G. A.
Manager of Budgets/
Internal Audits
Gerald Winsor,
Manager of Budgets/
Internal Audits
Mike Campbell,
Facilities Manager
Dale Burton, B. Comm.
HR Manager
Cindy Brinston, B.A. (Ed.)
HR Manager
Beverley Janes,
HR Manager
Jennine McDonald, B. Comm.
HR Manager
Roseanne Hammond,
HR Manager

College Development Division

Rick Penney,
Director
Donna Hobbs,
Advertising and
Promotions Coordinator
Stephen Lee,
Communications Officer
Beverley F. Hulan,
Secretary

District Administration

District One

Bob Simms, B. Sc.: B. Ed.: M. Ed.
District Administrator
Winnie Montague, B. Voc. Ed.
Associate District Administrator
Robin Walters, M. Sc.: B. Sc.: B. Ed.
Associate District Administrator

District Two

Glenn Dicks, B.A.: B. Ed.: M. Ed.
District Administrator

Brent Howell, B.A.: B. Ed.
Associate District Administrator
John Edgar, B. Sc.: B. Ed.: B.A.: M. Ed.
Associate District Administrator
Gregory Chaytor, M. Ed.: P. Eng.
Associate District Administrator
Lorne King,
Associate District Administrator
Cyril Organ,
Associate District Administrator
George Anderson,
Associate District Administrator

District Three

Cyril Farrell, M. Ed.
District Administrator
Colin Forward, B. Eng.: B. Ed.: P. Eng.
Associate District Administrator
Geoff Kelly, M. Ed.
Associate District Administrator
Mac Moss, M. Ed.
Associate District Administrator

District Four

Marilyn Coles-Hayley,
District Administrator
Larry Reid,
Associate District Administrator
Blake Cryderman, M.A.: P. Ag.
Associate District Administrator
Gerald O'Reilly,
Associate District Administrator

District Five

Steve Quinton, B. Voc. Ed.: M. Ed.
District Administrator
D. Bruce Baker, B.A.: B. Sc.: M. Ed.
Associate District Administrator
Gail Gosse, B.A. (Ed.): M. Ad. Ed.
Associate District Administrator
Daniel Wong, PhD: MBA: B. Eng.: P. Eng.
Associate District Administrator
Everett G. Fancey, B. Eng.: M. Eng.: P. Eng.
Associate District Administrator
Donna Henderson, PhD: B. Sc. (Phm.): M. Sc.
Associate District Administrator
Bill Whalen, B.A.: B.A. (Ed.)
Associate District Administrator

Administration

The Administration Division is responsible for activities related to the administration of the college including finance, information technology (IT), human resources (HR), and facilities.

The HR functions of the college were subject to a number of important changes over the past year. The college commenced an Associate District Administrator Internship program for the purposes of succession planning. The Employee Improvement Committee completed its work and presented its recommendations to the College Executive. Also, an Employee Awards and Service Recognition program was implemented. In October 2000, a Labour Relations Office was created to support collective bargaining and dispute resolution activities. In April, the college, along with other Newfoundland public sector employers, reached a tentative agreement with Support Staff employees thereby ending a four-day general service strike. The final agreement was signed in October 2001. Negotiations for the faculty bargaining group began in February.

In June 2001, the Administration Division and the former HR Division were amalgamated. Two Professional Development Coordinators have been hired (reporting to the Programs Director), and work is ongoing toward faculty, staff, and administrative professional development.

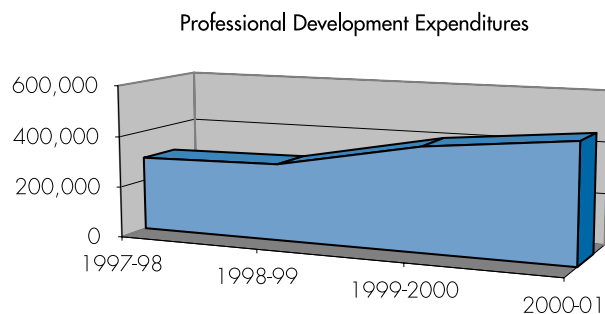
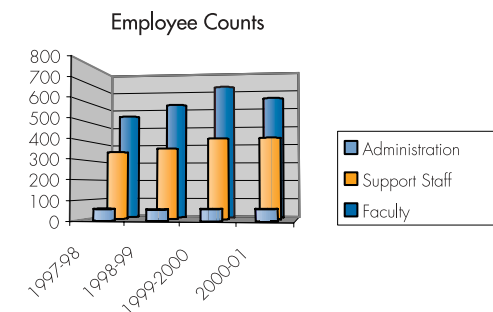
The finance functions continue to work diligently to address a number of issues raised in the Auditor General's review of college operations from 1997–2000.

An initial fixed assets inventory was compiled for most campuses. The remainder will be completed over the next several months, and the annual process of reconciling inventory counts with accounting records will commence.

The most significant capital project undertaken at a campus facility in the past year was the expansion of the Prince Philip Drive location in St. John's. The project will see the construction of a Health Sciences wing to replace the Topsail Road facility. Work on this new wing is progressing and construction will be completed in 2002.

The college's information technology infrastructure continues to grow. A new agreement signed to provide greater bandwidth for its telecommunications network will enable the college to make greater use of video technology in teaching and administration.

The college has also commenced a multi-year project to acquire an integrated software solution for its information management needs. This project, upon completion, will provide improvements in services to students and more timely access to information.



Programs

The following programs were accredited:

Machinist (Placentia)
Millwright (Placentia)
Heavy Duty Equipment Mechanic (Placentia)
Machinist (Baie Verte)
Millwright (Baie Verte)
Bricklaying (Corner Brook)
Heavy Equipment Operator (Happy Valley–Goose Bay)
Welding (Prince Philip Drive)
Motor Vehicle Body Repair (Prince Philip Drive)
Truck Transport Service Technician (Bay St. George)
Cooking (Prince Philip Drive)
Welding (Baie Verte)

The following programs were re-accredited:

Civil Engineering Technician (Gander)
Electronics Engineering Technology – Computers (St. John's)
Electronics Engineering Technology – Biomedical (St. John's)
Electronics Engineering Technology – Communications (St. John's)
Geomatics Engineering Technology (St. John's)
Architectural Engineering Technology (St. John's)
Civil Engineering Technology (St. John's)
Electrical Engineering Technology (St. John's)
Petroleum Engineering Technology (St. John's)
Civil Engineering Technology (Corner Brook)
Electronics Engineering Technology (Corner Brook)
Welding Technician (Burin)
Respiratory Therapy (Topsail Road)

List of Articulation and Transfer Agreements signed this year:

Bachelor of Technology (Memorial University of Newfoundland)
Bachelor of Science (University of Windsor)
Bachelor of Science – Human Service (Athabasca University)
Bachelor and Master's Degrees (Charles Stuart University, Australia)
Bachelor of Medical Laboratory Sciences (University of Alberta)
Advanced Diploma – Diagnostic Cytology (Michener Institute)
Genetics Technology Diploma (Michener Institute/Health Care Corporation of St. John's)
Certified General Accountants Association of Canada
The Society of Management Accountants
Purchasing Management Association of Canada
Canadian Professional Sales Association
Canadian Institute of Financial Planning
Memorial University of Newfoundland
University College of Cape Breton
University of Lethbridge
Lakehead University
Royal Roads University
Northwood University (USA)

The Programs Division is responsible for all activities related to course and program development, delivery, evaluation, rationalization, and relevancy. The division also provides leadership for professional development activities for the college's staff, faculty, and administration.

This division has been engaged in significant revision and re-alignment during the past year. Currently, it is comprised of seven independent schools: Applied Arts, Business, Health Sciences, Engineering, Information Technology, Natural Resources, and Industrial Trades.

Full-time leadership positions have been assigned to the schools of Applied Arts and Business, Engineering and Information Technology, and Industrial Trades. These permanent full-time chair positions have been relocated to the programs office at college headquarters in Stephenville. The Provincial Programs Planning Team has been restructured to include the District Administrators. Program Development Co-ordinators with respective expertise are being hired in the schools of Engineering and Information Technology.

The former Programs Office Administrative and Special Projects position has been revised to become the chair of Programs. The chair will provide leadership to the schools and function as a liaison to the director. The programs office has moved away from day-to-day operations of Community, Corporate and International; this work now falls under the responsibility of College Development. School chairs will work closely with Community/Corporate and International in program development and delivery.

The Programs Director and Director of Administration are jointly responsible for college Professional Development. Two Professional Development Coordinators have been hired and work is ongoing in the areas of faculty, staff, and administrative professional development. The articulation and definition of best teaching and learning practices within the growth of shared institutional culture are central to these new initiatives.

The close ties among Administration, Student Services, College Development, and the Programs Division mark the successful steps taken towards integration and the seamless delivery of services to students.

Student Services

The Student Services Division is responsible for matters related to student development at College of the North Atlantic. This includes Counselling Services, Special Needs Students, Student Employment, and Learning Resource Centres. The Registrar's Office is also housed within the division, as is the college's Policy Planning and Research Analyst. The division also provides oversight and co-ordination to the college's Council of Student Executives (CSE).

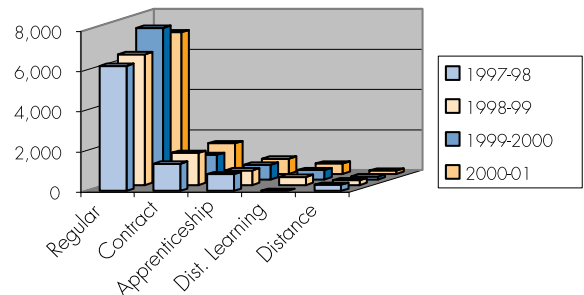
The scope of responsibilities for the Student Services Division expanded significantly during the 2000–2001 academic year. These organizational changes strengthen the division's capability to organize and deliver services targeted at enhancing overall student development and provide the basis for ensuring that student success is at the forefront of the college's educational agenda. For instance, program responsibilities for the college's academic upgrading program, Adult Basic Education (ABE) and the College University Transfer Year (CUTY) are now found within Student Development. This reorganization provides for the establishment of optimal linkages between supportive services and entry-level program areas.

Student Development Officers (Co-op), who provide employment services to students enrolled in co-op education programs, now report to the Division of Student Services. The division has implemented a strategic coordination model to ensure that high service delivery standards are maintained and a reasonable degree of service equity is provided at each of the college's campuses and satellite operations.

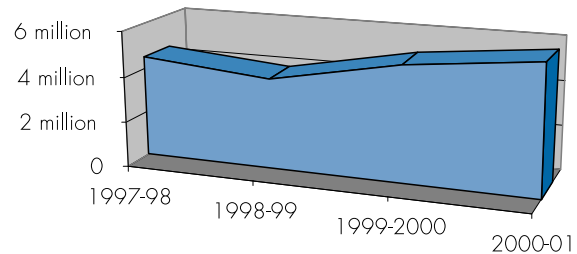
The integration and expansion of technology into services provided to students advanced significantly within the past year, and a Programmer Analyst position was established to develop, support, and enhance these technologies.

Student Services also plays a key role in the delivery of several Orientation to Trades and Technology (OTT) programs at the college. The OTT programs are designed to help introduce women to jobs that are traditionally dominated by male employees. Many of the women who successfully completed the OTT program have since gone on to study trades programs at campuses throughout the province.

Student Enrolments



Student Services Expenditures



College Development

The Division of College Development was created within College of the North Atlantic in the fall of 2000 and is responsible for marketing, public relations, communications, student recruitment, community and corporate relations, contract training, international initiatives and scholarship fund acquisition. The division has been working diligently to improve the visibility and profile of the college, standardize the functions of marketing and communications throughout the organization, and increase recruitment efforts.

The division publishes *Currents*, the college's bi-monthly newsletter and issues news releases on a regular basis. Advertising and promotions have been standardized, and all print and radio advertising and promotional events are provincially coordinated. A College Development Action Team has been established, with representation from all districts of the college, to provide direction and campus-based leadership in every area of college development.

Two new positions have been created within the Division this year. A Chair of Community, Corporate and International, reporting to the Director of College Development, will provide leadership and direction to all College of the North Atlantic employees on matters related to the division's community, corporate, and international initiatives. A graphic artist will further improve the college's capacity for advertising and promotion.

The past year has been successful for College of the North Atlantic in terms of international expansion. The college has secured several international contract-training projects, and all the divisions pulled together in the effort to secure a \$500 million contract to establish a new campus in the Middle East State of Qatar. This initiative has already led to further contract-training opportunities in the Middle East.

The division has also been busy at home, developing strategic partnerships with companies such as Sun Microsystems of Canada, Cicso Systems, Siemens Canada Ltd., and Aliant. These partnerships have helped the college become the training institution of choice for leading industries and have expanded training opportunities for our students.



The Division of College Development is responsible for producing such things as the college's regular newsletter and advertising and promotional materials.

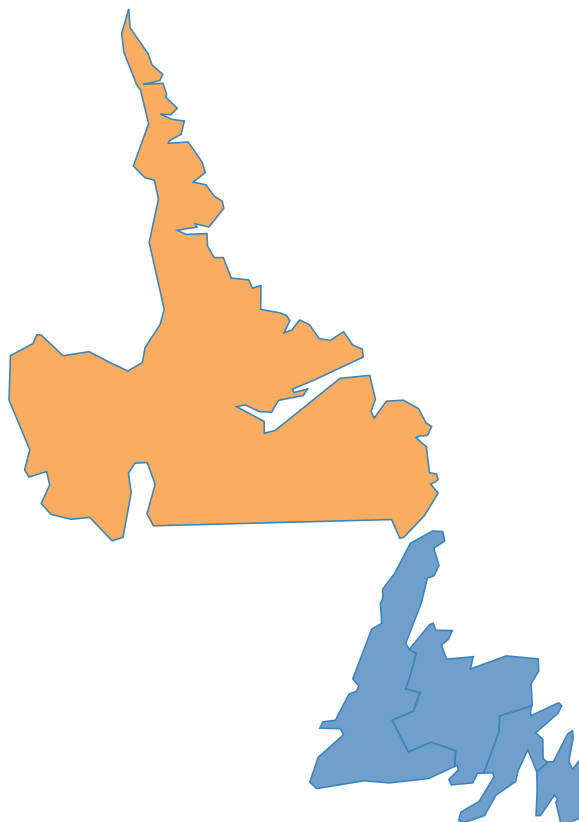
District One

District One, which encompasses the entire mainland region of the province, represents the largest geographic district in the college. It also has the distinction of serving the smallest and most widely dispersed population, including a number of coastal communities. Several of these communities, inaccessible by road, are served by the district's nine learning centres. At the same time, the district is home to one of the most affluent communities in eastern Canada – Labrador City – international headquarters of the Iron Ore Company of Canada.

The major focus for the district over the past year has been the readjustment of the area's program plan to better serve its diverse social and economic needs. The district team has been working diligently with the local Strategic Social Planning Committee, economic development agencies, and major industries to develop relevant training programs which respond to the needs of Labrador's diverse communities.

The district is involved in many initiatives that address issues of importance to Labrador's aboriginal population. Training programs continue to be offered through various Coastal Learning Centres in Labrador. Some examples include crane operator training for the Labrador Inuit Development Corporation's Quarry Project at Ten Mile Bay, and the Early Childhood Education training at Hopedale and Sheshatshiu.

The Labrador West and Happy Valley–Goose Bay campuses differ greatly in their core program areas and in their delivery methods. Labrador West campus is well known as the home of the Mining Technology Centre, and has the capacity to offer a broad range of programs, including Computer Support Specialist, Engineering, and Office Administration, to support the needs of local industry. Happy Valley–Goose Bay, which also serves as the hub for the district's learning (outreach) centres, is heavily involved in the trades industry with four of its seven programs directly related to that sector including Heavy Equipment Operator/Service Technician, Plumbing, Machinist, and Multi-Skills Industrial Training.



District Profile

Land Mass	294,330 km ²
Population	28,817

Programs

Total	11
Academic/ Access	2
Business Studies	1
Information Technology	1
Natural Resources	1
Engineering Technology	1
Industrial Trades	5

Facilities

Campuses	2
Learning Centres	9
Residences	1
Daycares	1

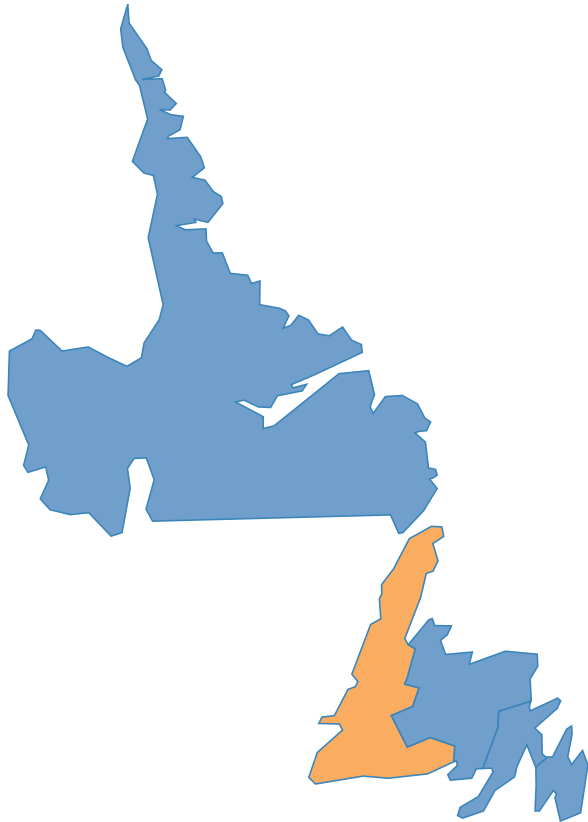
Human Resources

Faculty	58
Support Staff	37
Management	3

Student Population

Regular Full-time	449
Regular Part-time	27
Contract Full-time	289
Contract Part-time	24
Apprenticeship	83
Distributed Learning	51

District Two



District Two, which covers the western region of the province, has become well-known as Newfoundland and Labrador's Festival Coast. The region's prominence in the entertainment and tourism sectors is clearly evident in the district's training programs. Bay St. George campus has developed the Music Industry and Performance and Recording Arts programs which attract many of the province's best musical talents. These programs offer students the chance to learn from world-class musicians and instructors, while experiencing the Festival Coast first hand. The district also offers training in Food Services and Tourism Studies at Bay St. George campus, and Adventure Tourism at Corner Brook campus.

Although the district is well known for its entertainment and tourism-related programs, the range of programming throughout the district remains diverse. Bay St. George campus offers a wide range of programs that includes Digital Animation, Journalism, Crane Operator, and Truck and Transport Repair. The Corner Brook campus is home to the college's centre of excellence for Natural Resources. Drawing on its proximity to and long-standing relationship with the natural resource industry, the campus also offers training programs in Environmental Technology, Fish and Wildlife Technician, and Forest Resource Technician. Port aux Basques campus, a trades oriented campus, offers a wide variety of trades programs, including Non-Destructive Testing and Welder/Fabricator. St. Anthony campus offers a combination of general studies programs, including Adult Basic Education, First Year Engineering and Office Administration.

The Town of Stephenville, located in District Two, also serves as home of College of the North Atlantic's provincial headquarters.

District Profile

Land Mass	52,849 km ²
Population	107,001

Programs

Total	39
Academic/ Access	1
Applied Arts	11
Business Studies	3
Information Technology	3
Natural Resources	4
Engineering Technology	3
Industrial Trades	14

Facilities

Campuses	4
Residences	1
Daycares	2

Human Resources

Faculty	155
Support Staff	101
Management	11

Student Population

Regular Full-time	1,647
Regular Part-time	84
Contract Full-time	267
Contract Part-time	4
Apprenticeship	113
Distributed Learning	89
Distance	4

District Three

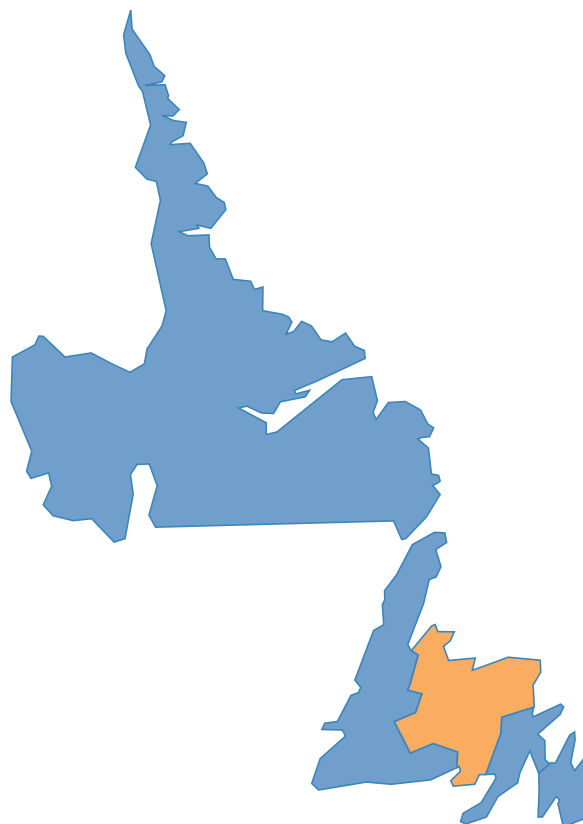
District Three, which provides coverage throughout the central region of the province, has campuses in Grand Falls–Windsor, Gander, and Baie Verte, two learning centres located in Springdale and Middle Arm, and a literacy centre in Grand Falls–Windsor.

The district continues to focus on meeting the social and economic needs of the region. In the past year, the district team has been concentrating on the delivery of the Access to Training and Careers initiative at each of its campuses and outreach centre locations. The relocation of the Literacy Outreach Centre to the Grand Falls–Windsor campus remains a top priority for the coming year. After necessary renovations are completed in 2002, the centre will become part of the campus' daily operations.

Program offerings in this district reflect the region's diverse history and economy. Gander is home to the province's largest international airport, and the Gander campus continues to build upon this aviation heritage. This campus serves as the college's centre of excellence in Avionics. The Aircraft Maintenance Engineering Technology and Aircraft Structural Repair programs are part of the broad range of training programs, including Automotive Service Technician and Computer Support Specialist, that offer students a variety of career choices.

The Baie Verte campus is home to, among others, the Multi-Skills Industrial Training and Steamfitter/Pipefitter programs.

Located halfway between Baie Verte and Gander is the Grand Falls–Windsor campus. This campus offers a variety of programs, including Adult Basic Education, College/University Transfer Year, Business Management, Office Administration, and Programmer Analyst.



District Profile

Land Mass	32,865 km ²
Population	81,980

Programs

Total	13
Academic/ Access	2
Business Studies	2
Information Technology	2
Engineering Technology	1
Industrial Trades	6

Facilities

Campuses	3
Learning Centres	3

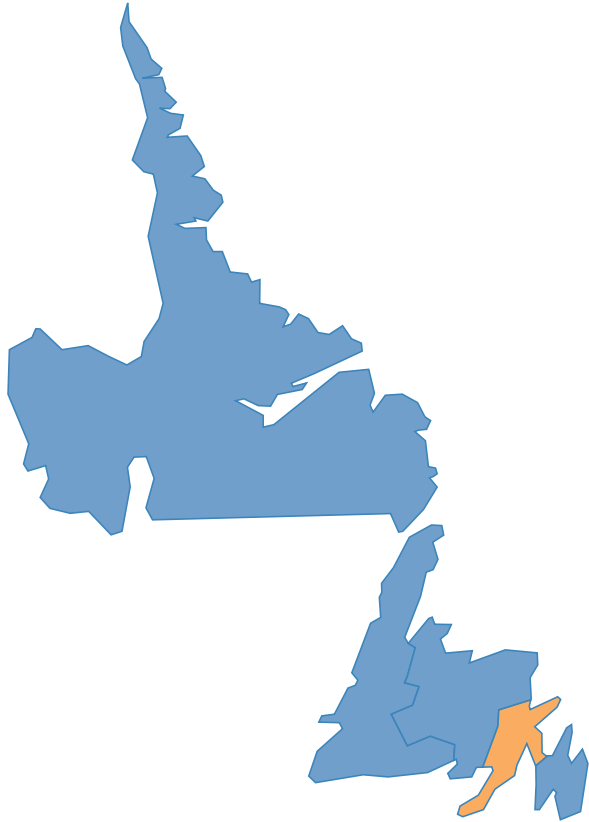
Human Resources

Faculty	87
Support Staff	32
Management	7

Student Population

Regular Full-time	791
Regular Part-time	96
Contract Full-time	298
Contract Part-time	38
Apprenticeship	21
Distributed Learning	56

District Four



In June 1955, Clarenville, Newfoundland, became home to the first transatlantic telephone cable connecting North America to Europe. Today, the community is home to the college's Distributed Learning Centre (DLC), connecting College of the North Atlantic with the world.

The coordination offered by the DLC makes it possible for students from all over the world to study college programs and courses via the Internet. The DLC continues to receive international recognition as an innovator and leader in the delivery of on-line curriculum. In addition to its growing reputation as host of the DLC, District Four continues to respond to local industry needs.

The Clarenville campus, which houses the DLC and offers unique programs such as Website Administrator and Multimedia Internet Development, is also the largest of the five campuses in District Four; the others are in Bonavista, Carbonear, Placentia and Burin.

Many programs were implemented in direct response to the construction and petroleum development projects in eastern Newfoundland. For example, Burin campus houses the Welding Engineering Technology program, which offers specialized underwater welder training for people working in the offshore petroleum industry.

Bonavista campus offers, among others, the Construction/Industrial Electrical and the Fish and Wildlife Technician programs.

Carbonear campus offers a wide range of programs and has developed unique programs like Stone Masonry and Technical Writer.

Placentia offers Office Administration and trades related programs such as Welding, Millwright, Machinist and Heavy Equipment Service Technician.

District Profile

Land Mass	16,518 km ²
Population	64,853

Programs

Total	25
Academic/ Access	2
Applied Arts	3
Business Studies	2
Information Technology	3
Natural Resources	1
Engineering Technology	3
Industrial Trades	11

Facilities

Campuses	5
Learning Centres	3
Residences	1

Human Resources

Faculty	109
Support Staff	55
Management	7

Student Population

Regular Full-time	1,150
Regular Part-time	111
Contract Full-time	207
Contract Part-time	1
Apprenticeship	136
Distributed Learning	85

District Five

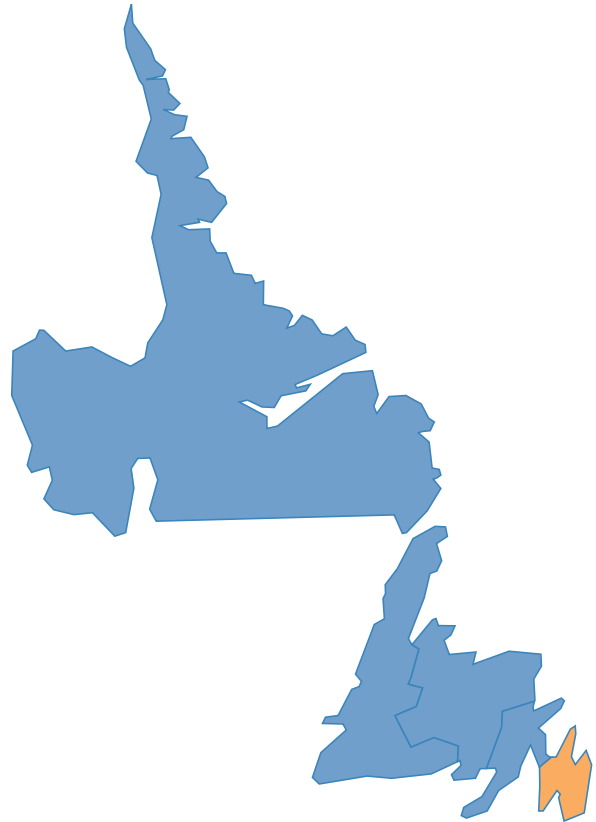
St. John's, the oldest city in North America, has served as the social, political, and economic hub of Newfoundland and Labrador for hundreds of years. Today, the city and surrounding regions are generally recognized as the business centre of the province.

In response to the demands of local industry, College of the North Atlantic has fostered and continues to promote a wide range of curriculum and program offerings within this district. Collectively, the campuses – Prince Philip Drive, Ridge Road, Topsail Road, and Seal Cove – offer the technical, administrative, and general arts programs required to meet the demands of the province's diversified economy.

Prince Philip Drive campus is the largest of the district's four campuses. The campus offers a comprehensive, broad-based curriculum with courses and programs ranging from Commercial Cooking and Early Childhood Education to Graphic Arts and Auto Body Repair.

Ridge Road campus, the Engineering Technology centre of excellence, is home base for the majority of the college's Engineering Technology programs. Seal Cove campus offers the college's Oil Burner Technician and Powerline Technician programs. The campus also has a fully operational oil rig used by students enrolled in Petroleum Engineering and other technology programs.

Topsail Road campus, scheduled to close in March 2002, serves as the current home to the School of Health Sciences. Diagnostic Ultrasonography, Respiratory Therapy, and Medical Sciences are just a few of the health care programs available. The school's programs are slated to move into a new \$6 million state-of-the-art health sciences facility currently under construction at the Prince Philip Drive campus.



District Profile

Land Mass	9,158 km ²
Population	251,110

Programs

Total	33
Academic/ Access	1
Applied Arts	5
Business Studies	2
Health Sciences	6
Information Technology	2
Engineering Technology	9
Industrial Trades	8

Facilities

Campuses	4
Learning Centres	4
Daycares	1

Human Resources

Faculty	231
Support Staff	153
Management	18

Student Population

Regular Full-time	2,481
Regular Part-time	201
Contract Full-time	358
Contract Part-time	38
Apprenticeship	400
Distributed Learning	238
Distance	171

Do we provide quality?

Gerry Crewe thinks so. He's the provincial and Atlantic provinces Chef of the Year, and an instructor of the Culinary Arts program in St. John's.

Crewe has nearly 30 years of experience in the kitchen and classroom, making him an aficionado in the art of preparing, presenting, and teaching the finer points of cooking.

perfect. He leads by example, and judging by the calibre of past graduates of his program, their work ethic certainly portrays the attributes and qualities he instills in them.

These qualities gain his former students acceptance by employers everywhere, and that "makes everything worthwhile," he says. Individual achievement is a small part of Crewe's overall



"Cooking has always been a major part of my life and, indeed my soul. It is my passion," says Crewe. "I enjoy working with food and experimenting with new techniques and flavours. And, of course, presentation is always an extremely important aspect of any dish, one that many people consider more crucial than taste itself."

It isn't just the presentation of food that Crewe strives to

goal, but he utilizes it to make his program more successful and demanding. "I've been an instructor for quite a long time and am able to use my experience to compare the trends of today with past practices," says Crewe. "This helps the students to orient themselves, not only to their lives as students, but also to the real workplace. This is invaluable in communicating with and relating to students."

Lucy Miller thinks so. She's the recipient of the WebCT Exemplary Course Award for her work with Normal Functional Movement, a course in the Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA) programs.

With 15 years experience as an occupational therapist and health care educator in Newfoundland and British Columbia, Miller came to College of the North Atlantic in 1998 to develop online courses for distance students.

"A provincial push was made to get people trained in the OTA/PTA program," explains Miller, who teaches health sciences at College of the North Atlantic. "Content experts were hired to develop curriculum for 13 online courses through distance delivery. We then shifted our focus from the classroom to distance education as students became spread out across the province and the country. This year we will have the first out-of-province graduates."

Since the first online course was offered in April of 1999, students can now do an entire one-year certificate program through the Distributed Learning Centre. Courses can be completed through online learning where there are online assignments, exams, and evaluations. The traditional course requirements that have students working in groups or individually in a classroom or laboratory, have now, through the use of online technologies, been designed as self-directed activities.

"Not only do we use bulletin boards and ask questions but we've embedded some self-quizzing," says Miller. "There are digital photos students need for demonstration purposes. We want to make sure their level of knowledge is appropriate."

Miller thinks the fact these are practical programs makes them all the more conducive to graphics, online assignments, and, above all, interactivity. For these kinds of programs, she sees online learning as the ideal format.

"There is a richness to the program because of the participation of people who are spread out across the country."



Lucy Miller, above, won a WebCT Exemplary Course Award. Opposite page, Gerry Crewe was named Atlantic Canada's Chef of the Year.

Are we accessible?

Tina Spigarelli thinks so. A mother of six who decided to further her career, she is currently enrolled in one of our distributed learning programs.

Spigarelli, the mother of 5-year-old quadruplets, resides in Ontario but is currently studying for a diploma in Occupational Therapy Assistant (OTA) through College of the North Atlantic's Distributed Learning Centre. She learned about the program while researching institutions where a program coordinator – who happened to be a mother of twins – recommended College of the North Atlantic for alternate learning programs.

"This program has made it possible for me to continue my future as a Physiotherapist Assistant (PTA). If it were not for this program, I would have had to pack up six children and travel 500 miles," she says. "I am truly grateful to College of the North Atlantic for making this program accessible to people like me. I think this college is as unique as my 5-year-old quadruplets."

Despite the ease of accessing the course online, the program is challenging, states the former Physiotherapist Assistant. She says it is nothing like a correspondence program, where you need extreme motivation to keep up with the course curriculum.

"It allows you the freedom to work around your responsibilities, but keeps you in sequence with the program," says Spigarelli.

The program has enabled Spigarelli to broaden her role as a PTA while providing her with knowledge that will fine tune her skills.

"Taking on the added responsibility of this program was supposed to be a difficult task," she says, "but the format of the program is easy as A-B-C. The support of the knowledgeable staff has made tackling this program much easier than I had anticipated."



Tina Spigarelli, above, is doing the Occupational Therapy Assistant program through distance learning. Opposite page, Richard Miller won the Canada Post Literacy Award.

Richard Miller thinks so. He is the recipient of the Canada Post Literacy Award, which marks his personal achievements over the past nine years.

Less than a decade ago Miller couldn't read, a challenge currently facing 22 per cent of Canadians. But Miller decided that he wanted to change this, and set out to do just that.

to resume a career he has put on hold for nearly a decade.

"I worked in the Department of Fisheries and Wildlife and wanted to gain an office position, but I never had the education to reach that level even though I knew the job," explains Miller. "My goal now is to get on a fishing vessel as an observer, then go on to get a biology degree and work as an assistant."



At first, he attended two-hour tutoring sessions, which gradually led to a night school course, and then a learning centre program. That's when he felt ready for the Adult Basic Education (ABE) program at College of the North Atlantic.

"The learning centre was a walk in and out setting, but College of the North Atlantic has a classroom atmosphere with a highly educated staff who are able to bring things down to your level," says Miller. "You get to know everybody. I wouldn't think about going to school anywhere else, everybody has been so supportive."

Now a reader, Miller plans to use his new found education

Before he follows his dream he wants to make sure others have their's in sight. That's why he spends time talking to kids about staying in school and finishing their education, which he says, "is a fact of life."

He wants to keep the younger generation from enduring the hardships he did.

"I was so shy and ashamed, I didn't want anybody to find out I couldn't read," says Richard.

"I thank College of the North Atlantic and the instructors for what they have done. It's changed my life."

Are we responsive?



Crystal Sheehan, above, is doing the Crane Operator program. She was a member of one of the first groups of women to complete the Orientation to Trades and Technology program. Opposite page, Robin Walters is the Associate District Administrator at the Labrador West campus.

Lorraine Michael thinks so. She's the executive director of the Women in Resource Development Committee (WRDC) which partnered with College of the North Atlantic to develop the Orientation to Trades and Technology (OTT) program for women.

In 1999, the college and the WRDC partnered to offer a series of OTT programs. In less than two years, 10 programs were being offered at eight campuses. Because of the OTT program, there are currently 70 women enrolled in the college's trades and technology programs or upgrading their skills in preparation for enrollment.

"The college worked closely with WRDC in assuring that the 129 women who did the OTT had every possible opportunity to enroll in a training program once they finished the OTT," says Michael. "The main goal of the WRDC is to foster an environment in the community that will increase the participation of women in the trades and technology sectors in Newfoundland and Labrador."

One way to achieve that goal is through the OTT program, which is designed to provide a safe, supportive environment that will enable women to develop self-confidence and the technical skills necessary for success in non-traditional fields.

"Fewer than one per cent of workers in the construction and building trades are women, and those who are there have to fight every step of the way," says Michael. "There are some specific sites, such as the Iron Ore Company of Canada in Labrador City, where women are becoming more visible. However, I am very hopeful that with programs like the OTT and the Employee of the Future program (IOCC's HR succession plan) in Labrador City we are on the road to improving the situation."

One example of how the college is working to help resolve this issue is by reinstating the welding course at the Stephenville Crossing campus. This decision benefited the trade sector as well as the OTT women, five of whom wanted to do the welding program. Through its dedication and commitment to the OTT, the college is going a long way towards breaking down barriers for women interested in exploring career options in trades and technology.

"Through our work we are discovering some special individual situations out there that are success stories," says Michael. "But our goal is to change them from being the exception to becoming the rule."

Robin Walters thinks so. He is the Associate District Administrator for Labrador West and the college's representative on the Mining Industry Training and Adjustment Council.

In June 2001, the Labrador West campus officially opened a multi-program facility called the Provincial Mining Technology Centre. Long before the official launch, the centre was already

requirements for a mine start up at Voisey's Bay.

Most recently, College of the North Atlantic has partnered with IOCC in the development and delivery of its Employee of the Future program, namely the Mining and Mineral Processing program. In January 2000, the first 120 students were enrolled in the 10-term program (seven academic, three work-terms). The



providing a number of programs from Maintenance Operator and Hydraulics Training to Occupational Health and Safety and Computer Training.

Walters says the primary goal of the centre is simple.

"To respond to the mining industry's technology training needs, and other broadly based training needs of related industry and business within the province," he says. "We partner with local industry, mainly the Iron Ore Company of Canada (IOCC), to provide for workforce development training."

Aiding not only in the development of the current workforce, the centre has also taken on the demands of the mining industry through entry-level training. Four years ago a Mining Engineering Technician program was launched to address the anticipated staff

three paid work-terms are provided at IOCC. In August 2001, an additional 120 students enrolled in this program.

"This program is designed to meet the pending workforce shortage forecast by IOCC of 300 to 500 new skilled employees from 2003 to 2008, resulting from current workforce retirements," says Walters. "A similar requirement will occur at Wabush mines and other companies in the industry throughout Canada.

"We are in the planning stages of carrying out an extensive training needs assessment at IOCC, Wabush Mines, and associated local supply industries in the community. This will allow us to be more proactive to meet the training needs of the mining and associated industrial and business community."

Are we accountable?

Larry Reid thinks so. He's part of the college's Accountability Steering Committee.

Accountability can take on various meanings, especially when dealing with an institution the size of College of the North Atlantic. The most relevant description is that it implies an agreement between two parties whereby one is willing to perform



Larry Reid is a member of the college's Accountability Steering Committee.

certain tasks with the understanding that it be done well.

It is because of this agreement that the college must continually clarify what is expected of it by communicating with stakeholders, examining what it does, and comparing its performance (including inputs, processes, and results) with what is expected. It must then act on findings to improve how it functions and let stakeholders know how the college is performing.

"The college has always reported on certain aspects of its

performance, as did the individual colleges in the province before they merged to form College of the North Atlantic," explained Reid. "However, as the public increasingly sees post-secondary institutions as being vital to the well-being of the province and of individuals, people want to know that institutions are producing the right results... there is much to be examined in college performance besides expenditures and results; processes are important too."

There are measurement systems in place and data available which are linked to various facets of college performance. For example, the province's Department of Youth Services and Post-Secondary Education has published *Career Search: Employment Experience and Earnings of Recent Graduates, 1999*, which provides information about the transition of graduates from college into the workforce. Another important check on college performance is the process of accreditation, which helps to ensure that college courses and programs are of highest quality and relevance in helping students gain employment.

"There is much being done to study college performance and improve accountability, and we're hoping to do even more," says Reid. "We need a system that will enable us to examine and report on all aspects of performance that are important to stakeholders. That system should not only account for the use of all our resources, it should also show how all the resources and processes are contributing to the results."

This system will require the college to be comprehensive in studying all important aspects of performance, showing cohesion and consistency in bringing together all the pieces, and efficiently giving a clear picture of college performance. In addition, it plays a vital role in boosting communication with the college's many stakeholders.

"We are not starting completely from scratch," said Reid. "One of our major tasks will be to take stock of all existing sources of information about our performance and mechanisms for reporting, so as to maximize what we have and avoid wasteful duplication."

Accountability Steering Committee

In September 1999, the Board of Governors set out six themes in its Strategic Directions Framework. The themes serve as reference points for reporting on the college's performance: quality, accessibility, accountability, relevance and responsiveness, mobility and portability, and applied research and scholarship.

The board established these themes based on the work outlined in the document, *A Report on Public Expectations of Post Secondary Education in Canada*, published in February 1999 by the Council of Ministers of Education of Canada (CMEC).

As a result, President Pamela Walsh has established an Accountability Steering Committee to fine-tune an accountability model. The committee will measure and report on the college's effectiveness with respect to all areas of its performance. Upon implementation, the model will ensure continued government and public support with respect to funding and policymaking, and provide a basis for continuous improvement and responsiveness in accordance with stakeholder expectations, and the college's mission and vision.

The committee's research on accountability and performance measurement has been ongoing since October 2000.

Do we provide mobility?

Greg Rideout thinks so. A graduate of the Medical Radiography program at College of the North Atlantic (CNA), Rideout is currently training to become a doctor.

After graduation from the college, Rideout enrolled at Memorial University of Newfoundland, first completing the Bachelor of Technology program before enrolling in the

graduates from CNA transfer to medical programs throughout Canada and the United States and many have now taken the option of studying in Australia as well.

College medical programs, such as Medical Radiography, Medical Laboratory Sciences, and Respiratory Therapy, give students an opportunity to gain a hands-on knowledge of



university's medical school.

Since 1999, Rideout has studied two years of medical theory. He is currently working as a clerk doing his practical work in a hospital. However, long before medical school, Rideout was employed as a full-time medical technologist in Grand Falls-Windsor for five years.

When he began the Bachelor of Technology program at age 27, Rideout was able to transfer nearly three years of credits from CNA. Although he was still required to complete 16 courses as well as a thesis, Rideout says that with his combined diploma and work experience he was well-equipped for the challenge.

"Having the diploma was a help," says Rideout. "But the main thing is the myth that says college is less important than university is gone. The college emphasis is on practical skills, rather than the classroom."

Since his graduation, Rideout has seen a number of

medical practices.

The latest addition to the college's growing list of transfer programs is the Occupational Therapy Assistant program. Students who have a minimum grade point average of 80 per cent may be awarded three of the five courses required for admission to the Bachelor of Science, Occupational Therapy (BSC, OT) program at Dalhousie University. Applicants would then complete four half courses (two full credits) of university courses at the 1000 level or higher in order to complete their prerequisite requirements for an application to the BSC, OT program.

As for Rideout, he continues his decade long goal to make a difference in the medical community. With less than two years left before heading into his medical residency, he plans to stick to his small town roots and settle into a rural family practice in Newfoundland.

Kim Reid thinks so. She's one of the hundreds of students who have transferred credits from College of the North Atlantic to various learning institutions in Canada and the United States.

Reid completed the two-year Journalism Diploma program at the Bay St. George campus before transferring to the University College of Cape Breton (UCCB) in Sydney, Nova Scotia. It is there that she was able to receive a Bachelor in Community Studies, with a Communications major, in just three semesters.

"I did a six-credit and a three-credit course through summer correspondence and the rest I finished on campus," explains Reid. "I did an extra course with permission from the Dean of Community Studies so I would graduate in April instead of sticking around for spring session to do one course. As long as your grades are up, anyone can do it."

Reid says her success in UCCB was a direct link to her experiences at College of the North Atlantic. The journalism program made it easy for her to carry out research, meet deadlines, write papers, and work under pressure. At UCCB a number of communications courses and presentations were mandatory, but were made easier with a journalism background.

Reid is currently the Associate Editor of a community newspaper where she is utilizing her media knowledge from College of the North Atlantic.

"College of the North Atlantic has a more hands-on training approach than studying words and meanings from a textbook," says Reid. "I like what I do and the journalism program helped me see that."

"College and university life are a lot different, but college gets you started and prepared for university. They worked us hard at College of the North Atlantic, which made things a lot easier to handle at UCCB."

Transfer Agreements

College of the North Atlantic has a lengthy list of transfer agreements with numerous colleges, universities, and institutions throughout the world, including: Memorial University of Newfoundland; University of Windsor, Ontario; Athabasca University, Alberta; Charles Sturt University, Australia; the University of Alberta; Michener Institute of Applied Health Sciences, Ontario; University College of Cape Breton, Nova Scotia; University of Lethbridge, Alberta; Lakehead University, Ontario; Royal Roads University, British Columbia; Northwood University, Texas; Acadia University, Nova Scotia; the Certified General Accountants Association of Canada; the Society of Management Accountants; the Purchasing Management Association of Canada; the Canadian Professional Sales Association; and the Canadian Institute for Financial Planning.



Kim Reid, above, graduated from the college's Journalism program and transferred her credits to the University College of Cape Breton. Opposite page, students in the health sciences programs at the college have many transfer agreement options open to them.

Do our graduates **achieve?**

Janet Spurrell thinks so. She's a recent graduate of the Office Administration program at the Corner Brook Campus and the recipient of three prestigious awards and scholarships.

Spurrell received the President's Medal and Governor General's Award of Excellence in addition to the Centenary of Responsible Government Scholarship in June 2001. After completing four semesters, her 4.0 Grade Point Average was the highest at the campus. Spurrell is also heavily involved with her church where she has been an assistant choir instructor for three years, and is currently the Sunday School Superintendent.

However, despite a busy schedule, Spurrell says learning comes easy when the quality and support of instructors are exceptional.

"I loved it," exclaimed Spurrell. "They gave us direction, and they really know what they're talking about. They were always giving us a lot of hope that we would find employment after school."

Finding employment was a worry Spurrell didn't have to face; she landed a job before her program was even completed. A law office in Corner Brook contacted the college looking for the brightest and most talented students in the Office Administration program. Spurrell and a number of others were recommended, but after the interviews her name was the one that topped the list. She was then offered a position as Legal Secretary/Receptionist.

Her current position enables her to take her education to the next level, where she is utilizing her experiences from the Office Administration program. But she hopes that one day she will be able to return to college – this time as a teacher.

"You learn to be more business-like," said Spurrell. "I know in the college environment you can be more free in your office policies, but I've learned the art of confidentiality and how to present myself in the workplace. But I still want to go back and be a part of the support staff at the college some day."



Many students graduating from College of the North Atlantic find employment even before they have completed their programs. Opposite page, Auto Body Repair student John Herlihan won the 2001 National Skills Canada Competition in car painting.

John Herlidan thinks so. He's the 2001 National Skills Competition winner in car painting and a world competition participant in Seoul, Korea.

Herlidan completed the nine-month Auto Body Repair program at the Prince Philip Drive campus in St. John's in 2000. When the 21-year-old Lord's Cove native entered the program

At the Korean competition 17 of the best student car painters from around the world met in Seoul to compete on the basis of overall technique and style. Although the judges had strict specifications, final appearance was the definitive criteria. When the judging was complete, Herlidan placed eleventh.

Since his success Herlidan has entered the workforce with a



his only experience in the auto repair business was what he had gleaned from watching his mechanic father.

"I didn't know a thing about body work," says Herlidan, "I learned everything I know at the college."

After winning the national competition in Edmonton he became involved in a culture and heritage program that saw a number of students attend the national car painting competition in France as guest competitors. He says that experience and the trip to Korea were the experiences of a lifetime.

"It was exciting, quite the experience," said Herlidan, "I met lots of people and saw places that I never thought I would."

prominent car dealership in St. John's. He is currently working through his apprenticeship, which will take four years. In the meantime, he continues to experiment with logos and other designs on cars.

"I had no trouble getting into the workforce," said Herlidan, noting the instructors played a large part in his college success. "I would recommend the program to anyone who was interested in trying it."

It's fitting that after he gains his journeyman certification, Herlidan wants to return as an instructor at the college, and is willing to take the necessary steps to achieve yet another goal.

College Highlights & Achievements

The State of Qatar awards a contract to the college to develop a comprehensive college campus in that country. The deal, worth approximately \$500 million, is the largest international contract ever awarded to a Canadian post-secondary educational institution.

North Atlantic Forum is hosted by the college and held at Marble Mountain, Corner Brook.

BayBYTES, a foundation co-founded by the college in 1997, hosts the 2000 Rural Technology Forum at Terra Nova Park Lodge in Port Blandford.

The Music Industry Association of Newfoundland and Labrador announces three new \$3,000 scholarships for students in the college's Music Industry and Performance and Recording Arts programs.

Iron Ore Company of Canada profiles a joint initiative with the college, the Mining and Mineral Processing (Employee of the Future) program, at the Strategic Training and Recruitment Conference, hosted by the Industry Training Development Board, in Labrador City-Wabush.

The Women in Resource Development Committee

partners with the college to offer the Orientation to Trades and Technology (OTT) program pilot and, based on the program's success, offers more OTT programs.

The Canadian Foundation for Innovation awards the college \$670,060 to establish a GeoSpatial Research Facility for Terrestrial Ecosystems at its Corner Brook campus.

Memorial University and the college partner to launch three new Cisco Systems Networking Academy sites at Stephenville, Grand Falls-Windsor and Labrador City-Wabush.

Siemens announces the establishment of two \$1,000 scholarships for students in the Engineering Technology programs.

College of the North Atlantic launches its E-Commerce Post-Diploma program.

IDON EAST of St. John's and the college win the 2000 Canadian Association for Distance Education Excellence in Partnership Award.

The Council of Student Executives (CSE) and the college unveil Nanuk, the college's new mascot, during the CSE's annual general meeting.

North Atlantic Refinery partners with the college to

develop computer-based training modules, allowing refinery staff to learn new skills while on the job.

PNI Corporation, a company co-founded by the college and Sun Microsystems, initiates a pilot project to offer the first accredited Java Program training for Level III students at a Canadian high school.

WebCT awards the college a 2001 Exemplary Course Project Award for its course Normal Functional Movement, designed by faculty member Lucy Miller.

College of the North Atlantic's Machinist, Millwright, Heavy Duty Equipment Mechanic, Bricklaying, Heavy Equipment Operator, Welding, Motor Vehicle Body Repair, Truck Transport Service Technician, Cooking and Welding programs all receive accreditation.

The Association of Canadian Community Colleges selects the college to serve as co-host (in conjunction with Memorial University's Marine Institute) of the Association's annual conference, which will be held in St. John's in May 2002.

The Conference Board of Canada names the college the provincial winner in their 2000-01 DiamlerChrysler

Canada Partners in Education Awards for its partnership with the Iron Ore Company of Canada in developing the Mining and Mineral Processing Program (Employee of the Future).

The Conference Board of Canada names the college the provincial winner of their 2000-01 Broad Community Collaboration Award sponsored by Human Resources and Development Canada for its partnership with the Random North Development Association to develop the Bridging the Gap: From Education to Employment program.

Campus Highlights & Achievements

Labrador West campus raises \$2,200 at their Shinerama 2000 event for the continuing fight against Cystic Fibrosis. Several other campuses also hold successful Shinerama events.

St. Anthony campus reintroduces Carpentry to its list of course and program offerings.

Topsail Road campus hosts a 36-week employability and development pilot program designed to help adults with physical disabilities gain a foothold in the workforce.

Gander campus' Aircraft Maintenance Engineering program is the recipient of a King Air 100 twin-engine air ambulance from the provincial government.

Labrador West campus participates in the launch of a multi-media CD production of the Newfoundland and Labrador version of the folk tale Stone Soup. The project was developed from a Computer Innovation Camp held at the campus earlier in the year.

Ridge Road campus' Engineering Technology Centre unveils its new automation lab. The Siemens lab is considered to be the most advanced of its kind in Canada.

Happy Valley–Goose Bay campus holds its inaugural Cultural Awareness Day to promote respect for and understanding of Labrador's various cultures.

Gander campus unveils a hand-carved wooden mural by local artist and College of the North Atlantic graduate Paul O'Reilly.

Bay St. George campus receives a donation of a 2000 Pontiac Grand Am and a 1994 Saab 900SE from Dennis GM of Stephenville for the Automotive Service Technician program.

Prince Philip Drive campus hosts the fourth annual College of the North Atlantic Provincial Culinary Contest in conjunction with the Newfoundland and Labrador Association of Chefs and Cooks.

Labrador West campus holds the official opening of the college's Provincial Mining Technology Centre in conjunction with its corporate partner, the Iron Ore Company of Canada.

Prince Philip Drive campus is expanding as a result of \$7.5 million in provincial funding announced for a new Health Sciences wing and annex. The new wing will be ready for occupancy by March 2002.

Clareville campus helps organize the Smarter Communities...Smarter World conference.

Faculty & Staff Highlights & Achievements

Barb Ryan, a cooking instructor at the Bay St. George campus, is chosen to participate in a six-week Rotary International Group Study Exchange to England.

Edna Turpin, former Director of Marketing and International, is awarded an honorary life membership by the Canadian Education Association in recognition of her outstanding service to education in Canada.

Maisie Caines, a faculty development specialist with the college, is featured in the Chronicle for Higher Education.

Caines and Kevin Deveau, another faculty development specialist, are the first two people in Canada certified as WebCT trainers.

Ian McMaster, a faculty member at Ridge Road campus, is presented with the Association of Engineering Technicians and Technologists of Newfoundland President's Award for his outstanding contribution to the association.

Gary Tulk, a faculty member at Ridge Road campus, wins the Association of Engineering Technicians and Technologists of Newfoundland Bachelor of Technology Award.

Bev Hulan, a secretary at Headquarters, becomes certified as a Tutor Trainer for Laubach Literacy of Canada.

Pamela Walsh, President, is appointed to Federal Industry

Minister Brian Tobin's National Broadband Task Force that is investigating the viability of making high-speed broadband Internet services available to all Canadian communities by 2004.

Gerry Crewe, a Culinary Arts instructor in St. John's, wins the 2000 Sam Dealhoy Chef of the Year Award. The Canadian Federation of Chefs and Cooks subsequently names Crewe Atlantic Chef of the Year.

Nada Borden, an instructor at Corner Brook campus, is recognized by WebCT for her work on a Person Publishing textbook.

Wayne Eastman, an instructor in the Early Childhood Education program in Corner Brook, attends the World Forum on Early Care and Education in Athens, Greece where he presents a paper on the effects of television and media violence on the development of young children.

Glenda Ezekiel, an instructor at Corner Brook campus, receives international certification as a Sun Certified Java Programmer on the Java II platform.

Brian Tobin and Trent Keough engage in a national competition and are successful in securing funding for a commissioned research paper

for the Pan-Canadian Educational Research Agenda, sponsored by the Council of Ministers of Education of Canada.

Student Highlights & Achievements

Three graduating classes from the Health Sciences program at Topsail Road campus achieve a 100% pass rate on their respective Canadian competency-based exams.

Students in the Correctional Officer program at the Bay St. George campus shave their heads to raise more than \$2,000 for cancer research.

The Outdoor Discovery Adventure Club, formed by students of the Adventure Tourism program at the Corner Brook campus, organize and host the inaugural Adventure Challenge at Marble Mountain in October.

Students in the Visual Arts program at the Bay St. George campus create a wall-sized mural for the residents of Emile Benoit House, a senior citizens complex in Stephenville Crossing.

Carl Stewart and Matt Dalley, students in the Music Industry and Performance and Recording Arts programs, each receive \$3,000 scholarships from the Music Industry Association of Newfoundland and Labrador.

Four students with disabilities travel to Finland in May as part of a three-year project between post-secondary schools in Canada and Europe.

Andrea Reddy, a student in the Music Industry and Performance program, wins an East Coast Music Award. Reddy is a member of the Newfoundland Youth Symphony Choir that won in the category Best Classical Recording in 2000.

Eight Tourism Studies and Commercial Cooking students receive accolades for their contributions at the Hospitality Newfoundland and Labrador Annual Convention and Trade Show held in Gander.

The college's student chapter of the Association of Collegiate Entrepreneurs – Canada (ACE) receives the Community Ventures Award in ACE's annual Campus Enterprise Challenge.

Four students from the Corner Brook campus are awarded \$2,000 NewTel Scholarships.

Eric Hynes, an advanced cooking student from the Bay St. George campus, wins the right to represent Newfoundland and Labrador at the 2001 National Skills Canada competition in Edmonton.

Shirley White, a student at the Happy Valley–Goose Bay campus, wins the Information Technology Software competition at the provincial Skills Canada event. White proceeds to win a silver

medal at the national competition.

Travis Green, a student at the Happy Valley–Goose Bay campus, wins the Sheet Metal competition at the provincial Skills Canada event. Green proceeds to win a silver medal at the national competition.

Kerri Smith, a student in the Hairstylist Program at the Burin campus, places first in the provincial Skills Canada competition. Marcia Murray and Melissa Miller, also students in the Hairstylist program at Burin campus tie for third. Smith advances to the national competition where she earns a bronze medal.

Sabrina Pritchett and Angela Oram, two more hairstyling students, win silver and bronze respectively in the O'Regan Agencies Hairstyling Competition.

John Herlidan, a student in the Auto Body Repair program at the Prince Philip Drive campus, wins the provincial and national level Skills Canada competitions, earning the right to compete in the world competition held in Seoul, South Korea, where he placed eleventh out of 17. Herlidan also takes part in France's national competition where he places second.

Keith McDonald, a student in the Auto Service Technician program at the

Prince Philip Drive campus, earns a bronze medal at the national Skills Canada competition.

Mark Lane, a student in the Applied Business Information Technology program, wins the Top Candidate Award upon completion of his Reserve Entry Scheme Officer training program in Gagetown, New Brunswick.

Richard Miller, an ABE student at Clarendville campus, is awarded the 2000–01 Canada Post Literacy Award.

Auditors' Report



To the Board of Directors of the College of the North Atlantic

We have audited the balance sheet of the College of the North Atlantic as at March 31, 2001 and the statements of changes in net assets, revenue and expenditures and cash flow for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

The College's policy of expensing capital assets in the year of acquisition is not in accordance with generally accepted accounting principles, as described in Note 2. Also, due to the accounting records, we were unable to obtain necessary assurance as to the completeness and valuation of the capital assets. Consequently, we were unable to satisfy ourselves that the capital assets are accurately recorded and whether adjustments were required in respect of capital assets and equity in capital assets.

In our opinion, except for the effects on the financial statements of the matters referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2001, and the results of its operations and the changes in net assets and cash flows for the year then ended, in accordance with generally accepted accounting principles.

A handwritten signature in blue ink that reads 'Walter Hoffe'.

Chartered Accountants

Gander, Newfoundland
June 14, 2001

Balance Sheet

March 31, 2001	2001	2000
Assets		
Current assets:		
Cash	\$ 2,313,956	2,969,288
Receivables (Note 3)	9,437,378	5,765,371
Inventory	736,632	708,164
Prepaid expenses	563,825	364,460
	<u>13,051,791</u>	<u>9,807,282</u>
Total current assets	13,051,791	9,807,282
Capital assets (Note 4)	16,266,607	15,576,296
Trust accounts (Note 5)	376,478	368,495
	<u>29,694,876</u>	<u>25,752,074</u>
Liabilities and Net Assets		
Current liabilities:		
Payables and accruals	\$ 6,214,224	5,919,281
Deferred revenue	3,899,156	2,823,496
Due to Centre for Forest and Environmental Studies (Note 8)	38,610	19,720
Due to 10952 Newfoundland Inc. (Note 9)	8,224	
Capital grant	17,378	
Accrued vacation – managment	794,458	662,653
– other	3,349,179	3,117,249
Current portion of severance	1,000,000	1,000,000
	<u>15,321,229</u>	<u>13,542,399</u>
Total current liabilities	15,321,229	13,542,399
Trust and scholarship accounts	383,078	380,380
Accrued severance pay (Note 10)	7,256,359	6,906,063
	<u>22,960,666</u>	<u>20,828,842</u>
Net assets, per accompanying statement	6,734,210	4,923,232
	<u>29,694,876</u>	<u>25,752,074</u>

See accompanying notes.
Subject to the accompanying Auditors' Report.

Statement of Changes in Net Assets

Year ended March 31, 2001

	Operating	Capital Assets	Severance and Annual Leave	2001 Total	2000 Total
Balance, beginning					
As previously stated	\$ 370,248	15,576,296	(11,023,312)	4,923,232	2,373,647
Less prior year's adjustment (Note 12)					(2,037,517)
	370,248	15,576,296	(11,023,312)	4,923,232	336,130
Capital contributions:					
Province of Newfoundland					
Current		982,622	982,622		500,000
Prior		16		16	131
Capital expenditure out of revenue		4,092,150	4,092,150		5,953,561
Surplus of revenue over expenditure	1,702,894		(582,226)	1,120,668	1,024,920
Amortization		(4,384,478)		(4,384,478)	(2,891,510)
Balance, ending	<u>\$ 2,073,142</u>	<u>16,266,606</u>	<u>(11,605,538)</u>	<u>6,734,210</u>	<u>4,923,232</u>

See accompanying notes.
Subject to the accompanying Auditors' Report.

Revenue & Expenditure

Year ended	March 31, 2001	2001	2000
Revenue:			
Grant-in-aid		\$ 44,414,800	45,598,000
Facilities		6,598	24,890
Administration		720,936	296,545
Instructional		20,968,205	17,562,713
Student services		605,437	683,776
Resale		4,283,010	3,998,705
Apprenticeship		1,990,086	1,831,920
Contract/community education		9,759,758	12,463,258
International		382,636	685,527
Special projects		<u>2,601,619</u>	<u>4,242,834</u>
	Total revenue	<u>85,733,085</u>	<u>87,388,176</u>
Expenditure:			
Facilities		3,673,687	2,956,672
Administration		13,712,910	15,053,888
Instructional		38,365,335	35,922,640
Student services		5,737,890	5,148,278
Information technology		3,484,522	3,699,209
Resale		4,768,083	4,436,982
Apprenticeship		1,664,365	1,605,767
Contract/community education		9,448,363	11,832,563
International		522,091	768,724
Special projects		<u>2,652,945</u>	<u>4,433,937</u>
	Total expenditure	<u>84,030,191</u>	<u>85,858,660</u>
	Surplus before unfunded adjustments	1,702,894	1,529,516
Unfunded adjustments:			
Severance		(350,295)	(826,452)
Vacation pay		<u>(231,931)</u>	<u>321,856</u>
	Total unfunded adjustments	<u>(582,226)</u>	<u>(504,596)</u>
	Surplus of revenue over expenditures	<u>\$1,120,668</u>	<u>1,024,920</u>

See accompanying notes.
Subject to the accompanying Auditors' Report.

Statement of Cash Flow

Year ended	March 31, 2001	2001	2000
<hr/>			
Cash flows:			
Surplus of revenue over expenditure		\$ 1,120,668	1,024,920
Additem of non-operational nature:			
Capital expenditure out of revenue		<u>4,092,150</u>	5,953,561
		5,212,818	6,978,481
Changes in:			
Current assets		(3,899,840)	2,288,829
Trust accounts		(5,285)	11,885
Current liabilities		1,778,829	1,258,189
Accrued severance		<u>350,296</u>	<u>826,451</u>
		<u>3,436,818</u>	<u>11,363,835</u>
Financing:			
Capital contributions:			
Province of Newfoundland – current		982,622	500,000
– prior		<u>16</u>	<u>131</u>
		<u>982,638</u>	<u>500,131</u>
Investing:			
Additions to capital assets		(5,074,788)	(6,453,692)
Increase (decrease) in cash		(655,332)	5,410,274
Cash:			
Beginning		<u>2,969,288</u>	(2,440,986)
Ending		<u>\$2,313,956</u>	<u>2,969,288</u>

See accompanying notes.
Subject to the accompanying Auditors' Report.

Auditors' Notes

March 31, 2001

Authority

The College of the North Atlantic (the College) operates under the authority of the College Act, 1996, Province of Newfoundland and Labrador. Effective January 1, 1997, the board of the College of the North Atlantic assumed management operations of the five former regional colleges. As of September 1997, the administrative amalgamation was substantially complete.

1. Accounting policies:

(a) Basis of accounting

The College follows the accrual basis of accounting.

(b) Inventory

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

(c) Capital assets

Capital assets are recorded at their acquisition cost, except in the cases where the acquisition cost is not available. In those cases assets are recorded at estimated replacement cost. The threshold for acquisition cost is greater than or equal to \$1,000.

Capital acquisitions financed by capital grants are not charged to operations in the year of acquisition. The expenditure is recorded as a capital asset and the capital grant is recorded as equity. Capital acquisitions financed by current account funds are charged to operations in the year of acquisition. The expenditure is recorded as a capital asset with an offsetting credit to the equity in capital assets account.

Disposals of capital assets are deleted from the accounts at their original cost and a corresponding reduction is made to the applicable equity in capital assets account.

Amortization is being provided on the following methods and rates and is being charged directly to the capital assets fund on the statement of equity. The amortization does not appear as a charge on the statement of revenue and expenditures as a result of the College's policy of expensing capital assets from revenue in the year of acquisition. Amortization is being provided to more accurately reflect the realizable value of the capital assets on the balance sheet.

Furniture and equipment	20% diminishing balance
Vehicles	30% diminishing balance
Capital improvements	20% and 4% diminishing balance/straight line
Computer equipment	40% diminishing balance

(d) Deferred revenue:

The College records as deferred revenue any grants or revenue received that is intended to fund purchases or activities of future fiscal years. The deferral is recorded as revenue in the year in which it can be matched to the related expenditures.

(e) Unexpended capital grants

Capital grants received are not recorded as revenue but are credited to an account "Unexpended capital grants". Capital assets purchased from capital contributions reduce the unexpended capital grants account.

(f) Income taxes

In accordance with Section 6 of the College Act, 1996, the College is a crown entity and as such is not subject to either Federal or Provincial income taxes and is exempt from Municipal Property taxes.

(g) Severance and vacation pay

Severance and vacation pay are recorded on an accrual basis. The annual accrual for management leave is reflected as a funded expenditure.

Auditors' Notes

2. Generally accepted accounting principles departure:

The College does not conform to generally accepted accounting principles for the recording of capital assets. Capital assets purchased from revenue and from funds derived from special projects are expensed in the year of acquisition.

Generally accepted accounting principles require the purchase of capital assets to be capitalized on the balance sheet and amortized over their estimated useful life. Grants relating to the purchase of these assets should be deferred and recognized as income on the same basis as the amortization to which they relate.

3. Receivables:

	<u>2001</u>	<u>2000</u>
Career Academy	\$ 18,150	84,980
Government of Newfoundland	1,333,882	2,008,562
HRD subsidy	5,068,000	
Students	701,558	472,938
Other	<u>2,609,071</u>	<u>3,455,890</u>
	9,730,661	6,022,370
Less allowance for doubtful accounts	<u>293,283</u>	<u>256,999</u>
	<u>\$ 9,437,378</u>	<u>5,765,371</u>

	<u>2001</u>		<u>2000</u>	
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Furniture and equipment	\$ 41,773,257	34,706,029	7,067,227	5,978,572
Computer equipment	16,605,500	11,517,129	5,088,372	5,161,428
Vehicles	2,941,594	2,606,958	334,636	421,460
Capital improvements	<u>5,295,554</u>	<u>1,519,182</u>	<u>3,776,372</u>	<u>4,014,836</u>
	<u>\$ 66,615,905</u>	<u>50,349,298</u>	<u>16,266,607</u>	<u>15,576,296</u>

4. Capital Assets

The land and most buildings being used by the College are the property 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.

Auditors' Notes

5. Trust accounts:

The College keeps in trust and manages other funds it receives from time to time for scholarships. At year end, the trust funds had the following balances:

	<u>2001</u>	<u>2000</u>
Bay St. George/Portaux-Basques		
Student Council	\$ 45,641	42,870
Olive Young Memorial	6,557	6,409
Dow Wright	3,490	3,495
Business Studies	3,803	2,340
Mineral Technology	2,734	3,116
William Coady	787	830
Jenny Shears Memorial	2,185	2,323
Other	934	872
	<u>66,131</u>	<u>62,255</u>
Corner Brook/St. Anthony		
Environmental	76,241	75,000
Fisher Institute	13,252	12,527
Forestry	4,409	2,884
W. J. Howell	2,832	3,114
	<u>96,734</u>	<u>93,525</u>
Provincial		
Council	9,880	9,235
Royal Bank	53,245	51,636
Don Warr	30,436	31,252
	<u>93,561</u>	<u>92,123</u>
St. John's		
General	22,696	28,633
Hibernia	29,355	29,307
Homebuilders	23,598	22,802
Taylor	11,486	11,484
David Squires	8,743	8,452
Jack McGrath	5,881	5,965
John Reynolds	5,748	5,373
Seaborn	4,100	4,206
Computer studies	3,569	3,429
Kathy Murray	4,810	-
Albright and Wilson	66	941
	<u>120,052</u>	<u>120,592</u>
	<u>\$ 376,478</u>	<u>368,495</u>
At year end, the trust accounts were invested as follows:		
RB Securities	\$ 376,478	368,495
Miscellaneous scholarships in general account	6,600	11,885
	<u>\$ 383,078</u>	<u>380,380</u>

Auditors' Notes

6. Pensions:

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

7. Lease commitments:

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

2001-2002	\$ 261,084
2002-2003	\$ 174,168

8. Due to Centre for Forest and Environmental Studies:

The Centre for Forest and Environmental Studies (CFES) was founded in 1990 and incorporated as a separate entity in 1995. While the financial transactions are processed through the College, separate financial statements are prepared for CFES.

9. Due to 10952 Newfoundland Inc.:

PNI-Corp was incorporated as Pivotal Networks Incorporated in May, 2000, and changed its name to 10952 Newfoundland Inc., in December, 2000 and operates under the name of PNI-Corp. PNI is a partnership between College of the North Atlantic, Operation ONLINE and Sun Microsystems of Canada Inc., mandated to work with small to medium sized businesses in Atlantic Canada to develop expertise in Java Development. While the transactions are processed through the College, separate financial statements are prepared for PNI-Corp.

10. Accrued severance:

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

11. Comparative figures:

Certain of the 2000 comparative figures have been reclassified to conform to the financial presentation adopted in 2001.

12. Prior year's adjustment:

During the year the College changed its amortization rate on computer equipment from 20% diminishing balance to 40% diminishing balance. This change has been retroactively restated on the Statement of Equity.

Service Milestones

35 Years

Joan Jewer

30 Years

Judy Dean
Everett Fancey
Madonna Greene
Ethel Harris
Brian Kelly
Harold Laing
Ian McMaster
Harold Miles
Lloyd Morgan
Edward Neary
Grace Noel
Brenda Quinton
Steve Quinton
Gayle Rogers
John Sheppard
Walter Smith
Kenneth Spence
Frederick Stone
William Whalen
Jim Davis
Sheila Gallant
Roy Hutchings
Joan Marche
Garfield Randell
Christine Simms
Barbara Stone
Elwin Coish
Barry Lomond

25 Years

David Acreman
Eric Adey
Stirling Anstey
Harold Baker
Bruce Barbour
Brian Barrington
Maxwell Batten
Earl Boone
Ronald Broderick
Bernard Broomfield
Clyde Brown
Ewen Butt
Wendell Coffin
Douglas Cole
Shirley Connolly
Edward Costello
Edgar Crewe
Gerald Crewe
Wayne Cull
Daniel Culleton
Dianne Davis
Nicholas Donovan
Dulcie Drodge
Norma Elliott
Glen Evans
Cyril Farrell

Donna Feltham
Patrick Flynn
Wayne Gamberg
Gail Gosse
Thomas Greene
James Griffiths
Linda Guest
Robert Gulliver
John Harnett
Robert Hearn
Donna Henderson
John Hiscock
Doreen Hounsell
Marjorie Ivany
Ron Jackman
Donna Kavanagh
Maxwell Keats
Kevin Keating
John Kelly
Barbara Kennedy
Jonathan King
Ronald Luedee
Leo Maloney
Bryan Manning
Ross Martin
John McCallum
Bridget McLennon
Elizabeth Mercer
Sylvester Murphy
John Oates
Ryburn Oxford
Linda Pafford
Catherine Parsons
Harvey Parsons
Judy Patterson
Ivan Pearce
Harold Peddle
Guy Penney
John Penney
Jacqueline Penton
Ida Perry
Kenneth Perry
Gordon Power
Raymond Rowsell
Cavell Saunders
Brian Sceviour
Margaret Skehans
John Smart
Kenneth D. Smith
William Smith
Clarence Stone
Joan Stone
Maxwell Sweetland
Dale Temple
Edward Thorne
Joan Tripp
Malcolm Tucker
Robert Turpin
Ian Walsh
Daniel Ward

Dianne Whalen
Donald Wheeler
Fred White
Keith Windsor
Janice Winsor
Allison Boland
Nada Borden
Guy Brown
Margaret Chaffey
Dorm Chipp
William Cotter
Glenn Dicks
John Edgar
Helene Gaultois
Roy Head
Phyllis Hibbits
Lorne King
Gus Legge
Andrew McLean
Eugene Mercer
Wallace Moores
Tom Morrisey
Lorne Normore
Sidney Parsons
Vivian Parsons
Harold Richards
Beryl Small
Marie St. Croix
Enid Strickland
Joan Thistle
Veronica Walsh
Howard St. Croix
Carol Jones

20 Years

Diane Bishop
Harry Bown
Beverly Budgeell
Wayne Burton
Barbara Case
Donald Castle
Derrick Chaulk
Pamela Cheeseman
Eric Connors
Lorna Crewe
Amanda Day
Mary Dyke
Roy Eveleigh
Richard Fitzpatrick
Joan Fogarty
Augusta Ford
Kevin Gear
Brigitte Godden
Betty Goodland
Albert Greene
Joanne Greening
Geoffrey Guzzwell
Wayne Hann
Joan Hickman
Roslyn Hong

Freeman Hussey
Marilyn Kavanagh
Robert Kenny
Randy Ledrew
Robert MacIsaac
Gerard Manning
Rhodie Menchion
Barry Mills
Richard Moody
Genevieve Murphy
Ralph Oliver
Catherine Parnham
Paulette Parsons
Susan Powell
Robin Power
Eugene Pretty
Phillip Pynn
Wendy Pynn
Robert Quirke
Paul Reckling
Brenda Reid
Claude Rogers
Joan Rumsey
Shirley Ryan
Cheryl Shirran
Carmella Singleton
Kenneth E. Smith
Joanne Soper
Thomas Squires
Connie Street
Dorothy Thomas
Adrian Turpin
Robert Walsh
Sharon Warren
Leonard Whelan
Garry Winsor
Terrence Young
Sylvia Alexander
George Anderson
Marian Andrews
Betty Billard
Carolyn Colbourne
Phyllis Delaney
John Flynn
Diane Holloway
Robert Houston
Charles Janes
Catherine Leriche
Headley Parsons
Donna Pippy
Fred Pittman
Marie St. Croix
Sheila White
Bill Boland
Tina Foote-Houston
Bev Hulan
Barbara King
Joan Molloy
Jean Young

