



College of the North Atlantic  
**Annual Report 2017-18**

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## Message from the Board Chair

On behalf of the Board of Governors, I am pleased to present the 2017-18 Annual Report for College of the North Atlantic (CNA). Our 2017-18 initiatives reflect a continued emphasis towards a publicly-funded college system for the province that is focused on student and employer needs and expectations. The college and its stakeholders share a vision of delivering training and supporting applied research and innovation which prepare students for successful participation in provincial, national and international workforces.

This report outlines the first year of progress on the goals and objectives outlined in the Strategic Plan 2017-20. The college continues to build targeted capacity with our employer and community partners who are seeking flexible, real-time solutions to their current and future human resource requirements. We also continue to work with our faculty and staff to find ways to provide the supports, tools and resources they need to excel.

The college continues to focus on our vision of delivering the highest quality teaching and programming for its learners in Newfoundland and Labrador, as well as internationally. Providing innovation support to business and community stakeholders for industry and workforce development is a key priority. Through the ongoing support of the Provincial Government, we are committed to ensuring that students are equipped with the best possible skills. These skills will enable them to succeed in a world that is ever-changing, requiring portable skills that are recognized across jurisdictions.

I acknowledge with great appreciation the volunteer members of the Board of Governors for their dedication and contributions during 2017-18. The board has continued to reinforce accountability, efficiency and good governance at the college and has remained focused on providing valuable oversight of the institution's ongoing development.

CNA is a category one public body under the **Transparency and Accountability Act**. This annual report was prepared in accordance with requirements under the Act. As the Board of Governors, we are accountable for the actual results contained herein.

A handwritten signature in black ink, appearing to read 'A. O'Reilly', is written over the printed name.

Alastair O'Reilly

**Chair**

**Board of Governors**

**College of the North Atlantic**

## College Overview

In 1963, post-secondary education in Newfoundland and Labrador expanded with the opening of Trades and Vocational School campuses throughout the Province. Over the last 50+ years, college education has evolved and responded to the education and training needs of this Province. Today, CNA has multiple campuses and delivers programs and services to students here and abroad. Its geographic reach includes students taking its courses and programs in China and Qatar. The college also recently ramped up its educational development outreach partnering with other institutions to bring Canadian standards, curriculum and instructional approaches in trades education to developing countries. Additional information on CNA's mandate and lines of business can be found at <http://www.cna.nl.ca/about/pdfs/irp/strategic-plan-2017-2020.pdf>.

## Our Programs

CNA is one of the largest post-secondary educational and skills training centres in Atlantic Canada; enrolling learners each year in more than 100 full-time programs across five schools: Academics, Applied Arts and Tourism; Business and Information Technology (IT); Engineering Technology and Natural Resources; Health Sciences; and Industrial Trades.

The Office of Distributed Learning provides online access to college credit courses as well as Certificate and Diploma programs. More than 250 courses are available online as well as complete programs in Business Administration, Comprehensive Arts and Science (CAS) Transition, Early Childhood Education, Industrial Trades, Information Management, Journalism, Office Administration, Rehabilitation Assistant (Occupational Therapy Assistant and Physiotherapist Assistant), Video Game Art and Design, and Web Development.

## Our Students

CNA students graduate annually from its certificate, diploma and advanced diploma offerings throughout the Province. In addition, CNA serves apprentices by providing block training that enables them to advance through their apprenticeship program and prepares them to write their journeyman certification examination. During the 2016-17 academic year, CNA had 8,551 students enrolled compared to 8,978 students in 2015-16. Most of CNA's graduates are successful in finding employment specific to their fields of study, and as such, our graduates are able to pursue rewarding, creative jobs doing what they were trained to do.

CNA's international development projects and education partnerships currently span several regions: China; the Middle East; South America; and South East Asia. The college's largest international presence is through the State Technical College in Doha where we provide the CNA brand of technical, trades, English as a Second Language training, access and related programming. The college also serves approximately 4,000 students of international origin a year either in Newfoundland and Labrador, at College of the North Atlantic-Qatar (CNA-Qatar) or at partnering locations abroad such as China, Guyana and Vietnam.

## Board of Governors

Alastair O’Rielly, Chair  
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Yordest Andrews  
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Beverly Scott  
Mark Bradbury  
Wade Pinhorn  
Andrew Tobin

Dominic Lundrigan  
Peter Robbins  
Ian Gordon  
Madison Greening  
Candice Ennis-Williams  
John Gibbons  
Donna Rideout  
Bruce Hollett

## Campus Locations

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



**Map of Newfoundland and Labrador with location of 17 campuses noted.**

## Key Statistics

<b>2016-17 Annual Enrolment – Newfoundland and Labrador Campuses</b>					
Regular Programming <sup>1</sup>					
School	Number Registered			Female	Male
	Full-Time	Part-Time	Total		
Academics, Applied Arts and Tourism	1,038	853	1,891	1,257	634
Business and Information Technology	1,224	471	1,695	1,212	483
Engineering Technology and Natural Resources	1,088	135	1,223	327	896
Health Sciences	729	119	848	726	122
Industrial Trades	2,890	4	2,894	422	2,472
<b>College Total</b>	<b>6,969</b>	<b>1,582</b>	<b>8,551</b>	<b>3,944</b>	<b>4,607</b>

1. Inclusive of credit/apprentice students registered during the 2016/17 academic year. The 2017-18 academic year is incomplete until August 2018; therefore, 2016-17 enrolment data is provided.

<b>2016-17 Annual Customized and Continuous Learning Activity</b>		
Contract Training and Continuing Education <sup>1</sup>		
Continuing Education	Course Registrations	Total Number of Hours
Non-Credit Courses and Contracts	13,593	187,478
Credit Courses	8	12
<b>College Total</b>	<b>13,601</b>	<b>187,490</b>

1. Inclusive of students registered between September 1, 2016 and August 31, 2017. The 2017-18 academic year is not complete until August 2018; therefore, 2016-17 enrolment data is provided.

<b>2017-18 Employee Data by Gender and Position Type – Newfoundland and Labrador Employees</b>					
Fiscal Year 2017-18 <sup>1</sup>					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	332	262	58	15	667
Males	124	374	41	1	540
<b>Total</b>	<b>456</b>	<b>636</b>	<b>99</b>	<b>16</b>	<b>1,207</b>

1. Inclusive of active employees, employees on leave; **Not Included:** Continuous Education instructors, student employees, invigilators, casual workers.

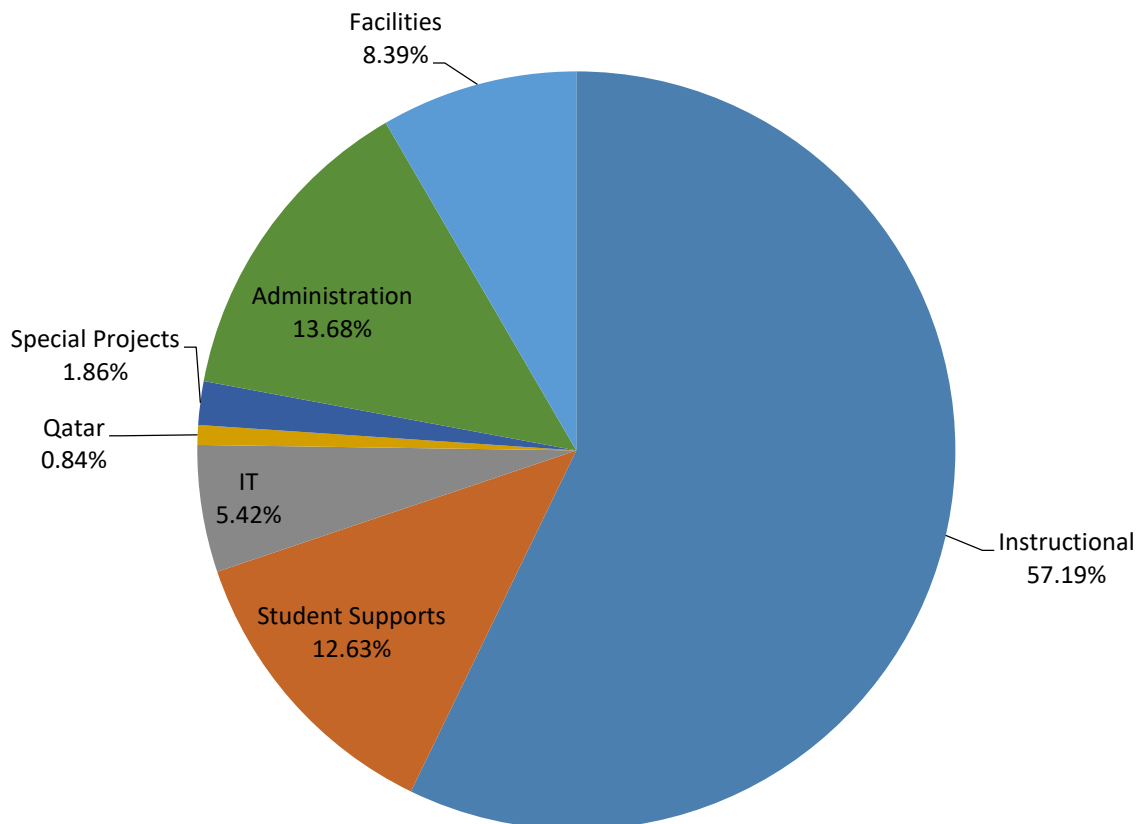
## Financial Summary

CNA recorded gross expenditures of \$128.2 million in 2017-18, the majority (\$73.3 million, 57.2 per cent) in support of instruction programs, followed by Administration (\$17.5 million, 13.7 per cent) and Student Supports (\$16.1 million, 12.6 per cent).

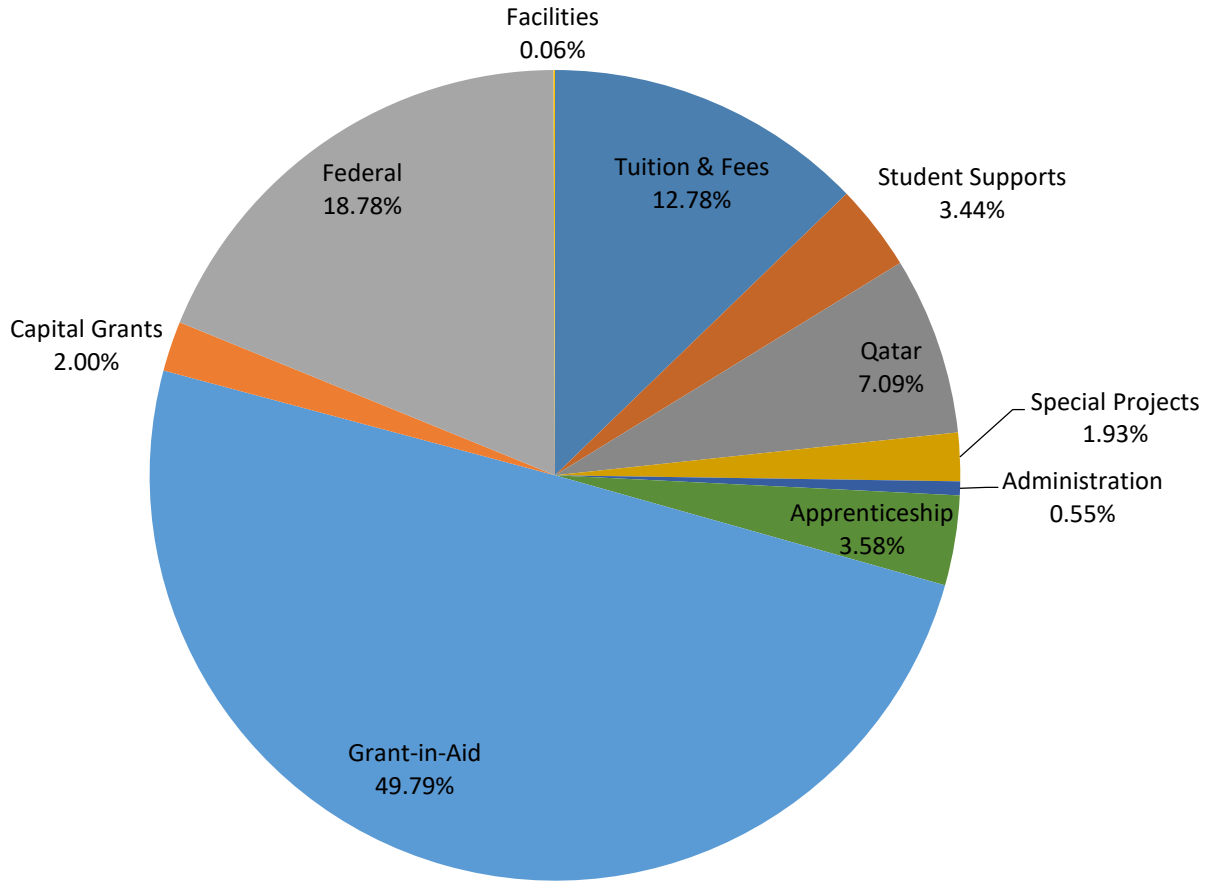
The largest source of revenue (\$65.7 million, 49.8 per cent) was the annual grant-in-aid provided by the Provincial Government, with the next three main sources consisting of Federal (\$24.7 million, 18.8 per cent), Tuition and Fees (\$16.8 million, 12.8 per cent), Qatar (\$9.4 million, 7.09 per cent) and Special Projects (\$2.5 million, 1.93 per cent).

Details on the College's 2017-18 finances are provided in the Audited Financial Statements (Appendix 1).

### 2017-18 Expenses



# 2017-18 Revenue



*Note: charts do not add up to 100 per cent due to rounding.*



## Highlights and Partnerships

Progress toward the strategic goals and objectives of CNA does not occur in isolation. The college counts on the involvement of its many stakeholders, and gratefully acknowledges the contribution of its public and private partners, who together help support student focused initiatives and ensure the delivery of high quality education and training services.

Governments, community organizations, employers, and industry and professional associations all play an important role in our delivery of accessible, responsive and quality program offerings in support of the college's goals and objectives.

### Accolades Received by College Staff and Representatives

CNA instructor, Rajendra Jani, has been awarded the 2017 Teaching Award from the Professional Engineers and Geoscientists Newfoundland and Labrador (PEGNL). During his 23-year career as a faculty member in CNA's School of Engineering Technology and Natural Resources, Mr. Jani has made significant contributions to the learning environment for engineering technology students; has played a leadership role in the ongoing maintenance, development and evolution of engineering technology programs; and has been an exemplary CNA ambassador for community outreach, particularly as it relates to the engagement of youth in science, technology, engineering and mathematics (STEM). Mr. Jani is the first CNA instructor to receive the PEGNL teaching award.

The Canadian Centre for Fisheries Innovation (CCFI), CNA, and the Marine Institute's Centre for Aquaculture and Seafood Development (CASD) unveiled a robotic system for processing crab at the Marine Institute's Pilot Plant facility on Ridge Road. The system represents the first use of robotics for processing crab anywhere in the world, and is currently undergoing a patenting process. The automated crab meat extraction process was spearheaded by Paul Hearn, a member of CNA's Mechanical Engineering faculty at the college's Ridge Road campus in St. John's, and supported by CASD's Research Engineer Stephen King, who together have been working on the project for the past three years. The Centre for Aquaculture and Seafood Development handled a significant portion of the design and engineering for the crab automation equipment hardware and coordinated the fabrication of parts with Memorial University's Technical Services, including the robot's 3D printed parts. A full computer assembly model of the system was managed and maintained by CASD engineers. They also coordinated the assembly, initial debugging and testing at the Marine Institute's Pilot Plant prior to sending the equipment into the field for trials in a commercial production plant. This collaborative initiative demonstrates the world class capacity resident within the province's post-secondary community.

CNA employees help thousands of students each year, but more than 50 of these employees had the opportunity to receive graduation diplomas of their very own. Behind the scenes, in each of the past two years, select employees from across CNA's 17 campuses in Newfoundland and Labrador have been participating in two, week-long training exercises with the Chair Academy, an international organization that focuses on advancing academic and administrative leaderships across all levels of higher education through competency-based leadership development programs and services.

## College Highlights

During 2017-18, CNA campuses across the province announced the winners of 253 awards, scholarships and bursaries valued at approximately \$274,000. Many of CNA's students received various accolades during 2017-18 at the local, provincial, national and international level.

CNA's Distributed Learning Service received certification from Quality Matters (QM) for a course offering in its Office Administration program. The certification is the first of its kind for a post-secondary institution in Newfoundland and Labrador. Quality Matters is an international, non-profit organization widely recognized as a leader in quality assurance for online education. A QM designation signifies an institution's commitment to quality and continuous improvement. The course, Office Management 1100, is offered in the first semester of the Office Administration certificate and in both Office Administration (Medical and Executive) online diploma programs.

CNA and Women in Resource Development Corporation (WRDC) celebrated the 75<sup>th</sup> offering of Orientation to Trades and Technology (OTT) at CNA's Corner Brook campus in May. The OTT program was developed by WRDC and is offered at various CNA campuses. The first OTT Program was delivered at the college's Bay St. George campus in October 1999 as a pilot project. Since that time, the program has been continually delivered throughout the province of Newfoundland and Labrador, producing more than 800 graduates. OTT is a career development program designed to help women make informed decisions about trades and technology careers.

In May 2017, \$6.8 million in infrastructure funding was announced for 10 college campuses. The announcement, funded through the Post-Secondary Institutions Strategic Investment Fund (SIF) has the Government of Canada and the Government of Newfoundland and Labrador each investing approximately \$3.4 million into CNA as part of a Renewal and Modernization Project. This initiative is supportive of the Provincial Government's Way Forward Commitment to "Modernize the College of the North Atlantic." The funding will enable the college to make improvements and upgrades to building envelopes, lighting systems and HVAC systems to increase efficiency and reduce energy consumption. Campuses receiving funding as part of this investment are: Bay St. George, Burin, Carbonear, Corner Brook, Gander, Grand Falls-Windsor, Happy Valley-Goose Bay, Prince Philip Drive (St. John's), Ridge Road (St. John's) and Seal Cove.

In September 2017, the Canadian Association for Co-operative Education (CAFCE) approved five of CNA's co-operative education programs. For the next six years, the following co-op programs received national re-accreditation (ending December 2023): Mechanical Engineering (Manufacturing) Technology, Industrial Engineering Technology, Geomatics Engineering Technology, Computing System Engineering Technology, and Programmer Analyst (Business).

CNA's Student Emergency Fund aims to give help when needed to get students through financial emergencies. The fund has existed since 2015, but this year was the first time CNA partnered with Giving Tuesday – known as the global day of giving – on Tuesday, November 28 to raise awareness and money for the Student Emergency Fund.

This past November, the inaugural round of projects approved through the NL Workforce Innovation Centre were announced. Following a public call for proposals in May 2017, eight projects were approved for 2017-18 by the Department of Advanced Education, Skills and Labour based on their alignment with government's vision for job creation and economic development

in The Way Forward. Priority was also given to projects that support the ongoing efforts of the Cabinet Committee on Jobs, with particular emphasis on the aquaculture, agriculture, and technology sectors. The target groups identified in these projects are under-represented groups including women, Indigenous peoples, and immigrants.

Finding a place to live can be a daunting task during the best of times, especially one that fits your budget. It's for that reason that CNA and Habitat for Humanity Newfoundland and Labrador want to continue working together, to support families to own their own home. Both organizations signed a Memorandum of Understanding (MOU) in 2017-18 that extends their existing two-year agreement for another two years. The aim is to continue to develop affordable homeownership and collaborate on specifically agreed projects, which also provides CNA students, under the guidance of their instructors, with real world experience. Among the CNA programs that have been involved in building projects over the past number of years are: Architectural Engineering Technology, Business Management, Cabinetmaker, Carpenter, Civil Engineering Technology, Construction/Industrial Electrician, Cook and Baker, Geomatics/Surveying Engineering Technology, Graphic Design and Renovation Technician. A combination of any or all of these programs will contribute to the construction and eventual home ownership by families involved in the projects.

It was a long way from home for the eight delegates from Binh Thuan Community College (BTCC) in Vietnam, as they explored Newfoundland and Labrador. CNA Prince Philip Drive campus welcomed Vice-Rector Dr. Phan Thi Minh Hanh, along with five instructors of tourism and two instructors of foreign language as a part of a study tour group, which took place in November. The trip was a part of the Vietnam Skills for Employment Project (VSEP) - a five-year project funded by Global Affairs Canada. The primary objective of the tour was to learn and observe CNA's hospitality program, as well as Canadian tourism and culinary arts curricula, which will allow BTCC to develop market-driven programs.

CNA received good news from the Canadian Nuclear Safety Commission (CNSC) - Nuclear Substance and Radiation Devices Licensing Division that the Non-Destructive Testing Technician (NDT) program continues to meet the regulatory requirements, policies and guidelines of CNSC, and the college's license has once again been renewed until 2022. The permit is good for both the Port aux Basques and Burin campuses (NDT/Welding Engineering Technician programs), where nuclear and radioactive materials are stored and handled.

The Honourable Dwight Ball, Premier of Newfoundland and Labrador, joined the Honourable Al Hawkins, Minister of Advanced Education, Skills and Labour to announce an online training initiative for apprentices that will provide flexibility to complete block training. CNA's Plumber, Construction Electrician, Welder, and Carpenter programs were selected for this phase of the pilot which focuses on transferring in-class curriculum to an online learning platform which will be highly interactive, including regular interaction with instructors and classmates as well as the use of simulation software. Online training in each of these trades will be available during the next training year and is in addition to the existing in-class training option.

A three-year Memorandum of Understanding (MOU) aimed to improve online training opportunities for apprentices on the east coast of Canada was signed by seven post-secondary public colleges in Atlantic Canada, including CNA. The MOU was ratified in February during the

Atlantic Colleges Atlantique (ACA) meeting at Nova Scotia Community College (NSCC) in Halifax. The agreement is the foundation for which ACA will spearhead a collaborative relationship to share the use of existing online training, as well as develop additional online training and resources to expand curriculum. This MOU will position public colleges in the region to support the Atlantic Apprenticeship Harmonization Project, an initiative of the Council of Atlantic Premiers and cost-shared with the Federal Government.

## Report on Performance

### Issue One: Improving Learner Access through Distance Learning

Online learning offers many options to today’s learners and is an important component of CNA’s training delivery. Through online learning, learners can study from anywhere, at any time and in any weather. Another advantage is the ability to maintain attachment to the labour market while training. By expanding and enhancing distance programming options, persons in rural and remote areas will have increased access to training and learning opportunities. It also allows for cost savings on behalf of both the learner and the college with the institution also being able to offer courses and programs that are not restricted by time, place or facilities/equipment. There is the added advantage of courses and programs being consistent, with course materials and textbooks readily available. The college and its students have already experienced the benefits of distance blended-learning initiatives by combining classroom and remote learning sites.

The college made significant progress towards improving its distance learning opportunities during 2017-18 and successfully met its objective for 2017-18.

### Performance Reporting

**Goal 1:** By March 31, 2020, College of the North Atlantic will have enhanced learner access to its programs and services through the use of technology.

**Objective 1:** By March 31, 2018, College of the North Atlantic will have assessed current IT infrastructure and program capacity for expanded distance/online learning programs and services.

Indicators	2017-18 Report on Performance
Assessed IT infrastructure	<ul style="list-style-type: none"> <li>During 2017-18, the college worked to upgrade its network infrastructure to a ‘managed network’. Under this managed network model, the college now has the ability to shape network traffic to ensure it can prioritize the internet demands across the organization. This also includes the ability to prioritize internet traffic to support distance learning and ensure there is enough network capacity allotted to meet these needs. As a result of this updated network, the IT division began monitoring current traffic demand for Distance Learning</li> </ul>

	<p>programs and it was determined that the college has enough bandwidth to meet current Distance Learning IT infrastructure needs. This ability to analyze network traffic will play a key role in determining future IT infrastructure needs.</p>
<p>Assessed existing programs for online/distance suitability</p>	<ul style="list-style-type: none"> <li>• CNA assessed its programs for online/distance delivery suitability, with a number of areas identified as potential options.</li> <li>• During 2017-18, a Strategic Review of Distributed Learning Services was undertaken to explore CNA’s current capacity and ability to grow online offerings as part of its progression toward achieving a modernized college system by 2019.</li> <li>• The review illustrated that CNA’s Office of Distributed Learning Services has experienced significant growth in number of courses, programs and students served since its inception in 1998.</li> <li>• The Strategic Review also identified areas requiring consideration and commitment to support current offerings and expansion of distributed and online learning at the college.</li> <li>• A detailed Strategic Review Report and companion Action Plan included continued assessment of current and new program opportunities for online delivery.</li> </ul>
<p>Identified new programming opportunities</p>	<ul style="list-style-type: none"> <li>• During 2017-18, CNA identified online programming opportunities in four industrial trades: plumber; welder; electrician; and carpenter. Online/blended delivery opportunities were also identified in Business Administration-Marketing.</li> <li>• Online development for these proposed program opportunities began during 2017-18, with pilot delivery scheduled to commence in 2019-20.</li> </ul>

**Discussion of Results**

During 2017-18, CNA undertook a review of its distance learning services. This work, as well as a concurrent programming analysis, will help to shape upcoming opportunities for learners. CNA has identified that it has the capacity to enhance its delivery of distance learning opportunities, and these opportunities will continue to be explored during 2018-19. Additionally, distributed learning opportunities will continue to be explored throughout the 2019-20 academic planning process.

Also, during the 2017-18 fiscal year, CNA’s Institutional Research team worked with consultants, partners and consortiums to help better identify new programming opportunities. Through the enhancement and addition of labour market analysis tools and participation in collaborations such as the Atlantic Colleges Atlantique, CNA is positioned to better understand provincial and national job market trends. Moving forward, it is by understanding these trends that CNA will be able to identify opportunities to revise or create new programs that will help the college continue to provide highly-competent graduates, in line with labour market needs.

**Objective for 2018-19:** By March 31, 2019, College of the North Atlantic will have developed and piloted new options for online programs and courses to assess their potential.

**Indicators for 2018-19:**

- Continued to explore feasibility of expanded distance learning opportunities
- Developed a student success framework for distributed and online learning
- Piloted select courses for online/blended delivery

**Issue Two: Increasing Collaboration with Memorial University**

CNA, along with Memorial University of Newfoundland, form the publicly funded post-secondary education institutions in Newfoundland and Labrador. The Provincial Government committed in The Way Forward vision document, to work with Memorial University and College of the North Atlantic to enable them to increase the amount of research programs and initiatives undertaken at both institutions, identify ways for the university and the college to collaborate, partner and pool resources in applied research areas, and to assist in supporting and facilitating the transfer of students between the two institutions. As part of this commitment, Government convened the Council on Higher Education (CHE) to provide opportunities for cooperation and collaboration between Newfoundland and Labrador’s public post-secondary institutions. CNA’s partnership with Memorial University can grow applied research projects and foster increased engagement with provincial industry for both institutions. Strengthening learning pathways between the college and the university can build a bridge for learners to travel on their career and academic journeys. Further collaboration will ensure that the post-secondary education system is functioning effectively for the students across the province.

The college has two representatives on the CHE Advisory Committee and will be co-chairing, along with Memorial University officials, three CHE sub-committees including the Subcommittee on Indigenous Education, the Subcommittee on Applied Research Priorities and the Subcommittee on Articulation and Transfer. The college is pleased to have met its objective for 2017-18.

**Performance Reporting**

**Goal 2:** By March 31, 2020, College of the North Atlantic will have increased collaboration with Memorial University in select areas.

**Objective 1:** By March 31, 2018, College of the North Atlantic will have assessed opportunities for increasing collaboration with Memorial University.

Indicators	2017-18 Report on Performance
Completed inventory of existing applied research projects	<ul style="list-style-type: none"> <li>• An inventory of existing applied research projects (active, submitted for funding and under development) was completed.</li> <li>• CNA was able to leverage project funding from many sources (i.e., provincial and federal support) through collaborative efforts that were identified through the completion of the project inventory.</li> </ul>
Completed inventory of current transfer mechanisms	<ul style="list-style-type: none"> <li>• During 2017-18, CNA completed an inventory of current transfer mechanisms.</li> <li>• CNA and Memorial's Registrars' offices are monitoring the number of CNA students that enroll in Memorial University after receiving their diploma.</li> </ul>
Identified future transfer mechanisms	<ul style="list-style-type: none"> <li>• CNA continued to work with Memorial University to identify future transfer opportunities. It is expected that during 2018-19 a work plan on future transfer mechanism opportunities will be developed through the work of the CHE Subcommittee on Articulation and Transfer. This sub-committee will explore how to enhance avenues for the two-way transfer of students between CNA and Memorial University.</li> </ul>

**Discussion of Results**

Over the 2017-18 year, CNA experienced record engagement with Memorial University on applied research and innovation related activities. There is also a strong focus on the mining sector where the college and university have complementary expertise and strong existing relations among faculty members. This is further supported through the Provincial Government's Cabinet Committee on Jobs and its partnership with the mining sector. Through separate connector events, CNA and MUN researchers were brought together to explore process engineering, agri-foods and mining related research opportunities. Additional collaboration between CNA and the Labrador Institute is ongoing on mining sector applied research. CNA and MUN are also well-represented on numerous provincial committees such as the Manufacturing Advisory Team, the CHE and the sub-committees of Innovate NL's Regional Innovation Systems Pilot Project. The Office of Industry and Community Engagement will continue to explore collaboration opportunities between the two organizations.

During 2017-18, collaboration with Memorial University was also enhanced with the signing of a Collaboration Agreement whereby Memorial University's Interdisciplinary Committee on Ethics in Human Research (ICEHR) will vet CNA's Research Ethics proposals involving human subjects and CNA faculty will sit on ICEHR's Review Board. With the signed ICEHR agreement in place, faculty and staff can now conduct research that involves human subjects.

College and university researchers collaborated on seven mining projects, two fisheries and oceans projects, and were joint supporters in: two Natural Resources Canada Clean Growth

Program submissions; the SpaceX Hyperloop team; and additional projects related to agriculture, early childhood education, drone research and the development of social enterprises.

Other collaborative opportunities are currently being established through the work of the CHE and its subcommittees, including the Council on Higher Education Subcommittee on Indigenous Education. The mandate of this committee is to enhance Indigenous education through sharing and implementing best practices in the education and training of Indigenous students.

**Objective for 2018-19:** By March 31, 2019, College of the North Atlantic will have implemented a collaboration plan with Memorial University.

**Indicators for 2018-19:**

- Completed collaboration plan
- Held applied research connector events
- Continued to engage in collaborative applied research projects

**Issue Three: Enhancing Revenue Generating Opportunities**

The college, like all public colleges across the country, is continually challenged to keep pace with increasing costs for labour and supplies while ensuring that its programs and training opportunities meet student needs and labour market demand. As a responsible steward of public funds, the college must build on its entrepreneurial endeavours to create new revenue generating opportunities to support the institution. Two key areas of revenue generation within the college are the Contract Training and Continuing Education and International Education divisions.

It was noted in CNA Modernization Plan 2019 that international projects have seen modest growth over the last few years and are currently spread throughout various regions including, China, the Middle East, South America, Southeast Asia, and the Caribbean Community. Since signing a historic agreement to establish a technical college in the State of Qatar (College of the North Atlantic – Qatar), the college has had a continuous presence in the international education sector. Potential opportunities for further revenue generating opportunities, professional development activities for staff and faculty, and international student recruitment need to be explored. The college is pleased to have made significant progress towards enhancing revenue generating options. Progress made in these areas also support The Way Forward actions 2.72 and 2.27 “Modernize College of the North Atlantic” and “Increase Revenue to the Province Through International Education” respectively.



## Performance Reporting

**Goal 3:** By March 31, 2020, the College of the North Atlantic will have increased opportunities for revenue generation.

**Objective 1:** By March 31, 2018, College of the North Atlantic will have assessed opportunities for generating revenue through contract training.

Indicators	2017-18 Report on Performance
Assessed the effectiveness of current revenue generation options	<p>The college has been involved in a process of reviewing the two primary revenue generation divisions of CNA: Contract Training and Continuing Education (CTCE) as well as International Education. During 2017-18 this review included:</p> <ul style="list-style-type: none"> <li>• The review of current practices and expenditures with respect to maximizing cost effectiveness with contract and continuing education deliveries.</li> <li>• The CTCE division also assessed the true value of types of customized training surpluses, such as recognizing capital equipment purchases in addition to regular revenue surplus realized at fiscal year-end.</li> <li>• The International Education division also identified barriers to increases in International Student registrations.</li> <li>• The assessment identified that international student policies needed to be changed and the processing of international student applications needed to be more efficient. English for Academic Purposes needed to be delivered at CNA to smooth the entrance of International students and immigrants into CNA programs. CNA worked through these known barriers to increasing International student registrations through the approval of revised policies and procedures.</li> </ul>
Completed an inventory of mechanisms to advance revenue generation	<p>During 2017-18, a review of the customized and continuing education lines of business took place. Though an exhaustive inventory of mechanisms to advance revenue generation was not completed due to competing priorities, development of this inventory has begun with many action items being advanced. It is expected that the inventory will be completed in 2019-20. Actions that occurred during 2017-18 with a view to maximizing revenue generation opportunities for the college were as follows:</p> <ul style="list-style-type: none"> <li>• CNA implemented a formalized communication process and information exchange between internal divisions to address training opportunities identified by external stakeholders.</li> <li>• Also during 2017-18, other Canadian college organizational structures were reviewed from a customized and continuing education standpoint in order to inform the development of an efficient organizational structure for CNA that will further support the revenue generation.</li> </ul>

	<ul style="list-style-type: none"> <li>• An inventory was compiled of current and previous graduate programming developed by CNA to assess viability as a potential customized program. An economic and labour market analysis was also completed.</li> <li>• A jurisdictional scan of international fees, including comparisons to other Canadian institutions, was completed and will help inform future decisions for the college.</li> </ul>
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## Discussion of Results

During 2017-18, the CTCE division undertook an operational review, with a view to maximizing revenue generating opportunities.

The implementation of a new Customer Relationship Management System began in 2017-18 to facilitate the collection and sharing of external stakeholder information and training opportunities involving the CTCE division, International Education division, and Research Offices. Research was also conducted into customized training departmental models to inform the development of a new organizational structure for the CTCE division at CNA. Research was conducted into financial models for customized training and a proposed model was developed during 2017-18, with additional analysis and review to occur during 2018-19. Regular meetings between the CTCE division, International Education division and the campus operations team involving the Campus Administrators ensure robust information sharing amongst the key players in revenue generation for the college.

A review of CNA's international programs and access for international students was conducted. As a result of this review, CNA worked to remove barriers to education for international students. A change to the English Language entrance requirements, to align CNA with other Atlantic Colleges, was proposed and approved by Academic Council. A new longer list of countries recognized as English Speaking by the admissions office has been approved. The development of an "English for Academic Purposes" course is underway and the development of an International Student Handbook is also being finalized. By ensuring less barriers to international study, CNA expects to attract an increased number of international students to the province.

**Objective for 2018-19:** By March 31, 2019, College of the North Atlantic will have implemented contract training improvements to enhance revenue generation.

### Indicators for 2018-19:

- Facilitated a campus-based strategic planning and consultation process to enhance Customized Training and Continuing Education programming
- Developed new Customized Training and Continuing Education organizational structure and financial model
- Finalized a strategy to increase CNA's international education profile

## Opportunities and Challenges Ahead

There are many challenges faced by public post-secondary educational institutions including: keeping up with technology advancement; staying abreast of labour market demands and reacting appropriately; and ensuring appropriate funding sources in support of effective program delivery, among others. At the forefront, CNA is committed to providing a high-quality learning experience for its students. CNA is well-positioned to navigate these challenges, and others, through a number of ongoing and upcoming opportunities:

### ***Modernization Plan, 2019***

During 2017-18, CNA made significant progress regarding its commitments in the *Modernization Plan 2019*. While there remains work to be completed, many opportunities have also been identified and are being actioned as part of this plan.

### ***Provincial Public Post-Secondary Education System Review***

In Budget 2018, the Government of Newfoundland and Labrador announced it would be undertaking an independent review of the province's public post-secondary education system. This review is intended to ensure the province's post-secondary education system is well-positioned to meet the needs of students well into the future, address emerging labour market demands, and continue to contribute to the province's economic growth. CNA is looking forward to this review and the opportunity to build upon and continue to improve the significant accomplishments of the college.

### ***Five-year Strategic Plan***

During 2017-18, CNA commenced a separate strategic planning process from that required as part of the **Transparency and Accountability Act**. The overall goal is to develop a visionary plan that will enable CNA to undergo organizational growth that will ensure that CNA students and prospective employers continue to obtain the skills and workforce that will enable them to succeed in a world that is ever-changing, requiring portable skills that are recognized across borders and jurisdictions. This plan will explore best practices in other colleges of comparable size and consult extensively with faculty, staff, students and employers. It will also align with the Modernization Plan 2019 and provide the groundwork needed to move the college forward to be a leader in creating a sustainable and vibrant future for Newfoundlanders and Labradorians.

## Appendices

1. Campus and Headquarters Contact Numbers
2. Enrolment by Campus
3. College of the North Atlantic 2017-18 Financial Statements

## Contact Information

College of the North Atlantic

Webpage: [www.cna.nl.ca](http://www.cna.nl.ca)

Telephone 1-888-982-2268

E-mail: [info@cna.nl.ca](mailto:info@cna.nl.ca)

Facebook: [www.cna.nl.ca/facebook](http://www.cna.nl.ca/facebook)

Twitter: @CNA\_News

Google+: [www.cna.nl.ca/plus](http://www.cna.nl.ca/plus)

LinkedIn: [www.cna.nl.ca/linkedin](http://www.cna.nl.ca/linkedin)

Office of the Registrar: Telephone: 709-643-7950 or visit the admissions webpage [www.cna.nl.ca/Admissions/](http://www.cna.nl.ca/Admissions/)

### Campuses:

Baie Verte	709-532-8066
Bay St. George	709-643-7730
Bonavista	709-468-1700
Burin	709-891-5600
Carbonear	709-596-6139
Clarenville	709-466-6900
Corner Brook	709-637-8530
Gander	709-651-4800
Grand Falls-Windsor	709-292-5600
Happy Valley-Goose Bay	709-896-6300
Labrador West	709-944-5787
Placentia	709-227-2037
Port aux Basques	709-695-3343
Prince Philip Drive	709-758-7284
Ridge Road	709-758-7000
Seal Cove	709-744-2047
St. Anthony	709-454-3559

### International Contacts:

International Student Recruitment: Telephone: 00+1+709 758 7290

Email: [internationalweb@cna.nl.ca](mailto:internationalweb@cna.nl.ca)

Webpage: [www.cna.nl.ca/international-students](http://www.cna.nl.ca/international-students)

College of the North Atlantic - Qatar: Webpage: [www.cna-qatar.com/](http://www.cna-qatar.com/)

China Project Office: Webpage: [www.cna.nl.ca/china](http://www.cna.nl.ca/china) Telephone: 1-709-758-7040

Office of Distributed Learning: Webpage: [www.dls.cna.nl.ca](http://www.dls.cna.nl.ca) Email: [dls-help@cna.nl.ca](mailto:dls-help@cna.nl.ca)

Provincial Headquarters: 432 Massachusetts Drive, Stephenville, NL, A2N 2Z6. Telephone: 709-643-7730

## Enrolment by Campus

<b>2016-17 Student Enrolment</b>	
By Campus	
Snapshot Date: October 5, 2017	
<b>Campus</b>	<b>Students</b>
Baie Verte	21
Bay St. George	601
Bonavista	96
Burin	214
Carbonear	267
Clareville	232
Corner Brook	715
Distributed Learning	1150
Gander	161
Grand Falls-Windsor	398
Happy Valley-Goose Bay	172
Labrador West	174
Placentia	155
Port Aux Basques	159
Prince Philip Drive	2250
Ridge Road	1063
Seal Cove	619
St. Anthony	104
<b>Grand Total</b>	<b>8551</b>



Financial Statements of

**COLLEGE OF THE NORTH ATLANTIC**

Year ended March 31, 2018



# Statement of responsibility

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

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

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

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



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Board Chair



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Senior Vice President &  
Chief Operating Officer



KPMG LLP  
Toronto Dominion Place  
140 Water St, Suite 1001  
St. John's NL  
A1C 6H6

Telephone (709) 733-5000  
Fax (709) 733-5050  
www.kpmg.ca

## INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the College of the North Atlantic, which comprise the statement of financial position as at March 31, 2018, the statements of operations, change in net financial assets (debt) and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

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

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of financial statements.

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

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the College of the North Atlantic as at March 31, 2018, and its results of operations, its change in net financial assets (debt), and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

June 18, 2018

St. John's, Canada

**College of the North Atlantic**  
**Statement of Financial Position**  
Year Ended March 31, 2018

	<u>March 31 2018</u>	<u>March 31 2017</u>
<b>Financial Assets</b>		
Cash	\$ 36,746,721	\$ 24,927,572
Receivables (Note 4)	19,118,537	21,241,501
Inventories for resale	1,227,485	1,322,612
Trust funds on deposit (Note 5)	5,848,610	5,863,209
	<u>\$ 62,941,353</u>	<u>\$ 53,354,894</u>
<b>Liabilities</b>		
Accounts payable & accrued liabilities (Note 6)	\$ 12,323,410	\$ 10,424,150
Vacation pay accrual	7,752,461	7,929,257
Post-employment benefits	18,354,843	16,509,933
Compensated absences (Note 7)	11,161,142	11,169,789
Due to Qatar Campus (Note 8)	7,530,358	10,557,678
Deferred contributions - operating (Note 9)	8,672,854	5,807,926
Trust funds payable (Note 5)	5,848,610	5,863,209
	<u>\$ 71,643,678</u>	<u>\$ 68,261,942</u>
<b>Net Debt</b>	<u>\$ (8,702,325)</u>	<u>\$ (14,907,048)</u>
<b>Non-Financial Assets</b>		
Tangible capital assets (Schedule 1)	\$ 17,796,987	\$ 20,224,999
Inventories held for use	98,515	102,343
Prepaid expenses	1,062,410	1,166,142
	<u>18,957,912</u>	<u>21,493,484</u>
<b>Accumulated surplus</b>	<u>\$ 10,255,587</u>	<u>\$ 6,586,436</u>

Commitments (Note 10)  
Contingent liabilities (Note 11)

Approved:

Board Chair



Board Member



See accompanying notes.

**College of the North Atlantic**  
**Statement of Operations**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2,018</b>	<b>2017</b>
Revenue (Schedule 2)			
Grants and reimbursements	\$ 67,241,300	\$ 68,313,120	\$ 66,312,361
Subsidy	23,200,000	24,775,011	27,013,167
Tuition	11,292,086	11,048,013	11,684,388
Classroom/video rental	15,000	15,000	15,000
Interest	287,435	554,634	288,250
Fees	704,094	664,547	737,794
Apprenticeship	6,342,720	4,726,710	6,019,882
Bookstore	2,654,516	2,033,624	2,442,241
Corporate	1,516,341	2,163,050	1,692,863
Daycare	526,354	548,657	548,422
Equipment and materials	2,052,718	1,930,593	2,091,655
Food services	1,345,755	1,077,355	1,291,475
International	679,328	810,780	1,030,456
Parking	2,250	2,474	3,232
Residence	321,020	267,929	320,052
Special projects	3,182,099	2,541,096	3,152,795
Qatar project	9,493,750	9,351,658	9,706,890
Other	419,245	1,091,245	690,628
<b>Total revenue</b>	<b>131,276,011</b>	<b>131,915,496</b>	<b>135,041,551</b>
Expenditures (Schedules 3 to 15)			
Facilities	10,660,035	10,756,930	11,241,568
Administration	18,542,030	17,545,838	15,846,459
Instructional	65,067,321	64,001,583	66,037,871
Student services	11,351,712	11,397,039	11,384,786
Information technology	7,154,718	6,946,041	6,795,661
Resale	5,285,178	4,796,975	5,104,368
Apprenticeship	4,975,971	4,715,328	4,924,884
Continuing education	634,666	589,249	639,175
Contracts	2,437,452	3,502,476	2,936,346
International	506,080	533,010	892,075
Special projects	3,205,565	2,384,763	2,510,689
Qatar project	1,455,283	1,077,113	1,237,529
<b>Total expenditures</b>	<b>131,276,011</b>	<b>128,246,345</b>	<b>129,551,411</b>
Annual Surplus (Deficit)	-	3,669,151	5,490,140
Accumulated surplus, beginning of year	6,586,436	6,586,436	1,096,296
Accumulated surplus, end of year	<b>\$ 6,586,436</b>	<b>\$ 10,255,587</b>	<b>\$ 6,586,436</b>

See accompanying notes.

**College of the North Atlantic**  
**Statement of Change in Net Financial Assets (Debt)**  
Year Ended March 31, 2018

	<u>2018 Budget</u> (Note 15)	<u>2018</u> <u>Total</u>	<u>2017</u> <u>Total</u>
Annual deficit	\$ -	\$ 3,669,151	\$ 5,490,140
Changes in tangible capital assets			
Acquisition of tangible capital assets	(1,689,057)	(3,291,501)	(3,115,970)
Write-downs on tangible capital assets	-	-	-
Loss on sale of tangible capital assets	-	-	1,792
Amortization of tangible capital assets	5,716,710	5,719,514	6,217,683
Decrease in net book value of tangible capital assets	<u>4,027,653</u>	<u>2,428,013</u>	3,103,505
Changes in other non-financial assets			
Acquisition of prepaid expenses (net of usage)	-	103,732	(44,090)
Acquisition of inventory of supplies (net of usage)	-	3,828	(1,865)
Increase in other non-financial assets	<u>-</u>	<u>107,560</u>	(45,955)
Increase in net financial debt	4,027,653	6,204,724	8,547,690
Net financial debt at beginning of year	<u>(14,907,048)</u>	<u>(14,907,048)</u>	(23,454,738)
Net financial debt at end of year	<u>\$ (10,879,395)</u>	<u>\$ (8,702,325)</u>	\$ (14,907,048)

See accompanying notes.

**College of the North Atlantic**  
**Statement of Cash Flow**  
Year Ended March 31, 2018

	<b>2018</b>	2017
<b>Operating</b>		
Annual surplus (deficit)	\$ 3,669,151	\$ 5,490,140
Add non-cash items:		
Loss (gain) on disposal of property, plant & equipment	-	1,792
Amortization of capital assets	5,719,514	6,217,683
Accrued post-employment benefits - increase	1,844,910	511,492
Accrued compensated absences - (decrease) increase	(8,647)	(6,359)
	11,224,928	12,214,748
Changes in:		
Receivables	2,122,964	(15,829,780)
Inventories held for use or resale	98,955	(3,564)
Prepaid expenses	103,732	(44,090)
Deferred contributions - operating	2,864,928	2,857,086
Accounts payable and accrued liabilities	1,899,260	309,737
Vacation pay accrual	(176,796)	(309,638)
Due to Qatar campus	(3,027,320)	959,095
Net cash provided by operating transactions	15,110,650	153,594
<b>Capital</b>		
Acquisitions of tangible capital assets	(3,291,501)	(3,115,970)
Net cash applied to capital transactions	(3,291,501)	(3,115,970)
Net cash provided	11,819,150	(2,962,376)
Cash, beginning of year	24,927,572	27,889,948
Cash, ending of year	\$ 36,746,721	\$ 24,927,572

See accompanying notes.

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

**1 Nature of operations**

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

**2 Accounting Changes and Future Adoptions**

On April 1, 2017, The College adopted Canadian public sector accounting standards PS 2200 Related party disclosures, PS 3240 Inter-entity transactions, PS 3210 Assets, PS 3320 Contingent assets, and PS 3390 Contractual rights.

The adoption of these standards did not result in an accounting policy change for the entity, and did not result in any adjustments to the financial statements as at April 1, 2017.

The related party disclosures standard requires government entities to disclose information for material transactions that occurred with a related party, where the transactions occurred at a value different from that of which would have been arrived at if the parties were unrelated. The College has defined its Key Management Personnel (KMP) and close family members of KMP's, and has no such transaction to report.

*Restructuring Transactions*

Section PS 3430 establishes standards on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities, together with related program or operating responsibilities.

This section applies to restructuring transactions occurring in fiscal years beginning on or after April 1, 2018. Earlier adoption is permitted. The entity does not anticipate that the adoption of this section will have a material impact on the financial statements.

This Section is effective for fiscal year beginning on or after April 1, 2018.

**3 Summary of significant accounting policies**

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

(a) *Revenue recognition*

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

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

Management fees for operating and administering a College in the State of Qatar are recognized as earned.

(b) *Asset Classification*

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

**College of the North Atlantic**  
**Notes to Financial Statements**  
**For the twelve months ending March 31, 2018**

(c) *Inventories for resale*

Inventory which consists mainly of books and food supplies is recorded at the lower of cost or net realizable value. The amount of any write-downs of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurred. For the year ended March 31, 2018, the write-down of inventory was \$54,147(2017 - \$88,823).

(d) *Tangible Capital Assets*

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

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

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

One half year's amortization is taken in the year of acquisition. No amortization is recorded for assets under development.

The value of donated artwork has not been recorded in these financial statements. An accurate valuation of donated artwork has not been obtained at March 31, 2018.

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

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

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

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

- (i) Upon termination, retirement or death, the organization provides their employees, with at least one year of service with severance benefits equal to one week of pay per year of service up to a maximum of 20 weeks. An actuarially determined accrued liability for severance has been recorded in the statements. This liability has been determined using management's best estimate of employee retention, salary escalation, long term inflation and discount rates.
- (ii) The College provides their employees with sick leave benefits that accumulate but do not vest. The benefits provided to employees vary based upon classification within the various negotiated agreements. An actuarially determined accrued liability has been recorded on the statements for non-vesting sick leave benefits. The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, long term inflation rates and discount rates.



**College of the North Atlantic**  
**Notes to Financial Statements**  
**For the twelve months ending March 31, 2018**

(f) *Vacation pay liability*

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

(g) *Foreign Currencies*

Transactions in foreign currencies are recorded in Canadian dollars at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the Statement of Financial Position date. Exchange gains or losses arising from the translations are included in the Statement of Operations in the amount of a \$2,046 loss (2017 - \$23,471 loss).

(h) *Financial instruments*

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

*Fair value*

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

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

*Amortized cost*

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

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

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

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

(i) *Pensions*

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

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

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

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

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

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

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

During the year 2018 the College contributed \$7,707,056 to the PSPP and \$750,992 to the GMPP. In 2017 the College contributed \$7,906,213 to the PSPP and \$820,580 to the GMPP.

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

(j) *Measurement uncertainty*

The preparation of financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of tangible capital assets, accrued severance, accrued sick leave, impairment of assets and allowance for doubtful accounts.

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

(k) *Inventories held for use*

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

**4 Receivables**

	<u>2018</u>	<u>2017</u>
Government of Newfoundland	\$ 7,647,435	\$ 2,835,033
LMDA Subsidy	8,641,031	15,068,775
Students	1,265,482	1,076,160
Government agencies and other	<u>2,007,636</u>	<u>2,640,325</u>
	19,561,584	21,620,293
Less allowance for doubtful accounts	<u>443,048</u>	<u>378,792</u>
	<u>\$ 19,118,537</u>	<u>\$ 21,241,501</u>

**5 Trust funds on deposit**

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

	<u>2018</u>	<u>2017</u>
Opening balance	\$ 5,863,209	\$ 5,810,662
Net deposits and payments	(79,162)	(37,949)
Interest	<u>64,563</u>	<u>90,496</u>
Closing balance	<u>\$ 5,848,610</u>	<u>\$ 5,863,209</u>

**6 Accounts payable & accrued liabilities**

	<u>2018</u>	<u>2017</u>
Trade liabilities	\$ 3,899,140	\$ 2,927,168
Accrued wages and benefits	6,984,601	6,269,684
End of service compensation	35,621	35,621
Other	<u>1,404,048</u>	<u>1,191,677</u>
	<u>\$ 12,323,410</u>	<u>\$ 10,424,150</u>

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

**7 Compensated absences**

The actuarial valuation date for the sick leave accrual was March 31, 2015 and has been extrapolated for March 31, 2018.

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

	<u>2018</u>	<u>2017</u>
Wages and salary escalation	0.75%	3.75%
Discount rate	3.30%	3.70%

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

Accrued sick pay benefit obligation		
beginning of year	\$ 9,732,263	\$ 9,607,244
Current period benefit cost	942,911	915,448
Benefit payments	(1,175,962)	(1,141,711)
Interest on the accrued benefit		
sick leave obligations	355,782	351,282
Actuarial gains /losses	<u>(910,900)</u>	<u></u>
Accrued sick pay benefit obligation		
end of year	8,944,094	9,732,263
Unamortized actuarial experience loss (gain)	<u>(2,217,048)</u>	<u>(1,437,526)</u>
Accrued benefit liability, end of year	<u>\$ 11,161,142</u>	<u>\$ 11,169,789</u>

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

The College has a comprehensive agreement with the State of Qatar to establish, operate and administer a College of Applied Arts and Technology in Doha, Qatar for a period, September 30, 2001 to August 31, 2012. It was extended to August 31, 2013, and subsequently further extended to August 31, 2019. Negotiations are currently underway to extend the agreement beyond this date. The agreement is funded by the State of Qatar. For its services, the College was paid an annual Management Fee of 30% of base salaries from April to August 2017 and 25% from September and March 2018. The College receives quarterly advances to cover cash flow requirements.

**Due to Qatar**

	<u>2018</u>	<u>2017</u>
Cash on Deposit	\$ 10,995,397	\$ 13,014,847
Payables (accruals)	<u>(3,465,039)</u>	<u>(2,457,169)</u>
Net Liability	<u>\$ 7,530,358</u>	<u>\$ 10,557,678</u>

**Results of Operations**

	<u>2018</u>	<u>2017</u>
Net Proceeds	\$ 9,351,658	\$ 9,706,890
Management Costs (Schedule 14)	<u>(1,077,113)</u>	<u>(1,237,529)</u>
	<u>\$ 8,274,545</u>	<u>\$ 8,469,361</u>

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

**9 Deferred contributions - operating**

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

	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 5,807,926	\$ 2,950,840
Less amounts recognized as revenue in the year	(18,761,461)	(19,972,209)
Add amounts received during the year	<u>21,626,389</u>	<u>22,829,295</u>
Balance, end of year	<u>\$ 8,672,854</u>	<u>\$ 5,807,926</u>

Deferred contributions -operating are comprised of:

	<u>2018</u>	<u>2017</u>
Residence and program fees	\$ 103,559	\$ 123,009
Tuition	787,794	880,530
Contract training and special projects	<u>7,781,501</u>	<u>4,804,387</u>
	<u>\$ 8,672,854</u>	<u>\$ 5,807,926</u>

**10 Commitments**

Lease Commitment

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

2018-2019	\$ 1,087,719
2019-2020	1,015,213
2020-2021	999,837
2021-2022	990,402
2022-2023	987,257

**11 Contingent liabilities**

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

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

**12 Financial instruments risk management**

**Classification**

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

	2018		
	Fair Value	Amortized Cost	Total
Cash	\$ 36,746,721	\$ -	\$ 36,746,721
Trust funds on deposit	5,848,610	-	5,848,610
Accounts receivable		19,118,537	19,118,537
	<u>\$ 42,595,331</u>	<u>\$ 19,118,537</u>	<u>\$ 61,713,868</u>
Accounts payable and accrued liabilities	-	12,323,410	12,323,410
Vacation pay accrual	-	7,752,461	7,752,461
Due to Qatar Campus	-	7,530,358	7,530,358
Trust funds payable	-	5,848,610	5,848,610
	<u>\$ -</u>	<u>\$ 33,454,839</u>	<u>\$ 33,454,839</u>

**Fair value hierarchy**

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

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

Cash and cash equivalents and trust funds on deposit are classified in the level 1 hierarchy.

**13 Financial instruments risk management**

**Risk management**

*a) Credit risk*

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, accounts receivable, and trust funds. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of a default, the College's cash accounts are insured up to \$300,000 (2017 - \$300,000).

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

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

	Total	Current	30-60 days	> 61 days
Government receivables	\$ 16,368,885	\$ 16,162,900	\$ 648,835	\$ (442,850)
Student receivables	1,265,483	(75,056)	134,053	1,206,485
Other receivables	1,927,217	1,420,270	202,620	304,327
Gross receivables	19,561,585	17,508,114	985,508	1,067,962
Less: impairment allowances	(443,048)	-	-	-
Net receivables	<u>\$ 19,118,537</u>	<u>\$ 17,508,114</u>	<u>\$ 985,508</u>	<u>\$ 1,067,962</u>

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

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

**13 Financial instruments risk management (cont'd)**

*b) Market risk*

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

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

*(i) Currency Risk*

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time when adverse changes in foreign currency rates occur.

During the year the College had the following foreign currency transactions:

	2018	2017
<b>Receipts</b>		
US dollar (USD)	\$ 96,380	\$ 75,886
<b>Payment</b>		
US dollar (USD)	566,586	1,107,016
Euros (EUR)	30,210	19,798

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

*ii) Interest rate risk*

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

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

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

*iii) Equity risk*

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

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

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

*c) Liquidity risk*

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

	2018		
	Within 6 Months	6 Months to 1 year	> 1 year
Accounts payable and accrued liabilities	\$ 11,118,996	\$ 1,205,460	\$ -
	<u>\$ 11,118,996</u>	<u>\$ 1,205,460</u>	<u>\$ -</u>

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

**College of the North Atlantic**  
**Notes to Financial Statements**  
For the twelve months ending March 31, 2018

**14 Comparative figures**

Certain of the 2017 comparative figures have been reclassified to conform to the financial presentation adopted in 2018.

**15 Budget**

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

**16 Related party transactions**

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

	<u>2018</u>	<u>2017</u>
Grants from the province	\$ 101,020,943	\$ 99,661,042
Transfer from Dept. of Tourism, Culture, Industry	31,528	168,454
Transfer from Dept. of Education & Early Childhood	197,795	112,463
Transfer from Nalcor	12,173	48,354
Transfer from Research & Development Corp	118,632	22,146
Transfer to Memorial University	4,321	148,160

As per the College Act, 1996, all real property necessary for the purpose of the college shall be acquired by and in the name of the Crown. As such, the College uses buildings managed through the Department of Works, Services and Transportation for which the Province records operating expenses by building with some exceptions. The college is entirely responsible for all operating costs of Prince Phillip Drive campus. The College is also partially responsible for operating costs at the following buildings: Happy Valley Goose Bay, Grand Falls Windsor, Corner Brook, Bay St. George, and Burin campuses. Operating costs and capital costs incurred by the College are recorded under Facilities and reflected in the College's financial statements. Items considered capital in nature which are incurred by the college are recorded as leasehold improvements. Operating and capitals costs incurred by the Province that are not recorded by the College for this fiscal year totaled \$7,877,776 and for 2016-2017 totaled \$7,206,672. All transactions are recorded at fair value.

**17 Economic dependance**

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

College of the North Atlantic  
Tangible Capital Assets  
March 31, 2018

	Artwork	Capital improvements	Computer and peripherals	Furnishings	Instructional equipment	Other electronic equipment	Software	ERP - Peoplesoft	Vehicles	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>										
At March 31, 2017	5,500	31,610,195	5,180,663	720,509	46,681,295	758,732	591,224	6,779,293	12,221,439	104,548,850
Additions	-	729,574	266,584	57,967	2,233,095	4,281	-	-	-	3,291,501
Disposals	-	-	426,376	9,103	2,042,410	39,038	-	-	69,064	2,585,991
Other Adjustments	-	-	-	-	-	-	-	-	-	-
At March 31, 2018	5,500	32,339,769	5,020,871	769,373	46,871,980	723,975	591,224	6,779,293	12,152,375	105,254,360
<b>Accumulated Amortization</b>										
At March 31, 2017	-	20,966,489	4,781,989	698,295	42,155,912	722,659	590,178	4,793,325	9,615,004	84,323,851
Amortization	-	2,501,054	302,709	14,426	1,654,154	21,347	1,046	298,933	925,845	5,719,514
Disposals	-	-	426,376	9,103	2,042,410	39,038	-	-	69,064	2,585,991
Other Adjustments	-	-	-	-	-	-	-	-	-	-
At March 31, 2018	-	23,467,543	4,658,322	703,618	41,767,656	704,968	591,224	5,092,258	10,471,785	87,457,374
<b>Net Book Value:</b>										
At March 31, 2017	5,500	10,643,706	398,674	22,214	4,525,383	36,073	1,046	1,985,968	2,606,435	20,224,999
At March 31, 2018	5,500	8,872,226	362,549	65,755	5,104,324	19,007	-	1,687,035	1,680,590	17,796,987



**College of the North Atlantic**  
**Revenue**  
**Year Ended March 31, 2018**

	2018 Budget (Note 15)	2,018	2017
Provincial Government Grants			
Grant-in-aid	\$ 65,678,900	\$ 65,678,900	\$ 65,491,700
Provincial capital grant	1,200,000	2,121,820	608,261
Other grants	362,400	512,400	212,400
	<u>67,241,300</u>	<u>68,313,120</u>	<u>66,312,361</u>
Facilities			
Classroom/video rental	15,000	15,000	15,000
Gain on disposal of capital assets	23,000	54,545	24,100
Parking	2,250	2,474	3,232
Other	-	5,157	197,432
	<u>40,250</u>	<u>77,176</u>	<u>239,764</u>
Administration			
Interest	287,435	554,634	288,250
Other	50,470	176,070	79,117
	<u>337,905</u>	<u>730,704</u>	<u>367,367</u>
Instructional			
Tuition	8,846,997	8,356,476	9,412,568
Equipment and materials	2,052,718	1,930,593	2,091,655
Subsidy	23,200,000	24,775,011	27,013,167
Daycare	526,354	548,657	548,422
Other	266,544	319,049	240,314
	<u>34,892,613</u>	<u>35,929,786</u>	<u>39,306,126</u>
Student services			
Application fee	303,340	306,118	337,595
Registration fee	400,754	358,429	400,199
Other	78,951	499,322	108,971
	<u>783,045</u>	<u>1,163,869</u>	<u>846,765</u>
Resale			
Bookstore	2,654,516	2,033,624	2,442,241
Food services	1,345,755	1,077,355	1,291,475
Residence	321,020	267,929	320,052
Other	280	1,230	240
	<u>4,321,571</u>	<u>3,380,138</u>	<u>4,054,008</u>
Apprenticeship			
Apprenticeship	6,342,720	4,726,710	6,000,882
	<u>6,342,720</u>	<u>4,726,710</u>	<u>6,000,882</u>

**College of the North Atlantic**  
**Revenue**  
**Year Ended March 31, 2018**

	<b>2018 Budget</b> <b>(Note 15)</b>	<b>2,018</b>	<b>2017</b>
Continuing education			
Tuition	845,089	801,046	777,055
Other	-	35,872	40,454
	<u>845,089</u>	<u>836,918</u>	<u>817,509</u>
Contracts			
Tuition	1,600,000	1,890,490	1,494,765
Apprenticeship/Post Journey	-	-	19,000
Corporate	1,516,341	2,163,050	1,692,863
	<u>3,116,341</u>	<u>4,053,540</u>	<u>3,206,628</u>
International			
International	679,328	810,780	1,030,456
	<u>679,328</u>	<u>810,780</u>	<u>1,030,456</u>
Special projects			
Special projects	3,182,099	2,541,096	3,152,795
	<u>3,182,099</u>	<u>2,541,096</u>	<u>3,152,795</u>
Qatar Project			
Management fee	9,343,750	9,345,694	9,639,301
Other	150,000	5,964	67,589
	<u>9,493,750</u>	<u>9,351,658</u>	<u>9,706,890</u>
	<u>\$ 131,276,011</u>	<u>\$ 131,915,496</u>	<u>\$ 135,041,551</u>

**College of the North Atlantic**  
**Summary of Facilities Expenditures**  
Year Ended March 31, 2018

	2018 Budget (Note 15)	2018	2017
Salaries and benefits	\$ 1,605,652	\$ 1,592,763	\$ 1,790,270
Professional development	2,833	1,694	2,507
Professional fees	7,972	4,826	25,026
Travel	8,144	5,108	4,368
Insurance	270,000	248,114	238,672
Photocopying/printing	1,508	1,325	4,705
Office related supplies	731	526	2,681
Freight and customs	50	73	11
Telephone	7,388	4,667	5,234
Utilities	1,409,919	1,361,028	1,216,300
Repairs and maintenance	1,303,105	1,421,999	1,300,939
Vehicle operations	37,706	42,171	95,195
Equipment rentals	4,856	73,224	2,065
Facilities rentals	127,287	117,255	156,418
Protective clothing	13,158	18,059	14,453
Amortization	5,716,710	5,719,513	6,217,683
Computer supplies	19,527	21,253	125
Contracted services	79,500	60,368	77,708
Minor equipment and tools	3,445	16,265	34,753
Minor computer equipment	-	-	3,581
Materials and supplies	40,544	46,699	48,874
	<u>\$ 10,660,035</u>	<u>\$ 10,756,930</u>	<u>\$ 11,241,568</u>

**College of the North Atlantic**  
**Summary of Administration Expenditures**  
Year Ended March 31, 2018

	2018 Budget (Note 15)	2018	2017
Salaries and benefits	\$ 14,798,716	\$ 14,735,058	\$ 12,697,302
Professional development	79,361	184,580	220,456
Employee recognition and wellness	16,985	14,768	9,208
Professional fees	765,306	474,777	334,835
Travel	319,157	263,337	323,478
Recruitment and relocation	100,000	11,936	123,944
Bank charges	186,100	178,531	207,941
Photocopying/printing	218,085	191,463	208,924
Office related supplies	351,170	289,342	297,987
Membership fees	110,097	61,480	89,922
General advertising	42,000	24,560	41,956
Doubtful receivables	69,000	54,505	108,719
Freight and customs	75,540	86,723	81,306
Telephone	684,417	649,489	687,914
Utilities	7,350	4,668	4,846
Repairs and maintenance	13,819	31,431	46,805
Vehicle operations	138	3,152	3,404
Equipment rentals	2,000	3,862	5,957
Facilities rentals	38,519	38,619	38,347
Protective clothing	8,395	6,050	8,809
Laundry and drycleaning	-	-	224
Computer supplies	27,291	66,660	38,835
Contracted Services	-	2,166	34,897
Educational materials	2,900	2,037	3,445
Student related	750	1,267	1,456
Minor equipment and tools	42,282	31,110	27,814
Minor computer equipment	43,833	20,185	99,384
Materials and supplies	538,819	114,082	98,344
	<u>\$ 18,542,030</u>	<u>\$ 17,545,838</u>	<u>\$ 15,846,459</u>

**College of the North Atlantic**  
**Summary of Instructional Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 59,542,924	\$ 58,491,972	\$ 61,531,246
Professional development	174,100	112,059	97,795
Employee recognition and wellness	-	1,270	1,370
Professional fees	155,360	190,664	141,367
Travel	327,162	310,452	305,825
Recruitment and relocation	50,000	17,743	52,618
Photocopying/printing	319,651	323,910	368,949
Office related supplies	50,320	40,526	37,300
Membership fees	15,807	9,725	8,760
General advertising	27,400	12,629	10,485
Freight and customs	10,540	38,176	13,063
Telephone	16,096	14,903	14,879
Utilities	6,890	9,083	3,198
Repairs and maintenance	130,783	128,265	168,560
Vehicle operations	457,899	517,029	532,826
Equipment rentals	27,553	27,644	39,303
Facilities rentals	29,585	31,229	25,287
Protective clothing	31,740	25,229	21,730
Food cost	104,150	64,945	112,647
Laundry and drycleaning	4,850	964	2,233
Computer supplies	203,504	238,381	263,405
Contracted services	88,606	987,171	49,807
Educational materials	73,147	70,712	68,610
Daycare operations	89,500	79,084	78,864
Student related	118,769	129,783	123,331
Minor equipment and tools	222,847	453,158	301,468
Minor computer equipment	59,710	212,938	155,418
Materials and supplies	2,728,428	1,461,939	1,507,527
	<b>\$ 65,067,321</b>	<b>\$ 64,001,583</b>	<b>\$ 66,037,871</b>

**College of the North Atlantic**  
**Summary of Student Services Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 9,965,359	\$ 9,985,025	\$ 9,847,516
Professional development	33,051	33,701	37,946
Employee recognition and wellness	-	1,429	375
Professional fees	15,000	9,263	321,194
Travel	91,446	82,507	53,282
Insurance	18,000	18,000	18,000
Bank charges	-	468	-
Photocopying/printing	117,936	94,087	108,923
Office related supplies	42,160	24,992	23,731
Membership fees	9,318	5,727	7,551
General advertising	579,500	443,493	267,973
Freight and customs	6,370	10,378	7,609
Telephone	4,112	4,022	2,253
Repairs and maintenance	-	39,589	46,690
Vehicle operations	-	257	-
Equipment rentals	-	4,381	-
Protective clothing	500	-	149
Laundry and drycleaning	3,650	924	5,102
Computer supplies	20,054	28,625	23,837
Contracted services	11,500	9,052	27,732
Educational materials	218,647	152,983	236,036
Student related	104,912	86,194	129,313
Minor equipment and tools	24,432	210,280	46,015
Minor computer equipment	27,194	46,589	91,519
Materials and supplies	58,571	105,073	82,040
	<b>\$ 11,351,712</b>	<b>\$ 11,397,039</b>	<b>\$ 11,384,786</b>

**College of the North Atlantic**  
**Summary of Information Technology Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 4,788,357	\$ 4,694,131	\$ 4,367,833
Professional development	15,000	4,383	-
Professional fees	-	335,469	12,082
Travel	34,687	18,203	10,454
Photocopying/printing	2,387	2,794	3,445
Office related supplies	3,950	1,890	1,090
Membership fees	1,000	1,126	1,198
Freight and customs	1,155	1,779	388
Telephone	11,521	10,722	14,451
Utilities	4,000	-	614
Repairs and maintenance	4,000	10,056	19,711
Protective clothing	720	463	-
Computer supplies	1,803,605	1,770,175	1,689,111
Contracted services	400,000	28,491	-
Minor equipment and tools	10,588	7,701	66,792
Minor computer equipment	58,174	34,551	590,765
Materials and supplies	15,574	24,107	17,727
	<b>\$ 7,154,718</b>	<b>\$ 6,946,041</b>	<b>\$ 6,795,661</b>

**College of the North Atlantic**  
**Summary of Resale Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 2,093,387	\$ 2,180,734	\$ 2,155,467
Professional development	-	763	-
Professional fees	-	35,532	38,168
Travel	1,020	6,195	7,230
Photocopying/printing	6,625	8,843	6,196
Office related supplies	14,580	7,991	11,343
Freight and customs	142,975	160,718	118,512
Telephone	1,600	1,956	1,951
Utilities	17,765	20,978	18,456
Repairs and maintenance	25,850	38,787	21,360
Protective clothing	12,675	12,242	10,866
Food cost	804,000	616,189	691,985
Laundry and drycleaning	9,100	10,366	10,005
Textbooks and supplies	2,098,750	1,597,384	1,965,174
Computer supplies	14,450	17,793	14,703
Contracted services	-	28,791	-
Student related	1,200	1,391	937
Minor equipment and tools	12,593	30,658	7,441
Minor computer equipment	5,933	-	5,202
Materials and supplies	22,675	19,664	19,372
	<b>\$ 5,285,178</b>	<b>\$ 4,796,975</b>	<b>\$ 5,104,368</b>



**College of the North Atlantic**  
**Summary of Apprenticeship Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 4,148,832	\$ 3,972,383	\$ 4,018,338
Professional development	500	-	1,828
Professional fees	1,100	648	748
Travel	2,801	820	4,378
Photocopying/printing	3,655	2,729	3,554
Office related supplies	-	1,105	836
Membership fees	768	705	1,195
General advertising	-	438	-
Freight and customs	370	1,825	9,234
Utilities	-	-	116
Repairs and maintenance	28,643	25,645	28,815
Vehicle operations	525	239	275
Equipment rentals	1,400	2,592	4,608
Facilities rentals	-	-	822
Protective clothing	3,150	3,379	1,035
Food cost	13,578	17,842	29,919
Laundry and drycleaning	750	479	250
Computer supplies	19,404	12,483	13,943
Contracted services	-	-	674
Educational materials	12,655	10,545	10,401
Student related	376,943	369,066	483,534
Minor equipment and tools	43,018	41,910	51,559
Minor computer equipment	4,249	2,492	11,415
Materials and supplies	313,630	248,003	247,407
	<b>\$ 4,975,971</b>	<b>\$ 4,715,328</b>	<b>\$ 4,924,884</b>

**College of the North Atlantic**  
**Summary of Continuing Education Expenditures**  
Year Ended March 31, 2018

	<u>2018 Budget</u> (Note 15)	<u>2018</u>	<u>2017</u>
Salaries and benefits	\$ 458,569	\$ 407,948	\$ 465,161
Professional fees	2,000	95	-
Travel	16,000	23,611	15,193
Photocopying/printing	10,000	9,223	11,285
Office related supplies	-	60	96
General advertising	7,733	1,377	1,958
Freight and customs	1,200	3,250	3,518
Vehicle operations	-	180	180
Equipment rentals	-	3,119	528
Facilities rentals	10,000	12,011	14,623
Contracted services	100,000	93,995	87,364
Educational materials	3,164	60	184
Student related	15,000	29,863	34,082
Materials and supplies	11,000	4,457	5,003
	<u>\$ 634,666</u>	<u>\$ 589,249</u>	<u>\$ 639,175</u>

**College of the North Atlantic**  
**Summary of Contract Expenditures**  
**Year Ended March 31, 2018**

	<b>2018 Budget</b> <b>(Note 15)</b>	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 1,747,652	\$ 2,558,156	\$ 2,413,910
Professional development	-	455	1,277
Professional fees	-	29,983	-
Travel	96,500	106,462	72,852
Photocopying/printing	10,300	21,518	17,140
Office related supplies	3,000	401	5,206
Membership fees	1,000	1,209	845
General advertising	16,600	4,296	8,016
Freight and customs	10,000	12,307	11,838
Telephone	2,100	976	1,681
Repairs and maintenance	-	6,159	1,468
Vehicle operations	-	475	552
Equipment rentals	32,500	75,727	19,915
Facilities rentals	4,500	4,101	9,577
Protective clothing	10,000	2,439	1,303
Food cost	40,000	35,904	30,612
Laundry and drycleaning	1,000	1,016	1,259
Computer supplies	2,000	15,056	2,424
Contracted services	160,000	228,306	177,388
Educational materials	6,500	9,149	13,352
Student related	85,000	173,841	51,093
Minor equipment and tools	12,800	35,375	13,205
Minor computer equipment	5,000	-	6,039
Materials and supplies	191,000	179,165	75,394
	<b>\$ 2,437,452</b>	<b>\$ 3,502,476</b>	<b>\$ 2,936,346</b>

**College of the North Atlantic**  
**Summary of International Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 370,495	\$ 331,872	\$ 570,676
Professional development	-	-	4,729
Professional fees	40,000	32,290	24,403
Travel	84,000	136,926	234,896
Photocopying/printing	-	893	22
Office related supplies	487	356	1,334
Membership fees	1,580	-	-
General advertising	718	276	21
Freight and customs	2,000	4,770	793
Telephone	2,600	1,430	2,116
Protective clothing	-	-	179
Food cost	-	-	250
Computer supplies	-	377	15
Contracted services	-	19,428	7,283
Student related	2,500	2,280	3,337
Materials and supplies	1,700	2,112	42,021
	<b>\$ 506,080</b>	<b>\$ 533,010</b>	<b>\$ 892,075</b>

**College of the North Atlantic**  
**Summary of Special Projects Expenditures**  
Year Ended March 31, 2018

	<b>2018 Budget</b> (Note 15)	<b>2018</b>	<b>2017</b>
Salaries and benefits	\$ 1,228,986	\$ 1,192,179	\$ 1,556,148
Professional development	28,500	15,113	9,907
Professional fees	260,838	84,369	200,523
Travel	85,889	79,458	52,229
Insurance	250	-	-
Photocopying/printing	400	521	625
Office related supplies	9,900	184	877
Membership fees	1,000	435	3,151
General advertising	24,317	27,857	14,850
Freight and customs	1,050	3,217	1,384
Telephone	3,050	1,550	1,358
Utilities	10,300	3,500	8,895
Repairs and maintenance	8,200	234,073	71,383
Vehicle operations	10,544	-	10,579
Equipment rentals	3,000	26,445	57,626
Facilities rentals	20,940	4,397	4,811
Protective clothing	500	100	245
Computer supplies	10,300	21,030	7,153
Contracted services	13,000	57,829	34,174
Educational materials	459,469	6,202	6,153
Daycare operations	19,000	4,417	7,328
Student related	493,855	561,147	334,883
Minor equipment and tools	36,000	20,432	40,382
Minor computer equipment	5,500	9,024	5,706
Materials and supplies	470,777	31,284	80,319
	<b>\$ 3,205,565</b>	<b>\$ 2,384,763</b>	<b>\$ 2,510,689</b>

**College of the North Atlantic**  
**Summary of Qatar Project Expenditures**  
Year Ended March 31, 2018

	<u>2018 Budget</u> (Note 15)	<u>2018</u>	<u>2017</u>
Salaries and benefits	\$ 963,000	\$ 822,951	\$ 1,002,565
Professional development	3,000	5,358	4,609
Employee recognition and wellness	-	288	-
Professional fees	185,000	32,496	75,062
Travel	168,300	137,332	83,974
Photocopying/printing	2,240	3,189	2,934
Office related supplies	4,150	1,751	1,370
Membership fees	3,300	1,854	3,140
General advertising	68,700	26,437	28,460
Freight and customs	2,500	979	1,329
Telephone	10,900	7,137	7,903
Repairs and maintenance	-	-	437
Facilities rentals	22,643	22,643	22,541
Computer supplies	4,700	1,908	916
Student related	10,000	-	-
Minor equipment and tools	400	3,948	-
Minor computer equipment	4,600	4,904	-
Materials and supplies	1,850	3,938	2,289
	<u>\$ 1,455,283</u>	<u>\$ 1,077,113</u>	<u>\$ 1,237,529</u>

**College of the North Atlantic**  
**Summary of Expenditures**  
Year Ended March 31, 2018

	<u>2018 Budget</u> (Note 15)	<u>2018</u>	<u>2017</u>
Salaries and benefits	\$ 101,711,929	\$ 100,965,172	\$ 102,416,432
Professional development	336,345	358,106	381,054
Employee recognition and wellness	16,985	17,755	10,953
Professional fees	1,432,576	1,230,412	1,173,408
Travel	1,235,106	1,170,411	1,168,159
Recruitment and relocation	150,000	29,679	176,562
Insurance	288,250	266,114	256,672
Bank charges	186,100	178,999	207,941
Photocopying/printing	692,787	660,495	736,702
Office related supplies	480,448	369,124	383,851
Membership fees	143,870	82,261	115,762
General advertising	766,968	541,363	373,719
Doubtful receivables	69,000	54,505	108,719
Freight and customs	253,750	324,195	248,985
Telephone	743,784	696,852	739,740
Utilities	1,456,224	1,399,257	1,252,425
Repairs and maintenance	1,514,400	1,936,004	1,706,168
Vehicle operations	506,812	563,503	643,011
Equipment rentals	71,309	216,994	130,002
Facilities rentals	253,474	230,255	272,426
Protective clothing	80,838	67,961	58,769
Amortization	5,716,710	5,719,513	6,217,683
Food cost	961,728	734,880	865,413
Laundry and drycleaning	19,350	13,749	19,073
Textbooks and supplies	2,098,750	1,597,384	1,965,174
Computer supplies	2,124,835	2,193,741	2,054,467
Contracted services	852,606	1,515,597	497,027
Educational materials	776,482	251,688	338,181
Daycare operations	108,500	83,501	86,192
Student related	1,208,929	1,354,832	1,161,966
Minor equipment and tools	408,405	850,837	589,429
Minor computer equipment	214,193	330,683	969,029
Materials and supplies	4,394,568	2,240,523	2,226,317
	<u>\$ 131,276,011</u>	<u>\$ 128,246,345</u>	<u>\$ 129,551,411</u>