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Appendix: 2009-2010 College Facts
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Our 2009 Annual Report remarked on anticipated progress, growth and accomplishments in fulfilling our vision and mission. There was even a hint that we might exceed our goals... and exceed them we did!

The 2009-2010 Business Plan set out an agenda that focused on learners and improving community-based access; with an emphasis on Aboriginal communities and Aboriginal learners; and the need to refocus our human resource and organizational development and renewal efforts.

During the past year, Northern College became the fastest growing college with first-year enrolment growth exceeding 40%. This success brought about its own unique set of challenges ranging from room scheduling challenges, to providing sufficient parking; from meeting the demands of Second Career Students for student and learning services, to managing a H1N1 Pandemic response plan.

Through it all, staff and students met the challenge with resolve and creativity and I commend one and all for their commitment and determination.

There are many accomplishments that could be reported on; however, I want to limit comments to two that capture the heart and essence of our vision and mission. The first is the expansive growth seen in Aboriginal programs, services and training with the associated development of new training partnerships with Matachewan and Moose Cree First Nations communities for the delivery of much needed training opportunities. This initiative now enables First Nations members to access emerging employment opportunities that in turn will begin to transform the social and economic development of these communities. The second accomplishment that holds much promise for campus and community renewal is the Kirkland Lake Campus and Community Engagement Initiative. This introspective look at our campus and community assets is helping us to develop a long-term strategy to change our program mix that will see the introduction of new programs and instructional formats.

Unprecedented development and growth, as already commented on, was equaled by unprecedented capital expansion projects totaling in excess of $22M. Our Veterinary Sciences Centre was officially opened in the fall when ground was also broken for the Centre of Excellence for Trades and Technology. Our new medical clinic broke ground in January -- both of these projects will open in the fall of 2010.

Underscoring these and the myriad of other successes summarized in this annual report was the focus placed on the implementation of quality improvement measures that will now continue into our 2010-2011 Business Plan.
While we celebrate the accomplishments of the past year at Northern College, we look forward to reporting on the continuing transformation of a college firmly rooted in its mandate. Now more than ever we are seeing the value of this community college being embraced by its communities.

Northern College is pleased to have prospered during unsettled economic times, but more importantly, we are privileged to continue to partner with business, community and First Nations to help develop their workforce requirements.

Through the outstanding efforts of our employees and with the leadership and support of our Board of Governors, Northern College will continue to distinguish itself as we help transform lives and communities.

Fred Gibbons, President
Northern College
MESSAGE FROM THE BOARD CHAIR

2009-2010 has been a year of transformation and change at Northern College. The college is expanding and redefining itself and is welcoming more students than ever before!

During the year, the Board of Governors completed a presidential search and hired the seventh President for Northern College, Mr. Fred Gibbons. Another responsibility of the Board of Governors is to establish governance structures to enable the achievement of expected institutional outcomes. The college has set out a Strategic Operating Plan and Business Plan that focus on five pillars of service – all of which are being supported and met effectively. The Board is convinced that under the leadership of its new President, the college will continue to achieve and surpass the objectives it has set for itself.

The college’s efforts and successes outlined in this annual report also indicate that Northern College plays a vital role in communities, both in terms of the way it transforms the lives of its learners and the way it contributes to the local economy.

The Board is extremely proud of the college, of its employees and of the accomplishments of the past year. Looking ahead, there is much to look forward to – significant capital expansions, new programs and services and at the heart of it all, students for whom the college continues to grow and change.

On behalf of the Board, I would like to express our appreciation and to recognize everyone’s contribution to the success of the past year!

Dave McGirr, Chair
Northern College Board of Governors
## BOARD OF GOVERNORS OF NORTHERN COLLEGE 2009-2010

<table>
<thead>
<tr>
<th>Office</th>
<th>Board Member</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Dave McGirr</td>
<td>Timmins</td>
</tr>
<tr>
<td>First Vice-Chair</td>
<td>Robert McBean</td>
<td>Swastika</td>
</tr>
<tr>
<td>Second Vice-Chair</td>
<td>John Beck</td>
<td>Moose Factory</td>
</tr>
<tr>
<td>Governor at Large</td>
<td>Lorrie Irvine</td>
<td>Kirkland Lake</td>
</tr>
<tr>
<td>(Academic Representative)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>College President</td>
<td>Fred Gibbons</td>
<td></td>
</tr>
<tr>
<td>Administrative Representative</td>
<td>Christine Bender</td>
<td>Porcupine</td>
</tr>
<tr>
<td>Student Representative</td>
<td>Cindy Evans</td>
<td>Porcupine</td>
</tr>
<tr>
<td>Support Staff Representative</td>
<td>Tammy Mackey</td>
<td>Haileybury</td>
</tr>
<tr>
<td></td>
<td>Joanna Brunski</td>
<td>Timmins</td>
</tr>
<tr>
<td></td>
<td>Jo-Anne Plaunt</td>
<td>Englehart</td>
</tr>
<tr>
<td></td>
<td>Denis Bérubé</td>
<td>Kapuskasing</td>
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<tr>
<td></td>
<td>Nyreee Sunnasy</td>
<td>Timmins</td>
</tr>
<tr>
<td></td>
<td>Stan Louttit</td>
<td>Moose Factory</td>
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<td></td>
<td>Don Wyatt</td>
<td>Timmins</td>
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<tr>
<td></td>
<td>Rachel Pineault</td>
<td>Timmins</td>
</tr>
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<td></td>
<td>Mike Milinkovich</td>
<td>Matheson</td>
</tr>
<tr>
<td></td>
<td>Terry Rosko</td>
<td>Kirkland Lake</td>
</tr>
<tr>
<td>Secretary to the Board</td>
<td>Kathy Gagain</td>
<td>President’s Office</td>
</tr>
<tr>
<td>Acting Secretary to the Board</td>
<td>Pierrette Fortier</td>
<td>President’s Office</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Loran Charbonneau</td>
<td>Finance/Administration</td>
</tr>
<tr>
<td>Out-Going Chair</td>
<td>Carol Halt</td>
<td>Timmins</td>
</tr>
</tbody>
</table>

Under the Freedom of Information and Protection of Privacy Acts, the mailing addresses and telephone numbers of the members of the Board of Governors are confidential. Any correspondence to the Board members may be directed to them c/o the Executive Assistant to the Board, Northern College, 4715 Highway 101 East, P.O. Box 3211, Timmins, Ontario  P4N 8R6
## COLLEGE ADMINISTRATORS

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Fred Gibbons</td>
</tr>
<tr>
<td>Executive Assistant, Office of the President, Board of Governors and College Foundation</td>
<td>Kathy Gagain, Pierrette Fortier (Acting)</td>
</tr>
<tr>
<td>VP, Finance, Administration and Aboriginal Services</td>
<td>Loran Charbonneau</td>
</tr>
<tr>
<td>VP, Community, Business Development and Employment Services</td>
<td>Bob Mack</td>
</tr>
<tr>
<td>VP, Academic and Student Success</td>
<td>Peter MacLean</td>
</tr>
<tr>
<td>Director of Business, Justice and Science Programs / Manager of College Foundation and Alumni</td>
<td>Doug Clark</td>
</tr>
<tr>
<td>Director of Trades and Technology</td>
<td>Tori Hanson</td>
</tr>
<tr>
<td>Director of Health Sciences, Community and Emergency Services</td>
<td>Judy Rantala</td>
</tr>
<tr>
<td>Director of Campus Services, Student Success, Continuing Education and Distributed Learning</td>
<td>Debbie Petrus</td>
</tr>
<tr>
<td>Manager, Student and Campus Services-Moosonee and Acting Manager, Aboriginal Services</td>
<td>Diane Ryder</td>
</tr>
<tr>
<td>Supervisor of Student &amp; Campus Services-Porcupine</td>
<td>Christine Bender</td>
</tr>
<tr>
<td>Supervisor of Student &amp; Campus Services-Kirkland Lake</td>
<td>David Gorman</td>
</tr>
<tr>
<td>Operations Manager, Student &amp; Campus Services-Haileybury</td>
<td>John Hodgson</td>
</tr>
<tr>
<td>Registrar, Manager of Student Services, Institutional Research and Marketing Services</td>
<td>Lynn Berthiaume</td>
</tr>
<tr>
<td>Manager, Admissions, Student Recruitment and Second Career</td>
<td>Rosa Lavoie</td>
</tr>
<tr>
<td>Director, Plant &amp; Property and Information Technology</td>
<td>Tony Senyuk</td>
</tr>
<tr>
<td>Supervisor, Employee Relations</td>
<td>Cheryl Carbone</td>
</tr>
<tr>
<td>Manager, Employment Services and Academic Upgrading</td>
<td>Johanne Recoskie</td>
</tr>
<tr>
<td>Manager, East End Family Health Team</td>
<td>Maureen Laughren</td>
</tr>
</tbody>
</table>
**VISION-MISSION**

**Vision**
Success for our northern communities through learning and partnerships.

**Mission**
To work with all of our communities to ensure quality, accessible education through innovative programs, services and partnerships.

**Motto**
Your college. Your community.

**Guiding Principles**
- Learning for success.
- Career opportunities through innovative education and transferable skills.
- Practical, hands-on experiences.
- Value for your investment.
- Support for lifelong learning.
- A healthy, adaptive and progressive organizational culture.

**Commitments**
At Northern College, we:
- Are open, consultative and accountable.
- Act with personal responsibility and integrity.
- Pursue collaborative partnerships and entrepreneurial opportunities to better serve all of our communities.
- Foster and encourage a safe, caring and respectful organizational culture.
- Support, nurture and celebrate the contributions and accomplishments of learners and employees.
- Respond to the choices and directions of Aboriginal peoples.
- Establish an organizational culture that reflects the diversity of our communities.
- Engage in applied research in the pursuit of northern development and continuous improvement.
- Connect our learners and communities through the innovative application of technology.
STRATEGIC OPERATING PLAN

COMMUNITY-BASED ACCESS
COLLEGE. COMMUNITIES. CONNECTIONS.
Build on our role as a committed community partner to provide greater access to quality education and training opportunities in the North.

ABORIGINAL FOCUS
VISION. WISDOM. CHOICES.
Draw upon the wisdom of First Nations peoples to create an organizational culture that inspires and supports our personal and collective endeavors to respond to their choices and directions.

ORGANIZATION DEVELOPMENT AND RENEWAL
RENEW. GROW. LEAD.
Increase quality and performance capacity through continuous improvement and renewal.

FOCUS ON LEARNERS
DIVERSITY. POTENTIAL. SUCCESS.
Prepare graduates who reflect the quality and value of a Northern College education and who contribute to their communities.

FOCUS ON HUMAN RESOURCES
COMMITMENT. ACHIEVEMENT. EXCELLENCE
Create an environment in which employees can flourish personally and professionally, maintain a learner-centered approach, and contribute to the achievement of College and community development goals.

ANNUAL REPORT FORMAT

The format for this Annual Report reflects the five pillars of our Strategic Operating Plan. All of the initiatives that were undertaken in 2009/2010 are grouped under an appropriate pillar. Supporting and explaining each initiative are indicators of how the college measured the success of the initiative.

The 2009-2010 Annual Report was approved by the Board of Governors on June 17, 2010.
## STRATEGIES AND ACCOMPLISHMENTS:
### FOCUS ON COMMUNITY-BASED ACCESS

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiative</strong></td>
<td><strong>Measurement/Target</strong></td>
</tr>
<tr>
<td>Introduce Apprenticeship Customer Care Agent Program (Web-Based Learning); to be offered to Call Centers throughout Ontario</td>
<td>600 full-time students enrolled by January 2010</td>
</tr>
<tr>
<td>Increase Apprenticeship OYAP (Ontario Youth Apprenticeship Program) student enrollment; in partnership with local school boards</td>
<td>Additional 40 students enrolled by February 2010</td>
</tr>
<tr>
<td>Introduce the Underground Hard Rock Miner Common Core Program to communities</td>
<td>Two intakes - total 16 students</td>
</tr>
<tr>
<td>Offer a College Link program (School College Work Initiative) at the Moosonee Campus in partnership with Northern Lights Secondary School Board</td>
<td>10 students by February 2010</td>
</tr>
<tr>
<td>Explore the feasibility of offering CARISM (C-Choosing a career; A-Acquiring skills; R-Researching job options; I-Integrating the job market; S-Satisfying career aspirations; M-Maintaining skills) resource to high school students in our James Bay Coastal communities and to agencies throughout our catchment area that work with clients, helping them identify career paths and postsecondary education goals</td>
<td>Accepted business case by January 2010</td>
</tr>
</tbody>
</table>

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Legend for Results Achieved

Y=Yes      C=Continuing and Carried Over to 2010-2011 Business Plan
## INITIATIVES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement/Target</th>
<th>Achieved</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer additional Business and Office Administration programs via distance delivery: Business Administration-Accounting; Office Administration-Executive; and Business-Marketing programs</td>
<td>14 students by November 2009</td>
<td>Y</td>
<td>Target exceeded</td>
</tr>
<tr>
<td>Offer SCWI (School College Work Initiative) credit programs in communities without a Northern College Campus</td>
<td>1 Community 7 Students by February 2010</td>
<td>Y</td>
<td>Several communities are involved such as Cochrane, Wahgoshig FN etc.- January 2010</td>
</tr>
<tr>
<td>Implement Best Start initiative with DTSSAB (District of Timiskaming Social Services Administration Board) per Early Childhood Education within the district. (flexed-based program)</td>
<td>30 students by December 2009</td>
<td>Y</td>
<td>January 2010: more than 35 students currently in the program</td>
</tr>
<tr>
<td>Increase activity levels in the NCCES- CDSP program - job placements and job retention months</td>
<td>Program outcomes/16 job placements 200 job retention months by January 2010</td>
<td>Y</td>
<td>21 new job placements achieved and 232 job retention months attained</td>
</tr>
<tr>
<td>Increase number of access points for summer programming for Academic Upgrading students college-wide</td>
<td>Access points for summer programming/2 communities-December 2009</td>
<td>Y</td>
<td>Summer programming was offered in 3 communities; Kirkland Lake, Chapleau and Timmins throughout the months of June to August 2009</td>
</tr>
<tr>
<td>Review and cluster courses available through OntarioLearn.com into Northern College certificate and diploma programs</td>
<td>Board of Governors’ Approval of 8 new web-based programs (courses) by March 2010</td>
<td>C</td>
<td>Will be completed by March 2011</td>
</tr>
</tbody>
</table>

**Legend for Results Achieved**

Y=Yes C=Continuing and Carried Over to 2010-2011 Business Plan
# Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement/Target</th>
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<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with community stakeholders, industry and faculty to triage program ideas</td>
<td>Existing program developed-part of New Program Introduction procedure</td>
<td>Y</td>
<td>1 new program developed: Companion Animal Rehabilitation Program</td>
</tr>
<tr>
<td>Develop and introduce a Mobile Unit Team to travel to Aboriginal communities and increase awareness of support services available to prospective students as well as program offerings</td>
<td>Number of communities visited and increase in awareness of services and programs offered; 3 communities visited with awareness increasing from 40% to 70% by January 2010</td>
<td>Y</td>
<td>Project has been revised. An Aboriginal Viewbook outlining programs, services and support available to Aboriginal students was developed to compliment community visits. Viewbook completed by March 2010 and community visits and mailings to communities in April 2010</td>
</tr>
<tr>
<td>Identify trends for niche programs, responding to North Eastern Ontario requirements</td>
<td>Research report completed by March 2010</td>
<td>C</td>
<td>Under way with the KL engagement initiative; will be identified by June 2010</td>
</tr>
<tr>
<td>Engage Kirkland Lake community stakeholders and campus staff in a process to better align campus programs with community needs and to refresh program mix</td>
<td>Community engagement report; Process completed by December 2009 with recommendations to be implemented for September 2010</td>
<td>C</td>
<td>Originally: Process completed by December 2009 with some recommendations to be implemented for September 2010</td>
</tr>
</tbody>
</table>

**June 2010 Update:** Program and student projections supplied to planning consultants June 2010

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*Legend for Results Achieved*

Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
### STRATEGIES AND ACCOMPLISHMENTS:
**FOCUS ON ABORIGINAL CHOICES AND DIRECTIONS**

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>RESULTS</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Explore the need for one Trades/Apprenticeship Program via distance delivery to the Moosonee Campus</strong></td>
<td>Needs analysis study with the community; Needs analysis completed by March 2010</td>
<td>Y Analysis completed in December 2009. Heavy Duty Equipment Mechanic Program has been identified as a need in the Moosonee area; program to be tentatively offered in the Fall 2011.</td>
</tr>
<tr>
<td><strong>Develop curriculum for a First Nation Life Skills Facilitator program</strong></td>
<td>Developed curriculum and course outlines by January 2010</td>
<td>Y Completed curriculum and course outlines for 3 courses – March 2010</td>
</tr>
<tr>
<td><strong>Increase Aboriginal resources and materials at all campuses</strong></td>
<td>Amount of available Aboriginal resources and materials at all campuses increased by 110% by January 2010</td>
<td>Y Completed; resources now at all campuses: 40 drum kits purchased to host drumming workshops through Continuing Education department and as part of Powwow celebrations</td>
</tr>
<tr>
<td><strong>Offer First Nations Indigenous knowledge course as a General Education elective</strong></td>
<td>4 programs will offer this course by February 2010</td>
<td>Y 4 programs now offer this as an elective option - February 2010: Instrumentation Engineering Technician; Electrical Technology; Business Management; Computer Engineering Technician</td>
</tr>
<tr>
<td><strong>Matachewan Aboriginal Access to Mining Jobs: Assessment / Academic Upgrading</strong></td>
<td>Enrolment/job entry; 80 students by January 2010</td>
<td>C Academic Upgrading, WHMIS, First Aid/CPR, Heavy Equipment Operator and Heavy Equipment Mechanic programs offered to January 2010 – a total of 48 students have enrolled in the above programs to date.</td>
</tr>
</tbody>
</table>

Legend for Results Achieved:
Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
### Initiatives

<table>
<thead>
<tr>
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<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men and Women Healing Circles for life skills and career preparedness</td>
<td>Completion of Healing Circles by 30 students by January 2010</td>
<td>C</td>
<td>Preliminary Healing Circles were held in September and February with more than 10 participants in each.</td>
</tr>
<tr>
<td>Enter into a third party TOWES Test Administrator Agreement with the</td>
<td>Third party TOWES agreement in place by December 2009</td>
<td>Y</td>
<td>A third party TOWES Test Administrator Agreement was signed on May 20, 2009 with Matachewan Aboriginal Access to Training Strategy Board (MAATS).</td>
</tr>
<tr>
<td>management team of several First Nations such as Matachewan, Mattagami,</td>
<td></td>
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</tr>
<tr>
<td>Wahgoshig First Nations, Wabun Tribal Council, etc.</td>
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</tr>
<tr>
<td>Increase Aboriginal resources and materials at all campuses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In partnership with the Timmins Native Friendship Center provide support</td>
<td>Students and staff attendance: 40 staff and 30 students by January 2010</td>
<td>C</td>
<td>Focus this year on spiritual wellness. Workshops planned from September to December 2010 for students, and target of 30 students will be exceeded. It is expected that approximately 300 students will participate in spiritual wellness workshops. We expect to meet the target of 40 staff &amp; students by April 2010</td>
</tr>
<tr>
<td>groups for learning strategies, stress management, assertiveness training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and spiritual wellness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and develop best practices in mentorship in partnership with</td>
<td>Form stakeholder group to refine and enhance the mentorship program to ensure</td>
<td>C</td>
<td>Mentorship program completed with 4 First Nations communities. First Nations participants job shadowed and were mentored at the Victor Diamond project; completed by March 2010</td>
</tr>
<tr>
<td>community stakeholders. The program will facilitate networking among</td>
<td>that relevancy and efficiency are coupled with student success. Have agreements and partnerships in place by March 31, 2010 to proceed with program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>students and industry partners providing Aboriginal learners with a role</td>
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<tr>
<td>model who can assist them in achieving their goals</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Legend for Results Achieved**

- Y = Yes
- C = Continuing and Carried Over to 2010-2011 Business Plan
### INITIATIVES

<table>
<thead>
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</table>
| Develop Aboriginal Resource Development Project, providing the opportunity for students to be involved and learn in educational settings using Aboriginal specific materials and resources | Increased literacy and academic levels of Aboriginal learners; updated Resource Centers; and materials incorporated in delivery of programming by March 2010 | **Y**    | Consultant hired to complete review of existing materials and resources. Contract includes:
  1) An overview of the LBS/AU learner materials;
  2) The development of an instructor’s Starter Kit;
  3) Interviews with past instructors, key people within the college system and students;
  4) The development of 5 narratives to capture the experiences of Aboriginal students seeking to enter trades training;
  5) The identification and purchase of curriculum materials. |
| Continue to embed Aboriginal content into college curriculum               | Percentage of programs with Aboriginal content embedded into curriculum. Increase percentage of programs with Aboriginal content embedded into curriculum by 30% by March 2010 | **Y**    | Target met and efforts on-going; Treaty rights courses are also available.                                                                                                                                |

**Legend for Results Achieved**

**Y**=Yes  **C**=Continuing and Carried Over to 2010-2011 Business Plan
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Continue to offer our summer orientation session to 12 students prior to their start of a full-time College program, on campus</td>
<td>Satisfaction level of students upon completion of orientation. Track participants' progress during the year to gauge the program's impact on retention and success. 80% satisfaction with summer orientation program; 50% increase in student retention during the year of attending the orientation session by January 2010</td>
<td>Y</td>
<td>Satisfaction of students upon completion of orientation (100 % satisfied); 9 students participated (6 students still attending; 2 left due to medical reasons and 1 student has relocated to another community)</td>
</tr>
</tbody>
</table>

Legend for Results Achieved
Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
### STRATEGIES AND ACCOMPLISHMENTS:
**FOCUS ON ORGANIZATIONAL DEVELOPMENT AND RENEWAL**

<table>
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<tbody>
<tr>
<td><strong>Initiative</strong></td>
<td><strong>Measurement/Target</strong></td>
</tr>
<tr>
<td>Provide to staff and students web access to their personal information on the College’s Management Information System (MIS). Staff and students will be able to view and update (where permissible) such items as their mailing address, telephone number, email address, etc.</td>
<td>Program implemented and training complete; ready for implementation by October 2009</td>
</tr>
<tr>
<td>Increase efficiency by enabling faculty to enter student grades directly into the MIS system.</td>
<td>Program implemented and training complete; all faculty trained by December 2009</td>
</tr>
<tr>
<td>Implement wireless connectivity throughout all campuses.</td>
<td>Percentage of campuses with wireless connectivity; by March 2010 100% of our campuses will have wireless connectivity</td>
</tr>
<tr>
<td>Reduce college waste by increasing recycling efforts and reducing energy usage through conservation efforts.</td>
<td>Amount of material recycled and electricity used; positive impact on carbon imprint by March 2010</td>
</tr>
<tr>
<td>Establish Greener Campus Committees on the College’s campuses and develop a Vision and Mission statement for those committees.</td>
<td>Establish committee; Vision and Mission to be completed by Fall 2009</td>
</tr>
</tbody>
</table>

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**Legend for Results Achieved**

Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
### INITIATIVES

**Initiative**

- Develop a greening policy for the institution, referenced by the Strategic Operating Plan. This policy will support greening and environmental sustainability.

- Establish a plan to embed the principles of greening within curriculum. This will include the integration of a General Education course into all or most curricula, along with department specific efforts to incorporate greening and environmental issues into existing curriculum.

- Conduct audits of material and energy use, basic recycling, energy, conservation, and environmental quality initiatives.

### Measurement/Target

- Develop policy; draft policy to be presented to Senior Management by December 2009

- Establish plan; implement plan principles into 5 specific course outlines - January 2010

- Completed audit report and plan of action for audit findings - January 2010

### Achieved

- C

### RESULTS

- **Outcome**

  - New target of Fall 2010 for a greening policy

  - Target met and efforts on-going; three programs have embedded principles of greening within the curriculum.

  - Recycling audit for 2009/10 in progress; electricity consumption for 2008/09

---

**Legend for Results Achieved**

- Y=Yes
- C=Continuing and Carried Over to 2010-2011 Business Plan
## STRATEGIES AND ACCOMPLISHMENTS: FOCUS ON LEARNERS

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach to parents of elementary and high school students and community</td>
<td>A number of non-direct activities were conducted to date including</td>
</tr>
<tr>
<td>members (non-direct entrants, first generation learners)</td>
<td>Second Career, Open House, Constance Lake Career Fairs, Dubreuilville</td>
</tr>
<tr>
<td></td>
<td>Career Fair, Mature Upgrading presentations, Evening College Information</td>
</tr>
<tr>
<td></td>
<td>Tour events – a total of 20 events to date with 1135 participants. A</td>
</tr>
<tr>
<td></td>
<td>number of events had to be cancelled for various reasons i.e. weather</td>
</tr>
<tr>
<td></td>
<td>conditions etc. A greater number of mature/non-direct applicants were</td>
</tr>
<tr>
<td></td>
<td>realized this academic cycle due to the Second Career program</td>
</tr>
<tr>
<td>process involved will necessitate the plan being developed over 2 years.</td>
<td></td>
</tr>
<tr>
<td>Commence a formal program evaluation and mapping process in 2009-10</td>
<td>In process; completed by December 2010. Refining all program maps with a</td>
</tr>
<tr>
<td></td>
<td>common template; draft policy completed.</td>
</tr>
<tr>
<td>Develop Quality Process Protocol under the direction of the Vice President</td>
<td>In process and ongoing redevelopment of academic policies</td>
</tr>
<tr>
<td>Academic &amp; Student Success</td>
<td></td>
</tr>
</tbody>
</table>

Legend for Results Achieved
Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
### INITIATIVES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement/Target</th>
<th>Achieved</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish best practices and construct framework for Prior Learning Assessment and Recognition (PLAR)</td>
<td>Framework completed by March 2010</td>
<td><strong>Y</strong></td>
<td>Completed and submitted approved by Northern College Education Council</td>
</tr>
<tr>
<td>Increased usage in integration of classroom learning technologies i.e. Smartboards, Blackboard, learning objectives.</td>
<td>Number of faculty incorporating such technologies; 60 – 70% of faculty by March 2010</td>
<td><strong>Y</strong></td>
<td>Online Blackboard course for faculty rolled out to all campuses; extended classroom workshop available for Spring 2010; four online courses for August 2010</td>
</tr>
<tr>
<td>Fully develop and service a help desk for I.T. problems to help students studying at a distance.</td>
<td>Usage of help desk; 20% increase in usage by students accessing the help desk by December 2009.</td>
<td><strong>Y</strong></td>
<td>Completed September 2009 with success and increased student satisfaction</td>
</tr>
</tbody>
</table>

*Legend for Results Achieved*

**Y**=Yes  
*C=Continuing and Carried Over to 2010-2011 Business Plan*
### INITIATIVES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement/Target</th>
<th>Achieved</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in provincial initiatives funded by the CSC (College Sector Committee) to improve student and client outcomes in Employment Ontario programs: Adult Upgrading, Employment Services and Apprenticeship.</td>
<td>Enhanced internal partnerships between staff in Employment Ontario programs. New tools and enhanced referrals process for Employment Ontario clients. Participate in three provincial initiatives at the local, regional and provincial levels by December 2009.</td>
<td>Y</td>
<td>The College has participated in 5 College Sector initiatives at the local, regional and provincial levels as follows: Provincial: Making the Business Case for Integration Project. Regional: Employment Ontario Taking Action Workshop Sudbury. Local: Employment Ontario Taking Action Workshops in Kirkland Lake, New Liskeard and Porcupine. A college wide Release/Referral form has been developed for internal use only between Employment Ontario college programs i.e. Job Connect, Academic Upgrading, Apprenticeship and Employment Assistance Services.</td>
</tr>
</tbody>
</table>

---

Legend for Results Achieved  
Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
**INITIATIVES**  

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement/Target</th>
<th>Achieved</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop First Year Experience Office. Provide training to staff to learn</td>
<td>Number of students accessing the First Year Experience Office; serve 50% of</td>
<td>C</td>
<td>First Year Experience Office developed in cooperation with the Second</td>
</tr>
<tr>
<td>accurate perceptions on leading indicators for student engagement as it</td>
<td>target population.</td>
<td></td>
<td>Career Office. Training of staff completed by the Second Career</td>
</tr>
<tr>
<td>relates to student success.</td>
<td>Student surveys on satisfaction; report survey results by Fall 2010</td>
<td></td>
<td>Specialist as part of overall program. Statistics in terms of usage not</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>completed to date; this project experienced a late start resulting in a</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>delay in implementing some initiatives. Presently a survey tool is being</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>looked at and the best means of distributing this survey is being</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>discussed. It is expected that the survey will be sent out mid to late</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>February. Posters and other materials promoting the First Year Experience</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Office at each campus will be distributed. Staff will be travelling on</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>a regular schedule to each campus in order to be accessible by First</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Year and First Generation students. Further initiatives will be planned</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>once survey results have been tabulated (early March).</td>
</tr>
</tbody>
</table>

Review individual questions in the KPI Student Survey for guidelines for improvement regarding student satisfaction.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement/Target</th>
<th>Achieved</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage of satisfaction; target initiatives to increase indicators that the</td>
<td>Y</td>
<td>Review individual questions in the KPI Student survey. Results for</td>
</tr>
<tr>
<td></td>
<td>College is challenged by. On-going, comment by February 2010</td>
<td></td>
<td>services and facilities are being analyzed; results will be shared by</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the end of February 2010.</td>
</tr>
</tbody>
</table>

**Legend for Results Achieved**  
Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>Measurement/Target</th>
<th>Achieved</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop an online Blackboard based course to support and train faculty</td>
<td>The successful completion of the course by all (new) faculty; all faculty (part time and full time) will successfully complete the course by January 2010</td>
<td>Y</td>
<td>Blackboard based course has been developed Completed December 2009</td>
</tr>
<tr>
<td>innovate and sound teaching skills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop policy and procedures for support staff evaluations that</td>
<td>Engage admin and a percentage of support staff for input; all admin and 20% of support staff by March 31, 2010</td>
<td>Y</td>
<td>Completed March 31, 2010</td>
</tr>
<tr>
<td>incorporate individual development plans.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiate the development of a professional development/succession plan</td>
<td>Completion of the plan by March 31, 2010</td>
<td>C</td>
<td>In process</td>
</tr>
<tr>
<td>for the College.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduce professional development plans for faculty.</td>
<td>Focus groups for input into development plans; hold 4 focus groups to obtain input by March 31, 2010</td>
<td>C</td>
<td>In process</td>
</tr>
</tbody>
</table>

Legend for Results Achieved
Y=Yes  C=Continuing and Carried Over to 2010-2011 Business Plan
FOCUS ON HUMAN RESOURCES cont...

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiative</strong></td>
<td><strong>Measurement/Target</strong></td>
</tr>
<tr>
<td>Review Human Resource Services practices to ensure the college attracts and retains employees of the highest caliber who both promote and support organizational culture and reflect community diversity.</td>
<td>New policy and procedures for recruitment; new policy approved by Senior Management by January 31, 2010</td>
</tr>
<tr>
<td>Administer Climate Survey.</td>
<td>Surveys to be administered by November 30, 2009; 75% of surveys completed</td>
</tr>
</tbody>
</table>

Legend for Results Achieved
Y=Yes C=Continuing and Carried Over to 2010-2011 Business Plan
2009 Fact Sheet

ABOUT NORTHERN COLLEGE'S STUDENTS

Students
Part-Time & Continuing Education 11,000
Full-Time 1,520
Aboriginal Students 240
Apprenticeship Students 372
Graduates 854

About Our Programs
Programs Offered:
Northern College Certificate 5
Ontario College Certificate 18
Ontario College Diploma 22
Ontario College Advanced Diploma 5
Ontario College Graduate Certificate 2
Apprenticeship 18
Degree 1

Key Performance Indicators

Graduate Employment Northern 93% Provinical 89%
Graduate Satisfaction Northern 86% Provinical 83%
Student Satisfaction Northern 74% Provinical 78%
Employer Satisfaction Northern 91% Provinical 93%

Northern’s School of Health Sciences boasts a state-of-the-art simulation lab.

Northern’s School of Welding Engineering Technology has received national and international recognition.

Northern is one of only two colleges in Ontario to have a live fire training centre on campus as part of its Pre-Service Firefighter Program.

The Northern College Veterinary Sciences Centre opened in September 2009. The state-of-the-art laboratory and teaching facility located at the Haileybury campus will draw student and research expertise to Northeastern Ontario.

Northern is one of 4 colleges in Ontario that has partnered with Hydro One. Northern College will train job-ready graduates for employment with Hydro One.

Northern College delivers programs in many ways including but not limited to: web-based, E-learning, correspondence, evenings & weekends, on-site training, classroom, face-to-face format and video conferencing.

The Northern College Aboriginal Council on Education acts as a voice on behalf of the Aboriginal Community and assumes a leadership role in Northern College.

Native Student Advising Services are available at each of Northern College’s four campuses (Haileybury, Kirkland Lake, Moosonee and Porcupine).
Serving over 65 communities in Northeastern Ontario!

- Attawapiskat
- Belle Vallee
- Calstock
- Chapleau
- Chaput Hughes
- Charton
- Cobalt
- Cochrane
- Connaught
- Dobie
- Driftwood
- Earlton
- Elk Lake
- Englehart
- Faquier
- Foleyet
- Fort Albany
- Frederickhouse
- Gogama
- Gowganda
- Haileybury
- Hallebourg
- Harty
- Hearst
- Hilliardton
- Holyre
- Homepayne
- Hunta
- Iroquois Falls
- Jogues
- Kapuskasing
- Kashechewan
- Kearns
- Kenabeek
- Kenogami
- King Kirkland
- Kirkland Lake
- Larder Lake
- Latchford
- Matachewan
- Matheson
- Mattice
- Montbeam
- Moose Factory
- Moosonee
- New Liskeard
- North Cobalt
- Opasatika
- Peawanuck
- Porcupine
- Porquis Junction
- Ramore
- Schumacher
- Sesekinika
- Smooth Rock Falls
- South Porcupine
- Strickland
- Swastika
- Tarswell
- Temiskaming Shores
- Thornloe
- Timmins
- Tunis
- Val Coté
- Val Gagné
- Val Rita
- Virginiatown

First Nation Communities 17
- Attawapiskat First Nation
- Beaverhouse First Nation
- Brunswick House First Nation
- Chapleau Cree First Nation
- Chapleau Ojibwe First Nation
- Constance Lake First Nation
- Fort Albany First Nation
- Homepayne First Nation
- Kashechewan First Nation
- Matachewan First Nation
- Mattagami First Nation
- Missanabie Cree First Nation
- Moccobec Council of the Cree Nation
- Moose Cree First Nation
- Taikwa Tagamou First Nation
- Wahgoshig First Nation
- Weenusk First Nation

Return on Investment:
Taxpayers see a real money “book” return of 7.5% on their annual investments in Northern College.

Students enjoy a 10.7% annual return on their investment of time and money in their post secondary education.

Annual Budget:
$34.2m

Payroll:
$23.9m

About Our Staff:
Full-time staff 241
Faculty 82
Support 129
Administration 22
Part-time FTE staff 67
(Full-Time Equivalency)

Northern College
Tel: 705-235-3211
Fax: 705-235-7279
Email: info@northern.on.ca
Web: www.northern.on.ca

Marketing Services
Northern College

Real!
Financial Statements of

NORTHERN COLLEGE OF
APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2010
AUDITORS' REPORT

To the Governors of
Northern College of Applied Arts and Technology

We have audited the following statements of Northern College of Applied Arts and Technology as at March 31, 2010 and for the year then ended:

Statement of Financial Position
Statement of Operations and Changes in Net Assets
Statement of Cash Flows

These financial statements are the responsibility of the College's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants, Licensed Public Accountants

Sudbury, Canada
May 14, 2010
## Statement of Financial Position

March 31, 2010, with comparative figures for 2009

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$10,442,017</td>
<td>$5,818,086</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>791,178</td>
<td>1,103,456</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>2,172,230</td>
<td>2,684,264</td>
</tr>
<tr>
<td>Inventories and prepaid expenses</td>
<td>89,779</td>
<td>105,869</td>
</tr>
<tr>
<td>Portfolio investments</td>
<td>4,115,131</td>
<td>3,883,648</td>
</tr>
<tr>
<td></td>
<td>17,610,335</td>
<td>13,595,323</td>
</tr>
<tr>
<td>Sinking fund investments</td>
<td>3,619,698</td>
<td>3,311,305</td>
</tr>
<tr>
<td>Capital assets (note 2)</td>
<td>21,714,291</td>
<td>15,510,826</td>
</tr>
<tr>
<td></td>
<td><strong>$42,944,324</strong></td>
<td><strong>$32,417,454</strong></td>
</tr>
</tbody>
</table>

|                      |            |            |
| **Liabilities, Deferred Contributions and Net Assets** |            |            |
| Current Liabilities: |            |            |
| Accounts payable and accrued liabilities (note 3) | $3,783,824 | $2,443,315 |
| Vacation payable (note 4) | 1,966,571 | 2,115,638 |
|                      | 5,750,395  | 4,558,953  |
| Post-employment and sick leave (note 4) | 1,028,780 | 1,057,527 |
| Long-term debt (note 5) | 4,439,000 | 4,439,000  |
| Deferred contributions (note 6) | 4,750,600 | 2,182,237 |
| Deferred capital contributions (note 7) | 18,030,145| 13,268,898 |
|                      |            |            |
| Net Assets:          |            |            |
| Unrestricted:        |            |            |
| Operating            | 1,093,440  | 832,405    |
| Employment-related   | (2,995,351)| (3,173,165)|
| Capital (note 8)     | 3,801,189  | 3,006,784  |
| Restricted and endowment | 7,046,126 | 6,244,815  |
|                      | 8,945,404  | 6,910,839  |
| Commitments (note 10) |            |            |
| Contingency (note 12) |            |            |
|                      | $42,944,324| $32,417,454|

See accompanying notes to financial statements.
NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets

March 31, 2010, with comparative figures for 2009

<table>
<thead>
<tr>
<th>Operating</th>
<th>Equity in Restricted</th>
<th></th>
<th></th>
<th>Total 2010</th>
<th>Total 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current operations</td>
<td>Employment-related</td>
<td>capital assets</td>
<td>and Endowment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Schedules)</td>
<td>(Schedule)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Revenue:**

- **Grants and reimbursements**: $29,695,179
- **Tuition fees**: 4,448,940
- **Ancillary sales and services**: 2,320,279
- **Other**: 3,034,484
- **Amortization of deferred capital contributions (note 7)**: -
- **Investment income**: 81,615

**Total Revenue**: $39,580,497

**Expenses:**

- **Academic**: 18,875,514
- **Administration**: 5,762,043
- **Student services**: 3,239,114
- **Plant and property**: 2,404,175
- **Community services**: 1,239,842
- **Employment training programs**: 3,896,154
- **Ancillary**: 2,411,043
- **Amortization of capital assets**: -
- **Restricted**: -
- **Post-employment and vacation**: -

**Total Expenses**: $37,827,885

**Excess (deficiency) of revenue over expenses**: $1,752,612

**Net assets, beginning of year**: $832,405

**Ontario Trust for Student Support**: -

**Transfer of capital assets**: (681,577)

**Transfer to restricted funds**: (810,000)

**Net assets, end of year**: $1,093,440

See accompanying notes to financial statements.
Statement of Cash Flows
March 31, 2010, with comparative figures for 2009

<table>
<thead>
<tr>
<th>Cash flows from operating activities:</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess of revenue over expenses</td>
<td>$ 1,969,544</td>
<td>$ 600,556</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of deferred capital contributions (note 7)</td>
<td>(873,351)</td>
<td>(1,020,998)</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>1,279,882</td>
<td>1,388,889</td>
</tr>
<tr>
<td>Increase (decrease) in post-employment and sick leave</td>
<td>(28,747)</td>
<td>9,272</td>
</tr>
<tr>
<td>In-kind donation of property</td>
<td>-</td>
<td>(200,000)</td>
</tr>
<tr>
<td></td>
<td>2,347,328</td>
<td>777,719</td>
</tr>
<tr>
<td>Changes in non-cash working capital (note 11)</td>
<td>2,031,844</td>
<td>(1,001,922)</td>
</tr>
<tr>
<td></td>
<td>4,379,172</td>
<td>(224,203)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from financing and investing activities:</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment contributions</td>
<td>65,020</td>
<td>178,163</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(7,483,347)</td>
<td>(3,161,501)</td>
</tr>
<tr>
<td>Deferred capital contributions</td>
<td>5,634,598</td>
<td>4,825,715</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>2,568,363</td>
<td>(1,748,038)</td>
</tr>
<tr>
<td>Change in value of portfolio investments</td>
<td>(231,483)</td>
<td>109,655</td>
</tr>
<tr>
<td>Increase in value of sinking fund</td>
<td>(308,393)</td>
<td>(282,118)</td>
</tr>
<tr>
<td>Principal repayment of long-term debt</td>
<td>-</td>
<td>(416,037)</td>
</tr>
<tr>
<td></td>
<td>244,758</td>
<td>(494,161)</td>
</tr>
</tbody>
</table>

| Net increase (decrease) in cash                    | 4,623,930  | (718,364)  |

| Cash, beginning of year                             | 5,818,086  | 6,536,450  |

| Cash, end of year                                   | $ 10,442,016 | $ 5,818,086 |

See accompanying notes to financial statements.
1. Significant accounting policies:

(a) Fund accounting:

The accounts are maintained in accordance with the principles of fund accounting. The operating fund accounts for transactions related to current operations. The capital fund accounts for capital assets and the transactions related to their acquisition, disposal, debt commitments and amortization. Restricted and endowment funds consist of scholarships and bursaries for future students of the College and other special projects whose funds are administered by the College as well as endowments from the Ontario Student Opportunity Trust Funds and Ontario Trust for Student Support Funds which report the resources contributed under these matching programs.

(b) Revenue recognition:

The College accounts for contributions under the deferral method of accounting as follows:

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the period in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at rates corresponding to those of the related capital assets.

Contributions received for endowment are reported as an increase in the endowment fund balance. Interest income earned on the resources of this endowment fund is reported in the restricted fund.

Tuition fees are recognized as revenue based on the number of teaching days within the period.

(c) Investments:

Portfolio investments are recorded at market value.

Sinking-fund investment is recorded at amortized cost.
1. Significant accounting policies (continued):

(d) Capital assets:

Capital asset purchases are recorded at cost. Property and equipment that are donated are recorded at their fair market value at the date of acquisition. Amortization of capital assets is recorded on the straight-line basis over the following periods:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Amortization Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>40 years</td>
</tr>
<tr>
<td>Site improvements and parking lots</td>
<td>20 years</td>
</tr>
<tr>
<td>Courthouse renovations</td>
<td>10 years</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>5 years</td>
</tr>
</tbody>
</table>

(e) Employment-related obligations:

Vacation entitlements are accrued for as entitlements are earned (note 4).

Sick leave benefits are accrued where they are vested and subject to pay out when an employee leaves the College (note 4).

For the post-employment benefits (continuation of life, medical and dental during LTD), these benefits are accounted for on a terminal basis, in comparison to the non-pension post-retirement benefit which is accounted on an accrual basis. This means that the liability for the post-employment benefit is accrued only when a LTD claim occurs. For these benefits, the full change in the liability is being recognized immediately as an expense in the year (note 4).

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the carrying value of capital assets, valuation allowances for receivables; valuation of derivative financial instruments; and assets and obligations related to employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.
1. Significant accounting policies (continued):

(g) Financial instruments:

The College accounts for its financial assets and liabilities in accordance with Canadian generally accepted accounting principles.

The financial instruments are classified into one of five categories: held-for-trading, held-to-maturity, loans and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments, including derivatives, are measured in the statement of financial position at fair value except for loans and receivables, held to maturity investments and other financial liabilities which are measured at amortized cost. Held-for-trading financial assets are measured at fair value and changes in fair value are recognized in net earnings.

In accordance with the generally accepted accounting principles of the College has undertaken the following:

(i) Designated cash and portfolio investments as held-for-trading, being measured at fair value.

(ii) The sinking-fund investments are designated as held-to-maturity, which is measured at amortized cost.

(iii) Accounts receivable and grants receivable are classified as loans and receivables, which are measured at amortized cost.

(iv) Accounts payable and accrued liabilities, vacation payable and long-term debt are classified as other financial liabilities, which are measured at amortized cost.

The College continues to disclose financial instruments under CICA Handbook Section 3861.

(h) Disclosure of allocated expenses by Not-for-Profit Organizations:

Effective April 1, 2009, the College adopted the CICA Handbook Section 4470, Disclosure of Allocated Expenses by Not-for-Profit Organizations, which establishes disclosure standards for entities that choose to classify their expenses by function and allocate expenses from one function to another. Adoption of these recommendations had no effects on the financial statements for the year ended March 31, 2010. Rental expense reflects a pro-rata share of costs based on square footage.

(i) Amendments to Section 1000, Financial Statement Concepts:

Effective April 1, 2009, the College adopted the CICA amendments to Section 1000 of the CICA Handbook. These amendments clarified the criteria for recognition of an assets or liability, removing the ability to recognize assets or liabilities solely on the basis of matching revenue and expense items. Adoption of these recommendations had no effect on the financial statements for the year ended March 31, 2010.
2. Capital assets:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>Accumulated</th>
<th>2009</th>
<th>Accumulated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Amortization</td>
<td>Cost</td>
<td>Amortization</td>
</tr>
<tr>
<td>Land</td>
<td>$369,570</td>
<td>–</td>
<td>$369,570</td>
<td>–</td>
</tr>
<tr>
<td>Buildings</td>
<td>33,543,249</td>
<td>19,637,346</td>
<td>30,738,128</td>
<td>19,012,893</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>5,819,057</td>
<td>–</td>
<td>1,887,047</td>
<td>–</td>
</tr>
<tr>
<td>Site improvements and parking lots</td>
<td>310,892</td>
<td>281,773</td>
<td>310,892</td>
<td>273,788</td>
</tr>
<tr>
<td>Courthouse renovations</td>
<td>596,101</td>
<td>596,101</td>
<td>596,101</td>
<td>596,101</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>13,234,279</td>
<td>11,643,637</td>
<td>12,488,064</td>
<td>10,996,194</td>
</tr>
<tr>
<td></td>
<td>53,873,148</td>
<td>32,158,857</td>
<td>46,389,802</td>
<td>30,878,976</td>
</tr>
<tr>
<td>Less accumulated amortization</td>
<td>32,158,857</td>
<td>30,878,976</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$21,714,291</td>
<td>15,510,826</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Accounts payable and accrued liabilities:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other</td>
<td>$3,216,865</td>
<td>$2,008,804</td>
</tr>
<tr>
<td>Payroll related liabilities</td>
<td>566,959</td>
<td>434,511</td>
</tr>
<tr>
<td></td>
<td>$3,783,824</td>
<td>$2,443,315</td>
</tr>
</tbody>
</table>
4. Employment related obligations:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacation payable</td>
<td>$1,966,571</td>
<td>$2,115,638</td>
</tr>
<tr>
<td>Non-pension post-employment obligations</td>
<td>$568,000</td>
<td>$572,000</td>
</tr>
<tr>
<td>Sick leave benefits</td>
<td>460,780</td>
<td>485,527</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,028,780</strong></td>
<td><strong>$1,057,527</strong></td>
</tr>
</tbody>
</table>

The accrued benefit obligations accrued at March 31, 2010 amounted to $399,000 (2009 - $395,000). Benefit plan interest and current service costs recorded in the year were $11,000 (2009 - $15,000) and the amortization of actuarial gain of $Nil (2009 - $2,000). The benefits paid out in the year were $43,000 (2009 - $42,000). These amounts represent the results of the actuarial valuation completed in March 2010.

The actuarial valuations of the plans were based upon a number of assumptions about future events, which reflect management’s best estimates. The following represents the true significant assumptions made:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount rate</td>
<td>4.75%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Health Care Trend Rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Drugs (reducing to 4.5% in 2020)</td>
<td>9.5%</td>
<td>10%</td>
</tr>
<tr>
<td>- Hospital and other medical</td>
<td>4.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>- Dental cost (reducing to 4.5% in 2023)</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>

The College is liable to pay 50% of certain faculty members’ accumulated sick leave credits on termination or retirement. The Ministry of Training, Colleges and Universities (“MTCU”) currently undertakes the annual funding of these expenditures.
5. **Long-term debt:**

The long-term debt of $4,439,000 is a loan payable to the Canada Pension Plan. The loan bears a fixed interest rate of 9.17% and is secured by a first mortgage on the student residence at the Porcupine campus. Under the terms of the loan agreement, interest payments of $203,528 are made semi-annually and the principal amount will be repaid on July 1, 2012. By Board resolution, a 9.5% Province of Ontario sinking-fund investment will be used at maturity to retire this loan payable.

6. **Deferred contributions:**

Details of the continuity of these funds are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$2,182,237</td>
<td>$3,930,275</td>
</tr>
<tr>
<td>Additional contributions received</td>
<td>6,061,593</td>
<td>7,848,971</td>
</tr>
<tr>
<td>Amounts taken into revenue</td>
<td>(3,493,230)</td>
<td>(9,597,009)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$4,750,600</td>
<td>$2,182,237</td>
</tr>
</tbody>
</table>

7. **Deferred capital contributions:**

Deferred capital contributions represent the unamortized and unspent balances of donations and grants received for capital asset acquisitions. Details of the continuity of these funds are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$13,268,898</td>
<td>$9,464,181</td>
</tr>
<tr>
<td>Additional contributions received</td>
<td>5,634,598</td>
<td>4,825,715</td>
</tr>
<tr>
<td>Amounts amortized into revenue</td>
<td>(873,351)</td>
<td>(1,020,998)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$18,030,145</td>
<td>$13,268,898</td>
</tr>
</tbody>
</table>
7. Deferred capital contributions (continued):
The balance of unamortized and unspent funds consists of the following:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unamortized deferred capital contributions</td>
<td>$17,093,800</td>
<td>$11,376,347</td>
</tr>
<tr>
<td>Unspent contributions</td>
<td>936,345</td>
<td>1,892,551</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$18,030,145</td>
<td>$13,268,898</td>
</tr>
</tbody>
</table>

8. Capital fund:

a) The equity in capital assets is calculated as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital assets</td>
<td>$21,714,291</td>
<td>$15,510,826</td>
</tr>
<tr>
<td>Amounts financed by:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unamortized deferred capital contributions</td>
<td>(17,093,800)</td>
<td>(11,376,347)</td>
</tr>
<tr>
<td>Long-term mortgage debt, net of sinking-fund investment (note 5)</td>
<td>(819,302)</td>
<td>(1,127,695)</td>
</tr>
<tr>
<td></td>
<td>$3,801,189</td>
<td>$3,006,784</td>
</tr>
</tbody>
</table>

b) Transfer for capital assets:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of capital assets</td>
<td>$7,483,347</td>
<td>$3,161,501</td>
</tr>
<tr>
<td>Amounts funded by deferred capital contributions</td>
<td>(6,590,805)</td>
<td>(2,933,162)</td>
</tr>
<tr>
<td>Repayments on long-term debt and inter fund loan</td>
<td>–</td>
<td>460,750</td>
</tr>
<tr>
<td></td>
<td>$892,542</td>
<td>$689,089</td>
</tr>
</tbody>
</table>

9. Pension plan:

Employees are participants in the contributory retirement pension plans administered by The Colleges of Applied Arts and Technology Pension Plan. Under these arrangements, the College makes contributions equal to those of the employees. Contributions made by the College during the year amounted to approximately $1,783,167 (2009 - $1,629,812).
10. Commitments:

(a) The College has a ten year lease with the Attorney General for a section of its Kirkland Lake campus for a courthouse at $147,003 per year. The lease expires November 2013.

(b) The College has entered into agreements to lease certain premises and equipment. The total annual minimum lease payments to maturity are approximately as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Minimum Lease Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$383,828</td>
</tr>
<tr>
<td>2012</td>
<td>308,450</td>
</tr>
<tr>
<td>2013</td>
<td>224,147</td>
</tr>
<tr>
<td>2014</td>
<td>132,123</td>
</tr>
<tr>
<td>2015</td>
<td>118,403</td>
</tr>
<tr>
<td></td>
<td>$1,166,951</td>
</tr>
</tbody>
</table>

(c) The College has committed to capital expenditures related to the construction of a Trades building and an East End Family Health Team facility. The remaining commitment of $5.1 million and $1.7 million respectively is to be funded by the Ministry of Training, Colleges and Universities, Industry Canada and the Ministry of Health and Long-Term Care.

11. Changes in non-cash working capital:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease (increase) in accounts receivable</td>
<td>$312,278</td>
<td>($935,841)</td>
</tr>
<tr>
<td>Decrease (increase) in grants receivable</td>
<td>512,034</td>
<td>($116,480)</td>
</tr>
<tr>
<td>Decrease (increase) in inventories and prepaid expenses</td>
<td>16,090</td>
<td>($14,037)</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and accrued liabilities</td>
<td>1,340,509</td>
<td>($19,328)</td>
</tr>
<tr>
<td>Increase (decrease) in vacation payable</td>
<td>(149,067)</td>
<td>83,764</td>
</tr>
<tr>
<td></td>
<td>$2,031,844</td>
<td>($1,001,922)</td>
</tr>
</tbody>
</table>

12. Contingency:

As at March 31, 2010, certain legal actions are pending against the College. An estimate of the contingency cannot be made since the outcome of these matters is indeterminate. Should any loss result from the resolution of these matters, such loss would be charged to operations in the year of disposition.
13. Financial instruments:

(a) Fair value of financial assets and financial liabilities:

The carrying values of cash, accounts receivable, grants receivable, portfolio investments and accounts payable and accrued liabilities approximate their fair value due to the relatively short periods to maturity of these items.

Market value of sinking-fund investments is $4,205,952 (2009 - $4,083,880).

The fair value of the long-term debt amounts to approximately $4.824 million (2009 - $5.125 million) as compared to its carrying amount of $4.439 million (2009 - $4.439 million). The fair value of the mortgage instrument was calculated using the future cash flows (principal and interest) of the actual outstanding debt instrument, discounted at current market rates available to the College for a similar instrument.

(b) Concentrations of credit risk:

The College is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments. Credit exposure is minimized by dealing with credit worthy counterparties such as government agencies and public companies. The College also enforces approved collection policies for student accounts.

14. Comparative figures:

Certain 2009 comparative figures have been reclassified to conform to the presentation adopted in 2010.
# Northern College of Applied Arts and Technology

## Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2010

### Restricted Funds

<table>
<thead>
<tr>
<th>Fund Name</th>
<th>Balance, beginning of year</th>
<th>Additions</th>
<th>Scholarships and other disbursements</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Governors Entrance Scholarship</td>
<td>$47,992</td>
<td>2,022</td>
<td>7,559</td>
<td>$42,455</td>
</tr>
<tr>
<td>J.H. Drysdale Award</td>
<td>$69,705</td>
<td>3,485</td>
<td>-</td>
<td>$73,190</td>
</tr>
<tr>
<td>Other</td>
<td>$355,475</td>
<td>644,848</td>
<td>419,462</td>
<td>$580,860</td>
</tr>
<tr>
<td>Ontario Student Opportunity and Trust Disbursements Fund</td>
<td>$72,002</td>
<td>189,215</td>
<td>50,618</td>
<td>$210,599</td>
</tr>
<tr>
<td>Capital</td>
<td>$1,915,349</td>
<td>600,000</td>
<td>225,640</td>
<td>$2,289,709</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,460,523</strong></td>
<td><strong>1,439,570</strong></td>
<td><strong>703,279</strong></td>
<td><strong>$3,196,814</strong></td>
</tr>
</tbody>
</table>

### Endowment Funds

<table>
<thead>
<tr>
<th>Fund Name</th>
<th>Balance, beginning of year</th>
<th>Additions</th>
<th>Balance, end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario Student Opportunity Trust Fund 1</td>
<td>$2,748,799</td>
<td>-</td>
<td>$2,748,799</td>
</tr>
<tr>
<td>Ontario Student Opportunity Trust Fund 2</td>
<td>$570,898</td>
<td>-</td>
<td>$570,898</td>
</tr>
<tr>
<td>Ontario Trust for Student Support Fund</td>
<td>$464,605</td>
<td>65,020</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,784,303</strong></td>
<td><strong>65,020</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Total restricted and endowment funds** $6,244,826 | 1,504,590 | 703,279 | **$7,046,137**

See accompanying notes to financial statements.
## Schedule of Operating Fund Revenues

March 31, 2010, with comparative figures for 2009

<table>
<thead>
<tr>
<th>Grants and reimbursements:</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Post Secondary:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General operating grant</td>
<td>$8,036,780</td>
<td>$6,133,702</td>
</tr>
<tr>
<td>Special support grants</td>
<td>7,931,804</td>
<td>10,993,944</td>
</tr>
<tr>
<td>Grant for municipal taxation</td>
<td>100,950</td>
<td>95,250</td>
</tr>
<tr>
<td>Rental add-on grant</td>
<td>492,744</td>
<td>492,744</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$16,562,278</td>
<td>$17,715,640</td>
</tr>
<tr>
<td><strong>Industrial Skills and Adult Training:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Programs</td>
<td>4,192,608</td>
<td>3,080,595</td>
</tr>
<tr>
<td>Apprenticeship per diem grant</td>
<td>1,799,730</td>
<td>1,103,890</td>
</tr>
<tr>
<td>Literacy and Basic Skills/Ontario Basic Skills program</td>
<td>2,050,152</td>
<td>1,406,478</td>
</tr>
<tr>
<td>Employment programs</td>
<td>2,811,916</td>
<td>2,542,097</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10,854,406</td>
<td>$8,133,060</td>
</tr>
<tr>
<td><strong>Special Purpose Grants:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aboriginal projects</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Plant</td>
<td>423,131</td>
<td>1,233,976</td>
</tr>
<tr>
<td>Special needs</td>
<td>319,442</td>
<td>321,951</td>
</tr>
<tr>
<td>Day care and social services funding</td>
<td>807,316</td>
<td>738,443</td>
</tr>
<tr>
<td>Termination / sick leave buyout recovery</td>
<td>56,660</td>
<td>47,167</td>
</tr>
<tr>
<td>OSAP special bursaries</td>
<td>253,722</td>
<td>362,952</td>
</tr>
<tr>
<td>Other</td>
<td>118,224</td>
<td>80,412</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,278,495</td>
<td>$3,084,901</td>
</tr>
</tbody>
</table>

| **Total**                         | **$ 29,695,179** | **$ 28,933,601** |

| **Tuition fees:**                 |                 |                 |
| Post-secondary                    | $4,403,376      | $3,519,582      |
| Industrial skills and adult training | 45,564         | 78,740          |
| **Total**                         | **$ 4,448,940** | **$ 3,598,322** |

| **Other revenue:**                |                 |                 |
| Daycare fees                      | $243,694        | $183,150        |
| Special employment programs       | 46,350          | 49,164          |
| Rents                             | 199,992         | 199,992         |
| Excluded activity fees            | 1,374,586       | 2,072,166       |
| Other fees                        | 1,037,563       | 953,676         |
| Miscellaneous                     | 132,299         | 93,605          |
| **Total**                         | **$ 3,034,484** | **$ 3,551,753** |

See accompanying notes to financial statements.
# Schedule of Operating Expense by Cost Object

March 31, 2010, with comparative figures for 2009

<table>
<thead>
<tr>
<th></th>
<th>Academic</th>
<th>Administration</th>
<th>Student Services</th>
<th>Plant and Property</th>
<th>Community Services</th>
<th>Employment Programs</th>
<th>Total 2010</th>
<th>Total 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic salaries</strong></td>
<td>$10,727,520</td>
<td>69,043</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$10,796,563</td>
<td>$10,200,292</td>
</tr>
<tr>
<td><strong>Administration salaries</strong></td>
<td>676,813</td>
<td>1,205,713</td>
<td>76,857</td>
<td>40,450</td>
<td>35,964</td>
<td>158,510</td>
<td>2,194,307</td>
<td>1,959,557</td>
</tr>
<tr>
<td><strong>Support salaries</strong></td>
<td>1,660,612</td>
<td>1,836,970</td>
<td>1,475,535</td>
<td>760,052</td>
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<td>1,417,336</td>
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<td>150,215</td>
<td>8,749</td>
<td>3,626,856</td>
<td>362,262</td>
<td>148,478</td>
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<tr>
<td><strong>Instructional supplies</strong></td>
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<td>640</td>
<td>183,549</td>
<td>-</td>
<td>1,417,336</td>
<td>7,971,712</td>
<td>1,348,387</td>
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<td>-</td>
<td>50,888</td>
<td>-</td>
<td>78,457</td>
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<td>80,463</td>
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<td><strong>Staff employment</strong></td>
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<td>-</td>
<td>-</td>
<td>115,046</td>
<td>143,719</td>
<td>113,046</td>
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<td><strong>Professional development</strong></td>
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<td>-</td>
<td>980</td>
<td>1,858</td>
<td>114,516</td>
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<td><strong>Travel</strong></td>
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<td>61,010</td>
<td>1,047</td>
<td>1,598</td>
<td>33,134</td>
<td>503,251</td>
<td>724,507</td>
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<td><strong>Promotion and advertising</strong></td>
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<td>9,042</td>
<td>389,852</td>
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<td>8,749</td>
<td>162,162</td>
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<td><strong>Telecommunications</strong></td>
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<td>193,370</td>
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<td>1,045</td>
<td>38,861</td>
<td>268,435</td>
<td>271,477</td>
<td>271,477</td>
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<td><strong>Office supplies</strong></td>
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<td>333,950</td>
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<td>23,373</td>
<td>600,817</td>
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<td>126,448</td>
<td>131,512</td>
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<td><strong>Facilities maintenance</strong></td>
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<td>-</td>
<td>-</td>
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<td>-</td>
<td>392,577</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
<td>10,476</td>
<td>9,640</td>
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<td><strong>Insurance</strong></td>
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<td>-</td>
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<td>-</td>
<td>252,532</td>
<td>228,048</td>
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<td><strong>Interest</strong></td>
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<td>-</td>
<td>212,743</td>
<td>348,360</td>
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<td><strong>Professional fees</strong></td>
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<td>291,730</td>
<td>800</td>
<td>-</td>
<td>10,330</td>
<td>-</td>
<td>327,757</td>
<td>227,809</td>
</tr>
<tr>
<td><strong>Contracted services</strong></td>
<td>30,347</td>
<td>193,370</td>
<td>4,450</td>
<td>1,045</td>
<td>-</td>
<td>-</td>
<td>268,435</td>
<td>271,477</td>
</tr>
<tr>
<td><strong>Rentals</strong></td>
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<td>-</td>
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<td>-</td>
<td>100,950</td>
<td>95,250</td>
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<tr>
<td><strong>Utilities</strong></td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100,950</td>
<td>95,250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$18,875,514</td>
<td>5,762,043</td>
<td>3,239,114</td>
<td>2,404,175</td>
<td>1,239,842</td>
<td>3,896,154</td>
<td>35,416,842</td>
<td>34,940,835</td>
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</tbody>
</table>

| **Ancillary expense**       | 2,411,043 | 2,236,075      |                   |                   |                   |                   |           |           |

| **Total expense**           | $37,827,885 | $37,176,910    |                   |                   |                   |                   |           |           |

See accompanying notes to financial statements.
# Schedule of Ancillary Revenue and Expenses

March 31, 2010, with comparative figures for 2009

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bookstore Operations</strong></td>
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<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$135,712</td>
<td>$115,229</td>
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<tr>
<td>Operating expense</td>
<td>15,526</td>
<td>33,995</td>
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<tr>
<td><strong>Excess of revenue over expense</strong></td>
<td>$120,186</td>
<td>$81,234</td>
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<tr>
<td><strong>Student Residence Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>$398,672</td>
<td>$326,981</td>
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<tr>
<td>Service charges</td>
<td>66,950</td>
<td>40,482</td>
</tr>
<tr>
<td></td>
<td>465,622</td>
<td>367,463</td>
</tr>
<tr>
<td>Expense:</td>
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<td></td>
</tr>
<tr>
<td>Operating</td>
<td>349,982</td>
<td>325,509</td>
</tr>
<tr>
<td>Interest</td>
<td>407,056</td>
<td>407,056</td>
</tr>
<tr>
<td></td>
<td>757,038</td>
<td>732,565</td>
</tr>
<tr>
<td><strong>Deficiency of revenue over expense</strong></td>
<td>$(291,416)</td>
<td>$(365,102)</td>
</tr>
<tr>
<td><strong>Parking Grounds Operations</strong></td>
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<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$62,753</td>
<td>$59,463</td>
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<tr>
<td>Operating expense</td>
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<td>105,580</td>
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<tr>
<td><strong>Deficiency of revenue over expense</strong></td>
<td>$(28,338)</td>
<td>$(46,117)</td>
</tr>
<tr>
<td><strong>Ancillary Facilities Operations</strong></td>
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<td></td>
</tr>
<tr>
<td>Revenue</td>
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<td>$1,520,335</td>
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<tr>
<td>Operating expense</td>
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<td>1,363,934</td>
</tr>
<tr>
<td><strong>Excess of revenue over expense</strong></td>
<td>$108,804</td>
<td>$156,401</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.