

Annual Report  
1997 — 1998



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Nunavut  
Arctic College





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Nunavut  
Arctic College



### Letter of Transmittal

This report to the Minister of Education, Culture and Employment, and to other Nunavut Arctic College stakeholders and friends, documents the work and accomplishments of the College during the past year and the directions and challenges which the College expects to engage in the future.

We believe that the College is positioned to face the future with confidence and optimism. The College is experiencing a period of rapid growth generated by the activities leading up to the establishment of Nunavut in 1999. We expect that this growth, and the increasing demands for our programs and services will continue for several years to come. As Nunavut's own College we are committed to providing quality educational opportunities to all residents of the new territory. We are ready to take the challenges put to us and to work together with our many partners to make Nunavut realize its full potential.

This report covers the period July 1, 1997 to June 30, 1998.

Joe Ohokannoak,  
Chair,  
Nunavut Arctic College  
Board of Governors

## President's Report

Three significant transitions began to affect the College during the 1997-98 academic year. The first is the accelerating pace of activities driving the division of the Northwest Territories which will take place with the formation of Nunavut on April 1, 1999. Second, is the peaking of the extra programs the College was delivering on behalf of the Nunavut Unified Human Resources Development Strategy (NUHRDS). Third is the turnover in four of the six positions in the College's senior management team.

As planned, NUHRDS funding peaked in academic 1997-98 and will wind up in 1999-2000. Since the start of the NUHRD Strategy the College has developed and delivered eleven new programs, some concurrently in several communities in each region we serve. These programs have opened doors for adult learners all across Nunavut. During 1997-98, 275 full-time and 325 part-time students registered in programs funded under the Strategy. The total enrolment for the college grew by 10%. Almost 70% of our students enrolled in programs offered in the smaller communities outside of our three main campus centres. The combination of community-based delivery, appropriate design of programs, and increased counselling staff resulted in much lower drop out rates than normal.

Open Learning (Distance Education) is now part of more of our programs. So far students seem to like this style of delivery. As program delivery becomes more community-based and more use is made of Open Learning approaches, new pressures fall on the Adult Educator. In our ten larger communities the Adult Educator is expected to be: community developer, partner in a seamless community education system, teacher, administrator of several programs, and Open Learning expert. As Open Learning delivery grows, our organization will have to adjust its instructional techniques and the skills of our staff will have to be developed in order to support this new and important mode of delivery.

During 1997-98 there were four changes in the College's senior management group. Three of the group moved on to senior positions with the Interim Commissioner or the GNWT. The fourth was the selection of Johnny Kusugak as our Director of Development. Under the College's succession plan, Johnny is slated to become President in 1999. Johnny's arrival improves our statistics slightly in the senior manager category of our Inuit Employment plan. The individuals recruited to replace those leaving us bring rich college experience to NAC. As they link together, this group will form a strong team in support of Johnny's presidency.

The Keewatin Campus is very active. With their speciality in administration and management, the Campus is home to: Management Studies, Community Administration, Financial Management, Human Resources Management, and the very successful Sivuliuqtit Management Development Program. Our recently acquired Kivalliq Hall facility is proving to be an excellent learning and residence environment.

Development of the Kitikmeot Campus is also moving ahead. The Campus' specialties are Social Work and Technology. The relocation of the first year of the Social Work Diploma and the delivery of the Science and Technology program have laid the foundation for further developments. Higher enrolments were made possible by the transfer of government housing and apartment units to the College for use as student residences. More developments will come to Cambridge Bay with the addition of the second year of the Social Work and the opening of new facilities including a new five classroom Community Learning Centre.

Nunatta Campus continues to be the mainstay of the College. Activity levels remain at capacity as new activities have more than offset the impact of program relocations to Rankin Inlet and Cambridge Bay. As the largest campus, Nunatta has taken the largest load in the development of the new programs under the NUHRD Strategy, including the College's Open Learning initiative. In addition, in association with Dalhousie University the campus has developed an excellent curriculum for a degree level Nunavut Nursing program. The unique and excellent programs at Nunatta continue to get stronger.

Our partnerships with other academic institutions continue to be a key to providing more and varied opportunities for study and advancement for our students. This year the College forged an important new partnership with St. Mary's University in Halifax for the delivery of the Executive Masters in Business Administration degree. On the international front, the College is involved in studies and discussions regarding the establishment of a University of the Arctic. Further, the College is currently negotiating partnerships with the private sector for the funding and delivery of programs, particularly in the areas of computer technologies and trades.

The Nunavut Research Institute (NRI) makes contributions far beyond its modest size by building bridges between the many groups within and outside of Nunavut. For example, the NRI made a major contribution to the highly successful workshop on Traditional Knowledge hosted by the Nunavut Social Development Council. In April 1998, John McDonald, manger of the NRI's Igloolik Research Centre, published the superbly researched book, *The Arctic Sky*, which provides a rich source of information on traditional Inuit knowledge of astronomy and navigation. The NRI's mission is to bring the benefits of traditional and Southern science and technology to individuals and communities.

Fortunately, these challenges carry opportunities for innovation and creativity in the College's response. One of the great strengths gained from our experience in developing and delivering the NUHRDS programming is the College's deeper understanding of what works best for our students. With this knowledge the College can search the world for the courses and programs our students need and then customize content and delivery to best address those needs.

## **Our Mission...**

Nunavut Arctic College strengthens the people and communities of Nunavut by advancing the life long learning of Northern adults through high quality career programs appropriately delivered with our partners throughout the Arctic, and by making the benefits of traditional and southern science more available.

## Nunavut Arctic College Board of Governors

July 1, 1997 - June 30, 1998

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## A Brief Overview of Nunavut Arctic College

Nunavut Arctic College (NAC) was created by an Act of the Legislature of the Northwest Territories as of January 1, 1995. The College is the result of the preceding institution, Arctic College, splitting into Aurora College, which serves the western NWT, and Nunavut Arctic College, which serves the soon-to-be new territory of Nunavut. Nunavut Arctic College is among the first public institutions put in place for Nunavut.

Nunavut Arctic College has a strong commitment to provide high quality educational opportunities to all residents of the vast Nunavut settlement area, essentially all land above the tree-line. Major campuses of NAC are located in Iqaluit (Nunatta Campus serving the Baffin), Rankin Inlet (Keewatin Campus serving the Keewatin) and Cambridge Bay (the Kitikmeot Campus). Community Learning Centres are located in all of Nunavut's 26 communities.

College courses are geared to meet the ever-changing needs of the people of Nunavut. Nunavut Arctic College is a leader in Adult Basic Education. Its Arts and Crafts program is nationally recognized and produces skilled artisans, important to the economy of the Region. Management studies and the new Sivuliuqtit program will help train the future leaders of Nunavut in Nunavut.

Nunavut Arctic College has also been a leader in developing successful partnerships. The College has a well-established relationship with McGill University for the Nunavut Teacher Education program. This outstanding program permits northern students to obtain their Bachelor of Education entirely in the North.

The Nunavut Research Institute, a division of the College, is mandated to identify community needs for research and technology. The Institute also seeks to promote and preserve the use of traditional Inuit technology. Licenses for field research are also issued by the Institute. Each year about one hundred and fifty licenses are issued for a wide range of studies, with support for field work being made available by the Institute's centres in Iqaluit and Igloodik.

This College is different than those in other parts of Canada. The challenges NAC faces as part of the transition to Nunavut, coupled with the vast geographic area it serves sets it apart. NAC is proud to be a leader during this historical period in Nunavut and the creation of the new Territory...

## **Nunavut Arctic College Summary of Corporate Plan**

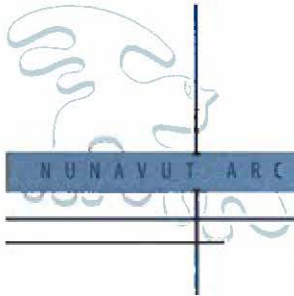
During the early part of 1995, a Corporate Plan was developed to set the direction of the newly created College for the next five years. The public, students, potential clients and staff all had input, to ensure this plan would be a comprehensive guide for the College.

Following discussions with these stakeholders, five major objectives were identified for Nunavut Arctic College :

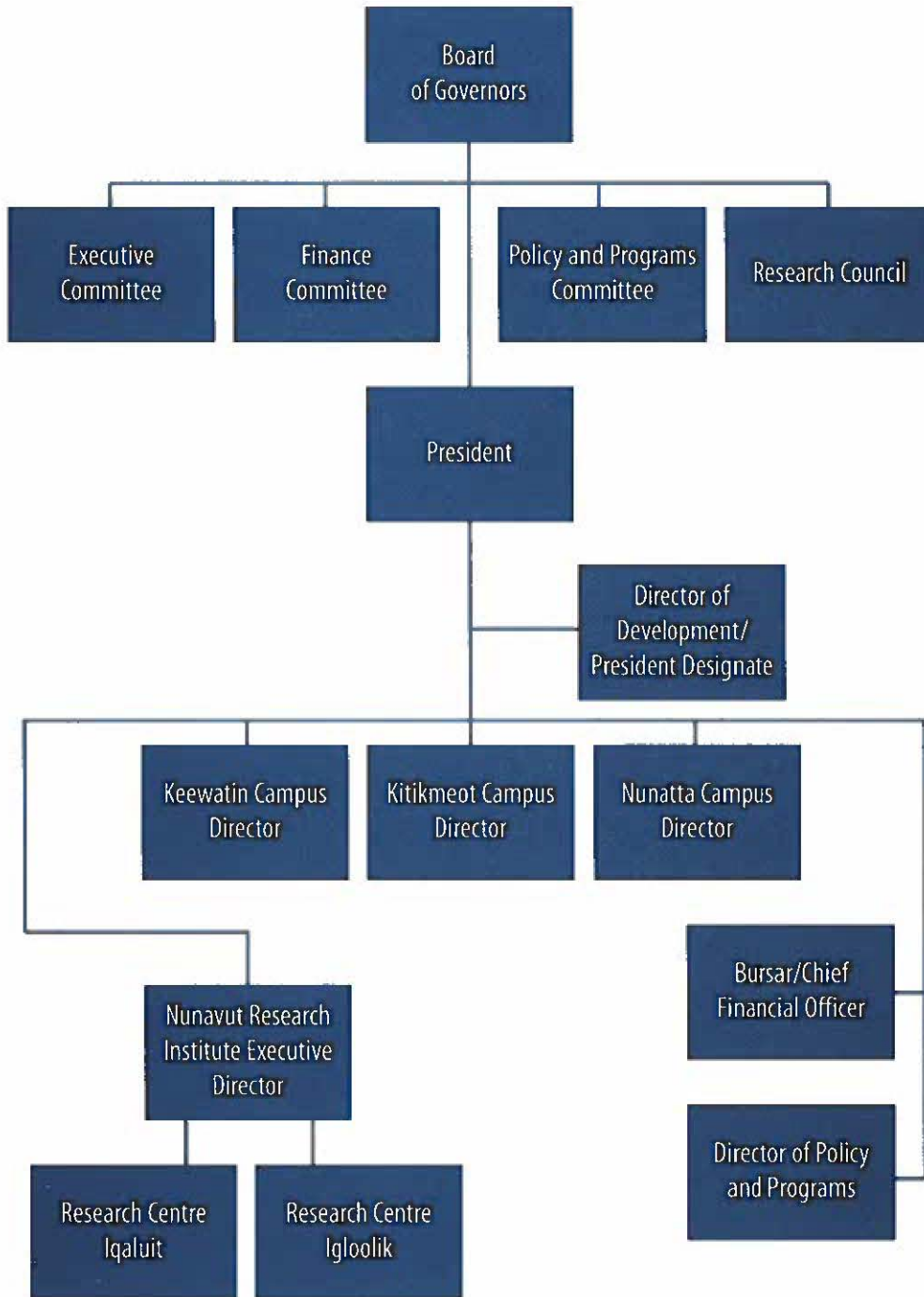
1. To provide residents of Nunavut with more educational opportunities closer to their home community.
2. To attract more Northerners to permanent positions at all levels of the College.
3. To develop more regional balance in the distribution of ongoing College activities across Nunavut.
4. To forge more partnerships and links with other community, regional, territorial and national organizations.
5. To match scientific research activities with community needs.

Over the past year Nunavut Arctic College has made significant strides towards achieving these objectives. The College is moving steadily ahead, working for all the people of Nunavut.





## Nunavut Arctic College Organizational Chart



## 1997 -1998 In Review

The 1997 - 98 academic year was, without question, Nunavut Arctic College's most successful year to date. Despite further cutbacks in the funding we receive directly from the GNWT, the College was able to offer more programs and more program variety than ever before in communities across Nunavut. The training and educational opportunities made available through these programs attracted more students, both full-time and part-time, than in any previous year, and because most of these programs were offered through the College's twenty-six community learning centres rather than at the three main campus facilities, almost 70% of our students were able to study in their own communities.

In all, the College offered 202 programs including short training workshops, five to six week introductory trades programs, adult basic education and literacy programs, and the wide range of certificate, diploma and degree level programs we regularly offer. A total of 880 full-time and 1709 part-time students enrolled in these programs; an increase of approximately 10% over the already high enrolment levels of the 1996 - 97 academic year. 423 students completed their programs during the year, 10 graduating with the B.Ed. degree we offer in partnership with McGill University, 33 with Diplomas, 52 with Certificates, 146 with Records of Achievements, and 182 with Records of Participation.

The fact that we were able to increase our programming activity in a time of cutbacks is a reflection of the College's ability to attract funds from third party sponsors and funding agencies. During 1997 - 98 the College received a total of \$10.745 million in third party funding and other revenues, representing a 36% increase over the previous year. The College's success in attracting such substantial amounts of funding results from our detailed knowledge of the training and educational needs of the communities and people we serve, and from the very thorough community consultation and needs assessment process each campus follows in developing annual training plans and funding submissions.

Attesting to the College's excellence in community programming, Catherine Moore, Director of Academic, Trades and Community Programs

Catherine Moore, Director of Academic, Trades and Community Programs at Nunatta Campus, receives the ACCC Leadership Excellence Award from ACCC President in Winnipeg, May 1998.



at Nunatta Campus, was honoured by the Association of Canadian Community Colleges (ACCC) for her outstanding contribution to community-based adult education, trades and literacy programming in the Nunavut area. Catherine was awarded the ACCC's prestigious Leadership Excellence Award at the ACCC Annual Conference in Winnipeg on May 25th, 1998.

During the year significant progress was made on aspects of the College's Strategic Plan. The planned relocation of programs continued with the second year of the Management Studies Program moving from Iqaluit to Rankin Inlet, and the first year of the Social Work and Drug and Alcohol Addictions Programs moving from Iqaluit to Cambridge Bay during the summer of 1996. This relocation process was completed with the move of the second year of the Social Work Program to Cambridge Bay in June 1998.

Our objective of increasing the accessibility of training and educational opportunities at the community level was given a major boost with the incremental programming sponsored by the NUHRD Strategy. The eleven new programs which the College had developed on behalf of the Strategy during 1996 - 97 and fourteen existing programs were delivered in eighteen Nunavut communities under NUHRDS funding. In addition, regional funding agencies and a number of government funding initiatives sponsored more programs in each region than in previous years with the result that potential students in every community had a variety of quality programs to choose from.

The College's Presidential Succession plan was advanced significantly with the key appointment of Johnny Kusugak as Director of Development in January 1998. Johnny, who is a graduate of the College's Teacher Education Program and who is currently in the final year of the Sivuliuqtit Management Training Program, will assume the role of President in 1999.

Efforts to advance our Inuit Employment Plan continued at each campus. At Nunatta Campus, Inuit were hired to fill seven vacant adult educator positions and the management position of Director of Student Development and Campus Services. Peesee Pitsiulak, a widely respected Inuk educator, was appointed Principal of the Nunavut Teacher Education Program. Seventeen Inuit now hold faculty or management positions at Nunatta Campus where 49.5% of the base funded staff positions are now occupied by Inuit. Out of a permanent staff of ten, the Kitikmeot Campus employs four full-time Inuit staff. Two are employed as instructors, one as an office manager and one as a clerk. In addition, the Kitikmeot Campus employs a full-time Inuinnaqtun instructor and a receptionist in term positions. Twelve of the Keewatin Campus' twenty-four permanent staff are Inuit (50%). Of these, nine hold faculty or administrative positions and three clerical positions. In addition, three Inuit have contracts to provide security and janitorial services. Overall, the

percentage of Inuit staff at the College rose to 34% during the year, this at a time when the services of educated Inuit are in great demand in the highly competitive job market of the Eastern Arctic. The College is strongly committed to its Inuit Employment Plan and will continue to find ways to attract and advance the careers of Inuit staff.

Communications within the College and with our partners in the divisional boards of education and the Department of Education, Culture and Employment were greatly enhanced with the introduction of our own electronic bulletin board, Silattuqsarvik. Originally developed at Nunatta Campus and in use there for almost two years, the system was expanded during the year to link together each campus, community learning centre, the Nunavut Research Institute and NAC Headquarters. The system is available to staff and students and is already in widespread use. Eventually, Silattuqsarvik will also become a key vehicle in our delivery of distance education programs.

Members of the Board of Governors had an extremely busy year. In addition to the three full board meetings, each of the Board's subcommittees had substantial amounts of business to handle as pressures for new programs and initiatives were considered, budgets were revised, and the objectives of the corporate plan were advanced. Each of the subcommittees held several face to face and teleconference meetings in order to ensure that the programs and services we offer could be delivered as planned. Board Chair, Joe Ohokannoak, and other members of the Board represented the College at national meetings and conferences including the Annual Meeting of the Association of Canadian Community Colleges held in Winnipeg, the Northern Colleges Conference in Yellowknife, and the Council of Ministers of Education Conference in St. John's, Newfoundland. Mr. Ohokannoak also participated in the official opening of the Sivuliuqtit Program at the Canadian Centre for Management Development in Ottawa.

The College continued to develop partnership and transfer agreements with other educational institutions. These agreements permit residents of Nunavut to obtain credit at our partner institutions for studies they have completed at Nunavut Arctic College. Two important agreements were negotiated during 1997 - 98 with St. Mary's University for the delivery of an Executive Masters in Business Administration Program, and with Dalhousie University for the co-delivery of the Nunavut Nursing Program which we hope to implement in the 1999 - 2000 academic year.

## Nunavut Arctic College Transfer Agreements

NAC has agreements with the following institutions which permit transfer of specific NAC credits to their institution.

- Athabaska University
- McGill University
- University of Alberta
- Certified General Accountants Association of the NWT
- Institute of Canadian Bankers
- St. Francis Xavier University
- University of Saskatchewan
- University of Lethbridge
- Trent University
- Aurora College
- University College of Cape Breton
- Open Learning Agency
- University of Manitoba
- St. Mary's University
- Dalhousie University

The high level of participation in post-secondary training outlined in this summary and the wide variety of career program options available to students obviously result in part from the establishment of Nunavut and the incremental training funds available under the Nunavut Agreement. While, optimistically, we can expect this level of funding and consequent activity to be maintained over the next few years, the College should not count on these funds for the long term. Instead, as a corporate entity we must begin to prepare ourselves for new partnerships, new demands, and new ways of doing business. The changes we plan must give us the flexibility to quickly adopt new approaches and, above all, to readily customize our programs or develop new programs tuned to the needs of potential clients. This will be one of the central considerations during the coming year as the College prepares its Strategic Plan for period 2000 - 2005.

## Keewatin Campus

The Keewatin Campus of Nunavut Arctic College operates programming at various levels in all seven Keewatin Communities. Training preparation for Nunavut has influenced much of the growth in the region. There is a sense of excitement and anticipation as we introduce new programs for Nunavut.

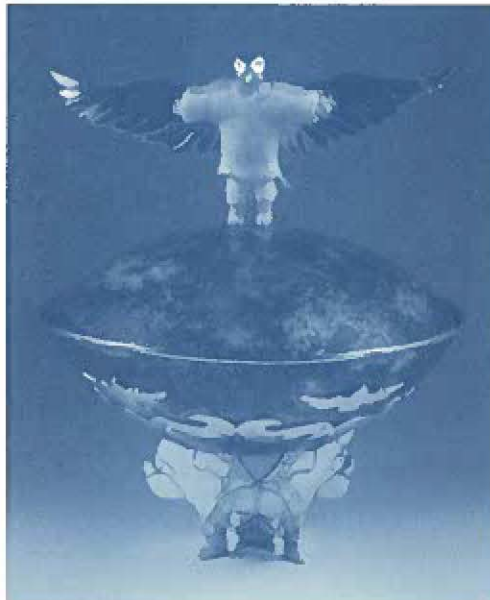
The campus in Rankin Inlet has expanded its operation in Kivalliq Hall, the old high school residence. Previous renovation for classroom space in combination with the residence has allowed many new offerings. A daycare and exercise facility has been established in the building for students. During the 1997-98 College year the Management Studies, Financial Management and Human Resources Programs were successfully delivered in Rankin Inlet, and many of the first classes of students are continuing on to the Diploma year. The Community Administration program was delivered in a number of communities throughout Nunavut.

Sivuliuqtit, the senior management training program for the future government of Nunavut, has three intakes with over 50 participants. Instructors from both the NWT and Southern Canada continue to deliver the formal learning sessions. The distance delivery portion now focuses on communication and supervisory skills and is being delivered by CD ROM and on the Internet.

GNWT staff training activities have expanded and were focused on delivering more and different programs in all three regions of Nunavut. More than twenty programs were delivered during the school year with over 200 participants.

The students from the Jewellery and Metalwork program in Baker Lake and Arviat had a very successful year and the work of the artists has gained international attention. Next year will see the Jewellery program offered in Arviat and in Rankin Inlet.

Partnerships continue to grow in the region. Exciting plans are underway for next year and should see the Management Studies Program delivered in Arviat, and the Southern Keewatin Inuit Prospectors Association gearing up to help deliver the Introductory Mining Program in Rankin Inlet.



Shaman Bowl by Sandy Okatsiak, a student in the Jewellery and Metalwork Program, Arviat.

## Kitikmeot Campus

The 1997-1998 fiscal year brought a number of significant developments to the Kitikmeot Campus. New programs, the relocation of others, and the increase in student residence facilities has helped to make this a stronger campus for Nunavut Arctic College.

One of the major developments was the delivery of the Certificate Program in Science and Technology. This program was developed in cooperation with the University of College of Cape Breton and the program is being delivered with their guidance and accreditation. Graduates will receive credits for five university courses and will be accepted into U.C.C.B.'s technology and science programs.

For the first time, the Kitikmeot Campus delivered the first year of the Diploma in Social Work program. The complete Social Work program will be relocated to the Kitikmeot Campus next year. With funding from the Nunavut Unified Human Resources Development Strategy the Campus was able to develop and deliver a number of three week intensive Inuktitut and Inuinnaqtun workshops. The campus is working with the mining industry to develop and deliver appropriate mine training programs including the Introductory Millwright and the Orientation to Mining programs.

Programs were delivered in all communities in the Kitikmeot Region. A new Community Learning Centre was completed in Cambridge Bay and it will provide the community with sufficient classroom space. To ensure that the students have access to the latest technology the College now has computers in all the Community Learning Centres and is waiting for DCN drops in all communities.

Plans are proceeding with the construction of the new student residence in Cambridge Bay. These facilities will provide the students with modern student housing and the Campus with sufficient units for the students.



Students at work in Gjoa Haven.

The Campus is working closely with the Inuit organizations and government departments to meet their training needs. Timetables and delivery methods were adjusted to include employees of local organizations. A significant increase in short course deliveries also assisted the College meet local training needs. Workplace literacy programming was piloted in Cambridge Bay and will be implemented in all Community Learning Centres for the 1998/99 year.

The Campus completed a literacy strategy for the region which will facilitate in program planning for the future.



## Nunatta Campus

1997/98 was an outstanding success for Nunatta Campus. The Campus delivered more programs in each of the communities it serves than ever before, and more students were registered in those programs. Over 100 programs were offered in the Baffin Region, and Nunatta delivered six programs in the Keewatin and three in the Kitikmeot Regions. Enrolments were up significantly with 384 full-time and 550 part-time students registered in programs offered by the Campus. Our third-party funding negotiations resulted in more than \$6 million in programming. This level of funding contributed significantly to the College's strategic objective of offering a broad range of programs and services; from literacy to degree programs throughout the Region, making the possibility of life-long learning a reality. Of our 85 graduates, some will continue their studies at a more advanced level, but most have or will enter Nunavut's workforce, in part answering the heavy demand for skilled employees in most fields of employment.

1997/98 partnership initiatives for the delivery of new programs included a greatly enhanced Computer Specialist, Legal Studies, Corrections and Financial Management Programs on behalf of the NUHRD Strategy and a major trades training program in partnership with Powell Arctic and DIAND on Resolution Island. In addition, the Campus was invited to partner an Ontario-based corporation in the maintenance of the computer infrastructure and systems for the Government of Nunavut.

Through a jointly funded initiative, the National Literacy Secretariat (NLS) and Nunatta Campus established an Iqaluit Community Learning Centre focusing on basic literacy programs and we are hosting two community computer access sites. With the assistance of NLS, the College is sponsoring a student newspaper initiative "College Echoes."



Students and staff at Nunatta Campus in Iqaluit.

In addition, the Campus is or has recently negotiated partnerships for new, degree-level programs in Nursing with Dalhousie University, and Inuit Studies with the University of Manitoba. Graduates from our Environmental Technology program are now eligible for direct entry into the third year of the degree program in Environmental Sciences at University of Lethbridge.

Highlights for our students during the past year included a high profile exhibition and sale of jewellery made by students from the Jewellery and Metalwork Program offered by Nunatta's Fine Arts and Crafts Programs in Arviat, Baker Lake, Coral Harbour, Cambridge Bay, Repulse Bay and Iqaluit. This exhibition and sale was offered in conjunction with the Houston Gallery in Lunenburg, Nova Scotia. Students from Nunatta's Inuit Language and Cultural Program presented papers at the Association of Canadian Universities for Northern Studies Conference in Vancouver, at the ICASS conference of the International Association of Arctic Social Scientists in Copenhagen, and at the Institute National Aux Langues et Civilisations Orientales in Paris.

## The Nunavut Research Institute

The mission of the Institute is to provide leadership in developing, facilitating, and promoting traditional knowledge, science, research and technology as a resource for the well-being of people in Nunavut.

The Nunavut Research Institute's role within Nunavut Arctic College is to provide advisory services and act as a development partner in science and technology education. The Institute is guided by the Nunavut Research Council, which includes representatives from the College Board of Governors and the public.

The NWT legislation requires all research that is not subject to the NWT Wildlife Act or the NWT Archeological Site regulations be licensed under the NWT Scientists Act. NRI administers the Act within Nunavut to licence over 100 research projects annually.

Over the past year, the Igloolik and Iqaluit Research Centres have extended technical and logistical support to research projects and undertaken internal research. As well, the Institute has been active in joint projects with the Ecological Monitoring and Assessment Network and the International Tundra Experiment (ITEX), to collect information for a database on long term environmentally relevant monitoring and research in Nunavut. These projects have included data collection from ground temperature, seismic, weather, aurora, and stream flow monitoring stations.

In collaboration with the Igloolik Inullariit Society, the Igloolik Research Centre has continued the collection, documentation and archiving of Inuit Qaujimagatuqangit. Part of this work culminated in the publication of *The Arctic Sky*, a book documenting Inuit astronomical knowledge, written by John MacDonald, Research Centre Coordinator. Additionally, a CD-ROM instructional tool on the Global Positioning System (GPS) and Inuit traditional wayfinding methods was completed this year. This multimedia presentation promotes the harmonious integration of GPS technology with Inuit traditional practices.

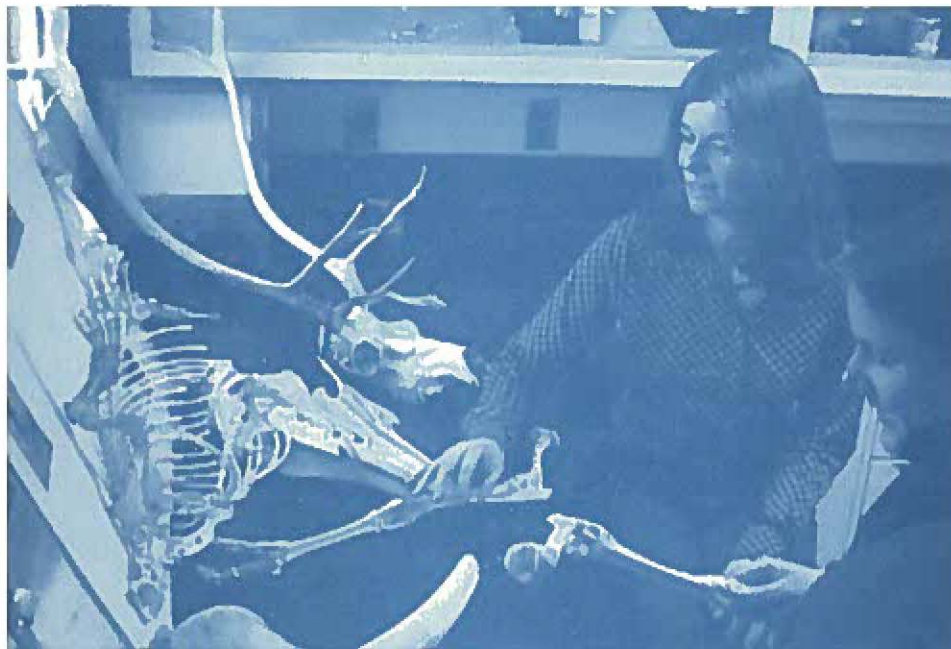
The Iqaluit Research Centre staff continued activities towards the final year of the five-year agreement with the Canada Centre for Mineral & Energy Technology (CANMET) to deliver the PVNorth project. The project is focussed on research and development of alternative energy sources for the Northwest Territories and aimed at increasing the penetration of photovoltaic (PV) technologies in Canada's North. NRI staff collaborated with the Energy Diversification Laboratory (EDRL) to co-author and present papers on projects delivered under the PVNorth program at the Solar Energy Society of Canada international conference during May 1998. The papers are featured in a book with comprehensive detail on photovoltaics and hybrid systems in cold climates. In an effort raise interest in alternative energies applications, NRI and EDRL co-sponsored seven delegates from Nunavut to attend the conference.

NRI continued data monitoring of the Nunatta Campus 3.5 kW grid connected pv-array, the Cambridge Bay 80kW wind turbine, and Igloolik's two 10kW wind turbines. Follow-up on feasibility studies and previously installed windcharger-pv hybrid systems at outpost camps and other remote sites is ongoing.

Through the Innovators in the Schools program, the Institute, provided assistance towards promoting science delivery in schools. Innovators include representatives from government, independent business, trades people, researchers, educators and elders. The highlight Innovator initiatives included: Arctic Wildlife Ecology Camp, Walker Bay Natural History Summer School, Kids-on-the Net Computer Camp, Northwater Polynia presentation, Keewatin Robotics Rodeo and Clubs, Mathematics Tricks presentation, Bed of Nails and other Science Mysteries presentations. NRI coordinated National Science and Technology Week activities for all 34 Nunavut schools and broadcasted the "Simply Science" weekly feature on CBC North radio.

Significant support is provided by the Institute to the Regional Boards of Education Nunavut High School Project, which is focused on meeting educational needs by giving explicit recognition and integration of culturally appropriate themes and models in science curricula.

Initiatives for the new year include development of training seminars in collaboration with ITEX to monitor plant species and the environmental factors influencing them, assisting DIAND with preparations for a major contaminants workshop to be delivered in Nunavut, and development of research facilities under the Canada Foundation for Innovation program.



NRI staff at work in the lab.

## Towards Nunavut ...

As we approach 1999, the need for a trained Inuit workforce is becoming a critical issue for the Government of Nunavut in waiting. Nunavut Arctic College has been playing an important role in this area for over two years. Working with a committee of officials from NIC, NTI, NITC, GNWT and representatives from the future Government of Nunavut, the College is providing programs funded under the Nunavut Unified Human Resources Development Strategy (NUHRDS) and has just completed a very successful year of programming.

During the 1996-1997 academic year, the College developed eleven new programs for delivery under the Strategy. College staff work in teams to develop the program outlines and content for the new courses. In this development phase, relevance to life in Nunavut, inclusion of traditional Inuit knowledge, and compliance with the eight principles detailed in the NUHRD Strategy documents were key considerations. A major requirement in the delivery format of each new program was accessibility. Wherever possible, programs had to be deliverable in small communities outside of the larger regional centres where the College's main campuses are located. The fact that during 1997 - 98 almost 70% of College programs were delivered at the community level attests to our success in satisfying this requirement.

During 1997 - 98, the Strategy funded the delivery of these new programs and several other popular College programs in eighteen communities across Nunavut through the College's network of campuses and community learning centres. In addition to the fact that many programs were made available in students' home communities, the high level of relevance to life in Nunavut and the inclusion of important aspects of traditional Inuit knowledge in these programs resulted in high enrolments levels and significant reductions in withdrawal rates. The table on page 23 details enrolments, graduation and course completion rates, and withdrawal for the programs funded under the NUHRD Strategy.

In addition to the students registered in the College's many regular programs, during 1997 - 1998, over 600 Inuit registered in the programs offered under the Strategy. The enrolment of 600 individuals represents approximately 4% of the adult population of Nunavut (14,000). These are very encouraging statistics. They demonstrate that the College is meeting every obligation and target set out for Nunavut.

During the 1997 - 1998 academic year, Nunavut Arctic College conducted an internal evaluation of programs and courses sponsored by the Strategy. The primary purpose of the evaluation was to identify, through an objective approach, the strengths and weaknesses of these programs and to determine where they were effective and where changes were necessary. This internal evaluation was for use by program managers. It has helped them to pinpoint problem areas, revise them, and thus to refine the content and relevance of the courses and programs we offer.

## Enrolments, Graduation, Course Completion and Withdrawal Rates

### NUHRD Strategy Programs: 1997 - 1998

Program	Ft	Pt	Grad	Comp	W
Certificate in Adult Education		8		8	
Career Counselling		15		15	
Basic Skills	166	14	65	45	70
Sivuliuqtit Management		68		61	7
Inuktitut Language		30		30	
Management Studies	20	3		19	4
Financial Management	5	30		35	
Community Administration		106		106	
Community Lands Administration	2	4		3	3
Human Resource Management	7	9		15	1
Science & Technology	4		3		1
Health Careers Access	15		9	1	5
Computer Specialist	8		5		3
Legal Studies	5	11	1	13	2
Office Administration	16	27		39	4
Clerical Certificate	22	3	11		14
Executive MBA	8			8	
<b>Totals</b>	<b>278</b>	<b>328</b>	<b>94</b>	<b>398</b>	<b>114</b>

#### Notes:

Ft Full Time

Pt Part Time

Grad Program Graduate, has met all program requirements.

Comp Program Completion, remained in the program but has not met all requirements for graduation.

W Student has withdrawn from the program prior to completion date.

Students and instructors were asked to complete questionnaires for each course they had completed. Response from both groups was excellent with 746 (51%) students and 138 (62%) instructors responding to the survey. The overall satisfaction rate was very high at 85%, with only a 0.2% variance between students and instructors. 92% of students and 94% of instructors felt that skills learned

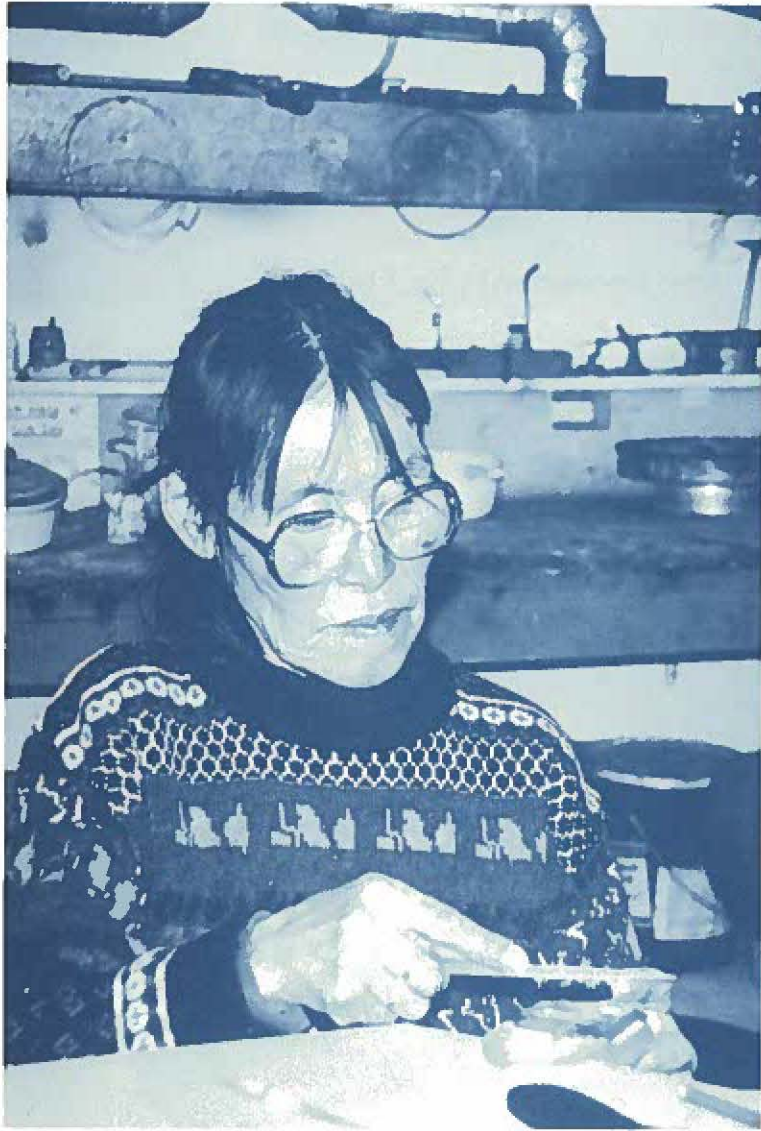


Graduates of the Community Health Representative Program.

would help students in future work or training. 89.4% of students and 89.1% of instructors felt that course content was meaningful to future employment or studies.

This positive feedback reflects the high quality of the programs which the College developed and delivered during the first two years of the Strategy, and is an indicator of the College's high standards and programming excellence. The programs we delivered on behalf of our partners in the Strategy clearly met the objective of preparing students for future employment opportunities in Nunavut. This finding is consistent with past graduate surveys where 84% of respondents felt that their program provided the technical skills and 94% felt that their program gave them the general knowledge they needed to be successful in their careers.

Nunavut Arctic College intends to be the institution of choice for the people of Nunavut and is committed to the continued delivery of top quality educational opportunities in each community. The College recognizes its unique role in educating the future workforce of Nunavut and in providing opportunities for life-long learning for its residents. We are committed to this role in helping the people of Nunavut acquire the life and employment skills they will need to thrive.

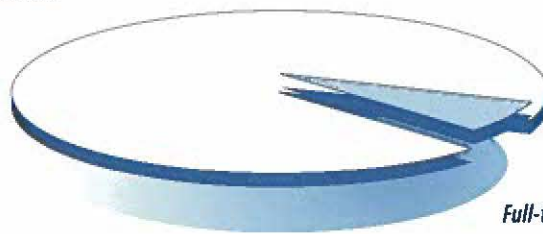


Therese Ukkalianuk, a NAC student.



### 1998 Full-time Enrolments by Ancestry

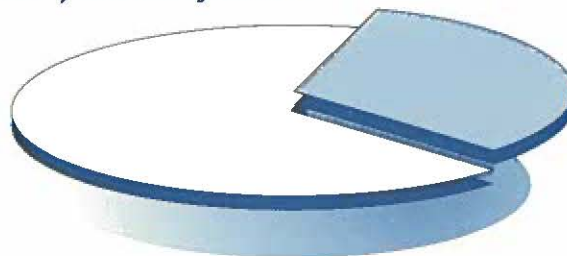
*Full-time Inuit Enrolment 92%*



*Full-time Other Enrolment 8%*

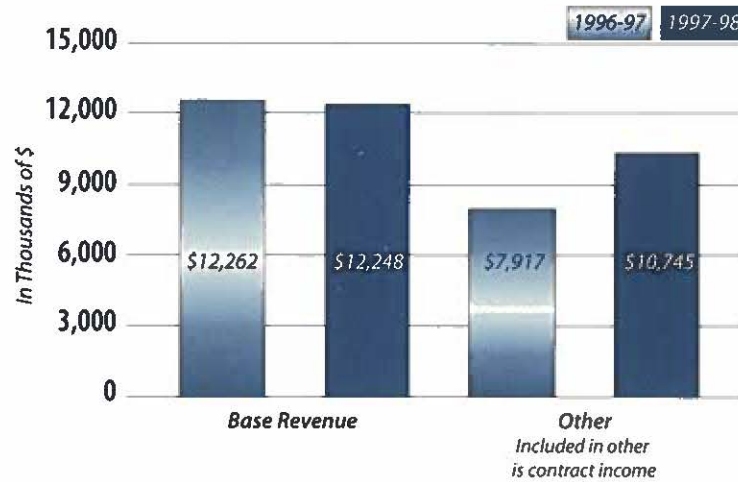
### 1998 Nunavut Arctic College Enrolments by Campus and Community

*Total Enrolment in community-based Learning Centres 70%*

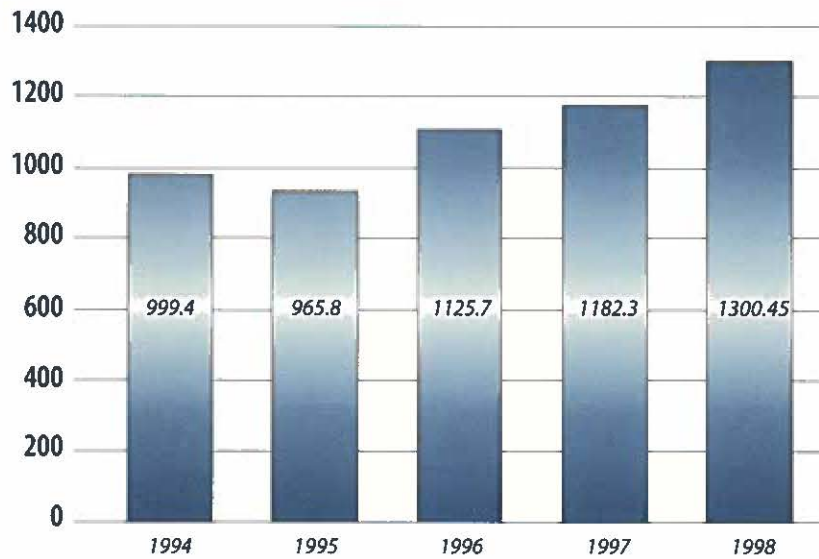


*Total Enrolment at Iqaluit, Rankin Inlet, Cambridge Bay Campuses 30%*

## Financial



## Nunavut Arctic College FTE Enrolment Comparison Over the Last Five Academic Years



## Contact Addresses for Nunavut Arctic College

### Nunavut Arctic College

Head Office

Box 160

Iqaluit NT X0A 0H0

T: (867) 979-4100

F: (867) 979-4119

E: [nacinfo@nac.nu.ca](mailto:nacinfo@nac.nu.ca)

### Keewatin Campus

Bag 002

Rankin Inlet NT X0C 0G0

T: (867) 645-5500

F: (867) 645-2387

E: [username@nac.nu.ca](mailto:username@nac.nu.ca)

### Kitikmeot Campus

Box 54

Cambridge Bay NT X0E 0C0

T: (867) 983-7237

F: (867) 983-2404

E: [username@nac.nu.ca](mailto:username@nac.nu.ca)

### Nunatta Campus

Box 600

Iqaluit NT X0C 0H0

T: (867) 979-7200

F: (867) 979-4579

E: [username@nac.nu.ca](mailto:username@nac.nu.ca)

### Nunavut Research Institute

Box 1720

Iqaluit NT X0A 0H0

T: (867) 979-4115

F: (867) 979-4681

E: [iqrcnri@nac.nu.ca](mailto:iqrcnri@nac.nu.ca)

**Nunavut Arctic College**  
**Financial Statements**  
**June 30, 1998**

## NUNAVUT ARCTIC COLLEGE

### MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The financial statements of the Nunavut Arctic College ("the College") are the responsibility of the College's management and have been approved by the Board of Governors. The financial statements have been prepared in accordance with generally accepted accounting principles. Management's best estimates and judgements have been used in the preparation of these statements, where appropriate. Management is also responsible for all other information in the annual report and for ensuring that this information is consistent with the financial statements.

In discharging its responsibility for financial reporting, management maintains and relies on financial and management control systems and practices which are designed to provide reasonable assurance that transactions are authorized, assets are safeguarded and controlled, and proper records are maintained. These controls and practices are intended to ensure the orderly conduct of business, the accuracy of accounting records, the timely preparation of reliable financial information and adherence to the College's policies and statutory requirements.


The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. It exercises this responsibility through the Finance Committee of the Board, which is composed of a majority of Members who are not employees of the College. The Finance Committee meets with management and the external auditors, who have full and free access to the Finance Committee.

The Auditor General of Canada is responsible for auditing the College's financial statements and for issuing his report thereon. He has audited the English and French versions of the financial statements and has reported thereon. The College's management and the Board of Governors are responsible for the translation into Inuktitut.



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Greg Welch  
President



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Marcello Barungao  
Acting Bursar / Chief Financial Officer

Iqaluit, Canada  
September 23, 1998



AUDITOR GENERAL OF CANADA

VÉRIFICATEUR GÉNÉRAL DU CANADA

AUDITOR'S REPORT

To the Minister of Education, Culture and Employment  
of the Government of the Northwest Territories

I have audited the balance sheet of the Nunavut Arctic College as at June 30, 1998 and the statements of operations and deficit and changes in financial position for the year then ended. These financial statements are the responsibility of the College's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I 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 my opinion, these financial statements present fairly, in all material respects, the financial position of the College as at June 30, 1998 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, proper books of account have been kept by the College and the financial statements are in agreement therewith and the transactions of the College that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with the Part IX of the *Financial Administration Act* and regulations, the *Public Colleges Act* and regulations and the by-laws of the College.

Raymond Dubois, FCA  
Deputy Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
September 23, 1998

## NUNAVUT ARCTIC COLLEGE

### NOTES TO THE FINANCIAL STATEMENTS

June 30, 1998

#### 1. AUTHORITY AND ACTIVITIES

The Nunavut Arctic College ("the College") operates under the authority of the Public Colleges Act. The College is a Schedule B Public Agency as listed in the Financial Administration Act.

The College receives contributions for its operations and capital requirements for the administration and delivery of its adult and post-secondary education programs from the Government of the Northwest Territories.

The College is an institution designed to provide a wide variety of educational services to adult learners. The programs are directed specifically to the northern environment and the needs of individual northerners, the workforce and northern communities. To accomplish this, courses and services are delivered at campuses and communities in the Nunavut Settlement Area. Through the work of the Nunavut Research Institute, the College is also responsible for the facilitation and preparation of research activity in the region.

#### **Nunavut Territory**

The Nunavut Act shall come into force on April 1, 1999. On that date, the Government of Nunavut come into being. The Nunavut Act consequentially amends the Northwest Territories Act to redefine the Northwest Territories to exclude the geographic Nunavut Territory as of April 1, 1999.

The creation of Nunavut will require the transfer of the Government of the Northwest Territories assets and liabilities including the Nunavut Arctic College. The full impact on the Government of the Northwest Territories and the College has not been determined nor has an agreement been reached regarding the division of assets and liabilities. Notwithstanding possible changes in future operations of the College, these financial statements have been prepared on a going concern basis.

#### 2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with generally accepted accounting principles. A summary of significant accounting policies follows:

#### **Contributions**

Contributions from the Government of the Northwest Territories are based on the annual contribution amount set out in the Government's Main Estimates and represent the majority of the base funding for the College to cover its expenditures. Contributions are received monthly based on a predetermined schedule of cash flow requirements and are recorded on an accrual basis.

NUNAVUT ARCTIC COLLEGE

STATEMENT OF CHANGES IN FINANCIAL POSITION  
for the year ended June 30  
(thousands of dollars)

	<u>1998</u>	<u>1997</u>
OPERATING ACTIVITIES		
Deficiency of revenue over expenses	\$ (42)	\$ (1,150)
Items not requiring an outlay of cash		
Amortization	149	132
Increase (decrease) in the professional development liability	18	(141)
Increase in the provision for employee termination benefits	<u>44</u>	<u>162</u>
	169	(997)
 Net change in non-cash working capital items	 <u>209</u>	 <u>(715)</u>
	378	(1,712)
INVESTING ACTIVITIES		
Acquisition of capital assets	<u>(98)</u>	<u>(173)</u>
 INCREASE (DECREASE) IN CASH FOR THE YEAR	 280	 (1,885)
CASH AT BEGINNING OF YEAR	<u>515</u>	<u>2,400</u>
CASH AT END OF YEAR	<u>\$ 795</u>	<u>\$ 515</u>

See accompanying notes to financial statements.



**NUNAVUT ARCTIC COLLEGE**

**STATEMENT OF OPERATIONS AND DEFICIT**  
**for the year ended June 30**  
**(thousands of dollars)**

	<u>1998</u>	<u>1997</u>
<b>REVENUES</b>		
Contributions	\$ 12,248	\$ 12,262
Contract income	9,265	6,620
Room and board	600	488
Tuition fees	517	502
Other	190	204
Investment income	96	103
Donations	<u>77</u>	<u>-</u>
	<u>22,993</u>	<u>20,179</u>
<b>EXPENSES</b>		
Salaries and employee benefits	12,610	11,456
Fees and professional services	2,816	2,834
Utilities	1,738	1,377
Travel and accomodation	1,581	1,645
Materials and supplies	1,161	1,417
Rent	944	547
Telecommunications, postage and freight	639	594
Building and equipment repairs	574	452
Furniture and equipment	376	420
Printing and publishing	248	366
Bad debts	199	89
Amortization	<u>149</u>	<u>132</u>
	<u>23,035</u>	<u>21,329</u>
<b>DEFICIENCY OF REVENUE OVER EXPENSES</b>	<b>(42)</b>	<b>(1,150)</b>
<b>SURPLUS (DEFICIT) AT BEGINNING OF YEAR</b>	<u><b>(261)</b></u>	<u><b>889</b></u>
<b>DEFICIT AT END OF YEAR</b>	<u><u><b>\$ (303)</b></u></u>	<u><u><b>\$ (261)</b></u></u>

See accompanying notes to financial statements.

NUNAVUT ARCTIC COLLEGE


**BALANCE SHEET as at June 30**  
(thousands of dollars)

	<u>1998</u>	<u>1997</u>
<b><u>ASSETS</u></b>		
Current		
Cash	\$ 795	\$ 515
Accounts receivable (Note 3)	1,488	1,825
Prepaid expenses	<u>115</u>	<u>178</u>
	2,398	2,518
Capital assets (Note 4)	<u>556</u>	<u>607</u>
	<u>\$ 2,954</u>	<u>\$ 3,125</u>
<b><u>LIABILITIES</u></b>		
Current		
Accounts payable and accrued liabilities	\$ 1,494	\$ 1,824
Deferred revenue (Note 5)	385	426
Due to the Government of the Northwest Territories	<u>466</u>	<u>286</u>
	2,345	2,536
Provision for employee termination benefits	764	720
Professional development liability	<u>148</u>	<u>130</u>
	3,257	3,386
<b><u>DEFICIT</u></b>		
Deficit	<u>(303)</u>	<u>(261)</u>
	<u>\$ 2,954</u>	<u>\$ 3,125</u>
Commitments (Note 8)		
Contingencies (Note 10)		

See accompanying notes to financial statements.

Approved by the Board:

  
Joe Qhokannoak  
Chairperson of the Board

  
Lyn Woodhouse  
Chairperson of the Finance Committee

9. UNCERTAINTY DUE TO THE YEAR 2000 ISSUE

The Year 2000 Issue arises because many computerized systems use two digits rather than four to identify a year. Date-sensitive systems may recognize the year 2000 as 1900 or some other date, resulting in errors when information using year 2000 dates is processed. In addition, similar problems may arise in some systems which use certain dates in 1999 to represent something other than a date.

At this time, the College has not yet developed a plan to evaluate the effects of the Year 2000 Issue. The effects of the Year 2000 Issue may be experienced before, on or after January 1, 2000, and, if not addressed, the impact on operations and financial reporting may range from minor errors to significant systems failure which could affect an entity's ability to conduct normal business operations. It is not possible to be certain that all aspects of the Year 2000 Issue affecting the entity, including those related to the efforts of the Government of the Northwest Territories, customers, suppliers, or other third parties, will be fully resolved.

10. CONTINGENCIES

In the ordinary course of business, a claim has been brought against the College. In the opinion of management, the loss, if any, which may result from the settlement of the matters is not likely to be material and accordingly no provision has been made in the accounts of the College. In the event that such expense were to occur, it would be recognized as a period cost.

## 6. RELATED PARTY TRANSACTIONS

The College is related in terms of common ownership to all Government of the Northwest Territories created departments, agencies and crown corporations. The College enters into transactions with these entities in the normal course of business. These transactions are as follows:

### Revenues

The College received a contribution of \$12,248,299 (1997 - \$12,262,132) from the Department of Education, Culture and Employment and contract income of \$7,186,257 (1997 - \$4,443,612) for courses delivered on behalf of the Government of the Northwest Territories.

### Expenses

Under the transfer policy of the Government of the Northwest Territories, certain support services are provided to the College by various government departments.

The Department of Public Works and Services charged the College \$990,442 (1997 - \$1,888,491) for the utility of federal buildings only and operating costs of all facilities. The Financial Management Board Secretariat charged \$124,029 (1997 - \$295,880) for employee dental and other benefits.

The College also receives, without any charge, various services from related departments, boards and agencies. Services provided include personnel, payroll, financial, procurement, legal and translation services.

## 7. FAIR VALUE OF FINANCIAL INSTRUMENTS

The transactions related to cash, accounts receivable, accounts payable and accrued liabilities and the due to the Government are incurred in the normal course of business. The carrying amounts of each of these accounts approximate their fair value because of their short-term maturity. There is no concentration of accounts receivable with any customer, except with the Government of the Northwest Territories, and, consequently, the credit risk is low.

## 8. COMMITMENTS

The College has entered into leases and service agreements for student accommodation, classroom space, office equipment and other services and is committed to basic payments over the next years as follows:

	(thousands of dollars)
1999	\$ 654
2000	398
2001	<u>335</u>
	<u>\$ 1,387</u>

**Pension plan**

Employees of the College participate in the Public Service Superannuation Plan administered by the Government of Canada. The employees and the College contribute equally to the cost of the plan. The College's contributions are charged to expenditures on a current year basis, and represent the total pension obligation of the College. The College is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

**3. ACCOUNTS RECEIVABLE**

The accounts receivable of \$1,488,020 (1997 - \$1,824,529) are net of allowances for doubtful accounts of \$791,393 (1997 - \$592,515). These receivables include \$320,118 (1997 - \$494,706) due from departments of the Government of the Northwest Territories.

**4. CAPITAL ASSETS**

	1998		1997	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
	(thousands of dollars)			
Computers and printers	\$ 454	\$ 301	\$ 153	\$ 223
Furniture and equipment	247	112	135	154
Building improvements	136	23	113	119
Mobile equipment	179	39	140	85
Leasehold improvements	56	41	15	26
	<u>\$ 1,072</u>	<u>\$ 516</u>	<u>\$ 556</u>	<u>\$ 607</u>

**5. DEFERRED REVENUE**

	1998	1997
	(thousands of dollars)	
Contract payments	\$ 244	\$ 267
Donations	<u>141</u>	<u>159</u>
	<u>\$ 385</u>	<u>\$ 426</u>

**Contract income**

The College enters into contracts with private companies, government departments and agencies to develop and deliver courses across Nunavut. Revenue is recognized over time by matching to the expenses incurred for development and delivery services provided.

**Investment income**

The College earns investment income through an agreement with the Government of the Northwest Territories (GNWT) whereby the GNWT invests the College's available cash balances. These amounts are recorded as income in the year they are earned. The terms of this agreement are such that the College is not exposed to any credit risk or potential for loss of capital.

**Deferred revenue**

Deferred revenue represents contract payments and donations received in advance. Deferred contract payments are recognized as revenue when the related services are provided. Deferred donation payments are recognized as revenue when the monies are expended in accordance with the specific purpose.

**Capital assets**

Capital assets transferred to the College from the former Arctic College and the Nunavut Research Institute, effective January 1, 1995, were recorded at the fair market value at that date, determined as the original cost less accumulated amortization or estimated market value. Subsequent acquisitions are recorded at cost. Capital assets are amortized over their estimated remaining lives on a straight-line basis at the following annual rates:

Computers and printers	25%
Furniture and equipment	10%
Building improvements	5%
Mobile equipment	10%

In addition, leasehold improvements are amortized over the remaining term of the leases.

**Employee termination benefits**

On termination of employment, employees are entitled to benefits provided for under their terms of employment. The cost of these benefits is expensed in the year in which they are earned by the employees.

**Professional development liability**

The professional development liability is for the long-term professional development of College instructors and teachers. Under the Union of Northern Workers Collective Agreement, an amount equal to three percent of the base salary of all indeterminate instructors on strength as at April 1st of each year, is recorded under salaries and employee benefits as expenses, and as a liability. In addition, an amount determined in accordance with the Northwest Territories Teachers' Association Collective Agreement is also recorded as expenses and liability.









**8. ለገንዘብ አጠቃቀም ለተገኘው**

ሥራ ስራዎችና ሌሎች ስራዎችን ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል። ለሌሎች ስራዎች ደግሞ ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል።

	(ርዕዕ ስራዎች) ስኬት
1999	\$ 654
2000	398
2001	335
	<hr/>
	<u>\$ 1,387</u>

**9. ስራዎች ለማሰናኘት ለሚያስፈልግ ገንዘብ 2000**

ደገፍቶ ለሚሰጡ ስራዎች ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል። ስራዎችን ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል።

ሆኖም, ስራዎች ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል። ስራዎችን ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል።

**10. ስራዎች ለማሰናኘት ለሚያስፈልግ ገንዘብ**

ስራዎች ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል። ስራዎችን ለማሰናኘት ለሚያስፈልግ ገንዘብ ለማግኘት ለሚችሉ ስራዎች ይደገፍታል።

መግቢያ ሥርዓት

የግድግዳ ደንብ አጠቃላይ ሪፖርት ለ 30  
(የግድግዳ ሪፖርት ዓመት)

	<u>1998</u>	<u>1997</u>
	<u>ላይንዲንግ</u>	
ፊት ገቢ		
የግድግዳ	\$ 795	\$ 515
የግድግዳ ስጦት (ገጽ 3)	1,488	1,825
የግድግዳ ስጦት ለግድግዳ	115	178
	<u>2,398</u>	<u>2,518</u>
ግድግዳ ላይንዲንግ (ገጽ 4)	<u>556</u>	<u>607</u>
	<u>\$ 2,954</u>	<u>\$ 3,125</u>
	<u>የግድግዳ</u>	
ፊት ገቢ		
የግድግዳ ስጦት ለግድግዳ ስጦት ለግድግዳ	\$ 1,494	\$ 1,824
የግድግዳ ስጦት ለግድግዳ ስጦት (ገጽ 5)	385	426
ግድግዳ ስጦት ለግድግዳ ስጦት	466	286
	<u>2,345</u>	<u>2,536</u>
የግድግዳ ስጦት ለግድግዳ ስጦት ለግድግዳ ስጦት	764	720
የግድግዳ ስጦት ለግድግዳ ስጦት ለግድግዳ ስጦት	148	130
	<u>3,257</u>	<u>3,386</u>
የግድግዳ ስጦት ለግድግዳ ስጦት	<u>(303)</u>	<u>(261)</u>
	<u>\$ 2,954</u>	<u>\$ 3,125</u>
ለግድግዳ ስጦት ለግድግዳ ስጦት (ገጽ 8)		
ለግድግዳ ስጦት ለግድግዳ ስጦት (ገጽ 10)		

የግድግዳ ስጦት ለግድግዳ ስጦት ለግድግዳ ስጦት የግድግዳ ስጦት ለግድግዳ ስጦት የግድግዳ ስጦት ለግድግዳ ስጦት

የግድግዳ ስጦት ለግድግዳ ስጦት

ፊት ገቢ ስጦት ለግድግዳ ስጦት

ፊት ገቢ ስጦት ለግድግዳ ስጦት ለግድግዳ ስጦት

**ጋራ ገቢዎችና ገቢዎች**  
**ድርጅቱ ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና**  
**ጋራ ገቢዎች ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና**  
**(ጋራ ገቢዎች ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና)**

	<u>1998</u>	<u>1997</u>
ጋራ ገቢዎች		
ጋራ ገቢዎች	\$ 12,248	\$ 12,262
ጋራ ገቢዎች	9,265	6,620
ጋራ ገቢዎች	600	488
ጋራ ገቢዎች	517	502
ጋራ ገቢዎች	190	204
ጋራ ገቢዎች	96	103
ጋራ ገቢዎች	77	
	<hr/> 22,993	<hr/> 20,179
ጋራ ገቢዎች		
ጋራ ገቢዎች	12,610	11,456
ጋራ ገቢዎች	2,816	2,834
ጋራ ገቢዎች	1,738	1,377
ጋራ ገቢዎች	1,581	1,645
ጋራ ገቢዎች	1,161	1,417
ጋራ ገቢዎች	944	547
ጋራ ገቢዎች	639	594
ጋራ ገቢዎች	574	452
ጋራ ገቢዎች	376	420
ጋራ ገቢዎች	248	366
ጋራ ገቢዎች	199	89
ጋራ ገቢዎች	149	132
	<hr/> 23,035	<hr/> 21,329
ጋራ ገቢዎች	(42)	(1,150)
ጋራ ገቢዎች	(261)	889
ጋራ ገቢዎች	\$ (303)	(261)

ጋራ ገቢዎች ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና ለግብርና

መግቢያ ላይ  
 ድምር ድምር ለደብዳቤ አሰጣጥ ስራ ላይ  
 ድምር ድምር ለደብዳቤ አሰጣጥ ስራ ላይ  
 ድምር ድምር ለደብዳቤ አሰጣጥ ስራ ላይ  
 (ደብዳቤ ለደብዳቤ አሰጣጥ ስራ ላይ)

	<u>1998</u>	<u>1997</u>
ጠቅላይ መደብ		
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	\$ (42)	\$ (1,150)
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ		
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	149	132
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	18	(141)
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	44	162
	169	(997)
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	209	(715)
	378	(1,712)
ደብዳቤ ለደብዳቤ አሰጣጥ ስራ ላይ		
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	(98)	(173)
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	280	(1,885)
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	515	2,400
ጠቅላይ መደብ ለደብዳቤ አሰጣጥ ስራ ላይ	\$ 795	\$ 515

ርዕስ ለደብዳቤ አሰጣጥ ስራ ላይ ደብዳቤ ለደብዳቤ አሰጣጥ ስራ ላይ





ዴሞክራሲያዊ ገደብ

የደብዳቤ ልማት ስልጠና ለጠባቂዎች

ዴሞክራሲያዊ ገደብ (ደብዳቤ) የደብዳቤ ስልጠና ለጠባቂዎች ለማድረግ የሚደረግ ስራ ነው። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል።

የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል።

የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል።

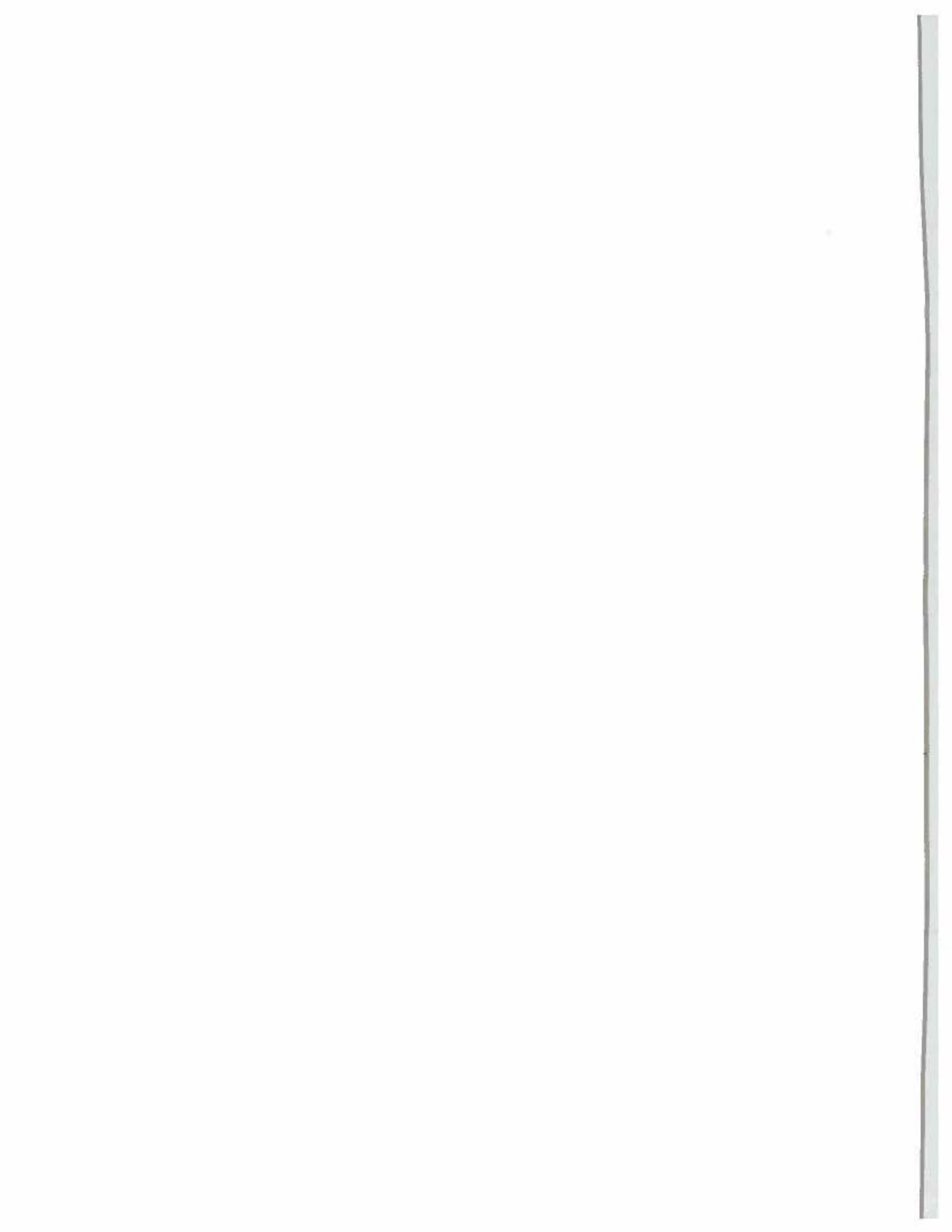
የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል። የደብዳቤ ስልጠናው የጠባቂዎችን ግንዛቤ ለማሳደግና ለማቆም ይረዳል።

ሰነድ ስልጠና  
የሰነድ ስልጠና

ደብዳቤ ስልጠና  
የደብዳቤ ስልጠና

የሰነድ ስልጠና  
ገቢዎች 23, 1998





ᑦᐃᐃᑦ  
ᑦᐃᐃᑦ ᑦᐃᐃᑦ ᑦᐃᐃᑦ  
ᑦᐃ 30, 1997

ᓂᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ  
ᐱᓕᓐᓂᓐ ᓂᓐᓂᓐ

ᐱᓕᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ  
Box 160  
Iqaluit NT X0A 0H0  
ᓂᓐᓂᓐ: (867) 979-4100  
ᐱᓕᓐᓂᓐ: (867) 979-4119  
ᓂᓐᓂᓐ: nacinfo@nac.nu.ca

ᐱᓕᓐᓂᓐ ᐱᓕᓐᓂᓐ  
Bag 002  
Rankin Inlet NT X0C 0G0  
ᓂᓐᓂᓐ: (867) 645-5500  
ᐱᓕᓐᓂᓐ: (867) 645-2387  
ᓂᓐᓂᓐ: username@nac.nu.ca

ᐱᓕᓐᓂᓐ ᐱᓕᓐᓂᓐ  
Box 54  
Cambridge Bay NT X0E 0C0  
ᓂᓐᓂᓐ: (867) 983-7237  
ᐱᓕᓐᓂᓐ: (867) 983-2404  
ᓂᓐᓂᓐ: username@nac.nu.ca

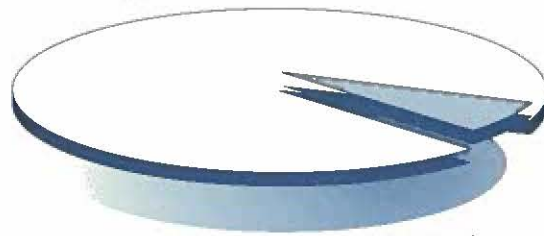
ᓂᓐᓂᓐ ᓂᓐᓂᓐ  
Box 600  
Iqaluit NT X0C 0H0  
ᓂᓐᓂᓐ: (867) 979-7200  
ᐱᓕᓐᓂᓐ: (867) 979-4579  
ᓂᓐᓂᓐ: username@nac.nu.ca

ᓂᓐᓂᓐ ᓂᓐᓂᓐ ᓂᓐᓂᓐ  
Box 1720  
Iqaluit NT X0A 0H0  
ᓂᓐᓂᓐ: (867) 979-4115  
ᐱᓕᓐᓂᓐ: (867) 979-4681  
ᓂᓐᓂᓐ: iqrcnri@nac.nu.ca



**1998-ፊርድ ምዕራፍ ልሳን ወይን ለማፍረስ የሚያገለግል ደንብ**

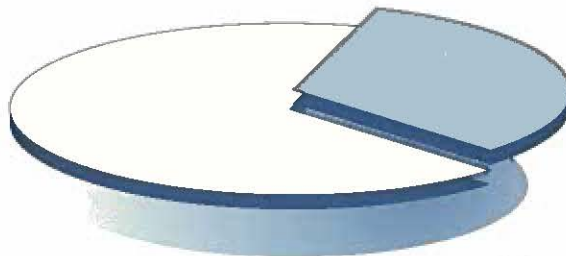
ደንብ ለማፍረስ ያለው 92%



ደንብ ለማፍረስ ያልለው 8%

**1998-ፊርድ ምዕራፍ ለውጭ-ገቢ ልማት ለማደግ የሚያገለግል ደንብ**

ውጭ-ገቢ ለማደግ የሚያገለግል ደንብ ለማፍረስ ያለው 70%



ውጭ-ገቢ ለማደግ የሚያገለግል ደንብ ለማፍረስ ያልለው 30%





**የፌዴራል ድርጅቶች ሪፖርት ለፌብሩዋሪ 1997-98**

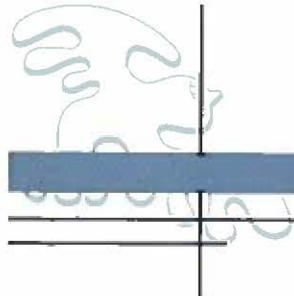
**የፌዴራል ድርጅቶች ሪፖርት ለፌብሩዋሪ 1997-98**

የፌዴራል ድርጅት	ድርጅት	ድንገተኛ	የገቢዎች	የገቢዎች	ጠቅላይ
የፌዴራል ድርጅቶች ሪፖርት	8				8
የፌዴራል ድርጅቶች ሪፖርት	15				15
የፌዴራል ድርጅቶች ሪፖርት	166	14	65	45	70
የፌዴራል ድርጅቶች ሪፖርት		68		61	7
የፌዴራል ድርጅቶች ሪፖርት		30			30
የፌዴራል ድርጅቶች ሪፖርት	20	3		19	4
የፌዴራል ድርጅቶች ሪፖርት	5	30			35
የፌዴራል ድርጅቶች ሪፖርት		106			106
የፌዴራል ድርጅቶች ሪፖርት	2	4		3	3
የፌዴራል ድርጅቶች ሪፖርት	7	9		15	1
የፌዴራል ድርጅቶች ሪፖርት	4	3			1
የፌዴራል ድርጅቶች ሪፖርት	15	9		1	5
የፌዴራል ድርጅቶች ሪፖርት	8	5			3
የፌዴራል ድርጅቶች ሪፖርት	5	11	1	13	2
የፌዴራል ድርጅቶች ሪፖርት	16	27		39	4
የፌዴራል ድርጅቶች ሪፖርት	22	3		11	14
የፌዴራል ድርጅቶች ሪፖርት		8			8
<b>ጠቅላይ</b>	<b>278</b>	<b>328</b>	<b>94</b>	<b>398</b>	<b>114</b>

የፌዴራል ድርጅቶች:

- ድርጅት: የፌዴራል ድርጅቶች ሪፖርት
- ድንገተኛ: የፌዴራል ድርጅቶች ሪፖርት
- የገቢዎች: የፌዴራል ድርጅቶች ሪፖርት
- የገቢዎች: የፌዴራል ድርጅቶች ሪፖርት
- ጠቅላይ: የፌዴራል ድርጅቶች ሪፖርት





### ግዴታዎችና ስጦታዎች

በጥናትና ጥናት ተቋማት 1999-ጋ፣ ርዕሰ ልማት ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል።

1996-1997 ልማት ዓመቱ ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል።

1997-98 ጋ፣ ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል። ለጥራት ማረጋገጫ ለሚደረግ ልማት ለማረጋገጥ ይረዳል።



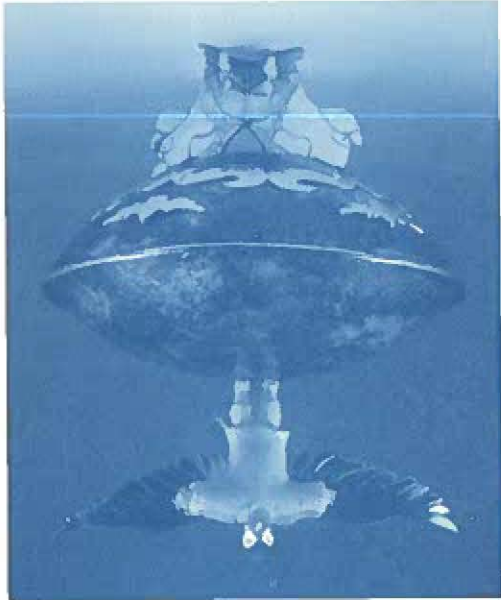












ኃይማኖታዊ እና የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች  
ሲታዘጋጁ ይህ ደብዳቤ ይጻፉ ማስታወሻ ማቅረቢያዎች

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ

የጥናት ጉዳይ

ኃይማኖታዊ እና የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች  
ሲታዘጋጁ ይህ ደብዳቤ ይጻፉ ማስታወሻ ማቅረቢያዎች  
ሲታዘጋጁ ይህ ደብዳቤ ይጻፉ ማስታወሻ ማቅረቢያዎች

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች

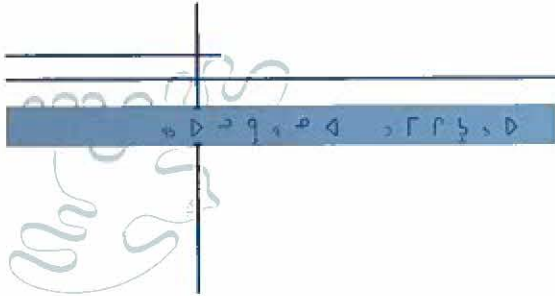
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች

የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ  
የሥነ-ምግባር ማስታወሻ ማቅረቢያዎች ለሚገባው ጊዜ



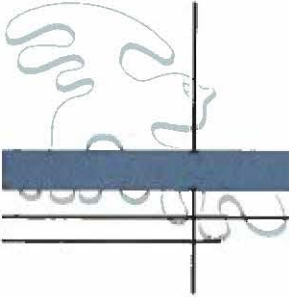






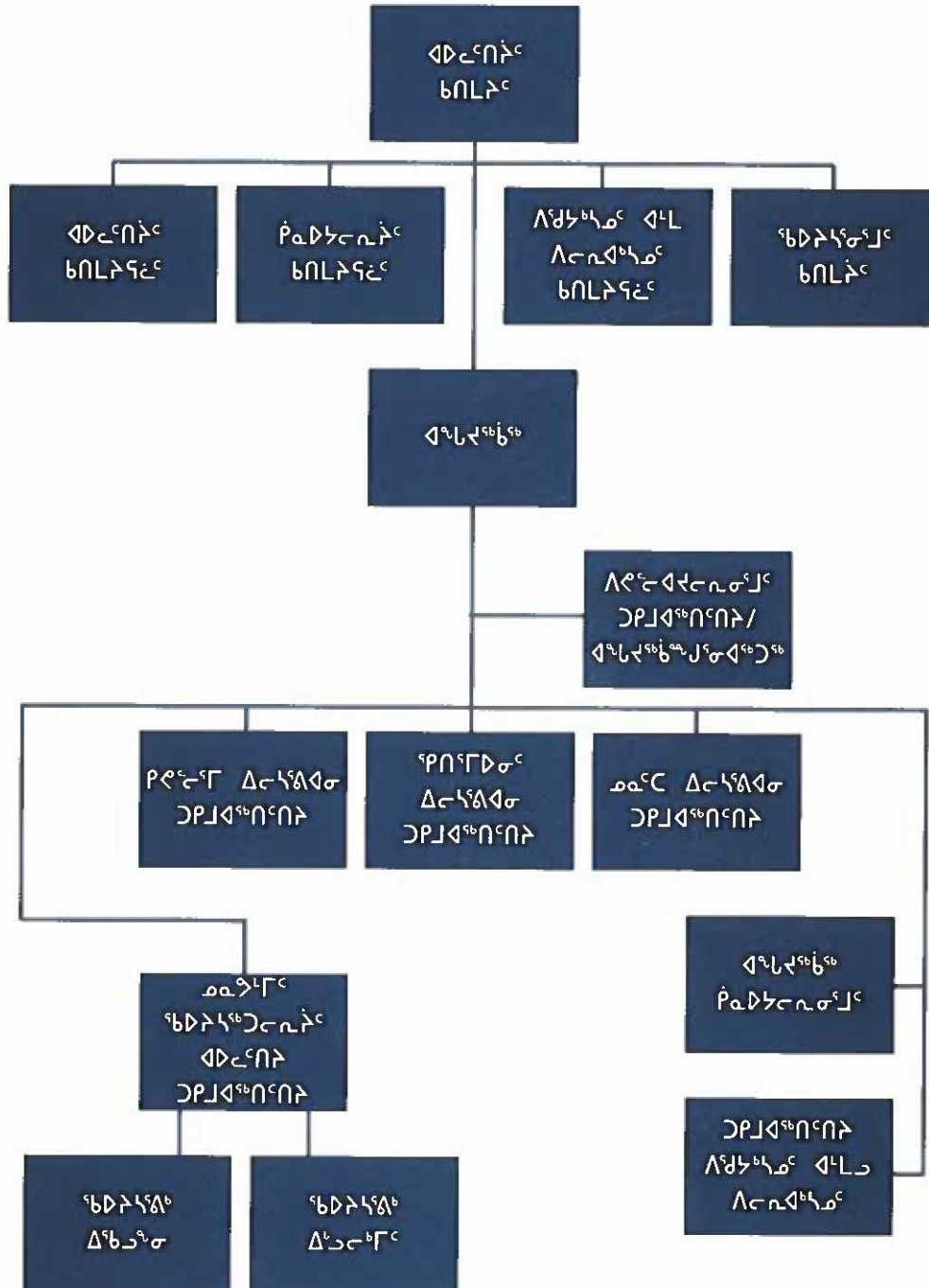


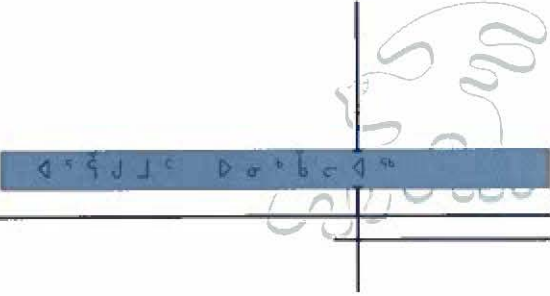




ፖሊሲ ድብደባ

**ዓገልግሎት ለሰጪ ተቋማት ለገንዘብ ልማትና ለገንዘብ ክትትል ስልጠና ለማድረግ**





**መግቢያ ለደዋይነት ስርዓት ማስፈጸም ለሚችሉ ገደብ አለመኖሪያ ምክንያቶች ለማረጋገጥ የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።**

1995 ዓ.ም. ለውጭ አገር ለመሰጠት ለሚችሉ ገደብ አለመኖሪያ ምክንያቶች ለማረጋገጥ የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።

በዚህ ሰነድ ላይ የተዘረዘሩት መረጃዎች ለግል ጥያቄ ስርዓት ማስፈጸም የሚያስፈልጉትን መረጃ ይሰጣሉ።

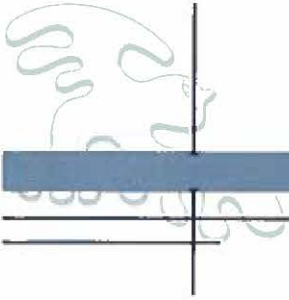
1. ስርዓት ማስፈጸም ለሚችሉ ገደብ አለመኖሪያ ምክንያቶች ለማረጋገጥ የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።
2. የአገልግሎት ሰጪው አካል ለደዋይነት ስርዓት ማስፈጸም ለሚችሉ ገደብ አለመኖሪያ ምክንያቶች ለማረጋገጥ የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።
3. ለግል ጥያቄ ስርዓት ማስፈጸም የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።
4. ለግል ጥያቄ ስርዓት ማስፈጸም የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።
5. የአገልግሎት ሰጪው አካል ለደዋይነት ስርዓት ማስፈጸም የሚያስፈልገውን ሰነድ ለመስጠት የሚገባውን አጠቃላይ መረጃ ይዘት ነው።

በዚህ ሰነድ ላይ የተዘረዘሩት መረጃዎች ለግል ጥያቄ ስርዓት ማስፈጸም የሚያስፈልጉትን መረጃ ይሰጣሉ።









የፌዴራል ግንባታ ቢሮ

### መደብ ስልጠና ለግንባታ ሰራተኞች ስልጠና

ጥቅምት 1, 1997-ጥቅምት 30, 1998-ግንቦት

ፊ ደብዳቤ  
አድራሻ  
ቦታ 14  
አድራሻ ስልጠና ሰራተኞች  
(867) 983-2416  
(867) 983-2874 (ስልጠና)

ፊ ግንባታ  
አድራሻ ስልጠና  
ቦታ 912  
አድራሻ ስልጠና ሰራተኞች  
(867) 979-5933 (አድራሻ ስልጠና)  
(867) 979-5719 (አድራሻ ስልጠና)  
(867) 979-4388 (ስልጠና)

ፊ ግንባታ  
ቦታ 106  
አድራሻ ስልጠና ሰራተኞች  
(867) 360-6352 (አድራሻ ስልጠና)  
(867) 360-6352 (ስልጠና)

ፊ ግንባታ  
ቦታ 156  
አድራሻ ስልጠና ሰራተኞች  
(867) 645-2778 (አድራሻ ስልጠና)  
(867) 645-2973 (አድራሻ ስልጠና)  
(867) 645-2590 (ስልጠና)

ፊ ግንባታ  
አድራሻ ስልጠና ሰራተኞች  
አድራሻ ስልጠና ሰራተኞች  
ቦታ 54  
አድራሻ ስልጠና ሰራተኞች  
(867) 983-2726 (አድራሻ ስልጠና)  
(867) 983-2433 (አድራሻ ስልጠና)  
(867) 983-2404 (ስልጠና)

ፊ ግንባታ  
አድራሻ ስልጠና ሰራተኞች  
አድራሻ ስልጠና ሰራተኞች  
ቦታ 54  
አድራሻ ስልጠና ሰራተኞች  
(867) 983-7238 (አድራሻ ስልጠና)  
(867) 983-2414 (አድራሻ ስልጠና)  
(867) 983-2404 (ስልጠና)

ፊ ግንባታ  
ቦታ 74  
አድራሻ ስልጠና ሰራተኞች  
(867) 793-2803 (አድራሻ ስልጠና)  
(867) 793-2988 (ስልጠና)

ፊ ግንባታ  
ቦታ 240  
አድራሻ ስልጠና ሰራተኞች  
(867) 252-3762 (አድራሻ ስልጠና)  
(867) 252-3851 (ስልጠና)





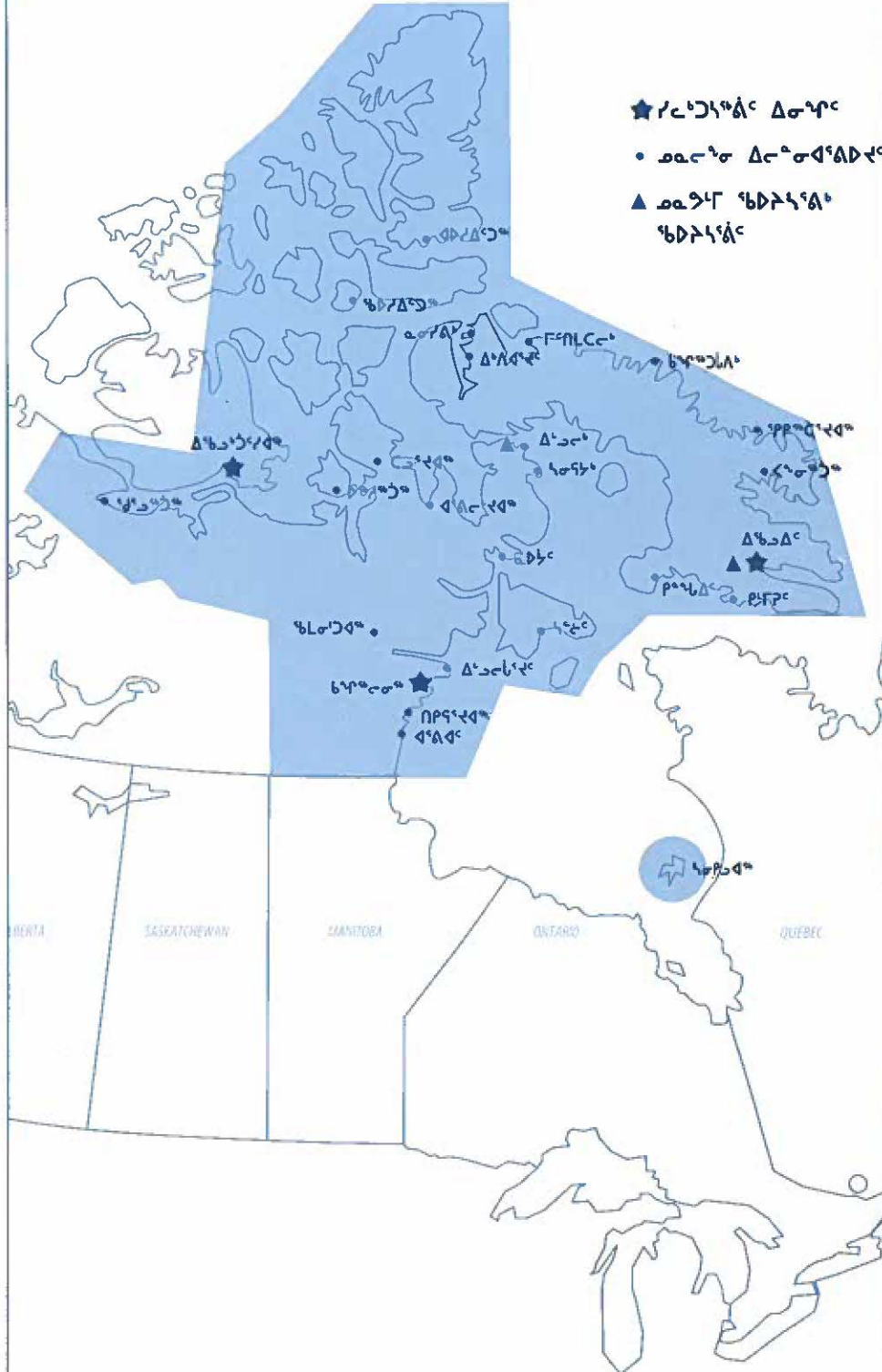








# Nunavut Arctic College



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▲ ᓂᓇᑭᑦ ᑭᐃᑭᓚᑦ  
ᑭᐃᑭᓚᑦ

ALBERTA SASKATCHEWAN MANITOBA ONTARIO QUEBEC