



Reach is a powerful metaphor that reflects the journey of the College over the past eleven years. Education is about reaching to the future and the College is about reaching to Nova Scotians, our communities and partners. We're pleased to share highlights of the College's activities over the past year and stories featuring the great work and contributions of our students, employees, industry partners, employers and the government.

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Welcome

Welcome to the 2007 edition of NSCC's Report to the Community. This is a momentous year for the College as it celebrates the completion of Phase I of the major infrastructure development project launched in 2003. Thanks to the foresight of, and investment by, the Government of Nova Scotia, \$123-million was invested to expand and renew campuses across the province and build the environmentally sustainable Waterfront Campus in Dartmouth.

In Phase II, the progress continues with the first purpose-built Trades and Technology building at the Waterfront Campus. Construction will begin on this facility next spring with plans for the new building to be even more eco-friendly than the first. In addition, a new transportation training centre is being constructed at the Akerley Campus.

Providing the Report to the Community on a map of Nova Scotia [printed format] holds special meaning. It's about Reach - and that can mean many things to many people - whether it's reaching out to the province, aiming higher in terms of our institutional goals, or encouraging individuals to realize their dreams.

Navigating these stories will illustrate what has been accomplished - not only inside our walls, but also with community partners, various industries, employers, research organizations, government, and other stakeholders.

NSCC is celebrating this auspicious occasion by thanking all Nova Scotians for supporting our quest to create 13 vibrant and innovative campuses that will serve our learners today and well into the future.

President's Message - It's About Reach

"Reach" is a powerful metaphor for the journey of Nova Scotia Community College. "The concept of reach represents so much of the work that we do," says NSCC's President, Joan McArthur-Blair. "We strive, as an organization, to reach into the educational future and ensure our graduates, our communities and our industries have what they need to thrive. We know that when students undertake post secondary education, they're reaching for a dream and our work is to deliver on that dream."

The last 11 years have seen NSCC become a catalyst for change in Nova Scotia, bringing education to the learner and bringing skilled workers to industry. "We're growing and changing in order to create an organization that is highly responsive and highly flexible," says McArthur-Blair. "The vision of comprehensive community college education is to meet the learner where they need to begin and travel the journey of education with them and it is ensuring that journey does not stop on the day of convocation but reaches out to the needs of Nova Scotia's economy."

NSCC is evolving the ways in which community college education intersects with the communities and industries of our province. As a community-based college that serves both rural and urban Nova Scotia, NSCC must pay attention to a multiplicity of needs.

"We have extraordinarily deep roots in our communities. We respond to local, provincial and global needs through the revitalization of our campuses, the opening of a new purpose-built education facility in Dartmouth, innovative programming options, world-class, industry-based research, access and support models created around championing learner success, and utilizing portfolio education as the edge our graduates take to their new employers."

"We also reach out to our high schools and university partners to ensure that learners know what the possibilities are for them in the future," says McArthur-Blair. "We are an integral part of our communities and we are ever present in helping them imagine and create their futures."

Not only is NSCC reaching as an institution, but McArthur-Blair also believes in reaching personally. The College President is one of 20 swimmers, of varying ages and walks of life, who are taking part in Swim for the College '07. Participants have committed to raising at least \$6,000 each that will go toward student scholarships and bursaries. They have also anchored themselves to a rigorous training schedule enabling them to swim 20 km in the open ocean.

McArthur-Blair has been swimming and training, often sandwiching time between meetings or at the beginning or end of a work day. As someone who labels herself an "average" swimmer, the journey has been a challenging, but enormously rewarding one.

"As a President, I have spent a lifetime journeying in the world of education. I am considered an expert and I lead an organization where 10,000 full-time students come to us every year who are not experts. They do not have the skills to do what they are about to undertake and they face it with extraordinary courage. For me, deciding that I'm going to swim 20 km in five days is very much like the journey of our students. It has been a place of powerful learning and in raising funds for student scholarships my learning has the possibility of changing another person's life."

And that philosophy links with NSCC's vision of Education without Boundaries. "We are an organization that works in the service of our communities, our learners, and the economy of Nova Scotia with our partners in government, industry and community," says McArthur-Blair. "We will continue to reach as an organization because education is about reaching for our future."



Dr. Joan McArthur-Blair
NSCC President

Artist-In-Residence

NSCC Welcomes First Artist-in-Residence

Adam Kelly believes in leaving a light footprint. As NSCC's inaugural Artist-in-Residence, he will be able to meld his environmental sensibilities with his electronics background and create a unique art installation, housed at the new Waterfront campus.

"A large part of my practice is trying to live a sustainable lifestyle and that's where my interest in electronics stems from," he says. "Electronics are the things you most often find in the garbage and that are most harmful to the environment." Kelly repurposes discarded electronics in the creation of his artwork and he hopes to power this installation with solar energy.

"The final piece will reflect both the contemporary nature of the new campus and NSCC's environmental leadership in sustainable building," says 24 year-old Kelly. A professional electronic artist and a certified electronics engineering technician, Kelly possesses a Bachelor of Fine Arts from the Nova Scotia College of Art & Design University and an Electronic Engineering Technician Diploma from NSCC.

"It showcases our belief in the power of collaboration, community, applied learning, and new ideas."



"The NSCC Artist-in-Residence is designed for a professional artist to work on site, among and with our learners, collaborating with them, and our faculty and staff," says Rob Sobey, Chair of NSCC's Board of Governors. Sobey was in charge of bringing together community leaders, artists, NSCC faculty and staff, and students to select the new Artist-in-Residence.

Kelly's work of art will serve as a tribute to the vision and commitment of two people who changed the face of college education in Nova Scotia - Ray Ivany, Past President of NSCC, and Dr. John Hamm, Past Premier of Nova Scotia.

"It showcases our belief in the power of collaboration, community, applied learning, and new ideas," says Sobey. For Adam Kelly, it's the perfect opportunity to merge and celebrate his different disciplines. "I'm excited about the ways that I'll be able to give back to Nova Scotia Community College."

Stewardship

For Rob Sobey, stewardship means that Nova Scotia Community College is continually pushing itself to become more and more innovative in its educational programming.

"As good stewards, we maximize all of our resources to provide learning that is second to none," says the Chair of NSCC's Board of Governors. It also means that the College doesn't settle for mediocre goals. "We pride ourselves on setting powerful goals - goals that will better all of Nova Scotia - and then we go about finding ways to surpass them."

Today's result is a network of 13 connected campuses, fully renovated and equipped to provide a modern educational experience for all Nova Scotians. The completion of these renovations and the opening of the new Waterfront Campus this year is a practical milestone, but Sobey says the real proof of NSCC's efforts takes place at each campus every day of the year. "Students are thriving. Employers are getting the skilled workers they need. We all share the same dream - to make Nova Scotia prosper and in order to do that, we must continually renew, regenerate, and create."

Of course NSCC doesn't do it alone. This Report to the Community also pays tribute to the contributions of the College's accomplished students, industry partners and the provincial government. "This has truly been a stellar year," says Sobey. "Just pivotal, in terms of where we are going. But there is still so much more to do - our strategic plan has established a clear pathway for us over the next few years and we will continue to think smart and work hard to improve the lives of Nova Scotians."



The fact that NSCC has delivered a balanced budget for the last 11 years is also something Sobey is proud of. The construction of the new campus and the renovation of other buildings, in addition to the massive educational programming changes, have all been achieved within the College's fiscal framework.

"Our mission is as true today as it was when we first started out," says Sobey. "Building Nova Scotia's economy and quality of life through education and innovation. That is what continues to sustain us and propel us forward."

Rob Sobey
Chair, Board of Governors

Community Stories

Coastal Communications Network Virtual Connections Link Nova Scotia's Communities

The fit is perfect. A rural community network needing to bring its members together and a community college with campuses in every corner of the province.

For the last year, Coastal Communities Network (CCN) has held bi-monthly videoconferencing meetings at five NSCC campuses, rather than asking members to convene in a central area. Known as "learning circles," the meetings are broadcast in Port Hawkesbury, Springhill, Bridgewater, Middleton and Truro.

"Our participation at these learning circles has never been higher - it allows us to reach more of our members across the province," says Ishbel Munro, Executive Director of CCN. As a volunteer association of organizations from around the province, CCN provides a forum to focus on the survival and development of Nova Scotia's coastal and rural communities.

"This is such a boon, for people in remote areas to get plugged into what's happening around the province. It's a gift to our communities."

Originally designed to save volunteers' time and gas money, Munro has also noticed a surprising side benefit of the videoconferencing. "Once the cameras are off, people in those communities keep talking, and there's a lot of regional networking taking place."



Wendy Robichaud, Chair of CCN agrees. "This technology has allowed us to pull people, who have never worked together before, around an issue. Partnerships are being created in our organization, but also in the broader community."

Having successfully used videoconferencing for student classes and employee meetings, NSCC recently began offering this to external clients. Robichaud acknowledges that high-tech meetings were a challenge. "We were terrified of it in the beginning," she says, but states that the newly renovated College campuses offer a welcoming environment. "It turns what could be a small country meeting into a professional one, with the potential to really build our capacity."

According to Munro, growing sustainable and vibrant communities is a value that NSCC and CCN share. "Big business has been connecting this way for years, but not your grassroots community groups. This is such a boon, for people in remote areas to get plugged into what's happening around the province. It's a gift to our communities."

The Construction Association of Nova Scotia Building Futures Through Scholarships

The Construction Association of Nova Scotia (CANS) is commemorating its 150th anniversary and they are going big. Members are rallying together to establish a \$2.5 million endowment for student scholarships and bursaries at NSCC.

"We were initially thinking about statues and monuments," says Carol MacCulloch, President of CANS. But she says that the group eventually decided to invest in the future instead of commemorating the past. "And we settled on NSCC. They've been an important part of our success as an industry and we really felt the College was worth investing in."

Managed by the NSCC Foundation, the financial awards will help attract students to construction-related programs. "CANS wants to support people and their learning," says MacCulloch. "It's essential to continue investing in the development of a strong pool of skilled and talented professionals for the construction sector. The future of our province depends on it."

"CANS wants to help close the skill shortage here in Nova Scotia and what better way to accomplish this goal than with a strong commitment to NSCC."

Championing this project is David Oulton, General Manager of Marid Industries, a member of the CANS Board of Directors, and a recent addition to the Board of Directors of NSCC's Foundation. Oulton has also demonstrated his commitment with a lead donation to jumpstart the campaign.



THE CONSTRUCTION ASSOCIATION OF NOVA SCOTIA

"CANS wants to help close the skill shortage here in Nova Scotia and what better way to accomplish this goal than with a strong commitment to NSCC," says Oulton. "CANS has 700 member organizations. We're well positioned to make a bold statement about the industry's value to Nova Scotia."

MacCulloch says that the benefit of working with the NSCC Foundation is the governance that the Foundation will bring to the management of the money. "If you're going to go raise the funds, you want to make sure that they're well protected and well invested. That's important infrastructure for us and we value that part of the partnership."

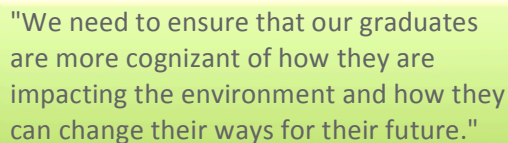
Hopes are high that this infusion of money will lead to well-trained students finding satisfying employment in the construction industry. "Working with NSCC to affect students' lives in the long term is very exciting," says MacCulloch. "We're going to be able to look back and know we did a good thing."

Barrie & Langille and Moriyama & Toshima New Trades & Tech Building: The Grass is Even Greener

The new Waterfront Campus in Dartmouth is NSCC's first purpose-built campus - and every particle of the new building demonstrates the College's commitment to environmental sustainability.

In fact, over the next year, the Campus is actively working toward achieving a LEED[®] (Leadership in Energy and Environmental Design) Silver rating - an international standard for developing high-performance, sustainable buildings.

Innovative methods of heating and cooling in the 260,000 square-foot building have been implemented, such as using the nearby steam plant for heating and automated window shades for cooling. Its walls and windows are thermally efficient, the lights are motion sensitive, and 98 per cent of construction materials were recycled.



"We need to ensure that our graduates are more cognizant of how they are impacting the environment and how they can change their ways for their future."

The construction of the new campus began in August of 2004 and was called Phase I. Phase II will be another eco-friendly building adjacent to the first building and will be dedicated to the Trades and Technology programs. Set to open in September of 2010, this "Centre for the Built Environment" will also link Pleasant Street with the Waterfront Campus.

The design team, which includes NSCC Academic Chair Don Jardine, is gearing up for construction next spring. Their efforts are being aided by the same two architectural firms that worked on the Waterfront Campus - Barrie & Langille and Moriyama & Toshima. This second building is being designed to have an even smaller ecological footprint than the Waterfront Campus.

"NSCC will expand on the sustainable design achievements realized with the LEED Silver program for the Phase I building," says Nancy Langille, of Barrie & Langille Architects. She adds that the present-day challenge for building designers and contractors is to create buildings that contribute to the sustainability of the ecosystem. "Given the academic program for Phase II, NSCC has a unique opportunity to take a leadership role in finding solutions that are substantive and visionary."

Indeed, Jardine reports that much thought and energy are being put into the interplay between programs and the environment. "We're planning an 'ecological literacy' theme in our curricula that will go hand-in-hand with our goals of environmental sustainability. NSCC trades and technology graduates will be taught to respect the environment and appreciate their impact as skilled practitioners."

Jardine sees this as an opportunity to alter the impact of these industries on the environment. "Our construction industry partners recognize the need to improve sustainable construction practices. As educators, we have the opportunity to catalyze this change," he says. "We need to ensure that our graduates are more cognizant of how they are impacting the environment and how they can change their ways for their future, but also the future of our province and the planet itself."

Green Power Labs Mapping the Solar Future

The satellite map images that are broadcast nightly on television in the form of weather reports now serve double duty in Nova Scotia. In addition to updating viewers with the daily weather forecast, the images also provide essential information to scientists about solar radiation.

For nearly a year, research scientists at NSCC and Green Power Labs Inc. have been collaborating to download these images, one every 30 minutes. They use the data to assess the available solar radiation, and ultimately, the potential for solar energy in our region.

NSCC's Applied Geomatics Research Group (AGRG) is working with Green Power Labs Inc., a Dartmouth-based solar energy assessment and consulting company, to provide detailed information to individual home owners, businesses, or power utilities who are interested in solar power. "Most people agree that solar energy is a good idea," says Alexandre Pavlovski, President and CEO of Green Power Labs. "The challenge is how to turn that into thinking solar energy is a smart investment. Using solar assessment tools, this knowledge gap is addressed and people can see for themselves the advantages of solar energy."

"This is about understanding changes need to be made now if we're going to have the kind of future we want."



The collaboration between NSCC and Green Power Labs extracts very specific information from the satellite images. "In any area, there are obviously better locations for the extraction of solar energy than others," says David Colville, an AGRG research scientist based at the Centre of Geographic Sciences in the Annapolis Valley. AGRG is currently working on 50 different research projects, including investigations into tidal and wind power as well. "This software allows us to build up a climatology of the area we're interested in, based on a long term mapping of cloud cover in that region."

The outcome is a high-resolution solar radiation map predicting how much solar energy a specific site could expect to obtain and use. One of these maps recently resulted in a client of Green Power Labs being awarded a large contract by the Ontario Power Authority to build a 10-megawatt solar power station.

NSCC and Green Power Labs share a vision of a future society that embraces a more reliable, clean, and secure energy generation. "This is about investing in the future," says Pavlovski. "This is about understanding that changes need to be made now if we're going to have the kind of future we want."

Millbrook First Nation

Reaching for the Sky: Aerospace Offers Grads New Opportunities

Leana Gloade always liked helicopters, but growing up it never occurred to the 23 year-old Mi'kmaq woman that she could pursue a lucrative career in the province's aerospace industry.

Gloade's story isn't unusual. The roots of Nova Scotia's aerospace industry can be traced back to Alexander Graham Bell but it has always had a much lower profile than the service, financial, or resource industries.

People such as Jim King want to change that perception. "We need to create awareness among young people, to let them know what jobs in the aerospace industry pay and what kind of education is needed to acquire those jobs," says King, the president of Human Resources Partnership, an organization dedicated to attracting people such as Gloade to careers in aerospace.

"The irony is that young people are heading to Alberta for low-skilled jobs," says King. "And right here at home we've got a burgeoning industry with a great future."

Gloade's timing is right on. Nova Scotia has just landed one of the biggest aerospace deals in its history. Defence contractor General Dynamics Canada is setting up shop in a facility on the Millbrook First Nation to service a \$2.5-billion contract. They will be hiring 66 systems and software engineers just as Gloade finishes the two-year aircraft-maintenance engineer course at NSCC's Aviation Institute.



It's the kind of development that insiders say will have massive spin-offs - financial, social, and political - for the entire province and should help bring the aerospace industry to the attention of more Nova Scotians. "The irony is that young people are heading to Alberta for low-skilled jobs," says King. "And right here at home we've got a burgeoning industry with a great future."

Gloade is already planning her career. Once her apprenticeship is done, she hopes to land one of the General Dynamics jobs. For the time being she will continue to live in Millbrook, making the two-hour commute to and from Dartmouth every day. "The sky's the limit," says Gloade. "This course will give me what I need to go anywhere I want."

Michelin

Collaboration Pays Off

Michelin and NSCC have been quietly working together for well over a decade, but it's only in the last few months that they've formalized their partnership as a strategic alliance.

In the past, NSCC has delivered specific training, including welding, electrical, leadership, and computer courses, to hundreds of Michelin employees. "We've had very good success with the College in the past," says Janet Kennedy, Director of Personnel Group Services for Michelin North America. It also helps that NSCC campuses are located in the same communities as the three Michelin plants. "This partnership with NSCC is tailor made for us," she says.

Jim Baxter is a Michelin employee who has taken advantage of every training opportunity offered by NSCC. "I've had very good experiences with all of them. I'm quite amazed at the resources and the faculty of NSCC. They know what they're doing and have a lot to offer."

"This partnership with NSCC is tailor made for us."



Baxter worked for 15 years on the production line making tires and five years ago, was appointed to the position of Process Training Coordinator. In his new job, he sets up training for other Michelin employees. "Anyone is eligible for these courses. They simply need to demonstrate that the course will benefit them in either their current job or a future position."

During his time at Michelin, Baxter has seen the advantages of training first hand. "Many employees who have taken these courses have moved forward into new opportunities. The training definitely makes them a more attractive candidate when it comes to promotion."

According to Kennedy, giving current employees the skills to ascend in the organization is only one part of this partnership. "The other important piece of this strategic alliance is for NSCC to help us with our recruiting efforts to find new employees," she says. "For us this is a very strong part of the partnership that will be of huge benefit to our organization."

Student Stories

Julianne MacKenzie - Kingstec Campus Hands Across the Water

When Julianne MacKenzie enrolled in the Health and Human Services program at Kingstec, she probably didn't imagine a trip to Scotland would be part of the experience. But last spring, MacKenzie and 14 of her NSCC classmates travelled to Edinburgh for ten days of intensive work training as part of an International Work Experience Project.

"It was an opportunity to really push your comfort zone," says the 23 year-old MacKenzie. "There was a tremendous benefit of going with a group of students who had a breadth of knowledge," says MacKenzie. "So we were always teaching each other things. We had quite a dynamic group and we worked really well together."

NSCC's International Work Experience Program was initiated in 2005 when a group of Health and Human Services students and two instructors organized a trip to St Lucia. Gaining valuable work experience, learning to appreciate cultural diversity, and promoting international and local community development are just some of the goals of this successful and popular program.

This year's students were placed in a variety of settings including schools, hospices, and various social work programs, all coordinated through CrossReach, the largest social care agency in Scotland.



Brenda Wallace-Allen was one of three faculty members who chaperoned and fundraised for the trip. "One of our commitments was that no one would be excluded on the basis of not having the funds," she says. "We asked the students to commit to the first \$500, and then we raised the balance of the money through community suppers, raffles, grants and contributions from local businesses."

Wallace-Allen reports that the students benefitted from what she calls "incidental" learning as well: exploring castles, riding a double decker bus, trying new food, and visiting art galleries. As for their work, it didn't go unnoticed. CrossReach was so impressed with the NSCC students that they have offered jobs to any of the 14 "lassies" if they return to Scotland!

Waterfront Campus New Students, New Programs, New Campus

NSSC's new Waterfront Campus in Dartmouth has been described as five stories of glass, light, and open space. Wide corridors, glass walls, and a bright learning commons set the stage for inspiration, while sophisticated environmental systems ensure a healthy experience. Students benefit from an onsite art gallery, theatre, and radio station, not to mention the best panoramic view of Halifax. And it's not just the space that signals NSSC's innovative direction - there's new programming attracting attention as well.

Sanjeev Tagra - Water Resources Technology

In addition to the eco-friendly campus and state-of-the-art technology, 19 year-old Sanjeev Tagra was so impressed with NSSC's environmental programming that he travelled all the way from Rajasthan, India to study environmental engineering technology. Encouraged by his uncle living in Dartmouth, Tagra checked out the College's website. "The first thing that attracted me was that 91 per cent of NSSC graduates are employed." The other thing was the Water Resources Technology program. "This program will provide me with the necessary education and training to be able to participate in the development, management, and protection of this vital resource." At the end of his two years, Tagra will be qualified to work in an area he's passionate about - just about anywhere in the world.

"The first thing that attracted me was that 91 per cent of NSSC graduates are employed."

Kim Yorke - Medical Laboratory Technology

The Medical Laboratory Technology program has re-emerged on the post-secondary scene in Nova Scotia, helping to fill critical shortages around the province. Metro-based Kim Yorke

couldn't be happier that the course is being offered at the Waterfront Campus. Having spent the last number of years juggling part-time jobs, Yorke is furthering her education with the hope of securing full time work in a field that she loves. Her program, one of the first to start at the Waterfront Campus last August, offers updated curriculum and one of the best-equipped college MLT labs in the country. "It's pretty exciting - being one of the first students through a brand new program at a brand new campus."

Angela Kinder - Music Arts

The growing music industry in Atlantic Canada is applauding the addition of a new Music Arts program to the family of artistic disciplines represented at the Waterfront Campus. Other programs include Recording Arts, Graphic Design, Photography, and Radio and Television Arts. Seventeen-year-old Angela Kinder, who heard about this new offering through one of her high school teachers, anticipates collaborating with other creative arts students. "The classrooms are all in the same places, so we'll be able to mix together and help each other out in our learning," says this saxophone and flute player.

Merita Blackie - Screen Arts

Merita Blackie is one of the students Kinder may rub elbows with. The Screen Arts program is making its new home at the Waterfront Campus and 18 year-old Blackie loves its look. "I think it's a gorgeous campus and it will be well used by the Screen Arts program. There's lots of places that will be good to shoot film, especially down on the waterfront." These young students pursuing their passion have good reason to be excited. Graduates of NSSC arts programs have been highly successful: Mike Clattenburg, creator of the hit TV comedy Trailer Park Boys, studied Radio and Television Arts; while Canadian Idol finalist Dwight D'Eon graduated from the Recording Arts program last year. Good company indeed.

Sabina Grigoryan - Waterfront Campus

Helping Newcomers Relaunch Their Careers

For Sabina Grigoryan, the idea of "reach" has become a way of life. War, earthquakes, and the inability to attain citizenship led Grigoryan from Azerbaijan to Armenia to Turkmenistan and finally to Canada. Once here, she needed to find housing for her family and learn English, followed closely by the challenge of securing employment in her field of nursing.

Provincial regulations do not allow Grigoryan's nursing credentials to be recognized in Nova Scotia. But a new pilot project at NSCC is helping update her skills in order to become a Licensed Practical Nurse.

The program, Bridging Program to Licensed Practical Nurse for Internationally Educated Health Professionals, is funded by Health Canada, in collaboration with the Nova Scotia Department of Health. It gives new immigrants to Canada, who are health professionals in their country of origin, the opportunity to receive a diploma in Licensed Practical Nursing and practice here.



Grigoryan is one of six Internationally Educated Health Professionals (IEHP) - four doctors and two nurses from a variety of locations around the world including Russia, China, and Afghanistan - who are participating in this pilot project. "I really love it very much. The teachers are so kind and the students are so open to help us," says Grigoryan.

One of the students assisting the IEHP students with both English and their studies is Nancy Luedee. "The IEHP students bring so much richness to the group by sharing their life experiences as health professionals in other countries. We've really come together as a class," says Luedee. "It's a tough course, but we're helping each other through."

Current nursing shortages will probably mean that Grigoryan and Luedee will be able to find work quickly upon graduation in 2008. Grigoryan is just happy to have the chance to work again in a field she loves. "I want to say thank you to everyone."

Shelby Adams - Truro Campus Apprenticeship: Partnering For the Long Haul

Shelby Adams is the mother of four children, but this hasn't stopped her from pursuing her dream. Always fascinated with vehicles and vehicle repair, 30 year-old Adams was largely self-taught until she heard about the Collaborative Apprenticeship program at NSCC. She knew it was the right kind of learning for her - alternating short bursts in the classroom with time spent in the workplace.

Adams is one of 16 students taking part in a Collaborative Apprenticeship pilot project in Truro. Partners include NSCC, the heavy mechanical industry, and the Nova Scotia Department of Education (DOE) - the provincial authority for apprenticeship. A total of 14 employers in the area are involved; each agreeing to take on at least one "pre-apprentice" and train them for the duration of the 35-week program. After completion of this phase, pre-apprentices will enter into phase two of the program and register as apprentices with participating employers.

For Bev Burton, the Service Manager at Hollis Ford, this program is an innovative solution to the problem of skill shortages. "We're offering practical, on-the-job training and experience. When these students finish school, they hit the ground running." He's also hopeful that securing employment straight out of school will help keep young people in the area.



"The expectation is that the pre-apprentice and the employer are together for the full journey, right to certification," says Marjorie Davison, DOE's Director of Apprenticeship Training and Skills Development. "The employer knows that this person is investing their time and energy, and the pre-apprentice sees the employer as supportive of their learning."

For Adams, who hopes to open her own vehicle repair shop one day, the opportunity to learn a trade that is still considered by some to be 'men's work' has been inspiring. "Women shouldn't be shy about getting into a trade. Women can do this work and they're just as good."

If the Collaborative Apprenticeship pilot is successful, the government is set to repeat the program at other NSCC campuses around the province. "The Department of Education strongly values this relationship with NSCC," says Davison. "Working together, we have a better educated and skilled workforce."

Sherry Jamieson - Strait Area Campus

Cutting-Edge Cuisine: New Facilities Unveiled in Cape Breton

Sherry Jamieson loves to watch people eat what she's prepared. "I love to see people's reactions when I present them with food - it's something that gives me a lot of pleasure."

After a number of years working in the correctional system, Jamieson followed her love of cooking into NSCC's Culinary Arts program. Completely self-taught prior to her studies, Jamieson is daily gaining confidence in the preparation, presentation, and timing skills required to be a professional cook.

The brand new culinary facilities unveiled at the Strait Area Campus in Port Hawkesbury this fall will only enhance her learning. A long-term strategic relationship between NSCC and Sobeys has made upgrades to culinary facilities around the province possible. Four campuses now boast their own Sobeys Culinary Centre. "I am so looking forward to the top-of-the-line facilities," says 34 year-old Jamieson, who hopes to open her own pastry shop. "We'll be using all the latest in technology and equipment. It's a phenomenal preparation."

Daryl MacDonnell, Head Chef at the Inverary Inn in Baddeck agrees. "The new facilities will give the students a proper structured line that simulates the industry. So, when they go into the workplace, they'll have seen it all before, they'll have worked on it."



Not only will the new technology and equipment make the students more successful, MacDonnell insists it's also going to help the industry.

"This island is starving for cooks. I could hire three cooks right now if they walked through my door. And everyone is in the same boat." He's hoping that the larger, cutting-edge facilities will help NSCC turn out more cooks. "It's important for our tourism industry in Cape Breton. This is going to be a great asset to the community and to all of our businesses."

Temple Young - Akerley Campus Seamless Learning through College and University

Temple Young attended NSCC 16 years ago and had such a good experience she decided to come back again. Last spring, she graduated from the Business Administration program and is now enrolled in the Accounting program at Mount Saint Vincent University (MSVU).

The articulation agreement between NSCC and MSVU has enabled Young to use her time at the College towards her accounting degree. In fact, two years at NSCC counted for two full years at university or half her degree. That's due to the fact that the College has some 40 articulation agreements with over 20 academic institutions throughout Canada and other parts of the world.

"This has made a huge difference for me," says Young. "I'm able to completely fulfill my dreams." Young credits NSCC with preparing her for the extra two years of school. "It was an amazing foundation," she says. "The College experience continually presented me with learning opportunities, challenged me to exceed my own expectations, and supported my self-development." In fact, it was Young's instructors at NSCC who encouraged her to apply to the MSVU program and work towards her CMA designation. "My instructors were very encouraging. They told me that I should continue my studies at university."



During Young's time at NSCC, she earned top marks and numerous academic awards. But by far her biggest accomplishment was winning the Canadian Millennium National Excellence Scholarship. It funded Young's second year at NSCC and paid her way through her first year of university.

"I'm proud of myself and of what the College brought out of me - a passion for learning, compassion for others, and the confidence to make my own opportunities in life," says Young. "NSCC makes you feel like a million bucks."

The Parkers - Investing in Learning

Steve and Shirley Parker know a thing or two about improving the economy and quality of life in Nova Scotia. Steve, a prominent business leader, and Shirley, a retired human resources professional and tireless volunteer, have been helping to shape the economic landscape of the province for the better part of 30 years.

For much of that time, Steve notes, it was necessary for some skilled Nova Scotians to move to provinces such as Ontario or British Columbia to secure employment. "I grew up in an era where there were more good people here than there were jobs," he says. "Today, there are more good jobs than people. I believe we are facing a new era in Nova Scotia."

But in a time of declining demographics, the pair agrees one of the most important solutions to this new reality is increasing access to post-secondary education - for all Nova Scotians - so that those jobs can be quickly filled. As a result, the Parkers have made a generous financial gift to the NSCC Foundation which will support the development of vibrant learning spaces.

The Parkers say they chose to give to NSCC because of the College's key role in the province. "A province-wide college really matters. NSCC campuses are real anchors for families and for the communities in which they exist," says Shirley.

"We can't change geography," says Steve, "but we can change the knowledge-readiness of Nova Scotians by helping them obtain the skills they need to remain here, if they wish to stay. Education is the greatest single leveler we have in ensuring the future of Nova Scotia."



Our Campuses

From Sydney to Yarmouth, from Amherst to Halifax, NSCC works with our communities, businesses and individuals to build on our vision of education without boundaries.



NSCC's Campuses, Community Learning Centres, Specialized Schools and Institutes

1. Pictou Campus - Stellarton
2. Shelburne Campus - Shelburne
3. Akerley Campus - Dartmouth
 - Aviation Institute
4. Lunenburg Campus - Bridgewater
5. Truro Campus - Truro
6. Burr ridge Campus - Yarmouth
7. Kingstec Campus - Kentville
8. Waterfront Campus - Dartmouth
9. Annapolis Valley Campus
 - Middleton site
 - Centre of Geographic Sciences (COGS) - Lawrencetown
 - Community Learning Centre - Digby
10. Marconi Campus - Sydney
11. Cumberland Campus - Springhill
 - Community Learning Centre - Amherst
12. Strait Area Campus - Port Hawkesbury
 - Nautical Institute & School of Fisheries (NISOF)
13. Institute of Technology Campus – Halifax

Financial Statements

Auditors' Report

To the Board of Governors of the Nova Scotia Community College

We have audited the statement of financial position of the Nova Scotia Community College as at March 31, 2007 and the statements of revenue and expenditures, cash flows and changes in net assets for the year then ended. 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, 2007 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
Halifax, Nova Scotia
June 1, 2007

Nova Scotia Community College

Complete financial statements are available in the appendix

NSCC Statement of Financial Position

March 31, 2007

	2007	2006
ASSETS		
Current		
Cash	\$ 28,674,159	\$ 17,791,972
Accounts receivable (Note 3)	19,532,933	15,608,400
Inventory	752,044	754,990
Prepays	254,096	802,500
	49,213,232	34,957,862
Capital assets (Note 4)	4,394,810	5,096,893
Foundation assets (Note 5)	2,323,720	1,556,674
Pensionable advance (Note 13)	555,557	595,120
	\$ 56,487,319	\$ 42,206,549
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 27,359,948	\$ 17,852,826
Deferred revenue (Note 6)	5,760,777	6,010,890
	33,120,725	23,863,716
Deferred revenue related to capital assets (Note 7)	3,012,738	3,688,438
Employee future benefit obligation (Note 16)	8,246,548	3,677,000
	44,380,011	31,229,154
Commitments (Note 14)		
NET ASSETS		
Invested in capital assets (Note 8)	1,382,072	1,408,455
Unrestricted	3,678,593	3,289,343
Restricted for Foundation purposes (Note 5)	2,323,720	1,556,674
Restricted for College development (Note 12)	4,722,923	4,722,923
	12,107,308	10,977,395
	\$ 56,487,319	\$ 42,206,549

NSCC Statement of Revenue and Expenditures

Year ended March 31, 2007

	2007	2006
Revenue		
Province of Nova Scotia (Note 9)	\$ 94,822,000	\$ 83,967,000
Government of Canada	9,050,000	9,050,000
Tuition and fees	18,393,940	18,190,350
Customized training	13,047,343	12,227,354
Amortization of deferred revenue related to capital assets	1,920,604	2,211,607
Other (Note 10)	20,349,790	18,795,823
	\$ 157,583,677	\$ 144,442,134
Expenditures		
Salaries and benefits	105,229,009	94,244,685
Operating supplies and services	28,079,706	26,345,037
Equipment, rentals and other administration	12,148,922	10,920,853
Utilities and maintenance	9,040,948	8,831,635
Amortization	2,722,225	3,879,163
	157,220,810	144,221,373
Excess of revenue over expenditures	\$ 362,867	\$ 220,761

NSCC Statement of Cash Flows

Year ended March 31, 2007

	2007	2006
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
Operating		
Excess of revenue over expenditures	\$ 362,867	\$ 220,761
Items not affecting cash	(1,920,604)	(2,211,607)
Amortization of deferred revenue related to capital assets		
Amortization	2,722,225	3,879,163
Employee future benefit obligation	4,569,548	896,000
Changes in non-cash working capital items (Note 11)	5,883,826	(3,420,050)
	11,617,862	(635,733)
Investing		
Purchase of capital assets	(2,020,142)	(3,414,505)
Financing		
Pensionable advance	39,563	27,284
Contributions related to capital assets	1,244,904	1,787,989
	1,284,467	1,815,273
NET CASH INFLOW (OUTFLOW)	10,882,187	(2,234,965)
CASH POSITION, BEGINNING OF YEAR	17,791,972	20,026,937
CASH POSITION, END OF YEAR	\$ 28,674,159	\$ 17,791,972

Statement of Changes in Net Assets

Year ended March 31, 2007

	Invested in Capital Assets	Unrestricted	Restricted for Foundation Purposes (Note 5)	Restricted for College Development (Note 12)	2007 Total	2006 Total
Balance, beginning of year	\$ 1,408,455	\$ 3,289,343	\$ 1,556,674	\$ 4,722,923	\$ 10,977,395	\$ 10,294,257
Excess (deficiency) of revenue over expenditures	(801,621)	1,164,488	-	-	362,867	220,761
Investment in capital assets	775,238	(775,238)	-	-	-	-
Endowment contributions and interest	-	-	1,490,964	-	1,490,964	1,226,520
Endowment disbursements	-	-	(723,918)	-	(723,918)	(764,143)
Balance, end of year	\$ 1,382,072	\$ 3,678,593	\$ 2,323,720	\$ 4,722,923	\$ 12,107,308	\$ 10,977,395

Balanced Scorecard

NSCC works diligently to attain a wide range of measures of success. The following are selected highlights from the past year that help to illustrate the College's achievements.

Financial Accountability

- In each of the last 11 years the College has been Board-governed, NSCC has achieved a balanced budget.
- 75 per cent of NSCC's operating budget is devoted to academic programs and services to students.
- Tuition Fees represent 14 per cent of revenues, making NSCC an affordable place to learn.

Provincial Impact

- 91 per cent of NSCC graduates are employed; 83 per cent in their field of choice.
- 31 per cent of NSCC graduates volunteer in the community.
- 97 per cent of NSCC learners are Nova Scotia residents, representing every county in Nova Scotia.

Employee Learning And Growth

- 75 per cent of employees are satisfied with NSCC as a place to work.

Learning Outcomes

- 95 per cent of graduates are satisfied with their learning experience at NSCC.
- 93 per cent of employed graduates are living and working in Nova Scotia.
- NSCC provides learning opportunities for a diverse mix of students and is 97 per cent of the way toward its goal of increasing the number of students with disabilities; Aboriginal and African Nova Scotian learners; and women in trades and technology.

The Board of Governors

Drawing on a range of community leaders and NSCC students and staff, the NSCC Board of Governors is responsible for establishing the governing policies that direct the College in its pursuit to enhance the social and economic well-being of Nova Scotia through training and education. The Board appoints the President to provide the general management and direction for the programs, services, and business affairs of the College.



Board Members

Clayton Bartlett



Clayton Bartlett is President and General Manager of Roclan Industries, a general contracting and project management firm operating in Sydney. He Graduated from the Canadian Institute of Quantity Surveyors, Architectural Division, in 1976 and has been involved in the construction industry in Nova Scotia since 1967. Clayton has held positions with Cambrian Construction Ltd. and Cromarty Construction Ltd., and in 1985 he formed a partnership and incorporated Roclan Industries Limited. He has been involved with the Construction Association of Nova Scotia since 1980, holding the position of Chair in 2005/06. Clayton has also been Chair of the Cape Breton Island Builders Exchange and Director of the Construction Management Bureau since 1988. He is a trustee for both local 1588 of the Carpenters Benefit and Pension Plan Trust Fund and the Cape Breton Island Building & Trades Council Stabilization Fund.

Clayton has volunteered in his community with Scouts Canada, Speed Skate Nova Scotia and Speed Skate Canada. In 1995, he received the Sport Nova Scotia Outstanding Volunteer Award, and he received the Cape Breton Sports Heritage Award in 1998 and 2001. He is Clerk of Session for the Mira Pastoral Charge, and Secretary for the Managers & Trustees of Union Presbyterian Church.

Suzanne Bona



Suzanne Bona is president of Scotian Homes and Enfield Home Hardware Limited, a family-owned business operating a retail outlet in Enfield and building homes all over Nova Scotia and in several countries in Europe. Following years of experience in virtually every facet of the organization, Suzanne took over from her father in 2003 and continued making contributions to her company, the industry and her community.

Suzanne is fluent in German, French and Spanish, essential for the company's burgeoning international activities. She earned degrees in arts from St. Francis Xavier University and studied international business & marketing at Saint Mary's University.

She serves on a number of industry and community boards, including the Better Business Bureau, NS Home Builders Association, NS Construction Safety Association, Atlantic Home Warranty and the Canadian Home Builders Urban Council.

In 2003 she organized a team of Scotian Homes suppliers and partners to expand and renovate the Adsum House for Women and Children in Halifax.

Perhaps Suzanne's most innovative contribution is her creation of the "Enfield Earthkeepers", a rapidly growing youth organization doing yard work and odd job services in the community. Earthkeepers are

asked to volunteer one hour for every four paid hours, demonstrating the need to give back and respect one's community.

Margaret Brigley



Margaret Brigley is Vice President of Corporate Research Associates Inc., a national marketing research company, and is responsible for the management of CRA's qualitative research practice, Bermuda operations, and key client relationships. She joined CRA in February 1998 and has more than 18 years of communications and marketing experience in the private, non-profit and government sectors. As a professionally trained focus group moderator with more than 14 years moderating experience, she has developed expertise in a wide variety of sectors. In addition to her experience in Nova Scotia, Margaret worked for six years in the international financial services industry in Bermuda. There she managed all marketing research activities, internal and external communications, special events and sponsorships for Bank of Butterfield. Margaret is a graduate of Mount Saint Vincent University (BPR) and a member of PMRS. In 2003, she received the national professional marketing research accreditation (CMRP). Margaret has held numerous volunteer positions within the community, most recently as Board and Executive member of Neptune Theatre.

Dan Christmas



Dan Christmas has served in various leadership positions for the Mi'kmaw Nation in Nova Scotia. After serving 5 years as the Band Manager for the Community of Membertou, Dan worked for the Union of Nova Scotia Indians for 15 years - the last 10 years as its Director. He was actively involved in the recognition and the implementation of Mi'kmaw aboriginal and treaty rights in Nova Scotia.

Since 1997, Dan has held the position as Senior Advisor with Membertou and has assisted the Chief and Council and its Management Team with the day-to-day operations of the Community of Membertou.

Dan has been active in a number of national, provincial and local agencies in a wide range of fields including aboriginal & treaty rights, justice, policing, education, health care, human rights, adult training and the environment. He has served as the past Executive Chairperson of the Union of Nova Scotia Indians and is now serving his sixth consecutive term as an elective councillor for the Community of Membertou.

Dan Christmas is highly supportive of the College's approach to applied education, and has a strong focus on increasing the First Nation population at NSCC. He is also interested in broadening the training that has been offered to the Membertou community to other First Nation communities throughout Nova Scotia.

Sandy Dyke



Sandy Dyke is a Faculty Member with the School of Business of the NSCC and works at the Kingstec Campus. He has received a Bachelor of Science and Bachelor of Education from Acadia University, as well as a Master of Education in Adult Education from Dalhousie University. Sandy has worked as an Educator for twenty five years in a variety of capacities, including Mathematics Department Head and Chairperson of the Thompson Campus of Keewatin Community College. He has worked in innovative ways to integrate technology into the classroom, creating one of the first classroom computer networks using the Novell system and working to establish computer systems management programs at the NSCC. His commitment to educational excellence is shown through his continuing work in curriculum and professional development promotion. Sandy has been and remains actively involved in his community with youth groups and as a committed junior curling coach.

Dawn Gould



Dawn Gould is an Administrative Assistant at the Marconi Campus, a position she has held for the past twenty-five years. She is a graduate of UCCB (now CBU), having received a Secretarial Science diploma in 1979, a Canadian Institute of Management diploma in 1991, and a Bachelor of Business Administration degree in 1996. Dawn has been involved in various committees at Marconi Campus, and for the past six years has coordinated a campus team for the Canadian Breast Cancer Foundation's Run for the Cure. She was a committee member for the PeopleSoft Pilot Project, and also served on the Support Staff Learning Conference committee.

Sandra Greer, Vice Chair



Sandra Greer is the President and CEO of Amirix Systems Inc. Amirix is a privately held Nova Scotian company that has been in operation since 1981. Amirix, through its product division Vemco, specializes in the design and manufacture of fish tracking devices, transmitters and receivers that use underwater acoustic technology to track marine life throughout the world's rivers, lakes and oceans.

Sandra recently participated in the inaugural NSCC Swim for the College helping to raise over \$134,000 for student scholarships at NSCC. Sandra likened the experience to that of being a student. In her words "... the pure swimming was probably the least challenging part. We were all well trained and ready to hit the water. It was the things well beyond our control: the elements, the constant change, the adverse conditions, the pressure to perform that ended up testing our mettle. As I reflect on the experience, I realize that is often the case with most things in life. It is not the things you are prepared for, but the things that you can not prepare for that test your limits."

Sandra lives in Bedford with her husband John Greer, teenaged sons Brandon and Rylan and chocolate lab Indigo.

Tammy Holland



As Regional Vice President, Tammy Holland is responsible for the overall management of RBC Royal Bank's personal banking, Financial Planning and small business operations in Halifax Regional Municipality. Tammy joined RBC in 2001, and prior to her current executive appointment, she was Sales Manager for Northern Alberta and Saskatchewan's Investment & Retirement Planning Sales Force and then area manager for that region's Financial Planning team. Tammy is a member of the Greater Halifax Partnership Immigration Council and chairs the Employer Taskforce. She is also a member of the Halifax Chamber of Commerce Education and Training Task Force. An avid community supporter, she is a board member with the United Way of Greater Halifax and chair of its 2007-08 campaign. She sits on the boards of the Mental Health Foundation of Nova Scotia (executive member) and is an active volunteer with Habitat for Humanity. She also lends her expertise to local business groups by serving on committees of the Halifax Chamber of Commerce and Greater Halifax Partnership.

Chris Huskilson



Chris Huskilson is the President and CEO of Emera Inc. He began his career with Nova Scotia Power in 1980. His early work was in the area of software engineering, installing monitoring control systems, and commissioning the Annapolis Tidal Plant. He has held the positions of Superintendent of Hydro Production at the Mersey Hydro System; Senior Operations Planner at the Energy Control Centre; Plant Manager of both Lingan and Glace Bay Generating Stations; Vice President of Transmission & Distribution; Executive Vice President of Operations, and Chief Operating Officer.

Chris is a member of the Association of Professional Engineers of Nova Scotia; the Canadian Electricity Association; CIGRE (International Council on Large Electric Systems); the Executive Committee of the Northeast Power Coordinating Council; the Planning Committee of the North American Electric Reliability Council; the Board of the Halifax Metropolitan Chamber of Commerce; and the Board of the Greater Halifax Partnership. He also serves as Vice-Chairman of Bangor Hydro-Electric Company. Chris holds a Bachelor of Science in Engineering and a Master of Science in Engineering from the University of New Brunswick.

Michael Kontak



Michael Kontak has held a number of senior leadership positions with The Shaw Group, one of Atlantic Canada's leading natural resource manufacturers and community developers. He joined the company in 1993 and is currently Corporate Secretary and Director of Human Resources. He also manages the company's internal and external communications. Prior to joining The Shaw Group, Michael spent several years as Principal Assistant to the Premier of the Province of Nova Scotia and Secretary to the Executive Council.

Originally from Antigonish, he received a BA from St. Francis Xavier University and an LL.B. from Dalhousie University. Michael is a lifelong believer in community participation. Over the years he has served on boards and fundraising initiatives for many organizations.

Libby LeVatte



Libby LeVatte has been with NSCC for 17 years. She is presently Manager of Learning Initiatives, Organizational Learning, and has held positions as Department Head, Faculty member and Curriculum Consultant. Libby is also a member of the faculty for the NSCC Community College Education Diploma program. During her career with the College she has been instrumental in promoting "entrepreneurial" partnerships with other Atlantic College instructors. Libby was a founding member of the Atlantic Colleges Committee for Entrepreneurial Development - ACCED and held the position of President for two years. Prior to joining the NSCC, she worked with Suzy Shier, Inc, a national junior ladies clothing store chain where she worked her way up from part-time sales to Area Operations Manager in Eastern Ontario and then Atlantic Canada. In addition to winning several personal sales achievement awards, she also won a number of awards for top sales area (Atlantic Canada.) A native of Dartmouth, Nova Scotia, Libby received her post-secondary education at Dalhousie and Saint Mary's Universities, respectively. She holds a Bachelor of Arts in Sociology and a Masters of Business Administration. She has served on the Board of the United Way of Colchester County for 4 years, the last year as President. In addition Libby also served on the Board of the Colchester Community Workshops for 4 years, three of which she chaired the Personnel Committee.

Matthew Lever



Matthew Lever is in the Advanced Diploma in Human Resource Management at Waterfront Campus. Matthew is a 2007 graduate of Cape Breton University (CBU) obtaining his Bachelor Arts Community Studies (BACS) degree majoring in Political Science.

During his time at CBU Matthew was involved extensively with the Students' Union. He was elected by his peers for three consecutive terms to the Student Representative Council and in his final year was elected Chair. Matthew was also present on many other diverse committees during his time at CBU.

Prior to attending NSCC Matthew was employed by the Cape Breton Regional Municipality as Assistant to the Mayor.

Don MacDonald



Don MacDonald has 30 years experience in policy/strategy analysis and organizational and change management. He retired from Aliant in 2002, and now serves as Director with the South Shore District Health Authority. Don's long term goal is to create a strong strategic partnership between NSCC and the Nova Scotia health system to ensure our province has high quality health system personnel available. Don has a MBA from Saint Mary's University, and B. Eng. from DalTech. He also serves as a Director with the Nova Scotia Association of Health Organizations.

Dr. Joan McArthur-Blair, President & CEO



Dr. Joan McArthur-Blair, President of the Nova Scotia Community College, is a strong leader and educator with extensive experience in post-secondary education roles. Her background includes teaching, faculty and curriculum development, international projects and administrative roles. She is a champion of the unique work that community colleges undertake to meet the needs of students, industry, and communities, and believes that the role of the community college is critical in meeting the future economic and social needs of Nova Scotia and Canada.

Before coming to Nova Scotia in August, 2005, she was Vice-President of Education at Vancouver Community College. She is a visionary leader and a skilled facilitator of teams, enabling people to work effectively together and build on their strengths. Through her collaborative skills she creates a shared vision and mobilizes the necessary strategies to deliver on that vision. She is a dynamic keynote speaker and workshop facilitator; her topics include leadership, organizational transformation and college education in Canada. Joan's doctoral dissertation, *"The Inner Life: A Conversation with Leaders in British Columbia Post-Secondary Education"* (2004) contributes significantly to leadership research and encourages leaders to examine the underlying tenets of their leadership.

Tiffany Mockford



Tiffany Mockford is a second year Business Administration - Accounting student at the NSCC, Kingstec Campus. Previously, she studied Biology at Saint Mary's University for three years. Tiffany is the VP Finance for the Kingstec Student Association and is actively involved in campus life. She is a participating member of several campus committees, including the Wellness Committee and the Benevolent Fund Committee. Tiffany volunteers with Junior Achievement, working with grade nine students on understanding the Economics of Staying in School (ESIS).

Tiffany's future plans are to take advantage of the newly signed articulation with Acadia. Upon completion of her Bachelor of Business Administration, she will pursue a professional accounting designation.

George Moody



George Moody is the President of Berwick Heights Golf Course Ltd., as well as Co-owner of Moody Brothers and Bargain Harleys in Berwick. He served as a Member of the Legislative Assembly for over 20 years.

While in Opposition he held positions such as Caucus Chairman and Official Opposition Critic for Health and the Gaming Corporation, and in Government Mr. Moody was Minister responsible for various portfolios, including Health, Transportation and Communications, and Government Services. Prior to his political career, Mr. Moody was a teacher and school administrator.

He has been involved with a number of community organizations. Presently he is Chair of the Grandview Manor Seniors Foundation, Chair of the Apple Dome Committee, Vice Chair and Member of the World Trade & Convention Centre, Director of the Armour Group Limited and a Board Member with the Western Kings Health Society.

David P. Saxton



Dave Saxton is a partner with Grant Thornton LLP. Mr. Saxton is a graduate of St. Mary's University and obtained his chartered accountant designation in 1971. He is an advisor to several local businesses, not-for-profit organizations and local governments, and has been involved in the training of chartered accountants throughout his career. Mr. Saxton is presently treasurer of the Yarmouth Hospital Foundation, a past president and member of both the Yarmouth Family YMCA and Rotary Club of Yarmouth, and has been a Trustee of the Nova Scotia Association of Health Organizations Pension Plan.

Rob G. C. Sobey, Chair



Rob is President and CEO of Lawtons Inc. He is Chairman of the Art Gallery of Nova Scotia and Chair of the Nova Scotia Community College Board of Governors. He sits on the board of Empire Company Ltd. and the Board of Trustees for Queen's University. He is a past Director of the Confederation Center of the Arts, the Downtown Halifax Business Commission, and the Nova Scotia Tattoo. Rob is a member of the Sobey Foundation, the Sobey Art Foundation, and is a trustee of the D&R Sobey Atlantic Scholarship program. He has been involved in numerous fundraising activities in the region. Rob earned a Bachelor of Arts (Honours) from Queens University and an MBA from Babson Graduate School in Massachusetts.

Rustum Southwell



Rustum Southwell is the founding Executive Director to the Black Business Initiative (BBI). Prior to joining the BBI, Mr. Southwell was the Executive Director of the African Canadian Business Development Centre, owned and operated a Harvey's franchise and served as Chair of the Atlantic Franchise Association.

He maintains active involvement in both the public and private sectors through membership and is a director of the Canadian Council on Africa, which responds to potential opportunities as a result of NEPAD and G8 Africa Action Plan, the Exxonmobil Atlantic Gas Benefits Advisory Committee, the Metropolitan Halifax Chamber and the Preston Area Board of Trade.

Mr. Southwell contributes to African Nova Scotia community initiatives through volunteer membership on the HRDC sponsored Black Employment Partnership Committees; he has chaired the African Heritage Month Committee, is a Board member of the Black Loyalist Foundation and a member of the Black Cultural Society.

He has presented extensively on the state of Black businesses to organizations and agencies, such as Voluntary Planning, Department of Foreign Affairs for Investment and Trade, the African Canadian Services Division, the Task Force on the Future of the Financial Services Sector and many others.

Appendix

Financial Statements of

NOVA SCOTIA COMMUNITY COLLEGE

March 31, 2007

Auditors' Report

To the Board of Governors of the
Nova Scotia Community College

We have audited the statement of financial position of the Nova Scotia Community College as at March 31, 2007 and the statements of revenue and expenditures, cash flows and changes in net assets for the year then ended. 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, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP.

Chartered Accountants
Halifax, Nova Scotia
June 1, 2007

NOVA SCOTIA COMMUNITY COLLEGE

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NOVA SCOTIA COMMUNITY COLLEGE

Statement of Financial Position

March 31, 2007

	<u>2007</u>	<u>2006</u>
ASSETS		
Current		
Cash	\$ 28,674,159	\$ 17,791,972
Accounts receivable (Note 3)	19,532,933	15,608,400
Inventory	752,044	754,990
Prepays	254,096	802,500
	<u>49,213,232</u>	<u>34,957,862</u>
Capital assets (Note 4)	4,394,810	5,096,893
Foundation assets (Note 5)	2,323,720	1,556,674
Pensionable advance (Note 13)	555,557	595,120
	<u>\$ 56,487,319</u>	<u>\$ 42,206,549</u>
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Accounts payable and accrued liabilities	\$ 27,359,948	\$ 17,852,826
Deferred revenue (Note 6)	5,760,777	6,010,890
	<u>33,120,725</u>	<u>23,863,716</u>
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Employee future benefit obligation (Note 16)	8,246,548	3,677,000
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Commitments (Note 14)		
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	<u>12,107,308</u>	<u>10,977,395</u>
	<u>\$ 56,487,319</u>	<u>\$ 42,206,549</u>

ON BEHALF OF THE BOARD

..... Director

..... Director

NOVA SCOTIA COMMUNITY COLLEGE

Statement of Revenue and Expenditures

Year ended March 31, 2007

	<u>2007</u>	<u>2006</u>
Revenue		
Province of Nova Scotia (Note 9)	\$ 94,822,000	\$ 83,967,000
Government of Canada	9,050,000	9,050,000
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Equipment, rentals and other administration	12,148,922	10,920,853
Utilities and maintenance	9,040,948	8,831,635
Amortization	2,722,225	3,879,163
	<u>157,220,810</u>	<u>144,221,373</u>
Excess of revenue over expenditures	<u>\$ 362,867</u>	<u>\$ 220,761</u>

NOVA SCOTIA COMMUNITY COLLEGE

Statement of Cash Flows

Year ended March 31, 2007

	<u>2007</u>	<u>2006</u>
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
Operating		
Excess of revenue over expenditures	\$ 362,867	\$ 220,761
Items not affect cash		
Amortization of deferred revenue related to capital assets	(1,920,604)	(2,211,607)
Amortization	2,722,225	3,879,163
Employee future benefit obligation	4,569,548	896,000
Changes in non-cash working capital items (Note 11)	5,883,826	(3,420,050)
	<u>11,617,862</u>	<u>(635,733)</u>
Investing		
Purchase of capital assets	(2,020,142)	(3,414,505)
Financing		
Pensionable advance	39,563	27,284
Contributions related to capital assets	1,244,904	1,787,989
	<u>1,284,467</u>	<u>1,815,273</u>
NET CASH INFLOW (OUTFLOW)	10,882,187	(2,234,965)
CASH POSITION, BEGINNING OF YEAR	17,791,972	20,026,937
CASH POSITION, END OF YEAR	\$ 28,674,159	\$ 17,791,972

NOVA SCOTIA COMMUNITY COLLEGE

Statement of Changes in Net Assets

Year ended March 31, 2007

	Invested in Capital Assets	Unrestricted	Restricted for Foundation Purposes (Note 5)	Restricted for College Development (Note 12)	2007 Total	2006 Total
Balance, beginning of year	\$ 1,408,455	\$ 3,289,343	\$ 1,556,674	\$ 4,722,923	\$ 10,977,395	\$ 10,294,257
Excess (deficiency) of revenue over expenditures	(801,621)	1,164,488	-	-	362,867	220,761
Investment in capital assets	775,238	(775,238)	-	-	-	-
Endowment contributions and interest	-	-	1,490,964	-	1,490,964	1,226,520
Endowment disbursements	-	-	(723,918)	-	(723,918)	(764,143)
Balance, end of year	\$ 1,382,072	\$ 3,678,593	\$ 2,323,720	\$ 4,722,923	\$ 12,107,308	\$ 10,977,395

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

1. OVERVIEW OF OPERATIONS

The Nova Scotia Community College (the “College”) was established as a post-secondary public education corporation under the authority of the Community College Act of Nova Scotia effective April 1, 1996.

The College, with thirteen campuses across the Province of Nova Scotia (the “Province”), is responsible for enhancing the economic and social well being of Nova Scotia by meeting the occupational training requirements of the population and the labour market.

The College has entered into a consent agreement with the Province that allows the College to construct facilities on land owned by the Province pursuant to the \$123 million multi-year infrastructure investment announced by the Province on March 28, 2003. The investment will provide newer facilities, more space and revamped learning and student life areas across the Province. Ownership of the buildings, including the new Metro Campus, will remain with the Province. Costs associated with the project will be managed by the College and flow through a liability account, which is subsequently reimbursed by the Province. The expenditures are netted against the funds receivable from the Province and have no effect on the statement of revenue and expenditures.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

Use of estimates

The preparation of financial information requires management to make estimates and assumptions that affect reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements as well as revenue and expenditures during the year. The accounts most subject to estimation and judgment include the allowance for doubtful accounts and accrued liabilities. Actual results may differ from those estimates.

Revenue recognition

The College follows the deferral method of accounting for revenue. Tuition fees, residence fees and sales are recognized when the services are provided or the goods are sold. Funding for expenditures of future periods are deferred and recognized as revenue in the year in which the related expenditure is incurred. Funding received for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Cash

Cash consists of cash on hand and amounts held by financial institutions, upon which interest is paid at commercial rates.

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital assets

Purchased capital assets are recorded at cost. Capital assets are amortized on a straight-line basis over the following estimated useful life:

Computer equipment	3 years
Furniture and equipment	5 years
Leasehold improvements	2 to 5 years

Land and buildings that are owned by the Province are not reflected in the assets of the College. Improvements made to these buildings are therefore expensed in the year. Improvements made to buildings with leases in place are capitalized and amortized over their useful life or the term of the lease, whichever is less.

Contributed services

The Province provides the College with buildings at thirteen campuses (in excess of two million square feet) and is responsible for the maintenance of the physical plant and building infrastructure, the benefit of which is not reflected in these financial statements because of the difficulty in determining the value.

Inventory

Inventory consists of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Administrative and program supplies and library periodicals are not inventoried.

3. ACCOUNTS RECEIVABLE

	<u>2007</u>	<u>2006</u>
Organizations	\$ 2,770,954	\$ 2,335,765
Student fees	1,922,699	2,635,699
Government funding	3,576,250	6,306,125
Development Project	10,042,323	2,595,514
Other	1,014,512	1,653,200
Harmonized Sales Tax	870,406	1,008,218
Allowance for doubtful accounts	(664,211)	(926,121)
	<u>\$ 19,532,933</u>	<u>\$ 15,608,400</u>

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

4. CAPITAL ASSETS

	2007			2006
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment	\$ 8,585,863	\$ 8,164,402	\$ 421,461	\$ 525,142
Furniture and equipment	14,115,195	10,699,511	3,415,684	3,490,800
Leasehold improvements	2,100,822	1,543,157	557,665	1,080,951
	\$ 24,801,880	\$ 20,407,070	\$ 4,394,810	\$ 5,096,893

5. FOUNDATION ASSETS

The Nova Scotia Community College Foundation (the "Foundation") is a non-profit organization controlled by the College. The assets represent donations and related interest restricted for scholarships, awards and other specified purposes. The Foundation works collaboratively with the College and the community to enhance the student experience by developing and implementing a framework to nurture support for current and future needs of the College.

The Foundation has not been consolidated in the College's financial statements. Financial statements of the Foundation are available upon request. Financial summaries as at March 31 and for the years then ended are as follows:

Nova Scotia Community College Foundation

	2007	2006
Results of operations		
Total revenue	\$ 1,490,964	\$ 1,226,520
Total expenditures	723,918	764,143
Excess of revenue over expenditures	\$ 767,046	\$ 462,377
Financial position		
Total assets	\$ 2,440,737	\$ 1,645,741
Less: Total liabilities	117,017	89,067
Total net assets	\$ 2,323,720	\$ 1,556,674

The Foundation uses fund accounting and follows the restricted fund method of accounting for contributions.

6. DEFERRED REVENUE

Deferred revenue represents the unearned portion of amounts received for specific purposes and is summarized as follows:

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

6. DEFERRED REVENUE (continued)

	<u>2007</u>	<u>2006</u>
Apprenticeship	\$ 893,981	\$ 554,682
Offshore operation	124,425	571,655
Skills development	452,953	720,000
Applied research	731,665	463,002
Customized training	1,998,152	2,134,591
Other	1,559,601	1,566,960
	<u>\$ 5,760,777</u>	<u>\$ 6,010,890</u>

7. DEFERRED REVENUE RELATED TO CAPITAL ASSETS

Deferred revenue related to capital assets represents the unamortized portion of funding received from the Province of Nova Scotia and other sources for capital asset additions. The deferred revenue is amortized into revenue at a rate corresponding with the amortization rate for the related capital asset. The changes in the deferred balance are as follows:

	<u>2007</u>	<u>2006</u>
Beginning balance	\$ 3,688,438	\$ 4,112,056
Contributions received	1,244,904	1,787,989
Amortization of deferred revenue related to capital assets	(1,920,604)	(2,211,607)
Ending balance	<u>\$ 3,012,738</u>	<u>\$ 3,688,438</u>

8. NET ASSETS INVESTED IN CAPITAL ASSETS

	<u>2007</u>	<u>2006</u>
Capital assets, net of amortization	\$ 4,394,810	\$ 5,096,893
Deferred revenue related to capital assets	(3,012,738)	(3,688,438)
	<u>\$ 1,382,072</u>	<u>\$ 1,408,455</u>

9. REVENUE – PROVINCE OF NOVA SCOTIA

	<u>2007</u>	<u>2006</u>
Funding received	\$ 95,822,000	\$ 84,967,000
Portion related to capital assets	(1,000,000)	(1,000,000)
	<u>\$ 94,822,000</u>	<u>\$ 83,967,000</u>

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

10. OTHER REVENUE

	<u>2007</u>	<u>2006</u>
Other revenue is summarized as follows:		
Bookstore revenue	\$ 4,060,775	\$ 3,977,034
Food sales	1,831,520	1,674,132
Apprenticeship/Shop	2,663,920	3,441,832
Interest	1,084,369	659,518
Recoveries	4,638,408	3,317,961
Applied research	1,136,910	1,285,212
Lodging, rent and miscellaneous	4,933,888	4,440,134
	<u>\$ 20,349,790</u>	<u>\$ 18,795,823</u>

11. CHANGES IN NON-CASH WORKING CAPITAL

	<u>2007</u>	<u>2006</u>
Accounts receivable	\$ (3,924,533)	\$ (1,496,776)
Inventory	2,946	(62,836)
Prepays	548,404	(313,831)
Accounts payable and accrued liabilities	9,507,122	(1,458,448)
Deferred revenue	(250,113)	(88,159)
	<u>\$ 5,883,826</u>	<u>\$ (3,420,050)</u>

12. RESTRICTED FOR COLLEGE DEVELOPMENT

These funds have been internally restricted by the Board to ensure that the funds are used solely for College development projects.

13. PENSIONABLE ADVANCE

When the College took over the payroll function from the Province, it had to book a receivable, which represented a pay advance to staff. This was to account for the move from "paid to date" to "paid in arrears". This receivable was formerly held by the Province.

14. COMMITMENTS

The College is committed to the following lease and maintenance agreement payments over the next five years.

2008	\$ 1,429,923
2009	1,008,395
2010	701,219
2011	621,458
2012	161,954
	<u>\$ 3,922,949</u>

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

15. PENSION PLAN

The Nova Scotia Community College contributes to two defined benefit pension plans administered by the Province of Nova Scotia. The Province of Nova Scotia assumes the actuarial and investment risk associated with these plans. Accordingly, the College accounts for these pensions as defined contribution plans.

The College matches employees' contributions calculated as follows for the Nova Scotia Public Service Superannuation Plan: 6.4% (2006 – 6.4%) on the part of their salary that is equal to or less than the "year's Maximum Pensionable Earnings" (YMPE) under the Canada Pension Plan (CPP) and 8% (2006 – 8%) on the part of their salary that is excess of YMPE. Under this plan, the College has recognized contributions of \$4,591,898 (2006 - \$4,318,647) for the year.

The College matches employees' contributions calculated as follows for the Nova Scotia Teachers' Union Pension Plan: 8.3% (2006 – 8.3%) on the part of their salary that is equal to or less than the YMPE under the CPP and 9.9% (2006 – 9.9%) on the part of their salary that is excess of YMPE. Under this plan, the College has recognized contributions of \$8,361,276 (2006 - \$7,241,040) for the year.

16. EMPLOYEE FUTURE BENEFIT OBLIGATION

College Service Award

An employee hired on or after August 1, 1998 who retires because of age or mental or physical incapacity shall be granted a College Service Award (CSA) equal to 1% of the employee's annual salary for each year of continuous service to a maximum of 25 years. There are no employee contributions in respect of the plan. There is no distinct fund held in respect of the CSA benefits but sufficient cash is maintained to cover the obligation. The benefits are paid from unrestricted cash.

An actuarial evaluation was completed as of March 31, 2007 and the College's obligation relating to these benefits was approximately \$4,535,000 (2006 - \$3,677,000). The benefit expense was \$1,044,236 (2006 - \$888,308). The benefits paid were \$29,229 (2006 - \$3,067). The next actuarial evaluation is scheduled for March 31, 2008.

The significant actuarial assumptions adopted in estimating the College's obligation are as follows:

Future salary increase	6% per annum
Expected rate of return	0% per annum
Discount rate	0% per annum
Retirement age	20% upon attainment of age 55 and 80 points (age plus service); the remainder at 35 years of service or age 60, whichever is earlier

Non-pension Retirement Benefits

During the year, the Province required the College to assume the future liability for the non-pension retirement benefits for the College's non-teaching staff. There are no employee contributions in respect of the plan. There is no distinct fund held in respect of the benefits but sufficient cash is maintained to cover the obligation. The benefits are paid from unrestricted cash.

NOVA SCOTIA COMMUNITY COLLEGE

Notes to the Financial Statements

March 31, 2007

16. EMPLOYEE FUTURE BENEFIT OBLIGATION (continued)

Non-pension Retirement Benefits (continued)

An actuarial evaluation was completed as of March 31, 2007 and the College's obligation relating to these benefits was \$3,711,548. The benefit expense was \$474,009. The benefits paid were \$90,480. The next actuarial evaluation is scheduled for March 31, 2008.

The significant actuarial assumptions adopted in estimating the College's obligation are as follows:

Expected rate of return	0% per annum
Discount rate	5.25% per annum
Retirement age	20% upon attainment of age 55 and 80 points (age plus service); the remainder at 35 years of service or age 60, whichever is earlier

17. FINANCIAL INSTRUMENTS

Fair value

The College evaluated the fair values of its financial instruments based on the current interest rate environment, related market values and current pricing of financial instruments with comparable terms. The carrying values are considered to approximate fair values.

Credit risk

The College performs a continuous evaluation of its accounts receivable and records an allowance for doubtful accounts as required. Management considers there is no significant credit risk as at March 31, 2007.