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All photos: archbould.com unless otherwise indicated





Message from the Chair, Board of Governors Paul Flaherty

In January Yukon College unveiled a dynamic, bold learning space – the Innovation Commons. The Commons is a multi-use student gathering space that is supporting and enhancing student learning, through spaces that encourage collaboration and the use of new technologies. The Government of Canada invested \$1M through the Post-Secondary Institutions' Strategic Investment Fund and the Yukon Government matched the investment, with Yukon College contributing just over half a million dollars. The space has become a territorial showpiece.

As Yukon College prepares to transition to university in 2020, YC teams, sometimes including the Chancellor, are visiting with every Yukon community, talking about the impact of the transition. This 13-campus tour, taking place over two years, kicked off in Teslin, with a three-hour dinner and discussion. These events ensure the broader community is involved and engaged with the transition.

Another initiative that is helping Yukon College prepare for the transition, is the Yukon University Foundation's national capital campaign. In February, Yukon College hosted an Investing in Northern Potential roundtable luncheon in Ottawa, as part of the annual Yukon Days organized by the Yukon Government. The focus was on ensuring that federal government employees and national associations in Ottawa are fully aware of the opportunities and potential a truly northern university will bring to Canada. It was much-talked-about success.

Yukon College is continuing to lead the way in Indigenization and Reconciliation. In partnership with BC Association of Institutes and Universities, we hosted twenty-two executives - presidents, vice-presidents, directors, Indigenization leads and Elders from across Canada, to explore what it would mean to Indigenize institutional governance. The evolution to Yukon University provides the opportunity to create a new university governance system from scratch - one that embodies the principles and practices of reconciliation, right at the heart of the new institution. It was an exciting conversation that sparked ongoing discussions. We're looking forward to seeing where they go.

We're on the countdown and breaking new trail as we go!

Paul Flaherty Chair Board of Governors





Message from the President and Vice Chancellor, Yukon College Dr. Karen Barnes Before I begin my report, I would like to take this opportunity to thank Paul Flaherty, who has stepped down from the Board this year. Paul was first appointed to the Board in 2008 and elected as Chair in January of 2012. During my entire tenure as President, Paul has been the Chair of the Board. He has provided outstanding leadership and valuable fiscal oversight. Truly, I can't thank Paul enough. I look forward to celebrating Yukon College's transition to university with you Paul!

Yukon College has hit an historical milestone! This year we received approval to deliver our first made-in-the-Yukon degree – the Bachelor of Arts in Indigenous Governance. We're particularly pleased that this degree highlights the College's collaboration with all fourteen Yukon First Nations. This uniquely co-developed degree is a reflection of the College's award-winning approach to Indigenization. This new degree meets the academic rigour, breadth and depth of national degree standards, while Yukon First Nation contributions ensure the courses are relevant, accessible and grounded in Yukon realities.

The hard work of preparing for our transition to Yukon University is well underway. In preparation, we have made some personnel changes at the management level. A new Registrar and Dean of Enrolment Services was hired - Dr. Wally Rude. A new Vice President Academic and Student Services was also brought on – Dr. Janet Welch. And two of the research directors were promoted: Clint Sawicki was appointed the Associate Vice President of Research Services; and Dr. Bronwyn Hancock was appointed the Associate Vice President of Research Development.

On a federal level, Dr. Hancock was appointed by the Honourable Catherine McKenna, Minister of Environment and Climate Change, to the Expert Panel on Climate Change Adaptation and Resilience Results. Following an eight month process of discussion and deliberation, the Expert Panel proposed 54 indicators intended to identify and measure key elements that would reflect progress on adaptation and climate resilience in Canada. Dr. Hancock was one of three academics appointed to this prestigious panel.

Yukon College has completed its first year of EleV – the Mastercard Foundation funded project – aimed at improving Indigenous students' access to and completion success with, post-secondary education. One of the latest stories focuses on the provision of mathematics support for 20 pre-apprentice students in Carpentry, Welding and Oil Burner Mechanic/Pipe Trades programs. The hope was that this support would decrease the drop-out and failure rates of Indigenous students. Early results show that every student passed their math exam!

Finally, the Yukon University Foundation has just launched a national capital campaign. We're focusing on a Science Building as the first project for this campaign, with the hope of breaking ground in 2019/2020. Watch for it!

Karen Barnes President and Vice Chancellor



## **MISSION**

Yukon College is a leader in education, rooted in our diverse cultures and northern environment, where everyone is inspired to dream, learn and achieve.

## **VISION**

Grounded in northern expertise and strong partnerships, we will build a healthy and prosperous north through unique, relevant and inclusive education and research.

## **2016-21 STRATEGIC DIRECTIONS AND GOALS**

#### Offer exceptional student experiences

Yukon College will promote a welcoming and culturally inclusive environment.

Yukon College will provide exceptional student experiences through innovation in programs, instruction, research and support.

Yukon College will inspire and support student potential through experiential learning.

Yukon College will work with public schools to provide professional development opportunities that support the new vision for education.

#### **Collaborate with First Nations**

Yukon College will collaborate with First Nations to identify and respond to their educational needs and priorities.

Yukon College will collaborate with First Nations on the development of college programs.

Yukon College will partner with First Nations to develop and establish an institute of Indigenous self-determination.



### Expand research and innovation

Yukon College will conduct, implement and share research on northern topics.

Yukon College will partner with First Nations in identifying, coordinating and implementing research priorities.

Yukon College will increase student and faculty capacity to conduct research throughout the institution, its campuses and the North.

Yukon College will be Yukon's hub for creative and balanced dialogue, innovation and entrepreneurship.

#### Engage with Yukon rural communities

Yukon College will identify and respond to rural community needs by offering relevant programs.

Yukon College will identify, provide and support innovative delivery models for education in rural communities.

Yukon College campuses will enrich educational opportunities and services by connecting and engaging with each other.

#### Become a northern-focused university

The Yukon University Act will be enacted.

Yukon College will become a hybrid university that offers a full range of programming, including trades, academic readiness, certificates, diplomas and degrees.

Yukon College will offer future-focused, diverse and integrated programming.

Yukon College will develop and implement a plan to retain, support and attract faculty and staff in order to enrich the institution.



## Yukon College Board of Governors (March 2018)

Karen Barnes (non-voting member) Carol Geddes (Vice-Chair) Paul Flaherty (Chair) Mike Burke Vera Holmes Shawn Allen Chris Milner Mary Samolczyk Julia Salo Judy Gingell Jun Hyeok (Eric) Kim

## Yukon College Chancellor (November 2018)

Piers McDonald

## Senior Executive Council (November 2018)

Karen Barnes, EdD President and Vice-Chancellor

Janet Welch, EdD Vice President, Academic and Student Services

Michael Hale, BA Chief Administrative Officer

Clint Sawicki, MPA Associate Vice President, Research Administration

Bronwyn Hancock, PhD Associate Vice-President, Research Development

Giulia Lucchini Director, Employee Relations and Organizational Development

Jacqueline Bedard, MET Executive Director, Government & External Relations

Margaret Dumkee, M.Ad.Ed. Dean, Applied Science and Management

Davida Wood, B.Ed. Director, First Nations Initiatives

# Yukon College Student Union (March 2017)

Terry Young Ja Suh (President) Kultej Gill (Vice-President Internal) Ciaran Connolly (Vice-President External) Azul Billy (Treasurer) Lacia Kinnear, MES Director, Governance and Strategic Initiatives

Stephen Mooney, M.Sc., P. Eng. Director, Cold Climate Innovation

Wally Rude, EdD Registrar and Dean of Enrolment Services

Andrew Richardson, PhD *Dean*, *Applied Arts* 

Shelagh Rowles, M.Ed. Executive Director, Centre for Northern Innovation in Mining

Tosh Southwick, M.Ed. Vice President, Indigenous Engagement and Reconciliation

Colleen Wirth, MA Director, Student and Infrastructure Support

Luzelle Nagel, CPA, CA Director, Finance and Administration

Christine Spencer (Assistant Treasurer) Carrie Boles (Secretary) Theresa Hyo Jung Han (Director)



### **Centre for Northern Innovation in Mining**



Yukon College offers cutting-edge training through its Centre for Northern Innovation in Mining (CNIM). CNIM is built on the partnerships among the mining industry government, First Nations and post secondary research and programs.

Milestones for 2017/18 included:

- Centre for Northern Innovation in Mining (CNIM) set up a comprehensive machinist/ millwright shop for millwright trades instruction and emerging industrial projects. Electrical and Carpentry Pre-Apprenticeship Programs, as well as the Geological Technology Program, made use of CNIM's spacious classrooms and multipurpose multipurpose shop space.
- **Geology Technology** completed the second delivery of the certificate program.
- Heavy Equipment Technician—delivered pre-apprentice and diploma programs at Ayamdigut campus.
- Driller's Helper Common Core Training delivered training for in Whitehorse and Dawson City.
- Introduction to Underground/Surface Mining delivered training for Yukon students to participate in both underground mining and surface mining at the Delta Junction Mine Training facility in Alaska.

- Environmental Monitoring—delivered 6 modules in the certificate program in cooperation with Yukon First Nations and industry.
- Industrial Skills training—delivered a comprehensive introduction to the industrial trades in Mayo using the mobile trades training trailer.
- HEO/Surface Mining Train the Trainer Whitehorse CNIM is developing a Train the Trainer course for experienced Yukon theavy equipment operators with First Nations and industry consultation and collaboration.
- Mine Remediation Research hired Dr. Guillaume Nielsen to serve as Research Associate through the Yukon Research Centre, focusing on building an applied research program oriented to mine remediation research projects that involve Yukon-based mining companies and Yukon College students.



### **Northern Institute of Social Justice**



The Northern Institute of Social Justice (NISJ) develops and delivers training that provides frontline workers and others in governments, non-government organizations and businesses with information, tools and strategies for working with clients and communities. The NISJ also provides training to people appointed to boards and tribunals; and to the general public. The institute works with course developers and instructors from Yukon's college, private, government and non-government sectors to deliver training that reflects the Yukon context.

Milestones in 2017/18 included:

- Partnering with the Crisis and Trauma Resource Institute (CTRI) to deliver some of their courses through the NISJ. In 2017-18, several courses were delivered in Whitehorse and Old Crow.
- Working with the Right Use of Power Institute, in Colorado, to deliver one of their courses, Right Use of Power, and to certify a local instructor to deliver the course in the future.
- Working with the First Nations Initiatives Dept., Yukon College to increase delivery of YFN 101 to governments, businesses and the public in response to rising demand.
- Working with the Committee on Abuse in Residential Schools (CAIRS) and Indian Residential School survivors and intergenerational survivors to deliver Residential School Awareness to the public, government, and Carlton University journalism students taking an experiential class in Yukon. This was the second delivery to a group of journalism students.
- **Creating a working group** to develop and pilot Evidence in Regulatory Enforcement with some frontline workers in Energy, Mines and Resources; and Environment.
- Working with Mental Health Services and the Mental Wellness Strategy to deliver Mental Health First Aid for Northern Peoples throughout Yukon.

- Working with the Mental Wellness Strategy to begin development of curriculum for future courses (i.e. Mental Wellness Toolkit; Cultural Safety); and to deliver Applied Intervention Skills Training throughout Yukon. YFN 101 and other courses were also delivered under the strategy.
- **Continuing to work with FASSY** to deliver FASD-Informed Support. Facilitating a discussion with service providers and a Nunavut-based researcher who is developing the Inuit-Specific Training and Development Framework for Individuals with FASD; and exploring opportunities to work together in the future.
- Working with a local instructor to explore future delivery of A Wellness Day; and Mindful-Self Compassion.
- Working with a Yukon College instructor and instructor with the Centre for Conscious Eldering, in Colorado, to explore delivery of a retreat(s) in Yukon, on Conscious Aging - Aging with Passion and Purpose, in October 2018 and beyond.

Working with Parks and Recreation Association Yukon (RPAY), a local instructor, and the National Board for Certified Counsellors and Affiliates (US) to pilot Mental Health Facilitator -ASAP! in October 2018, and explore future deliveries of the course with the local instructor.



## **Yukon Research Centre**



The Yukon Research Centre is a division of Yukon College dedicated to answering northern research questions, informing decision-making with evidence-based research, and increasing student research capacity. We pride ourselves on investigating distinctly northern questions by applying western science approaches and traditional knowledge to offer truly innovative, northern solutions. We work in partnership to identify, coordinate and implement research priorities, and to offer exceptional student experiences.

Milestones in 2017/18 included:

- Fostering partnerships— partnered with First Nations, mining and energy companies, municipal and territorial governments, universities, not-for-profit agencies and private industry right across Canada's North, to ensure that our research can be applied directly to issues facing northerners.
- Answering questions—developed projects to study a variety of questions posted by our partners, including the impacts of climate change on highway infrastructure; how First Nations traditional knowledge and science can support the closure of mines; how energy technology can be expanded and improved for the betterment of northerners; changes to wildlife populations and key ecosystems across Yukon using long-term tracking; and improvement of the well-being of northerners.
- **Highly Qualified Researchers**—credentialed researchers specializing in permafrost, hydrology, resource co-management, mine life cycles, and social sciences, and one Industrial Research Chairs, focused on Northern Energy Innovation.
- **Research Services**—our Research Services Office continues to grow, and houses ethics processes for research involving humans and animals; administers research granting processes and funding; and connects researchers with partners and funding opportunities to support faculty research at Yukon College.
- **Research funding and student opportunities**—in fiscal 2017/18 the Yukon Research Centre earned close to three million dollars in funding, and hired 35 students to be involved in projects over the course of the year.

## **Yukon College Foundation**



The Yukon College Foundation serves as the fundraising arm of the College. Led by a Board of Directors, the Foundation generates and manages a sustainable legacy in order to enhance access to education, as well as learning and research opportunities.

- National Fundraising Campaign—A "Trail to YukonU" strategic plan was developed that established and set priorities for each area of the institution. In 2019 the Foundation will embark on an \$85,000,000 campaign that will be broken out into 2 phases and will incorporate federal, territorial and private sector funding. A national volunteer committee is forming and the development team has begun national outreach. The goal is to announce the campaign publically in 2020.
- **Student awards**—42 donor-funded bursary and scholarship awards were available to students.
- Inspire Celebration—Student award donors connected with their award recipients over appetizers crafted by the Chefs and students of the Culinary Arts program. During a Fireside Chat, the captivating words of a student, an Alumna who serves as a Foundation Board member, and a Student Award donor illuminated the impact of student awards and post-secondary education on individuals, the community, and the territory.
- **Community Outreach**—MoLab: An anonymous donor funded a designated MoLab (Mobile Lab) vehicle that enabled the YC Kids Camps to visit seven commutnities across the territory (at no cost to them) and engage 129 youth, aged 5-13.

**Total assets** (June 30, 2018): \$4,181,914 (\$636,220 increase from previous year)

Yukon College Foundation Board of Directors (June 2018)

Wendy Tayler (Chair) Pat Tobler (Co-Chair) Karen Barnes (ex officio) Allison Rippin Armstrong Jennifer Byram Shadelle Chambers Joel Cubley Rod Snow Roxanne Vallevand Joy Waters



## **Application Data**

#### TOTAL Application, Acceptances for Admission, and Yield Rate

A total of 1,495 applications for Yukon College programs were received in 2017/18, of which 959 (or 64%) were accepted for admission. A total of 595 accepted students registered in their courses, for a yield rate of 62% of acceptances, and 40% of all applications.

OVERALL Applications, Acceptances, and Yield								
APPLICATIONS ACCEPTANCES NEW REGISTERED STUDENTS						ENTS		
Year	Applications	Number	Percent	Number	% of accepted	% of applied		
2017-18	1495	959	64%	595	62%	40%		
2016-17	1655	1070	65%	570	53%	34%		
2015-16	1583	978	62%	534	55%	34%		

#### FIRST NATIONS Application, Acceptances for Admission, and Yield Rate

First Nations applicants accounted for 31% of applications in 2017/18. This group had an acceptance rate of 64%. The yield rate of newly registered students in this group was 55% of acceptances, and 35% of applications.

FIRST NATIONS Applications, Acceptances, and Yield									
VEAD	APPLIC	ATIONS	ACCEP	TANCES	NEW REGISTERED STUDENTS				
YEAR	Number	Applications	Number	Percent	Number	% of accepted	% of applied		
2017-18	457	31%	293	64%	161	55%	35%		
2016-17	562	34%	339	60%	162	48%	29%		
2015-16	577	36%	337	58%	172	51%	30%		

#### DIRECT ENTRANTS FROM YUKON HIGH SCHOOLS Application, Acceptances for Admission, and Yield Rate

Direct entrants from Yukon high schools accounted for 8% of applications in 2017/18. This group had an acceptance rate of 90%. The yield rate of newly registered students in this group was 66% of acceptances, and 60% of applications.

DIRECT ENTRANTS FROM YUKON HIGH SCHOOLS Applications, Acceptances, and Yield									
YEAR	APPLIC	ATIONS	ACCEP	TANCES	NCES NEW REGISTERED STUDENTS				
TEAR	Number	Applications	Number	Percent	Number	% of accepted	% of applied		
2017-18	121	8%	109	90%	72	66%	60%		
2016-17	212	13%	181	85%	95	52%	45%		
2015-16	295	19%	211	72%	89	42%	30%		





### Enrolment Data - New and Returning Students (For academic year Sept. 1, 2017 to Aug. 31, 2018)

#### Full-time and Part-time Student Headcounts

In 2017/18, Yukon College had a total of 712 full-time and 496 part-time students enrolled in credited programming for a total of 1,208 students.

Also in 2017/18, Yukon College had 4,848 students enrolled in non-credited programming. As some students enroll in multiple courses, there were 7,529 course registrations in non-credit courses.

#### **Enrolment by Program Area**

Yukon College Student by Program Area								
PROGRAM CLUSTER*		2017/18			2016/17			
PROGRAM CLOSTER	Full-time	Part-time	TOTAL	Full-time	Part-time	TOTAL		
University Transfer	299	190	489	213	245	458		
Degree and Post-graduate Programs	103	61	164	96	65	161		
Career and Technical	142	169	311	136	143	279		
Trades	23	14	37	49	3	52		
Academic and Skill Development	145	62	207	157	83	240		
TOTAL Credit Programming	712	496	1,208	651	539	1,190		
TOTAL Non-credit Programming	47	4,801	4,848	118	4,299	4,417		
TOTAL	759	5,297	6,056	769	4,838	5,607		

\*Note: Program clusters do not necessarily reflect the organizational structure of Yukon College. Some programs have been reclassified since 2015-16.

SOURCE: Data Warehouse as of October 1, 2018

SOURCE: Data Warehouse as of October 1, 2018

## **Student Demographics** (For academic year Sept. 1, 2017 to Aug. 31, 2018)

Demographic Characteristics of Yukon College Students										
		2017	/18			2016/	17			
DEMOGRAPHIC	Cre	dit Programm	ing	Non- Credit Programming		Non- Credit Programming		Non- Credit Programming		Non-
	Full-time	Part-time	All	credit	Full-time	Part-time	All	credit		
Female	59%	63%	61%	42%	58%	64%	61%	42%		
Male	35%	21%	29%	39%	37%	24%	31%	36%		
Non-binary or Unspecified	5%	16%	10%	19%	4%	12%	8%	22%		
First Nations*	25%	19%	23%	15%	32%	18%	26%	14%		
Average Age	27.6	32.1	29.4	39.2	28.4	31.9	30.0	39.3		
Median Age	25	29	26	38	26	28	27	38		

\*Note: First Nations data is based on self-identification and funder information, and should therfore be taken as a minimum percentage.

#### International Student Enrolment

In 2017/18, the full-time equivalent count for international students was 194, and 34 students were enrolled for short-term study tours. In the previous year of 2016/17, the full-time equivalent count was 98, and 55 students enrolled in short-term study tours.

#### **Community Campus Students**

In 2017/18, a total of 1,532 students took courses at one of Yukon College's 12 community campuses, up 3% from 1,484 in 2016/17. Also, 585 students took Yukon College credit courses that were offered in an online format in 2017/18.



#### **Student Outcomes** (For academic year Sept. 1, 2017 to Aug. 31, 2018)

125

34

#### **Credentials awarded**

Yukon College students earned 125 certificates, 34 diplomas, and 26 degrees for the academic year ending in May 2017.

Number of Certificates, Diplomas and Degrees by Type of Program								
Credential		2017	/18			2016/	17	
Credential	Certificates	Diplomas	Degrees	TOTAL	Certificates	Diplomas	Degrees	TOTAL
University Level	33	14	26	73	19	25	15	59
Career and Technical	76	14	0	90	60	12	0	72
Trades	12	0	0	12	13	0	0	13
Academic and Skill Development	0	0	0	0	0	0	0	0
Yukon Native Language Centre	4	6	0	10	3	4	0	7

25

SOURCE: Data Warehouse as of October 1, 2017

TOTAL

\*Note: Program clusters do not necessarily reflect the organizational structure of Yukon College.

#### **Employment Outcomes**

Sixty-nine percent of former students from career and trades/technical programs in 2016/17 were working in paid jobs that were "somewhat" or "directly" related to their studies at Yukon College, as of the time when they were surveyed early in 2018. This is up four percentage points from the year before.



## **Employee Data**

185

In 2017/18 a total of 295 regular or term staff and 332 casual or contract staff worked at Yukon College.

During the previous year of 2016/17, a total of 287 regular or term staff and 341 casual or contract staff worked at Yukon College.

41

15

151

## Board of Governors Strategic Performance Indicators

95

The following strategic indicators are used by the Yukon College Board of Governors to monitor progress on the 2016-21 Strategic Plan.

Ninety-three percent of students were satisfied with the quality of instruction at Yukon College, 95% were satisfied with course content, 90% were satisfied with support services, and 83% were satisfied with opportunities to engage in research.

Ninety-eight percent of students agreed that "Yukon College is a good learning environment."

The percentage of students who agree that "Yukon College provides an environment of cultural sensitivity for all" is 93% overall and 91% for Indigenous students.

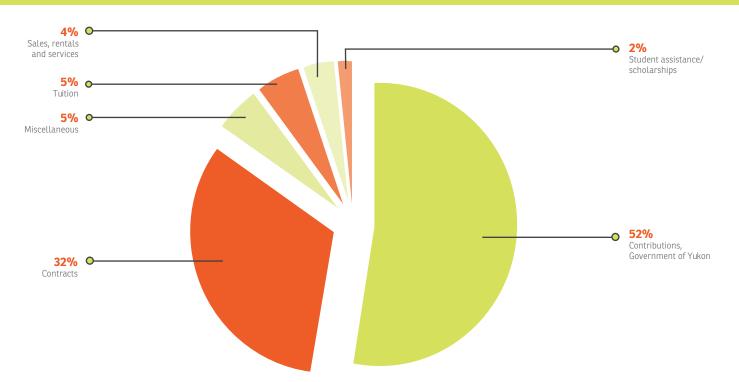
There were 16 funded faculty research projects conducted, with 22 students participating.



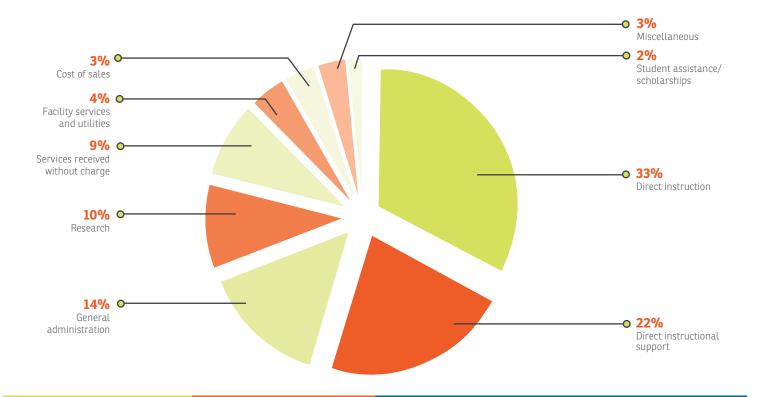
## yukoncollege.yk.ca

# **Financial Reports**

### Revenue 2017-2018



## Expenditures 2017-2018





### SUMMARY FINANCIAL RESULTS FOR THE YEAR ENDED JUNE 30, 2018\*

Revenues	2018	2017
Contributions, Government of Yukon	**\$24,824,875	\$25,704,304
Contracts	15,339,307	16,489,115
Miscellaneous	2,441,564	1,684,196
Tuition	2,326,551	1,668,977
Sales, rentals and services	1,662,302	1,563,381
Student assistance/scholarships	768,242	715,776
	\$47,362,841	\$47,825,749

Expenses	2018	2017
Direct instruction	\$15,114,320	\$15,881,739
Direct instructional support	10,082,465	10,062,822
General administration	6,707,231	6,362,019
Research	4,513,909	4,481,736
Services received without charge	3,983,667	3,706,611
Facility services and utilities	1,877,784	1,918,893
Cost of sales	1,617,001	1,651,118
Miscellaneous	1,498,023	1,435,311
Student assistance/scholarships	724,382	714,765
	\$46,118,782	\$46,215,014

Total surplus of revenue over expenses	***\$1,244,059	\$1,610,735
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Changes in net assets	2018	2017
Total surplus of revenue over expenses	\$1,244,059	\$1,610,735
Endowment contributions	199,606	76,229
Net assets, beginning of year	20,175,417	18,488,453
Net assets, end of year	\$21,619,082	\$20,175,417

Net assets	2018	2017
Capital	\$10,428,407	\$8,842,581
Endowments	2,572,828	2,373,222
Pension	17,743,100	16,653,900
Unrestricted	(9,125,253)	(7,694,286)
	\$21,619,082	\$20,175,417

\*An unqualified audit opinion was expressed by the Auditor General of Canada. A copy of the full financial statements, including the audit opinion, is available at yukoncollege.yk.ca/about-us/publications-plans-reports.

\*\*Contributions, Government of Yukon are higher in 2017 due to pension solvency payments received for that year only.

\*\*\*Includes \$1,089,200 externally restricted for pension based on actuarial valuation.

