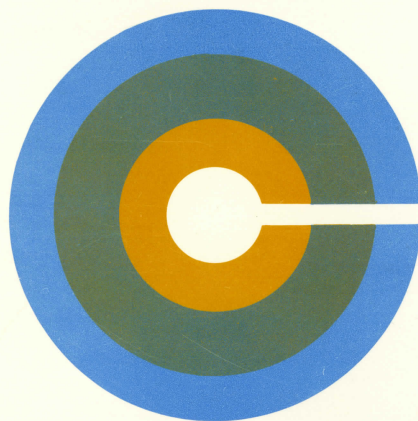


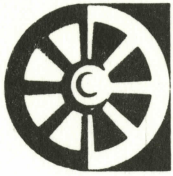
C A R I B O O   C O L L E G E

A N N U A L   R E P O R T

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Cariboo College



# cariboo college

## board

P.O. BOX 3010  
KAMLOOPS, B.C. V2C 5N3  
PHONE (604) 374-0123

February 5, 1986

The Honorable J. Heinrich  
Minister of Education  
Parliament Buildings  
VICTORIA, British Columbia  
V8V 2M4

Dear Mr. Heinrich:

**RE: 1984-1985 ANNUAL REPORT**

I am pleased to enclose Cariboo College's Annual Report for the period April 1, 1984 to March 31, 1985.

This report is an overview of the College's major activities during a year of stable enrolments with emphasis on the services offered to the residents of the College region.

I trust the report will meet with the requirements of your Ministry.

Yours truly,

R. DALE JANOWSKY  
Chairman  
Cariboo College Board

/bas



In the spring of 1983, Cariboo College officially submitted a Five Year Plan for 1983-88 to the Ministry of Education.

The Plan, a thirty page document with eight detailed statistical appendices was the result of many hours of meetings, numerous consultations and the refinement of a variety of submissions from departments and individual employees. For the College, it provides a strategic direction and a statement of short-term, intermediate and long-term goals and objectives for that period.

This Annual Report is an integral part of that planning process since it provides a status report for 1984-85 on the College's achievements as it pursues its educational mission towards the 1990's.

The report attempts to highlight the attainment of the College's goals and objectives as laid out in the Five Year Plan 1983-1988.

I. THE COLLEGE MISSION

- A. The mission of Cariboo College is to provide a comprehensive range of learning opportunities for its students, especially adults who may come from its designated region, the province, the nation or, where appropriate, international locations. By providing these opportunities, the College contributes to the social, intellectual, economic, cultural and recreational development of both its own community, its geographic region, and the province of British Columbia.

The College recognizes the wide range of personal goals in education and the diverse needs of the people of its region. In addition, it recognizes the constraints on its resources. Therefore, it seeks to evaluate the demands on available resources and assign priorities based on specific goals and the most effective ways to attain them.

B. Significant Achievements in Pursuit of Mission

The College established learning centres in Merritt and 100 Mile House and recognized a need for expanded programming in Williams Lake.

We continued to point towards new directions for the future, both in delivery and in improved services as outlined in individual sections of this report.

II. CORPORATE GOALS

- A. The goal of the College as a corporate entity under the College and Institute Act is to provide the leadership, planning and governance required of a publicly funded educational institution.

To achieve this goal, the College has the following commitments:

1. To the students to provide a variety of quality learning opportunities designed to meet their individual needs.
2. To the College employees to provide an environment within which they may develop personally and professionally in their provision of quality services to their students or to other employees.
3. To those to whom the College is legally responsible and accountable to operate within the framework of applicable law, to provide prescribed information and to cooperate and consult as necessary.
4. To the communities in which the College serves to assume corporate responsibility by sharing resources where possible, providing expertise when available, and ensuring that the learning/teaching opportunities offered are as broad as possible and of the highest possible calibre.



B. Significant Achievements in Pursuit of Corporate Goals

The College worked in cooperation with the B.C. Lottery Corporation to offer specialized programming and to create new job opportunities for graduates of the Computer Systems Operation and Management Program. Several of our students were subsequently hired by the Lottery Corporation.

A project which produced a multiple indexed directory of manufacturers in the Thompson-Nicola Region was co-sponsored by the College and the Thompson-Nicola Manufacturers' Association.

Cooperation with the Open Learning Institute continued through the provision of College facilities for their Biology and Chemistry labs.

The College organized a provincial workshop on formative program evaluation.

The evening public lecture series and the noon-hour cultural events continued to be well attended by the College community and the general public.

Staff and students again undertook a food blitz to help replenish the shelves of the local food bank.

### III. EDUCATIONAL GOALS

A. The primary goal of the College is to assist its students in the pursuit of their goals by providing a comprehensive range of learning opportunities. This goal encompasses the traditional aims of education; to transmit existing knowledge; to create and transmit new knowledge; to stimulate the development of critical attitudes, intellectual curiosity and imagination; and to develop aesthetic and ethical values. It also encompasses the preparation for a career or vocation through specific programs. Finally, it recognizes that the goals of individuals change throughout life and that the opportunity for life-long learning is vital to the well-being of the individual and the community.

Cariboo College seeks to achieve this goal by:

1. Developing and offering a comprehensive range of educational opportunities including adult basic education, college foundation, university courses, and programs, and a variety of vocational, career and technology programs. In entering new fields, the College is guided not only by the perceived needs of the community, but also by its existing resources. The College is committed to cooperation with other institutions which present courses and programs beyond its own capability and scope.
2. Striving for excellence in the teaching/learning process, by experimenting with, monitoring and evaluating this process.

3. Maximizing accessibility by providing flexible arrangements for students to meet the pre-requisites for entry into programs and courses, ladderred curriculum, challenge examinations, and recognition of previous experience including educational, work, and life experiences.
4. Maximizing accessibility to opportunities throughout the College region via a broad range of delivery methods, including facilities of the KNOW network, seminars, packaged materials, cable networks, teleconferences, workshops and computer systems.
5. Providing opportunities for life-long learning, by meeting identified community needs for intensive training courses for business and industry, a variety of contract services for special-interest groups and part-time credit and non-credit courses in continuing and community education.

Specific educational objectives are outlined in the Cariboo College Education Plan 1981-1986 (revised annually) and are reflected in the College calendar, program bulletins, and brochures.

B. Significant Achievements in Pursuit of Educational Goals

The Education Council was introduced as a form of collateral organization, crossing divisional boundaries to address issues of common concern throughout the College community.



With the decentralization of the former continuing education personnel into the instructional divisions the capacity was provided for a dramatic improvement in contract instructional delivery and revenue generation. Lines of authority for course and program approval and maintenance of appropriate standards were also clarified.

A system of ongoing program review was developed and the faculty evaluation process was expanded.

In order to become more responsive in the educational marketplace, courses of non-traditional format were offered in order to meet changing community needs. Some of these courses were: Basic Programming and Computer Literacy; Computers in a Day; Introduction to Pascal; Home Study Micro-Computer Course; and Agriforum '85.

We expanded into new areas of Registered Nurse Refresher using a modified program developed by the Open Learning Institute.

The College offered the first ever course in the Interior in Salmonid Enhancement and surpassed the planned enrolment by 40%.

The successful submission of a Skills Growth Application converted the CAPRI (Computer Aided Printing) Program to the DAD (Digital Art and Design) Program.

Divisional achievements in pursuit of the College's educational goals are highlighted under individual reports.

**IV. HUMAN RESOURCES GOALS**

A. The College has developed the following goals to meet its human resources needs:

1. To design and develop an organization to respond effectively to the needs of its present and future students.

To meet this goal, the College is committed to constantly assessing the needs of its students and to ensuring that its climate, management style and communication systems will engender the enthusiasm, cooperation and trust needed for quick and appropriate response to student requirements.

2. To recruit, assign, motivate and develop the personnel required to provide the quality and quantity of manpower for short and long-term needs including an optimal level of support services.

To meet this goal, the College is committed to hiring the best qualified person for any position; to making the best use of the maximum of responsibility and challenge; to providing advanced training and opportunities for professional development; and to giving earned rewards and recognition.

3. To develop or revise, as required, the personnel policies, procedures and systems to ensure the College meets its educational, legal, corporate and social obligations.

To meet this goal, the College is committed to providing equal opportunity for access to advertised positions and for promotions; to competitive wages, salaries, working conditions and benefit packages; to fair and equitable treatment of all employees; and to meeting the spirit as well as the letter of the law in dealing with its collective agreements and employee groups.

B. Significant Achievements in Pursuit of Human Resources Goals

The outreach, CML/CAI and A/V production capacities of the College were consolidated with the creation of the Staff and Curriculum Development Department.

Significant improvements were made to the instructor performance appraisal system. The new process ensures greater consistency in faculty evaluations throughout the College.

Ralph Finch was seconded by the Ministry of Education as Coordinator of Mechanical and Metal Fabrication Programs.

Gordon Woldum was seconded by Manitoba Department of Education to teach electrical students at the Ramogi Institute of Advanced Technology in Kisumu Kenya.

Dr. Richard Hughes, one of the College's charter faculty members retired. He taught Geology for a number of years and at the time of his retirement held the position of Librarian.



Hugh McTaggart, an employee of ten years, retired from his position as Physics Laboratory Demonstrator.

Dr. Alastair Watt was granted assisted leave to complete a Masters Degree in Higher Education at the University of British Columbia.

Gene Turney was granted assisted leave to study at Ryerson in Toronto and in California.

Merit awards in recognition of overall outstanding performance were granted to the following faculty members: Shirley Brown, Amy Doi, and Dave Williams.

Personnel employed at the College during the year are noted below in appropriate categories:

Faculty	139 full-time	29 full-time temporary 118 part-time temporary
Administration	41 full-time	4 temporary
Support Staff	63 full-time	15 temporary
Student Assts.	33	

**V. FACILITIES GOALS**

- A. The primary goal is to provide the best possible and most appropriate physical environment for the direct and indirect support of the learning/teaching process in the various centres where the College has a presence.

To achieve this goal for its facilities, the College plans:

1. To plan and provide additional facilities as they are required.
2. To deliberately reduce and eventually eliminate those areas and facilities, including equipment, which are of poor and diminishing quality.
3. To provide for access by the disabled to its facilities.
4. To develop cost-effective strategies for providing more facilities services within funding limitations and to obtain funds for specific projects from other sources as well as the Ministry of Education.
5. To consult and cooperate with municipal, provincial, public and private agencies, as well as members of the College community, for the planning, development and use of campus or College centre facilities for present and future use.

6. To develop, or revise, as required, the facilities policies, procedures and systems for daily operations, short-term planning, longer range projections and, where necessary, procedures for safety, security and emergency operations.

B. Details of significant achievements in pursuit of facilities goals are outlined under Service Department Reports.



**VI. FINANCIAL GOALS**

A. In dealing with its financial resources, the goal of the College is to allocate its funds to achieve the objectives of the institution in the most efficient and cost-effective manner possible while complying with its legal obligations for the expenditure of public funds.

To achieve this goal, the College is committed to the following:

1. To an annual balanced budget.
2. To purchasing procedures which allow equal opportunities for suppliers of goods and services.
3. To the direct cost recovery of general interest programming and ancillary services.
4. To the provision of financial data for management decisions.
5. To the maintenance of tuition fees and charges at a reasonable level appropriate to the gross budget.
6. To the maintenance of systems to ensure efficiency and accountability in spending practices.
7. To the provision of services within the entire College region commensurate with the financial resources available.

B. In working towards achieving its financial goals, the College was faced with the problem of financial resources being extremely tight under the provincial restraint program. We were once again faced with the challenge of prioritizing programs in order to match the available financial resources.

**VII. STUDENT SERVICES GOALS**

- A. In recognizing the importance of the whole student, for example, educational, social, physical and psychological, the primary goal of Student Services is to provide services which will assist the student body in satisfying its needs.

The College seeks to meet these needs by:

1. Communicating to prospective students the requirements for entry in the various courses and programs of study, and assisting students with the selection of courses and programs appropriate to their educational objectives.
2. Facilitating entry into the College through an equitable admissions and registration process and providing the student with an accurate record of all academic progress.
3. Assisting students with the resolution of educational, occupational and personal problems and assisting them in the development of personal competencies to meet their educational and personal objectives.
4. Administering federal, provincial and institutional student financial assistance programs.
5. Providing emergency health treatment, health care and health education suitable to the needs of the College and the students.



6. Facilitating the personal, social and physical growth of students through a wide range of extramural, intramural and cultural activities.
7. Supporting the needs of the general student body by recognizing its voice through student groups such as student government, class representatives and the like.
8. Ensuring that problems and concerns of students are dealt with in due process and that, wherever feasible, student input to decisions will be sought.

The College recognizes the importance of optimum instructional support services in such areas as the Learning Resources Centre, the Computer Services Department, and the Bookstore. It is, therefore, committed to providing instructional support services of the highest quality consistent with available financial resources, and the Ministry of Education and College spending priorities.

B. Significant Achievements in Pursuit of Student Services Goals

The role of students was emphasized in resolving student-related concerns. Problems such as student appeals were dealt with promptly and student input was sought during discussions about tuition fees and new procedures.

Liaison was strengthened between the Students' Society and Athletics/Recreation through open communication and understanding of objectives.

Counsellors continued to see students on a personal appointment, as well as on a drop-in and evening appointment basis four days per week. Counsellors also made at least two visits to all regional schools with monthly visits being made to the Williams Lake campus for day appointments. Three career awareness workshops were held in Williams Lake. A Ministry of Education grant provided a significantly improved service to disabled students through direct tutorial and interpretation assistance.

The College was pleased to play a major part in the accomplishments of Joanne Woodruff who was the first hearing impaired student to graduate from the Common Core TRAC program.

Extension Services was amalgamated with the credit, Admissions and Records function. As well, a toll-free number was installed for outlying inquiries and registration. The expanded use of the on-line student record system provided a more timely response for student inquiries.

Cariboo College Entrance Scholarships were increased to \$600 each for one student from each high school in the College region.

**VIII. COLLEGE GOVERNANCE**

A. During the period of this report, the College Board met on a regular basis in public and committee meetings to conduct the business of the College. At its inaugural meeting in February 1985, R. Dale Janowsky of Kamloops was re-elected Chairman for his third term.

B. Board Representatives

1984 - 1985

Donna Barnett  
Stella Black  
Lawrence Guichon  
Joseph Hutton  
R. Dale Janowsky (Chairman)  
Fred McLellan  
Robyn Richter  
Rhona Ryan  
Andrew Smith

1985 - 1986

Donna Barnett  
Stella Black  
Lawrence Guichon  
Joseph Hutton  
R. Dale Janowsky (Chairman)  
Fred McLellan  
Robyn Richter  
Rhona Ryan  
Andrew Smith



Honorary Life Members of Cariboo College Board

James Bann  
Helen Keir  
Archie McLaughlin  
Anne Stevenson

C. Education Committee Activities - 1984/85

The members of the Education Committee were Chairman - Stella Black and Rhona Ryan. Among other decisions, some of the major activities this Committee was involved in during the year are listed below.

They recommended that funding be pursued through the Skills Growth Fund for a Visual Art and Design Program.

The Committee was involved in the decision to discontinue the Welding Technology and Community Health Service Worker Programs.

A recommendation was made to accept ten Libyan students at Cariboo College.

D. Finance/Facilities Committee Activities - 1984/85

The members of the Finance/Facilities Committee were Chairman - Andrew Smith and Fred McLellan. Highlights of major work with which the Committee was involved during the year are listed below.

A lease was negotiated for the rental of a large animal facility at Knutsford.

The Committee was involved in the decision of the Board to agree in principle to a playing field project and the development of a practice field and premier field on College property.

Groundwork was laid for the purchase of a building for an expanded Williams Lake campus.

The Committee recommended the establishment of a scholarship endowment fund with an initial contribution of \$10,000, and the amount of the scholarships provided to high schools in the College region each year was increased to \$600.

E. Labour Relations Committee Activities - 1984/85

The members of the Labour Relations Committee were Chairman - Joe Hutton and Lawrence Guichon. Highlights of work which the Committee was involved in were the negotiation of collective agreements with the Faculty Association (for the period April 1, 1983 to March 31, 1986) and with the Canadian Union of Public Employees (for the period July 1, 1983 to June 30, 1986).

F. Liaison Committee Activities - 1984/85

The members of the Liaison Committee were Chairman - Robyn Richter and Donna Barnett. The Committee met on occasion with representatives of various divisions of the College.

G. Policy Committee Activities - 1984/85

The members of the Policy Committee were Chairman - Robyn Richter and Donna Barnett. Throughout the year, the Committee considered several housekeeping changes to the present policy manual and recommended new policies on Revenue; Industrial Health and Safety; and a Deferred Salary Retirement Plan.

H. Board Committee Memberships

The following committees were re-appointed to consider business coming before the Board in 1985/86:

Education - S. Black (Chairman) & R. Ryan

Finance/Facilities - A. Smith (Chairman) & F. McLellan

Labour Relations - J. Hutton (Chairman) & L. Guichon

Liaison - R. Richter (Chairman) & D. Barnett

Policy - R. Richter (Chairman) & D. Barnett



**IX. COLLEGE RELATED COMMITTEES**

**ADMINISTRATIVE COUNCIL**

C. Brewster - Chairman	D. Mayberry
D. Cane	G. McKee
D. Chambers	R. Miles
D. Chattell	C. Neufeld
W. Cunningham	R. Olesen
B. Eldridge	P. Orr
D. Fox	R. Studney
M. Galloway	J. Wright
C. Kane	

**CARIBOO COLLEGE FOUNDATION**

C. Brewster - Chairman	J. Hutton
W. Cunningham - Exec. Dir.	K. Kidder
P. Dohm - Ex-officio	R. McCabe
C. Neufeld - Sec. Treas.	N. Mathew
M. Adamski	R. Miles
D. Andrews	C. Mossop
J. Collingridge	R. Munroe
A. Gilmour	J. Sanders
G. Guichon	R. Turnbull
H. Harker	

**COMMITTEE ON SEXUAL HARASSMENT**

W. Cunningham - Chairman	H. Hubert
D. Aylwin	G. Osborne
M. Galloway	

CULTURAL EVENTS COMMITTEE

R. Miles - Coordinator	S. Frissell
J. Ciriani	C. Mossop
R. Cobb	A. Yarmie

FOREIGN STUDENTS TASK FORCE

C. Mossop - Chairman	S. Safford
W. Cunningham	A. Watt
M. Gordon	J. Wright
D. Mayberry	

JOB EVALUATION COMMITTEE

C. Brewster - Chairman	W. Cunningham
D. Chattell	M. Gordon

LEARNING RESOURCES COMMITTEE

D. Fox - Chairman	M. Taylor
L. Batchelor	H. Theriault
R. Clark	J. Weller
A. Doi	J. Wright
R. Hughes	A. Yarmie
Students' Society Representative	

MARKETING/MEDIA/COMMUNITY RELATIONS

W. Cunningham - Chairman	P. Holmes
D. Cane	D. Kerr
J. Cooper	M. MacLean
J. Enman	R. Miles
D. Fitzgerald	C. Mossop
M. Galloway	P. O'Brien

PROGRAM ADVISORY COMMITTEE

D. Chambers - Chairman	M. Gordon
C. Brewster - Ex-officio	R. Miles
J. Wright - Ex-officio	S. Moffat
D. Cane	R. Olesen
B. Eldridge	B. Pollock
P. Egan	T. Walton
M. Galloway	

SAFETY COMMITTEE

L. Howard - Chairman	A. Doi
E. Biagioni	C. Kane
A. Brawn	G. Osborne
M. Bucher	C. White
R. Cobb	J. Whittle
Electronics Student	H/D Mechanic TRAC Student

SPORTS TASK FORCE

C. Day - Chairman	J. Frazer
J. Hutton - Ex-officio	M. Galloway
C. Richmond - Ex-officio	M. Green
F. Annicchiarico	H. Harker
R. Biagioni	L. Hoffbeck
C. Cederberg	L. Holowaychuk
B. Cook	K. House
W. Cunningham	P. O'Brien
J. Deacon	G. Orr
C. Dunn	M. Russell
E. Erickson	W. Tantrum
B. Foster	



STUDENT HOUSING COMMITTEE

C. Brewster - Chairman	C. Neufeld
W. Cunningham	J. Wright
M. Galloway	

TASK FORCE ON STUDENT EMPLOYMENT

W. Cunningham - Chairman	C. McNeely
S. Brown	R. Olesen
J. Collingridge	G. Osborne
B. Eldridge	D. St. Amand
M. Galloway	

**X. ADMINISTRATIVE STAFF AT MARCH 31, 1984**

C. Brewster - Principal

W. Cunningham - Vice-Principal Administration

C. Neufeld - Bursar

B. Sault - Executive Assistant

J. Wright - Vice-Principal Education

W. Cunningham - Vice-Principal Administration

M. Russell - Confidential Secretary

D. Chambers - Director, Computer Services

W. Cole - Programmer Analyst

S. Lazeroff - Programmer Analyst

P. Leung - Programmer Analyst

M. Galloway - Director of Student Services

E. Biagioni - Occupational Health Officer

M. Gordon - Chief Counsellor

J. Collingridge - Counsellor

B. Daley - Counsellor

M. Felker - Counsellor

C. McNeely - Awards Officer

D. Mayberry - Manager of Admissions and Records

P. Holmes - Administrative Assistant

P. O'Brien - Athletic Coordinator

T. Bangen - Assistant Athletic Coordinator

L. Hewer - Gymnasium Attendant

J. Ouchi - Part-time Awards Officer

C. Kane - Plant Manager

P. Orr - Personnel Officer

I. Bazell - Personnel Assistant

C. Neufeld - Bursar

C. Grant - Confidential Secretary

D. Chattell - Manager, Accounting Services

E. Millard - Financial Coordinator

B. Mitchell - Bookstore Manager

G. Reber - Manager, Purchasing and Office Services

J. Wright - Vice-Principal Education

M. Humeny - Confidential Secretary

D. Cane - Director, Science/Health Science

D. St. Amand - Program Coordinator

B. Eldridge - Director, Vocational and Industrial

L. Hill - CMITP Coordinator

L. Johnson - Administrative Assistant, TRAC

F. Stevens - Program Coordinator

D. Fox - Director, Learning Resources

R. Barnett - Study Skills Coordinator

G. McKee - Director, Williams Lake Campus

B. Morben - Administrative Assistant

R. Miles - Director, Arts and Humanities

R. Olesen - Director, Business and Mathematics

L. Atley - Program Coordinator

## **XI. INSTRUCTIONAL HIGHLIGHTS**

In spite of another year of economic restraint enrolments at Cariboo College remained stable.

Some educational highlights are outlined below.

### **A. Division of Arts and Humanities**

The Arts and Humanities Division was comprised of four departments: Communication Arts; Social Sciences; Human Services; Visual Art and Design; and Adult Basic Education.

The following new courses were offered: English 218; English 219; English 229; Theatre 111; and Theatre 121.

Anthropology at the 200 level and a broad range of Physical Education courses were reinstated and a number of extension courses were revived under VN1 funding.

The closure of Tranquille in the latter part of 1984 led to the cancellation of the Community Health Service Worker Program. Affiliation with the Native Health Service Worker Program terminated when it was proposed that the College accredit the program without assuming educational control.

### **B. Division of Business and Mathematics**

The Division of Business and Mathematics was comprised of four departments: Business Administration; Office Administration; Computing/CSOM; and Math/Economics/Commerce.



A selective admissions procedure was introduced for the Computer Systems Operations and Management (CSOM) Program. This resulted in reduced attrition rates from 73% in 1983/84 to approximately 20% in 1984/85.

In an attempt to expand the use of computers in instruction and course management, new learning packages for IBM-PC in the Office Administration Program were developed and incorporated and a microlab was established in this area.

The Business and Mathematics Division offered nearly 100 courses through Extension Services throughout the College region. In the southern region alone, enrolments totalled close to 1,500 students.

The range of services offered through the Cariboo Management Centre were broadened.

Course/module equivalents between the day and evening Office Administration Program were established. In this program a monthly student productivity and performance report procedure was introduced. This was proven very effective in monitoring student progress and assisting students to set performance objectives.

A formal student follow-up procedure for Office Administration programs was introduced which involves a quarterly survey of recent graduates. This provides a valuable source of 'end product' performance/success data.

C. Division of Science/Health Science

The Division of Science/Health Science was comprised of four departments: Agriculture Related Programs; Allied Health Programs; Nursing; and Sciences and Engineering.

In Allied Health Programs a curriculum review was initiated in Med Lab and the Integrated Program Committee developed into an effective program management group. Clinical placements for second year Med Lab students were obtained only with great difficulty and following some Ministry funding.

In the Nursing Department the diploma program made more extensive use of regional clinical facilities in third year and Long Term Care Homemaker added a third annual training line. The Nursing Program received a five year approval from RNABC rather than the usual three.

Respiratory Therapy expanded to accommodate thirty students in first year. The clinical rotation at St. Paul's Hospital began and received accreditation while Kelowna General was discontinued.

The Horticulture Program moved significantly towards an objectives-based approach and lab manuals were prepared. A Horticulture student graduation was held for the first time. A transfer arrangement with Olds College was finalized and a Horticulture/Business diploma option was introduced.

A selective admissions process was introduced in the Animal Health Technology Program.

Biology 212/222 (Ecology) was offered for the first time in several years and Chemistry 50 was offered in Williams Lake.

University Transfer programming incorporated the new four year Engineering Transfer Program accommodating students from both first year science and directly from secondary school. Engineering transfer into the Universities of Calgary and Alberta was arranged.

With the addition of a full-time program coordinator, the Division's operations expanded to include extension services. This resulted in the offering of a very successful range of courses in First Aid/CPR, and the development and implementation of a number of courses related to our major programs, both in Kamloops and throughout the region.

D. Division of Vocational and Industrial

The Division of Vocational and Industrial was comprised of five departments: Carpentry; Electrical; Electronics; Food Training; and Welding.

Extension Services, working in conjunction with the various Vocational departments, contracted with the Interior Forest Labour Relations Association in Kelowna to teach fourteen one-week courses in Hydraulics, Diesel Tune-Up and Diesel Engine Electrics for Mechanics and Millwrights.



Additional Mechanics courses were offered through contracts with the Operating Engineers with twenty-one weeks being taught at BCIT's Maple Ridge campus and thirteen weeks at Cariboo College. Other contract courses were also arranged with Indian Bands throughout the region and some independent logging operations for Welding and Electrical Upgrading. A special one-month Benchwork and Joinery course was offered to aid in upgrading unemployed carpenters.

Dining room service was introduced in the Food Training Program. In addition to creating a valuable training role for students, the dining room quickly became very popular with the public.

Extensive renovations were completed to bring together the study centre, testing centre, and resource centre for the TRAC and Welding Programs.

A retired school bus which was donated to the College by School District #27 was converted to a mobile welding school. This unit is completely self-contained and requires no outside power source. It houses six electric gas driven welding units and six stations for gas welding and cutting. The unit has proven to be very popular in offering welding courses to farmers, ranchers, loggers, and Indian bands.

E. Highlights of the Williams Lake Operation

The Williams Lake campus was involved in a cooperative training venture with the Downtown Business Association and Rotary Club. This project doubled the capacity of the micro-computer lab.



The latter part of the year saw a significant change in the momentum to expand services to the community through additional course offerings and counselling service. Plans were put in place for a new consolidated campus which would provide more than 50% increase in instructional space and new opportunities for better coordination and greater economy of scale.

## **XII. SERVICE DEPARTMENT REPORTS**

### **A. Learning Resources**

To improve access and control, microcomputers were relocated from the science building to the library.

The new on-line circulation system (MACCS) went into service and in its first six months processed over 30,000 loans. A new photo ID system was implemented in conjunction with the circulation system.

Other computer-related activities included implementation of the CATSS II cataloguing system for UTLAS along with improvements in the locally developed acquisitions system and working towards the implementation of an on-line library catalogue.

Book circulation was down, but circulation of audio-visual items escalated. This was attributed, in part, to an expansion of the viewing area and relocation of the video-cassette collection from closed access storage to self-serve public display.

A shift in focus towards technical audio-visual services saw a rise in audio-visual production and repairs and a drop in equipment loans. One of the major accomplishments of the audio-visual department was the development of an excellent series of video-tapes on meatcutting. Another was the design and installation of remote control devices to operate video players in the MILE vans, and the TRAC Learning Resources Centre.

The Study Skills Coordinator, with the aid of a student employee, designed a computerized system for assessing the readability of printed instructional materials. A second project saw the completion of the analysis of the second year of data on the relationship between pre-test results for students in semestered limited intake programs and the final grade point averages for those students. The results of this study indicate an unmistakable correlation between pre-test values in comprehension/vocabulary and year end GPA's.

At the end of the fiscal year, the Audio-Visual department and the Study Skills Coordinator migrated to other parts of the organization.

Learning Resources Statistics

	<u>1984-85</u>	<u>1983-84</u>
1. <u>Library</u>		
Circulation	38,241	38,815
Persons Entering Library	167,283	162,305
Interlibrary Loans	1,144	1,129
Films Borrowed/Rented/ Loaned	825	872
Reference Questions	9,825	7,767
Print/A/V Items Acquired	3,051	3,548
Print/A/V Items Catalogued	2,261	3,658
2. <u>Audio-Visual</u>		
Equipment & Software Loans	1,585	1,924
3. <u>Study Skills</u>		
Instruction (Sections)	11	12
Proficiency Testing (Students)	854	1,170
Non-Course Registered Lab Service (Student Uses)	481	429
Staff Consultation (Depts.)	13	13
Vision Screening Referrals	61	60
Scheduled Workshops	5	0



B. Facilities

Some highlights of facilities-related projects occurring throughout the year are listed below:

The Safety Committee was revitalized and a safety manual and a hazardous materials inventory were produced.

The large animal facility for the Animal Health Technology Program was moved from Tranquille to Knutsford. Additional dog runs and improved outdoor lighting were installed in the animal health facility on campus.

Major renovations were made to the old Continuing Education area to accommodate the Admissions/Records Department.

A new wheelchair ramp and other minor renovations were constructed to provide access for wheelchair students.

An area adjacent to the electronics lab was gravelled and fenced and pads were poured for antenna bases.

The staff room in the main building was refurbished.

Major landscaping improvements were made around the science building following the construction of retaining walls and stabilization of the banks behind the building. Included in this project was the completion of landscaping around the Visual Arts Building.

C. Student Services

Early in the year Admissions and Records was made responsible for the registration and record-keeping for all the non-credit offerings. The Department moved into newly renovated quarters which were formerly occupied by the now decentralized Continuing Education Department. The Administrative Assistant was made responsible for Records Department staff and operations. This allowed the Manager of Admissions and Records to improve efficiency effectiveness in admissions and SRS management information capabilities.

Enrolment figures for 1984/85 were as follows:

	<u>Fall 1984</u>	<u>Winter 1985</u>
<u>University Transfer</u>		
- Full-time	562	466
- Part-time	431	430
<u>Career/Technical</u>		
- Full-time	570	482
- Part-time	525	367
<u>College Preparatory</u>		
- Full-time	5	4
- Part-time	<u>653</u>	<u>546</u>
<u>Total</u>	2,746	2,295
<u>Vocational</u>		
Year-to-date Enrolment		
at March 31, 1985	2,670	

This was a banner year for the Athletic Program at Cariboo with a total of 134 students participating in all sports. The profile created by winning teams generated a new-found spirit and increased attendance at games.

The soccer team won the Totem Conference and attended the invitational national collegiate championship in Toronto. They were supported by the Secretary of State Exchange Program.

The mixed curling team and mixed doubles badminton team also represented the Totem Conference at the Nationals in Saskatoon with a silver medal being brought home by the badminton pair.

The hockey team was clearly the best in conference and also won the right to attend the Nationals in Moose Jaw. One player was named to the All-Canadian All-Star Team.

The men's basketball team was very competitive this year losing the conference championship game by only a slim margin.

The Sports Council and the Sports Task Force continued to actively support the athletic program with the latter taking over leadership and planning of the playing fields project. The Task Force Dinner raised some \$4,000. Approximately \$10,000 in scholarships was issued to 35 students.



The campus recreation program continued to be very successful with a wide range of activities being organized.

The Counselling Department made major changes in the delivery of counselling services due to the termination of coordinator positions for women's access and support services for the disabled. Services for disabled students were successfully reorganized through specific government grants and contract services for tutors, interpreters, notetakers and readers.

The demand for counselling services increased dramatically to approximately 6,000 interviews. A series of very popular workshops were facilitated by counsellors in the areas of career planning and were aimed at current and prospective students and self-help skills for current students in areas such as stress management and test anxiety. An expanded career resource centre was established for student and community use. It offers career and academic information, a reference library on self development skills and a self-directed computer based career search program. Counselling staff visited all secondary schools in the College region and attended several career fairs.

The Occupational Health Officer assisted 6,416 members of the college community compared to 5,835 in 1983/84. The number of industrial accidents was down to 356 from 392 last year and medical counselling was up to 2,951 from 2,308. Survival first aid was taught to approximately 220 TRAC students. Vision testing was done for all Electrical students and all employees using VDT's. Ninety study skills students were vision tested.



In the first nine months of the student aid year 501 applications were received for financial assistance resulting in loans totalling \$1,070,000.

With a program budget of \$22,000, 38 work study students were placed in seventeen college departments.

The internal student aid and awards program recorded substantial activity with more than 170 applications being received resulting in awards in excess of \$36,000. Fourteen Cariboo College entrance scholarships valued at \$600 each were granted to a student from every high school in the College region. Requests for 106 emergency loans totalling \$15,000 were granted with the repayment rate being approximately 97%. Personal student interviews remained high at 1,100. The annual Awards Ceremony was attended by approximately 150 students, family and friends with donor participation being strong.

CARIBOO COLLEGE  
INDEX TO FINANCIAL STATEMENTS  
31 MARCH 1985

AUDITORS' REPORT

BALANCE SHEETS

STATEMENT OF OPERATIONS

NOTES TO FINANCIAL STATEMENTS

SCHEDULE OF EXPENDITURES

SCHEDULE OF OPERATIONS - ANCILLARY SERVICES

# **DUNWOODY & COMPANY**



Internationally  
DUNWOODY ROBSON McGLADREY & PULLEN  
Chartered Accountants  
272 Victoria Street, Scotiabank Building,  
Kamloops, B.C., Canada V2C 1Z6  
Telephone: (604) 372-9505

## AUDITORS' REPORT

TO THE BOARD

CARIBOO COLLEGE

We have examined the balance sheet of Cariboo College as at 31 March 1985 and the statement of operations for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the College as at 31 March 1985 and the results of its operations for the year then ended in accordance with accounting principles generally accepted for colleges in British Columbia applied on a basis consistent with that of the preceding year.

*Dunwoody & Company*

CHARTERED ACCOUNTANTS

Kamloops, British Columbia  
24 May 1985

## CARIBOO COLLEGE

BALANCE SHEETS  
AS AT 31 MARCH 1985

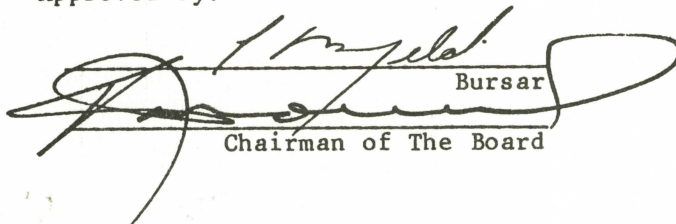
	Operating Fund	Ancillary Services Fund	Debt Services Fund
ASSETS			
Cash	\$ 113,801	\$ -	\$ -
Short term deposit receipts	1,200,000	-	-
Accounts receivable	731,936	-	-
Sinking Fund Debentures, note 5	-	-	-
Inventories	64,994	158,599	-
Interfunds receivable	136,192	-	-
Fixed assets, note 2			
Land	-	-	-
Buildings	-	-	-
Equipment	-	-	-
Deferred capital expenditure, note 4	-	-	-
	<u>\$ 2,246,923</u>	<u>\$ 158,599</u>	<u>\$ -</u>

## LIABILITIES AND FUND BALANCES

Accounts payable	\$ 987,646	\$ 851	\$ -
Wages payable	204,673	-	-
Contractors' holdback	4,089	-	-
Temporary borrowings, bank loans	-	-	-
Debentures, note 5	-	-	-
Interfunds payable	660,088	125,506	-
Deferred tuition fees	79,867	-	-
Reserve for termination benefits, note 3	85,053	-	-
Designated surplus	85,000	-	-
Investment in fixed assets	-	-	-
Fund balances	<u>140,507</u>	<u>32,242</u>	<u>-</u>
	<u>\$ 2,246,923</u>	<u>\$ 158,599</u>	<u>\$ -</u>

SIGNIFICANT ACCOUNTING POLICIES, note 1  
LEASE COMMITMENTS, note 6

Approved by:



Bursar

Chairman of The Board



Designated Funds	Capital Fund	Student Bursary and Loan Fund	Specific Purposes Fund	Total All Funds	
				1985	1984
\$ -	\$ -	\$ 15,747	\$ -	\$ 129,548	\$ 168,119
-	-	-	-	1,200,000	1,400,000
-	-	1,680	-	733,616	259,384
-	1,523,767	-	-	1,523,767	1,216,414
-	-	-	-	223,593	241,284
316,329	304,026	-	39,733	796,280	922,861
-	765,155	-	-	765,155	764,847
-	8,662,956	-	-	8,662,956	8,662,956
-	7,198,615	-	-	7,198,615	6,361,730
-	103,213	-	-	103,213	134,973
<u>\$ 316,329</u>	<u>\$ 18,557,732</u>	<u>\$ 17,427</u>	<u>\$ 39,733</u>	<u>\$ 21,336,743</u>	<u>\$ 20,132,568</u>
\$ -	\$ -	\$ -	\$ -	\$ 988,497	\$ 805,276
-	-	-	-	204,673	254,828
-	-	-	-	4,089	-
-	633,339	-	-	633,339	432,126
-	10,040,440	-	-	10,040,440	10,040,440
-	-	10,686	-	796,280	922,861
-	-	-	-	79,867	76,389
-	-	-	-	85,053	71,564
-	-	-	-	85,000	-
-	7,579,927	-	-	7,579,927	6,668,354
316,329	304,026	6,741	39,733	839,578	860,730
<u>\$ 316,329</u>	<u>\$ 18,557,732</u>	<u>\$ 17,427</u>	<u>\$ 39,733</u>	<u>\$ 21,336,743</u>	<u>\$ 20,132,568</u>

## CARIBOO COLLEGE

STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED 31 MARCH 1985

	Operating Fund	Ancillary Services Fund	Debt Services Fund
REVENUE			
Temporary borrowings, bank loans	\$ -	\$ -	\$ -
Debentures	-	-	-
Government grants	13,517,936	-	1,700,572
Tuition fees	1,477,932	-	-
Gifts, grants and bequests	-	-	-
Other	307,484	-	-
Ancillary services, schedule 2	-	1,074,886	-
Interfund transfers	(452,529)	-	-
	<u>14,850,823</u>	<u>1,074,886</u>	<u>1,700,572</u>
EXPENDITURE, schedule 1			
Major program 10, Academic/Technical	4,742,535	-	-
Major program 30, Vocational	4,282,630	-	-
Major program 50, Non-credit	306,820	-	-
Temporary funded courses	559,148	-	-
Instructional and student support	1,820,621	-	-
Institution support	2,983,833	-	-
Debt services	-	-	1,700,572
Designated funds	-	-	-
Capital	-	-	-
Other	-	-	-
Ancillary services, schedule 2	-	1,047,372	-
	<u>14,695,587</u>	<u>1,047,372</u>	<u>1,700,572</u>
EXCESS OF REVENUE (EXPENDITURE)	155,236	27,514	-
Fund balances, beginning of year	83,760	4,728	-
Decrease in contractor's holdback	-	-	-
Appropriation to reserve for termination benefits, note 3	(13,489)	-	-
Appropriation to designated surplus	(85,000)	-	-
FUND BALANCES, END OF YEAR	\$ <u>140,507</u>	\$ <u>32,242</u>	\$ <u>-</u>

Designated Funds	Capital Fund	Student Bursary and Loan Fund	Specific Purposes Fund	Total All Funds	
				1985	1984
\$ -	\$ 404,500	\$ -	\$ -	\$ 404,500	\$ 272,000
-	-	-	-	-	418,000
-	-	-	-	15,218,508	15,047,471
-	-	-	-	1,477,932	1,386,795
-	-	63,019	583,971	646,990	514,561
-	36,887	-	-	344,371	336,718
-	-	-	-	1,074,886	955,520
-	452,529	-	-	-	-
-	893,916	63,019	583,971	19,167,187	18,931,065
-	-	-	-	4,742,535	4,910,958
-	-	-	-	4,282,630	3,937,870
-	-	-	-	306,820	732,571
-	-	-	-	559,148	821,946
-	-	-	-	1,820,621	1,788,653
-	-	-	-	2,983,833	2,922,279
-	-	-	-	1,700,572	1,420,841
124,308	-	-	-	124,308	302,255
-	841,943	-	-	841,943	1,303,098
-	-	69,401	610,667	680,068	574,964
-	-	-	-	1,047,372	960,793
124,308	841,943	69,401	610,667	19,089,850	19,676,228
(124,308)	51,973	(6,382)	(26,696)	77,337	(745,163)
440,637	252,053	13,123	66,429	860,730	885,795
-	-	-	-	-	(3,804)
-	-	-	-	(13,489)	(234)
-	-	-	-	(85,000)	724,136
\$ <u>316,329</u>	\$ <u>304,026</u>	\$ <u>6,741</u>	\$ <u>39,733</u>	\$ <u>839,578</u>	\$ <u>860,730</u>



CARIBOO COLLEGE

NOTES TO FINANCIAL STATEMENTS  
31 MARCH 1985

1. SIGNIFICANT ACCOUNTING POLICIES

The College has applied accounting principles generally accepted for colleges in the Province of British Columbia as follows:

(a) Fund Accounting

The transactions of the College are accounted for using fund accounting principles.

(b) Accrual Accounting

Revenue and expenditures are recorded in the accounts on an accrual basis, with the exception that no provision is made for accrued vacation pay of permanent full time staff.

(c) Fixed Assets

Fixed assets are recorded at cost. No provision for depreciation is recorded in the financial statements.

(d) Inventories

Inventories are stated at the lower of cost and net realizable value.

(e) Sinking Fund Instalments

The Sinking Fund instalments are stated at the total of instalments to date and do not include any interest earned by those funds. Interest earned will be recognized when the relevant debenture is retired. Interest earned by the Sinking Fund as at 31 March 1985 amounted to \$ 709,682.



CARIBOO COLLEGE

NOTES TO FINANCIAL STATEMENTS  
31 MARCH 1985

2. FIXED ASSETS

The College acquired title to land and buildings previously held by the Province of British Columbia. The land and buildings acquired have been recorded at a nominal value of \$ 1.

3. RESERVE FOR TERMINATION BENEFITS

Various employment contracts provide that a staff member may accumulate up to 60 days of unused sick leave, payable upon termination after ten years of employment. The amount payable, should all employees with ten years of service terminate, is \$ 793,248. The amount for the 1985/86 fiscal year is expected to be an additional \$ 128,480. Of this liability, the estimated requirement to fund terminations in the 1985/86 fiscal year is \$ 85,053. Payments will be charged as an operating expense when paid.

4. DEFERRED CAPITAL EXPENDITURE

Deferred capital expenditure represents Capital Borrowing Authority funds exercised but not expended by the College during the 1984/85 fiscal year.

## CARIBOO COLLEGE

NOTES TO FINANCIAL STATEMENTS  
31 MARCH 1985

## 5. SINKING FUND DEBENTURES

Debenture Number	Year Borrowed	Original Amount	Maturity Date	Interest Rate %	Sinking Fund Instalments to 31 March 1985	College Indebt- edness to 31 March 1985
87	1975	\$ 321,000	1995	8.63	\$ 87,267	\$ 233,733
90	1975	200,000	1995	8.38	48,942	151,058
94	1975	400,000	1995	8.96	97,884	302,116
95	1975	400,000	1995	8.80	97,884	302,116
96	1975	700,000	1995	9.16	171,297	528,703
97	1975	400,000	1995	9.48	97,884	302,116
102	1976	400,000	1996	9.00	87,008	312,992
106	1976	300,000	1996	8.93	65,256	234,744
107	1976	200,000	1996	9.25	43,504	156,496
112	1977	200,000	1997	9.22	39,024	160,976
131	1979	667,000	1999	10.26	97,609	569,391
132	1979	800,000	1999	10.20	117,072	682,928
135	1979	400,000	1999	9.98	48,780	351,220
136	1979	400,000	1999	10.22	48,780	351,220
138	1979	300,000	1999	10.68	36,585	263,415
GG 19	1981	1,500,000	2001	13.66	98,334	1,401,666
GG 21	1981	422,000	2001	14.81	27,665	394,335
ABU	1981	751,940	1992	16.875	154,262	597,678
GG 30	1982	212,000	2002	16.53	9,265	202,735
GG 42	1983	512,000	2003	12.14	11,188	500,812
AB	1983	554,500	1993	11.75	38,277	516,223
\$ 10,040,440					\$ 1,523,767	\$ 8,516,673

The Province of British Columbia has unconditionally guaranteed and funded the College's debentures. Sinking Fund instalments for 1985/86 will be \$ 307,353.

## 6. LEASE COMMITMENTS

The College has leased various premises at locations throughout the College region with a total annual lease commitment of \$ 151,947. These leases expire at various times in 1985 and are subject to renewal options.

CARIBOO COLLEGE  
EXPENDITURES  
FOR THE YEAR ENDED 31 MARCH 1985

	Major Program 10 Academic/ Technical	Major Program 30 Vocational	Major Program 50 Non-credit	Temporary Funded Courses	Instructional and Student Support
Salaries					
Instructional	\$ 3,699,507	\$ 2,945,533	\$ 142,341	\$ 361,917	\$ -
Other staff	324,464	477,533	87,957	8,386	1,272,742
Employee benefits	359,727	304,500	15,781	23,693	138,424
Expendable supplies	187,384	433,415	19,173	83,668	81,138
Computer processing charges	7,424	1,505	-	-	30,734
Travel	72,988	63,353	27,601	12,911	66,781
Rentals and leases					
Buildings	17	1,052	2,973	28,832	9,931
Equipment	10,766	6,979	223	31,075	16,367
Film	-	-	-	-	15,032
Equipment repairs and maintenance	73,300	41,433	1,282	6,194	19,302
Advertising and and public relations	-	-	4,811	2,052	37,817
Staff recruitment	-	-	-	-	-
Professional fees	210	-	-	-	5,700
Periodicals	-	-	-	-	37,116
Library books	-	-	-	-	68,172
Miscellaneous	941	2,205	1,240	198	20,646
College Board	-	-	-	-	-
Renovations	-	-	-	-	-
Building service contracts	-	-	-	-	-
Security contracts	-	-	-	-	-
Insurance	-	1,670	-	-	-
Postage	-	-	-	-	-
Utilities	-	-	-	-	-
Telephone	5,807	3,452	3,438	222	719
Debt services	-	-	-	-	-
Land	-	-	-	-	-
Buildings	-	-	-	-	-
Equipment	-	-	-	-	-
Student bursaries and loans	-	-	-	-	-
	<u>\$ 4,742,535</u>	<u>\$ 4,282,630</u>	<u>\$ 306,820</u>	<u>\$ 559,148</u>	<u>\$ 1,820,621</u>



## SCHEDULE 1

Institution Support	Debt Services	Designated Funds	Capital	Student Bursaries and Loans	Specific Purposes	Total All Funds	
						1985	1984
\$ -	\$ -	\$ 4,997	\$ -	\$ -	\$ -	\$ 7,154,295	\$ 7,694,561
1,044,076	-	-	-	-	369,271	3,584,429	3,539,973
123,530	-	-	-	-	19,824	985,479	967,526
107,978	-	-	-	-	62,431	975,187	927,433
38,343	-	-	-	-	7,135	85,141	89,199
80,957	-	-	-	-	37,362	361,953	373,430
204,964	-	-	-	-	3,987	251,756	243,712
7,732	-	-	-	-	17,569	90,711	56,520
-	-	-	-	-	-	15,032	13,650
102,902	-	-	-	-	-	244,413	292,276
1,490	-	-	-	-	741	46,911	66,218
15,598	-	-	-	-	-	15,598	49,350
52,584	-	-	-	-	75,906	134,400	131,766
-	-	-	-	-	-	37,116	37,201
-	-	-	-	-	-	68,172	85,319
8,023	-	-	-	-	4,283	37,536	31,696
71,305	-	-	-	-	-	71,305	85,991
230,920	-	-	-	-	-	230,920	39,968
265,597	-	-	-	-	-	265,597	291,342
79,386	-	-	-	-	-	79,386	79,534
11,360	-	-	-	-	-	13,030	5,641
33,027	-	-	-	-	8,442	41,469	40,741
391,598	-	-	-	-	-	391,598	398,957
112,463	-	-	-	-	3,716	129,817	125,056
-	1,700,572	-	-	-	-	1,700,572	1,420,841
-	-	-	308	-	-	308	99,867
-	-	-	-	-	-	-	624,900
-	-	89,311	841,635	-	-	930,946	845,295
-	-	30,000	-	69,401	-	99,401	57,472
<u>\$ 2,983,833</u>	<u>\$ 1,700,572</u>	<u>\$ 124,308</u>	<u>\$ 841,943</u>	<u>\$ 69,401</u>	<u>\$ 610,667</u>	<u>\$ 18,042,478</u>	<u>\$ 18,715,435</u>



## SCHEDULE 2

CARIBOO COLLEGE  
 OPERATIONS  
 FOR THE YEAR ENDED 31 MARCH 1985  
 ANCILLARY SERVICES

	<u>Bookstore</u>	<u>Food Services</u>	<u>Total 1985</u>	<u>Total 1984</u>
REVENUE				
Sales	\$ <u>680,318</u>	\$ <u>394,568</u>	\$ <u>1,074,886</u>	\$ <u>955,520</u>
EXPENDITURE				
Cost of sales	560,269	242,068	802,337	736,626
Salaries and benefits	91,409	147,946	239,355	215,072
Expendable supplies	2,433	1,038	3,471	6,006
Equipment replacement and repairs	456	-	456	1,121
Travel	<u>1,753</u>	<u>-</u>	<u>1,753</u>	<u>1,968</u>
	<u>656,320</u>	<u>391,052</u>	<u>1,047,372</u>	<u>960,793</u>
EXCESS OF REVENUE (EXPENDITURE)	23,998	3,516	27,514	(5,273)
Balance, beginning of year	<u>5,135</u>	<u>(407)</u>	<u>4,728</u>	<u>10,001</u>
BALANCE, END OF YEAR	\$ <u><u>29,133</u></u>	\$ <u><u>3,109</u></u>	\$ <u><u>32,242</u></u>	\$ <u><u>4,728</u></u>