# ANNUAL FINANCIAL STATEMENTS APRIL 30, 2006

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#### **AUDITORS' REPORT**

To the Board of Governors of

#### **Nipissing University**

We have audited the financial statements of Nipissing University as at and for the year ended April 30, 2006 comprising the following:

Statement of financial position Statement of operations Statement of changes in net assets Statement of cash flows

These financial statements are the responsibility of the administration of the University. 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 administration, 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 University as at April 30, 2006 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** 

KPM6 11P

North Bay, Canada, August 3, 2006

## STATEMENT OF FINANCIAL POSITION

[in thousands]

	2006	2005
	\$	\$
		9,375
	· ·	1,555
		21
		47
		123
	15,587	11,121
	9,613	8,172
	490	512
	59,000	55,605
	84,690	75,410
NET ASSETS		
	-	5,769
	5,398	6,173
	•	296
		5,714
	•	526
	12,404	18,478
	490	490
	•	21,001
		266
		24,122
		45,879
	70,188	64,357
	14,502	11,053
	84,690	75,410
	NET ASSETS	59,000 84,690  NET ASSETS  5,398 316 5,901 789 12,404  490 32,367 266 24,661 57,784 70,188  14,502

NIPISSING UNIVERSITY

## STATEMENT OF OPERATIONS

[in thousands]

Year ended April 30	2006	2005
2 - C - C - C - C - C - C - C - C - C -	\$	\$
REVENUE		
Government grants	22,727	18,607
Student fees	21,867	20,330
Sales and services	4,152	3,565
Scholarship fund	<b>5</b> 9	42
Donations	120	162
Amortization of deferred capital contributions	1,988	1,871
Investment	513	441
Other	3,621	3,060
	55,047	48,078
EXPENSES		
Academic	24,718	22,186
Academic support	3,409	3,402
Administration	5,377	5,142
Student services	2,290	2,001
Alumni and development	1,372	1,223
Library	1,318	1,209
Scholarship and bursaries	2,055	2,122
Research	1,036	637
Interest	2,239	1,473
Plant	3,783	3,309
Other	1,833	1,712
Amortization of capital assets	3,170	2,712
	52,600	47,128
Excess of revenues over expenses	2,447	950
Change in internally restricted net assets [note 10]	(3,650)	(608)
Change in investment in capital assets [note 11]	894	465
Change in Unrestricted funds in the year	(200)	807
Change in Unrestricted funds in the year	(309)	
Unrestricted net assets (deficiency), beginning of year	576	(231)
Unrestricted net assets, end of year	267	576

See accompanying notes

## STATEMENT OF CHANGES IN NET ASSETS

[in thousands]

Year ended April 30			2006			2005
	Unrestricted \$	Internally restricted	Investment in capital assets \$	Endowments \$	Total \$	Total \$
Net assets (deficiency), beginning of year	576	[note 10] <b>4,119</b>	[note 11] <b>2,077</b>	[note 12] <b>4,281</b>	11,053	9,653
Excess (deficiency) of revenues over expenses	3,629	-	(1,182)	-	2,447	950
Change in investment in capital assets	(288)	-	288			
Change in internally restricted net assets	(3,650)	3,650	-	-	-	-
Endowment contributions	_		_	1,002	1,002	450
Net assets, end of year	267	7,769	1,183	5,283	14,502	11,053

See accompanying notes

## STATEMENT OF CASH FLOWS

[in thousands]

Year ended April 30		
	2006	2005
	\$	\$
Cash provided by (used in):		
Operations:		
Excess of revenues over expenses	2,447	950
Items not involving cash:		
Amortization of capital assets	3,170	2,712
Amortization of deferred capital contributions	(1,988)	(1,871)
Change in non-cash operating working capital:		, , ,
Accounts receivable	(172)	(295)
Accrued interest	(12)	ĺ
Prepaid expenses	(2)	(26)
Inventories	(94)	25
Accounts payable and accrued liabilities	(775)	2,411
Accrued sick leave	<b>20</b>	(73)
Deferred revenue	187	1,664
	2,781	5,498
Financing and investments:		
Net endowment contributions	1,002	450
Proceeds of long-term debt	12,300	_
Bank indebtedness	(5,769)	5,769
Long-term debt principal repayments	(671)	(492)
Purchase of capital assets	(6,565)	(10,017)
Long-term receivable	22	140
Long-term investments, net	(1,441)	1,813
Deferred contributions	-	1
Deferred capital contributions	2,527	2,254
	1,405	(82)
	, , , , , , , , , , , , , , , , , , ,	
Net increase in cash and short-term		
investments during the year	4,186	5,416
Cash and short-term investments, beginning of year	9,375	3,959
Cash and short-term investments, end of year	13,561	9,375

See accompanying notes

#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

#### 1. DESCRIPTION

Nipissing University [the 'University'] was incorporated as a university in 1992 under the laws of the Province of Ontario. Its mission is to provide undergraduate programs in Liberal Arts, Science, Business and undergraduate and graduate programs in Education. The University aspires to fulfil the best traditions of scholarship and to provide an environment committed to the ideals of free inquiry and expression. As a university with predominantly undergraduate programming and roots in teacher education, the University places priority on the highest ideals of instructional excellence.

These financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all of the operations and organizations controlled by the University. Accordingly, these financial statements include the academic, administrative and other operating expenditures funded by fees, grants and other general revenue; restricted purpose endowment funds; and the ancillary operations, such as residences.

The University has an economic interest in a Crown-controlled foundation, Nipissing University Foundation [the "Foundation"], which is not consolidated. The principal objectives of the Foundation are to solicit, receive and distribute monies and other property to support education and research at the University.

The University is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

#### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of presentation

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles within the framework of the accounting policies summarized below:

#### Investments

Short-term investments, which consist primarily of bankers' acceptances and short-term deposits, are carried at cost which approximates market value.

Long-term investments are recorded at cost. Gains and losses on sales of investments are recognized in the year of disposal and are included in investment income. Investments are written down in the year when there is deemed to be an impairment in value which is other than temporary.

#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### Inventories

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

#### Capital assets

Purchased capital assets are recorded at cost. Donated capital assets are capitalized at fair market value at the date of contribution. Capital assets are amortized on a straight-line basis over the estimated useful lives as follows:

Buildings 40 years
Equipment and furnishings 5-10 years
Library books 5 years

Costs of construction in progress, including interest, are capitalized. Amortization is not recognized until project completion.

## Internally restricted net assets

The University restricts use of portions of its operating assets for specific future uses. These internally restricted amounts are not available for other purposes without approval of the Board of Governors.

## Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Unrestricted donations are recorded on a cash basis since pledges are not legally enforceable claims. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### Contributed materials and services

Volunteers contribute an indeterminable number of hours per year. Because of the difficulty of determining their fair value, contributed materials and services are not recognized in these financial statements.

#### Use of estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates.

#### 3. INVESTMENTS

Investments consist of the following:

	2006		20	05
	Cost (\$000)	Market value (\$000)	7	Market Value (\$000)
Bonds and Short-term Pooled Funds	323	355	300	359
Sceptre Pooled Funds	9,290	11,419	7,872	8,983
	9,613	11,774	8,172	9,342

Investments consist of funds held in pooled investment funds managed by Sceptre Investment Counsel Limited, UBS Global Asset Management, and selected government and corporate bonds.

#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 4. LONG-TERM RECEIVABLES/LONG-TERM PAYABLE

Long-term receivable balances consist of the following:

	2006 (\$000)	2005 (\$000)
Student Centre:	(+)	
Balance, beginning of year	22	162
Repayments in year (net of interest)	(22)	(140)
Student Centre balance, end of year	-	22
City of North Bay:		
Balance, beginning of year	490	490
Increase in the year	-	
City of North Bay balance, end of year	490	490
Balance, end of year	490	512

## **Student Centre**

Under provisions of a draft agreement ("Agreement") between the University, the Board of Governors of Canadore College of Applied Arts and Technology ("College"), Nipissing University Student Union Incorporated ("Union") and Canadore Students Representative Council Incorporated ("CRSC"), the University and College have each advanced 1.2 million dollars for the construction of a student centre. The Union has agreed to repay the 1.2 million dollar advance plus accrued interest to the University for the construction cost of the centre through student levies over an estimated fifteen year period. In turn, the Union and CSRC will have exclusive use of the student centre for a renewable term of twenty-five years.

Student levies have been collected in advance of construction of a proposed expanded student centre. These funds, totalling \$602,000 as at year end, are maintained in a segregated cash fund and are included accrued liabilities.

#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 4. LONG-TERM RECEIVABLES/ LONG-TERM PAYABLE (cont'd)

## City of North Bay/Heritage Fund

In fiscal year 2000, the University, in conjunction with Canadore College, entered into an agreement with the Corporation of the City of North Bay whereby the City would construct sewer and water services on behalf of the Education Centre.

The University, in conjunction with Canadore College, entered into an agreement with the Northern Ontario Heritage Fund Corporation, to provide financing for this project.

The University's 50% share of this project has been recorded in the financial statements as follows:

	Total	University
	Incurred	Share
	(\$000)	(\$000)
Long-term receivable from City of North Bay from future lot levies for		
sewer and water connections	980	490
Long-term payable to Northern Ontario Heritage Fund Corporation	980	490

There are no specific repayment terms for the long-term receivable/payable. The long-term receivable/payable are unsecured.

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 5. CAPITAL ASSETS

Capital assets consist of the following:

	2006				2005	
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Land	156		156	156	_	156
Buildings	61,843	9,826	52,017	50,171	8,280	41,891
Equipment and furnishings	17,025	11,306	5,719	14,831	10,166	4,665
Library books	7,364	6,256	1,108	6,786	5,772	1,014
Construction in progress				7,879		7,879
	86,388	27,388	59,000	79,823	24,218	55,605

The increase in net book value of capital assets is due to the following:

	2006 (\$000)	2005 (\$000)
Balance, beginning of year	55,605	48,300
Purchase of capital assets internally and debt financed	4,187	7,880
Purchase of capital assets funded by deferred capital contributions	2,378	2,137
Less: amortization of capital assets	(3,170)	(2,712)
Balance, end of year	59,000	55,605

Interest costs of \$75,000 were capitalized during the year (2005 - \$nil).

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 6. LONG-TERM DEBT

Long-term debt consists of the following:	2006	2005
	(\$000)	(\$000)
Founders House Student Residence:		
Financing for Founders House Residence was renewed July 2002, through an Interest Rate Swap Contract with a Canadian Chartered Bank. The remaining principal at that date of \$ 5,785,210 is amortized over a 20 year period with an interest rate of 6.82%. Monthly blended payments are approximately \$44,500. The unsecured swap agreement matures July 4, 2022.	5,175	5,349
Chancellors House Student Residence:		
Financing for the Chancellors House Student Residence was provided through an Interest Rate Swap Contract with a Canadian Chartered Bank. The original principal of \$10,087,132 is amortized over a 25 year period with an interest rate of 7.05%. Monthly blended payments are approximately \$72,000. The unsecured swap agreement matures August 4, 2026.	9,237	9,443
Chancellors House Student Residence Expansion:		
Financing for the Chancellors House Student Residence expansion was provided through an Interest Rate Swap Contract with a Canadian Chartered Bank. The original principal of \$ 3,650,000 is amortized over a 25 year period with an interest rate of 6.74%. Monthly blended payments are approximately \$25,400. The unsecured swap agreement matures September 1, 2028.	3,480	3,547
Nipissing University Student Athletic Centre:		
6.45% renewable term loan with monthly blended payments of principal and interest of \$23,527 and original principal of \$3,500,000 issued July 30, 2002. Payments were calculated over a 25 year term. This unsecured loan matures July 30, 2009.	3,108	3,188
Subtotal Long-term debt	21,000	21,527

#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 6. LONG-TERM DEBT(cont'd)

	2006	2005
	(\$000)	(\$000)
Subtotal carried forward	21,000	21,527

#### Governors House Student Residence:

The University has entered into an Interest Rate Swap transaction with a Canadian Chartered Bank in the amount of \$11.1 million dollars with an effective interest rate of 5.95% amortized over 25 years. The effective date for the swap was August 1, 2005 and the agreement term is 10 years. Monthly blended payments of principal and interest will be approximately \$71,000. This unsecured swap agreement matures August 1, 2030.

## Brantford Campus Financing:

The University has entered into a ten-year, term loan agreement with a Canadian Chartered Bank in the amount of 1.2 million dollars to be amortized over twenty-five years. The interest rate for the ten years will be 4.56%. Monthly blended payments of principal and interest will be approximately \$6,700 commenced July 31, 2005. This unsecured loan matures June 30, 2015.

Total long-term debt	33,156	21,527
Less current portion	789	526
Long-term debt	32,367	21,001

The following are the minimum annual debt principal repayments due over the next five years and thereafter:

## Years ended April 30,

	(\$000)
2007	789
2008	839
2009	895
2010	3,691
2011	910
Thereafter	26,032
	33,156

Total interest expense for the year ended April 30, 2006 was \$2,239,000 [2005 -\$1,677,000].

10,976

1,180

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 7. DEFERRED CONTRIBUTIONS

Deferred contributions represent the unspent amount of externally restricted donations and grants received for research and other restricted purposes. The change in the deferred contribution balance is as follows:

	2006	2005
	(\$000)	(\$000)
Balance, beginning of year	266	265
Add: contributions received during the year	972	609
Less: amount recognized as revenue	(972)	(608)
Balance, end of year	266	266

#### 8. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of donations, student contributions and grants received for the purchase of capital assets. The amortization of deferred capital contributions, which commence once an asset is put into service, is recorded as revenue in the statement of operations and changes in surplus. The change in the deferred capital contribution balance is as follows:

2006 (\$000)	2005 (\$000)
Balance, beginning of year 24,122	23,739
Add: contributions received in the year 2,378	2,137
excess contributions received towards Nipissing University	
Student Athletic Centre financing 149	117
Less: amortization of deferred capital contributions (1,988)	(1,871)
Balance, end of year 24,661	24,122

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

#### 9. COMMITMENT

## Greenhouse and Confocal Microscope Imaging Facility

The University has received notification from the Canada Foundation for Innovation ('CFI') that it will fund a portion of the costs for the construction of a greenhouse facility and a confocal microscope imaging facility. The total costs for this project are estimated to be \$1.4 million. The CFI and its partners have agreed to fund \$896,000 of the total costs of this project. The University and its partners are responsible for the balance of the costs for this project estimated to be approximately \$525,000. As at year-end, the University has entered into a contract for the construction of the greenhouse facility. The contract was tendered and accepted for an amount of \$894,000.

#### 10. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted funds are as follows:

•	2006 (\$000)	2005 (\$000)
Scholarship	571	548
Donation	1,123	1,080
Capital	4,954	492
Program	121	121
Ancillary operations	1,000	1,748
Future operating budget	<u> </u>	130
	7,769	4,119

#### 11. INVESTMENT IN CAPITAL ASSETS

The investment in capital assets consists of the following:

	2006 (\$000)	2005 (\$000)
Capital assets (net)	59,000	55,605
Less amounts financed by:		
Working Capital		(2,110)
Bank indebtedness		(5,769)
Debt	(33,156)	(21,527)
Deferred capital contributions [note 8]	(24,661)	(24,122)
	1,183	2,077

NIPISSING UN	IVERSITY
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#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 12. ENDOWMENTS

Endowments consist of externally restricted donations received by the University. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

[a] The Government of Ontario established the Ontario Student Opportunity Trust Fund (OSOTF) and the Ontario Trust of Student Support (OTSS) programs to encourage individuals and companies to contribute and endow funds to support post-secondary students. Externally restricted endowments include grants provided by the Government of Ontario from the OSOTF and OTSS matching program. The University established three funds – OSOTF - Phase 1 in fiscal 1997; OSOTF - Phase 2 in fiscal 2004; and OTSS in fiscal 2005. Investment income earned on these funds is used to finance awards to qualified students in need of financial aid.

OSOTF - Phase 1	2006	2005
	(\$000)	(\$000)
Ontario Student Opportunity		
Trust Fund balance, beginning of year	3,535	3,535
Donations		
Matching Funds Received from Government of Ontario		
Ontario Student Opportunity		
Trust Fund balance, end of year	3,535	3,535
Other endowments, balance beginning of year	62	38
Donations	795	24
Other endowments, balance end of year	857	62
	4,392	3,597
Expendable balance, beginning of year	560	480
Realized investment income, net of direct investment-related expenses	123	5
Unrealized investment income	391	194
Bursaries awarded (2006 – 114 bursaries, 2005 – 115 bursaries)	(156)	(119)
Expendable balance, end of year	918	560

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 12. ENDOWMENTS(cont'd)

OSOTF – Phase 2	2006	2005
	\$	\$
Endowment balance, beginning	684,250	250,815
Cash donations received within annual matching ceiling	·	186,795
Matching funds received from MTCU		238,426
Matching funds receivable from MTCU		
Unmatched cash donations		
Endowment balance, March 31, 2006	684,250	676,036
Cash donations received April		8,214
Endowment balance, April 30, 2006	684,250	684,250
Expendable balance, beginning of year	21,619	
Realized investment income, net of direct investment-related expenses	22,017	5,828
Unrealized investment income	151,616	15,791
Bursaries awarded (2006 – 13 bursaries, 2005 – nil)	(8,500)	
Expendable balance, end of year	186,752	21,619

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 12. ENDOWMENTS(cont'd)

OTSS	2006
For the year ended March 31	\$
Endowment balance, beginning	
Cash donations received within annual matching ceiling	102,003
Matching funds received from MTCU	102,003
Endowment balance, March 31, 2006	204,006
Cash donations received April	2,768
Endowment balance, April 30, 2006	206,774
Expendable balance, beginning of year	_
Realized investment income, net of direct investment-related expenses	3,143
Unrealized investment income	3,143
Bursaries awarded (2006 – nil)	<del></del>
Expendable balance, end of year	3,143
Outstanding donations pledged	51,699

#### NOTES TO FINANCIAL STATEMENTS

April 30, 2006

#### 13. EMPLOYEE FUTURE BENEFITS

The majority of the University's employees are members of the Nipissing University Retirement Pension Plan, a defined contribution plan. Certain faculty are members of the Teachers' Superannuation Fund [the "TSF"], a multi-employer defined benefit plan.

Total pension costs incurred for the year were \$1,360,000 [2005 - \$1,200,000].

#### 14. FINANCIAL INSTRUMENTS

The fair value of cash and short-term investments, accounts receivable, accrued interest, long-term receivables, bank indebtedness, accounts payable and accrued liabilities and accrued sick leave approximate their carrying amounts due to the immediate short-term maturity of these financial instruments.

The fair value of investments was \$11,774,000 (2005 \$9,342,000). Pooled investments are valued at the unit values supplied by the pooled fund administrator which represent the University's proportionate share of underlying assets at fair values determined using closing market prices. Bonds are valued at year-end quoted market values where available. Where quoted market values are not available, estimated fair values are calculated using comparable securities.

It is not practicable to determine the fair value of long-term debt due to the limited amount of comparable market information available.

The fair value of the University's long-term payable cannot reasonably be calculated due to the special nature of this liability. See note 4.

## 15. SUBSEQUENT EVENT

## Purchase of Building and Property

Subsequent to year-end, the University entered into an agreement for the purchase of a building and 23 acres of property adjacent to the Education Centre. The purchase price under the agreement is approximately \$900,000 and the transaction is set to close on September 1, 2006.

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 16. SUPPLEMENTAL INFORMATION

In addition to the information presented in the Statement of Operations, presented below is a Schedule of Expenses classified by object of expense.

Year ended April 30	2006	2005
	(\$000)	(\$000)
EXPENSES		
Employee Salaries and Benefits	30,661	27,914
Academic Supplies and Services	7,059	6,313
Plant and Operating Expenditures	7,416	6,362
Scholarships and Bursaries	2,055	2,122
Interest	2,239	1,677
Other expenses	<del></del>	28
Amortization of capital assets	3,170	2,712
	52,600	47,128

NIPISSING UNIVERSITY

## NOTES TO FINANCIAL STATEMENTS

April 30, 2006

## 17. PUBLIC SECTOR SALARY DISCLOSURES ACT, 1996 [UNAUDITED]

Details of employees who were paid a salary of \$100,000 or more in the calendar year of 2005 are as follows:

Name	Position	Salary	Taxable
			Benefits
		\$	\$

Brozowski, R.	Associate Professor	101,208.36	539.28
Carfagnini, A.	Executive Director, Student Affairs	109,394.44	581.28
Chase, T.	Vice President, Academic & Research	147,786.26	664.00
Chow, P.	Professor	115,048.40	513.76
Common, R.	Dean of Education	139,948.00	664.00
Crocker, K.	Executive Director, University Advancement	105,770.89	561.90
Dean, A.	Professor	142,766.00	2,244.01
Flynn, D.	Associate Professor	134,770.01	509.28
Green, M.	Vice President, Finance & Administration	140,780.48	663.73
Hackett, D.	Assistant Professor	105,175.18	431.28
Hawkins, R.	Vice President, Academic & Research	160,359.18	440.00
Kirkwood, K.	Associate Professor	123,419.10	539.28
Knox, J.	Assistant Professor	100,968.33	431.28
Lawlor, S.	Associate Professor	101,208.36	539.28
Lawrence, D.	Registrar	109,394.44	2,913.78
McCabe, M.	Assistant Professor	101,356.61	430.44
Mock, D.	President	222,603.96	6,169.00
Muhlberger, S.	Associate Professor	104,670.04	558.04
Nettlefold, B.	Executive Director of Library Services	113,192.14	602.50
Nosko, P.	Associate Professor	111,987.10	532.36
Reid, S.	Director of Nipissing/Wilfrid Laurier BA/Bed Program	112,158.68	523.44
Saari, M.	Professor	138,795.97	654.48
Sarlo, C.	Associate Professor	101,208.36	539.28
Topps, K.	Associate Professor	111,087.48	539.28
Vail, H.	Assistant Professor	100,956.93	6,712.92
Vander Wall, C.	Associate Vice-President, Human Resources	104,432.38	556.08
Vanderlee, R.	Dean of Arts & Science	122,649.59	626.16
Weeks, R.	Associate Professor	128,771.28	498.64
Wideman, R.	Associate Dean of Education	104,782.00	557.96

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