



Photo: Erik Pinkerton

**2020–2021**

# **ANNUAL REPORT**



**Yukon  
University**

## Table of Contents

4	Message from the Chair, Board of Governors
5	Message from the Interim President and Vice Chancellor
5	Message from the Incoming President and Vice Chancellor
6	YukonU campuses
7	Board of Governors
7	YukonU Foundation
8	Mission, vision, strategic directions 2016–2021, and values
9	Strategic directions: accomplishments during 2020–2021
14	Data on: Applications
15	Data on: Enrolment, and student demographics
16	Data on: Community campus students, international students, employment outcomes, and employees
17	Financial reports for the 9 months ended March 31, 2021
19	Accomplishments 2016–2021

### IMPORTANT NOTE: Change of fiscal year dates

To better align with the fiscal year end of existing funders, the Board of Governors has moved the Yukon University fiscal year. It will no longer run July 1 to June 30, but from April 1 to March 31. **As a result, this particular annual report covers nine months from July 1, 2020, to March 31, 2021.**

Please see explanations accompanying year-over-year comparisons.



**Message  
from Chair,  
Board of  
Governors  
David Morrison**

COVID-19 dominated all our lives this past year, but Yukon University rose to the unique challenge. Faculty and staff worked hard over the summer to ensure classes resumed online in the fall and, when absolutely required, practical, in-person teaching could take place safely.

Each of our 13 campuses and every YukonU school and department faced many carefully considered decisions to ensure the ongoing health and safety of students, employees and the wider community. By coming together and following the guidance of the Yukon Chief Medical Office of Health, we ensured zero COVID outbreaks at our campuses and are resuming Fall 2021 in-person classes in a strong position.

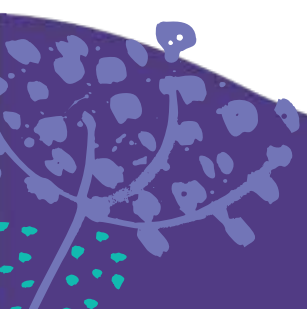
In November, *Jamena* James Allen was installed as Chancellor. Allen is a citizen and former *Dän nättthe* (chief) of the *Shadhäla yè Äshèyi Kwädän* (Champagne and Aishihik First Nations). He is the first chancellor to serve under provisions in the Yukon University Act which made the chancellor a voting member of the board of governors and university senate. We are grateful for his thoughtful input to both our governing bodies.

Chancellor Allen conferred the very first honorary YukonU credentials this year. We celebrated Daka Dave Joe and Audrey McLaughlin for their achievements in breaking barriers and showing Yukoners what's possible with leadership that's grounded in the North.

The Board of Governors spent this year developing the institution's next Strategic Plan. Over the winter we gathered input from the University community, Yukon First Nations, wider public and other stakeholders to guide the strategic directions, goals and objectives for the next five years.

Later this fall, we look forward to sharing the 2021-26 Strategic Plan and to a bright future where Yukon University raises its voice and grows into its role as Canada's first university North of 60.

*David Morrison*





**Message from  
Interim  
President and  
Vice Chancellor,  
Yukon University  
Dr. Maggie Matear**

This past year, we've all been inspired by the tremendous resilience of our students, faculty and staff in the face of this continuing pandemic. The YukonU community has embraced new ways of achieving our goals, maintaining high standards of education and scholarship and taking care of each other at the same time.

The quick shift to remote learning highlighted the digital divide across the North and the lack of access to technology and the internet. Throughout the pandemic, we've worked with Northwestel and several donors to bridge this divide, such as installing wi-fi hubs in several communities and providing laptops and internet packages to those most in need.

As a hybrid university, trades training is a vital aspect of our programming. To this end, we've renewed our partnership with Skills Canada Yukon and hosted the annual Territorial Skills competition to promote trades careers.

YukonU has attracted considerable investment to northern research priorities. For example, our Northern Mine Remediation program is working with industry, First Nations and communities to explore how native plants can facilitate reclamation. We also partnered with the Yukon and federal governments on the Strategy for Patient-Oriented Research (SPOR) program, which will support and facilitate patient-oriented research initiatives throughout Yukon.

Our Innovation and Entrepreneurship team has taken a lead in helping Yukon small businesses weather the pandemic. For example, we delivered the ELEVATE program with Yukon's Tourism Associations and, through a generous donation from TD Bank, launched IncubateNORTH to support new Yukon entrepreneurs.

Finally, I'm very pleased to report that while we saw an initial 15% drop in fall semester enrolments due to COVID, credit student numbers bounced back in the winter. If spring semester enrolment projections hold, our finalized 2020–21 enrolment data will be on par with recent years.

While the pandemic has challenged us in many unexpected ways, we've grown stronger as a result. We're now looking forward to a new year of hope, optimism and opportunities to fulfil the promise of Yukon University.

*Maggie Matear*



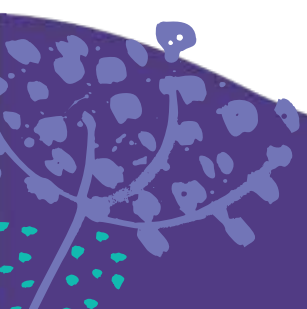


**Message from  
Incoming  
President and  
Vice Chancellor,  
Yukon University  
Dr. Lesley Brown**

This Annual Report summarizes the accomplishments and contributions of Yukon University during a period unlike any other in the institution's history. I am grateful to Dr. Maggie Matear for her leadership during this challenging time. The content of this report confirms that, despite significant worldwide upheaval, pursuing an education remained a priority for our students. I want to recognize and thank staff and faculty at Yukon University who, every day, found ways to help our students succeed.

Yukon University is an institution going through exciting transition. I join you with strong appreciation for the tremendous pride of place and driving optimism that guided President Emerita Karen Barnes, the Board, and all of you, in evolving from a college to university. Following this vision, I will continue to position Yukon University where it can contribute a better future for the people of Canada's Northern and Arctic regions. Collectively, and in partnership with the fourteen Yukon First Nations and territorial government, we shall forge an institution where learning is accessible to all and where everyone has a chance to succeed. Indeed, an institution that is as unique as the regions it serves. I am inspired by all that lies ahead.

*Lesley Brown*



# YukonU campuses

YukonU has thirteen campuses spread throughout the Yukon, with each campus providing academic and vocational programming specifically aimed to serve those living and working within that region.



**YukonU Alice Frost (Old Crow)** resides in a fly-in community within the Traditional Territory of the Vuntut Gwitchin Government.

**YukonU Tr'odëk Hätr'unohtän Zho (Dawson City)** is within the Traditional Territory of the Tr'ondëk Hwëch'in.

**YukonU Hets'edän Kú' (Pelly Crossing)** is within the Traditional Territory of the Selkirk First Nation.

**YukonU in Carmacks** is within the Traditional Territory of the Little Salmon/Carmacks First Nation.

**YukonU Dakwäkäda Dän Kenädän Yū (Haines Junction)** is within the Traditional Territory of the Champagne and Aishihik First Nations.

**YukonU Ayamdigut (Whitehorse)** is within the Traditional Territory of the Ta'an Kwäch'än Council and Kwanlin Dün First Nation.

YukonU also has a small campus within the Whitehorse Correctional Centre.

**YukonU in Carcross** is within the Traditional Territory of the Carcross/Tagish First Nation.

**YukonU in Teslin** is within the Traditional Territory of the Teslin Tlingit Council.

**YukonU in Watson Lake** is within the Traditional Territory of the Kaska Dena people.

**YukonU in Mayo** is within the Traditional Territory of the First Nation of Na-Cho Nyak Dun.

**YukonU in Faro** is within the Traditional Territory of the Kaska Dena people.

**YukonU Dena Cho Kê'endj (Ross River)** is within the Traditional Territory of the Kaska Dena people.



## Yukon University Board of Governors *(March 31, 2021)*

David Morrison (Chair)  
 Carol Geddes (Vice Chair)  
 Vera Holmes (Vice-Chair)  
 James Allen (Chancellor)  
 Jason Bilsky  
 Erica Bourdon

Pearl Callaghan  
 Joel Cubley  
 Jocelyn Curteanu  
 Judy Gingell  
 Jennifer Harkes  
 Chris Mahar

Maggie Matear (Interim President)  
 Chris Milner  
 Alser Sugasawa  
 Tom Ulyett  
 Kathleen Van Bibber  
 Mark Wedge

## Yukon University Foundation

Yukon University Foundation's Board of Directors work in concert with YukonU's Development Department to ensure student access to education, enhanced experiences, and pathways to a bright future. The Foundation Board has made huge strides over the past few years to instill awareness, ignite collaboration, and inspire investment from coast to coast to coast.

### Access to education highlights:

- \$43,220 in donor-supported student awards was disbursed to 42 students.
- A combined donation of almost \$40,000 made remote study accessible for 40 YukonU students. This included: 40 laptops from Lenovo Canada, 17 internet connections from Leith Wheeler Investment Counsel and two individual donors, and 14 headsets from YukonU's Learning Assistance Centre.
- Michele Genest, local chef and cookbook author, donated \$10,000 to establish the Naganainlyaa K'itanahee – Follow Your Dream Award for Culinary Arts students.
- Sarah Locke honoured the memory of her husband, Juri Peepre, by establishing a \$10,000 endowment to fund a natural sciences student award in his name.

### Enhanced student experience highlights:

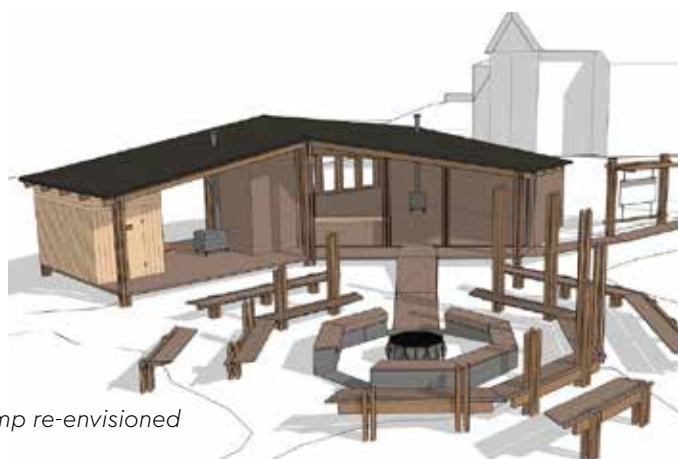
- Two combined grants paved the way for YukonU to adopt the National Standard for Mental Health and Wellbeing for Post-Secondary Students. RBC provided a \$100,000 grant and Bell Let's Talk Canada provided a \$50,000 donation to support the development of YukonU's inclusive Mental Health and Wellbeing strategy and launch the standard.

- Peter Densmore, long-time CEO of Ketza Construction, joined these efforts in pledging \$50,000 to enhance Roddy's Camp enhancements, including telling the story of Roddy Blackjack and increasing opportunities for YukonU students and First Nation Elders to connect around the campfire.

### Pathways to the future highlights:

- Ketza Construction pledged \$250,000 over 10 years to YukonU's carpentry programs and students. This enables an additional 12-student carpentry cohort, addressing an urgent demand for up-to-date skilled workers in this field. In honour of this gift, "Ketza Construction Carpentry Shop" is the new name for our carpentry training space at Ayamdigut campus.
- TD pledged \$400,000 over 4 years to establish IncubateNorth at YukonU's Northlight Campus. This 12 to 18-month business incubation program supports Yukon entrepreneurs in growing their businesses locally, nationally, and internationally.

Thank you to all of our partners and donors for investing in our students and ensuring their future success.



*Roddy's Camp re-envisioned*



## 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.

\*Yukon University  
as of May 2020

## Vision

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

# Strategic Directions\* 2016-21

- Offer exceptional student experiences
- Become a northern-focused university
- Collaborate with First Nations
- Expand research and innovation
- Engage with Yukon rural communities

\* This Annual Report reflects the last year of our 2016-21 Strategic Plan. Our new plan is released fall 2021.

Northern  
identity

Inclusiveness  
and diversity

Integrity and  
academic  
freedom

Achievement  
and  
excellence

Innovation  
and  
discovery

Leadership  
and  
accountability

Health and  
wellness

## Values



## STRATEGIC DIRECTION #1

**Offer exceptional student experiences****5-year goals**  
(2016–21)

- Promote a welcoming and culturally inclusive environment.
- Provide exceptional student experiences through innovation in programs, instruction, research and support.
- Inspire and support student potential through experiential learning.
- Work with public schools to provide professional development opportunities that support the new vision for education.

**2020–21 accomplishments**

- Supported by \$100k from Royal Bank and \$50k from Bell Let's Talk, our new Mental Health and Wellness committee started building a comprehensive and integrated strategy for students and employees. The committee offered in-person events, collaborated with the Northern Institute of Social Justice to offer resilience-building workshops, and worked with the Blackjack family to plan enhancements to the Roddy's Camp outdoor classroom.
- Managed COVID-19 safety protocols to maintain zero outbreaks at all YukonU campuses.
- Rapidly pivoted to online delivery so students could continue their YukonU credit programs and courses.
- Throughout the pandemic, maintained safe student access to experiential learning opportunities such as Science labs and Trades workshops as well as in-person access to student supports such as the library, program advising, tutoring, counselling and Elders on Campus.
- Expanded online registration to include non-credit Continuing Studies courses.



Photo: Eric Pinkerton

- With \$25,000 in funding from CIBC, offered three professional development courses focused on enhancing post education employment skills in the areas of communications, time management, budgeting and job seeking.
- 99% of Indigenous students, and 95% of all students, agreed that Yukon University provides an environment of cultural sensitivity for all.
- 90% of students are satisfied with the quality of instruction, 92% with course content, 91% with support services, and 83% with opportunities to engage in research.

## STRATEGIC DIRECTION #2

**Become a northern-focused university****5-year goals**  
(2016–21)

- Ensure the Yukon University Act is enacted.
- Become a hybrid university that offers a full range of programming, including trades, academic readiness, certificates, diplomas and degrees.
- Offer future-focused, diverse and integrated programming.
- Develop and implement a plan to retain, support and attract faculty and staff in order to enrich the institution.

**2020–21 accomplishments**

- Started conversations with the Government of Yukon about the Joint Accountability Framework (as per Yukon University Act).
- Started framing an Equity, Diversity and Inclusion strategy, empowering students, faculty and staff to dismantle systemic racism and ensure an inclusive university that celebrates diversity, dismantles systemic barriers and upholds equity for all.
- Ongoing implementation of Yukon University Act and bi-cameral governance model.

*To celebrate the evolution of Yukon College to Yukon University, First Nations artists from across Yukon collaborated on a art piece representing the crocus as our symbol and embodying both Indigenous and Western world views. As the first flower to bloom every spring, the crocus captures the resiliency, passion and positivity YukonU strives to inspire in our students and communities.*



Photo: B Duncan



## STRATEGIC DIRECTION #3

**Collaborate with First Nations****5-year goals**  
(2016–21)

- Collaborate with First Nations to identify and respond to their educational needs and priorities.
- Collaborate with First Nations on the development of college programs.
- Partner with First Nations to develop and establish an institute of Indigenous self-determination.

**2020–21 accomplishments**

- Following a pause due to COVID-19, YukonU and Yukon First Nations resumed collaboration on establishing the Institute of Indigenous Self Determination, including identifying the governance model, and the two priorities of research and capacity development.
- Following a successful pilot at Ayamdigut campus last year, the YFN Arts certificate program was delivered at five community campuses to 33 students. The classes were delivered on timelines suitable for each community and not necessarily according to a Western academic model.
- 8 students from Dawson City participated in the newly developed 16-week Multi-Skills for Mining program. Co-created by industry, First Nations and the Centre for Northern Innovation in Mining, the program provides students with several industrial certifications necessary for entry-level positions in mining, exploration and other related industries.
- Delivered the new housing maintainer program in partnership with the Tr'ondëk Hwëch'in government in Dawson City, with Kwanlin Dün First Nation in McIntyre Village and with Liard First Nation in Watson Lake. 21 students gained key skills to effectively maintain housing stock in rural communities.
- Delivered a second offering of the Community Education and Employment Support certificate program to 26 students, using a blended and highly flexible online model and plenty of wraparound supports to accommodate the pandemic and student's own work, family and community commitments.



Archbould.com

## STRATEGIC DIRECTION #4

## Engage with Yukon rural communities

5-year goals  
(2016–21)

- Identify and respond to rural community needs by offering relevant programs.
- Identify, provide and support innovative delivery models for education in rural communities.
- Ensure campuses enrich educational opportunities and services by connecting and engaging with each other.

## 2020–21 accomplishments

- Delivered the Rural Childhood Educators initiative to 32 early learning centre staff in nine rural communities so they can improve their educational foundation and meet Territorial certification requirements. This program was funded through a bilateral agreement between Governments of Canada and Yukon.
- Expanded the breadth of Northern Institute of Social Justice courses available to Yukon communities via online delivery. 20 courses were delivered online for the first time and attracted 192 participants from Burwash Landing, Carcross, Carmacks, Dawson City, Haines Junction, Marsh Lake, Mayo, Old Crow, Pelly Crossing, Tagish, Teslin, and Watson Lake.
- To address the digital divide facing some students, collaborated with NorthwesTel to create parking lot WiFi hotspots at Ayamdigut, Carmacks, Pelly and Dawson campuses while campus access was restricted due to COVID.
- In a \$40k collaboration with Lenovo, Leith Wheeler Investment Counsel and two anonymous donors, provided 40 students with technology packages of a laptops and headsets. 17 students received a one-year internet package. Priority was given to students in rural Yukon and remote Northern locations.
- Delivered a record 590 safety certification courses online and in-person to students in Whitehorse and throughout the Yukon including Old Crow, Dawson, Mayo, Faro, Ross River, Carmacks, Haines Junction, Teslin, Watson Lake, and Atlin BC and at the Mine Sites of Minto, Victoria Gold, Alexco, and Parsons.



Photo: Doug McRae



## STRATEGIC DIRECTION #5

## Expand research and innovation

5-year goals  
(2016–21)

- Conduct, implement and share research on northern topics.
- Partner with First Nations in identifying, coordinating and implementing research priorities.
- Increase student and faculty capacity to conduct research throughout the institution, its campuses and the North.
- Become Yukon's hub for creative and balanced dialogue, innovation and entrepreneurship.



Photo: Nina Vogt

## 2020–21 accomplishments

- 41 research projects and 21 publications produced by YukonU Research Centre and faculty researchers, administered through the YukonU Research Services Office.
- 13 YukonU Scholarly Activity grants awarded to YukonU faculty and researchers, employing 12 students.
- Published as a free resource, ECHO: Ethnographic, Cultural and Historical Overview of Yukon's First Nations Peoples, written and curated by YukonU's Dr. Victoria Elena Castillo and Tosh Southwick together with a UBC co-author.
- Secured a \$2M 5-year renewal for the Northern Energy Innovation program, and Industrial Research Chair Dr. Michael Ross, with partners Yukon Energy Corporation, Northwest Territories Power Corporation, and ATCO Electric.
- Established a new Senior Research Professional, Hydrology with YukonU Research Centre's Climate Change Research team.
- With Yukon partners and collaborators, secured \$10M cash and in-kind to establish a Strategy for Patient-Oriented Research (SPOR) unit hosted at YukonU.
- Launched ELEVATE program, where Innovation and Entrepreneurship joined the Tourism Industry Association of Yukon, Yukon First Nation Culture and Tourism Association and Wilderness Tourism Association of the Yukon to provide professional services and support to 106 tourism businesses in impacted by COVID-19.
- With a \$400k investment from TD Bank, kickstarted the creation of the IncubateNorth, serving five businesses through Canada's first regional business incubator program.

# Application Data

*NOTE: The following data only reflects Fall semesters instead of a full fiscal year. This is to provide a year-over-year comparison during an annual reporting period representing only nine months (due to the new fiscal year end of March 31 instead of June 30).*

## TOTAL application, acceptances for admission, and yield rate

We received 870 applications for Yukon University programs in Fall 2020, of which 524 (or 60%) were accepted for admission. 362 accepted students registered in their courses, for a yield ratio of 69% of acceptances, and 42% of all applications.

SEMESTER	APPLICATIONS	ACCEPTANCES		NEW REGISTERED STUDENTS		
	Number	Number	Percent	Number	% of accepted	% of applied
Fall 2020	870	524	60%	362	69%	42%
Fall 2019	921	611	66%	438	72%	48%
Fall 2018	858	517	60%	411	79%	48%

## INDIGENOUS application, acceptances for admission, and yield rate

Indigenous applicants accounted for 32% of applications in Fall 2020. This group had an acceptance rate of 56%. The yield ratio of newly registered students in this group was 64% of acceptances, and 36% of applications.

First Nations applications, acceptances, and yield						
SEMESTER	APPLICATIONS	ACCEPTANCES		NEW REGISTERED STUDENTS		
	Number	Number	Percent	Number	% of accepted	% of applied
Fall 2020	279	157	56%	100	64%	36%
Fall 2019	345	215	62%	156	73%	45%
Fall 2018	352	211	60%	157	74%	45%

## DIRECT ENTRANTS FROM YUKON HIGH SCHOOLS application, acceptances for admission, and yield rate

Direct entrants from Yukon high schools accounted for 7% of applications in Fall 2020. This group had an acceptance rate of 85%. The yield ratio of newly registered students in this group was 61% of acceptances, and 52% of applications.

Direct entrants from Yukon high schools: applications, acceptances, and yield						
SEMESTER	APPLICATIONS	ACCEPTANCES		NEW REGISTERED STUDENTS		
	Number	Number	Percent	Number	% of accepted	% of applied
Fall 2020	60	50	83%	31	61%	52%
Fall 2019	44	36	82%	29	81%	66%
Fall 2018	60	48	80%	37	77%	62%

# Enrolment Data

NOTE: The following data only reflects Fall semesters instead of a full fiscal year. This is to provide a year-over-year comparison during an annual reporting period representing only nine months (due to the new fiscal year end of March 31 instead of June 30).

## NEW AND RETURNING CREDIT STUDENTS | FULL-TIME AND PART-TIME STUDENT HEADCOUNT

In Fall 2020, Yukon University had 510 full-time and 356 part-time students enrolled in credited programming for a total of 866 students.

Enrolment of credit students by program area						
PROGRAM CLUSTER*	FALL 2020			FALL 2019		
	Full-time	Part-time	TOTAL	Full-time	Part-time	TOTAL
University transfer	208	67	275	261	45	306
Degree and post-graduate programs	144	59	203	112	40	152
Career and technical	93	32	125	117	53	170
Trades	24		24	32		32
Academic and skill development	39	16	55	79	26	105
Open studies	2	182	184	1	157	158
<b>TOTAL credit programming</b>	<b>510</b>	<b>356</b>	<b>866</b>	<b>602</b>	<b>321</b>	<b>923</b>

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

SOURCE: Data Warehouse as of June 2021

## CONTINUING EDUCATION ENROLMENT

Continuing Education (non-credit) programming has moved from an academic year to a calendar year. In calendar year 2020, Yukon University had 3,649 students enrolled in non-credit programming (down 28% from 5,061 in calendar year 2019). It should be noted that COVID-19 heavily impacted the delivery of non-credit programming in 2020. As some students enroll in multiple courses, there were 5,068 course registrations in non-credit courses in calendar year 2020, down 30% from 7,232 in calendar year 2019.

# Student Demographics

Demographic characteristics of credit students						
DEMOGRAPHIC	FALL 2020			FALL 2019		
	Full-time	Part-time	All credit	Full-time	Part-time	All credit
Female	66%	66%	66%	61%	67%	63%
Male	31%	18%	26%	36%	18%	30%
Non-binary or unspecified	3%	16%	8%	2%	15%	7%
Indigenous*	27%	23%	25%	29%	25%	28%
Average age	27.2	32.1	29.2	27.2	33.3	29.3
Median age	25	30	27	24	30	26

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

SOURCE: Data Warehouse as of June 2021

## Community Campus Students

In Fall 2020, a total of 30 students took credit courses at one of Yukon University's 12 community campuses, up 50% from 20 in Fall 2019.

In calendar year 2020, a total of 898 students took non-credit courses at one of the 12 community campuses, down from 1,903 in calendar year 2019.

849 students took Yukon University credit courses that were offered in an online format in Fall 2020, up from 282 in Fall 2019. This increase is due to the fact that most Fall 2020 courses were delivered online in response to COVID-19.

## International Student Enrolment

In Fall 2020, a total of 124 international students were enrolled. In the previous Fall 2019, there were 144 international students enrolled.

## Employment Outcomes

Seventy-one percent of former students from career and trades/technical programs in 2019/20 were working in paid jobs that were "somewhat" or "directly" related to their studies at Yukon University, as of the time when they were surveyed early in 2021. This is up three percentage points from the year before.

## Employee Data

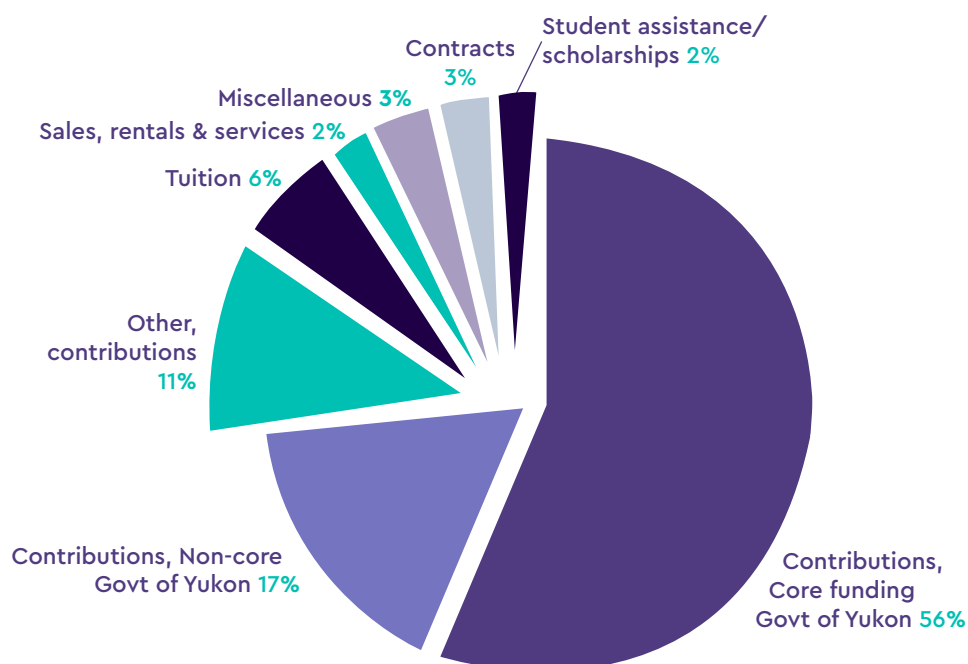
As of March 31 fiscal year end in 2021, there were 322 regular or term staff and 274 casual, contract and student staff.

Nine months earlier, at our previous fiscal year end of June 30, 2020, there were 298 regular or term staff and 341 casual, contract and student employees. This number reflected term contracts ending early or not being extended due to COVID-19.

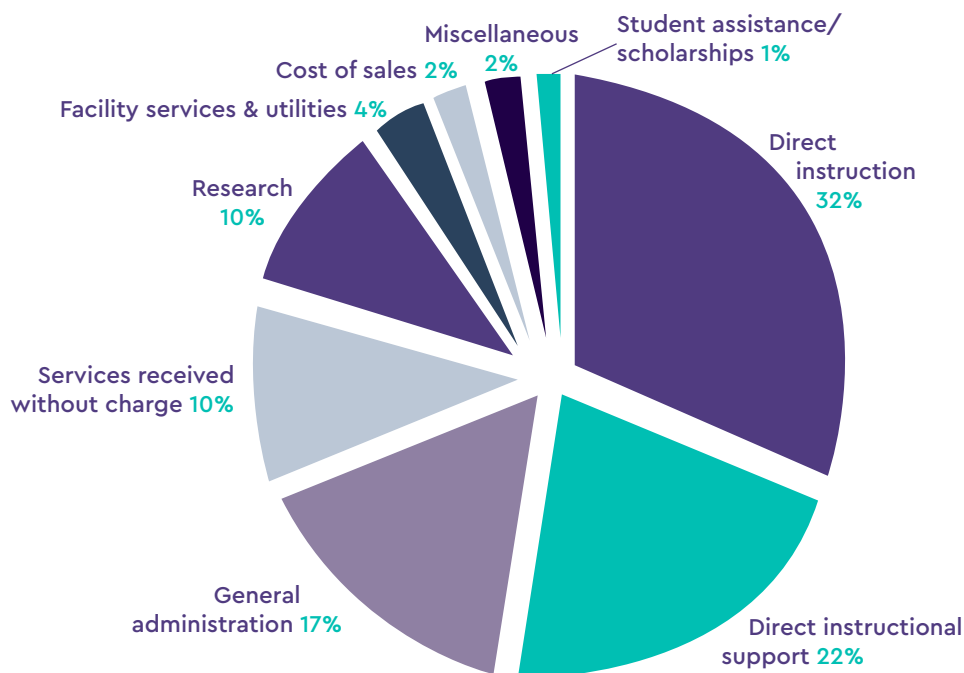


## CONSOLIDATED FINANCIAL REPORTS\*

### Revenues 2020-21 (between July 2020 to March 31, 2021)



### Expenses 2020-21 (between July 2020 to March 31, 2021)



\*These charts reflect the consolidated financial results of Yukon University and Yukon University Foundation

**SUMMARY OF CONSOLIDATED FINANCIAL RESULTS (UNAUDITED)**  
for the nine months ended March 31, 2021 and the year ended June 30, 2020\*

Revenues	MARCH 31, 2021 (9 months)	JUNE 30, 2020 (12 months)
Contributions core funding, Government of Yukon	\$ 21,830,095	\$ 26,963,817
Contributions, non core, Government of Yukon	6,840,931	8,279,438
Other, contributions	4,469,548	4,868,472
Tuition	2,338,912	2,801,975
Miscellaneous	1,210,419	1,742,444
Contracts	1,166,117	1,370,252
Sales, rentals and services	784,880	1,467,104
Student assistance/scholarships	725,055	915,984
	<b>\$ 39,365,957</b>	<b>\$ 48,409,486</b>

Expenses	MARCH 31, 2021 (9 months)	JUNE 30, 2020 (12 months)
Direct instruction	\$ 12,176,681	\$ 14,697,283
Direct instructional support	8,300,454	10,485,924
General administration	6,226,999	7,297,018
Services received without charge	3,821,869	4,879,075
Research	3,769,541	4,270,063
Facility services and utilities	1,383,168	1,870,907
Cost of sales	895,431	1,575,918
Miscellaneous	830,033	1,176,201
Student assistance/scholarships	401,901	908,181
	<b>\$ 37,806,077</b>	<b>\$ 47,160,570</b>

Total surplus of revenue over expenses	<b>\$ 1,559,880</b>	<b>\$ 1,248,916</b>
--	---------------------	---------------------

Changes in net assets	MARCH 31, 2021 (9 months)	JUNE 30, 2020 (12 months)
Total surplus of revenue over expenses	\$ 1,559,880	\$ 1,248,916
Endowment contributions	16,387	306,715
Remeasurement gains/(losses)	593,049	(328,637)
Net gain on investments	21,813	173,138
Net assets, beginning of period	23,175,912	21,775,780
Net assets, end of period	<b>\$ 25,367,041</b>	<b>\$ 23,175,912</b>

Net assets	MARCH 31, 2021	JUNE 30, 2020
Invested in capital assets	\$ 3,214,557	\$ 3,459,086
Externally restricted for endowments	3,240,606	3,202,406
Internally restricted for pension	20,529,300	19,888,200
Internally restricted for capital assets	542,597	-
Unrestricted	(2,295,837)	(2,916,549)
	<b>\$ 25,231,223</b>	<b>\$ 23,633,143</b>
Accumulated remeasurement gains/(losses)	<b>135,818</b>	<b>(457,231)</b>
<b>Total Net Assets</b>	<b>\$ 25,367,041</b>	<b>\$ 23,175,912</b>

\*These are the consolidated financial results of Yukon University and Yukon University Foundation. A copy of the full financial statements, including the audit opinion, is available at [yukonu.ca/about-us/publications-plans-reports](http://yukonu.ca/about-us/publications-plans-reports).

# Accomplishments 2016-21

As we look ahead to the next five years, here are strategic highlights since 2016...



Photo: Archbould.com

- Became Canada's first university north of 60.
- Met external quality assurance requirements with Campus Alberta Quality Council to offer our own Yukon University degrees.
- Developed and launched two Yukon-specific degree programs – Indigenous Governance Degree and Bachelor of Business Administration.
- Recognized as a national leader in Reconciliation and Indigenization.
- Developed online application and registration.
- Expanded access to courses beyond Whitehorse via online delivery options.
- Increased experiential courses and compressed course delivery options.
- Expanded research opportunities for students and First Nations.
- Spearheaded closer relationships with communities, First Nations and industry leading to unique community- and land-based programs.

Our 2021-26 Strategic Plan will be released Fall 2021