

SENECA COLLEGE OF APPLIED ARTS & TECHNOLOGY ANNUAL REPORT 2010–11

SENECA

strives to be the recognized leader in student success, renowned for the quality of our teaching, applied research and innovation. Whether for students, faculty and staff members or partners, we want to be the preferred choice for programs and services among post-secondary institutions preparing today's learners for tomorrow's careers and professions by developing comprehensive programs, pathways to further education and strong supports for students to achieve their educational goals within a culture that encourages risk-taking, entrepreneurship and embraces change. A community that is diverse and dynamic, where people are valued and encouraged to take initiative. An environment of stimulating, collegial, highly professional and respectful members, collaborating to enhance our communities today and in the future.

Strive to be the best. Prepare for tomorrow. Enhance your life.

Introduction: Quality and student success

Seneca strives to be the recognized leader in student success, renowned for the quality of our teaching, learning, applied research and innovation. Whether for students, faculty and staff members or partners, we want to be the preferred choice for programs and services among post-secondary institutions.

Seneca prepares today's learners for tomorrow's careers and professions by developing comprehensive programs, pathways to further education and strong supports for students to achieve their educational goals.

Seneca also provides access to post-secondary education and vocational training for students who demonstrate commitment and potential, but lack credentials, through programs such as academic upgrading.

Through our flexible program delivery and use of technology, we encourage those we welcome to the College, as well as the entire community, to be lifelong learners.

We also engage students and faculty in solution-focused applied research in collaboration with business, industry, social agencies, other institutions of higher learning and government.

Our culture encourages risk-taking, entrepreneurship and flexibility, and we embrace change as part of our drive for organizational effectiveness. The College community is a diverse, dynamic place, where people are valued, supported and encouraged to take initiative while developing their career and professional aspirations.

Seneca also values teamwork. We create a stimulating, collegial, highly professional and respectful environment, where our students and employees collaborate to enhance our communities today and in the future.

Message from the Chair and President

Reflecting on an exciting and productive year at Seneca, it's impossible to pick out any single highlight as the signal accomplishment of the thousands of dedicated employees and tens of thousands of hardworking students who are teaching and learning at our campuses.

Instead, we are delighted to celebrate achievements across the spectrum.

We continue to strengthen the quality of our programs through significant investments in faculty and program development, curriculum review and quality assurance activities. The Centre for Academic Excellence has been established and is continuing to grow in effectiveness and impact. Faculty and staff are deeply involved in innovative projects as evolving technologies continue to open up new opportunities in teaching and learning. Our applied research activities are expanding rapidly, offering new challenges for our students and faculty.

We are implementing the recommendations of the Student Recruitment and Support Project—a cross-College collaboration that made excellent suggestions for strengthening and focusing the services that help our students succeed. Initiatives this year included longer hours at the libraries and computing commons during exam times, expanded test centres and student orientations, a refocus on core subjects in the Learning Centres and a pilot intercampus shuttle service to cut down commuting times and allow students and staff to get out of their cars. More changes are underway.

We focused on our employees with our first-ever employee engagement survey and all-employee meeting. The survey exceeded our expectations in both participation and results. The faculty, support staff and administration of Seneca are proud to be Senecans, understand the centrality of quality in all that they do, and are fully committed to every

student's success. Our all-employee meeting attracted 900 employees from across our campuses and was highly successful. For the third year in a row, we were honoured with the recognition of being one of the GTA's top employers.

Finally, enrolment continues to hit record highs as demand for our quality degrees, diplomas and certificates continues to grow. We are eager to open our 160,000-square-foot expansion at the Newnham Campus, funded in part by the federal-provincial Knowledge Infrastructure Program, and we continue to look for ways of improving our physical space. We embarked on an ambitious master planning process across Seneca that will position us well for efficient and sustainably responsible use of our campuses.

This is an enormously exciting time to be in post-secondary education. The need for the kind of quality credentials that Seneca offers continues to grow. Both our full-time and continuing education programs are giving young and mature students the skills and knowledge they must have to thrive. And despite fiscal difficulties, governments continue to support our work because it understands that our economy and society cannot continue to be strong without a world-class education system.

Our thanks to our dedicated faculty, support staff and administrators who on a daily basis demonstrate their commitment to our students. Our thanks as well to our many partners in industry, the communities we serve and government who support our work in innumerable ways. And our thanks to the students who have chosen Seneca, who bring such life and spirit to our campuses, and whose contributions today, and in the future, we celebrate.

David Agnew, President

Bill Hogarth, Chair

Activity reporting outcomes:

Seneca priorities and core strategies

INTRODUCTION

Fiscal 2010-11 saw the implementation of Seneca's updated priorities and core strategies with initiatives across our campuses to support them. As the College continues to provide students with the quality educational experience that will lead them to successful, fulfilling careers in the new economy, these priorities and their accompanying core strategies will serve as the foundation of our mandate:

REPORTING CHARTS

Core Strategy	Initiatives for 2010-11	Performance indicators/ measurable outcomes	Status update, as of March 31, 2011	If not completed, timeline for completion
1/ LEADING IN CAREER-RELATED AND PROFESSIONAL EDUCATION				
Delivering high-quality programs	Create Centre for Academic Excellence (CAE).	CAE established; new/revised positions in place, hiring complete, with a minimum of five innovation projects underway.	In Progress: CAE created and Laurel Schollen appointed Associate Vice-President Academic; further staffing continues. Achieved: 17 innovation projects underway.	Ongoing.
	Leverage Web-based Program Review tools and expertise to build an effective and accelerated Program Review cycle.	Operational <i>Program Review Dashboard</i> by Q4 of 2010 for use in 2011. New Tier One Program Review Report format established, piloted in one program of each school.	In Progress: Dashboard developed and piloted. Tier 1 report drafted; planning begun for development of a comprehensive online tracking system for Program Development and Program Review. Completed significant changes to the organization and reporting features of the <i>Program Review Dashboard</i> .	2011-12 fiscal year.
		Three-to-five additional Program Reviews initiated beyond planned 2010-11 cycle.	Achieved: Eight additional program reviews, beyond those planned, initiated for 2011 cycle (Quality Initiatives Funding). Twenty new programs added to the Program Review Dashboard.	
	Renew degrees with Post-secondary Education Assessment Board.	Consent renewal process for degrees in Human Resources Strategy and Technology, Informatics and Security and Financial Services Management underway.	Achieved: Self-study portion of the renewal piece complete, May/June target for external assessment; summer submission to PEQAB on schedule.	
		Aviation Accreditation Board International accreditation for Aviation degree completed.	In Progress: Self-study review underway; consent renewal site visit scheduled for summer 2011; accreditation target February 2012 AABI meeting.	February 2012.
Increase the full-time faculty and support compliment in support of programs and services aligned to Planning Framework initiatives.	Twenty-five additional full-time faculty and support positions created and filled.	Achieved: In excess of 25 faculty and support positions created.		
Strengthening academic clusters of expertise and enhancing their profile to employers and other external stakeholders	Strengthen Seneca's leadership in Financial Services and Business.	Centre for Financial Services relocated to the Markham Campus.	Under review: Competing space priorities.	
		Canadian Institute of Financial Crime Analysis CIFCA operational, funding secured from industry partners and initial programs piloted.	Achieved: First cohort to complete the program at Markham Campus in April, with second cohort to begin later that month.	
	Work collaboratively with industry partners and accreditation bodies to submit three new degree programs to the Post-secondary Education Quality Assessment Board.	Three new degrees in: Business Management, International Business, and Interdisciplinary Studies submitted.	Achieved: Three proposals submitted in November 2010.	
	Strengthen academic clusters of expertise by developing new related graduate certificates, diplomas and degrees.	Three new graduate certificate programs developed.	Achieved: Energy Management – Built Environment Project Management – Information Technology Event Marketing – Sport, Entertainment and Arts.	
	Create "Eco-Seneca" to house Seneca's environmental and energy initiatives across all campuses with strong linkages to programs.	"Eco-Seneca" established through realignment within the Faculty of Applied Science and Engineering Technology and creation of a cross-college reference committee, including academic and non-academic representatives, with at least two external partnerships launched.	Achieved: "Eco-Seneca" established as part of the Centre for Academic Excellence; cross-college committee formed and meeting regularly; working with McMaster University and the Canadian Urban Institute.	
	Targeting applied research activity in degree programs and pedagogy	Refocus academic research support/infrastructure and establish priorities.	Position of Dean of Applied Research created and necessary infrastructure and cross-college connections developed.	In Progress: Search firm hired and candidates identified; interviews scheduled for the end of March; position expected to be filled shortly thereafter.
		Research Advisory Committee established, and research plan developed.	Rescheduled: Pending appointment of new Dean.	Fall 2011.

REPORTING CHARTS

Core Strategy	Initiatives for 2010-11	Performance indicators/ measurable outcomes	Status update, as of March 31, 2011	If not completed, timeline for completion
		Support provided to academic program areas with research projects, such as the e-learning component of the Aviation Research Project.	In Progress: Grant funding support for the Aviation Research Project; Higher Education Quality Council of Ontario (HEQCO) tablet research project underway; Seneca's Centre for Development of Open Technology/ Natural Sciences and Engineering Research Council of Canada grant embedded in BSD program.	Ongoing.
		Collaborative partnership with York University established to further the innovation agenda in York Region with industry, government and community enterprises.	In Progress: Ongoing, as part of YSP discussions.	Ongoing.
	Continue leadership in federal and provincial applied research.	Successful roll-out/reporting and completion of year-one deliverables achieved for Aviation and Centre for Development of Open Technology projects under the NSERC College and Community Innovation Program (CCIP) projects.	On Schedule: Deliverables in progress and reports submitted.	
		Stronger linkages to Industry Canada, HRSDC and other federal departments established to identify applied research opportunities.	Achieved: Seneca received \$750,000 in Federal Development funding to support applied research with small and medium-sized businesses (SMEs).	
	Support and promote Seneca's leadership in pedagogical research through training.	College Math Project (CMP) expanded.	Achieved: CMP 2011 funded and underway to provide three years of system-wide data; second system report released in March 2011.	
		Developed a College English Project modeled on the CMP to address underachievement and barriers created by poor literacy skills. A minimum of two proposals in scholarship of teaching and learning developed.	In Progress: Preliminary report complete; moving forward with work plan. In Progress: HEQCO tablet project developed; continuation of College Choice project.	Seneca report completed; province-wide study dependent on provincial funding. 2011-12 fiscal year for completion of report and submission.
		Seneca's leadership role enhanced with the Early Leavers Study to ascertain the factors behind students leaving college before graduation and assisting in strategies to improve KPIs.	In Progress: Project underway with Seneca as the lead institution; preliminary findings presented to Canadian Institutional Researchers and Planners Association (CIRPA) in Fall 2010.	GTA draft report received April 8, 2011. Seneca and GTA reports to be finalized Summer 2011.

2/ SUPPORTING STUDENT SUCCESS

Expanding laddering opportunities within existing programs and increasing pathways to Ontario universities and colleges	Expand partnerships with GTA universities.	Student intake and transfer from Seneca Liberal Arts diploma to U of T degree increased and minimum of one additional Seneca/U of T transfer agreement/pathway developed.	In Progress: Student transfer increased from 18 to 24; discussions ongoing between Seneca and U of T regarding several pathway opportunities.	2011-12 fiscal year.
		Seneca-York partnership redefined and enhanced to increase bilateral pathways.	In Progress: Series of strategic meetings held; guiding principles established. A working group is developing a more detailed plan.	
Assist the government in developing Pathway/Transfer solutions between Ontario colleges and universities.		System leadership at the MTCU Credit Transfer Steering Committee continued.	Funding accessed for Credit Transfer Project - Annual Plan delivered to Ministry.	2011-12 fiscal year.
		CUCC Phase III Project (Arts & Science electives) advanced with Seneca participation and a minimum of five Liberal Arts courses identified as core university transfer subjects available to Seneca and other college students.	In Progress: Eight Seneca/LAT courses currently receiving credit with university partners submitted for consideration by other participating institutions.	
Expand credit transfer and pathways to Seneca's degrees.		Baseline established to measure the percentage of diploma graduates entering Seneca's degree programs.	In Progress: Data collection underway; baseline numbers to be established upon review.	May 2011.
		<i>Fast Track to Seneca</i> event and other activities conducted to increase student awareness and facilitate transfer.	In Progress: <i>Fast Track Events</i> to take place at Newnham and King Campuses.	March 31, 2011 (Newnham) and April 5, 2011 (King).
		A minimum of four new transfer agreements signed and incorporated into Degree Transfer guide (at least two with Ontario universities).	Achieved: Three agreements signed with Laurentien University, and one with AUT (formerly listed as Auckland University of Technology).	
Leverage transfer and student data to increase understanding about the factors, intentions and destinations of transfer students.		Effective online database developed with and tools to facilitate agreements.	Rescheduled: Due to ITT review this past year and staffing changes in the Degree and Credit Transfer Office.	Ongoing into fiscal 2011-12.
		Information gathered and analyzed to develop a baseline and to assist in advisement about transfer opportunities for students.	In Progress: Collaboratively working with college-wide group to purchase software that will facilitate Degree and Credit Transfer student advisement and database collection.	Ongoing into fiscal 2011-12.

REPORTING CHARTS

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	Initiate discussions to pilot new agreements with Canadian secondary schools.	Dual credit courses offered at Seneca increased from 12 to 17.	Achieved: Offer of 17 courses through negotiation with respective school boards and academic areas. As the result of challenges faced by school board recruitment, three proposed semester two dual credit courses did not run.	
		Two new pathway activities offered for secondary students and capacity for partnerships with one school board increased to include dual credits and specialist high skills majors.	Achieved: Successfully partnered with GTA school boards to offer community tutoring project in a high school and interactive workshops in CNC programming with the Toronto District School Board.	
Implementing new recruitment, retention and support strategies	Facilitate effective student self-service and improved college interaction through more effective online registration services.	Improved information for students and making self-serve registration options available online.	Achieved: Enrolment Management Group created and managing increased E-communication; upgrades to web resources and phone tree; PDF form replacing paper; currently working on re-hosting SIRIS in a virtual environment.	
		International Tuition Fee Payment Service implemented to enhance the ability to track student acceptance via fee payment.	Achieved: Travelex online payment services implemented to help international applicants pay for application fees and first term tuition; International Admissions link student payments to applications to increase service levels.	
	Undertake a new marketing/advertising campaign and increase overall recruitment activities and events to reach an increased number of prospective students.	Recruitment activity increased by five per cent for on and off campus events, including the call campaign.	Achieved: Recruitment activity increased by 10.7 per cent and call campaign/program spotlight conversion activities increased by 9.1 per cent over previous cycle.	
		The number of first choice applications as monitored through the Ontario College Application System (OCAS) increased by five per cent.	Applications (OCAS) have grown 1.4 per cent over previous cycle as of February 2, 2011. Confirmations have grown 10.6 per cent as of March 17, 2011, giving Seneca the highest growth rate within its comparator GTA colleges. A complete cycle comparison from OCAS data supports and increase of 5.08% from Fall 2009 to Fall 2010 in First Choice Applications.	Ongoing as applications are confirmed. Note: The final count of increase of first choice applications/confirmations will not be known until first week of September 2011 when applications are fully realized.
	Provide increased advisement and support services to students to assist in academic achievement, strengthen interpersonal, leadership and communications skills, which enhance academic performance, student learning and the achievement of career goals.	Student Information Management system researched, developed and piloted to track student success from initial point of contact to graduation.	In Progress: A working partnership with Academic and Student Services to incorporate an advisement system as per the President's Service Quality Initiative.	Ongoing.
		Integrated Advisement Centre pilot project for at-risk students including internationally trained immigrants, first generation, aboriginal, direct, and non-direct applicants implemented and evaluated.		
A First generation pilot case management advisement program will be developed and proposed as a permanent college retention best practice.		Rescheduled: Provincial funding was not been distributed on time. Software purchased and will be launched at King Campus on July 1, 2011.	Ongoing.	
A weeklong pre-advisement Seneca Success Institute for first generation in PSE to support students in academic preparation and student life issues will be developed and offered.		Funding for the Institute has been redirected into online learning modules which will assist students in a variety of academic and non-academic services.	Ongoing.	
	New program developed to support ongoing advisement and mentorship to develop retention and leadership abilities of within Seneca Student Federation (SSF) and Student Athletic Association (SAA) members.	Delayed: Due to changes in the SSF including development of new governance model.	Ongoing.	

Core Strategy	Initiatives for 2010-11	Performance indicators/ measurable outcomes	Status update, as of March 31, 2011	If not completed, timeline for completion
		Learning Centre review undertaken and completed to enhance and prioritize resources to re-focus tutoring on core subjects of English and Math.	Achieved: Review Completed and LC now reporting to Centre for Academic Excellence; ongoing review of LC policies, procedures and staffing to ensure LC's focus on English and Math.	May 2011.
		Enhanced tutoring and support interventions conducted through the Learning centres and writing centres, to increase successful completion of EAC 150 by 10 per cent, using a blended model of service deliveries in consultation with Schools of English and Liberal Studies.	In Progress: planning a fall 2011 start to focus on core English subjects.	Ongoing.
		SMILE peer-mentoring academic partnerships increased to two- and three-year programs at Markham Campus and the number of SMILE mentorship protégés increased by 20 per cent.	Achieved: SMILE is available in all two, three and four year programs at Markham Campus. SMILE also increased the total number of protégés by 25 per cent.	
		Appropriate staff training designed and delivered to support student retention, advisement and college recruitment strategies.	Achieved.	Fiscal 2011-12.
		Phase one of the <i>Student Retention Tracking System</i> developed. This is a Web-based tool that identifies former students with incomplete credentials.	In Progress.	Fiscal 2011-12.
	Strengthen and enhance student support through bursaries and scholarships.	Seneca's existing endowment and investment policies and practices reviewed to ensure the sustainability and predictability of student support.	In Progress: Endowment and investment policy review initiated and is ongoing.	Fiscal 2011-12.
		Seneca's matching funds maximized through the Ontario government's Ontario Trust for Student Support.	Achieved: Received approximately \$400,000 in new gifts which have been matched dollar-for-dollar through the OTSS program.	
	Build a new Advancement and Alumni department to work closely across the college and maximize future partnerships, engage more alumni, and advance philanthropic opportunities.	New Executive Director, Advancement and Alumni put in place by summer 2010; new team structure launched summer 2010; policies and procedures and guidelines identified and completed by December 2010; fund raising results increased by 10 per cent.	Achieved: New organizational structure for advancement department established to ensure optimal relationship management capacity; Executive Director, Advancement and Alumni hired in Summer 2010. Achieved: Ten per cent increase in revenue.	Final team structure determined in Spring 2011.
	Measure and utilize Web activities, including social media and on-line content that supports recruitment and enhanced student life.	Seneca Social network page piloted, with input from the Seneca Student Federation and other student groups, as the first stage in a broader social media strategy.	Achieved: Seneca has an increased presence on Facebook, Twitter and all other Social Media outlets. On a daily basis, Student Recruitment staff members answer inquiries and post recruitment activities to engage prospective students. SSF using Facebook through the new SSF website to update students.	Ongoing.
		Benchmarks that measure usage and quality of online services established by March 2011.	Provision of monthly report on ITS services including, but not limited to online services.	
	Develop strategies to support student retention and improve student satisfaction through improved athletic and recreation space.	Work conducted in conjunction with college-wide planning activities to determine sports and recreation capital strategy.	Achieved: A five-year capital plan has been developed for the Outdoor Centre. SAA Sports Build Fee approved by SSF and Protocol Committee.	
		A soccer field proposal developed for Newnham Campus.	Achieved: Plan was presented to the Senior Executive Committee.	Ongoing. Roll-out put on hold pending Master Planning discussions.
	Enhance data analysis and institutional research in support of strategic initiatives.	Data extraction and reporting system enhanced, regarding applications, offers, confirmation and enrolment indicators through a new operating framework.	In Progress: A new Enrolment Review Dashboard is in development.	Ongoing.
		A college-wide institutional research plan developed to leverage the strategic and consistent use of information in decision-making and planning.	In Progress: A college-wide group established and planning begun. College Fast Facts Publication created.	Ongoing.

REPORTING CHARTS

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Expanding reciprocal partnerships with international PSE institutions	Review International Department structure/ support to align with academic and strategic priorities.	International enrolment raised to a minimum 12 per cent of total student population and realignment of International Department completed; strategy developed to coordinate and enhance work/ study opportunities.	Achieved: New Faculty of International Studies created under Dean Jennifer Singh; International Admissions realigned to Admissions in the Registrar's Office.	
	Continue diversification of international recruitment by geographic region.	Enrolment from Korea, India, Egypt and Chile increased.	In Progress: Targets adjusted to reflect the India Partnership Program initiative.	
	Develop International Joint Venture Partnership Inventory.	Inventory developed and used as baseline for strategic development of new and expanded partnerships.	Achieved: Inventory established, expanded to track faculty visits between Seneca and Joint Venture institutions, as well as academic quality control visits from Seneca academic team.	

3/ BUILDING THE STRONG ORGANIZATION

Embedding quality standards and outcomes in all programs, services and business practices	Prepare for the Program Quality Assurance Process Audit by the Ontario College Quality Assurance System that reviews the quality assurance practices in place at each college.	Preparation for 2011 PQAPA audit completed.	In Progress: Self study report to be distributed on May 1, 2011. Site visit scheduled for June 3, 2011.	2011-12 fiscal year.	
	Integrate cross-college planning, leading into Seneca's Strategic Plan for 2011-2016.	Multi-year College Enrolment Plan and Multi-year College Capital Plan submitted to MTCU.	Achieved: Plan submitted July 2010.		
		Studies for King and Buttonville conducted to determine opportunities for King Campus and the Aviation Program.	Achieved: Buttonville study completed March 2011, King Environmental study completed October 2010 and master planning for the campus is underway.	King master plan to be completed November 2011.	
		Campus Master Planning underway for Newnham Campus in partnership with the City of Toronto/North York to provide a vision for future development, better integrate the campus and the community, and enable the SeneCentre redevelopment.	Achieved: Master planning for Newnham commenced December 2010.	Newnham master plan to be completed November 2011.	
		Campus Master Plan undertaken for Markham.	Achieved: Master planning for Markham underway.	Markham master plan to be completed November 2011.	
		Approval by the Board of Governors of a renewed Strategic Plan.	Rescheduled: Due to the 2011 provincial election, the new strategic plan will be developed in late 2011.	January 2012.	
	Enhance financial supports and reporting.	New payroll system implemented to achieve efficiencies, process improvements, and optimize effectiveness and efficiency of personnel.	Achieved: The new payroll system was deployed to coincide with the first pay period of 2011.		
		Budgeting and forecasting functions enhanced to facilitate timely reporting to Senior Management and the Board, and budget building process assessed and reviewed to develop and implement a refined allocation model for fiscal 2011-12.	Achieved: Enhanced budgeting and financial planning models to improve transparency and accuracy of allocation methodology, increase internal user support, and timely preparation / presentation of budget forecasts to Senior Management and the Board. This model is evaluated and enhanced on a continuous basis.	Ongoing.	
Improve Information Technology Services support and capability.	Restructured ITS organization established to provide improved customer service and greater flexibility. Restructured ITS organization established in May 2010 to provide improved customer service and support to major projects.	In Progress: Restructure announced; steady implementation of staffing transfers.	Ongoing.		
		In Progress: Disaster Recovery/Business Continuity Plan.	September 2011.		
		In Progress: Updating IT Acceptable Use Policy.	August 2011.		
		In Progress: Records Management and Classification Policy commenced.	June 2011.		

REPORTING CHARTS

Core Strategy	Initiatives for 2010-11	Performance indicators/ measurable outcomes	Status update, as of March 31, 2011	If not completed, timeline for completion
		System performance management framework and an IT Security framework developed. Key performance indicators established for contracted services to monitor performance and improve results.	In Progress: Change management Policy commenced. In Progress: Development of service catalogues and service level agreements has commenced. In Progress: Project Management Office to provide project management support to all Seneca projects/ departments.	August 2011. December 2011. Ongoing.
	Substantial completion of Knowledge Infrastructure Program expansion at Newnham and implement cross-campus facility refresh program	Newnham KIP expansion substantially completed by March 31, 2011 and ready for students in September 2011.	In Progress: Substantial portions of Phase I completed. Building completion on track for students in September 2011.	September 2011.
		Quality and consistency ratings increased at all campus operations as outlined in KPI measurements, surveys and focus group data and revised, extended hours of operation at all campuses, as appropriate.	Achieved: Library hours extended during exam periods.	
		Emergency Broadcast System (EBS) installed at the four main campuses.	Achieved: Final testing, training and commissioning underway.	Testing completed September 2011.
		Facilities Refresh Project Plan developed and scheduled for key teaching, learning and working environments.	Achieved: Cafeteria/Corridor refresh project approved – refresh to take place during summer 2011.	Implementation ongoing
	Review and improve services for students, staff and faculty	“One card” services expanded to increase usability.	In Progress: Initial research completed. Business case under development.	Ongoing.
		More robust bookstore on-line ordering system and Point of Sale (POS) system introduced.	Achieved: POS system purchased.	Implementation during fiscal 2011-12.
		Effective communications systems for Campus Security developed, including website, safety and security student/staff committee, emergency response plan and information boards.	Achieved.	
		The College’s Emergency Response Plan reviewed and procedures developed and introduced to ensure a safe and secure work/ learning environment.	In Progress: Project is currently behind schedule due to staffing issues and the unanticipated time commitment for the emergency broadcast system.	Completion expected by May 2012.
		Inter-campus shuttle bus service reviewed to assess the feasibility of increasing ridership and expanding current routes.	In Progress: Expanded pilot project successful. Business case for continued service being developed.	
	Enhance customer service for students.	Customer service training program developed and introduced within services accessed by students. Procedural and/or operational changes implemented where necessary.	In Progress: Incorporated into pending Employee Engagement Survey roll-out and next steps.	
	Strengthen HR supports and services.	New performance management tools created for all full-time employee groups.	In Progress: Administrative tool developed and implemented; tool for Support and Academic staff members in process.	Support and Academic tool completed during fiscal 2011/12.
		Diversity Co-ordinator position established to expand strategies for increasing diversity awareness and hold training and workshops on diversity and cultural differences and the <i>Accessibility for Ontarians with Disabilities Act</i> .	Under Review: To be determined by incoming Dean of Students.	
		Personal Safety/Security Policy revised to incorporate new legislative and labour agreement requirements.	Achieved: Revisions made and received Board approval.	
		Enhanced training and learning opportunities provided to staff in student recruitment, retention, advisement and success.	In Progress:	Ongoing.

REPORTING CHARTS

Core Strategy	Initiatives for 2010-11	Performance indicators/ measurable outcomes	Status update, as of March 31, 2011	If not completed, timeline for completion
		Employee fitness and wellness programs provided at the four main campuses.	<u>Achieved.</u>	Ongoing.
		Number of employees who participate in orientation increased by 5 per cent.	<u>Under Review:</u> Efforts focused on “just in time” orientation program.	
	Establish integrated first point of contact into Seneca and improve welcoming services.	Phase one of the Contact Centre developed and implemented to create the primary integrated first point of contact into the College.	<u>Under Review:</u> Phase I deferred pending completion of phone system upgrades.	
Supporting professional development and workforce planning for faculty and staff	Implement centralized faculty support and investment in e-learning strategies, pedagogy and technological innovation.	Faculty mentors seconded to new Centre for Academic Excellence and one-on-one consultation and targeted workshops/training offered.	<u>In Progress:</u> Alignment of Centre for Faculty and Staff Development (CFSD) within CAE announced; integrated planning underway.	2011-12 fiscal year.
	Increase employee engagement and college-wide knowledge about Seneca’s core business.	Employee Engagement survey delivered to all full time employees with a 70 per cent participation rate.	<u>Achieved:</u> Survey process complete – 74 per cent response rate by F/T employees.	
		“Just in time” orientation for new employees developed, including hybrid delivery methods and tool kits for managers and staff.	<u>Ongoing:</u> Preliminary work underway – project plan in place.	September 1, 2011.
		Training and professional development programs expanded to all employees to increase competencies and knowledge leading to a 10 per cent increase in employee participation.	<u>In Progress.</u>	Ongoing.
Fostering and leveraging partnership activities to benefit students and the College	Continue to engage in Ministry of Citizenship and Immigration through Green Technology Bridging Project Advance Joint Training Facility with York Region Police/Municipal Fire Services and Seneca Faculty of Applied Arts & Health Sciences.	Curriculum development completed with first program cohort in 2010-11 and contract deliverables met.	<u>Achieved:</u> Students participated in MCI-funded Bridging to Green Careers program in Fall 2010. Graduate Certificate program approved; second program developed for 2011 approval.	
	Develop and implement campus community engagement plans for the four major campuses, with emphasis on municipal governments and chambers of commerce and include the recruitment of community advisory members.	Preliminary studies and surveys conducted to determine feasibility of expanding physical infrastructure at King Campus.	<u>Achieved:</u> Dialog national design firm retained for development of Master plans for Seneca campuses; preliminary studies, surveys, open forums conducted. Master plan scheduled for completion November 2011.	
		The number of Seneca employees pursuing academic credentials increased by 5 per cent.	<u>Achieved.</u>	Ongoing.
		Community advisory committees appointed at two campuses.	<u>Ongoing:</u> Community engagement initiatives developed through master planning exercises at King and Markham; ongoing advisory committee development to continue after planning period concludes.	Ongoing.

A year in review:
accomplishments of innovation, engagement
and academic success

APRIL 1, 2010 TO MARCH 31, 2011

During the past year, Seneca has had many successes.
Following are some of the highlights:

Student and graduate success

More students chose Seneca

In fall 2010, Seneca had the highest student enrolment in its 43-year history. With a full-time student population of 20,945, the College's enrolment grew 4.4 per cent from fall 2009 consistent with the Strategic Framework. This included more than 2,600 international students. Seneca also welcomed 477 Second Career students retraining for new careers.

Premier's Award winner

Seneca alumnus Drew Hayden Taylor was selected from more than 100 nominees as one of the six recipients of the Premier's Awards for College Graduates. Drew graduated from Seneca's Radio-TV Broadcasting program in 1982 and is now an author, playwright, screenwriter and commentator. He has written 11 plays, 20 books, edited three compilations of native literature and writes for publications across Canada. Drew is also a writer for film, television and radio. The Premier's Awards are presented annually to graduates of Ontario's colleges and honour their important social and economic contributions.

10th annual Distinguished Alumni Awards celebrate outstanding graduates

The achievements and successes of six Seneca alumni were celebrated at the 2010 Distinguished Alumni Awards. They were Gary Anderson (Aviation and Flight Technology, 1993); Mary-Jo Guidi (Accounting and Finance, 1985); Michelle Hutt (Travel and Tourism Studies – Travel and Hospitality, 1997); Kevin Junor (Civil Engineering Technology, 1984); Azra Rashid (Journalism-Broadcast, 2005); and Chris Torti (Early Childhood Education, 2000). The DAA is given to alumni who have achieved not only career success, but also demonstrated a commitment to community service and inspired the next generation of Seneca students.

Co-op award winners honoured

As part of National Co-op Week, Seneca announced the 2011 winners of the co-op student of the year and the co-op mentor of the year awards. Flight Program student Nathan Catteau was top co-op student for his work at Wabusk Air, while Eric Steen from the Toronto District School Board was mentor of the year award for his ongoing support of a Seneca student in the Building Systems Engineering program. A record number of students and employers were nominated for this year's co-op awards.

Fashion student competes in international design contest

Esperanza Hurtado, a third-year Fashion Arts student, traveled to China to compete in the 19th Hempel International Young Fashion Designers contest. Only a select few designers are chosen to display their creations and show off their creative talent. Three of Esperanza's designs were accepted and showcased at the opening of China's Fashion Week.

Seneca illuminates Luminato Festival

Romulo Cardier, Andrew Mamangun, Vidya Shanmugam and Namrata Chandel were the winners of the 2010 Luminato Festival viral video contest. Five teams made up of students from Seneca's Marketing Management program developed a series of videos to promote the multi-disciplinary arts festival. The videos were based on the concept of being a "Luminatic," or a passionate patron of the festival. The winning video was selected by fans on YouTube and featured as the official 2010 Luminato viral video.

Floating above the crowd during Caribana

A group of Visual Merchandising Art students created a float on behalf of the Toronto Police Services. The float titled "Diversity in Motion" appeared during the Scotiabank Caribana Parade.

Showing event muscle at Ironman Triathlon

Third-year Business Administration - Marketing (Event Marketing Management Specialization) students helped in the event co-ordination of the Subaru Muskoka Ironman Triathlon, which saw racers from around the world swim 1.9 kilometres, then bike 90, and run 21. This marked the second straight year Seneca students lent their event management skills to the Triathlon.

Students showcase talents at annual AIDS fundraiser

Seneca's Event Management - Event and Exhibit Design students helped facilitate Bloor Street Entertains, an award-winning gala that raises \$500,000 annually for vital AIDS research. The event featured a Venetian theme, which included marionettes, gondola poles, live performances and video projections of Venice. Students from the Firefighter Pre-Service program were also on hand and volunteered to dress as gondoliers.

Insuring success through scholarship

Irina Baksheeva, a student in Seneca's Business Insurance program, was named a recipient of the John E. Lowes Insurance Education Fund. The \$1,000 scholarship is awarded annually to only three students, who demonstrate outstanding academic excellence, contribute to school and community life, and exhibit a strong indication of academic promise. The John E. Lowes Insurance Education Fund is a charitable trust dedicated to assisting Ontario students to complete full-time, post-secondary education, which includes the study of property/casualty insurance.

Honours for Sting fastball coach and player

Seneca women's fastball coach Rick Finlay was named Coach of the Year by the OCAA. Rick has coached the Sting for 24 seasons and has compiled a career 133-81 record. This is the second time he has won this award. The list of OCAA all-stars, included Seneca's Kelly Milne (Early Childhood Education) and Heather Scrivens (Paralegal). Kelly, a catcher and outfielder, led the Sting with 13 RBIs and a batted .355, while scoring 10 runs in her first OCAA season. Scrivens, a third-year second baseman and Paralegal student, led the team with a .480 average.

Seneca golf team strikes OCAA gold

The Seneca Sting men's golf team walked away with gold at the 2010 Ontario Colleges Athletic Association (OCAA) golf championships. The Sting captured the Division II Team Championship at the Raven Club at the Lora Bay course, Thornbury. Leading the team to victory were: Nelson Lopez (Civil Engineering Technology); Joseph Bisson (Fire Protection); Mike Terrion (Golf Course Technician); Graham Hines (Business Administration - Marketing); Jack Kelly (General Business); and their coach Brian Moffatt.

Rugby teams mine silver and bronze

The women's rugby team won the OCAA silver medal at the Women's Rugby Championship. On the men's side, the Sting won the OCAA bronze medal. For the men, the win marked Seneca's second consecutive bronze medal and third OCAA medal-winning season in the last four years.

Sting curling and badminton teams capture OCAA medals

The Seneca Sting mixed curling team drew to the button for a gold at the OCAA curling championships. Leading the team to the mixed division title were: Matthew Lowe (Fire Protection Engineering Technology); Joanne McAndrew (Law Clerk); Brahm Vanzeeland (Business Administration); Tameka Vaters (Environmental Landscape Management); Katie Lindsay (Nursing); and their coach Brian Moffatt. The badminton teams added to the College's medal collection at the Black Knight OCAA Badminton Championship. Li Chen (Nursing) and Sanjay Ashokkumar (International Accounting and Finance) won the bronze medal in the mixed doubles

category. In the women's doubles division, Candy Fung (Business Administration Management) and Megan Hopkins (Broadcast-Journalism) also captured bronze. The Sting badminton squads are coached by Nhourri Ghazi and Allan Tong.

Game programming champion

Yeon Chul Choi was the 2010 winner of the Electronics and Control Engineering Technology program Game Programming championship. The annual competition pits students against one another in a strategy game competition. The students create the game, using their engineering and computer programming skills.

United Arab Emirates visit

Students Nicolas Esper (Liberal Arts); Laura Harper (Environmental Site Remediation); Rohan George (Liberal Arts); and Kailey Gervais (International Business); took part in the Education Without Borders Conference at the United Arab Emirates. These Senecans were part of a global delegation of students representing more than 100 nations and 300 post-secondary institutions

Seneca students make a good "investment"

Financial Services providers the Investors Group awarded its inaugural Financial Services Practitioner Scholarship award to James Maloney and N'Gatta Aka. These Senecans were the two top students in Seneca's Financial Services graduate certificate program. Each will receive \$1,000 and full-time positions with Investors Group when they graduate.

Flourishing at Canada Blooms

Twelve students from Seneca's Environmental Landscape Management program were awarded the Outstanding Educational Garden award at Canada Blooms—the largest garden show in Canada. The students spent four days designing an "eco-education garden" that was also named a finalist for the Evergreen Brickworks Society, Environment, Education and Design award.

Seneca's people make a difference

Professor receives dissertation recognition award

Dr. Ping Deters was honoured with the Dissertation Recognition of Excellence Award for her dissertation, "Identity, Agency, and the Acquisition of Professional Language and Culture: The Case of Internationally Educated Teachers and College Professors in Ontario." Ping has been a Professor at Seneca's English Language Institute for more than 10 years. She completed her research on the professional acculturation of internationally educated K-12 teachers and college professors in Ontario as part of her doctoral studies at the Ontario Institute for Studies in Education, University of Toronto.

Best doctoral dissertation

Professor Lydia Boyko (School of Accounting and Financial Services) was honoured with the 2010 George L. Geis Award for her doctoral dissertation, "An Examination of Academic Department Chairs in Canadian Universities." Lydia, who is also an associate in the Centre for Financial Services, completed the research as part of her studies at the Ontario Institute for Studies in Education, University of Toronto.

Leadership in special events

John MacBride, a professor in the School of Fashion and Merchandising, received a Leadership Award from the International Special Events Society. John has worked in the special events industry for more than two decades. He was instrumental in the development of the College's graduate certificate program in Event Management - Event and Exhibit Design. Since its launch three years ago, students have lent their talents to events such as the Scarlett Ball; the Black and White Gala; Unmasked; Canstruction; Bloor Street Entertains; and the World AIDS Conference.

Prestigious literary prize

Devon Code, a professor in the School of English and Liberal Studies at Seneca@York, was awarded the Writers' Trust/McClelland & Stewart Journey Prize. Devon received the \$10,000 award for his short story "Uncle Oscar," which is about a lonely boy's longing for a male role model. The Journey Prize is one of Canada's most prestigious awards for young and emerging authors. Devon's work has appeared in journals, magazines and anthologies in Ireland, England and Canada. In a Mist, his debut collection of short fiction, was published in 2007 and selected by the Globe and Mail as a notable fiction debut in 2008.

College Ombudsperson appointed

President David Agnew appointed George Fry as Seneca's new Ombudsperson. George succeeded Liz MacLennan, who had served as Seneca's Ombudsperson since 2002. Seneca's Ombudsperson receives and investigates complaints in an independent, objective, impartial and confidential manner when all other College resources have been exhausted. The Ombudsperson attempts to solve issues through investigation and mediation rather than formal procedures, and where appropriate makes recommendations about changes to policies and procedures.

Associate Vice-President Academic, Educational Excellence

Laurel Schollen was named Seneca's Associate Vice-President Academic, Educational Excellence. Laurel joined Seneca in 1983 as a Professor in the School of Biological Sciences and Applied Chemistry. Since then, she has held various academic positions with increasing responsibility, including program co-ordinator, chair, associate dean and most recently dean, Faculty of Applied Sciences and Engineering Technology. Laurel is responsible for developing Seneca's new Centre for Academic Excellence, as well as providing leadership to the libraries and cooperative education across the College.

New chairs for Aviation and Communication Arts

Lynne McMullen was appointed chair of the School of Aviation & Flight Technology and Mark Jones chair of the School of Communication Arts. Lynne has been a faculty member at Seneca for 10 years where she most recently held the position of Chief Flying Instructor. In addition, Lynne has been a key member of the Aviation NSERC research team working on the "Innovation Through Simulation: Enhancing Canada's Next Generation of Pilots" project. Mark started his career at Seneca in 2002 as a faculty member in the Digital Media Arts program. He came to the College as an award-winning veteran of the new media field, having worked as an educator, producer, artist and writer. From 2000 to 2004, Mark was Executive Director of OnTarget, an Ontario-wide initiative, providing career development and education support programs for the digital technologies industries.

Honorary degree recipients

Seneca awarded honorary bachelor of applied studies degrees to Frances Lankin and former York Region Police Chief Armand La Barge. Frances' career has spanned the fields of child care, correctional services, trade unions, politics, public service and philanthropy. She served as the president and chief executive officer of the United Way of Greater Toronto for 10 years. Since graduating from Seneca, Armand has dedicated himself to his community, both as a police officer and as a leader in numerous organizations and volunteer activities. He joined the York Regional Police in 1973 and held positions in Administrative Services, Investigative Services, Criminal Investigation and Uniform Patrol before becoming chief in 2002. He retired in 2010.

Looking to the future at sustainability conference

Carmen Schlamb, professor of Environmental Studies and Environmental Science, presented at the Advancement of Sustainability in Higher Education conference in Denver Colorado. Carmen's study, "We to Me: Identifying the Ecological Self in Post-secondary Sustainability Curriculum," is an innovative approach to traditional curriculum that places the student at the centre of environmental investigation.

Making history at the Hockey Hall of Fame

Angela James, Seneca's Senior Sports Co-ordinator, was enshrined in the Hockey Hall of Fame in November. Angela, along with American Cammi Granato, became the first women to enter hockey's most hallowed shrine. Dubbed the "Wayne Gretzky of Women's Hockey," Angela is considered the first superstar of the women's game in Canada and globally.

Social media award for Twitter wiz

Creative Advertising Professor Anthony Kalamut received a "Shorty" award, which honours the best people and organizations communicating via Twitter and other social media outlets. Professor Kalamut was nominated in the education category. Winners were determined by a combination of online voting and by the members of the Real-Time Academy of Short Form Arts & Sciences.

New chair of Professional Engineers Ontario

Seneca Civil Engineering Professor Nanda Lwin was named the new chair of the Professional Engineers Ontario (PEO) Willowdale/Thornhill Chapter. An active volunteer with PEO since 2005, Nanda previously served the chapter as a vice-chair and programs chair. In addition, he has participated on several chapter committees, including the government liaison committee and certificate presentation/annual general meeting committee.

A Seneca presence at Curriculum Congress

Professors Andres Diaz and Carol Fearon from the School of International Business were notable participants at the SAP Curriculum Congress, held in Monterey California. This annual event brings together leading educators representing 14 countries and 134 organizations to exchange ideas and information exploring innovative curricula and the use of technology in the classroom.

Hot Docs debut

A documentary film written, directed and produced by Journalism-Broadcast Professor Igal Hecht was accepted into Hot Docs — one of the world's biggest and most prestigious documentary film festivals. The film, *The Hilltops*, is an insider's look into the lives of those who live on the hilltops of the West Bank. The documentary was part of the festival's Canadian Spectrum program. Igal is a graduate of the School of Communication Arts, where he has also been teaching for the past seven years. In 1999, he created Chutzpa Productions Inc., and has been making award-winning films ever since. To date, he has produced, filmed, edited and directed more than 40 documentaries and television shows for various channels.

Working within the community

Seneca's Student Federation assists fellow students for second year in a row

Seneca's Student Federation made a contribution of \$100,000 to help support fellow students through financial aid. This is the second year the Federation has made such a contribution. The donation will support more than 400 scholarships and bursaries awarded to students.

United Way tower climb a Seneca affair

Senecans stepped up to the challenge for charity this past year. A group led by Seneca President David Agnew took part in the Enbridge CN Tower stair climb for United Way. The popular fundraising event draws thousands of people who attempt to climb the 1,776 steps of Canada's tallest building and contribute to the 200 United Way agencies that work in priority neighbourhoods across Toronto.

Energy efficiency pays off

The City of Toronto's Better Buildings Partnership program presented Seneca President David Agnew with two cheques for \$175,910 and \$170,745 in recognition of the College's efforts to reduce its carbon footprint. Seneca's efforts in energy efficiency largely involve lighting retrofits throughout the Newnham Campus and the installation of a chiller plant (air conditioner) in the SportsCentre.

Compassion in Haiti

Almost a year after a 7.0 magnitude earthquake struck Haiti, killing 200,000 and destroying 300,000 homes, the need for assistance in the region remained strong.

There have been several individuals lending a hand, including Seneca Professor David Juarez. David, who teaches in the Centre for the Built Environment, traveled to Haiti, where the master electrician donated his company's services to re-establish lights and power to people's homes.

Living Digital marketing conference

The School of Marketing & E-Business and Marketing Association of Seneca College played host to the Living Digital Marketing Conference at the Markham Campus. Held annually, the conference is designed to educate, excite and engage business students in the various technologies and career options that span across the field of Digital Marketing. This year's event featured a keynote address from digital guru Mitch Joel.

Introducing GTA high school students to technology careers

Seneca and the Information and the Communications Technology Council hosted an interactive day of learning for more than 100 high school students from across the GTA.

The day featured tours of cutting-edge labs at Seneca's Newnham Campus and included hands-on workshops and the opportunity to gain insight into technology careers from industry leader Sergio Mateus, President of Sapphire Canada.

Free Software and Open Source Symposium

The latest trends in Open Source were highlighted at Seneca College's 9th annual Free Software and Open Source Symposium (FSOSS) at Seneca@York. FSOSS is an internationally recognized, two-day event that brings together educators, developers and students from across North America to discuss developments, learn new technologies and promote the use of free and Open Source software.

Business competition brings York Region students to Seneca

Newnham Campus welcomed more than 1,500 high school students, who took part in the Demonstrating Excellence Celebrating Achievement York Regional Competition (DECA). This is an innovative extra-curricular program for secondary school students in Ontario. It creates professional partnerships and experiential learning opportunities for students in the business community.

Leading edge programming

NEW SENECA PROGRAMS

In 2010-11, Seneca's Board of Governors approved the following new programs:

- > Energy Management - Built Environment (graduate certificate)
- > Project Management - Information Technology (graduate certificate)
- > Event Marketing - Sports, Entertainment, Arts (graduate certificate)
- > Urban Land Regeneration (graduate certificate)
- > Esthetics and Spa Therapies (advanced diploma)

New Continuing Education certificates:

- > Clinical Research
- > Pharmaceutical Instrumentation Analyst
- > Geographic Information Systems
- > Fundraising Management
- > Advanced Project Management
- > Sustainable Local Food

Groundwork for a stronger future

Strengthening the Board

Seneca's Board of Governors elected Bill Hogarth as Chair for a two-year term, effective September 1, 2011. Mr. Hogarth took over the position from Helen Hayward, whose term as chair ended. Recently retired, Mr. Hogarth was the Director of Education for the York Region District School Board. Denise Cole, Richard Goyder and Ashif Somani were elected as vice chairs, while the board welcomed six new members, including Colleen Fleming, Thomas Carrique, Case Ootes, Mike Shaver, David Tsubouchi and Oscar Bobadilla (student representative).

New academic structure

Senior Vice-President Cindy Hazell announced changes to the structure and alignment of the College's academic areas, as well as the launch of the Centre for Academic Excellence. These changes reflected Seneca's commitment to quality and student success. By building on our leadership, expertise and strategic advantage in key program areas, the new academic structure will strengthen Seneca's ability to meet the competitive, economic and political opportunities ahead.

Canadian Forces lauds Seneca programs

The Electronics Engineering Technology – Communications and Electronics Engineering Technology – Control Systems programs were recognized by the Canadian Forces. Students enrolled in these programs have the chance to accelerate their career opportunities with the Canadian Forces. Upon graduating, students can receive advanced standing as Aerospace Telecommunications and Information Systems technicians.

Master plans for Seneca campuses

Seneca has begun developing master plans for its buildings, programs and natural environment at the Markham, King and Newnham campuses, as well as a comprehensive review of the programming and facilities at Seneca@York and Jane. The timing of this exercise coincides with the development of the College's next Strategic Plan. Seneca has retained the national design firm DIALOG to facilitate the research, architectural planning, program review and interviews required for the master plans. As part of the process, steering and technical advisory committees have been established for each campus, comprised of students, faculty, administrators and support staff. As well, the College is engaging its many stakeholders through interviews, workshops and open forums, which are taking place across Seneca campuses.

Newnham Campus expansion

Construction continued on the new 160,600-square-foot building at Newnham Campus. The building will include classrooms and faculty spaces, as well as a new auditorium, which will have a flexible design that can serve as a single classroom, be divided into multiple teaching spaces or host Seneca functions. As part of construction, the Computer Commons is being expanded and a collaborative student study space is in the works. The building is expected to create room for an additional 1,100 students at Newnham and is scheduled for opening in September 2011.

Expanding open source research

The College will receive \$2.3 million in federal funding over five years for open source technology research as part of the Natural Sciences and Engineering Research Council of Canada's College and Community Innovation Program. The Honourable Gary Goodyear, Minister of State (Science and Technology) made the announcement as part of \$15 million in funding for 12 new projects, where colleges work with their communities and local businesses to foster innovations from the campus into the marketplace.

Ministers visit ECE labs

The Honourable John Milloy, Minister of Training, Colleges and Universities and the Honourable Leona Dombrowsky, Minister of Education visited the Early Childhood Education Lab School at Newham Campus. Their visit was an opportunity for the ministers to witness the progress of people who have returned to school in Ontario to pursue careers as early childhood educators through the Second Career program.

Funding for commercialization research

Seneca will receive up to \$750,000 from the Federal Economic Development Agency for Southern Ontario's Applied Research and Commercialization Initiative. The Initiative is a pilot project aimed at addressing the gap between research and commercialization in southern Ontario and encouraging collaboration between small and medium-sized enterprises (SMEs) and post-secondary institutions. With these funds, Seneca will assist SMEs in the sectors of information communication technology; allied health and health sciences; environment; simulation-based emerging manufacturing and financial services (securities).

Vaughan Campus opens

The Vaughan Community Campus officially opened its doors on January 28. The new campus will offer Vaughan residents a range of services, including academic upgrading, employment services and workplace essential skills training for professionals, as well as a centre for entrepreneurship. The grand opening of the community campus was attended by the Honourable Maurizio Bevilacqua, Mayor, City of Vaughan; Peter Vecchiarelli, Senior Constituency Assistant to Greg Sorbara, Member of Provincial Parliament for Vaughan; and The Honourable Julian Fantino, Minister of State (Seniors) and Member of Parliament for Vaughan.

Seneca is one of Greater Toronto's best and most diverse employers

The College has been recognized as one of Greater Toronto's top employers for the third year in a row, as well as one of the best employers for diversity. This recognition came through a special supplement of the Globe and Mail. Selected employers were large and small, from a variety of industries, offering different benefits and working conditions.

Markham Campus receives prestigious award from the Town of Markham

Seneca's Markham Campus was recognized with the Town of Markham's 2010 Achievement and Civic Recognition Award (ACRA) in the Business/Corporate Achievement category. The ACRA awards recognize individuals, businesses/corporations, community, cultural, sports and recreation organizations that have made a significant contribution and brought recognition to the Markham community.

Canadian Institute for Financial Crime Analysis tackles white-collar crime

Seneca's Centre for Financial Services and Williams McGuire AML Inc. have joined forces to establish a first-of-its-kind Canadian Institute for Financial Crime Analysis. The Institute will bring together industry partners from fields such as risk management, compliance, law enforcement, forensic accounting and financial services.

College Math Project shows continuing improvement in outcomes

Findings from the 2010 report for the Seneca College-led College Math Project (CMP) show that six years since the groundbreaking project began, the implemented recommendations are beginning to yield positive results. The CMP 2010 report found 68.6 per cent of students achieved good grades (A, B or C) in first-semester college mathematics, while 31.4 per cent were considered to be "at risk" (having received a D or F or having withdrawn from the course). This percentage (of good grades) represents a nearly 2 per cent improvement in the findings from CMP 2009 and 4 per cent improvement from 2008.

President's Service initiatives

The President's Student Recruitment and Support Project concluded in August 2010, with two recommendations from the project receiving immediate implementation: Increased investment in orientation activities for new students and improvements to facilities and processes for mandatory skills assessment tests. The Project's findings were based on input about Seneca supports and services from hundreds of students, employees and external stakeholders. As well, a reference group of students, support staff, faculty and administrators was selected from across the college community to formulate a list of recommendations for the Senior Executive Committee. The list has been shared with the Seneca community, and individual recommendations are being implemented across the College on an ongoing basis.

All employee meeting/employee engagement survey

President David Agnew hosted more than 900 faculty, staff and administrators at the College's all-employees' meeting. This meeting, which took place at the Newnham Sports Centre, gathered Senecans from across all campuses and had two purposes: to discuss on Seneca's strategic direction to be the best college, renowned for quality and commitment to student success, and to review the results of the College's first-ever employee engagement survey. This survey, administered by IPSOS Reid, was completed by half of the Seneca employees (including 74 per cent of full-time employees) and addressed issues ranging from employee communications, pride, commitment, collaboration, accountability and respect.

Latest Firefox browser includes innovative features developed by Seneca

Thanks to Seneca's on-going partnership with Mozilla Corporation, the School of Computer Studies played an integral role in the creation of two key features in Firefox 4: Audio API and WebGL. This new web browser allows programmers to manipulate and create audio that can be synced with other components of a web page and use 3D graphics capabilities.

Key performance indicator results

- > Seneca's graduate satisfaction rate remained constant with 2009, at 77.1 per cent¹
- > Graduation rates dipped by 2 per cent to 54.6 per cent
- > Student satisfaction remained constant with 2009-10 at 73 per cent
- > The College's graduates were being employed at rate of 78.1 per cent, and their employers showed a satisfaction² rate of 93.2 per cent – up by nearly a per cent from 2009-10 and on par with the provincial average.

¹ "Satisfaction" refers to the percentage of students who responded either "satisfied" or "very satisfied" to KPI questions pertaining to knowledge and skills, learning experiences, facilities and resources, college services and preparation for career entry.

² "Employer satisfaction" describes the employer's overall satisfaction with the Seneca graduates career preparedness.

Advertising Transparency Report 2010-11

In July 2009 MTCU updated the Minister's Binding Policy Directive regarding Framework for Programs of Instruction, specifically Appendix D: "College Advertising and Marketing Guidelines." Colleges were directed to establish a process to receive and review complaints regarding marketing and advertising of college programs. Furthermore, the directive states that, "A college shall respond to any such complaints in a timely fashion and shall provide a summary of such complaints in its annual report, including information regarding number of complaints received, how they were disposed of, and the time frame involved."

In response, Seneca prepared an ongoing inventory of program information, documenting all mention of certification registration, licensing and relevant authorities or associations, as well as expiry dates where applicable. Any gaps in documentation were directed to the relevant chair or dean. As well accreditation and certification information has been added to the College Calendar signoff process.

Seneca did not receive any advertising transparency complaints in 2010-11.

Senior administration listing

David Agnew, President

Cindy Dundon Hazell, Senior Vice-President

Daniel Atlin, Vice-President, Strategy and College Affairs

Jeanette Dias D'Souza, Vice-President,
Finance and Administration

Consolidated financial statements

March 31, 2011

AUDITOR'S REPORT

To the Board of Governors of Seneca College of Applied Arts and Technology

We have audited the accompanying consolidated financial statements of Seneca College of Applied Arts and Technology, which comprise the consolidated balance sheet as at March 31, 2011, the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Seneca College of Applied Arts and Technology as at March 31, 2011, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

The image shows a handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature, there is a horizontal line that starts under the "K" and extends to the right, ending under the "P" of "LLP".

Chartered Accountants, Licensed Public Accountants

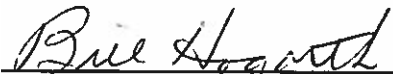
May 25, 2011


Toronto, Canada

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

March 31	2011	2010
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	100,359,945	76,245,606
Grants receivable	2,035,707	13,466,304
Accounts receivable	5,442,533	3,351,592
Inventory	2,361,145	2,744,283
Prepaid expenses	997,716	1,288,918
	111,197,046	97,096,703
Restricted cash and investments <i>(Note 11)</i>	12,454,492	10,211,601
Capital assets <i>(Note 3)</i>	262,966,739	236,162,670
	386,618,277	343,470,974
LIABILITIES		
Current		
Accounts payable and accrued liabilities	27,810,680	21,705,942
Current portion of long-term debt <i>(Note 4)</i>	2,594,139	2,475,158
Current portion of obligation under capital leases <i>(Note 5)</i>	-	243,598
Due to student associations <i>(Note 6)</i>	14,084,746	11,179,436
Deferred revenue	41,029,594	39,791,547
Employee vacation accrual	12,851,164	12,447,389
Employee sick leave gratuity	5,820,600	6,065,229
	104,190,923	93,908,299
Deferred contributions <i>(Note 7)</i>	2,007,129	1,906,993
Deferred contributions for capital assets <i>(Note 8)</i>	116,293,374	99,099,875
Long-term debt <i>(Note 4)</i>	58,713,086	61,307,225
Deferred derivative liability <i>(Note 10)</i>	3,809,224	3,925,190
Employee future benefits obligations <i>(Note 9)</i>	1,388,000	1,586,000
	286,401,736	261,733,582
NET ASSETS		
Endowments <i>(Note 11)</i>	12,454,492	10,211,601
Investment in capital assets <i>(Note 12)</i>	111,561,660	82,800,027
Unrestricted	(23,799,611)	(11,274,236)
	100,216,541	81,737,392
	386,618,277	343,470,974

Approved on behalf of the Board of Governors:


 _____ Chair, Board of Governors


 _____ President

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31	2011	2010
	\$	\$
REVENUES <i>(Schedule 1)</i>		
Grants and reimbursements	138,927,324	141,842,118
Student tuition	118,720,194	105,083,361
Ancillary operations	29,982,554	29,628,338
Student and Alumni Associations <i>(Schedule 6)</i>	1,929,048	2,063,246
Other	17,525,186	17,731,697
Gain on derivative instrument (Note 10)	115,966	3,230,672
Deferred contributions recognized	2,423,200	2,407,008
Total revenues	309,623,472	301,986,440
EXPENSES		
Academic <i>(Schedule 2)</i>	174,605,442	166,716,132
Student services <i>(Schedule 3)</i>	31,170,874	29,438,693
Administrative <i>(Schedule 4)</i>	30,196,804	27,862,633
Plant and property <i>(Schedule 5)</i>	27,345,499	25,721,802
Student and Alumni Associations <i>(Schedule 6)</i>	1,929,048	2,063,246
Supplementary municipal tax levy	1,451,850	1,373,700
Ancillary operations – including amortization of \$1,860,214 (2008 – \$1,878,966)	24,264,497	24,488,780
Distribution of bursaries and scholarships	2,423,200	2,407,008
Total expenses	293,387,214	280,071,994
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	16,236,258	21,914,446

CONSOLIDATED STATEMENT
OF CHANGES IN NET ASSETS

Year ended March 31, 2011	2011			2010	
	Investment in Capital Assets	Unrestricted	Endowments	Total	Total
	\$	\$	\$	\$	\$
Balance, beginning of year	82,800,027	(11,274,236)	10,211,601	81,737,392	57,313,461
Excess of revenues over expenses for the year	(10,947,782)	27,184,040	–	16,236,258	21,914,446
Endowment contributions, except for the following:	–	–	1,791,468	1,791,468	1,593,689
Unrealized gain / (loss) on endowment investments	–	–	451,423	451,423	915,796
Investment in capital assets <i>(Note 12 (B))</i>	39,709,415	(39,709,415)	–	–	–
Balance, end of year	111,561,660	(23,799,611)	12,454,492	100,216,541	81,737,392

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31	2011	2010
	\$	\$
CASH AND CASH EQUIVALENTS (USED IN) PROVIDED BY		
Operating		
Excess of revenues over expenses for the year	16,236,258	21,914,446
Items not affecting cash		
Amortization of capital assets	18,335,939	18,149,692
Amortization of deferred contributions related to capital assets	(7,388,157)	(7,650,809)
Employee future benefits	(198,000)	56,000
Deferred derivative liability	(115,966)	(3,230,672)
	26,870,074	29,238,657
Changes in non-cash working capital items		
Decrease (increase) in grants receivable	11,430,597	(9,032,197)
Decrease (increase) in accounts receivable	(2,090,941)	1,967,409
Increase in inventory	383,138	(629,111)
Decrease in prepaid expenses	291,202	29,514
Increase (decrease) in accounts payable and accrued liabilities	6,104,738	(3,652,922)
Increase in due to student association	2,905,310	2,933,758
Increase in deferred revenue	1,238,047	13,055,375
Increase (decrease) in employee vacation accrual	403,775	(648,840)
Decrease in employee sick leave gratuity	(244,629)	(1,012,133)
	47,291,311	32,249,510
Investing		
Contributions received for capital assets	24,581,656	8,713,931
Purchase of capital assets – net	(45,140,008)	(17,532,280)
Increase in restricted cash	(1,791,468)	(1,593,689)
	(22,349,820)	(10,412,038)
Financing		
Increase in deferred contributions	100,136	148,053
Principal payments on long-term debt and capital leases	(2,718,756)	(2,550,129)
Endowment contributions	1,791,468	1,593,689
	(827,152)	(808,387)
Net increase in cash and cash equivalents	24,114,339	21,029,085
Cash and cash equivalents, beginning of year	76,245,606	55,216,521
Cash and cash equivalents, end of year	100,359,945	76,245,606
Supplementary Cash Flows Information		
Interest paid	4,075,172	4,225,630

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2011

1. DESCRIPTION OF THE ORGANIZATION

Seneca College of Applied Arts and Technology was incorporated as a College in 1966 under legislation of the Province of Ontario. The College is a registered charity and therefore exempt from payment of income tax under Section 149 of the Income Tax Act.

The mission of Seneca College is to contribute to Canadian society by being a transformational leader in providing students with career-related education and training.

These financial statements reflect the assets, liabilities, net assets, revenues, expenditures and other transactions of operations and organizations controlled by the College. As such, the financial statements include academic, administrative and other operating expenditures that are funded by a combination of tuition and other fees, grants (federal, provincial and municipal), revenues from ancillary operations, and restricted purpose endowment funds.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE

a) Basis of presentation

The consolidated financial statements of the College are the representations of management prepared in accordance with the accounting standards for not-for-profit organizations, published by the Canadian Institute of Chartered Accountants (CICA), using the deferral method of reporting restricted contributions. These consolidated financial statements reflect the assets, liabilities, revenues and expenses of Seneca College of Applied Arts and Technology, and its wholly owned subsidiary, Seneca Corporation. All inter-organization assets, liabilities, revenues and expenditures have been eliminated.

b) Revenue recognition

The College follows the deferral method of accounting for contributions, which include donations and government grants. All revenues relating to tuition and other services provided by the College as well as revenues from ancillary operations and donations are reflected on the consolidated statement of operations.

Operating grants are recorded as revenue in the period to which they relate. Grants earned but not received at the end of a period are accrued. Where a portion of a grant relates to a future period it is deferred and recognized in the subsequent period, when the related services are provided.

Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenues on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets. Endowment contributions are recognized as direct increases in endowment net assets.

Tuition fees are recognized as revenue when earned through the provision of service.

c) Cash equivalents

Cash equivalents comprise short-term, highly liquid investments that are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

d) Valuation of inventories

Inventories are valued at the lower of cost and net realizable value. Cost is determined on a weighted average basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2011

e) Financial instruments

Endowed investments

Endowed investments are designated as "available for sale" and are recorded at fair value.

Realized investment income is recognized in deferred contributions and is used to fund bursaries and awards. Unrealized gains and losses from the change in fair value are recorded in the statement of changes in net assets. Fair value is determined on the basis of quoted market prices. Sales and purchases of endowed investments are recorded on the settlement date.

Derivative financial instruments

Derivative financial instruments are utilized by the College in the economic management of its interest rate exposure. The College does not enter into derivative financial instruments for trading or speculative purposes. The College uses interest rate swap agreements to economically manage the floating interest rate of a portion of the debt portfolio and the related overall cost of borrowing. These instruments are not designated as hedges for accounting purposes and are carried on the balance sheet, under the caption deferred derivative liability, at estimated fair value. Realized and unrealized gains or losses arising from net payments made or received and changes in fair value related to the interest rate swap agreements are recognized in the consolidated statement of operations in the period of the change.

Long Term Debt

The College has designated its long term debt as "other liabilities" and, as such, the balance is recorded at amortized cost.

f) Capital assets

Capital assets are stated at cost with the exception of donated assets, which are recorded at their fair market value at the date of receipt where fair market value is reasonably determinable. Otherwise contributed assets are recorded at a nominal amount. The College amortizes the cost of capital assets on a straight-line basis using the following annual rates:

Land improvements	10 years
Buildings	40 years
Leasehold improvements	over lease term
Furniture	5 years
Equipment	5–10 years
Computer equipment	3–5 years

Construction-in-progress relates to the on-going campus expansion. Upon completion, the College will capitalize and amortize such costs in accordance with defined useful life criteria.

g) Equipment under capital leases

The College leases equipment on terms which transfer substantially all the benefits and risks of ownership to the College. These leases have been accounted for as a capital lease as though an asset had been purchased and a liability incurred.

h) Student organizations

These financial statements do not include the assets, liabilities or results of operations of the Seneca Student Federation as this legal entity is not controlled by the College.

i) Employee future benefit obligations

The cost of post-retirement benefits is recognized over the periods in which the employee renders services to the College in return for the benefits. Accrued benefit obligations and current service costs were actuarially determined using the projected benefit method prorated on service and based on management's best estimate assumptions. In circumstances where a curtailment gain is recognized, the College will recognize such when the event that causes the gain occurs.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

j) Employee sick leave gratuity liability

The College recognizes employee sick leave gratuity liabilities as they are earned during the employees' tenure of service.

k) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires College management to make estimates and assumptions that affect the reported amount of revenues and expenditures during the reporting period, in addition to the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements. The most significant items subject to management estimation are the allowance for doubtful accounts, sick leave gratuities, accrued liabilities and employee future benefit obligations. Actual results could differ from those estimates.

3. CAPITAL ASSETS

	2011		2010	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
	\$	\$	\$	\$
Land and improvements	62,092,211	19,656,945	42,435,266	39,869,613
Buildings	221,213,975	75,130,838	146,083,137	151,208,154
Leasehold improvements	25,090,183	7,916,096	17,174,087	17,588,399
Furniture	10,363,752	9,407,476	956,276	1,242,251
Equipment	45,764,144	37,625,816	8,138,328	8,912,891
Computer equipment	81,680,910	71,081,331	10,599,579	9,978,774
Construction-in-progress	37,580,066	-	37,580,066	7,362,588
	483,785,241	220,818,502	262,966,739	236,162,670

Included in capital assets are aircraft assets that were under capital leases with a cost of \$1,855,181 (2010 - \$1,855,181) and net book value of nil (2010 - \$243,598). As at March 31, 2011 those leases have expired, the obligations have been repaid and the ownership of those assets has transferred to Seneca College.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

4. LONG-TERM DEBT

Annual principal payments in each of the next five fiscal years and thereafter are as follows:

	2011	2010
	\$	\$
Loan (i)	16,946	77,251
Mortgage (ii)	17,659,553	18,582,929
Mortgage (iii)	6,269,116	6,573,478
Mortgage (iv)	11,593,610	12,037,725
Bankers acceptance loan (v)	25,768,000	26,511,000
	<u>61,307,225</u>	<u>63,782,383</u>
Less amounts due within one year	2,594,139	2,475,158
	<u>58,713,086</u>	<u>61,307,225</u>

Interest on the long-term debt amounted to \$4,062,895 (2010 - \$4,200,761).

- i) Loan used for construction at the Seneca@York Campus. The loan matures on September 1, 2011 and is non-interest bearing.
- ii) Mortgage on the student residence on the Newnham Campus (Phase I). The rate is fixed at 6.87% and the maturity date is March 1, 2023. Blended semi-annual payments of \$1,092,216 commenced September 1, 1998.
- iii) Mortgage on the student residence on the King Campus. The rate is fixed at 6.29% and the maturity date is March 1, 2024. Blended semi-annual payments of \$356,561 commenced September 1, 1999.
- iv) Mortgage on the student residence on the Newnham Campus (Phase II). The rate is fixed at 7.16% and the maturity date is September 1, 2025. Blended semi-annual payments of \$649,103 commenced September 1, 2000.
- v) The College negotiated a term bank loan, by way of Bankers Acceptance Notes, to finance the acquisition of the Markham Campus. The loan is repayable commencing September 27, 2004 by blended principal quarterly payments of a total of \$743,000 as at March 31, 2011 (2010 - \$699,000). The College has since entered into an interest rate swap agreement to modify the floating rate of interest on this loan to a fixed rate of 5.607% (Note 10).

Annual principal payments in each of the next five fiscal years and thereafter are as follows:

	\$
2012	2,594,139
2013	2,752,643
2014	2,938,768
2015	3,137,178
2016	3,350,516
Thereafter	46,533,981
	<u>61,307,225</u>

The fair value of these loans and mortgages at March 31, 2011 is estimated by management to be \$76,353,700 (2010 - \$78,090,700).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

5. OBLIGATION UNDER CAPITAL LEASES

The College was committed to lease payments for its leased equipment, under various capital leases, until March 31, 2011. As at March 31, 2011 obligation under capital lease was nil (2010 - \$243,598). These leases have expired on March 31, 2011 and obligation has been repaid.

6. DUE TO STUDENT ASSOCIATIONS

The funds due to Seneca College Student Associations are unsecured, due on demand and non-interest bearing.

7. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted funding that has been received and relates to expenses of future periods. Changes in the contributions deferred to future periods are as follows:

	2011	2010
	\$	\$
Balance, beginning of year	1,906,993	1,758,940
Add amount received from set aside tuition	5,851,167	4,896,607
Add amount received from other sources	2,523,336	2,555,061
Less amounts disbursed - set aside tuition	(5,851,167)	(4,896,607)
Less amounts disbursed - other sources	(2,423,200)	(2,407,008)
Balance, end of year	2,007,129	1,906,993

Comprised of:

	2011	2010
	\$	\$
Scholarships and bursaries	362,424	393,421
Joint employment stability reserve	772,332	768,337
Prepaid leave plan	136,730	65,497
Other	735,643	679,738
	2,007,129	1,906,993

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

8. DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS

Deferred contributions for capital assets represent the unamortized amount of grants and other contributions received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations and is amortized in relation to the asset to which it relates. The changes in the deferred contributions for capital asset balances are as follows:

	2011	2010
	\$	\$
Balance, beginning of year	99,099,875	98,036,753
Less amortization of deferred capital contributions	(7,388,157)	(7,650,809)
Add contributions received for capital purposes	24,581,656	8,713,931
Balance, end of year	116,293,374	99,099,875

Unspent (construction-in-progress) contributions for capital assets:

	2011	2010
	\$	\$
MTCU		
Knowledge Infrastructure Project	24,700,000	2,910,120
Campus Renewal Program	681,204	2,195,799
Other	814,316	4,657,294
Unspent balance, end of year	26,195,520	9,763,213

9. EMPLOYEE FUTURE BENEFIT OBLIGATIONS

Employee future benefits include health, dental and life insurance benefits that are provided to early retirees, future retirees, and employees currently on long-term disability. The related benefit liability as at March 31, 2011 of \$1,388,000 (2010 - \$1,586,000) was determined by actuarial valuation as at March 31, 2011, that was commissioned by the College Compensation and Appointments Council. Information about the College's employee future benefit obligations are as follows:

	2011	2010
	\$	\$
Accrued benefit liability, beginning of year	1,586,000	1,530,000
Current service cost	5,000	6,000
Interest	25,000	29,000
Decrease (increase) in accrued benefit obligation	(127,000)	126,000
Benefits paid	(101,000)	(105,000)
Accrued benefit liability, end of year	1,388,000	1,586,000

The major actuarial assumptions employed for the valuations are as follows:

a) Interest (discount) rate

The present value as at March 31, 2011 of the future benefits was determined using a discount rate of 4.75% (2010 - 4.75%).

b) Drugs and hospital

Drug costs were assumed to increase at a rate of 10.5% for 2011, grading down to 4.5% per annum in 2026. Health costs were assumed to increase at 4.5% per annum.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

c) Other medical

Other medical costs and vision / hearing care were assumed to increase at 4.5% per annum.

d) Dental costs

Dental costs were assumed to increase at 4.5% per annum.

10. FINANCIAL INSTRUMENTS

Fair value

Fair value represents the amount that would be exchanged in an arm's length transaction between willing parties who are under no compulsion to act and is best evidenced by a quoted market price, if one exists. The College's fair values are management's estimates and are generally determined using market conditions at a specific point in time and may not reflect future fair values. The determinations are subjective in nature, involving uncertainties and the exercise of significant judgment. The fair value of financial assets and liabilities approximates their market value due to the short-term maturity, except for long-term debt and restricted cash and investments, the fair values of which are disclosed in Notes 4 and 11, respectively.

Derivative financial instruments

The College entered into an interest rate swap agreement in a prior year to economically manage the floating interest rate of the Bankers Acceptance loan (Note 4). Under the terms of the interest rate swap agreement, the College has contracted with the counter-party to pay a fixed rate of interest of 5.607%, while receiving interest at a variable rate to be set quarterly based on the Bankers Acceptance rates which ranged from 0.88% to 1.30% during the year. The effective date of the interest rate swap agreement was June 25, 2004 with a maturity date of June 25, 2029. The notional value of the interest rate swap agreement at March 31, 2011 is \$25,768,000 (2010 - \$26,511,000) and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap at March 31, 2011 of \$3,809,224 (2010 - \$3,925,190) is recorded as a deferred derivative liability on the consolidated statement of financial position. The change in fair value of the interest rate swap agreement between April 1, 2010 and March 31, 2011 of \$115,966 (2010 - \$3,230,672) has been recorded in the consolidated statement of operations as gain on derivative instrument.

Interest rate risk

The College is exposed to interest rate fluctuations on its Bankers Acceptance Loan (Note 4). The College has entered into an interest rate swap agreement to manage this risk.

11. ENDOWMENTS

These endowment funds have been donated for specific purposes. The principal sum must be held for investment, while the income earned is expendable for the specific purposes outlined when the funds were donated. The risks associated with the investments held are as follows:

a) Liquidity risk

Money market investments represent investments in highly liquid investments that are readily convertible into known amounts of cash.

b) Credit, interest rate and maturity risk

Fixed income securities have yields varying from 0.9% - 6.8% (2010 - 0.9% - 7.6%) with maturity dates ranging from June 2011 - June 2041 (2010 - July 2010 - June 2041). The value of fixed income securities will generally rise if interest rates fall and decline if interest rates rise. The value of securities will vary with developments within the specific companies or governments which issue the securities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

c) Equity risk

The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. Changes in interest rates may also affect the value of equity securities.

Restricted cash and investments

The fair value of cash and investments at March 31, 2011 is \$12,454,492 (2010 - \$10,211,601) which represent funds restricted as to use and are not available for general operations.

12. INVESTMENT IN CAPITAL ASSETS

a) Investment in capital assets represents the following:

	2011	2010
	\$	\$
Capital assets	262,966,739	236,162,670
Less amounts financed by:		
Obligation under capital lease <i>(Note 5)</i>	-	243,598
Long-term debt <i>(Note 4)</i>	61,307,225	63,782,383
Deferred capital contributions <i>(Note 8)</i>	90,097,854	89,336,662
Balance, end of year	111,561,660	82,800,027

b) Change in net assets invested in capital assets is calculated as follows:

	2011	2010
	\$	\$
Excess of expenditure over revenue:		
Amortization of deferred contributions related to capital assets	7,388,157	7,650,809
Amortization of capital assets	(18,335,939)	(18,149,692)
	(10,947,782)	(10,498,883)

Net change in investment in capital assets:

Purchase of capital assets – net	45,140,008	17,532,280
Amounts funded by deferred capital contributions	(8,149,349)	(10,924,449)
Payments on capital leases	243,598	227,726
Repayments of long-term debt	2,475,158	2,322,403
	39,709,415	9,157,960

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

13. PENSION COSTS

A majority of the College's employees are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan foreligible employees of Ontario Colleges of Applied Arts and Technology. Plan members will receive pension benefits based on length of service and the average of annualized earnings during the highest five years prior to retirement, termination or death.

Annual pension expense is calculated in accordance with the contribution formula contained in the Plan Text, using Plan management's best estimates, in consultation with its actuary. The Plan's funding objective is for employer contributions to remain a constant percentage of employees' contributions.

Variances between actuarial funding estimates and actual experience may be material and as such anydifferences are generally to be funded by the Plan's participating members. The most recent triennial actuarial valuation was filed as at January 1, 2008 and indicated a plan deficit of \$497 million on a going concern basis and a plan deficit of \$226 million on a solvency basis. During the year, contributions to this plan on account of current service pension costs were \$13,725,191 (2010 - \$12,136,624) and are included in the consolidated statement of operations.

14. COMMITMENTS AND CONTINGENT LIABILITIES

Service agreements and lease commitments

The College has entered into various service agreements as well as other commitments to lease premises and equipment. The anticipated annual payments in each of the next five years and in aggregate under current arrangements are as follows:

	\$
2012	8,561,310
2013	6,043,090
2014	4,143,643
2015	2,567,421
2016	1,624,603
Thereafter	15,809,645
	38,749,712

Contractual commitments

The primary services contracted by the College through contractual agreements with external companies include facilities management, security, grounds maintenance and print/copy services.

Contingent liabilities

In the normal course of its operations, the College is subject to various litigation and claims. Where management has assessed the likelihood of financial exposure for a claim as more than likely and where a reasonable estimate as to the exposure can be made, an accrual has been recorded in these financial statements. In some instances, the ultimate outcome of these claims cannot be determined at this time. However, the College's management believes that the ultimate disposition of these matters will not have a material adverse effect on its financial position.

As a result of a serious personal injury in July 2008, the College was a named defendant in a statement of claim. The College carries adequate insurance coverage based on the amount of the claim, however management is not able to determine the final value of the claim as such is not measureable at this point in time.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

15. ONTARIO TRUST FOR STUDENT SUPPORT FUND

The externally restricted endowments (Note 11) include monies provided by the Government of Ontario through the Ontario Trust for Student Support matching funds program (formerly known as the Ontario Student Opportunity Trust Fund) to award student aid as a result of raising an equal amount of endowed donations. The College has recorded the following amounts under the program:

	2011	2010
	\$	\$
Schedule of donations received and receivable		
Cash donations received and receivable	1,766,562	1,544,079
Schedule of changes in endowment fund balance		
Fund balance, beginning of year	9,241,366	7,697,287
Cash donations received and receivable	1,766,562	1,544,079
Fund balance, end of year	11,007,928	9,241,366
Schedule of changes in expendable funds available for awards		
Balance, beginning of year	37,110	368,766
Investment income	199,799	168,844
Bursaries awarded (total number: 280; 2010 - 1)	(153,600)	(500)
Balance, end of year	583,309	537,110

16. GUARANTEES

In the normal course of business, the College enters into agreements that meet the definition of a guarantee. The College's primary guarantees subject to the disclosure requirements are as follows:

- a) The College has provided indemnities under lease agreements for the use of various operating facilities and equipment. Under the terms of these agreements the College agrees to indemnify the counterparties for various items including, but not limited to, all liabilities, loss, suits, and damages arising during, on or after the term of the agreement. The maximum amount of any potential future payment cannot be reasonably estimated.
- b) Indemnity has been provided to all directors and or officers of the College for various items including, but not limited to, all costs to settle suits or actions due to association with the College, subject to certain restrictions. The College has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits or actions. The term of the indemnification is not explicitly defined, but is limited to the period over which the indemnified party served as a trustee, director or officer of the College. The maximum amount of any potential future payment cannot be reasonably estimated.
- c) In the normal course of business, the College has entered into agreements that include indemnities in favour of third parties, such as student work placement agreements. These indemnification agreements may require the College to compensate counterparties for losses incurred by the counterparties as a result of breaches in representation and regulations or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of these indemnification agreements prevents the College from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the College has not made any significant payments under such or similar indemnification agreements and therefore no amount has been accrued in the statement of financial position with respect to these agreements.

CONSOLIDATED SCHEDULE OF REVENUE

17. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

Year ended March 31	Schedule 1	
	2011	2010
	\$	\$
Grants and reimbursements		
Formula financed program	118,606,820	121,570,301
Apprenticeship training	2,220,173	2,253,840
Contracted training programs	9,260,324	8,993,468
Grant in lieu of municipal taxation	1,451,850	1,373,700
Deferred contributions for capital assets	7,388,157	7,650,809
	138,927,324	141,842,118
Full-time student tuition and fees	103,123,275	89,242,142
Part-time student tuition and fees	15,596,919	15,841,219
Ancillary operations	29,982,554	29,628,338
Student and alumni associations	1,929,048	2,063,246
Investment income	727,893	231,332
International and other special projects	711,979	796,649
Other income	116,085,314	16,703,716
GAIN ON DERIVATIVE INSTRUMENT	115,966	3,230,672
Deferred contributions recognized	2,423,200	2,407,008
	309,623,472	301,986,440

CONSOLIDATED SCHEDULE OF
ACADEMIC EXPENDITURE

Year ended March 31	Schedule 2	
	2011	2010
	\$	\$
Salaries		
Administrative	7,599,160	7,401,560
Faculty	93,030,786	89,081,071
Support	20,030,651	19,454,584
Fringe Benefits	23,120,554	21,313,644
Instructional Supplies	4,292,730	5,392,821
Field Work	368,771	256,280
Office Supplies and Expense	1,963,286	2,123,256
Professional Development	314,786	256,980
Travel	2,226,469	2,056,499
Promotion/Public Relations	1,787,223	1,469,852
Telecommunications	773,555	557,837
Equipment Maintenance	1,457,155	1,170,264
Insurance/Banking Charges	2,273,080	1,692,246
Professional Fees	1,128,920	537,644
Contracted-Educational Services	4,816,780	6,078,607
Building Maintenance	659,588	252,225
Utilities	126,286	77,331
Premise Rentals	1,486,089	800,840
Furniture and Equipment Rental	318,237	154,379
Amortization Expense	6,812,687	6,584,620
Other	18,649	3,592
	\$ 174,605,442	\$ 166,716,132

CONSOLIDATED SCHEDULE OF STUDENT SERVICES EXPENDITURE

Year ended March 31	Schedule 3	
	2011	2010
	\$	\$
Salaries		
Administrative	2,499,102	2,333,811
Faculty	2,884,233	3,109,567
Support	11,499,899	10,715,640
Fringe Benefits	3,582,506	3,260,106
Instructional Supplies	758,023	878,980
Office Supplies and Expense	1,163,855	1,104,821
Professional Development	68,124	89,062
Promotion/Public Relations	633,795	614,105
Telecommunications	47,478	64,882
Equipment Maintenance	43,061	53,961
Professional Fees	51,412	14,116
Contracted-Educational Services	208,582	150,215
Building Maintenance	90,466	89,864
Amortization Expense	185,595	241,649
Student Tuition Assistance	6,159,177	5,321,147
Renewable Scholarships	1,140,270	1,179,716
Other	155,296	217,051
	31,170,874	29,438,693

CONSOLIDATED SCHEDULE OF ADMINISTRATIVE EXPENDITURE

Year ended March 31	Schedule 4	
	2011	2010
	\$	\$
Salaries		
Administrative	6,934,092	8,508,194
Faculty	840,904	194,615
Support	7,668,458	6,531,036
Fringe benefits	3,028,380	2,870,374
Software and licensing expense	275,032	438,849
Office supplies and expense	1,370,263	1,997,845
Professional development	234,517	249,862
Travel	385,970	287,879
Promotion/public relations	1,272,839	1,313,157
Telecommunications	409,498	112,775
Building maintenance and utilities	15,331	13,672
Equipment maintenance	596,000	856,511
Insurance/banking charges	1,776,283	1,626,211
Finance charges	1,548,520	1,577,009
Professional fees	2,038,735	1,178,196
Contracted services	233,057	77,522
Premise rentals	11,039	11,806
Furniture and equipment rentals	396,370	415,126
Amortization expense	1,785,023	1,760,168
Other	382,440	114,774
	31,202,751	30,135,581
Inter-departmental charges for printing/photocopying	(1,005,947)	(2,272,948)
	30,196,804	27,862,633

CONSOLIDATED SCHEDULE OF PLANT AND PROPERTY EXPENDITURE

Year ended March 31	Schedule 5	
	2011	2010
	\$	\$
Salaries		
Administrative	1,562,248	1,480,861
Support	3,750,883	3,646,196
Fringe benefits	1,263,554	1,196,525
Office supplies and expenses	102,079	165,023
Equipment maintenance	18,505	46,332
Building maintenance	2,017,087	1,855,110
Insurance	12,196	10,228
Vehicle expense	52,043	58,724
Contracted Services	4,910,235	4,529,641
Telecommunications	63,614	51,258
Utilities	4,347,064	3,372,213
Municipal taxes on leased premises	104,992	150,188
Premises rental	1,088,788	973,438
Amortization expense	7,942,283	7,902,960
Other	109,928	283,105
	27,345,499	25,721,802

CONSOLIDATED SCHEDULE OF STUDENT AND ALUMNI ASSOCIATIONS

Year ended March 31	Schedule 6	
	2011	2010
	\$	\$
Salaries		
Administrative	82,622	109,400
Support	463,998	439,771
Fringe benefits	53,731	58,448
Office supplies and expense	659,870	775,082
Professional development	3,430	5,469
Travel	337,075	269,299
Promotion/public relations	264,349	240,989
Telecommunications	6,787	11,809
Building maintenance and utilities	9,803	17,952
Equipment maintenance	14,511	10,345
Insurance/banking charges	70	220
Professional fees	24,274	75,808
Contracted services	1,811	27,099
Premise rentals	747	6,918
Furniture and equipment rentals	3,850	8,096
Other	2,120	6,541
	1,929,048	2,063,246