

Seneca

2012/2013 Annual Report

Message from the Board Chair and President

This year marked many firsts for us – our first-ever and highly successful student fundraising campaign, the launch of a new ERP system across the College and record enrolment.

Informed by months of consultations with our students, employees and external stakeholders, we also introduced our new Strategic and Academic plans. Our commitments to great teaching and learning, great student experiences and great foundations are all driven by our commitment to our students.

The exciting and innovative directions set out in these plans are being put into action across the College. From embedding a new set of core literacies in all of our programs to developing a new international education strategy to providing our students with integrated services to enhance their experience at Seneca, work is underway across all faculties and departments to deliver on our ambitious plans.

As part of an ongoing conversation with the provincial government about Seneca's role as a leading college in Ontario, the College published a Strategic Mandate Agreement articulating our mandate, vision and priority objectives. This document outlines how we will continue to be a leader in innovative programming, technology-enabled education, workplace-based learning opportunities and pathways to and from our partner postsecondary institutions.

Key to our ability to continue to offer high quality, career-relevant programs is the renewal and expansion of our infrastructure and facilities. Work is underway to support the revitalization and expansion of our King Campus and the construction of a new School of Aviation facility in Peterborough.

The accomplishments of this year and the groundwork for our way forward are achieved by the commitment of many.

We thank our partners in post-secondary education, government, industry and the community for their support and counsel.

We thank our committed faculty and staff who inspire our students and keep us closely linked to our communities and employers.

Finally, we thank our students. They contribute each day to making Seneca an exciting place to be. Whether they come from next door or around the world, they bring an irreplaceable energy and an incredible diversity to Seneca.

It's a great time to be at Seneca.

Bill Hogarth
Chair, Board of Governors

David Agnew
President

1. Creating a teaching and learning environment driven by core literacies, cross-disciplinary education, flexibility, collaboration and excellence.

Great Teaching and Learning

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Finalize and begin roll-out to support the implementation of the new 2012-2017 Academic Plan.	New plan approved by the Board of Governors.	Achieved: Academic Plan approved by Board of Governors in June 2012.
	Consultations conducted with stakeholders on how to achieve goals outlined in the Academic Plan.	In Progress: Task groups actively engaged in data collection, analysis, consultations, and identification of pilot projects. Ongoing into 2013-14.
	Five year plan for implementation completed.	Achieved: Draft of multi-year Academic Plan implementation strategy in place.
Use Quality Enhancement Funds to support academic plan initiatives related to cross-disciplinary and outreach activities.	At least one new outreach initiative per Faculty developed and implemented to enhance networked learning.	Achieved: Initiatives launched offering students cross-disciplinary learning opportunities launched in each faculty. Example: Faculty of Communication Arts and Design project focused on short story development and multi-media delivery.
	Criteria defined and baseline inventory developed for cross-disciplinary learning. Mapping process established and begun.	Achieved: Criteria for learning experiences have been defined. Survey of all programs conducted to identify gaps.
Build a strong digital library that supports the research behaviours and needs of students and faculty.	Library resources in digital formats actively acquired that allow users access to content 24/7, simultaneously and remotely.	Achieved: Reached annual target for electronic library resource acquisitions; electronic resources now outnumber print resources.
	Comprehensive streaming video collection established.	Achieved: 71% increase in streaming video collection since 2012-13.
Embedding of Seneca's 10 Core Literacies across all programs.	Continued implementation of Language Across the Curriculum to support the development of written and oral communications skills.	In Progress: Program has been fully implemented across King Campus programs. Embedded into several programs at other campuses. Expansion to additional programs ongoing into 2013-14.
	Criteria defined and baseline inventory developed for Seneca Core Literacies. Mapping process established and begun.	In Progress: Definitions completed and resources identified to evaluate learning levels. Ongoing into 2013-14.
	Consultation and development of a Seneca Mathematics Strategy focused on quantitative literacy and informed by the College Mathematics Project outcomes.	In Progress: Quantitative literacy task group established with work underway.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
	Map information literacy learning outcomes within research intensive programs to support the teaching and learning of essential employability and research skills.	Achieved: Mapping of learning outcomes completed.
	Develop and pilot methodologies to assess the information literacy skill development of degree students throughout their programs.	In Progress: Background work completed. Seneca-specific survey mechanism for assessing information literacy skills of degree students to be developed in 2013-14.
Develop plans to support transition of aviation-related programs with the announced closure of Buttonville Airport.	Functional space programming completed for all aviation-related programs.	Achieved: Functional space planning successfully completed.
	New site secured for delivery of years 2, 3, and 4 of the Bachelor of Aviation Technology program.	Achieved: New site at Peterborough Municipal Airport secured. Classes to commence in new facility in January 2014.
	New facility's design finalized and academic/Human Resources transition plans developed.	Achieved: Design plans finalized. Transition planning underway.
Implement new streamlined formative program review process.	Formative program review pilot expanded in Spring 2012 to include five schools. Full implementation launched in 2012-13 academic year.	In Progress: Final formative review template in final stage of development; will be ready for implementation in Fall 2013.
	Advice on process and tools to support implementation provided by newly established Program Review Reference Group.	Achieved: Advice and direction received and acted upon.
	Support materials developed and distributed to faculty/chairs/deans.	In Progress: New template with progress measurements aligned with Academic Plan completed. Additional materials to be developed in 2013-14.
Build on current partnerships with GTA universities.	Increase in bilateral Seneca-York pathways to degrees and graduate certificates.	In Progress: York and Seneca Strategic Mandate Agreements articulate vision of a new University of York-Seneca. York-Seneca partnership group established. Dedicated partnership manager hired.
	New transfer opportunities with Greater Toronto Area universities and colleges created.	Achieved: Comprehensive transfer agreement with University of Ontario Institute of Technology completed. Memorandum of Understanding signed with University of Toronto Scarborough for Seneca's Liberal Arts program. Work underway with Humber and Fleming as per Strategic Mandate Agreement.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Develop new programs and renew degree consents.	At least two new degrees submitted to Postsecondary Education Quality Assessment Board for approval.	In Progress: Bachelor of Communication was approved by Board of Governors in May 2012. A proposed redesign has been investigated including positioning, curriculum focus and content. Bachelor of Public Safety in development.
	At least two new degree areas identified with program development underway.	In Progress: New approach to program development being implemented under guidance of the Vice President, Academic.
	Bachelor of Aviation Technology and Bachelor of Software Development degree renewal documentation submitted to Postsecondary Education Quality Assessment Board.	In Progress: Bachelor of Aviation Technology and Bachelor of Software Development degree renewal documentation submitted to Postsecondary Education Quality Assessment Board in Fall 2012. Site visits are anticipated for early-to-mid 2013.
	At least four new graduate certificates proposal developed and submitted for Ministry of Training, Colleges and Universities funding approval.	In Progress: The following five new graduate certificates were developed and submitted to Ministry of Training, Colleges and Universities including: Public Administration, Non-Profit Management and Leadership, Social Media, Documentary and Non-Fiction Media and Government Relations (approved in January 2013).
Help advance College University Consortium Council Phase III Projects and new Ontario Council on Articulation and Transfer college-to-college initiative.	Mid-point update on Phase III (Arts and Science electives) project completed and database of Liberal Studies courses created to provide better information to potential transfer students.	Achieved: Multilateral discussions between 7 universities and 10 colleges held. 275 courses evaluated, for a total of almost 900 assigned and unassigned credits ready for inclusion in Ontario Council on Articulation and Transfer database.
	Ontario Council on Articulation and Transfer deliverables in progress and report submitted.	Rescheduled: Project timelines revisited and further opportunities explored.
Advance pathways research as part of College University Consortium Council/Ontario Council on Articulation and Transfer project.	Project deliverables in progress and report submitted.	Rescheduled: Project unable to be completed according to original schedule. Ongoing into 2013-14.
Expand credit transfer to Seneca degrees.	Ontario Council on Articulation and Transfer deliverables related to the enhancement of Seneca degree pathways met.	Achieved: Developed 10 pathways from diplomas/advanced diplomas to degrees as per Ontario Council on Articulation and Transfer funding project. Developed bridging courses for these pathways as required.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
	At least two Seneca degree events held and diploma to degree promotion strategy finalized and implemented.	Achieved: Fast-Track-to-Degree events held at multiple campuses during Fall 2012 and Winter 2013. Recruitment/Liaison participation on degree panels for high school students. Simplified form to facilitate the admissions process developed.
	Targeted promotion of new Bachelor of Interdisciplinary Studies internally and at Greater Toronto Area colleges carried out.	Achieved: Advertising plan implemented including print, email and institutional visits.
Expand pathway opportunities for direct entry students.	Increased number of students and school partners in Dual Credit program.	Achieved: Number of dual credit students increased by 20%.
Increase hybrid/online opportunities for students.	10 new courses developed in at least 3 new programs.	Achieved: New course target exceeded with 20 new courses in development; 12 courses finalized for delivery in 2013-14. Significant number of hybrid learning workshops and one-on-one consultations held.
Create Seneca standards of practice for full and part-time faculty.	Identify current standards of practice and use as a basis to create a new Seneca policy and standards in consultation with relevant stakeholders.	Achieved: Interjurisdictional research on standards of practice completed. Policy developed.
	Report on methods, tools and metrics for faculty evaluation completed.	Achieved: Research and report on faculty evaluation completed.
Develop new materials to support effective teaching and learning.	New training plan highlighting best instructional practices for multiple modalities developed by Centre for Academic Excellence and the Library/Learning Centre.	Achieved: Multiple module hybrid learning program introduced in January 2013.
Strengthen Seneca's position as a leader in the area of pedagogical research.	A minimum of two proposals in scholarship of teaching and learning developed.	In Progress: Centre for Academic Excellence faculty involved in provincial and international project proposals. Higher Education Quality Council of Ontario studies co-authored by Seneca staff published.
	Final College Choice Project report submitted to Higher Education Quality Council of Ontario.	Rescheduled: Changes at participating institutions have resulted in amended project timeline.
Create foundation for enhanced approach to applied research.	Completed Applied Research and Innovation operational review with recommendations for defining the role of the department and articulating multi-year objectives.	Achieved: Applied Research and Innovation operational review completed and approved.
	Internal communications strategy created to inform faculty and deans about research activities.	Achieved: Internal communications strategy using new web-based promotional tools developed.
Actively facilitate, pursue, and source	18 new projects initiated and underway.	Achieved: 21 new Applied Research Projects initiated and underway.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
applied research initiatives for the mutual benefit of our curriculum, students, partners, and community.	18 external partners identified and engaged with the college on an applied research project.	Achieved: 31 external partners identified and engaged on applied research collaborations.
	40 faculty or staff members engaged in an applied research project or activity.	Achieved: More than 43 faculty/staff members engaged in applied research activities.
	80 students engaged in an applied research project or activity.	Achieved: More than 80 students engaged in applied research collaboration.
	8 research grant proposals submitted.	Achieved: 9 applied research grant proposals submitted to various funding agencies.
	\$1.5 million in grant monies secured.	Achieved: More than \$2.1 million in applied research grant funds secured (excluding partner contributions).
	8 research-related events held across Seneca campuses.	Achieved: 9 applied research-related events held.
Increase federal support for applied research in identified areas of expertise.	Successful application to National Sciences and Engineering Research Council Industrial Research Chair competition.	Achieved: Awarded National Sciences and Engineering Research Council Industrial Research Chair for Open Source Technology for Emerging Platforms.
	Sufficient partners secured to ensure maximum funding for FedDev initiative.	Achieved: 14 industry partners secured to ensure FedDev funding.
Increase industry awareness of Seneca's research program.	External communications and marketing plan designed to inform industry about Seneca's capabilities and opportunities for collaboration.	Achieved: Communications and Marketing Plan created.
Continue diversification of international recruitment by geographic region.	New partnership agreements with international postsecondary institutions signed.	Achieved: New partnerships established with international partners in Mexico, Argentina, and Panama.
	Increase in recruitment efforts in diversified markets.	In Progress: Increased international recruitment efforts underway. Seneca has one of the more balanced distributions for international intake amongst Ontario colleges.
Enhance quality assurance approaches within the International Department's activities.	Implement framework for assessing the strategic value of Seneca's current and proposed international partnerships.	In Progress: International Partnership template launched. Data collection underway.
	Accreditation of English Languages Institute by Languages Canada achieved.	Achieved: Languages Canada accreditation received.

2. Providing students at the centre of a strong community with access to pathways, relevant services, and that celebrates its achievements.

Great Student Experiences

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Review Seneca's endowment and investment policies and practices to ensure sustainability and predictability of student support.	Revised investment and disbursement policies approved and implemented.	In Progress: Draft policies developed.
Ensure timely delivery of financial assistance to students.	Working group with student representation established to review financial aid policies. Plan developed to streamline delivery of assistance.	In Progress: Working group established and policies under review.
Continue analysis of factors affecting completion rates and satisfaction-related Key Performance Indicators.	Report on students entering Seneca with previous university experience completed and data baseline developed.	Achieved: Report completed and baseline data confirmed.
	Early warning system for students in academic distress pilot completed. Fall 2012 semester results evaluated.	Rescheduled: Pilot extended into 2013-14.
	At least 200 staff trained on enhanced supports/approach for First Generation students.	Not Achieved: Change in direction for staff training occurred.
	College University Consortium Council-approved transfer research project completed in summer 2012.	Rescheduled: Project timelines revisited and further opportunities explored.
Provide meaningful orientation supports for students.	Orientation practices across all campuses reviewed with aim of ensuring common, meaningful orientation experience. Standardized approach developed in consultation with Dean of Students, Events Team and the Seneca Student Federation.	Achieved: Improved orientation events held across all campuses reflecting a coordinated, cross-college approach. More program changes planned to include greater participation by individual schools.
Increase mentoring opportunities for students and alumni.	Online mentoring portal to connect students and alumni created and promoted.	Achieved: Online mentoring program developed, promoted and launched. 596 alumni, current students and employees are members as of March 2013.
Move forward with the integration of student services.	Completion of operational planning supporting the achievement of 2012-17 Strategic Plan's priority areas.	In Progress: Operational planning is ongoing due to staffing changes.
	Expansion of student success programs across all Seneca campuses.	Achieved: Increased Student Success initiatives launched at all campuses, including workshops and pre-advisement services through the Foundations for Success program.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
	New student services centre launched for Fall 2012 to deliver “first stop shopping” for students with multiple student services relocated and clustered in renovated space at Newnham.	Achieved: New Student Services centre launched in May 2012. More students now utilizing services co-located in one area at the Newnham Campus. In Fall 2012, more than 1,000 students attended one-on-one service appointments and workshops in the renovated space.
Review approach to student health, counseling and disability services.	Evaluation completed and new service delivery model for student health, counseling and disability services created based on best practices.	In Progress: New service delivery model developed for the disability services including standards of operating practice. Student health and counseling services model evaluation delayed due to staffing changes.
Create new Student Life facilities in alignment with Seneca’s Campus Master Plans.	Functional space program created for King build based on consultations with the Seneca Student Federation and Seneca Athletic Association. Design consultations held. Newnham Student Build plans advanced.	Achieved: King Campus functional space program and blocking and stacking completed.
Enhance technology across Seneca campuses.	Wireless upgrades completed for 4 main campuses. Consultations held with the Seneca Student Federation and Centre for Academic Excellence to identify potential wireless access improvements.	Achieved: Number of users accessing wireless doubled. Significant decrease in wireless-related issues reported.
	New student email system implemented (Microsoft Office 365 for Education).	Achieved: New email and instant message system, including online file storage, and web-based access for students successfully launched.
	Virtual desktop and virtual application pilot project initiated in collaboration with Seneca Student Federation and Centre for Academic Excellence.	In Progress: Work continues on virtual desktop delivery across College systems. Ongoing into 2013-2014.
	Seneca Mobile application for students released.	Achieved: A Seneca app for iPhone, Blackberry and Android phones was launched in May 2012.
Increase functionality of One Card system for students and employees.	Move to ‘cashless’ option for photocopying, food services, bookstore and vending machines achieved.	In Progress: Revamped OneCard system introduced. Expansion of use to campus bookstores and food services ongoing into 2013-14.
Improve transitions and supports for international students	10 per cent of international students to participate in ‘Cultural Orientation for Academic Success’ program.	In Progress: Metrics currently being collected to evaluate program success.
	Participate in the international student barometer survey. Identify areas for improvement based on survey results and create actions plans to address issues raised.	In Progress: Survey participation underway.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
	Online Student Mentoring in Life and Education program for international students piloted.	In Progress: Web-based Student Mentoring in Life and Education program helped to share student services information to international students. 5 international mentors and 6 mentees involved in the pilot with students benefiting from telephone, in-person and email interactions.
Implement systematic approach to promoting Seneca's successes	Review of internal and external communication strategies and materials completed.	Achieved: Comprehensive external review of marketing and communications strategies and materials completed.
	Social media activities embedded in all communication strategies.	In Progress: Social media strategy terms of reference developed with strategy to be completed in 2013-14.
Review positioning of Seneca's brand and ensure alignment with 2012-17 Strategic Plan.	Advertising agency selected and new campaign developed and launched.	In Progress: Advertising agency secured and creative process underway.
	Redevelopment of Seneca website based on completed web audit and additional stakeholder feedback.	Achieved: New website template created, tested and launched.
Promote our faculty, alumni and partners' contributions.	At least one academic event held per term featuring activities/work/research of Seneca staff and at least one involving external participants.	Achieved: More than 40 divisional events held with support of advancement.
	New alumni advisory group launched. Divisional alumni events held as part of the Pillar Sponsorship program.	In Progress: Alumni Council mandate and terms of reference approved; recruitment strategies developed and launched. Formal Alumni Council launch event to be held in Fall 2013.
Leverage technological capacity to reach out more effectively to our communities.	Mobile application platform to promote services and disseminate information to alumni introduced.	Achieved: A Seneca app for iPhone, Blackberry and Android phones was launched in May 2012.
	Social media involvement across the college increased.	Achieved: Increase in social media activity on Facebook and Twitter has resulted in approximately 16,000 new likes and followers across Seneca's official accounts. Social media strategy currently in development.
Provide timely communication about new philanthropic investments.	Annual stewardship and accountability reports for major philanthropic investment accounts delivered.	Achieved: Annual giving report published and distributed to all alumni, donors and friends.

3. Building an inspiring culture founded on its talented people and state-of-the art infrastructure and environment with eyes firmly locked on a bright and prosperous future.

Great Foundations

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Finalize and begin roll-out to support the implementation of the new 2012-2017 Strategic Plan.	New plan approved by the Board of Governors.	Achieved: Strategic Plan approved by Board of Governors in June 2012.
	Cross-functional teams formed to support implementation of priority initiatives and <i>Seneca Strategies</i> .	Rescheduled: Taskforces/teams established.
	Five-year plan for implementation completed.	In Progress: Ongoing into 2013-14.
Build leadership capacity within our organization.	New leadership development strategy implemented.	In Progress: Programs supporting new leadership development at College launched. Ongoing into Fiscal 2013-14.
	More managers enrolled in Seneca's leadership foundation program.	Achieved: Launched Seneca Management Foundations Program in December 2012. 37 managers had attended the first four learning modules as of March 2013.
	Introduction of revised performance management system for support staff.	In Progress: Additional professional development resources created. Support staff specific programming to be explored in 2013-14. Ongoing into 2013-14.
Develop robust recruitment and selection practices.	Recruitment forms simplified and workflow process streamlined.	In Progress: Forms revised. Development of electronic versions in progress. Process workflow redesigned.
	Manager's toolkit to aid in hiring process developed and implemented.	In Progress: New Recruitment team launched; responsible for evaluating performance outcomes and metrics. Launch of applicant tracking system completed.
	Key Human Resources metrics tracked and analyzed.	In Progress: Analytics plan in development. Ongoing into 2013-14.
	Seneca values incorporated into selection process.	In Progress: Seneca values included in Management Foundations training. Evaluation tool for recruitment to be introduced in 2013-14.
Implementation of new Human Resources Information System.	Vendor selected and college-wide transition plan developed.	In Progress: Human Resources staff working directly with Information Technology Services to support all aspects of i3 project including development of Human Resources Information System.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Develop Academic Resource Planning support tools and guidelines to assist Chairs and Deans.	Enhanced Resource Planning framework and tools developed.	Rescheduled: Program review and financial analysis template completed for review by Deans group and piloting. Changing responsibilities has delayed further development of existing tools.
Review endowment strategy and performance to ensure optimal income/payout rates ensured.	Investment review completed and steps taken to protect principal and increase investment returns.	In Progress: Review underway; cash flow forecast has begun and financial consultant candidates currently being screened. Ongoing into 2013-14.
	Seneca's student aid endowment strengthened through major gift solicitations, annual campaigns and leveraging existing partnerships.	In Progress: The first annual Campaign for Students raised more than \$100,000 for student aid; lapsed donors from previous year contacted for renewal; ten new major gifts secured.
Initiate a comprehensive approach to risk management across college initiatives.	Inventory of current risk management practices and gap identification completed.	Achieved: Project approved in Fall 2012 and launched.
Develop Strategic Enrolment Management initiatives.	Long-term enrolment plans for all campuses reviewed and updated.	Achieved: New approach to Strategic Enrolment Management launched under the guidance of a cross-functional committee chaired by Vice-President Academic.
	Student recruitment plan revised to reflect new marketing strategy.	Achieved: Review of all recruitment activities completed. Annual recruitment and external marketing plans revised.
Integrate information systems to support streamlined business processes and improved services.	Vendor selected for i3 project and implementation plan developed.	Achieved: Vendor selected. Governance model approved and in place.
Improve Information Technology Services support and capability.	New operational plan for Information Technology Services developed and implemented.	Achieved: New operational plan developed and implemented.
	All employees have access to instant messaging and web conferencing systems.	Achieved: Employees have access to instant messaging and web conferencing systems completed.
	Construction of private cloud data centre environment initiated.	Achieved: Seneca cloud data centre launched.
Improve approach to space planning.	Seneca Space Planning and Infrastructure Committee established. New process for capital approvals implemented.	Achieved: Committee mandate approved. Capital approvals processes now part of integrated planning approach.
Course selection procedures reviewed.	Plan for revisions developed; pilot underway in at least one faculty.	Achieved: Course based registration for Liberal Arts programs post-first semester implemented.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Continue integration of planning across departments.	Seneca's business, capital and operating, and human resource planning integrated into the same calendar cycle, with strong links to the academic and strategic plans.	Achieved: New integrated planning process launched in August 2012. Departmental level business planning tied to process for budgeting and new resource requests.
Improve integration of departmental activities to create a single college research system.	New research advisory committee to create a set of Seneca research protocols and systematize the sharing of research-related information.	Achieved: New Applied Research and Innovation protocols and services identified & implemented for information sharing, faculty outreach & partnership engagement.
	Implement new review system and Research Ethics Board terms of reference.	Achieved: New forms, procedures, and terms of reference established & implemented.
	Creation of central repository for information and metrics related to applied research and scholarly activity.	Achieved: New Applied Research and Innovation project database created for metrics capture and analysis. New website created and implemented for communicating information related to Seneca applied research, including grant opportunities.
Review current college services to enhance service value.	Engineering assessment of parking lots at Newnham, Markham and King campuses conducted and implementation commenced on new parking systems.	In Progress: New parking system at Markham and King campuses completed in Winter 2013. To be expanded to Newnham campus to in Spring 2013.
	New tracking system introduced for inter-campus courier service.	In Progress: Under review by College Services Advisory Committee.
Support implementation of Campus Master Plans through better coordination of capital asset and cash flow planning.	Complete long-term capital asset plan review in conjunction with the development of a multi-year cash flow management plan.	Achieved: Long-term capital asset plan review completed.
Move King campus expansion project forward on scheduled timelines.	Partner agreement reached with the York Regional Police.	Not Achieved: York Regional Police decision to not participate in Phase 1 of King Campus expansion reached in November 2012.
	Functional space plan and site servicing analysis completed.	Achieved: Functional space plan and site servicing analysis completed in Fall 2012.
	Design process commenced.	Rescheduled: Design process currently under review by Infrastructure Ontario. Ongoing into Fiscal 2013-14.
	King community long-term outreach plan developed.	In Progress: Dependent on launch of Request for Proposal by Infrastructure Ontario.

Initiatives for 2012-13	Performance indicators/ measurable outcomes	Projected Status Update as of March 31, 2013
Articulate fundraising priorities for the King campus expansion project.	Background research, community consultation exercises, and naming opportunities evaluation completed.	Achieved: Background research and policies on naming opportunities and asset evaluations completed.
	Campaign counsel secured and engaged; all policies updated.	Achieved: Relevant policies reviewed in accordance with campaign requirements.
Enhance Seneca facilities for students, faculty and staff members.	Eaton Hall review completed and strategic direction decided.	Achieved: Detailed Facility Upgrade Report completed in September 2012. Eaton Hall to continue to be used to support academic programming and internal events.
	Completed upgrading of student lounge seating at King, Markham and Seneca@York.	Achieved: All student lounge seating at King, Markham and Seneca@York installed. New library furniture at Newnham and exterior furniture for Newnham and York in place.
Create more Active Learning Classrooms.	One Active Learning Classroom on each campus identified and created.	In Progress: Active Learning Classrooms for each campus identified. Layouts generated and technical specifications being compiled. Proposed completion date in May 2013.
Develop integrated approach to learning spaces.	Consultations with Information Technology Services, Centre for Academic Excellence, Deans and Chairs, Seneca Student Federation and Facilities carried out to inform a holistic approach to teaching and learning spaces across various projects.	In Progress: Collaboration occurring across all functional areas with respect to various projects. Ongoing into 2013-14.

Year in review: Celebrating achievements across the Seneca community

April 1, 2012 to March 31, 2013

The 2012-2013 academic year was filled with noteworthy accomplishments for Seneca College. The following are some of our highlights:

Building a stronger Seneca

Strategic and Academic plans approved by Board of Governors

Seneca's Strategic and Academic Plans were approved by the College's Board of Governors in June 2012. The five-year plans outline how Seneca will remain at the forefront of providing student-focused teaching and learning that is redefining how people think about postsecondary education. With the theme "A different kind of school with a different kind of graduate", the College has set out an ambitious set of goals to ensure our students receive both high-quality, career-relevant education and the best possible postsecondary experience.

Academic Plan implementation underway across the College

The College's Academic Plan sets out a bold vision to equip Seneca students and graduates with the skills they need to be successful. A multi-year implementation plan involving the establishment of task groups focusing on specific areas is underway. Led by Deans and Associate Vice Presidents, the task groups have begun collecting and analyzing data and sharing their findings with the broader College community.

King expansion project begins outreach phase

As Seneca's King Campus prepares for a major expansion, including a new academic building to accommodate its growing student population, the College began to explore several community partnerships, and is in the process of developing a major fundraising initiative to support the development of the campus and the related student and academic priorities.

Aviation programs moving to new Peterborough campus

With the impending closure of Buttonville Airport, the School of Aviation & Flight Technology has found a new home for its Bachelor of Aviation Technology program. In November 2012, the Board of Governors approved the relocation to Peterborough Airport. The College's fleet will be housed in a new state-of-the-art facility with space for classrooms, aircraft maintenance, storage and a student lounge. Construction of the campus is already underway and the College is aiming to begin operations at the new location in January 2014.

Newnham Campus Atrium dedicated to Dr. Frederick W. Minkler

Seneca's first President Dr. William T. Newnham was on hand at the naming ceremony for the new atrium in Building A+ at the College's Newnham Campus. The space was officially named the Minkler Atrium in honour of Dr. Frederick W. Minkler, the first Chair of Seneca's Board of Governors. This is the second time a facility at Seneca has been named after Minkler. The Minkler Auditorium, previously located at the Newnham Campus, was reconfigured to accommodate the campus' library in 2001.

Seneca goes mobile with new app

A Seneca app for iPhone, Blackberry and Android phones was launched in May. The app allows users to stay up-to-date with the latest campus news, check grades, post to discussion forums, view important class announcements, read and download assignments, and upload content. The app also features maps, a College directory, social media links and library information.

Members of the Seneca community awarded Queen's Diamond Jubilee Medals

A number of individuals across the Seneca College community including President David Agnew were awarded a Queen Elizabeth II Diamond Jubilee medal for their extensive public service work and contributions to their communities and beyond. Other members of the Seneca community who have been recognized with this honour include Richard Lim (Board of Governors member), David Tsubouchi (Board of Governors member), Thomas Carrique (Board of Governors member), Karen Burnell (Professor), John McIntyre (retired Chair), Gregory Madeley (Professor), Terry Watada (retired Professor) and Barb Weeden (alumna and former Manager of Community Recreation camps at King Campus).

Strengthening our community

Seneca proud of its Premier Award winner and multiple nominees

The Premier's Award honours the important social and economic contribution college graduates make in Ontario and throughout the world and Seneca's outstanding faculty and alumni were recognized in 2012. Seneca alumna and School of Community Service professor Jo Gomes (Community Service) won the award for her outstanding work as a community builder, volunteer and leader. Meanwhile, Seneca alumni Grace Batumbya (Recent Graduate), Jilly Black (Creative Arts and Design), Mario lusi (Business), Cole Mackin (Technology), and Catherine Mayers (Health Sciences) were all nominated for Premier Award honours.

Seneca hosts Members of Provincial Parliament

Prior to becoming the 25th Premier of Ontario, the Honourable Kathleen Wynne visited Seneca College in November along with several MPPs to discuss how the College is helping the provincial government meet the demand for postsecondary education in the Greater Toronto Area and to hear about the College's future plans. The visit featured a demonstration of the \$35 Raspberry Pi computer by students from Seneca's Centre for Development of Open Technology.

Seneca enjoys visits by high profile government officials

Seneca was visited by a number of high profile government officials in 2012-13, including the Honourable Glen Murray, Minister of Training, Colleges and Universities (TCU) and Deborah Newman, TCU Deputy Minister. The College was also visited by Dr. Rob Leone, TCU Opposition Critic, numerous local Members of Provincial and Federal Parliament, members of the Federal Conservative Postsecondary Education Caucus and Paul Davidson, President of the Association of Universities and Colleges of Canada.

Seneca works with regional partners on transit

Seneca took a number of strides in 2012-2013 to address the transit challenges and opportunities across its campuses in Toronto and York Region. The College conducted a Baseline Commuting Survey to better understand the commuting patterns of students and staff. Working with local Smart Commute offices, Seneca began implementing a number of new programs and initiatives to encourage the increased use of public transit and carpooling. Seneca was recognized for these efforts by receiving multiple Smart Commute Workplace designations. Additionally, Seneca President David Agnew attended the "Going to School" transit summit in September co-hosted by York University's City Institute. The event featured heads of the region's colleges and universities, transit planners, regional transit chiefs and civic leaders.

Seneca President continues work with Science, Technology and Innovation Council

Seneca President David Agnew continued his involvement with the Science, Technology and Innovation Council, an advisory body that provides the Government of Canada with external policy advice on science and technology issues. President Agnew continued to advocate for increased support for applied research at Canadian colleges and visited with a number of government officials to discuss postsecondary issues pertinent to the Seneca community.

Seneca hosts Arts Exposed event at Markham Campus

Arts Exposed 2012, a community-centred event with the goal of generating greater awareness about the arts in York Region, took place for a second year in a row at Seneca's Markham Campus. The two-day conference in November 2012 was attended by artists, politicians, corporate and cultural administrators and served as a platform for discussions on the evolving role of institutions in supporting the growth of the arts locally.

Project to prevent and reduce violence in postsecondary communities receives federal funding

A joint project between Seneca College and local organization, Yellow Brick House received a \$200,000 federal grant from Status of Women Canada. Yellow Brick House, a non-profit organization, provides emergency shelter, counselling and support services to abused women and their children in York Region. The project spans five of Seneca's campuses and engages a committee of students and campus community stakeholders to work with Yellow Brick House to identify issues of violence affecting women on campus and create an educational campaign.

Seneca supports City of Markham's cultural development plans

Seneca worked with the City of Markham in 2012-2013 to advance its cultural policy planning through counsel provided by the College's senior leadership team and members of its Board of Governors. Specifically, the College contributed to the City's Culture Policy & Plan 2012 which was approved by Markham Council in December 2012. The plan outlines a vision for Markham that celebrates its diversity and strengthens its local economy. Also in 2012-2013, Seneca's Markham Campus received a Markham Board of Trade Business Excellence Award for Community Relations and Cultural Enrichment. The College was recognized for its strong presence in the local community since opening its Markham Campus seven years ago.

Seneca recognized for its support of newcomers

Seneca was recognized for its ongoing support of the York Region Immigration Settlement Strategy, an organization responsible for setting the long-term vision and priorities for the well-being of newcomers in the region. Developed under the Local Immigration Partnership initiative and funded by Citizenship and Immigration Canada, the strategy is intended to guide community action to enhance quality of life and increase opportunities for all residents.

Seneca hosts 2012 YouthCAN Conference

Seneca College was proud to host the sixth annual YouthCAN Conference in August 2012. With more than 300 youth in attendance and staff chaperones representing Children's Aid Societies from all across the province of Ontario, the theme of the conference was "SUCCESS! It's a Journey". Conference delegates had the opportunity to experience a taste of college life while staying at Seneca Newnham Residence, learning to navigate the campus, meeting professors, utilizing the gym and fitness centres, and using food services on campus. Seneca President David Agnew and Samir Abdi, then President of the Seneca Student Federation, made opening remarks at the Conference. Additionally, youth participated in workshops facilitated by Seneca faculty and attended fun and informative workshops highlighting the opportunities available to them in postsecondary education.

Celebrating Chinese New Year at Seneca

The Confucius Institute at Seneca celebrated the Chinese New Year with a special concert, co-presented by the Li Delun Music Foundation and featuring the Toronto Festival Orchestra. The College hosted a number of events in celebration of the New Year including ceremonial dance performances and cultural exchanges.

Seneca supports York Region Economic Development Plan

Seneca's senior leadership team worked with York Region Economic Development to support its focus on the creation of new innovation hubs within the region. The College also continued to devote resources towards supporting public and private research-based investments with locally-based industry. Additionally, Seneca and local government continue to collaborate on a number of postsecondary discussion topics pertinent to the region.

High-quality program offerings

New programs:

In 2012-2013, Seneca's Board of Governors approved the launch of the following programs:

- Bachelor of Interdisciplinary Studies (Degree)
- Environmental Technician – Sampling and Monitoring (Diploma)
- Hospitality Foundations (Certificate)
- Public Administration (Graduate Certificate)

New Continuing Education credentials:

- Project Management – Information Technology (Graduate Certificate)

First in Canada, new Seneca program offers students unique opportunity to earn degree

Seneca was proud to launch an innovative, first-of-its-kind-in-Canada bachelor's degree providing liberal arts education to complement applied and professional studies. The Bachelor of Interdisciplinary Studies provides an innovative pathway for students to build on the education they have already received at colleges or universities. By recognizing prior education, this program provides a unique entryway back to school for those seeking a bachelor's degree.

HD Broadcast TV Studio opened at Seneca@York

The School of Media and Marketing launched its new state-of-the-art, high definition (HD), robotic studio/newsroom at the Seneca@York campus in June, 2012. In partnership with Avid, Panasonic and Applied Electronics Limited, students using the studio in the School's Journalism and Broadcast programs have the opportunity to develop their skills on cutting-edge, industry-grade equipment, including HD cameras and HD post production editing capabilities.

Seneca's CDOT and Mozilla collaborate on top app

Seneca's Centre for Development of Open Technology (CDOT) and Mozilla, creator of the Firefox browser, collaborated on the development of the Popcorn Maker app, which allows web users to enhance videos with links, additional video and audio tracks, maps, live social media feeds and photos or subtitles with ease. The project was led by Professor David Humphrey and his team of CDOT researchers comprised of graduates and students from the School of Information and Communications Technology. To date, Popcorn Maker has been used to enhance videos developed by the Public Broadcasting System, the National Film Board of Canada, the People's Choice Awards, and by countless individual webmakers and filmmakers around the world. It also received 2012 Top App honours from popular business and technology magazine, *InformationWeek*.

Rogers Media and Seneca launch innovative internship for next generation of radio announcers

Rogers Media, in partnership with Seneca, announced a newly-created four-month internship entitled GenNOW. The program gives students the unique opportunity to gain real work experience as on-air radio announcers in Canada's most competitive market while simultaneously earning course credit. Through this exciting internship experience at the KiSS 92.5 studios, GenNOW students are able to develop their announcing skills while receiving unequalled access to mentoring sessions from KiSS 92.5 on-air hosts, production staff, and programming executives. Students also participate in a series of on-air exercises to become intimately familiar with the skills it takes to succeed in an on-air radio career.

Seneca is first Canadian college named a CUDA Teaching Center

Seneca was the first Canadian college to be named a Compute Unified Device Architecture (CUDA) Teaching Center by NVIDIA, the world leader in visual and high performance computing. CUDA Teaching Centers are recognized to have integrated graphics-based computing techniques into their mainstream computer programming curricula. As a CUDA Teaching Center, Seneca can now provide students in the School of Information and Communications Technology with the opportunity to expand on their software development skills.

Seneca works to improve student-performance in language and math across Ontario

A Seneca-led initiative, the College Student Achievement Project (CSAP) is designed to analyze the mathematics and language achievement of first-year college students in Ontario and to identify ways to increase their success in college. The project is based at Seneca but involves all twenty-four Colleges of Applied Arts & Technology in the province and is supported by the Ministry of Education and Ministry of Training, Colleges and Universities. CSAP is a continuation and expansion of the College Mathematics Project (CMP) which has been operated by the College since 2006.

HEQCO report praises Liberal Arts Transfer program

A report by the Higher Education Quality Council of Ontario praised Seneca's Liberal Arts transfer program and the 2+2 model in which students can earn a diploma and bachelor's degree in just four years. The report highlighted the benefits of these programs in preparing students for success as well as the time and cost savings associated with this model. Seneca's Henry Decock, Associate Vice President, Academic - Research and Planning was also referenced throughout the report as Seneca's academic lead on matters pertaining to Liberal Arts transfers.

Strengthening our partnerships

Renewal of FedDev funding boosts Applied Research

Seneca's commitment to Applied Research was rewarded with the renewal of funding dollars from the Federal Economic Development Agency and its Southern Ontario branch, FedDev Ontario. The funds were used to support experiential learning opportunities for students through 21 new applied research projects and collaborations with 31 new partners.

Academic transfer agreement made between Seneca and UTSC

Building on its extensive pathways, the College launched a new partnership with the University of Toronto Scarborough (UTSC) that enables students to complete a Seneca diploma and a UTSC degree in just four years. Under the agreement, after two semesters of Seneca's Liberal Arts program, students are allowed to take courses at UTSC as non-degree visiting students. Those credits can later count towards a UTSC Bachelor of Arts.

Seneca aviation degree open doors for aspiring Royal Canadian Air Force pilots

A first of its kind agreement between Seneca and the Canadian Forces provides aspiring Royal Canadian Air Force (RCAF) pilots with the opportunity to earn a Bachelor of Aviation Technology degree and their military wings certification in just four years. This new partnership blends the academic requirements for Seneca's Aviation Technology degree with the training mandate for an RCAF pilot. Graduates will immediately gain job experience flying helicopters, fixed-wing aircraft or fighter jets as part of the RCAF.

New International Education Strategy developed

Seneca's Faculty of International Studies in association with the College's senior management team has developed a new international education strategy to make sure Seneca is in a leadership position as it builds strong academic and business partnerships around the world. This comprehensive plan serves as a roadmap for the College's global expansion in terms of student recruitment, partnerships, corporate training/contract activity, alumni development, student and faculty mobility, and applied research. Seneca's senior leaders also traveled to India, China, and Kingdom of Saudi Arabia to expand Seneca's international partnerships in 2012-13.

Government of Gujarat and Seneca sign agreement to provide global learning opportunities

The Government of Gujarat and Seneca signed a Letter of Cooperation designed to accelerate the internationalization of higher education in the Indian state and provide new global learning opportunities for Gujarat's young people. The Letter was signed at the International Conference of Academic Institutions at Pandit Deendayal Petroleum University in Gandhinagar, India by Mr. N.N. Bhuptani, Deputy Director, Commissionerate of Technical Education and Seneca President, David Agnew. The local government and Seneca will also work together to create a Higher Education Forum that will support access, achievement and equity goals for Gujarati students.

Seneca forms ECE partnership in St. Lucia

Seneca College won an early childhood education skills exchange request for proposal bid with educational institutions in the Caribbean island nation of St. Lucia. The partnership received funding as part of a larger federal program called the Skills for Employment initiative which consists of an investment of approximately \$40 million in projects to support vocational and technical training projects in Africa, Asia and the Americas. The investment will support key priorities as identified by leaders and industry representatives in the Caribbean region.

GuestLogix donates leading-edge hardware and software to School of Tourism

GuestLogix Inc., the leading global provider of onboard retail and payment technology solutions to airlines and the passenger travel industry, provided Seneca's Travel & Tourism – Flight Services program with point-of-sale (POS) hardware and software, making it the first postsecondary institution in the world to receive the in-flight technology. GuestLogix provides the airline industry's most popular POS technology to facilitate practical, hands-on training for in-flight retailing programs – skills that were previously limited to printed training guides and presentations only.

Celebrating student achievements

2012 Seneca Cup Winners announced

Pickering resident Armela Veranga Marano and North York's Hongxue Zhao were honoured as winners of the Seneca Cup, presented to students who best exemplifies academic excellence, personal integrity and student leadership. Marano is a graduate of the Social Service Worker diploma program while Zhao is a Paralegal diploma graduate.

Student wins top honours at major U.S. floral design competition

Sooyeon Kim's design of a wedding bouquet finished in first place at the National Symposium of the American Institute of Floral Designers held in Miami, Florida in July 2012. Kim's wedding bouquet design won its category and beat-out submissions from thirteen other Canadian and American colleges. Kim studied in the Floral Design Certificate program and graduated just a month before the competition.

School of Media and Marketing students supported Canadian coverage of London Olympic Games

Thirty Journalism students gained invaluable experience as they worked at CTV on the web broadcast of the London 2012 Olympic Games in August. Students researched, produced, wrote and edited stories for webcast content which was viewed by millions of Canadians.

Seneca students win provincial Supply Chain Management competition

Seneca's team from the Global Logistics and Supply Chain Management program won first place in the annual 2013 SCL Canada Case Competition. Competing against sixteen teams from other Ontario universities and colleges, Seneca students were required to present a case solution based on a specific logistics need. Congratulations to Ammar Ahmed, Chris MacDonald, Monica Ozaruk, Olena Arutinova and Coach Peter Jackson.

Students work on global software project

Seneca students Stanley Tsang, James Boelen, and Raymond Hung of the Bachelor of Software Development program, collaborated with CERN (the European Organization for Nuclear Research) to increase the performance of an in-house software program the institute uses in collaboration with its highly-publicized Large Hadron Collider project; the world's largest and highest-energy particle accelerator. The data collected through this project is being used to answer fundamental questions in physics about the nature of space and time.

Sting golfers grab OCAA Championship medal, All-Canadian and Coach of the Year Honours

The Seneca Sting varsity golf team had an outstanding 2012 season. Mitchel Kennedy became the first member of the Sting to finish in the top three at the Ontario Colleges Athletic Association (OCAA) Championship since 1993. Kennedy finished in second-place, two strokes behind the tournament champion from Georgian. Kennedy was also named a 2012 Canadian Colleges Athletic Association Golf All-Canadian. Head coach Matthew Wilson was awarded 2012 OCAA Golf Coach of the Year honours for the men's team's dramatic improvement over the previous year's performance.

Varsity rugby teams capture bronze medals

The Seneca Sting men's and women's rugby teams captured OCAA Championship bronze medals in November 2012. The women's rugby team defeated the St. Lawrence Vikings 17-7, while the men's team beat the Algonquin Thunder 39-10. Player of the match honours went to Jenn Wedlock from the women's team and Morgan Walls from the men's team. Seneca has now won a league-best 12 medals in men's rugby.

Sting badminton players win three OCAA medals

Seneca's varsity badminton team brought home gold and silver medals from the 2013 Ontario Colleges Athletic Association Badminton Championships in February. Carol Dela Cerna won her first OCAA women's singles title, defeating her opponent from Boreal 21-8, 21-17 in the gold medal match. Katie Liu and Chessy Jian captured silver in women's doubles category. Thanks to their gold and silver wins, the Sting won the women's team championship title. Seneca was also triumphant in men's doubles as Jimin Jung and Ian Tang surprised Humber in the gold medal match 21-16, 23-21. Jimin and Ian were the underdogs of the tournament, after going 2-3 in round robin play.

Celebrating achievements of faculty

Seneca bestows first Professor Emeritus title upon retiring Senior Vice-President

After more than three decades of service to Seneca, retiring Senior Vice-President Cindy Hazell was named the first Seneca Professor Emeritus. The life-long title symbolizes the enormous respect she earned from colleagues and the tremendous contribution she made to the field of postsecondary education and to Seneca. The title brings with it an expectation that Professor Emeritus Hazell's long-standing association with the College will continue and provide her with, among other privileges, the opportunity to participate as a member of the platform party in future convocation ceremonies. Professor Emeritus Hazell was selected as the first recipient of the honour because of her deep dedication to the College's teaching and learning mission, her extraordinary commitment to students, and her devotion to Seneca.

Chris Tyler awarded Industrial Research Chair for Colleges in Open Source Technology

Seneca Professor Chris Tyler was named among the first Industrial Research Chairs for Colleges by the Natural Sciences and Engineering Research Council of Canada (NSERC). His research is focused on foundational software for new energy-efficient computing platforms, ranging from the revolutionary \$35 Raspberry Pi computer to large data centres with industry partner Red Hat Canada. The \$1 million renewable five-year grant recognizes Seneca's expertise and establishes Tyler as a research leader in open source technology for emerging platforms. Industrial Research Chairs for Colleges Grants support Chair programs across a number of scientific and technology-based fields. The grants are part of the College and Community Innovation Program managed by NSERC.

Seneca professor one of the first to earn new communications designation

Beth Agnew, professor and coordinator of Seneca's Technical Communication program, was among the first to receive a Certified Professional Technical Communication designation from the Society of Technical Communication Certification Commission. This new certification requires expert evaluation of demonstrated skills in areas including user, task and experience analysis, information design, information development, information production, and process management.

Seneca professor receives national award

Dr. Gabriel Huston, a professor in the School of International Business, was awarded the 2012 National Ethnic Press and Media Council of Canada's (NEPMCC) award and honorary board membership for distinguished services in the humanities and the arts in recognition of his efforts for the creation of a true and just, multicultural society. The award was presented by The Honourable David, C. Onley, Lieutenant Governor of Ontario, at a ceremony held at Queen's Park in November. Dr. Huston was recognized for his National Report on Canada's Community-based Ethnic/Third Language Media for the NEPMCC; Canada's first-ever national report on ethnic media.

Professor's documentary premiered at film festival

Living As Brothers premiered at the Canadian Labour International Film Festival in Whitehorse, Yukon in November 2012. The feature-length documentary written and directed by Kevin Fraser, a professor in the School of English and Liberal Studies, examines the lives of Jamaican migrant workers who play a key role in Niagara's farming community.

Making headlines by monkeying around

In January, Barney Wornoff, Seneca Animation and Independent Illustration Professor was bombarded with media requests. The reason – he, along with Seneca students, developed an online video game and T-shirt based on Darwin — the monkey who made global headlines during the Christmas holidays after he was captured wandering in a Toronto Ikea wearing a shearling coat. In the game, players control “a Darwin look-a-like” to piece together an Ikea shelf while avoiding obstacles standing in Darwin's way, including runaway shopping carts and customers. The game went viral almost immediately with more than 12,000 hits in its first 48 hours online.

Celebrating achievements of alumni

Designs from six Fashion Arts graduates selected by renowned gallery for display

Six of Seneca's Fashion Arts graduates had designs from their final year collections displayed in the Fashion Arts: The New Generation exhibition at the McMichael Canadian Art Collection. The gallery requested an exciting exhibit from Seneca to complement the McMichael's feature exhibition, Fashionality: Dress and Identity in Contemporary Canadian Art. The McMichael Canadian Art Collection is a major public art gallery that offers visitors the unique opportunity to enjoy Canadian landscape paintings in the woodland setting that inspired them, amongst other diverse, creative and thought-provoking exhibitions.

Seneca's Angela James recognized as YWCA Woman of Distinction and through biography

Seneca Senior Sports Coordinator Angela James added the 2012 YWCA Women of Distinction Award for Sport to her long list of honours as Canada's first superstar of women's hockey. Angela was among seven women recipients recognized for accomplishments across a wide spectrum of activities, including business, education, entrepreneurship and healthcare. Angela was also recognized in 2012-2013 with a biography written by fellow Senecans Corey Long and Tom Bartsiakas entitled *Angela James: The First Superstar of Women's Hockey*. James attended Seneca's Recreation Facilities Management program and established herself as one of the top Ontario College Athletics Association players. Her domination of the women's game led to numerous accolades in recent years, including her induction into the Hockey Hall of Fame, Canada's Sports Hall of Fame and the International Ice Hockey Hall of Fame.

30 honoured as Senecans of Distinction

Seneca College and the Seneca Alumni Association honoured 30 of the community's outstanding alumni, philanthropists and volunteers at the Senecans of Distinction ceremony in October 2012. Board of Governors Chair Bill Hogarth and President David Agnew recognized outstanding alumni and friends who have made a difference to the Seneca community through giving, volunteering and serving as ambassadors in the workplace. Notable Senecans honoured included: Natalee Johnson, Maurice Platero, Brian Price and Beryl Walker.

Firefighting grad brings home gold from World Firefighter Challenge

Amber Bowman, a part-time technician in the Firefighter, Pre-Service Education and Training program, won four gold medals at the World Firefighter Combat Challenge, which was held in October in Myrtle Beach, South Carolina. A former student in the program, Bowman currently works as a firefighter with Central York Fire Services in Newmarket and Aurora. The Firefighter Combat Challenge is a rigorous competition that attracts hundreds of participants from Canadian and U.S. fire departments each year.

Seneca faculty members and graduates contribute to Oscar-nominated films for second straight year

For the second year in a row, Seneca professors and graduates worked on films nominated for Academy Awards. Graduates and faculty from the Visual Effects for Film and Television and Animation programs worked on three of the five Oscar-nominated films in the category of Achievement in Visual Effects including *Snow White and the Huntsmen*, *The Avengers*, and *The Hobbit*. The artistry of Seneca professors Mahmoud Rahnema and Kenny Tam as well as numerous graduates was featured in Martin Scorsese's 3D film *Hugo* which won the Oscar for best visual effects in 2012.

Creative Advertising grad earns top copywriting nod

For the second year in a row, Steve Persico, a graduate of Seneca's Creative Advertising program was ranked No. 1 on Strategy Magazine's top Canadian copywriters list. As a writer for Leo Burnett, a renowned global advertising agency, Persico emerged as one of the industry's best young writers having won several awards and penned copy for such notable clients as Procter and Gamble, Kellogg's and Campbell's Soup.

Seneca Alumni earn Juno nominations

Seneca Alumni Jilly Black and Melanie Fiona each received a 2013 Juno nomination in the R&B/Soul Recording of the Year category. Jilly, a graduate of the Police Foundations program, was nominated for her single "Fugitive," while Melanie, a graduate of General Business, was nominated for her single "Change the Record." Both artists have won once before in this category. The Juno Awards honour the year's best contributions in Canadian music. The Awards take place in Regina the week of April 15-21.

Strengthening student supports

Seneca celebrates \$1.2 million donation from SSF with Minister of Training, Colleges and Universities

The Honourable Glen Murray, Minister of Training, Colleges and Universities, joined Seneca students and staff in May 2012 to celebrate a \$1.2 million donation from the Seneca Student Federation to support student bursaries. The new Seneca Student Federation Bursary Initiative will establish endowed bursaries of more than \$50,000 annually for domestic and international students. It will also provide emergency funds for students in immediate financial need.

Campaign For Students surpasses fundraising goal with \$246,000

Thanks to the support of Seneca staff, students and alumni, the \$110,000 fundraising goal for this year's Campaign For Students was reached and far surpassed with \$246,000 raised. The fundraising campaign was a call to the entire Seneca community to support students in financial need. The fundraising total includes a generous matching gift of \$110,000 from the Seneca Student Federation. Every dollar raised through campus events, and employee, alumni, student federation and donor contributions went directly towards establishing a new student endowment, with awards being distributed equally across each Seneca Faculty.

Pillar Sponsorship Program supports students and alumni

Seneca's Pillar Sponsorship Program, a funding initiative for faculty-based alumni/student networking and educational initiatives continued to support events and initiatives across the College in 2012. Supported by Seneca's affinity partners and the Office of Advancement and Alumni, the program sponsored several initiatives including Sharks' Pond 2012, a new venture competition for entrepreneurial Seneca grads. A number of faculty reunions, social gatherings and conferences were also supported by the program.

CGA Ontario invests in the success of Seneca's Accounting and Financial Services students with generous donation

Certified General Accountants of Ontario donated \$255,000 to Seneca's School of Accounting and Financial Services, in part to establish the CGA Ontario Learning Centre at the College's Newnham Campus. The CGA Ontario Learning Centre which officially opened in January 2013 is a dedicated study area for Seneca's accounting students. The opening ceremony for the new study space was attended by President Agnew and CGA Ontario CEO Doug Brooks, FCGA.

The Heavy Construction Association of Toronto pledges \$100,000 to Seneca

The Heavy Construction Association of Toronto, an organization of contractors in the field of heavy civil engineering, pledged \$100,000 to support infrastructure in the College's Welding program and to fund awards for students at the Centre for the Built Environment. The awards funding in particular supports students in a variety of programs including civil engineering, building management, environmental, energy management and fire protection.

Amsdell makes \$50,000 donation towards endowed scholarship at Seneca

Amsdell continued its longstanding tradition of supporting Seneca students, with a gift of \$50,000 toward an endowed scholarship fund for students in information and communications technology software development and IT administration programs. With this gift, the fund's total value reached \$100,000, which was matched in entirety by the provincial government's Ontario Trust for Student Support program. The Amsdell Scholarship is awarded to students who demonstrate outstanding academic achievement and financial need.

OACETT and Seneca Alumni Association create endowment for Seneca engineering technology students

The Ontario Association of Certified Engineering Technicians and Technologists (OACETT) created a \$40,000 endowment fund that will establish an annual bursary for Seneca College Engineering Technology students. The endowment was made possible through generous donations from OACETT's Carole and George Fletcher Foundation and Seneca Alumni Association, both of which were matched through the Ontario Trust for Student Support program. The endowment is part of a broader capital campaign to celebrate 25 years of OACETT's bursary program by endowing 25 funds at colleges across Ontario.

DIALOG donation to support Seneca students focusing on sustainability

The award-winning national design firm DIALOG invested in Seneca students by establishing the DIALOG Environmental Sustainability Award for those studying in environmentally-focused programs at the College. This \$30,000 donation helped to create three awards for full-time students who demonstrate financial need, maintain high academic standing and demonstrate a commitment to environmental sustainability.

Famed metallurgist Dr. Ursula Franklin donates gift in kind of books

Dr. Ursula Franklin, a famed metallurgist, former U of T professor, current Massey Fellow, and winner of the Pearson Medal of Peace donated her extensive collection of books regarding Chinese material culture to the Confucius Institute. The value of the collection is approximately \$15,000. The collection contains some very scarce and important books relating to Chinese culture, art and artifacts and will be of great research value to the Institute.

Triumph Express supports International Transportation and Customs students

The award-winning global cargo transportation, logistics, warehousing, and brokerage company has established the \$25,000 Triumph Express International Transportation and Customs Award for first-year students in the International Transportation and Customs program. Over the next five years, students interested in a career in International Transportation or Customs will be eligible for financial aid, thanks to this award.

Alumnus supports those following in his footsteps

Winston Stewart, a graduate of Seneca's Law Enforcement program, and founder of Wincon Security Services has been a longtime supporter of the College. Since graduation, he has volunteered his time and been recognized as a Distinguished alumnus. This year, Winston established the \$25,000 Winston Stewart College Opportunities Bursary for students in Seneca's College Opportunities Program. His five-year commitment to this program will assist many students looking to continue their postsecondary education and obtain the skills they need for a successful career.

Consolidated Financial Statements of

**SENECA COLLEGE OF APPLIED
ARTS AND TECHNOLOGY**

Years ended March 31, 2013 and 2012



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INDEPENDENT AUDITORS' 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 statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, the consolidated statements of operations, changes in net assets and cash flows for the years ended March 31, 2013 and March 31, 2012, the consolidated statement of remeasurement gains and losses for the year ended March 31, 2013, 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 public sector accounting standards, 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 audits. We conducted our audits 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 in our audits 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, 2013, March 31, 2012 and April 1, 2011 and its consolidated results of operations, its consolidated changes in net assets and its consolidated cash flows for the years ended March 31, 2013 and March 31, 2012 and its consolidated remeasurement gains and losses for the year ended March 31, 2013 in accordance with Canadian public sector accounting standards.

Chartered Accountants, Licensed Public Accountants

June 3, 2013
Toronto, Canada

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Financial Position

March 31, 2013, March 31, 2012 and April 1, 2011


	March 31, 2013	March 31, 2012	April 1, 2011
Assets			
Current assets:			
Cash and cash equivalents	\$ 76,942,766	\$ 47,815,638	\$ 100,359,945
Grants receivable	911,773	2,831,781	2,035,707
Accounts receivable	6,845,462	5,822,862	5,442,533
Inventory	2,214,225	2,954,681	2,361,145
Prepaid expenses	4,515,292	1,052,286	997,716
	91,429,518	60,477,248	111,197,046
Long-term investments	45,000,000	45,000,000	-
Restricted cash and investments (note 11)	16,218,159	15,472,571	12,454,492
Capital assets (note 3)	294,709,609	288,707,624	262,966,739
	\$ 447,357,286	\$ 409,657,443	\$ 386,618,277


Liabilities, Deferred Contributions and Net Assets

Current liabilities:			
Accounts payable and accrued liabilities	\$ 47,800,553	\$ 29,406,461	\$ 27,810,680
Current portion of long-term debt (note 4)	2,938,768	2,752,643	2,594,139
Due to student associations (note 5)	20,079,078	16,275,582	14,084,746
Deferred revenue	48,123,881	43,986,813	41,029,594
Employee vacation accrual	13,378,118	12,920,289	12,851,164
	132,320,398	105,341,788	98,370,323
Long-term debt (note 4)	53,021,675	55,960,443	58,713,086
Deferred derivative liability (note 9)	6,547,141	6,346,775	3,809,224
Post-employment benefits and compensated absences (note 8)	14,189,000	15,197,000	16,943,000
	206,078,214	182,846,006	177,835,633
Deferred contributions (note 6)	2,933,489	2,816,458	2,007,129
Deferred contributions for capital assets (note 7)	105,932,068	110,586,584	116,293,374
	108,865,557	113,403,042	118,300,503
Net assets:			
Unrestricted:			
Operating	17,851,780	12,991,934	69,377
Post-employment benefits and compensation absences	(14,189,000)	(15,197,000)	(16,943,000)
Vacation pay	(13,378,118)	(12,920,289)	(12,851,164)
Deferred derivative liability	-	(6,346,775)	(3,809,224)
	(9,715,338)	(21,472,130)	(33,534,011)
Investment in capital assets (note 12(a))	132,817,098	119,407,954	111,561,660
Externally restricted (endowments) (note 11)	15,858,896	15,472,571	12,454,492
	138,960,656	113,408,395	90,482,141
Accumulated rereasurement losses	(6,547,141)	-	-
	132,413,515	113,408,395	90,482,141
Commitments and contingent liabilities (note 13)			
	\$ 447,357,286	\$ 409,657,443	\$ 386,618,277

See accompanying notes to consolidated financial statements.

On behalf of the Board of Governors:

 Chair

 President

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Operations

Years ended March 31, 2013 and 2012

	2013	2012
Revenues:		
Government operating grant	\$ 130,349,955	\$ 130,473,387
Tuition and related fees	140,348,379	131,569,826
Ancillary	28,234,335	28,349,915
Amortization of deferred capital contributions	7,989,426	8,235,951
Deferred contributions recognized	2,255,217	1,928,477
Student and alumni associations	1,927,226	1,575,478
Other	22,566,949	22,405,640
	<u>333,671,487</u>	<u>324,538,674</u>
Expenses:		
Salaries and benefits	199,720,774	192,947,282
Operating (note 4)	49,755,017	46,435,458
Plant and property maintenance	10,130,069	10,180,411
Bursaries and scholarships	10,206,147	9,657,750
Ancillary	22,718,973	22,587,086
Amortization of capital assets	22,321,346	20,284,961
	<u>314,852,326</u>	<u>302,092,948</u>
Excess of revenues over expenses	\$ 18,819,161	\$ 22,445,726

See accompanying notes to consolidated financial statements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Changes in Net Assets

Years ended March 31, 2013 and 2012

March 31, 2013	Endowments	Investment in capital assets	Unrestricted	Total
Net assets, beginning of year	\$ 15,472,571	\$ 119,407,954	\$ (21,472,130)	\$ 113,408,395
Reclassification of fair value on derivative instrument due to adoption of PS 3450 (note 2(e))	–	–	6,346,775	6,346,775
Excess (deficiency) of revenues over expenses	–	(14,331,920)	33,151,081	18,819,161
Endowment contributions	386,325	–	–	386,325
Net change in investment in capital assets (note 12(b))	–	27,741,064	(27,741,064)	–
Net assets, end of year	\$ 15,858,896	\$ 132,817,098	\$ (9,715,338)	\$ 138,960,656

March 31, 2012	Endowments	Investment in capital assets	Unrestricted	Total
Net assets, beginning of year	\$ 12,454,492	\$ 111,561,660	\$ (33,534,011)	\$ 90,482,141
Excess (deficiency) of revenues over expenses	–	(12,049,010)	34,494,736	22,445,726
Endowment contributions	3,244,219	–	–	3,244,219
Change in fair value (unrealized loss) on endowment investments	(226,140)	–	–	(226,140)
Change in fair value of derivative instrument	–	–	(2,537,551)	(2,537,551)
Net change in investment in capital assets (note 12(b))	–	19,895,304	(19,895,304)	–
Net assets, end of year	\$ 15,472,571	\$ 119,407,954	\$ (21,472,130)	\$ 113,408,395

See accompanying notes to consolidated financial statements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Cash Flows

Years ended March 31, 2013 and 2012

	2013	2012
Cash provided by (used in):		
Operating activities:		
Excess of revenues over expenses	\$ 18,819,161	\$ 22,445,726
Items not involving cash:		
Amortization of capital assets	22,321,346	20,284,961
Amortization of deferred contributions related to capital assets	(7,989,426)	(8,235,951)
Employee future benefits	(357,388)	(1,593,581)
	32,793,693	32,901,155
Change in non-cash operating working capital:		
Decrease (increase) in grants receivable	1,920,008	(796,074)
Increase in accounts receivable	(1,022,600)	(380,329)
Decrease (increase) in inventory	740,456	(593,536)
Increase in prepaid expenses	(3,463,006)	(54,570)
Increase in accounts payable and accrued liabilities	18,394,092	1,595,781
Increase in due to student associations	3,803,496	2,190,836
Increase in deferred revenue	4,137,068	2,957,219
Increase in employee vacation accrual	457,829	69,125
Decrease in post-employment benefits and compensated absences	(650,612)	(152,419)
	57,110,424	37,737,188
Capital activities:		
Contributions received for capital assets	3,334,910	2,529,161
Purchase of capital assets	(28,323,331)	(46,025,846)
	(24,988,421)	(43,496,685)
Financing activities:		
Increase (decrease) in deferred contributions	(242,232)	809,329
Principal payments on long-term debt	(2,752,643)	(2,594,139)
Endowment contributions	386,325	3,244,219
	(2,608,550)	1,459,409
Investing activities:		
Purchase of long-term investments	-	(45,000,000)
Increase in restricted cash and investments	(386,325)	(3,244,219)
	(386,325)	(48,244,219)
Increase (decrease) in cash and cash equivalents	29,127,128	(52,544,307)
Cash and cash equivalents, beginning of year	47,815,638	100,359,945
Cash and cash equivalents, end of year	\$ 76,942,766	\$ 47,815,638
Supplemental cash flow information:		
Interest paid	\$ 3,726,823	\$ 3,903,825

See accompanying notes to consolidated financial statements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2013

Accumulated remeasurement gains and losses, beginning of year	\$	–
Adjustment upon adoption of financial instruments section (note 2(e))		(6,346,775)
Unrealized loss on derivative instrument		(200,366)
<hr/>		
Accumulated remeasurement gains and losses, end of year	\$	(6,547,141)

See accompanying notes to consolidated financial statements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Years ended March 31, 2013 and 2012

Seneca College of Applied Arts and Technology (the "College") 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 (Canada).

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

These consolidated financial statements reflect the assets, liabilities, net assets, revenues, expenses and other transactions of operations and organizations controlled by the College. As such, the consolidated financial statements include academic, administrative and other operating expenses 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.

1. Significant accounting policies:

(a) Basis of accounting:

These consolidated financial statements are the representation of management and have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations ("NPOs"), including the 4200 Series of Standards, as issued by the Public Sector Accounting Board ("PSAB for Government NPOs").

(b) Subsidiary:

These consolidated financial statements reflect the assets, liabilities, revenues and expenses of the College and its wholly owned subsidiary, Seneca Corporation. All inter-organizational balances are eliminated on consolidation.

(c) Revenue recognition:

The College follows the deferral method of accounting for contributions, which includes 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 in the consolidated statements of operations.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies (continued):

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

Restricted investment income that must be maintained as an endowment is credited to deferred contributions until the related expense is incurred. Unrestricted investment income is recognized as revenue when earned.

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

(d) Cash equivalents:

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

(e) Long-term investments:

Long-term investments consist of guaranteed investment certificates with maturity dates of greater than one year at the date of acquisition.

(f) Valuation of inventory:

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

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies (continued):

(g) Derivative financial instrument:

A derivative financial instrument is 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 an interest rate swap agreement to economically manage the floating interest rate of a portion of the debt portfolio and the related overall cost of borrowing.

(h) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

(i) Fair value:

This category includes derivatives and equity instruments quoted in an active market. The College has elected to continue carrying externally restricted endowment investments, consisting of restricted cash and investments that would otherwise be classified into the amortized cost category at fair value as the College reports performance of it on a fair value basis.

They are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the consolidated statement of remeasurement gains and losses until they are realized, when they are transferred to the consolidated statements of operations.

Unrealized changes in fair value of a financial asset in a fair value category that is externally restricted are recorded in deferred contributions.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies (continued):

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the consolidated statements of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the consolidated statements of financial position for restricted investments and the consolidated statements of operations for unrestricted investments.

(ii) Amortized cost:

This category includes grants receivable, accounts receivable, long-term investments, accounts payable and accrued liabilities, employee vacation accrual, current portion of long-term debt and long-term debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the consolidated statements of operations.

(i) 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 the 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 over the estimated useful lives of the assets as follows:

Land and improvements	10 years
Buildings	40 years
Leasehold improvements	Over lease term
Furniture	5 years
Equipment	5 - 10 years
Computer equipment	3 -5 years

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies (continued):

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

(j) 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 capital leases as though an asset had been purchased and a liability incurred.

(k) Student organizations:

These consolidated 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.

(l) Retirement and post-employment benefits and compensated absences:

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, life insurance benefits, vesting sick leave, non-vesting sick leave, short-term disability and maternity leave. The College has adopted the following policies with respect to accounting for these employee benefits:

(i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the year.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies (continued):

- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service lives of the employees.
- (iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.
- (v) The cost of short-term disability and maternity leave is determined using management's best estimate of the length of the compensated absences.

(m) Use of estimates:

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues and expenses during the years, in addition to the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the dates of the consolidated financial statements. The most significant items subject to management's estimation are the fair value of deferred derivative liability, allowance for doubtful accounts, carrying amounts of capital assets, accrued liabilities and post-employment benefits and compensated absences. Actual results could differ from those estimates.

2. First-time adoption of public sector accounting standards:

The Public Sector Accounting Board ("PSAB") issued new standards for Government NPOs. For years beginning on or after January 1, 2012, Government NPOs have a choice of:

- (1) Public sector accounting standards, including PS 4200 - 4270 for Government NPOs; or
- (2) Public sector accounting standards.

The College has chosen to follow public sector accounting standards, including PS 4200 - 4270 for Government NPOs.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. First-time adoption of public sector accounting standards (continued):

Effective April 1, 2012, the College adopted the requirements of the new accounting framework, PSAB for Government NPOs. These are the College's first consolidated financial statements prepared in accordance with this framework and the transitional provisions of Section 2125, First-time Adoption by Government Organizations ("PS 2125") have been applied. PS 2125 requires retroactive application of the accounting standards with certain elective exemptions and mandatory exceptions. The accounting policies set out in the summary of significant accounting policies have been applied in preparing the consolidated financial statements for the year ended March 31, 2013, the comparative information presented in these financial statements for the year ended March 31, 2012 and in the preparation of an opening PSAB for Government NPOs consolidated statement of financial position at the date of transition of April 1, 2011 with the exception of PS 3450 - Financial Instruments which has been applied with an effective date of April 1, 2012 (see note 2(e) - Change in Accounting Policy).

The College issued consolidated financial statements for the year ended March 31, 2011 using Canadian generally accepted accounting principles ("GAAP") prescribed by The Canadian Institute of Chartered Accountants' Handbook - Accounting Part V - Pre-changeover Accounting Standards. The adoption of PSAB for Government NPOs resulted in adjustments to the previously reported assets, liabilities, net assets, excess of revenues over expenses and cash flows of the College. An explanation of how the transition from pre-changeover Canadian GAAP to PSAB for Government NPOs has affected the College's consolidated financial position, operations, changes in net assets and cash flows is set out in the following notes and tables.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. First-time adoption of public sector accounting standards (continued):

The following exemptions and exceptions were used at the date of transition to Canadian public sector accounting standards for government not-for-profit organizations:

(a) Optional exemptions:

Actuarial gains and losses on post-employment benefit obligations and compensated absences:

Pre-changeover Canadian GAAP allowed the College to only recognize actuarial gains and losses that exceeded certain prescribed amounts (the "corridor approach"). PSAB for Government NPOs requires the amortization of actuarial gains and losses on post-employment benefit obligations and compensated absences to be amortized over the estimated average remaining service life of employees. Retroactive application of this approach would require the College to split the cumulative actuarial gains and losses from the inception of the plan until the date of transition to PSAB for Government NPOs into a recognized portion and an unrecognized portion. The College has elected to recognize all cumulative actuarial gains and losses as the date of transition to PSAB for Government NPOs directly in net assets. Actuarial gains and losses subsequent to the date of transition to PSAB for Government NPOs are accounted for in accordance with PS 3250 - Retirement Benefits.

(b) Mandatory exceptions:

Estimates:

The estimates previously made by the College under pre-changeover Canadian GAAP were not revised for the application of PSAB for Government NPOs, except where necessary, to reflect any difference in accounting policy or where there was objective evidence that those estimates were in error. As a result, the College has not used hindsight to revise estimates.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. First-time adoption of public sector accounting standards (continued):

(c) Reconciliation of net assets and excess of revenues over expenses:

In preparing these consolidated financial statements, management has amended certain accounting policies previously applied in the pre-changeover Canadian GAAP financial statements to comply with PSAB for Government NPOs. The comparative figures for March 31, 2012 were restated to reflect these adjustments. The following reconciliations and explanatory notes provide a description of the effect of the transition from pre-changeover Canadian GAAP to PSAB for Government NPOs on net assets and excess of revenues over expenses:

Consolidated statement of financial position as at March 31, 2012:

	Pre-changeover Canadian GAAP	Transition adjustments			PSAB for Government NPOs
		Adjustment (i)	Adjustment (ii)	Adjustment (iii)	
Liabilities:					
Post-employment benefits:					
Vesting sick leave	\$ 5,668,181	\$ -	\$ -	\$ (2,379,181)	\$ 3,289,000
Non-vesting sick leave	-	10,014,000	-	-	10,014,000
Post-retirement benefits	1,397,000	-	283,000	214,000	1,894,000
	<u>\$ 7,065,181</u>	<u>\$ 10,014,000</u>	<u>\$ 283,000</u>	<u>\$ (2,165,181)</u>	<u>\$ 15,197,000</u>
Net assets:					
Post-employment benefits	\$ (7,065,181)	\$ (10,014,000)	\$ (283,000)	\$ 2,165,181	\$ (15,197,000)

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. First-time adoption of public sector accounting standards (continued):

Consolidated statement of financial position as at April 1, 2011 - transition date:

	Pre-changeover Canadian GAAP	Transition adjustments			PSAB for Government NPOs
		Adjustment (i)	Adjustment (ii)	Adjustment (iii)	
Liabilities:					
Post-employment benefits:					
Vesting sick leave	\$ 5,820,600	\$ -	\$ -	\$ (1,239,600)	\$ 4,581,000
Non-vesting sick leave	-	10,525,000	-	-	10,525,000
Retirement benefits	1,388,000	-	264,000	185,000	1,837,000
	<u>\$ 7,208,600</u>	<u>\$ 10,525,000</u>	<u>\$ 264,000</u>	<u>\$ (1,054,600)</u>	<u>\$ 16,943,000</u>
Net assets:					
Post-employment benefits	\$ (7,208,600)	\$ (10,525,000)	\$ (264,000)	\$ 1,054,600	\$ (16,943,000)

Consolidated statement of operations for the year ended March 31, 2012:

	Sub-note	Pre-changeover Canadian GAAP	Adjustments	PSAB for Government NPOs
Salaries and benefits	(i), (ii), (iii)	\$ 194,549,863	\$ (1,602,581)	\$ 192,947,282
Excess of revenues over expenses	(i), (ii), (iii)	\$ 20,843,145	\$ 1,602,581	\$ 22,445,726

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. First-time adoption of public sector accounting standards (continued):

Explanations for adjustments to PSAB for Government NPOs:

(i) Non-vesting sick leave:

PSAB for Government NPOs requires the recognition of a liability for sick leave benefits that accumulate, but do not vest, which was not required under pre-changeover Canadian GAAP. As a result, the College has recognized a liability and charge to net assets, as described in the tables above.

(ii) Amortization of actuarial gains/losses:

As discussed in note 2(a), the College has elected to recognize actuarial gains and losses at the date of transition to PSAB for Government NPOs directly in net assets. As a result, the College has recognized an increased liability and a charge to net assets, as described in the tables above.

(iii) Discount rate used to calculate post-employment benefits and compensated absences liabilities:

PSAB for Government NPOs requires these liabilities to be calculated with a discount rate that is equal to either the College's rate of borrowing or the rate of return on the plan assets. Pre-changeover Canadian GAAP required the discount rate to be equal to the yield on high quality corporate bonds. The College has chosen to discount these liabilities using its internal rate of borrowing. The change in the discount rate resulted in changes to the related liabilities and adjustments to excess of revenues over expenses, as described in the tables above.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. First-time adoption of public sector accounting standards (continued):

(d) Consolidated statement of cash flows for the year ended March 31, 2012:

The transition to PSAB for Government NPOs had no impact on total operating or financing activities on the consolidated statement of cash flows. The change in excess of revenues over expenses for the year ended March 31, 2012 has been offset by adjustments to operating activities. The transition to PSAB for Government NPOs resulted in the reclassification of cash receipts and outflows relating to the acquisition of tangible capital assets from investing activities to capital activities. The capital section of the consolidated statement of cash flows did not exist prior to the transition to PSAB for Government NPOs.

(e) Change in accounting policy:

On April 1, 2012, the College adopted Public Accounting Standards: PS 3450, Financial Instruments ("PS 3450") and PS 2601, Foreign Currency Translation. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450, all financial instruments, including derivatives, are included on the consolidated statements of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the College's accounting policy choices (see note 1(h)(i)).

In accordance with the provisions of this new standard, the College reflected the following adjustment:

On April 1, 2012, an increase of \$6,346,775 to unrestricted net assets and a decrease of \$6,346,775 to accumulated remeasurement gains (losses) due to the fair value of the College's derivative instrument (interest rate swap) being reclassified to accumulated remeasurement gains (losses).

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

3. Capital assets:

March 31, 2013	Cost	Accumulated amortization	Net book value
Land and improvements	\$ 69,957,530	\$ 28,469,782	\$ 41,487,748
Buildings	279,456,008	87,870,769	191,585,239
Leasehold improvements	25,090,183	10,071,001	15,019,182
Furniture	15,056,003	10,832,855	4,223,148
Equipment	60,481,999	42,400,619	18,081,380
Computer equipment	96,823,395	82,668,726	14,154,669
Construction in progress	10,158,243	—	10,158,243
	\$ 557,023,361	\$ 262,313,752	\$ 294,709,609

During 2013, construction in progress of \$769,585 was completed, transferred to capital assets and amortization commenced.

March 31, 2012	Cost	Accumulated amortization	Net book value
Land and improvements	\$ 67,504,267	\$ 23,892,239	\$ 43,612,028
Buildings	279,456,008	81,250,873	198,205,135
Leasehold improvements	25,090,183	8,993,549	16,096,634
Furniture	12,535,817	10,017,502	2,518,315
Equipment	53,872,510	39,989,809	13,882,701
Computer equipment	89,965,859	76,674,216	13,291,643
Construction in progress	1,101,168	—	1,101,168
	\$ 529,525,812	\$ 240,818,188	\$ 288,707,624

During 2012, construction in progress of \$37,580,066 was completed, transferred to buildings and amortization commenced.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

3. Capital assets (continued):

April 1, 2011	Cost	Accumulated amortization	Net book value
Land and improvements	\$ 62,092,211	\$ 19,656,945	\$ 42,435,266
Buildings	221,213,975	75,130,838	146,083,137
Leasehold improvements	25,090,183	7,916,096	17,174,087
Furniture	10,363,752	9,407,476	956,276
Equipment	45,764,144	37,625,816	8,138,328
Computer equipment	81,680,910	71,081,331	10,599,579
Construction in progress	37,580,066	—	37,580,066
	<u>\$ 483,785,241</u>	<u>\$ 220,818,502</u>	<u>\$ 262,966,739</u>

Included in capital assets are aircraft assets that were under capital leases with a cost of \$1,855,188 and net book value of nil. As at March 31, 2011, those leases have expired, the obligations have been repaid and the ownership of those assets has transferred to the College.

4. Long-term debt:

The College has negotiated or assumed the following long-term debt commitments:

	March 31, 2013	March 31, 2012	April 1, 2011
Loan (a)	\$ —	\$ —	\$ 16,946
Mortgage (b)	15,614,714	16,671,651	17,659,553
Mortgage (c)	5,600,812	5,945,308	6,269,116
Mortgage (d)	10,605,917	11,117,127	11,593,610
Bankers' acceptance loan (e)	24,139,000	24,979,000	25,768,000
	<u>55,960,443</u>	<u>58,713,086</u>	<u>61,307,225</u>
Less current portion	2,938,768	2,752,643	2,594,139
	<u>\$ 53,021,675</u>	<u>\$ 55,960,443</u>	<u>\$ 58,713,086</u>

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

4. Long-term debt (continued):

Interest on long-term debt amounted to \$3,726,823 (2012 - \$3,903,825), included in operating expenses.

- (a) Loan used for construction at the Seneca@ York campus. The loan matured on September 1, 2011 and was non-interest bearing.
- (b) 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.
- (c) 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.
- (d) Mortgage on the student residence 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.
- (e) The College negotiated a term bank loan, by way of a bankers' acceptance loan, 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 \$840,000 in 2013 (2012 - \$789,000), maturing June 25, 2029. 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 9).

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

2014	\$ 2,938,768
2015	3,137,178
2016	3,350,516
2017	3,576,482
2018	3,819,816
Thereafter	39,137,683
	\$ 55,960,443

The fair value of these loans and mortgages as at March 31, 2013 is estimated by management to be \$82,435,700 (March 31, 2012 - \$82,356,700; April 1, 2011 - \$76,353,700).

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

5. Due to student associations:

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

6. 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:

	March 31, 2013	March 31, 2012	April 1, 2011
Balance, beginning of year	\$ 2,816,458	\$ 2,007,129	\$ 1,906,993
Add amount received from:			
Set aside tuition	6,134,850	5,711,305	5,851,167
Other sources	2,012,985	2,737,806	2,523,336
Unrealized gain on endowments	359,263	—	—
Less amounts disbursed:			
Set aside tuition	6,134,850	5,711,305	5,851,167
Other sources	2,255,217	1,928,477	2,423,200
Balance, end of year	\$ 2,933,489	\$ 2,816,458	\$ 2,007,129
Deferred contributions are comprised of:			
Scholarships and bursaries	\$ 526,660	\$ 818,225	\$ 362,424
Joint employment stability reserve	788,195	779,923	772,332
Prepaid leave plan	286,216	221,398	136,730
Endowment interest funds (note 11)	189,525	179,807	152,334
Unrealized gain on endowments	359,263	—	—
Other	783,630	817,105	583,309
	\$ 2,933,489	\$ 2,816,458	\$ 2,007,129

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

7. 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 consolidated statements 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:

	March 31, 2013	March 31, 2012	April 1, 2011
Balance, beginning of year	\$ 110,586,584	\$ 116,293,374	\$ 99,099,875
Amortization of deferred capital contributions	(7,989,426)	(8,235,951)	(7,388,157)
Contributions received for capital purposes	3,334,910	2,529,161	24,581,656
Balance, end of year	\$ 105,932,068	\$ 110,586,584	\$ 116,293,374

Unspent (construction in progress) contributions for capital assets:

	March 31, 2013	March 31, 2012	April 1, 2011
The Ministry of Training, Colleges and Universities ("MTCU"):			
Knowledge Infrastructure Project	\$ –	\$ –	\$ 24,700,000
Campus Renewal Program	–	–	681,204
Other	–	–	814,316
	\$ –	\$ –	\$ 26,195,520

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

8. Post-employment benefits and compensated absences liabilities:

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses:

2013	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,363,000	\$ 9,747,000	\$ 2,554,000	\$ 14,664,000
Value of plan assets	(312,000)	–	–	(312,000)
Unamortized actuarial losses	(58,000)	(120,000)	15,000	(163,000)
Total liability	\$ 1,993,000	\$ 9,627,000	\$ 2,569,000	\$ 14,189,000

2012	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,272,000	\$ 10,529,000	\$ 3,355,000	\$ 16,156,000
Value of plan assets	(346,000)	–	–	(346,000)
Unamortized actuarial losses	(32,000)	(515,000)	(66,000)	(613,000)
Total liability	\$ 1,894,000	\$ 10,014,000	\$ 3,289,000	\$ 15,197,000

2013	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ 166,000	\$ 543,000	\$ 136,000	\$ 845,000
Interest on accrued benefit obligation	11,000	235,000	68,000	314,000
Amortized actuarial losses	4,000	51,000	25,000	80,000
Total expenses	\$ 181,000	\$ 829,000	\$ 229,000	\$ 1,239,000

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

8. Post-employment benefits and compensated absences liabilities (continued):

2012	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ 137,000	\$ 491,000	\$ 129,000	\$ 757,000
Interest on accrued benefit obligation	17,000	316,000	120,000	453,000
Amortized actuarial losses	—	—	—	—
Total expenses	\$ 154,000	\$ 807,000	\$ 249,000	\$ 1,210,000

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer plan, described below:

(a) Retirement benefits:

Employees of the College are members of the Plan, which is a multi-employer, jointly sponsored defined benefit plan for eligible employees of the Colleges of Applied Arts and Technology in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2012 indicated an actuarial surplus of \$154,000,000. In 2013, the College's contributions amounted to \$15,141,536 (2012 - \$13,681,951) to the Plan.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

8. Post-employment benefits and compensated absences liabilities (continued):

(b) Post-employment benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

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

(i) Discount rate:

The present value, as at March 31, 2013, of the future benefits was determined using a discount rate of 2.10% (2012 - 2.25%).

(ii) Drug costs:

Drug costs were assumed to increase at a 10.50% rate for 2013 (2012 - 10.50%) and decrease proportionately thereafter to an ultimate rate of 4.00% in 2026 for fiscal 2013 (2012 - 4.50%).

(iii) Other medical:

Other medical costs and vision/hearing care were assumed to increase at 4.50% per annum (2012 - 4.50%).

(iv) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2013 (2012 - 4.5%).

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

8. Post-employment benefits and compensated absences liabilities (continued):

(c) Compensated absences:

(i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

(ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2013	2012
Wage and salary escalation	0.00% - 2.00%	1.50% - 2.00%
Discount rate	2.10%	2.25%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0.00% to 38.70% and 0 to 52.6 days, respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

9. Financial instruments:

The following tables provide cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below.

	Fair value	Amortized cost
Cash and cash equivalents	\$ 76,942,766	\$ —
Grants receivable	—	911,773
Accounts receivable	—	6,845,462
Long-term investments	—	45,000,000
Restricted cash and investments	16,218,159	—
Accounts payable and accrued liabilities	—	47,800,553
Current portion of long-term debt	—	2,938,768
Employee vacation accrual	—	13,378,118
Long-term debt	—	53,021,675
Deferred derivative liability	6,547,141	—
	\$ 99,708,066	\$ 169,896,349

Long-term investments consist of redeemable guaranteed investment certificates with a maturity date of September 12, 2013 and interest rate at maturity of 1.86%. Restricted cash and investments are externally restricted for endowment purposes (note 11) and consist of equity instruments in Canadian public companies, government and corporate bonds and guaranteed investment certificates.

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(e)). Under the terms of the interest rate swap agreement, the College has contracted with the counterparty to pay a fixed rate of interest of 5.607% (2012 - 5.607%), while receiving interest at a variable rate to be set quarterly based on the bankers' acceptance rates which ranged from 1.28% to 1.31% (2012 - 1.28% to 1.29%) 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, 2013 is \$24,139,000 (March 31, 2012 - \$24,979,000; April 1, 2011 - \$25,768,000) and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap agreement at March 31, 2013 is \$6,547,141 (March 31, 2012 - \$6,346,775; April 1, 2011 - \$3,809,224) and is recorded as a deferred derivative liability on the consolidated statements of financial position.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

9. Financial instruments (continued):

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3 based on the degree to which the fair value is observable:

- Level 1 - fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 - fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 - fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

All cash and cash equivalents and restricted cash and investments are classified as Level 1 financial instruments. The deferred derivative liability is classified as a Level 3 financial instrument.

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2013 and 2012. There were also no transfers in or out of Level 3. For a sensitivity analysis of financial instruments recognized in Level 3, see note 10 - interest rate risk, as the prevailing interest rate is the most significant input into the fair value of the instrument.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

10. Financial instruments and risk management:

(a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash and accounts receivable. The College holds its cash accounts with federally regulated chartered banks which are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$100,000 (March 31, 2012 - \$100,000; April 1, 2011 - \$100,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU and puts limits on the bond portfolio, including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in government bonds, bank-listed Schedule I or Schedule II or a branch in Canada of an authorized foreign bank under the Bank Act. Externally restricted and endowment funds, which are generally money and donations for scholarships and bursaries, can be invested in corporate bonds with a credit rating of A(R-1) or better. All other College funds are restricted to corporate bonds with a rating of AAA.

The maximum exposure to investment credit risk is outlined in note 9.

Accounts receivable are ultimately due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

10. Financial instruments and risk management (continued):

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding were as follows:

	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	91 - 120 days
Grants receivable	\$ 911,773	\$ 911,773	\$ -	\$ -	\$ -
Other receivables	7,569,492	4,298,215	410,314	683,269	2,177,694
Gross receivables	8,481,265	5,209,988	410,314	683,269	2,177,694
Less impairment allowances	724,030	-	-	-	724,030
	<u>\$ 7,757,235</u>	<u>\$ 5,209,988</u>	<u>\$ 410,314</u>	<u>\$ 683,269</u>	<u>\$ 1,453,664</u>

Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU. The policy's application is monitored by management, the investment managers and the board of governors. Diversification techniques are utilized to minimize risk.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

10. Financial instruments and risk management (continued):

The investment policy outlines an asset mix comprising:

Fixed income	25% - 50%
Equities	50% - 65%
Cash and short-term investments	0% - 15%

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(i) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign exchange rates when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure risk.

(ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its fixed income securities and long-term debt.

The College mitigates interest rate risk on its long-term debt (note 4(e)) through a derivative financial instrument that exchanges the variable rate inherent in the long-term debt for a fixed rate (note 9). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt. In addition, the College's other long-term debt, as described in note 4(a) to (d) would not be impacted as the inherent rates are fixed.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

10. Financial instruments and risk management (continued):

Fixed income securities have yields varying from 0.9% to 5.5% (2012 - 0.6 to 7.3%) with maturity dates ranging from May 2013 to October 2046 (2012 - April 2012 to December 2045).

At March 31, 2013, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of the bonds and the interest rate swap of \$166,003 and \$ 2,327,148, respectively.

There have been no significant changes from the previous year in the exposure to interest rate risk or policies, procedures and methods used to measure the risk.

(iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings with its investment portfolio. At March 31, 2013, a 10% movement in the stock markets with all variables held constant would have an estimated effect on the fair values of the College's equities of \$460,946.

There have been no significant changes from the previous year in the exposure to the risk or policies, procedures and methods used to measure the risk.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

10. Financial instruments and risk management (continued):

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near term if unexpected cash outflows arise. The following tables set out the contractual maturities (representing undiscounted contractual cash flows of financial liabilities):

	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years
Accounts payable and accrued liabilities	\$ 46,978,655	\$ 821,898	\$ —	\$ —
Employee vacation accrual	11,342,612	2,035,506	—	—
Current portion of long-term debt	1,427,678	1,511,090	—	—
Long-term debt	—	—	17,961,300	35,060,375

Derivative financial liabilities mature, as described in note 9.

There have been no significant changes from the previous year in the exposure to liquidity risk or policies, procedures and methods used to measure the risk.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

11. Externally restricted net assets:

Externally restricted net assets include endowment funds which 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 are donated. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they are provided.

Endowment funds of \$15,858,896 consist of restricted cash and investments plus an unrealized gain of \$359,263 recorded in deferred contributions (note 6) in fiscal 2013. The fair value of the restricted cash and investments at March 31, 2013 is \$16,218,159 (March 31, 2012 - \$15,472,571; April 1, 2011 - \$12,454,492), which represents funds restricted as to use and are not available for general operations.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the consolidated statements of operations since this income is available for disbursement as scholarships and bursaries and the donor's conditions were met. The unspent portion of the investment income is recorded in deferred contributions. Investment income on endowments recognized and deferred was \$ 42,066 and \$189,525 (2012 - nil and \$179,807; 2011 - \$18,000 and \$152,334), respectively.

12. Investment in capital assets:

(a) Investment in capital assets represents the following:

	March 31, 2013	March 31, 2012	April 1, 2011
Capital assets	\$ 294,709,609	\$ 288,707,624	\$ 262,966,739
Less amounts financed by:			
Long-term debt (note 4)	55,960,443	58,713,086	61,307,225
Deferred capital contributions (note 7)	105,932,068	110,586,584	90,097,854
	<u>\$ 132,817,098</u>	<u>\$ 119,407,954</u>	<u>\$ 111,561,660</u>

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

12. Investment in capital assets (continued):

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

	2013	2012
Excess (deficiency) of revenues over expenses:		
Amortization of deferred contributions related to capital assets	\$ 7,989,426	\$ 8,235,951
Amortization of capital assets	(22,321,346)	(20,284,961)
	<u>\$ (14,331,920)</u>	<u>\$ (12,049,010)</u>
Net change in investment in capital assets:		
Purchase of capital assets, net	\$ 28,323,331	\$ 46,025,846
Amounts funded by deferred capital contributions	(3,334,910)	(28,724,681)
Repayments of long-term debt	2,752,643	2,594,139
	<u>\$ 27,741,064</u>	<u>\$ 19,895,304</u>

13. Commitments and contingent liabilities:

(a) 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 thereafter in aggregate under current arrangements are as follows:

2014	\$ 7,876,353
2015	7,672,687
2016	3,314,410
2017	2,474,688
2018	2,393,107
Thereafter	13,637,396
	<u>\$ 37,368,641</u>

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

13. Commitments and contingent liabilities (continued):

(b) 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.

(c) 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 consolidated 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 consolidated financial position.

(d) Letters of guarantee:

The College issues letters of guarantee through its financial institutions to provide guarantees to certain vendors. Outstanding letters of guarantee amount to \$1,753,094 as at March 31, 2013 (2012 - \$1,753,094).

(e) Indemnification agreements:

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:

- (i) 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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

13. Commitments and contingent liabilities (continued):

- (ii) 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 lawsuits 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.

- (iii) 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 consolidated statements of financial position with respect to these agreements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

14. 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 equal amount of endowed donations. The College has recorded the following amounts under the program:

	2013	2012
Schedule of Donations Received and Receivable		
Cash donations received and receivable	\$ 283,251	\$ 2,426,398
Schedule of Changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 13,434,326	\$ 11,007,928
Cash donations received and receivable	283,251	2,426,398
Fund balance, end of year	\$ 13,717,577	\$ 13,434,326
Schedule of Changes in Expendable Funds Available for Awards		
Balance, beginning of year	\$ 817,105	\$ 583,309
Investment income	335,781	233,796
Bursaries awarded (total number - 663; 2012 - nil)	(369,255)	-
Market value of gain	359,263	-
Balance, end of year	\$ 1,142,894	\$ 817,105

15. Comparative figures:

Certain 2012 figures have been reclassified to conform with the financial statement presentation adopted in 2013.