



HOW
DOES

CHANGE

HAPPEN?

SENECA COLLEGE OF
APPLIED ARTS & TECHNOLOGY

ANNUAL REPORT 2007-08

Seneca

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If there was ever a question of how to best mark a 40th anniversary, I believe that Seneca provided the answer this year: We celebrated our past while presenting a new vision of our future.

Our celebrations started with the return of Seneca's three previous presidents to symbolically reopen each of our four major campuses, and they continued with events throughout the year including an anniversary gala.

At the same time as we celebrated four decades of achievements, we offered a renewed Strategic Plan that will guide Seneca for the next four years. Based on extensive consultation with internal and external stakeholders, the Plan presents two overarching goals and a set of Core Values that will help us achieve them.

Seneca has also declared the need for a new approach to post-secondary education and has offered a polytechnic model that will serve the province and country through potentially difficult economic and workforce challenges that lie ahead of us.

As an institution, Seneca has always been a leader. Again, we take this role with the call for polytechnic education and the ability to offer a richer blend of programming and research that will best prepare our graduates to support

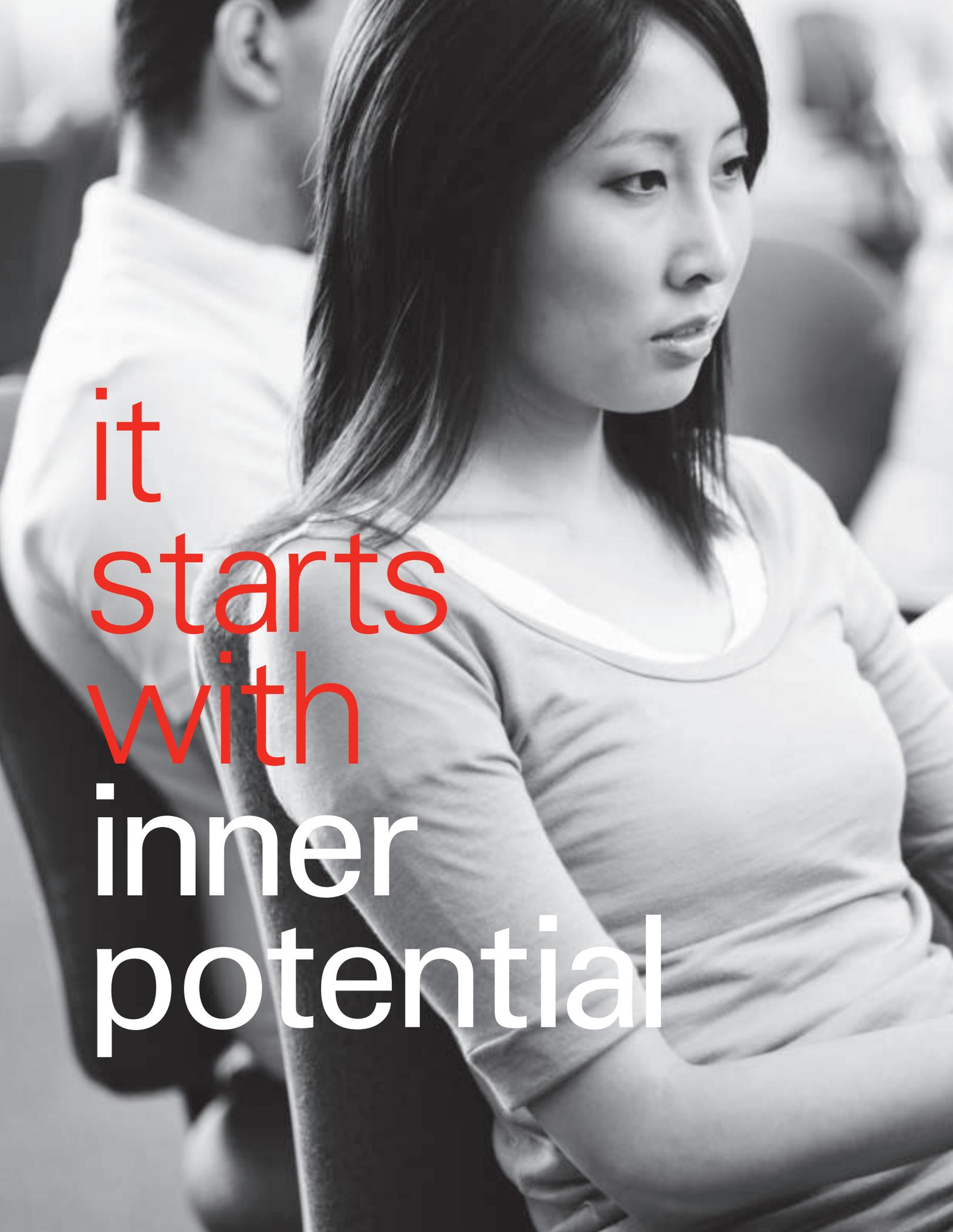
the requirements of our evolving economy. As Ontario moves from a manufacturing base, Seneca graduates will be ready for the jobs of tomorrow – jobs that don't exist as of this writing.

Seneca is fortunate that for 40 years the guidance of its boards, the foresight of its presidents and the commitment of its people have created a great base to build from.

There is no better celebration of the past than to build on its strong foundation, and that is precisely what we are doing.

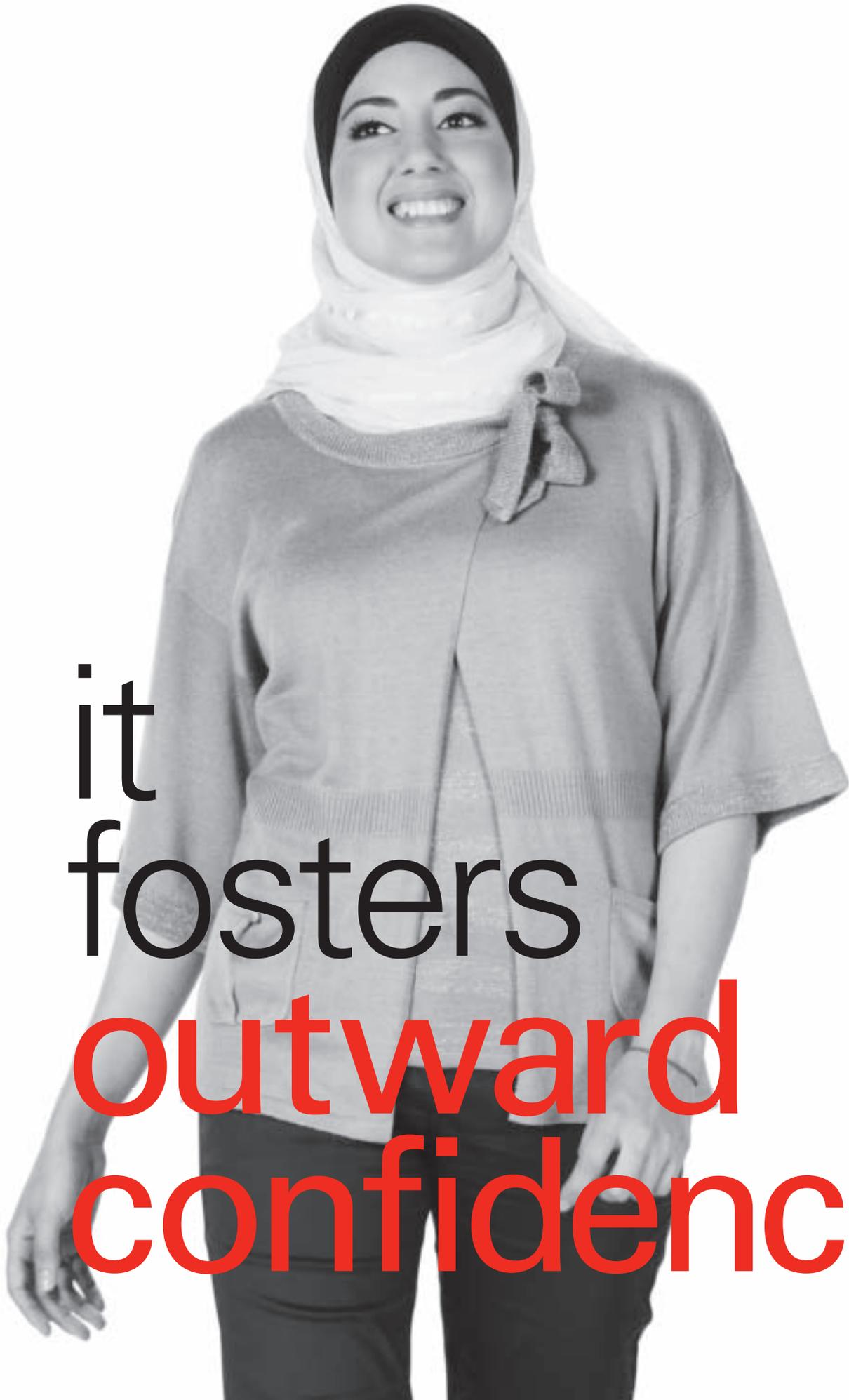
Regards,

Rick Miner PH.D.



it
starts
with
inner
potential

Feeling self-actualized is a natural by-product of a relevant education. Students learn about themselves as they pursue their goals. In our experience, they appreciate this as another benefit of the Seneca experience.



it
fosters
outward
confidence



The practical measurement of a Seneca education is the relevance and depth of the skills our graduates bring to the workplace. They prove our value in a broad range of industry and with a singular quality.

it leads to brighter futures

Every path is individual. But the qualities with which we invest the program design and classroom experience position our students to confidently pursue their own choices and ambitions. Over and over, our graduates tell us that the Seneca name has become a force of empowerment.



and it
ends
with

personal
satisfaction.

As Seneca graduates achieve their goals, enter the careers of their choice and build their lives within their own parameters of success, our name is held by them and their employers in a place of growing esteem.

SENECA
CHANGES
YOU.

A YEAR IN REVIEW

April 1, 2007, to March 31, 2008

Seneca had a number of success stories and events, many of which cannot be listed in this review due to space restrictions. The following are some of the highlights that occurred this past year.

Groundwork for a stronger future

STRATEGIC PLAN RENEWAL

Seneca's renewed Strategic Plan 2008–11 was created from the strong foundation of our previous plan with an eye on the needs of the future and our communities. Its content is based on comments and suggestions received during College-wide consultations and meetings held with external stakeholders.

Based on these consultations, the Plan presents two overarching goals:

• Superior Quality Education Experience

Student engagement and success are the most important results we deliver. These outcomes are unequivocal. We achieve them through expert faculty and staff, relevant curricula, valued credentials, opportunities for lifelong learning experiences, personal development, informed course and program choices, varied delivery options, and appropriate supports and services that are timely and targeted to individual student needs.

• Access to Success

We are the Canadian model for lifelong access to opportunities for higher education and training. Our plans to this end include a diversity of academic opportunities; credit transfer agreements; partnership agreements with governments, colleges, universities, boards of education, community groups and industry associations; supports and services that promote access, retention and student success; multiple entry and bridging opportunities; research to identify effective access and retention strategies; assistance to foreign-trained persons; and proactive

access and success strategies for students and employees with disabilities. In order to achieve the expected results from these two goals, we pursue a strategic direction that differentiates our institution in a meaningful way, adding value for our students and alumni, their employers, our employees, the communities we serve and, ultimately, society as a whole. Our strategic direction is further defined by the following priorities, which guide our work and support our commitment to a superior quality education experience and access to success:

- *Transform our institution...* as the Canadian model of polytechnic education
- *Build organizational capacity...* to support our educational philosophy
- *Create a climate of innovation and continuous improvement...* as part of a high-performance organization

OUR VALUES

The need for all Senecans to support and enact our Core Values, created with input from across the College, is seen as integral to achieving our goals.

Seneca's Core Values are:

Quality

- We are committed to the highest standards of excellence.
- We are accountable.

Learning

- We are learner-focused.
- We make informed decisions and take appropriate risks to enhance the student experience.

Responsiveness

- We monitor the global marketplace and respond quickly.
- We embrace innovation and creative thinking.

Teamwork

- We communicate effectively and honestly.
- We work collaboratively to achieve shared goals.
- We are open to each other's ideas, feedback and change.
- We establish strong partnerships.

Inclusion

- We embrace the principles of fairness and equity in everything we do.
- We treat each other with respect.
- We create and thrive in a stimulating, collegial, highly professional and receptive environment.

POLYTECHNIC ORIENTATION

By following our Strategic Plan and living our Values, Seneca will be a Canadian model for polytechnic education. In short, this means Seneca will focus on applied education that offers a broad range of programs, including apprenticeships, certificates (including Ontario College Graduate Certificates), diplomas and degrees (both baccalaureate and graduate). As well, we will expand our transfer and articulation agreements that allow students to further pursue their educational goals locally or abroad. We will also provide opportunities for applied research to give students important career-related experience while the institution forms stronger relationships with business and industry. By doing this, Seneca plans to take a significant provincial and

national leadership role in developing a new educational paradigm that is transformational and provides significant new and important opportunities for our students and Canadian society.

CELEBRATING 40 YEARS

September 6, 2007, marked the 40th anniversary of Seneca opening its doors to students. To celebrate this milestone anniversary, the College organized a year filled with activities and events, which was kicked off by “reopening” the doors at Seneca’s four main campuses. On hand were former presidents William Newnham, Roy McCutcheon and Stephen Quinlan. Other activities and events included a weekly trivia contest, the “SeneQuest” scavenger hunt competition, 1967 Retro Dress-Up Day and the 40th Anniversary Gala, which was held at the Premiere Ballroom in Markham and attended by more than 700 Senecans.

MOZILLA INVESTS IN SENECA OPEN SOURCE CURRICULUM

Seneca received a \$100,000 grant from the Mozilla Foundation to support ongoing collaboration between Mozilla and Seneca’s Centre for Development of Open Technology. This funding will be used to create a new curriculum, expand what already exists and prepare the Mozilla curriculum for use by other academic institutions. Seneca is recognized as an educational leader in teaching open source software and development and has four courses focused on the Mozilla project. Students in these courses work directly with Mozilla on the Web browser Firefox and its associated technologies.



ENDOWMENT FROM HSBC

Richard McHowat (right), Chief Operating Officer, HSBC Bank Canada, presented Seneca President Rick Miner with an endowment cheque for \$200,000 to provide two annual scholarships for students of Seneca’s Centre for Financial Services. The HSBC Bank Canada Business Studies Scholarships will be awarded to students enrolled in programs at the Centre for Financial Services who have demonstrated high academic standing and financial need. Half of the endowment will be for scholarships to Canadian students and the other half for international students.

AVAYA CANADA SUPPORTS NEW TRAINING CENTRE AT SENECA

Avaya Canada, a global leader in communication systems, applications and services, made an in-kind donation to the College to establish a new state-of-the-art training centre at Markham Campus. The new call centre lab will be used to train current call centre agents, supervisors and managers on standards, technology and processes; certify senior contact centre executives; and provide research and development opportunities for Seneca students and companies in the call centre industry.

SENECA AWARDS HONORARY DEGREES

Four prominent Canadians were awarded honorary degrees from Seneca: The Honourable David Crombie, a veteran politician and urban reformer; Jim Balsillie, co-CEO of Research In Motion; Russell Bannock, a Canadian Second World War pilot and aviation innovator; and Margaret McCain, an acclaimed advocate for quality early childhood education, were each presented with Seneca’s Honorary Bachelor of Applied Studies at convocation ceremonies.

SENECA LEADS FIRST-OF-ITS-KIND STUDY TO RESEARCH FACTORS IN STUDENT SUCCESS

Seneca is leading a first-of-its-kind research project to study whether a combination of academic mentoring, career support, college integration and financial aid will increase the success rates of at-risk college students. The Foundations for Success research project, which is funded by the Canada Millennium Scholarship Foundation and the Ministry of Training, Colleges and Universities, will target 2,700

at-risk students from Confederation, Mohawk and Seneca Colleges. The Millennium Foundation has contributed \$6.2 million for the study, and the Ministry of Training, Colleges and Universities has donated \$500,000.

SENECA EARNS ONTARIO CHAMBER OF COMMERCE AWARD FOR ACCESSIBILITY

Seneca won an Outstanding Business Achievement Award from the Ontario Chamber of Commerce for accessibility. The award highlights initiatives of the Board of Governors to ensure that Seneca is accessible and points to the significant work done by the Counselling, Disability and Health Services department, the Resolution, Equity and Diversity Centre and the Health, Safety and Wellness department to make Seneca an accessible place to learn and work. Awards in several categories were presented at a gala, and videos were shown of each winner. The videos were created by students and faculty of the School of Communication Arts.

SENECA JOB CONNECT PROGRAM RECEIVES MINISTER'S AWARD FOR EXCELLENCE

The Seneca Job Connect program at Richmond Hill Campus received a Bronze Service Quality Award from the Ministry of Training, Colleges and Universities (MTCU). This award recognizes agencies for "best practice" accomplishments in helping youth prepare for and succeed in the job market. Job Connect is a career and employment preparation program

intended to help young people make a successful transition to employment or further their education and training. It is funded by the MTCU and supports youth between 16 and 24 years of age.

SENECA LEADS COLLEGE MATH STUDY

Seneca played a lead role in the College Mathematics Project, a research study that examined the mathematics achievement of first-year college students in Ontario. Six colleges (Centennial, Humber, George Brown, Georgian, Seneca and Sheridan) and 10 district school boards analyzed the school and college records of more than 10,000 students who entered. The study found that one-third of students are failing or struggling with math in their first term at college, putting them at an "unacceptable risk" of dropping out. The study calls on both schools and families to realize college programs require solid math skills, especially in business and technology. It also calls on schools to encourage students to take the more rigorous college-preparation courses in math.

SENECA ADVERTISING CAMPAIGN BEGINS, WINS AWARD

A 30-second, fast-paced animated commercial, spotlighting our many career-related programs won gold for Best Audio, Video or Multimedia Presentation in the 2008 Canadian Council for the Advancement of Education's Prix D'Excellence awards competition. The award-winning commercial aired on TV and before movies on

theatre screens throughout the GTA. A companion radio commercial also played on 102.1 FM The Edge during its midday and evening programs. Both featured the voices of our students. The ads were part of a strategy aimed at a specific audience to increase interest in programs starting in the fall.

SENECA BOARD RECEIVES FIRST DIVERSITY AWARD

Seneca's Board of Governors received the Maytree Foundation's Diversity in Governance Award. The Diversity in Governance award is given to organizations in the GTA that have created a board of governors that reflects the diversity of the community it serves and demonstrates governance innovations that commit to diversity with tangible results. This is the first time the Maytree Foundation has presented the award. Seneca's Board of Governors comprises 20 volunteer members from the GTA who are responsible for the College's vision, direction, management, financial health and goals. Some recent accomplishments that demonstrate Seneca's Board of Governors' commitment to diversity include a commitment to diversity and equity within the College's strategic plan; approving diversity and equity-related policies such as policies on discrimination and harassment, HIV/AIDS accessibility, and religious observances; and endorsing a human resources plan that outlines a recruiting strategy that reflects the changing demographics of the GTA.

SENECA RECEIVES LERN AWARD

Seneca's Faculty of Continuing Education and Training in partnership with the Newnham Campus e-Learning Centre won a first place International LERN Award in the category of programming for the Hockey Hall of Fame Presents online general education course. The LERN awards are presented each year by the Learning Resources Network, an international association promoting lifelong learning.

SENECA'S RECYCLING EFFORTS RECOGNIZED

Seneca received the 2007 Gold Ontario Waste Minimization Awards for excellence and leadership in waste reduction and diversion initiatives. Judging was based on the following criteria:

1. Waste Audit & Waste Reduction Workplan and Waste Minimization Program
2. Waste Volume Reduction/ Recycling Statistics, Cost-Effectiveness
3. Organics Program
4. Communications to Tenants, Outside Visitors, Internal Management & Custodial Staff

5. Internal Procurement Policies & Procedures

6. Monitoring Water & Energy Usage and Implementing Reduction Programs

7. Continuous Improvement Initiatives

8. Innovation & Uniqueness

The Recycling Council of Ontario is a not-for-profit organization committed to minimizing society's impact on the environment by eliminating waste. Seneca's recycling efforts were also recognized as a finalist for 2007 Business Excellence Award by the Toronto Board of Trade and the North York Chamber of Commerce.

Leading-edge programming

NEW PROGRAMS AT SENECA

The Board of Governors approved the following programs to be offered in the fall of 2008:

- Accounting and Payroll Practitioner – Ontario College Diploma
- Business Fundamentals – Ontario College Graduate Certificate
- Student Affairs and Services – Seneca College Certificate
- Language Interpreters Training – Seneca College Certificate
- Applied Science and Technology Fundamentals – Ontario College Graduate Certificate

- Financial Services Practitioner – Ontario College Graduate Certificate
- Environmental and Site Investigation – Ontario College Graduate Certificate

FLIGHT DEGREE PROGRAM FIRST IN CANADA TO RECEIVE PRESTIGIOUS NATIONAL AND INTERNATIONAL DESIGNATIONS

Seneca's Bachelor of Applied Technology in Flight was the first in Canada to receive national recognition from Transport Canada and a prestigious international accreditation from the Aviation

Accreditation Board International (AABI). Transport Canada approved Seneca to deliver the first ever Integrated Airline Transport Pilot program. This program will give Flight degree students credit toward qualifying for their airline transport pilots licences and will prepare them to fly multi-crew aircraft. In accrediting Seneca's Flight degree, AABI acknowledges that the program is the first in Canada to achieve an international standard of quality related to interactions of faculty and students and achievement of learning goals.

SENECA LAUNCHES INDEPENDENT DIGITAL PHOTOGRAPHY PROGRAM

Independent Digital Photography is a two-year diploma program that positions students for success in the photography industry by equipping them with the creative, technical, business and entrepreneurial skills to work in a large company, open their own studio or work as freelance photographers. As part of the program's launch, a photo competition was held for a year's tuition into the program worth \$3,000.

WESTERN CITIES SEEK SENECA ASSESSORS

Representatives from the cities of Calgary and Edmonton and the province of British Columbia returned to Seneca to recruit



MINISTER VIEWS HALT DEMONSTRATION

The Honourable John Milloy, Minister of Training, Colleges and Universities, visited Newnham Campus to meet with Seneca officials, students and tour the campus. During his visit, Minister Milloy (left) and Willowdale MPP David Zimmer (centre) watched a demonstration of Seneca's Highly Accelerated Life Testing (HALT) chamber.

students from the Real Property Administration – Assessment and Appraisal program to fill the shortage of property assessors created by the booming housing market in Western Canada. John Simpson, a graduate of the program, spoke to students about his role as an assessor with the City of

Calgary. In 2006, he was one of eight students to receive an offer to work out west and now he is assessing million-dollar commercial properties.

Seneca's people make a difference

BOARD ELECTS NEW VICE-CHAIR AND WELCOMES NEW MEMBERS

The board elected Denise Cole as Vice-Chair, taking over the position from Keith Farlinger. Ms. Cole is a partner with Strategy-Corp Inc., a government relations and public affairs firm with offices in Toronto and Ottawa.

The following became members of Seneca's Board of Governors:

ANDY CANHAM is president of Sun Microsystems of Canada Inc. Mr. Canham has more than 20 years of experience in the global computer industry.

BILL HOGARTH is the director of education for the York Region District School Board. Mr. Hogarth was appointed director in 1993, after serving as a superintendent of schools in the former North York Board of Education for more than 10 years.

PHILIP S. POMEROY joined the board as the support staff representative. Throughout his 25-year career, Mr. Pomeroy has been an active member of the Seneca community, serving on a number of different committees, including the College Council, the Administration Performance Review Committee and the Centre for Professional Development.

HELEN SZUMIGAJ is vice-president, Retail Sales Canada, for Mother Parker's Tea & Coffee Inc. Ms. Szumigaj has more than 20 years experience in the food industry, within both the retail and food service segments.

TINA TEHRANCHIAN is a branch manager and financial adviser at Assante Capital Management Ltd. She is actively involved in the community, serving as director of the York Central Hospital Foundation and JVS of Greater Toronto, a not-for-profit community-based agency.

MAUREEN USMAN joined the board as the student representative. Ms. Usman is a graduate of Seneca's International Business program. During her studies at the College, she held leadership positions with SMILE (Student Mentoring in Life and Education), ACE (Advancing Canadian Entrepreneurship) and the Summer Transition Program.

LIFT AWARD WINNERS

Six Seneca faculty received an Ontario government Leadership in Faculty Teaching (LIFT) Award. The honourees were Beverley Brewer, Professor, Organization Effectiveness; Barbara Caines, Professor, School of Communication Arts; Patricia Draves, Professor, School of International Business; Jane Forbes, Professor, School of Business Management; David Hoffman, Professor, Centre for Financial Services; and Diane Meaghan, Professor, School of English & Liberal Studies. The LIFT Awards were created by the Ontario government to recognize and encourage teaching excellence at Ontario's post-secondary institutions. One hundred awards were granted to faculty across Ontario's colleges and universities who influence, motivate and inspire students and demonstrate leadership in teaching methods for the diverse student body in our province. The winners each received \$20,000 over two years to encourage continued excellence in the classroom setting.

SENECAN RECEIVES ACCC LEADERSHIP EXCELLENCE AWARD

Seneca's Katharine Janzen was named the winner of the prestigious Association of Canadian Community Colleges (ACCC) Leadership Excellence Award. With more than 30 years of service, Katharine was honoured May 29 during the ACCC Annual Conference in Montreal. Presented each year, the award recognizes outstanding leadership both within the institution and beyond to the greater community. This national recognition capped a remarkable career for Katharine, who currently leads Seneca's Office of Research and Innovation. In this role, she works to establish Seneca as a leader in applied research and advanced applied education in Canada.

SENECANS NAMED TO TOP 10 MOST INFLUENTIAL FOR ONTARIO COLLEGE SPORTS

Sweat Magazine named four current and past Senecans as the most influential people in the development and ongoing growth of sport in Ontario's colleges. Senecans making the list included Linda Stapleton, Acting Director of Athletics and Recreation; Bonnie Bacvar, former Athletic Director and currently a Counsellor with the College Vocational Program; Frank Sulatycki, former Women's Volleyball Head Coach; and John Cruickshank, former Athletic Director.

CELEBRATING EXCELLENCE AT SENECA

The College presented its annual Excellence in Seneca Awards, which recognize outstanding contributions to the advancement of the College in the areas of service, leadership, collaboration and innovation. This year's recipients were King Campus Recreation Council (Student Leadership Award); Counselling, Learning Centres, Disability and Health Services (Innovation Award); Sheilagh Stephenson, Student Adviser, School of Accounting and Finance (Distinguished Service Award: Support Staff); David Jackson, Professor, Faculty of Workforce Skills Development (Distinguished Service Award: Faculty); Georgia Smith, Professor, School of Legal and Public Administration (Distinguished Service Award: Faculty); and Maureen Dey, Dean, Faculty of Business – Arts and Commerce (Distinguished Service Award: Administration).

Working with the community

NEW FACULTY

ADDRESSES JOB TRAINING

In response to the growing demand for programs that provide academic upgrading and job training for adults, youth and internationally trained professionals in the GTA, Seneca launched a new Faculty of Workforce Skills Development. The Faculty of Workforce Skills Development will provide academic programs, such as Business Office Skills, Academic Upgrading and Academic and Career Entrance. The new faculty will also deliver employment training services, including Re-employment Services for International Professionals, Job Connect, The Mentoring Partnership, Testing of Essential Workplace Skills, Centre for Entrepreneurship and Employment Resource Centres.

SUCCESS IN PARTNERSHIP AWARDS

Seneca recognized the positive impact and economic benefits of partnerships between colleges and private-sector businesses, community organizations and committed individuals at the third annual Seneca College Board of Governors' Success in Partnership awards. These awards are an opportunity to thank those whose vision has led to partnerships with Seneca that benefit Canada's economy and open doors to new and exciting ways to work together to achieve greater levels of excellence in diverse areas.

Partnerships recognized:

- **Apotex Inc.** – Seneca's partner with the faculties of Applied Science and Engineering Technology and Continuing Education and Training in such initiatives as co-operative education placements for students, on-site training for Apotex employees, advice on

program development and donations of laboratory analytical equipment.

- **Darlene Klemchuck** – Seneca's partner as former Board of Governors Vice-Chair, current HR advisory committee member and Chair, Markham Board of Trade, in promoting initiatives and bringing other partners, such as Adecco, to the College.
- **WoodGreen Community Services** – Seneca's partner in creating pathways for success for single mothers and their children.
- **York Catholic District School Board** – Seneca's partner with the Faculty of Workforce Skills Development, Youth Employment Programs York Region and Centre for Precision Skills in supporting training and education initiatives and employment opportunities for youth.

MARKHAM AND SENECA PARTNER TO OPEN NEW SPORTS FIELD

The Town of Markham partnered with Seneca to develop a new sports field on Seneca's Markham Campus. Measuring 55 metres wide and 100 metres long, with two 10-metre end zones and goalposts, the field will be used by the College and the Markham community for recreational and varsity purposes. On hand to mark the field's opening was Markham Mayor Frank Scarpitti, who presented the second instalment of the Town of Markham's \$500,000 donation to the Markham Campus.

YORKGATE CAMPUS SUPPORTS LOCAL YOUTH

Seneca and the Shilo House of Prayer have partnered at the Yorkgate Campus to provide a

24-hour crisis intervention helpline for at risk youth and, with additional funding from the Ministry of Children and Youth Services, a Court Diversion Program will be added to the project. Youth and their families in the Jane-Finch communities will have access to school and housing advocacy, skills and employment training and life-skills training, along with support in court and sentencing issues.

MENTORING PROGRAM FOR INTERNATIONALLY TRAINED PROFESSIONALS

Seneca and the Toronto Region Immigrant Employment Council launched The Mentoring Partnership at Seneca's Employment Resource Centre on March 29. The Mentoring Partnership connects skilled immigrants with mentors in the business community so they may find meaningful employment. This new initiative will be delivered at Seneca's Employment Resource Centre in Scarborough, which offers free career planning and job search information to the community.

SENECA SUPPORTS TORONTO EATON CENTRE'S 30-YEAR CELEBRATION

As part of the Toronto Eaton Centre's 30th-year celebration, Seneca provided three galleries of apparel from the College's Fashion Resource Centre (FRC). In addition to the vintage garments, 37 fashion design sketches by Seneca students and alumni were on display and sold to raise funds for the FRC, which is home to more than 10,000 garments and fashion accessories dating from the mid-1800s to present day.

Student and graduate success

STUDENTS EARN AWARD FOR ANTI-RACISM POSTERS

A team of Seneca students who designed a series of posters aimed at ending racism won a 2007 Applied Arts Student Award for Advertising. Seneca Graphic Design students Suzy Abergel, Dominic Jalsevac, Jason Williams, Shiraz Khan and Joseph Fuda created the posters for the Human Rights Commission of Ontario as part of their Design for Social Change course. The students created three posters highlighting the effects of racism in school, the workplace and the community. Each poster features a different coloured object that has been physically hurt and isolated by racist acts.

SENECA STUDENT'S IDEA FOR SUSTAINABLE FUTURE

Heather McGregor, a first-year Environmental Technology student, finished first in the 2007 Building a Sustainable Future contest. She received \$1,000 for her project on alternative approaches to apartment living. One of the key principles of Heather's submission was the collection and reuse of water within the Newnham Campus Residence.

FASHION ARTS STUDENT WINS ORGANIC DESIGN CHALLENGE

Third-year Fashion Arts student Tracy Horner was the winner of the Apparel Design Competition – 100% Organic Challenge. In April, nine Fashion Arts students took part in the contest to design original clothing made from organic cotton. Tracy and Jane Haselgrove, who finished in second place, had their designs sold and produced by The Organic Cotton Company, sponsor of the competition.

SENECA GRAD RECEIVES UNIVERSITY SCHOLARSHIP

Seneca graduate Ashleigh Acheson received a full year's tuition to study at Griffith University in Australia. The aspiring social service worker started her first semester of the Bachelor of Social Work program in September. A graduate of Seneca's Social Service Worker program, Ashleigh won the scholarship based on her outstanding academic performance and community involvement. Seneca has a long-standing articulation agreement with the university that gives Seneca graduates advanced standing in many of its bachelor's degree programs.

GRAPHIC DESIGN STUDENT WINS LOGO COMPETITION

Seneca Graphic Design student Cory Shemuel designed the winning logo for the Consortium of Agencies Serving Internationally-trained Persons (CASIP). Cory's design was chosen from a number of submissions from students studying at the College's School of Communication Arts. Seneca is a member of CASIP, which comprises seven community-based (not-for-profit) agencies and two community colleges.



FIRST-YEAR SUCCESS AT SENECA

Sameena Topan's successful first year at Seneca was due in part to the coaching she received from Maxine Brown (right), Assistant to the Vice-President of Student Success and Enrolment Services. The two were paired together as part of the SUCCESS@Seneca initiative, a new program that matches first-year General Arts and Science students with college coaches made up of support staff, faculty and administration. These coaches are doing their part to help students with their transition through first year.



IN FULL FLIGHT

Daryl Wood's career has taken off. The Flight degree graduate was hired as a first officer with Air Canada Jazz. Since November, he has been co-piloting commercial flights across North America. Seneca's Bachelor of Applied Technology – Flight degree program trains students to work as professional pilots or in government regulatory agencies, airport authorities, flight testing and evaluation, aircraft manufacturing and marketing, and the aviation insurance industry.

SENECA STUDENTS RECREATE THE ERA OF THE *TITANIC* FOR SCIENCE CENTRE GALA

Students in Seneca College's Event Management program recreated life aboard the *Titanic* for the first annual Innovators' Ball at the Ontario Science Centre. Students, with the help of well-known event designer Sinclair Russell, created the decor for the gala, including a replica of the *Titanic's* first-class dining room and the final meal passengers ate the night the ship sank. The Event Management – Event and Exhibit Design Program aims to give students the necessary breadth and depth of knowledge to gain employment and to advance their career success within the special events and exhibit industry (galas, festivals, parades and trade shows).

STUDENT WINS YAHOO! AWARD OF EXCELLENCE

Seneca Business Administration – Marketing student Victoria George was named the winner of the Yahoo! Canada Award of Excellence. The third-year student was honoured for her standout performance at the Ontario Colleges' Marketing Competition (OCMC). Victoria placed first in the job interview portion of the competition. In addition to winning the Yahoo! Award, which earned her gift certificates and a meeting with executives of Yahoo! Search Marketing, Victoria also won the William and Margaret Lydiatt Award. It recognizes a student who has demonstrated exceptional spirit in the weeks leading up to the OCMC.

BUSINESS PLAN INITIATIVES

2007-08

Status Report

INITIATIVE A: ESTABLISH THE MARKHAM CAMPUS – PHASE THREE & FOUR

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Markham Implemented for September 2006 Student Intake

Academic Plan Phase Two – Markham

- Academic Plan implementation for September 2007 student intake.

Outcome Measures

- Three new Marketing/BCS graduates studies certificates offered in September 2007.

Status

- ACHIEVED: Brand Management, Interactive Marketing and Business Intelligence programs running.

2. Office of Research & Innovation (ORI)

Completion of College Industry Innovation Centre.

Completion of Centre for High Performance Computing.

Outcome Measures

- ORI College Industry Innovation Centre relocated to ninth floor, Markham Campus.
- High Performance Computing Lab and Training Facility operational on ninth floor of Markham Campus, with office space for university researchers.

Status

- ACHIEVED: Office of Research & Innovation moved to ninth floor at Markham Campus in mid-March 2008.

- ACHIEVED: Academic Computing Lab and Training Facility on the ninth floor at Markham Campus was completed early March 2008; workstations have been reserved for Queen's University researchers for the HPCVL research project.

3. Project Implementation Enhancement

- Renovations of the ninth floor space for research and innovation activities.

- Renovations of the seventh floor to accommodate College.

Outcome Measures

- Floor ready for occupancy by January 2008.
- Space ready for occupancy by early July.

Status

- ACHIEVED: Occupancy occurred March 2008.
- ACHIEVED: Occupancy occurred September 2008.

4. Marketing and Student Recruitment

- Continue appropriate marketing strategies.

- *Continue Markham student recruitment program.*

Outcome Measures

- Continue appropriate marketing strategies.
- *Student Recruitment program results in increased applications.*

Status

- ACHIEVED: Continue appropriate marketing strategies.
- ACHIEVED: Student Recruitment program results in increased applications.

5. Markham Capital Appeal

- Cabinet operations.

- *Recruit additional members if required.*

- *Manage a full calendar year of cabinet meetings.*

- *Seek an alumnus(a) volunteer cabinet committee member.*

- Cultivation and solicitation of leadership gift prospects

- Alumni development

- *Implement alumni campaign for Markham Campus.*

- *Politicians Familiarization Program*

- *Familiarize new municipal, provincial and federal politicians with the new campus location and continue to build relationships with those who have already toured the campus.*

- *Invite representatives from all municipalities in York Region to visit the Markham Campus and discuss opportunities for partnership and support.*

Outcome Measures

- Cabinet operations.

- *Full cabinet maintained.*

- *Cabinet meetings completed.*

- *An alumnus(a) volunteer cabinet committee member selected.*

- Prospects cultivated and gift pledges secured.

- *30 staff-driven contacts with leadership prospects.*

- *\$1.5 million pledges closed to date and \$2 million decisions pending.*

- Alumni Development.

- *Alumni campaign implemented and ongoing.*

Status

- ACHIEVED: Full cabinet maintained.
- ACHIEVED: Five cabinet meetings. Changed strategy in February 2008.
- None recruited.

25 key prospects – total of 47 personal contacts through the year.

Two recognition events on campus in which prospects were cultivated.

One community event – Advisors Breakfast – 35+ in attendance.

\$420,000 in new pledges

\$1.7 million in-kind support finalized (SAS Canada).

• ACHIEVED:

- *Completed analysis of alumni living and working in Markham/ York Region.*
- *Identified a total of 7,101 alumni in greater Markham and 19,880 in York Region.*
- *In greater Markham, 2,192 have confirmed email (5,994 in York Region).*
- *Contacts to alumni in Markham with email, regular alumni correspondence and voice broadcasts.*
- ACHIEVED: Introduced a total of 14 government officials from all three levels of government to the Markham campus, including newly elected York Region MPPs and MPs, Mayor of Markham and city counsellors from municipalities throughout York Region.
- ACHIEVED: Hosted events that government officials attended, which included the 40th anniversary grand reopening celebration, HSBC donor recognition event, Information Technology Skills Shortage Breakfast Symposium

and tour by HRSDC Deputy Minister Janice Charette. In preparation for the 2007 provincial election, hosted an all candidates debate in partnership with the Markham Board of Trade, Toronto Community News Group and Seneca Student Federation.

INITIATIVE B: ENHANCE STUDENT SUCCESS AND RETENTION

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Enrolment Enhancement Strategy

- Develop and implement an overall College-wide strategy for enrolment planning and recruitment.
- Expand the use of the Applicant Portal to include an email communication plan for academic Chairs for new acceptances, new confirmations and newly paid applicants; adding a module for a current student blogs; allowing applicants to book their own pre-admission tests and orientations.
- Produce a report on the orientations, including costs, organizational methods, effectiveness on conversions for 073 vs. previous years and results of two applicant surveys – one for those who attended and one those who did not.
- Develop and implement an ad hoc tracking system and communications to identify, encourage and stay in contact with students who are off-stream and close to graduating.

- Collaborate with student services, program faculty and campus recreation to design and execute enhanced applicant orientation/information sessions for target programs.
- LEAN Initiative – Establish a mechanism to determine why students do not accept an offer of admission.
- With ITT, develop a mechanism to project returning student targets to achieve a more accurate and realistic projection.
- In collaboration with the Strategic Enrolment Management (SEM) committee, develop and implement swot analysis by program areas.
- Successfully execute the telecounselling program where current students make contact with all applicants who are being offered admission.
- HRSCD Grant for Learning Initiatives
 - *HRSCD Grant for Learning Initiatives Program to support at-risk adult learners and provide research to the federal government.*
 - *Complete the gathering of data for final report.*
 - *Complete report.*

Outcome Measures

Committee has developed Seneca Strategic Enrolment Management Plan that has addressed six goals, including marketing, recruitment and enrolment, and student success/retention.

Students for fall 2008 will be surveyed for input on effectiveness of portal and recommended enhancements.

Report produced for fall 2007 orientations to create a new plan for the expansion of these orientations for fall 2008.

Improvement in KPI grad rate.

Maintain or increase conversion rate of accepted to registered students for target programs.

Availability of meaningful data that is relevant to enrolment management.

Maintain or increase conversion of accepted to registered students for target programs.

swot analysis by program areas is complete.

Telecounselling results are available.

HRSCD Grant for Learning Initiatives.

Gathering of data complete.

Report submitted to the federal government.

Status

- IN PROGRESS: Enrolment target review process in place; a draft of the SEM plan will be available at the end of April 2008.
- IN PROGRESS: Survey methodology developed and in place for fall 2008.

Applicant portal implemented and utilized after demonstration of use and effectiveness to Deans, Chairs and Directors.

- ACHIEVED: Report completed and distributed to all appropriate stakeholders.
- IN PROGRESS: Office of Enrolment Planning (in Registration) has identified and communicated with Academic leaders relevant information about students who no longer attend Seneca, but need to be encouraged to complete one

or two credits in order to be included in graduation count, based on the 200% completion timeline.

- NOT ACHIEVED: Due to lack of resources, targeted orientations were not held.
- ACHIEVED: Academic Report, 2007. Accept/Decline Survey results obtained. Key decision factors in declining, in order of impact: location (preferred home city); program considerations (was not choice #1 or reputation of program) and personal reasons (timing of offer, frequency of contact).
- ACHIEVED: swot analysis of Academic recommendations based on analysis of College Applicant Survey and College Applicant Accept/Decline Survey. Analysis has been incorporated in the Strategic Enrolment Management Planning Process.
- ACHIEVED: Call campaign completed for post offer to applicants held in April 2007 and summer campaign to registrants held in August 2007.
- ACHIEVED: HRSCD grant data gathering complete and report to federal government submitted.

2. A Student Retention Plan

2.1 Identify the current Seneca initiatives and best practices (from other sources as well) that are intended to enhance retention, with specific focus on first-year students. Assess those initiatives that have the potential to be more generally applied across the College. Provide resources (for example, through seed funding) in order to make those initiatives more available to a broader

cross-section of recipients. Implement at least two of the strategies in the first year.

In collaboration with the SEM committee and academic areas, develop and implement exit interviews for students who officially withdraw or do not return for the next academic term.

Review all non-graduates in cohorts leading up to the 2008–09 KPI grad rate reporting year and send the information to the Deans so academic areas could provide intervention.

Re: Ontario College Student Engagement Survey, add “college outcomes” information (overall average, second-term enrolment status, MTCU code) and submit final result to the Ministry. This will allow further analysis to identify determinants of student success and retention.

Use software received for the Ontario College Student Engagement Survey to complete the second part of the data on college student outcomes.

Through the LEAN Initiative, create a document that records communication activities in Liaison, Admissions, Financial Aid and Marketing in order to identify integrated communication opportunities and assist in the College recruitment plan.

2.2 Identify and actively recruit students in preparatory programs

- Identify and actively recruit students in preparatory programs who demonstrate a strong likelihood to succeed in post secondary-level programs such as GAC, GACI, PHS.

- Expand Success@Seneca Program to another academic department.

2.3 Transition experience

- Improve transition experience for all new students to stimulate student engagement and success.
- Take a leading role in open house and new student orientation to enhance first-year student experience.
- Managers of First-Year Student Experience and Aboriginal Student Services are working with targeted faculty to develop and run a week-long immersion service learning project in a northern Aboriginal community in February 2008.

2.4 Student engagement awareness

- As part of the Strategic Enrolment Plan, develop strategies to promote College-wide understanding of student engagement as precursor to student retention.

2.5 HRSDC/Service Canada – Urban Aboriginal Strategy

To complete a needs assessment of college credential requirements of staff working with Aboriginal agencies and to enhance program opportunities for Aboriginal students.

Outcome Measures

An added module to the Applicant Portal explains the commitment students will have to make to be successful and the expectations of Seneca: understanding their own commitment to a program, its admission requirements, the topics to be studied, career possibilities, need for time management – attending all classes, submitting assignments on time.

Improved student retention rate and graduation rate by 1%.

A list of non-graduates.

Value-added research that transfers student data into information that will help in policy-setting and decision-making.

Development of an integrated communication system to assist in College recruitment.

Identify and actively recruit students in preparatory programs.

Demonstrated impact of Success@Seneca on retention.

Transition Experience

Orientation programs to support successful transitions and encourage student engagement.

Programming and supports for student populations with specific transitional needs (mature students, new Canadians/immigrants, single parents, at-risk groups, etc) in the first-year cohort.

Conversion rates of students from first to second semester are maintained at 2006–07 levels.

Development and implementation of student success programming for first-year students.

First-Year Experience website established to provide information to assist first-year students and their supporters (i.e., parents, partners) with their transition.

Development and implementation of community service learning program for first-year students.

Student Engagement Awareness

Benchmark as part of Seneca's internal key performance indicators.

Incorporate results of Ontario College Student Engagement Survey for identification of benchmarks.

HRSDC/Service Canada – Urban Aboriginal Strategy

Assessment of college credential requirements of staff is in place.

Status

- IN PROGRESS: Retention Plan is a component of the SEM Plan.
- ACHIEVED: Applicant Portal is one component of the Retention Plan.
- ACHIEVED: Results available for the completed Early Leavers Research Project done by Institutional Research Department.
- ACHIEVED: Information on students needing one or two credits to graduate is communicated to academic leaders for follow-up with the students in March 2007. This was continued as a SEM strategy.
- ACHIEVED: OCSES demographic information was used in 2006–07 MYAA report and will be used again for the 2007–08 report.
- IN PROGRESS: College currently populating fall 2007 results with institutional data.
- IN PROGRESS: Pilot is being tested by the Registration Department in collaboration with IT.
- IN PROGRESS: Preparatory programs developed: Applied Arts and Technology and Business Fundamentals developed and will have first intake in September 2008.
- ACHIEVED: Success@Seneca program now expanded to students in targeted programs within Faculty of Applied Science and Engineering Technology.

- **ACHIEVED:** Research completed. Results indicate that students in GAS and GAC Success@Seneca program were more likely to persist in their college studies and achieve at higher levels than those who did not participate.
- **ACHIEVED:** First-Year Experience Guide developed with new and engaging content. Positive feedback received from students and staff.
- **ACHIEVED:** New open house initiatives developed to make new student orientations more engaging and effective. Approximately 22% increase in attendance at fall 2007 College-wide orientation. A College-wide steering committee for orientation was formed in February 2008. Recommendations on new models presented.
- **ACHIEVED:** Campus participation in Athletics and Recreation grew by 2% this year, with substantial increases in the fitness programming areas at all campuses. Focused advisement of varsity athletes resulted in a 92% retention rate from fall to winter semester.
- **IN PROGRESS:** Conversion rates maintained at 2006–07 levels.
- **ACHIEVED:** LEARN program was delivered to first-year students in residence. Complete evaluation in progress.
- **IN PROGRESS:** Development in progress. Officially launched in fall 2007. Ongoing updates include an interactive class visit video. The web page is enhanced by pictures, videos of departments and videos showcasing all College services.

- **ACHIEVED:** First set of SSW students at King Campus and ECE students from Newnham Campus engaged successfully in a week-long service learning project in an urban Aboriginal agency.
- **IN PROGRESS:** Assessing appropriate measures of student engagement.
- **NOT ACHIEVED:** OCSES currently under review.
- **ACHIEVED:** Needs assessment for the Aboriginal agencies, as well as the final report, were submitted to Service Canada, and the project was closed in February 2007.

3. Academic Support Services

- Ensure sufficient and appropriate academic support services (including student advisement) to maximize student success.

Outcome Measures

- Maintain outreach initiatives at 2006–07 levels.

Status

- **IN PROGRESS:** Maintain outreach initiatives at 07–08 levels.

4. Professional Development

- CPD to sponsor activities related to student retention as required.
- In collaboration with EO Dept. customized the implementation of an ongoing PD plan for RO staff.
- The PD subcommittee of SEM will review the content of new faculty orientations and new staff orientations for the purpose of adding a SEM component.

Faculty input will be sought in integrating a SEM component, including its importance to Seneca and a listing of where students may receive assistance.

A PD session on SEM and its importance to the college will be developed for all staff in the Registrar's Office.

Outcome Measures

- CPD activities sponsored In collaboration with EO Dept. customized the implementation of an ongoing PD plan for R.O. staff.
- *A module of SEM will be integrated into the new faculty and new support staff orientations.*
- *A PD session on SEM and its importance to the college is developed*

Status

- **IN PROGRESS:** Customized implementation of ongoing PD plan for RO staff.
- **IN PROGRESS:** Module of SEM now in new faculty/staff orientations, PD session on SEM and its importance developed.

5. Research

HRSDC

Conduct action research to test hypotheses regarding the factors that influence retention and the supports and incentives that assist and induce retention.

Funding

Seek continuation of project through ongoing discussions with prospective funding organization.

Retention tracking tool

Develop Seneca-specific retention measures and a supporting tracking system (WABS).

Continue to dedicate human resources to the testing of the program.

Outcome Measures

HRSDC

- Complete final report for HRSDC.
- Present and disseminate findings.

Funding

- Secure funding and begin new retention research project.
- Development of workable tracking system.

Status

ACHIEVED: Final report completed and presented to HRSDC in September 2007.

ACHIEVED: New retention research funded by Millennium Scholarship Foundation begun in May 2007.

IN PROGRESS: Tracking system is still being developed.

6. Communications Plan

Continue a communications plan based on findings of the research and initiatives that have been developed.

Outcome Measures

Dissemination of information regarding the research findings and initiatives internally and externally.

Status

IN PROGRESS: Internal/external dissemination of information regarding research findings.

INITIATIVE C: INCREASE SUPPORT AND INTERVENTIONS TO ENHANCE STUDENT LITERACY

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. College-Wide Implementation of EAP Curriculum

Evaluate two models of EAP (12 hours vs. 6 hours).

Outcome Measures

EAP offered College-wide as required to meet placement results. Strengths of models identified.

Status

IN PROGRESS: EAP 330 12-hour model results indicate greatest benefits for students. Will try to implement College-wide.

2. Organization Effectiveness

Investigate appropriate infrastructure and human resources/support for curriculum development.

Review current competencies and probationary courses to reflect need to address student literacy issues.

Outcome Measures

Investigate appropriate infrastructure and human resources/support for curriculum development.

Review current competencies and probationary courses to reflect need to address student literacy issues.

Status

IN PROGRESS: Group for the Support and Advancement of Teaching (GSAT) team created to further identify role; posting approved, position being filled.

IN PROGRESS: Competencies probationary courses review completed. Two courses fully revised

3. Evaluate implementation of English for Academic Purposes (EAP) program, including ongoing measures of student success.

Outcome Measures

- Evaluate implementation of English for Academic Purposes (EAP) program, including ongoing measures of student success.

Status

IN PROGRESS: Tracking of student success under way for each model.

4. Develop a collaborative information literacy resource, with the Library, ITT, PD and the Office of Research and Innovation, to provide a repository incorporating both internal and external information literacy best practices to increase awareness.

Outcome Measures

- Develop a collaborative information literacy resource, with the Library, ITT, PD and the Office of Research and Innovation, to provide a repository incorporating both internal and external information literacy best practices to increase awareness.

Status

IN PROGRESS: Information Literacy Repository is established and has hundreds of documents available to library staff. Awaiting Digitool software, which will provide stronger searching capability.

5. Develop resources and educate Seneca community to enhance understanding of Academic Honesty in collaboration with the Library, ITT, ORI and Organization Effectiveness.

- Investigate best practices regarding an Office of Academic Integrity.

Outcome Measures

- Develop resources and educate Seneca community to enhance understanding of Academic Honesty in collaboration with the Library, ITT, ORI and Organization Effectiveness.
- Investigate best practices regarding an Office of Academic Integrity.

Status

ACHIEVED: Seneca now a full member of the Centre for Academic Integrity hosted by Clemson University. Academic Honesty Plagiarism Tutorial disseminated through Academic Council, Deans/Chairs/Directors. This tool will be used in at least one course in all Seneca programs and linked online, with recommendations to students.

ACHIEVED: Academic Integrity: Institutional Structuring July 2007 report provides best practices information from other institutions.

INITIATIVE D: INCREASE STUDENT ACCESS TO SUCCESS (PATHWAYS)

KEY ACTIVITIES

TO ACHIEVE THE INITIATIVE

1. Pathways

- Clarify pathways between existing certificate and diploma programs and new degrees and from the programs of other colleges into Seneca degrees.
- Develop partnership opportunities and pathways from Seneca programs to university degrees.
- Expand the practice of offering admission to “pathway programs” for applicants whose grades and test scores are not strong enough to be considered for direct admission to a degree or diploma program. (Particular emphasis on GAC and GACT.)

Outcome Measures

Inventory for pathways of CAAT diplomas to Seneca degrees complete, published (i.e., college calendar) and circulated/promoted (i.e., to secondary school counsellors).

- *Movement from diplomas to Seneca degrees is tracked and level of student success evaluated.*
- Three new partner institutions and transfer opportunities, including possible masters pathway(s).
 - *Access to pathways from Seneca degree programs to masters programs.*
- Secondary document created and included in offers of admission when a diploma program is being offered to an applicant who applied to a degree program. Redirected students tracked and level of student success evaluated.

Status

- IN PROGRESS: Pathways clarified and published in College Calendar and Transfer Guide and on Degree Transfer website.
- IN PROGRESS: Six new partner institutions and seven agreements signed:
 - *University of Waterloo – Recreation & Leisure Services/ Facilities Management.*
 - *Edith Cowan University – ECE to Education.*
 - *Griffith College Dublin.*
 - *Queensland University of Technology – College-wide agreement.*
 - *Royal Roads – Tourism.*
 - *Brock – BA, Distinct & Diverse Communities to/from SSW-1.*
 - *Brock – Political Science to/from Law Clerk/Court & Tribunal.*

- IN PROGRESS: Advocacy efforts continuing; in discussion with CUCC and MTCU.
- IN PROGRESS: Diplomas offered to under-prepared applicants who applied to degree programs. New “Business Fundamentals” and “Applied Science and Fundamentals” programs developed and approved by Board of Governors and MTCU.

2. New Degrees

- As part of the expanding commitment to new program development, develop and submit proposals for applied degrees to Postsecondary Education Quality Assessment Board (PEQAB).
- Assess number of current offerings; evaluate recruitment activities and projection targets.
- Continue to prepare for degree renewal process.

Outcome Measures

- Implementation of Bachelor of Applied Business – Municipal and Corporate Administration and Bachelor of Applied Technology – Control Systems Technology.
 - *Approval by PEQAB and MTCU of the two degrees submitted – Therapeutic Recreation Degree and Child Development Degree.*
- Recommend plan for future new degree development if/as appropriate.
- Documentation and preparation for degree renewals complete.

Status

- ACHIEVED: Bachelor of Applied Business – Municipal and Corporate Administration (2007–08) Intake deferred to 2008–09.

- **ACHIEVED:** Bachelor of Applied Technology – Control Systems Technology (intake deferred to 2008–09).
- **IN PROGRESS:** Child Development BAA – intent to grant consent letter received February 21, 2008.
- **IN PROGRESS:** Therapeutic Recreation BAA – intent to grant consent letter received January 7, 2008.
- **IN PROGRESS:** Pending polytechnic considerations.
- **ACHIEVED:** Degree renewal documentation/preparation complete: Environmental Site Remediation – intent to grant renewal received January 2008; Financial Services Management – five-year renewal approved Fall 2007.

3. Partnerships

- Negotiate more agreements with other institutions regarding paths of study.
 - *Continue MBA exploration.*
 - *Continue to participate in the Dual Credit program.*
- **Outcome Measures**
- Direct Entry students from Seneca/ other CAAT diplomas.
 - *Complete memorandum of understanding for transfer agreement between Seneca's General Arts and Science program and University of Toronto and Trent University.*
 - *Successful completion of two new articulation agreements.*
- Exploration/negotiations complete re joint MBA program with university partner; joint PEQAB application submitted for approval as required.

- Pending clarification of the Ministry of Education direction regarding Learning to 18 policy and funding, two additional Dual Credit programs established.

Status

ONGOING: The Seneca College Transfer Guide now includes 56 partner institutions, reflecting 195 verified degree pathways for Seneca graduates.

IN PROGRESS: MTCU signed and project under way as part of CUCC pilot project.

ACHIEVED: Funding from Phase 10 of SCWI received for Parkdale Collegiate. New partnership with Don Mills Collegiate developed.

Next phase of funding received for College Mathematics Project (CMP) from MTCU in cooperation with the Ministry of Education.

4. Communications Program

- Produce marketing and communications materials for current and new articulated programs.

Outcome Measures

- Pathways from CAAT diplomas to Seneca degrees published and communicated.

Promotional materials for new General Arts and Science agreements developed.

Status

ACHIEVED: Pathways from CAAT diplomas to Seneca degrees published.

Included in all College publications and on the Web.

IN PROGRESS: Promotional materials for new GAS agreements being developed.

5. Information for Faculty and Staff

Ensure accurate information and training are available to faculty and staff in academic advisement for students and prospective students regarding pathways.

Outcome Measures

- Clear information re pathways to be included in new announcement section on Academic Council website with links to VPA website and online Transfer Guide.
- Annual updates/publication of the Credit Transfer Guide.

Status

- **IN PROGRESS:** VPA website being established; will be linked through Academic Council website.
- **ACHIEVED:** Annual updates to the Credit Transfer Guide.

6. Flexible Delivery Strategies

Continue to offer a range of innovative and flexible delivery strategies that address multiple learning styles and student profiles and facilitate lifelong learning.

Outcome Measures

- College-wide consultation on ICA 001 course complete. New ICA policies implemented.
- FCET/Ontario Learn offerings are targeted in areas such as degree bridging, breadth courses, autism.

Status

- **IN PROGRESS:** Consultation on Introduction to Computers and Applications (ICA 001) course complete; new ICA policies under consideration.

- IN PROGRESS: FCET/Ontario Learn online offerings expanded and included in areas such as degrees, breadth courses, autism.

INITIATIVE E: IMPLEMENTING THE HUMAN RESOURCES (HR) PLAN

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Institutional Value

- Identify behaviours that support each value.
- Implement process of auditing and revising our people systems to ensure alignment with the values and desired behaviours.

Outcome Measures

- How best to demonstrate each value is determined through a consultative process.
- The process of auditing and revising our people systems to ensure alignment with the values, and how they are demonstrated, begun. This includes but is not limited to performance management, recruiting and compensation systems.

Status

- ACHIEVED: 100 workshops held with over 1,000 employees – data collected, analyzed and synthesized. Implementation Plan developed and presented to Senior Executive Team.
- PARTIALLY ACHIEVED: Values integrated into HR processes, recruitment strategies, administrative job descriptions, selection criteria and Performance Management system.

2. Competencies

Develop and apply a core set of competencies upon which a shared vision of leadership is based.

- *Review of faculty competencies.*
- *Review of the Probationary Faculty Probationary Program.*
- *Integration of Administrative/ leadership competencies into development and performance systems.*
- *Implementation of 360 review process for administrators.*

Outcome Measures

- Review of faculty competencies
 - *A project lead has been recruited and the process of identifying and validating competencies is completed.*
 - *Competencies are integrated in the Probationary Faculty Program review and in the new Faculty Performance Review policy and procedures.*
- Review of Probationary Faculty Probationary Program: A course-by-course program review process is completed through consultation with all stakeholders. Recommendations for changes to the program are articulated, and implementation is planned for the following year.
- Integration of Administrative/ Leadership competencies into development and performance systems: Administrators, leadership competencies are integrated with talent management system, including performance management software, professional development plans, performance objectives, performance evaluation and compensation, as well as recruitment, career development and orientation.

- Implementation of 360 review process for administrators: 360 review process implemented for a group of 50 administrators.

Status

- PARTIALLY ACHIEVED: Research conducted.
 - *Project lead identified; work team established.*
 - *Established advisory committee to develop draft proposal for consultation and feedback. Pilot project expected in fall 2008.*
- ACHIEVED: All courses reviewed and redesigned. New/revised courses offered as of winter 2008.
- PARTIALLY ACHIEVED: Developed Leadership Competencies; consultation with administrative stakeholders; performance measurements in process for inclusion into the 2008/2009 cycle. Admin job descriptions reviewed and amended to include Leadership Competencies. Performance management software obtained; training of e-appraisal system conducted; analysis of system and possible revisions in process. New Administrative Compensation system developed for 2007–08.
- PARTIALLY ACHIEVED: First of three-year implementation began. One cohort of 25 Directors completed process.

3. Diversity

- Expand diversity philosophy and incorporate within strategic goals and objectives.
- Establish methodologies to increase diversity in academic curriculum.
- Ensure practices are inclusive and support the diverse composition of the Seneca community.
- Mechanisms to gather data on campus climate created and initiated.

Outcome Measures

- Diversity policy and plan has been approved.
- Assessment tools researched and developed to undertake curriculum audits.
- Document and compare representative workforce data to ensure employee diversity.
- Mechanisms to gather data on campus climate created and initiated.

Status

ACHIEVED: Diversity Policy approved. Diversity Plan prioritized and implemented within available financial and human resources.

IN PROGRESS: Preliminary research conducted; consultation with faculties/schools and Teaching and Learning required.

ACHIEVED: Survey revised to expand diversity groups conducted in January 2008.

PARTIALLY ACHIEVED: Incorporated into Employee Engagement processes (i.e., Values Workshops).

4. Inclusive, Accessible and Respectful Environment

- Develop initiatives to enhance respect for differences.
- Apply a minimum of AODA standards for accessibility.
- Implement focused and effective training and awareness programs to identify and minimize conflict.

Outcome Measures

- Positive Space program completed and incorporated within individual departmental objectives.
- AODA Customer Service Standard training initiated and conducted to meet three-year completion period.

- Establish and implement mandatory conflict resolution program for first-semester students in residences.

Status

ACHIEVED: Incorporated into departmental activities and Student Residence programming.

PARTIALLY ACHIEVED: Training program developed and initiated with Registrar's group. Program reviewed by Accessibility Directorate. Development of project plan for College-wide training expected in fall 2008.

PARTIALLY ACHIEVED: Conducted initial training session focusing on areas causing conflict (i.e., diversity, Positive Space, plus sexual assault awareness).

5. Health and Safety

- Develop institutional awareness of importance of health and safety.
- High level of commitment by all employees consistent with our values.
- Demonstrate due diligence.

Outcome Measures

- Health, safety and wellness strategy is developed and communicated.
- Administrators are trained in accountabilities related to health, safety and wellness.
- Departments/Divisions incorporate and demonstrate the importance of health, safety and wellness into operations.
- Number of workplace injuries and resulting days lost are significantly reduced.
- Tracking system for workplace injuries and related costs is established.

Status

ACHIEVED: 15% reduction in lost-time days due to workplace injuries over previous year. Wellness Officer hired to work with employees returning to work from injury/illness.

IN PROGRESS: Implementing an early and safe return-to-work strategy for injured/ill employees that will further reduce lost-time days and decrease workplace injuries.

IN PROGRESS: Actively working with key supervisors to develop strategies that raise awareness of the importance of health and safety within the department. Planning workshop for administrators regarding accountabilities related to health and safety.

6. Talent Attraction and Retention

Staffing

- Develop and pilot a new workforce planning system.
- Develop recruiting tools that reflect the Seneca brand and attract talent from the diverse community that possess required values and competencies.
- Implement improved interviewing and selection techniques.
- Review current orientation programs.
- Expedite recruiting and selection process by automating critical workflow.

Career Development

- Development and implementation of a career development model for all employees.

Reward and Recognition

- Review current rewards and recognition programs at the college.

- Research best practices at other institutions and in industry.
- Obtain input from employee groups.

Outcome Measures

Staffing

- Workforce planning system is developed and pilot has been implemented.
- Sources of talent have been identified. Advertising reflects Seneca brand and reaches throughout the diverse community. Guidelines on approach are available to hiring managers.
- Interviewing and selection techniques include behavioural interviewing, situational assessments and written questions/answers; and a training program for hiring managers has been developed.
- Review of orientation has been completed and recommendations have been made for improved on signage, including program design and content.
- Expedite recruiting and selection process by automating critical workflow.

Career Development

Career development model has been developed and implementation has begun.

Reward and Recognition

Recognition Program Recommendation: Summary document and analysis of all current programs at Seneca College have been created. Best practices from other institutions and industry are documented. A program integrating values and competencies is produced and approved.

Status

- PARTIALLY ACHIEVED: Developed proposal for pilot. Collected data and conducted analysis of workforce retirement projections to assist managers in workforce planning.
- PARTIALLY ACHIEVED: Established new advertising agency partner; standardized print advertisements to reflect Seneca's brand and incorporate values.
- PARTIALLY ACHIEVED: *New Selection and Recruitment Policy developed and approved. New procedures developed and implemented. Introduced Recruitment activity tracking. Recruiting and Selection metrics developed and implemented.*
- PARTIALLY ACHIEVED: Phase One – project design and environmental scan completed. Orientation Program for Faculty improved and implemented. Support staff and administrative staff orientation programs under review. Research of best practices completed. Framework developed to assess methodology, content and mode of delivery.
- PARTIALLY ACHIEVED: Project developed and initiated with ITT to map workflow for automation of Authorization to Recruit process.
- PARTIALLY ACHIEVED: Best practices investigated and revisions proposed. Implementation began in 2007–08.
- IN PROGRESS: Research conducted of best practices under way.
- IN PROGRESS: A program integrating values and competencies is produced and approved.

7. Performance Management

Implementation of new performance management system, including software tool, for all administrators.

Review and development of Faculty Performance Review policy and procedures in preparation for pilot project.

Professional development planning for the support of and in response to new performance management systems.

Outcome Measures

- E-appraisal software is purchased, installed, integrated with administrators' leadership competencies and compensation plan.
 - Complete performance cycle using new system and software is successfully completed, including individual development plans, performances objectives and evaluations.
 - A project lead has been recruited.
 - In consultation with all stakeholders, a new Faculty Performance Review policy and procedures have been developed, proposed and approved. A pilot project to assess/adjust new procedures is planned and ready to begin.
 - Professional development needs of all those involved in the implementation of the new performance management systems have been identified and corresponding programming has been planned in response.
- #### Status
- PARTIALLY ACHIEVED: New system and software purchased and installed. Integration with administrators leadership competencies and compensation plan in process.

- **IN PROGRESS:** Complete performance cycle using new system and software is successfully completed, including individual development plans, performances objectives and evaluations.
- **PARTIALLY ACHIEVED:** Project design and environmental scan complete.
- **ACHIEVED:** All courses reviewed and redesigned. New revised courses offered as of winter 2008.
- **IN PROGRESS:** Professional development needs of all those involved in the implementation of the new performance management systems have been identified and corresponding programming has been planned in response.

INITIATIVE F1: FINANCIAL PLANNING

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Financial Modelling

Complete the development of the long-term financial forecasting model and test the model with different scenarios.

Outcome Measures

- Present the model to the Senior Executive Committee and include some “what if” projections as examples of financial impacts.

Status

- **ONGOING:** Preliminary forecast model and forecasts presented to Senior Executive team.

2. Capital Planning

- The Deferred Maintenance report will be updated and refined to reflect items addressed in 2006–07 and 2007–08 and new items to be incorporated.

- Academic and service area managers will be required to provide an updated five-year capital plan.

Outcome Measures

- Updated deferred maintenance and academic and service areas capital plans will be completed and presented for Executive review.
- Data from the updated capital plans will be incorporated into the College’s long-term financial planning model.

Status

- **COMPLETED:** Five-year capital requirements were submitted through the operating budget process and will be summarized for Executive Review.
- **COMPLETED:** Long-term capital requirements were defined in the five-year forecast and built into the operating budget model.

3. Training

Continue to provide the training programs to managers to enhance and improve financial planning and accountability measures.

Outcome Measures

- Training programs are provided to employees.

Status

Training on the financial and budgeting systems continued through informal sessions on an “as needed” basis.

INITIATIVE F2: DIVERSIFY INTERNATIONAL REVENUE STREAMS

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Contract Training

- Continue discussion with partners in all markets and begin negotiations and site visits.
- Develop long-term partnership with Tianjin Economic Development Authority.
- Develop program for marketing and advertising with local agencies.

Outcome Measures

- Sign long-term contract for training with Tianjin Economic Development Authority.
- Produce more marketing and material for contract training.

Status

IN PROCESS: Sign long-term contract for training with Tianjin Economic Development Authority.

COMPLETED: Produce more marketing and material for contract training.

2. International Development Agencies and Organizations

Build relationships with international development organizations and their partnering agencies.

Continue to develop CIDA relationship in Ottawa and overseas markets.

Meet with DEFAIT officials in Canada and overseas markets.

Visit and meet international financial institutions and development institutions.

Outcome Measures

- Conclude agreements on training projects and secure two CIDA funded projects.

Status

- IN PROCESS: Conclude agreements on training projects and secure two CIDA funded projects.

3. China Initiatives

Identify new partners in China through Seneca Corporation.

Outcome Measures

- Sign memorandum of agreement with partners.

Status

- IN PROCESS: Sign memorandum of agreement with partners.

4. Joint-Venture Agreements

Continue to increase the number of joint-venture program agreements with the aim of delivering Seneca curriculum overseas.

Review joint-venture process and follow-up processes.

Work closely with Deans and Seneca Corporation for feedback and approval processes.

Outcome Measures

Sign new joint venture agreements.

Follow up on MOUs and conclude agreements.

Approval of Seneca Corporation granted.

Status

- IN PROCESS: Increased joint ventures in India and China.
- IN PROCESS: Seneca Corporation approval.

5. Eastern Europe

Diversify the international cohort of students by expanding our international recruitment program to selected countries in Eastern Europe.

Reorganize Europe into a separate division.

Increase enrolment.

Start joint ventures.

Recruit Director for Europe.

Follow up on key initiatives.

Outcome Measures

Diversification program begun.

Reorganization of division completed.

Increase enrolment to 60.

Sign one joint venture.

Fill Director's position.

Status

- IN PROCESS: New director appointed.
- IN PROCESS: Recruitment plan in process.

6. International Alumni

- Establish an active network of overseas alumni chapters with regular interactions with Seneca staff.

- Work with Resource Development to establish alumni chapter and events in China.

Outcome Measures

International Alumni Network foundation begun.

Establish an alumni chapter in China and/or Hong Kong.

- *Hold at least one alumni reunion event in China.*

Status

- IN PROGRESS: Held one alumni event in Asia Pacific.

7. China, India and Southeast Asia

Continue strengthening strategic initiatives with China, India, Middle East and selected markets in Asia Pacific.

- Establish first India Mobile Intensive Learning Experience (MILE) for staff.

- *Implement reorganization of International Division.*

Outcome Measures

- First India Mobile Intensive Learning Experience (MILE) event held.

- *Establish representative office in India.*

- International Division restructured.

Status

- COMPLETED: Appointed representatives in India and Middle East.

INITIATIVE F3: RESEARCH AND INNOVATION

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Research and Innovation

- Update College inventory of resources and IP for research and commercialization purposes.

- Increase applied research and commercialization activities through the College Network for Industry Innovation (Seneca-led), through the ISCM and through Seneca Corporation, and hire staff accordingly.

Outcome Measures

- Full and current database of college resources available to respond to business/industry client needs and research project needs.

- Director, Centre for Industry Innovation, in place.

- Two full-time positions (research analyst and support staff) in place.

- At least five CONII projects in progress or completed.

- Seneca CII and CONII projects generate funds equal to or greater than fiscal year 2006–07 and sufficient to support required staffing.

Status

- ACHIEVED: Database of college resources available. Updates continuing as appropriate.
- ACHIEVED: Acting Director in place until June 2008. Will continue to fill position if needed (depending on Seneca Corporation).
- IN PROGRESS: Research Analyst position approved, with recruitment process ongoing. Support position not yet approved.
- ACHIEVED: Outcome measure exceeded by far – close to 100 projects.
- ACHIEVED: \$70,000 in funds generated (up from \$50,000 last year). Research Analyst position funded.

2. Contracted Research and Joint Ventures

- Continue. Increase the number of research proposals and industry-based applied research and commercialization initiatives.
- New activity. Engage all Faculties offering baccalaureate degree programs in applied research projects involving faculty and students.

Outcome Measures

Maintenance or increase of success rate of research proposals approved and funded.

At least eight new research projects in diverse disciplines developed and approved for public and/or private sector funding.

Faculty and students in each baccalaureate program engaged in at least one applied research project at all times (funded if possible).

Status

- ACHIEVED: Seven proposals approved and funded, up from five last year.
- IN PROGRESS: Along with seven approved/funded projects, there is a tentative indication for approval of the Brownfield Project from OCE.
- ACHIEVED: Faculty and students in degree programs all engaged in applied research projects. Funding grant of \$14,000 from Ontario Centres of Excellence connections for ESR and Software Development project.

INITIATIVE F4: RESOURCE DEVELOPMENT

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. An integrated fundraising strategy for continued revenue generation and prospect development for both the annual and special project appeals.

Due to budget restrictions and staff limitations, focus will be given to those priorities that align with the Strategic Plan and where we can have the greatest success. The highest priority is the Markham Campus capital appeal, followed by the Centre for Financial Services and then the other priorities as identified.

Maximize funding available through Ontario Trust for Student Support (OTSS).

Achieve a minimum of 200 prospect contacts.

Commence donor recognition in a phased approach starting with a recognition wall for donors to the Markham Campus capital appeal.

Order of Seneca

Develop a template and process for identifying, approving and prioritizing future fundraising projects.

Outcome Measures

Secure \$1.5 million actual and \$3.5 million pledged against annual and special project appeals.

Maximize funding available through Ontario Trust for Student Support (OTSS).

Prospect contacts made.

Markham donor wall and recognition plan implemented and Order of Seneca recognition developed.

Order of Seneca: The nominating committee recruited and functioning. The nominee selected and the recognition medal and other pieces designed and developed for presentation in 2008–09

Template developed and approved by Deans/Chairs/VP Academic. Approval Committee recruited to work with VP Resource Development in determining approved priorities.

Status

Fund development.

- \$1.17 million banked.
- \$2.2 million in-kind contributions.
- \$520,000 in new pledges.

OTSS.

- Total \$221,000 in eligible donations banked.
- OTSS funding \$1.14 million.
- Eight new permanent endowed bursaries established.

25 leadership gift contacts, 42 major gift contacts and 25 annual fund contacts (92 contacts).

Donor recognition system and donor wall approved by Senior Executive (September 2007).

- *Established budget and paid deposit November/December 2007.*

Order of Seneca

- *Finalized and approved (January 31, 2008).*
- *Production of medallion presentation box, certificate and lapel pin forecast for completion May 8, 2008.*
- *Order of Seneca concept approved January 31, 2008.*
- *Timeline established for 2008–09.*
- *Physical space to be dedicated at Newnham Campus.*

The Advancement of Learning: Aligning Institutional Priorities and Proposed Projects in the Seneca Resource Development Campaign was presented to the Deans in March 2008.

2. Seneca's 40th Anniversary

Prepare an operating strategy, plan and budget in anticipation of opportunities surrounding Seneca's 40th anniversary in 2007–08.

Complete an operational strategy, budget and plan for mail/phone initiative.

Complete a cross-functional departmental work plan for 40th anniversary specific projects/initiatives coordinated and integrated in to College-wide efforts.

Plasticized membership cards will be launched in October 2007.

40th anniversary college magazine is being produced via alumni

Three reunions scheduled fall 2007. Speakers series proposal.

Third-party event with alumni at Cayuga Speedway.

Outcome Measures

- Implement a pilot mail/phone program.
- *Complete three reunions, an enhanced alumni awards dinner, a third-party event concert, etc.*
- *Reconnect with estimated 70,000 alumni through new membership initiative and anniversary-edition magazine.*

Status

- Pilot deferred to 2008–09. Steps taken to improve data quality prior to implementation.
- Three Reunions: Outdoor Recreation, September 28, 2007; Annual Alumni Sports, November 10, 2007; Accounting, February 7, 2008.
- Distinguished Alumni Awards Dinner deferred to May 13, 2008.
- No third-party event was successfully negotiated.
- Completed 40th anniversary membership cards, 40th anniversary historic edition of the magazine.
- COMPLETED: Plasticized membership cards will be launched in October 2007.
- COMPLETED: 40th anniversary college magazine is being produced via alumni.
- COMPLETED: Three reunions scheduled fall 2007.
- Main speaker series deferred – completed smaller ones.
- This third-party alumni event was not successfully negotiated.

3. Donor Recognition

Institute formal donor recognition and stewardship system enhancing profile, priorities and accountability to key sectors. Ongoing renovation and budgeting issues

require a redirection in launching the donor recognition as a phased-in approached starting with the Markham Campus.

Outcome Measures

Phased-in recognition program launched.

Status

- Donor recognition concept approved by Senior Executive September 19, 2007.
- Cheque issued to vendor (Presidential Environment) to start work November 30, 2007.
- Budget established for project by Budget Office October 22, 2007.
- Donor icon developed and presented January 18, 2008.
- Final approval icon/Order of Seneca January 31, 2008.
- Ongoing renovation and budgeting issues require a redirection in launching the donor recognition as a phased-in approached starting with the Markham Campus.
- IN PROGRESS: Request for proposal (RFP) and site visits completed as of May 2006. Project deferred due to college renovation/budget issues.
- COMPLETED: Donor relations policies and moves management guidelines.
- COMPLETED: Filling the Donor Relations and Stewardship Officer position is 90% complete (second-level interviews scheduled).

4. Government Relations – College Leadership

Provide knowledge expert leadership with respect to government relations to speak in a unified voice at all levels of government cross-functionally at all levels and areas of the College.

Outcome Measures

College-wide policy for pursuing government funding and policy advocacy with government officials is developed.

Status

- IN PROGRESS: College-wide policy for pursuing government funding and policy advocacy with government officials is being developed.

5. Government Relations – External

Engage all levels of government to position Seneca as a national leader and maximize government funding for College programs and priorities.

- Develop College-wide government relations policy for pursuing government funding and policy advocacy.
 - *Take into account new considerations that are required as a result of the lobbyist registration requirements and the Federal Accountability Act.*
 - *Seek legal counsel for advice on content for a compliance policy with Lobbyist Registration Act and related legislation.*
 - *Develop the compliance policy.*
 - *Seek policy approval from Senior Executive Committee*
- Secure a minimum of \$550,000 in new and non-traditional government funding.
- Steward and secure multi-year funding for established commitments and programs.
- Ensure Seneca College representation and positions on issues related to post-secondary education are known by decision-makers through engagement in related consulta-

tions, forums and reviews, and issue-specific meetings.

- *Provincial and federal government pre-budget consultations.*
- *Federal/provincial post-secondary consultations.*
- *Arrange meetings with government officials on/off campus.*
- *Engage College President and senior staff with Government/ think-tank forums.*
- Develop and implement provincial and federal election preparedness strategy.
 - *Engage Senior Executive, board members, faculty, staff and students as appropriate.*
- Hosting all-candidates meeting at a minimum of three campuses.
 - *Establish a President's election blog with Marketing & Communications.*
 - *Work with Elections Ontario to increase student voter participation*
- Work with Colleges Ontario and Polytechnics Canada to promote college sector interests and to advocate for policy changes.
 - *Continue to participate on relevant committees in Colleges Ontario and Polytechnics Canada.*
 - *Participate in campaigns/ conferences.*

Outcome Measures

- Policy developed.
 - *New registration and Federal Accountability Act taken into consideration.*
 - *Secured legal opinion.*
 - *Policy developed.*
 - *Policy approved by College Executive Committee.*
- Funding secured.

- Participation in forums as scheduled.
- Strategy developed.
 - *Engaged College employees.*
 - *All-candidates meetings hosted.*
 - *Blog operating.*
- Participation in committees and events.

Status

- IN PROGRESS: Prior to the development of a new College-wide policy, it was determined that due to the complexity of the federal government's Lobbyist Registration Act that an external legal opinion would be required. The legal opinion was received in early 2008, and the policy is being developed to meet current reporting obligations required by the federal and provincial governments. College-wide policy for pursuing government funding and policy advocacy expected to be developed and approved by Senior Executive during 2008–09 fiscal year.
- ACHIEVED: Pledges for non-traditional funding for College programs in the amount of \$2,922,427 was secured. Cash received during this fiscal year was \$1,117,307.
- ACHIEVED: Funding for multi-year commitments and programs previously secured achieved.
- ACHIEVED: Position papers for pre-budget consultations submitted to both the federal and provincial governments. Additional lobbying efforts occurred through meetings with MPPs and MPs, including newly elected Minister of Training, Colleges and Universities and opposition MPs, and participation in lobbying activities organized by Colleges Ontario and Polytechnics Canada.

ACHIEVED: Seneca formally responded to consultations on the Canada Student Loans Program and the Canadian Experience Class for Economic Immigrants, in addition to participation in government-sponsored forums and dialogues.

ACHIEVED: President participated in meetings organized by the Government Relations team, including regular trips to Ottawa, meeting with Prime Minister's Office, current MPs from all major political parties and senior federal deputy ministers. President hosted senior federal and provincial government officials at keynote speech given by Minister of HRSDC, as well as at annual dinner of Public Policy Forum. The Government Relations Office was also responsible for the development and execution of a provincial government relations strategy developed in consultation with the Board of Governors' Community and External Relations Committee.

ACHIEVED: Government Relations worked to engage the entire Seneca College community in provincial-election-related activities. These activities included enumeration of students living in on-campus residences, arranging for polling stations at both campus residences and hosting all-candidates debates at the Newnham, King, Markham and Yorkgate campuses. Information on voting and party platforms was provided to members of the Board of Governors, faculty and staff. Government relations also worked with Elections Ontario to better promote information to students living on and off campus on how to vote. Establishing the President's

election blog was superseded by events.

ACHIEVED: As required, Seneca participated in all relevant committees, campaigns and conferences coordinated by Colleges Ontario and Polytechnics Canada. Specific initiatives included meeting with the federal Liberal PSE caucus, participation in the Workforce Skills Coalition activities, Polytechnics Canada's Applied Research Technology Showcase, a symposium on Post Secondary Education Challenges in Canada hosted by the Canadian Council on Learning and participation as speaker at HRSDC-sponsored seminar on changes to North American labour market.

6. Alumni Affairs

Develop and encourage connection and involvement from Seneca Alumni, inspiring new and continuous philanthropic support through enhancement of alumni affinity programs, development of alumni portal and development of alumni mentors.

- Secure \$210,000 in revenue designated for alumni development and \$50,000 for financial aid.
- 1-800-College Revenue initiative – maintain relationship and ensure commitments met.

Outcome Measures

- Funding secured.
- Acquired second-year payment of \$140,000 and implemented US student recruitment clause.

Status

Secured gross revenue of \$478,500.

- COMPLETED: Payment acquired; US recruitment pending action from Seneca's International Department.

7. China Program

Explore opportunities for international resource/alumni development in tandem with the College's China expansion.

- Continue China Mile plans for May 6–19, 2007, and a reunion on May 18.
- Research fundraising potential in China and how they fundraise.
- Review communications strategy for international alumni (email, interactive magazine).

Outcome Measures

- Trip and reunion completed.
- Fundraising report completed.
- Report on communications strategies implemented.

Status

- Hong Kong alumni reunion held on May 18, 2007 – approximately 25 Hong Kong alumni attended. 27 Seneca alumni and employees were on the Mile and part of the reunion.
- Report received indicating that it is premature to develop a chapter or fundraising with alumni in Hong Kong.
- Communications implemented:
 - *Electronic news sent to all alumni with email.*
 - *Surface mail to international alumni has ceased due to postal requirements and language issues in Asia.*
 - *Interactive online magazine has been implemented and shared with international alumni electronically.*

8. York Regional Police

Develop partnership with emergency management services (EMS) with interested municipal fire departments within York Region to build an integrated training facility located at King Campus.

Outcome Measures

Finalize proposal, business plan and site plan. Secure project funding of \$20 million from external funding sources (government and private sector)

Status

IN PROGRESS: New monies for capital announced in provincial budget. Government Relations has been coordinating the development of a concept piece to submit when the new call for proposals is announced.

INITIATIVE G: QUALITY ASSURANCE

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Quality Assurance Program – Service Areas

Continue to develop and implement procedures for a College-wide continuous improvement strategy in all service areas.

Develop and implement five-year plan, beginning with a pilot project.

Outcome Measures

- Quality assurance coordinator position established and filled.
- Tools, procedures and support/coordination/orientation are developed and implemented.
- Pilot project with five to seven services areas is completed or in progress.

Status

ACHIEVED: Coordinator position filled.

ACHIEVED: Annual quality assurance tools and procedures finalized, support/coordination established, orientations completed. Integrated into budgeting and planning cycle as a pilot.

IN PROGRESS: Two areas are piloting a five-year procedure.

2. Risk Management

Director of Internal Audit to review the current risk management issues within the College and develop an overall assessment of College processes to identify areas of risk.

Outcome Measures

- Director of Internal Audit completes the review and submits a report on the risk management issues.

Status

- ACHIEVED: The Internal Audit Department carried out a College-wide risk assessment in December 2007. The report was circulated widely and approved by the Board of Governors. The report identified and prioritized all risks. The top six risk areas were incorporated into the 2008–09 Audit Plan.

- Additionally, the 2008–09 Audit Plan includes a task to consult with OE Department on the PQA process/results.

3. Quality Assurance Data

Enhance the capability for institutional research in quality assurance methodologies and establish a centralized repository for QA-related data and documentation College-wide.

Outcome Measures

- Quality assurance data warehouse and dashboard operational in December 2007.

Status

- ACHIEVED: Phase two of the dashboard project (Deans, Chairs) implemented. Will continue to develop more flexibility and reporting options.

4. Program Review Process

- Continue to implement New Program Approval process to be consistent with the needs of the College, the College Charter (i.e., local accountability and autonomy) and the PQA Agenda.

- Roll out new program review process according to 10-year plan and financial reality.

- Implement mandatory PEQAB degree consent renewal process.

Outcome Measures

- New programs approved by Board of Governors/Credential Validation Service (CVS) and funded as submitted.
 - *Assessment of human resources/support within context of budget.*
 - *Central repository/website of Vice President Academic (VPA)/Academic Resource Planning (ARP) documents and resources created.*
- Program review documentation refined; new and existing IT tools investigated; Tier 1 report template developed; program costing analysis developed.
- Degree self-study complete in preparation for external review.

Status

ACHIEVED: New programs approved and funded by MTCU as submitted by Academic Planning and Student Affairs Committee.

IN PROGRESS: VPA website being developed.

IN PROGRESS: Program Review documentation refined; Appendix A duplications removed, better data source alignment. Tier 1 report in development. Program Review cycle extended due to Ministry funding challenge. Tier 3, Round 3, review completed; Round 4 under way.

ACHIEVED: Degree renewal documentation/preparation complete: environmental site remediation – intent to grant renewal received January 2008; Financial Services Management – five-year renewal approved fall 2007.

INITIATIVE H: INCREASE AND ENHANCE E-LEARNING OPPORTUNITIES

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

Enrich Student e-Learning Experience

Create a library policy on the integration of e-reserves into program subjects.

Outcome Measures

- Approval of recommendations; development and implementation of processes.

Status

ACHIEVED: Library policy approved, processes being implemented; Board of Governors approval of the Academic IT fee 2008–12. Developed and negotiated new Academic IT Plan with student leaders.

E-Learning Plan Development

Maintain active joint student/college Academic IT Committee.

Outcome Measures

Approved implementation of new e-Learning Plan in progress

Status

- IN PROGRESS: Implementation of new e-Learning Plan underway in designated schools/programs/departments.

Academic Leadership

Continue to build academic leadership role in Academic Instructional Technology.

Outcome Measures

- Director of Academic IT active in college committees; i.e., Deans/Chairs/Directors, Academic Council and College IT Council.
- Director of Academic IT active in provincial group, Heads of Educational Technology Committee.

Status

- ACHIEVED: Director of Academic IT active in relevant college committees.
- ACHIEVED: Director of Academic IT active in provincial group, Heads of Educational Technology.

Collaborative Applied Research

Undertake collaborative applied research related to appropriate pedagogy, curriculum, learning materials and evaluation tools, with the TEL Institute.

Outcome Measures

Develop at least one proposal for a collaborative research project involving York and Seneca faculty and students and seek external funding for this project.

Status

- IN PROGRESS: Ongoing pursuit of external funding for Teaching Enhanced Learning (TEL) initiatives.

Professional Development

- Implement related professional development.

- Explore and pilot different modes of training and sharing best practices to support faculty use of technology in teaching and learning across a broad range of disciplines.

- Develop and review policies around new technologies; i.e. audio/videotaping classes.

Outcome Measures

- Pilots implemented and recommendations reviewed.
- Policies around new technologies (i.e., audio/videotaping classes) developed and reviewed.

Status

- IN PROGRESS: Pilots implemented and recommendations under review.
- ACHIEVED: Policies on new technologies (i.e., videotaping classes) developed and approved.

Increase Student Engagement

- To increase the engagement of students by providing support for a range of learning styles.
- Introduce new technologies and teaching practices and develop policies to support the use of technology to engage and meet the learning needs of a broader range of students.

Outcome Measures

- Establishment and implementation of minimum standards for an online presence in more schools.
- New technologies, teaching practices and policies developed. E-Learning implementation plans to be embedded in Faculty and School operational plans as appropriate.

Status

- IN PROGRESS: Several schools have achieved robust online presence using Blackboard, web pages and wikis, with others continuing to address the commitment.

- IN PROGRESS: Implementation of E-Learning Plan.

Complete ICA 001 Course Review Outcome Measures

Revised version of ICA 001 developed and implemented College-wide.

Status

- IN PROGRESS: Consultation on Introduction to Computers and Applications (ICA 001) course complete; new ica policies under consideration.

Funding Support

Funding sources considered and pursued (if appropriate).

Outcome Measures

- Funding sources considered and pursued (if appropriate).

Status

- IN PROGRESS: Pursuit of funding for Teaching Enhanced Learning initiative. New Academic IT Plan approved.

INITIATIVE I: CREATE CENTRES OF EXCELLENCE

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

1. Review Committee

The Centres of Excellence Review Committee continues to monitor the progress and development of the two existing centres and any new centres that are initiated in the year.

Outcome Measures

- New applications received and reviewed and ongoing monitoring of existing centres continues.

Status

- ACHIEVED: Committee reviewed the business plans for the two Centres of Excellence in May 2007. No new applications were received in 2007–08.

2. Proposals

- Senior College Executive will continue to encourage the development of new Centres of Excellence.
- The Review Committee will provide support and assistance as needed.

Outcome Measures

- Committee members to review application templates and provide guidance as needed when new applications received.

Status

No new applications were received in 2007–08.

3. Funding

Funds totalling \$204,000 provided in support of the two existing centres.

Outcome Measures

- Success of new Centres of Excellence to be monitored.
- New approved proposals receive appropriate funding.

Status

Funding totalling \$200,000 was provided to the two existing Centres in 2007–08.

4. Continue to develop and implement specific fundraising campaigns, where appropriate, in support of the Centres of Excellence initiatives and encourage and support applicants for COEs to do so as well.

Outcome Measures

Resource Development support is obtained for each COE.

5. Marketing & Communication – Refine marketing plans for two centres of excellence.

Outcome Measures

- Implementation of marketing plan creating greater awareness and leveraging public profile.

Status

IN PROGRESS: Completed marketing activities for Centres' ongoing activities.

INITIATIVE J: STUDENT ACCESS THROUGH COMMUNITY OUTREACH

KEY ACTIVITIES TO ACHIEVE THE INITIATIVE

Student Access Through Community Outreach

- Develop new programs that are specifically targeted at increasing access to first-generation students in at-risk communities, including mature students and students with disabilities.
- Conduct summer transition programs for students with disabilities.
- Enhance initiatives for prospective and current Aboriginal learners that will promote interest in, access to and success at college.
- *Seek funds to advertise and offer a free workshop to anyone thinking about coming to college as a mature applicant. Review requirements, oversubscribed program processes, practice pre-admission tests, how to apply electronically and a full component of financial aid.*

- Partner with TDSB to have a joint AEC with Toronto public board.
- Seek funding for Seneca Aboriginal student services through Aboriginal Education and Training Strategy.
- Test the common information piece of the CIITE project by vetting through the Registrar's Office at all colleges.
- Test the standardized credential assessment report through pilot projects at Seneca and at three other colleges. Refine the template and release to all colleges for comment.
- Create a critical path for the template to be integrated with OCAS/ICAS/WES and colleges (and possible introduction to employers).
- Research the costs associated with the introduction of a TDD (telephone device for the deaf) line into the Admissions Office.
- Continue to develop liaison activities for elementary and secondary students and agreements with school boards to promote college awareness.
- Continue Secondary School Tutoring Project for urban inner-city Grade 10 and 11 students through Seneca's Learning Centres by increasing involvement of local community.

Outcome Measures

- 5% increase in targeted activities with community agencies and school boards.
- Summer 2007 Transition program is delivered with over 85% conversion rate to September Post Secondary Education (PSE) intake.

- Increased Aboriginal student enrollment at Seneca and retention overall including the Aboriginal score program (may be put on hold pending additional funding).

Aboriginal Recruiter completes Northern Aboriginal Recruitment Tour and other Aboriginal-specific recruitment activities.

- Partnership formed and is operating.
- Funding is in place.
- Common information piece of the CIITE project developed and vetted.
- By the end of 2008, a standardized credential assessment template will be in use at all colleges.
- Workshops for a variety of audiences are developed and delivered in cooperation with academic areas.
- One new agreement with a school board to promote college awareness among grades 7 and 8 (students as well as their teachers and parents).

Program will be reviewed. Continuation subject to identification of additional resources.

Status

- ACHIEVED: 30% increase in targeted activities (e.g., presentations on financial aid, dual credit programs, Success@Seneca Coaching Program, SMILE peer mentoring and the First Year Experience website).
- ACHIEVED: Successful conversion of 92% of Summer Transition program participants to September Seneca intake.
- ACHIEVED: Through first generation score funding, two intakes of Aboriginal students to an Aboriginal score Program.

- IN PROGRESS: Seneca has formed an Aboriginal Educational Council in partnership with Ryerson University and the University of Toronto. First planning meeting of members of this partnership took place on January 10. The new GTA-wide Council should be up and running by the end of March 2008.
- ACHIEVED: Funding achieved in 2007–08 for 2008–09.
- ACHIEVED: A common information piece of the CIITE project was developed and vetted through the registrar's office at all colleges.
- IN PROGRESS: Only the pilot colleges will use the template until further testing on the data exchange is completed. Pilot ran successfully at Seneca.
- IN PROGRESS: The CIITE Phase 3 will focus on this issue.
- ACHIEVED: Cost of the device varies from \$400 to \$6,000. Ongoing assessment of the viability of implementation, given budget restrictions.
- ACHIEVED: Activities included the following: TDSB Grades 7 and 8 Career Conference Day; YCDSB Grades 7 and 8 promoting Skilled Trades and Technology Event; YRDSB Grades 7 and 8 College Career Day; YCDSB Grades 7 and 8 College Awareness Day; Heads Up Grades 10 and 11 program with TDSB, TCDSB and YCDSB.
- ACHIEVED: Secondary school tutoring project established for Grades 10 and 11 students in two area high schools located in at-risk communities. One community group, Youth Association for Academics, Athletics and Character Education, YAAACE, has partnered with the Learning Centre in this venture.

PROGRAM DEVELOPMENT
Provide access to PSE through expansion of Seneca Centre for Outreach Education (SCORE) project.

Outcome Measures

- The continuation of this program will depend on the receipt of continued funding in subsequent years.

Status

ACHIEVED: Multi-year (2006–10) funding secured for Seneca Centre for Outreach Education (SCORE) for first-generation, urban, inner-city youth-at-risk.

Support Services

- Extend Financial Aid Advising seminars through school visits (parent nights) to discuss issues such as bursaries, scholarships, budget planning and OSAP with prospective students and their parents.
 - *Continue as demand for presentations is escalating in the secondary schools and community centres.*
 - *Conduct parent information sessions at orientation “Parent Tool Box.”*
 - Financial Aid information sessions for prospective students at orientation sessions.
 - Loan repayment seminars in collaboration with Student Loan Centre.
 - Financial Aid information sessions during high school visits.

Outcome Measures

Maintain outreach initiatives at 2006–07 levels.

Status

- ACHIEVED: Activities have surpassed the 2006–07 levels. In addition, Athletics and Recreation Annual Professional Development

program for varsity coaches resulted in the selection of a Seneca varsity graduate to the Canadian Colleges Coach Mentoring Program Support by Sport Canada.

- ACHIEVED: Activities have surpassed 2006–07 levels as demand for information and education about financing post-secondary education has increased among secondary schools and community organizations.

Partnerships

Continue outreach to secondary and middle schools, as well as community agencies, to expand the opportunities for those capable of pursuing post-secondary education.

Outcome Measures

An increase of 10% in the current number of established partnerships.

Status

- ACHIEVED: 50% increase in number of partnerships.

Communications Plan

Develop marketing and communications materials to promote initiatives to key stakeholders.

Outcome Measures

- Information and updates, strategies, programs and activities focused on access through community outreach are published in a variety of formats.

Status

- IN PROGRESS: Brochure produced by Seneca Marketing Department highlighting “Access Through Community Outreach” projects and activities. SCORE brochure being updated.

Flexible Access Strategies

- Continue to offer a range of innovative and flexible access strategies that address multiple learning styles and student profiles and facilitate lifelong learning.

- Develop programs for first-year students.

Outcome Measures

- First Year Experience website is fully utilized, including online learning tools. Parents module is developed.
- Leadership, Engagement, Academics, Relationships and Lifestyle and Networking (LEARN) program is developed and delivered in the residence to first-year students.
- Community Service Learning Program for first-year students launched in partnership with Aboriginal Student Services.
- Resources and publications aimed at first-year students, including the promotional DVD, are developed and implemented.

Status

- IN PROGRESS: First Year Experience website active and includes virtual class visits that students can access. Website now being enhanced with pictures and videos of departments.
- ACHIEVED: LEARN implemented with first-year students in residence.
- ACHIEVED: Eleven students in SSW program successfully completed two weeks service learning project at a variety of GTA Aboriginal agencies.
- IN PROGRESS: New marketing strategies were implemented, as well as multiple new initiatives to make new student orientations more engaging and effective.

**INITIATIVE K:
STRATEGIC PLAN RENEWAL**

**KEY ACTIVITIES
TO ACHIEVE THE INITIATIVE**

Obtain External Perspective

- Conduct focus groups.
- Conduct key informant interviews.
- Summarize what has been heard; articulate key messages.

Outcome Measures

- Completion of focus groups sessions.
- Key informant interviews completed.
- Summaries completed and shared.

Status

- COMPLETED: Completion of focus groups sessions.
- COMPLETED: Key informant interviews completed.
- COMPLETED: Summaries completed and shared.

Assess Change in the Strategic Plan

- Develop some consensus about drivers of change and new themes or issues that need to emerge in a renewed Strategic Plan.
- Facilitate the Board Retreat, using information and insights gathered to date.

Outcome Measures

Consensus about 'drivers of change' and new themes or issues that need to emerge in a renewed Strategic Plan established.

Board Retreat held, using information and insights gathered to date.

Status

- COMPLETED: Consensus about drivers of change and new themes or issues that need to emerge in a renewed Strategic Plan established.

- COMPLETED: Board Retreat held, using information and insights gathered to date.

Refine the Strategic Goals

- Begin to revise the Strategic Goals.

Consult with stakeholders on these revisions

- Continue revising Strategic Goals.
- Provide update to Board; seek input.
- Establish the final draft of revised Strategic Goals.

Outcome Measures

- Revising the Strategic Goals completed.

Stakeholders consulted on revisions.

- Strategic Goals revised based on input.

- Provide update to Board; seek input.

- Final draft of revised Strategic Goals completed.

Status

COMPLETED

Develop Viable Core Strategies.

- Revise Core Strategies.

- Consult with stakeholders on these revisions.

- Provide update to Board; seek input.

- Establish the final draft of revised Core Strategies.

- Present final draft of all revisions to the Board for information and discussion.

Outcome Measures

- Revising Core Strategies completed.

- Consultation held with stakeholders on these revisions.

- Provide update to Board; seek input.

- Establish the final draft of revised Core Strategies.

- Present final draft of all revisions to the Board for information and discussion.

Status

COMPLETED

Confirm Renewed Strategic Plan

- Make necessary revisions.

- Consult with stakeholders on proposed final document.

- Submit final document to Board for approval.

- Launch the renewed Strategic Plan.

Outcome Measures

- Make necessary revisions.

- Consult with stakeholders on proposed final document.

- Submit final document to Board for approval.

- Launch the renewed Strategic Plan.

Status

COMPLETED: Strategic Plan approved by Seneca Board of Governors in November 2007.

**INITIATIVE L: ESTABLISH
SENECA CORPORATION**

**KEY ACTIVITIES
TO ACHIEVE THE INITIATIVE**

1. Finalization of Business Plan to be submitted to the Corporation Board and Seneca College Board of Governors

Outcome Measures

Business Plan approved by Corporation Board and Seneca Board.

Status

- IN PROCESS: The Business Plan for Seneca Corporation is in process and will be presented to the Board at the June 2008 board meeting. During the course of discussions with the Seneca Corporation board, members provided extensive feedback and input on strengthening certain aspects of the plan. This process provided a better direction to the management to review the plan components. Accordingly, comprehensive research data on domestic and international markets is being gathered that will feed into the Business Plan.

2. Recruitment and Hiring of Staff**Outcome Measures**

- Staff hired and in place by August 2007.

Status

- IN PROCESS: The Corporation decided to defer recruitment of full-time staff pending the Board approval of the Business Plan. However, to facilitate the business planning process, consultants have been commissioned to study the international and domestic markets for Seneca Corporation.

3. Commencement of International and Domestic Development Projects**Outcome Measures**

- Enter into contracts with partners by September 2007.

Status

- IN PROCESS: In the interim period, the corporation has continued to assess market opportunities that we feel are aligned with the overall vision. There are currently two initiatives under consideration. The first

initiative involves licensing of curriculum and intellectual property to a new institute of training in financial services in Saudi Arabia. The second initiative is a training project for Chinese college teachers from the Jiangsu Provincial Department of Education.

4. Commencement of Joint Ventures in Key Markets Overseas**Outcome Measures**

- Commencement of joint ventures in key markets overseas.

Status

- IN PROCESS: The commencement of programs is also in the planning stage, pending approval of the Business Plan.

5. Set Revenue Goals**Outcome Measures**

- Set revenue goals.

Status

- IN PROCESS: The revenue goals for 2007–08 are linked to the Business Plan approval process and the favourable outcome of the projects in the pipeline mentioned above.

From Resource Development

Building relationships in support of Seneca students

Seneca is leading the way in providing college graduates the skills and background needed for the challenges they will face in their careers. The goal in the Office of Resource Development has been to ensure Seneca has the resources and funding necessary to continue to prosper and best serve the College's more than 100,000 students now and in the years to come.

Doing so means establishing and fostering relationships with donors and volunteers inside and outside the College community, including alumni, private donors, foundations, corporations and all levels of government.

Through our "Leading Through Excellence" initiative, Seneca has striven to meet the ambitious goal of securing \$100 million in private sector support over 10 years. We are well on our way with approximately \$26 million secured.

In 2007–08, a number of Seneca's friends stepped forward with generous support. Many of their gifts were made even more significant because of dollar-for-dollar matching funds from the provincial government's Ontario Trust for Student Support (OTSS). Thanks to this support, the permanent endowment for student support now totals \$7.4 million. Of this amount, the total value of the student levy endowed bursaries (donations plus OTSS matching grant support) was \$1.2 million. This resulted in \$42,600 in student financial awards being distributed during the course of 2007–08. In addition, six new permanent endowments were established with a value of \$54,500.

The College's efforts in Government Relations continues to earn Seneca a reputation with all levels of government as a solution provider for a number of higher education policy challenges in Canada. Over the year, Seneca's President had access to the Prime Minister's Office, the Premier's Office, senior MPs and MPPs and senior bureaucrats in key federal and provincial departments. Seneca has also been able to influence government

decisions relating to improving the Canada Student Loan Program, addressing the needs of adult part-time learners, the federal Science and Technology Strategy and programs pertaining to the applied research needs of colleges and institutes.

There has been a high level of government interest in visiting Seneca's operations. This past year, Seneca's campuses have been visited by MPs, MPPs, federal and provincial deputy ministers and elected officials and bureaucrats from the City of Toronto and surrounding municipalities.

After the October 2007 provincial election, one of Seneca's objectives was to support Colleges Ontario's skills agenda campaign. The College participated in various activities hosted by Colleges Ontario and organized a forum of senior business leaders to raise awareness about current and future skills shortages in the information technology sector.

Seneca Alumni continues to make great strides with respect to the quality of alumni data. We now have 20,000 active email addresses, as well as a mailing list of 72,000. Ongoing analysis and data segmentation of affinity programs (home and auto insurance, MBNA MasterCard and others) have resulted in significant revenue returns to the College. In 2007–08, the Alumni Endowed Bursary Fund increased by 125% from \$258,111 to \$581,942 through revenue from the Alumni toll-free number, donations and OTSS matching gift support.

Building and sustaining mutually beneficial relationships with individuals, business leaders, government and alumni is crucial to Seneca's success. Now, more than ever before, the whole community has a role to play in ensuring that Seneca has the funding necessary to offer the quality academic programs students and employers have come to expect.

SIGNIFICANT LEADERSHIP GIFTS SECURED THIS PAST FISCAL YEAR INCLUDED:

SAS Institute (Canada) Inc. \$1.7 million partnership arrangement with the School of Marketing & eBusiness.

Johnson Inc. Insurance \$250,000 pledge to the campaign for the Markham Campus, plus an ongoing commitment to Seneca Alumni (total value \$1.1 million).

Allstate Insurance Co. \$100,000 pledge to the campaign for the Markham Campus, plus an annual \$2,000 scholarship for Business Insurance Diploma students for a minimum of five years.

Sun Life Financial of Canada \$100,000 contribution to establish the Sun Life Financial Achievement Award – a permanent endowment eligible for matching grant support through OTSS.

Mozilla Foundation \$100,000 secured by the Faculty of Technology, School of Computer Studies.

Thank You to Our Donors

The following is a list of President Circle donors who have made a contribution of \$1,000 or more during the last fiscal year (April 1, 2007 to March 31, 2008). On behalf of our students and faculty whose efforts you support, thank you.

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CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2008

Auditors' Report

To the Board of Governors of Seneca College of Applied Arts & Technology,

We have audited the consolidated statement of financial position of Seneca College of Applied Arts & Technology as at March 31, 2008, and the consolidated statement of operations, changes in net assets and of cash flows for the year then ended. These financial statements are the responsibility of the College's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2008, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the "K" and ends under the "P", with a small upward tick at the end.

Chartered Accountants, Licensed Public Accountants

Toronto, Canada

May 16, 2008

Consolidated Statements of Financial Position

March 31	2008	2007
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	51,174,496	31,974,232
Grants receivable	5,555,205	3,934,404
Accounts receivable	3,815,200	3,087,613
Inventory	2,104,813	1,846,289
Prepaid expenses	1,323,355	1,135,516
	63,973,069	41,978,054
Restricted cash and investments (Note 11)	7,599,502	6,422,860
Capital assets (Note 3)	243,601,951	242,157,975
	315,174,522	290,558,889
LIABILITIES		
Current		
Accounts payable and accrued liabilities	24,332,006	14,284,062
Current portion of long-term debt (Note 4)	2,177,730	2,044,683
Current portion of obligation under capital leases (Note 5)	212,894	199,674
Due to student associations (Note 6)	7,219,553	6,446,528
Deferred revenue	24,403,900	26,788,266
Employee vacation accrual	12,693,309	11,822,725
Employee sick leave gratuity	7,194,762	7,289,676
	78,234,154	68,875,614
Deferred contributions (Note 7)	1,526,630	1,200,718
Deferred contributions for capital assets (Note 8)	101,873,171	89,291,064
Long-term debt (Note 4)	66,104,787	68,282,518
Obligation under capital leases (Note 5)	471,324	686,439
Deferred derivative liability (Note 10)	3,275,873	2,600,950
Employee future benefits obligations (Note 9)	1,492,000	1,406,000
	252,977,939	232,343,303
NET ASSETS		
Endowments (Note 11)	7,599,502	6,422,860
Investment in capital assets (Note 12)	93,391,244	84,512,576
Unrestricted	(38,794,163)	(32,719,850)
	62,196,583	58,215,586
	315,174,522	290,558,889

Approved on behalf of the Board of Governors:



Jean Anne McLeod
Chair, Board of Governors



Rick Miner
President

Consolidated Statements of Operations

Year ended March 31	2008	2007
	\$	\$
REVENUES (Schedule 1)		
Grants and reimbursements	126,217,114	120,967,951
Student tuition	89,353,489	81,786,913
Ancillary operations	27,273,116	25,958,717
Other	15,673,085	16,931,161
Deferred contributions recognized	6,278,591	7,057,665
Total revenues	264,795,395	252,702,407
EXPENSES		
Academic (Schedule 2)	152,129,554	145,513,148
Student services (Schedule 3)	25,980,762	26,233,200
Administrative (Schedule 4)	28,195,863	23,973,730
Plant and property (Schedule 5)	25,094,600	26,486,171
Supplementary municipal tax levy	1,350,000	1,002,000
Ancillary operations – including amortization of \$1,878,966 (2007 – \$1,917,795)	22,881,275	22,252,032
Distribution of bursaries and scholarships	6,278,591	7,057,665
Total expenses	261,910,645	252,517,946
Excess of revenue over expenses for the year	2,884,750	184,461
Excess of expenses over revenues for the year – Seneca Corp.	(80,395)	–
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	2,804,355	184,461

Consolidated Statements of Changes in Net Assets

Year ended March 31	2008				2007
	Investment in Capital Assets	Unrestricted	Endowments	Total	Total
	\$	\$	\$	\$	\$
Balance, beginning of year	84,512,576	(32,719,850)	6,422,860	58,215,586	56,393,580
Excess of revenues over expenses for the year	(11,546,782)	14,351,137		2,804,355	184,461
Endowment contributions			1,176,642	1,176,642	1,637,545
Investment in capital assets <i>(Note 12)</i>	20,425,450	(20,425,450)		-	-
Balance, end of year	93,391,244	(38,794,163)	7,599,502	62,196,583	58,215,586

Consolidated Statements of Cash Flows

Year ended March 31	2008	2007
	\$	\$
CASH AND CASH EQUIVALENTS (USED IN) PROVIDED BY		
Operating		
Excess of revenues over expenses for the year	2,804,355	184,461
Items not affecting cash		
Amortization of capital assets	18,093,069	20,445,600
Amortization of deferred contributions related to capital assets	(6,546,287)	(8,270,465)
Employee future benefits	86,000	(489,000)
Deferred derivative liability	674,923	108,235
	15,112,059	11,978,831
Changes in non-cash working capital items		
Decrease (increase) in grants receivable	(1,620,801)	986,514
Decrease (increase) in accounts receivable	(727,587)	789,054
Decrease (increase) in inventory	(258,524)	265,047
Increase in prepaid expenses	(187,839)	(222,090)
Decrease in deposit on lease Technology Advanced Learning (TEL)	–	23,875,656
Increase (decrease) in accounts payable and accrued liabilities	10,047,944	(4,337,974)
Increase in amount due to student association	773,025	885,251
Increase (decrease) in deferred revenue	(2,384,366)	1,457,131
Increase in employee vacation accrual	870,584	1,073,383
Decrease in employee sick leave gratuity	(94,914)	(160,643)
	21,529,582	36,590,161
Investing		
Contributions received for capital assets	19,128,394	4,149,518
Purchase of capital assets – net	(19,537,045)	(42,253,491)
Increase in restricted cash	(1,176,643)	(1,637,546)
	(1,585,294)	(39,741,519)
Financing		
Increase (decrease) in deferred contributions	325,912	(1,007,062)
Principal payments on long-term debt and capital leases	(2,246,579)	(2,090,721)
Endowment contributions	1,176,643	1,637,546
	(744,024)	(1,460,238)
Net increase (decrease) in cash and cash equivalents	19,200,264	(4,611,595)
Cash and cash equivalents, beginning of year	31,974,232	36,585,827
Cash and cash equivalents, end of year	51,174,496	31,974,232
Supplementary Cash Flows Information		
Interest paid	4,465,029	4,638,954

Notes to the Consolidated Financial Statements

1. DESCRIPTION OF THE ORGANIZATION

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

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

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE

a) Basis of presentation

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

b) Revenue recognition

The College follows the deferral method of accounting for contributions, which include donations and government grants.

All revenues relating to tuition and other services provided by the College as well as revenues from ancillary operations and donations, are reflected on the consolidated statements of operations.

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

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

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

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

c) Cash equivalents

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

d) Valuation of inventories

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

e) Financial instruments

In 2005, the Canadian Institute of Chartered Accountants released Handbook Section 3855, Financial Instruments – Recognition and Measurement, and Section 3865, Hedges. These new standards changed the way certain financial assets and liabilities are accounted for and reported in the financial statements.

The College adopted these sections effective April 1, 2007.

Endowed investments

Endowed investments are designated as “available for sale” and are recorded at fair value. Realized investment income and unrealized gains and losses from the change in fair value are recorded in the statement of changes in net assets. Fair value is determined on the basis of quoted market prices. Sales and purchases of endowed investments are recorded on the settlement date.

Derivative financial instruments

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

Long-term debt

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

f) Capital assets

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

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

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

g) Equipment under capital leases

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

h) Student organizations

These financial statements do not include the assets, liabilities or results of operations of the various student organizations.

i) Employee future benefit obligations

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

j) Employee sick leave gratuity liability

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

k) Use of estimates

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

l) Future accounting standards

The CICA issued three new accounting standards on December 31, 2006: Handbook Section 1535, Capital Disclosures; Handbook Section 3862, Financial Instruments – Disclosures; Handbook Section 3863, Financial Instruments – Presentation. Section 1535 specifies disclosure requirements regarding how the entity manages its capital. The new Handbook Sections 3862 and 3863 replace Handbook Section 3860, Financial Instruments – Disclosure and Presentation, revise and enhance disclosure requirements, and carry forward unchanged the presentation requirements. The new disclosure requirements will provide additional information on the nature and extent of risks arising from financial instruments and how the College manages those risks.

In March 2007, the CICA approved Handbook Section 3031, Inventories which replaces the existing Handbook Section 3030, Inventories. The new standard provides more guidance on the measurement and disclosure requirements related to inventories.

The new accounting standards come into effect for the College's financial reporting period beginning April 1, 2008. The College is currently assessing the impact of these new standards on its financial statements.

3. CAPITAL ASSETS

	2008		2007	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
	\$	\$	\$	\$
Land and improvements	31,808,011	9,070,945	22,737,066	24,342,975
Buildings	220,303,264	58,476,774	161,826,490	167,334,072
Leasehold improvements	24,478,054	4,979,602	19,498,452	20,453,478
Furniture	9,163,919	7,407,103	1,756,816	2,498,696
Equipment	40,495,678	30,433,584	10,062,094	12,346,470
Computer equipment	67,995,573	60,114,164	7,881,409	9,252,935
Construction-in-progress	19,839,624	–	19,839,624	5,929,349
	414,084,123	170,482,172	243,601,951	242,157,975

Included in capital assets are assets under capital leases with a cost of \$1,855,181 (2007 – \$1,855,181) and a net book value of \$684,218 (2007 – \$886,113).

4. LONG-TERM DEBT

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

	2008	2007
	\$	\$
Loan (i)	197,861	258,168
Mortgage (ii)	20,252,689	21,006,693
Mortgage (iii)	7,128,468	7,381,224
Mortgage (iv)	12,837,499	13,197,116
Bankers acceptance loan (v)	27,866,000	28,484,000
	68,282,517	70,327,201
Less amounts due within one year	2,177,730	2,044,684
	66,104,787	68,282,517

Interest on the long-term debt amounted to \$4,449,031 (2007 – \$4,572,151).

- i) Loan used for construction at the Seneca@York Campus. The loan matures on September 1, 2011, with annual payments of \$60,305 and is non-interest-bearing.
- ii) Mortgage on the student residence on the Newnham campus (Phase One). The rate is fixed at 6.87%, and the maturity date is March 1, 2023. Blended semi-annual payments of \$1,092,216 commenced September 1, 1998.
- iii) Mortgage on the student residence on the King campus. The rate is fixed at 6.29%, and the maturity date is March 1, 2024. Blended semi-annual payments of \$356,561 commenced September 1, 1999.
- iv) Mortgage on the student residence on the Newnham Campus (Phase Two). The rate is fixed at 7.16%, and the maturity date is September 1, 2025. Blended semi-annual payments of \$649,103 commenced September 1, 2000.
- v) The College has negotiated a term bank loan, by way of bankers acceptance notes, to finance the acquisition of the Markham Campus at 10 Allstate Parkway. The loan is repayable by blended quarterly payments of \$581,000 commencing September 27, 2004. The College has entered into an interest rate swap agreement to modify the floating rate of interest on this loan to a fixed rate of 5.607% (Note 10).

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

	\$
2009	2,177,730
2010	2,322,403
2011	2,475,159
2012	2,594,139
2013	2,752,643
Thereafter	55,960,443
	68,282,517

The fair value of these loans and mortgages at March 31, 2008 is estimated by management to be \$76,776,200 (2007 – \$77,940,575).

5. OBLIGATION UNDER CAPITAL LEASES

The College is committed to lease payments for its leased equipment, under various capital leases, until 2011. Future minimum annual lease payments are as follows:

	\$
2009	252,594
2010	252,594
2011	252,594
2012	–
2013	–
Total minimum lease payments	757,782
Less amounts representing interest (at a rate of 6.75%)	73,564
Balance of obligation	684,218
Less current portion of obligation	212,894
	471,324

The operating expenditures include interest on capital leases of \$51,313 (2007 – \$66,802).

6. DUE TO STUDENT ASSOCIATIONS

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

7. DEFERRED CONTRIBUTIONS

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

	2008	2007
	\$	\$
Balance, beginning of year	1,200,718	2,207,780
Less amounts recognized as revenue in the year	(6,278,591)	(7,057,665)
Add amount received related to future periods	6,604,503	6,050,603
Balance, end of year	1,526,630	1,200,718

Comprised of:

	2008	2007
	\$	\$
Scholarships and bursaries	385,476	201,515
Joint employment stability reserve	765,695	742,826
Prepaid leave plan	57,236	58,708
Other	318,223	197,669
	1,526,630	1,200,718

8. DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS

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

	2008	2007
	\$	\$
Balance, beginning of year	89,291,064	93,412,011
Less amortization of deferred capital contributions	(6,546,287)	(8,270,465)
Add contributions received for capital purposes	19,128,394	4,149,518
Balance, end of year	101,873,171	89,291,064

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

	2008	2007
	\$	\$
Ministry of Training, Colleges and Universities (MTCU)		
Colleges Facilities Investment Program	10,167,181	–
Campus Renewal Program	6,462,800	
Other	3,999,219	2,858,979
	20,629,200	2,858,979

9. EMPLOYEE FUTURE BENEFIT OBLIGATIONS

Employee future benefits include health, dental and life insurance benefits that are provided to early retirees, future retirees and employees currently on long-term disability. The related benefit liability as at March 31, 2008, of \$1,492,000 (2007 – \$1,406,000) was determined by actuarial valuation as at March 31, 2008, that was commissioned by the College Compensation and Appointments Council using a discount rate of 5.50% (2007 – 4.85%).

Information about the College's employee future benefit obligations is as follows:

	2008	2007
	\$	\$
Accrued benefit liability, beginning of year	1,406,000	1,895,000
Current service cost	13,000	22,000
Interest	32,000	62,000
Increase/(reduction) in accrued benefit obligation	125,000	(338,000)
Benefits paid	(84,000)	(235,000)
Accrued benefit liability, end of year	1,492,000	1,406,000

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

a) Interest (discount) rate

The present value as at March 31, 2008, of the future benefits was determined using a discount rate of 5.50% (2007 – 4.85%).

b) Drugs and hospital

Drug costs were assumed to increase at a rate of 10.5% for 2008, grading down to 5.5% per annum in 2018. Health costs were assumed to increase at 5.00% per annum.

c) Other medical

Other medical costs were assumed to increase at 5% for 2008 and thereafter.

d) Dental costs

Dental costs were assumed to increase at 7.5% for 2008, grading down to 4.5% in 2014.

10. FINANCIAL INSTRUMENTS

Fair value

Fair value represents the amount that would be exchanged in an arm's-length transaction between willing parties who are under no compulsion to act and is best evidenced by a quoted market price, if one exists. The College's fair values are management's estimates and are generally determined using market conditions at a specific point in time and may not reflect future fair values. The determinations are subjective in nature, involving uncertainties and the exercise of significant judgment.

The fair value of financial assets and liabilities approximates their market value due to the short-term maturity, except for long-term debt and restricted cash and investments, the fair values of which are disclosed in Notes 4 and 11, respectively.

Derivative financial instruments

The College entered into an interest rate swap agreement in a prior year to economically manage the floating interest rate of the bankers acceptance loan (Note 5). 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%, while receiving interest at a variable rate to be set quarterly based on the bankers acceptance rates, which ranged from 3.60% to 4.85% 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, 2008, is \$27,866,000 and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap at March 31, 2008, of \$3,275,873 was recorded as deferred derivative liability on the consolidated statement of financial position. The change in fair value of the interest rate swap agreement between April 1, 2007, and March 31, 2008, of \$674,923 has been recorded in the consolidated statement of operations as an administrative expenditure under finance charges.

Interest rate risk

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

11. ENDOWMENTS

These endowment funds have been donated for specific purposes. The principal sum must be held for investment, while the income earned is expendable for the specific purposes outlined when the funds were donated.

The risks associated with the investments held are as follows:

a) Liquidity risk

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

b) Credit, interest rate and maturity risk

Fixed income securities have yields varying from 2.9% to 4.5% (2007 – 0.8% to 5.9%) with maturity dates ranging from September 2008 to June 2037 (2007 – September 2007 to June 2037).

The value of fixed-income securities will generally rise if interest rates fall and decline if interest rates rise. The value of securities will vary with developments within the specific companies or governments that issue the securities.

c) Equity risk

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

Restricted cash and investments

At March 31, 2008, the book value of cash and investments that are restricted as to use and are not available for general operations is \$7,757,903 (2007 – \$6,422,860). An unrealized loss of \$158,401 for 2008 from the change in fair value is recorded in the statement of changes in net assets.

12. INVESTMENT IN CAPITAL ASSETS

a) Investment in capital assets represents the following:

	2008	2007
	\$	\$
Capital assets	243,601,951	242,157,975
Less amounts financed by:		
Obligation under capital lease	684,218	886,113
Long-term debt and term bank loan	68,282,518	70,327,201
Deferred capital contributions <i>(Note 8)</i>	81,243,971	86,432,085
Balance, end of year	93,391,244	84,512,576

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

	2008	2007
	\$	\$
Excess of expenditure over revenue:		
Amortization of deferred contributions related to capital assets	6,546,287	5,803,313
Amortization of capital assets	(18,093,069)	(17,978,449)
	(11,546,782)	(12,175,136)
Net change in investment in capital assets:		
Purchase of capital assets – net	19,537,045	42,253,492
Amounts funded by deferred capital contributions	(1,358,173)	(30,725,093)
Repayments of term bank loan		
Increase in long-term debt		
Repayment of capital leases	201,895	190,109
Repayments of long-term debt	2,044,684	1,900,612
	20,425,451	13,619,120
	8,878,669	1,443,984

13. PENSION COSTS

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

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

Variances between actuarial funding estimates and actual experience may be material and, as such, any differences are generally to be funded by the Plan's participating members. The most recent triennial actuarial valuation was filed as at January 1, 2007, and indicated a plan deficit of \$585,400 on a going concern basis and a plan deficit of \$64,300 on a solvency basis. During the year, contributions to this plan on account of current service pension costs were \$8,928,844 (2007 – \$8,142,636) and are included in the consolidated statement of operations.

14. COMMITMENTS AND CONTINGENT LIABILITIES

Service agreements and lease commitments

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

	\$
2009	8,605,281
2010	6,652,090
2011	6,121,860
2012	4,399,217
2013	1,636,161
	27,414,609

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. Primary service commitments represent 88.0% of total commitments in 2008–09 with consistent increases to 100.0% by 2011–12.

Contingent liabilities

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

15. ONTARIO TRUST FOR STUDENT SUPPORT FUND

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

	2008	2007
	\$	\$
Schedule of donations received		
Cash donations received	1,337,467	1,463,063
Schedule of changes in endowment fund balance		
Fund balance, beginning of year	5,138,951	3,675,888
Cash donations received	1,337,467	1,463,063
Fund balance, end of year	6,476,418	5,138,951
Schedule of changes in expendable funds available for awards		
Balance, beginning of year	132,832	144,344
Investment income	336,630	94,963
Bursaries awarded (total number: 420; 2007 – 202)	(226,816)	(106,476)
Balance, end of year	242,646	132,832

16. GUARANTEES

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

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

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

Consolidated Schedules of Revenue

Year ended March 31	Schedule 1	
	2008	2007
	\$	\$
Grants and reimbursements		
Formula financed program	109,813,773	104,060,240
Apprenticeship training	2,322,030	2,363,679
Contracted training programs	6,185,024	5,271,567
Grant in lieu of municipal taxation	1,350,000	1,002,000
Deferred contributions for capital assets	6,546,287	8,270,464
	126,217,114	120,967,951
Full-time student tuition and fees	75,376,040	67,884,551
Part-time student tuition and fees	13,977,448	13,902,362
Ancillary operations	27,273,116	25,958,717
Investment income	1,732,510	1,584,662
International and other special projects	306,121	849,045
Other income	13,634,454	14,497,454
Deferred contributions recognized	6,278,591	7,057,665
	264,795,395	252,702,407

Consolidated Schedules of Academic Expenditure

Year ended March 31	Schedule 2	
	2008	2007
	\$	\$
Salaries		
Administrative	7,064,379	6,365,049
Faculty	82,294,332	78,364,006
Support	17,215,902	16,071,479
Fringe benefits	17,890,433	16,653,826
Instructional supplies	4,404,077	5,306,622
Field work	270,025	329,163
Office supplies and expense	2,170,477	1,705,455
Professional development	328,662	374,096
Travel	2,130,700	2,031,011
Promotion/public relations	1,368,333	1,523,281
Telecommunications	672,147	736,887
Equipment maintenance	1,714,293	1,356,641
Insurance/banking charges	1,284,715	1,209,354
Professional fees	500,952	536,756
Contracted educational services	4,445,617	4,472,270
Building maintenance	209,060	329,940
Utilities	70,944	93,213
Premises rentals	766,815	788,533
Furniture and equipment rental	292,851	151,452
Amortization expense	7,034,840	7,114,114
	152,129,554	145,513,148

Consolidated Schedules of Student Services Expenditure

Year ended March 31	Schedule 3	
	2008	2007
	\$	\$
Salaries		
Administrative	2,132,754	2,082,461
Faculty	2,389,562	2,542,998
Support	10,224,728	9,705,443
Fringe benefits	2,873,352	2,730,251
Instructional supplies	863,777	1,178,595
Office supplies and expense	766,371	1,212,554
Professional development	98,622	110,292
Promotion/public relations	686,781	827,984
Telecommunications	60,631	73,099
Equipment maintenance	48,659	88,430
Professional fees	29,050	57,701
Contracted educational services	275,137	299,462
Building maintenance	56,912	79,515
Amortization expense	372,185	415,885
Student tuition assistance	4,984,421	4,717,741
Other	117,819	110,789
	25,980,762	26,233,200

Consolidated Schedules of Administrative Expenditure

Year ended March 31	Schedule 4	
	2008	2007
	\$	\$
Salaries		
Administrative	7,412,285	6,241,818
Faculty	270,743	(674,236)
Support	6,553,717	6,018,162
Fringe benefits	2,818,464	1,651,073
Software and licensing expense	393,603	502,190
Office supplies and expense	1,888,067	1,716,087
Professional development	265,828	279,474
Travel	322,574	401,763
Promotion/public relations	1,333,811	607,082
Telecommunications	415,531	466,312
Building maintenance and utilities	47,035	40,130
Equipment maintenance	1,243,480	770,300
Insurance/banking charges	2,067,461	1,376,428
Finance charges (<i>Note 10</i>)	1,627,435	1,661,193
Professional fees	1,368,235	1,438,396
Contracted services	158,568	115,771
Premise rentals (<i>Note 2</i>)	389,811	395,221
Furniture and equipment rentals	498,942	131,076
Amortization expense	1,383,012	1,153,669
Other	102,189	99,356
	30,560,791	24,391,266
Inter-departmental charges for printing/photocopying	(2,364,928)	(417,536)
	28,195,863	23,973,730

Consolidated Schedules of Plant and Property Expenditure

Year ended March 31	Schedule 5	
	2008	2007
	\$	\$
Salaries		
Administrative	938,926	937,411
Faculty	—	—
Support	3,686,530	3,658,151
Fringe benefits	1,030,940	1,007,154
Office supplies and expenses	86,776	126,595
Equipment maintenance	32,687	24,855
Building maintenance	1,932,499	1,987,064
Grounds maintenance	—	—
Insurance	14,710	27,108
Vehicle expense	91,734	94,826
Contracted services	4,403,271	4,105,155
Telecommunications	47,985	54,768
Utilities	4,295,344	3,813,937
Municipal taxes on leased premises	155,095	160,163
Premises rental	560,622	539,904
Amortization expense	7,424,066	9,844,137
Other	393,415	104,943
	25,094,600	26,486,171

Seneca

Seneca believes that people change through learning. Education is about self-determination. It's about ambition. It's about building on what you know and what you can do. Seneca's reputation is built on the relevance of its programs, the industry experience of its superb faculty, the dedication of its staff and the capabilities of its graduates. More people have chosen Seneca than any other college in Canada.

SENECA CHANGES YOU.