

# Seneca

2011/2012 Annual Report

# Annual Report 2011–12

## Message from the Chair and President

With the renewal of our strategic and academic plans underway, this has been a year firmly focused on the future. With the participation of students, faculty and staff across our campuses, we're building on our strong tradition of excellence and innovation in teaching and learning as we prepare our students for success in a rapidly changing modern world.

This year's Annual Report provides an opportunity to pause and reflect on our progress over the past year and to celebrate the many accomplishments Senecans have achieved. From the Oscars to OCAA championship titles, we're proud that members of Seneca's community were recognized as leaders in their fields and rewarded for their excellence. Once again, we were recognized as one of the GTA's top employers and Canada's best diversity employers.

Our continued enrolment growth and the importance of Seneca's presence as the only post-secondary institution in York Region were recognized by the provincial government's announcement of a \$43-million contribution to revitalize and expand our King Campus. This investment will result in space for an additional 1,450 students in our community safety, health and social services programs. We're also partnering with the York Regional Police on a joint state-of-the-art training facility that will be located onsite at King.

Our global networks continue to expand. We had more international students enrolled at Seneca than ever before and we were honoured to open the first Confucius Institute in the GTA at our Markham Campus. We focused on reconnecting with our alumni in new ways, engaging our graduates in our programs and activities to share their experiences and success with our current students. Working with new and existing donors, we established several new awards and bursaries and substantially grew our endowment fund.

We want to thank our committed faculty and staff who inspire our students and keep us closely linked to our communities and employers. Without our industry partners, we wouldn't be able to provide the enriched learning experiences students get through co-op and field placements and applied research projects.

Finally, we want to thank our students. They contribute each day to making Seneca an exciting place to be. Coming from next door and from around the world, they bring an irreplaceable energy and an incredible diversity to each of our campuses. Our students are the reason we strive to provide high quality teaching and learning experiences, and a comprehensive range of student supports. Looking back or to the future, there can be no doubt that our focus on student success is what underpins a great Seneca education.

# 1. Leading in career-related and professional education

## Delivering high-quality programs

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Centre for Academic Excellence (CAE) fully operational and resourced under AVP Academic.	CAE operational plan established and website launched.	<b>Achieved:</b> Website and operational plan completed.
	Round 1 Innovation Projects reports and presentations complete; plan developed for broader implementation of promising practices.	<b>Achieved:</b> All Round 1 project reports submitted and outcomes presented.  <b>In Progress:</b> Implementation plan for key projects underway.  Ongoing into Fiscal 2012-13
	Round 2 Innovation Project call launched for 2011-12.	<b>Achieved:</b> Call launched in June 2011.
	Faculty Development program reviewed and updated, including module development and hybrid delivery options.	<b>Achieved:</b> Review and updates to specific courses completed.  <b>In Progress:</b> Further development expected as part of 2012-17 Academic Plan.  Ongoing into Fiscal 2012-13
Continue to Leverage Web-based Program Review tools and expertise to build an effective and accelerated Program Review cycle.	Program review process streamlined; new tracking system developed and Dashboard operational by fall 2011.	<b>Achieved:</b> Pilot for annual program report cards completed in December 2011. Teams for new reviews now following an updated process; reference group established.  Ongoing into Fiscal 2012-13  <b>Rescheduled:</b> Creation of an online system pending further analysis and refinements.
Renew degrees with Post-secondary Education Assessment Board.	Self-study report submitted for HST, IAF, IFS, FSM and ESR on schedule for renewal. Self-study process initiated for MCP, CST, FPR and BSD in preparation for 2013 renewal.	<b>Achieved:</b> Self-study reports completed on schedule as appropriate (HST, IAF, IFS, FSM).  <b>In Progress:</b> Self-study process underway for FPR and BSD.  Ongoing into Fiscal 2012-13
	FPR degree accreditation process completed for Aviation Accreditation Board International by February 2012.	<b>Achieved:</b> Accreditation process completed on schedule.

Enhance programs through student and faculty outreach events, industry and community partnerships funded through Quality Enhancement funds.	Two new outreach/quality initiatives organized in each Faculty.	<b>Achieved:</b> Central funding provided for innovation projects, including the Language Across the Curriculum Initiative, Self-Directed Learning Initiative, Senetech Initiative and Seneca Live Building.
Develop plans to move the School of Aviation and Flight Technology with the announced closure of Buttonville Airport within five years.	Business case for the move developed and approved with a site for the School secured.	<b>In Progress:</b> Potential sites evaluated and development of new facility and transition plans underway.  Ongoing into Fiscal 2012-13

**Strengthening academic clusters of expertise and enhancing their profile to potential applicants and other external stakeholders including employers**

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Develop a New Academic Plan.	New Academic Plan developed in consultation with faculties, program advisory committees, and other stakeholders, approved by the Academic Planning Committee of the Board (Dec./Jan. 2012).	<b>In Progress:</b> Consultations completed; 2012-17 Academic Plan on track for approval by the Board of Governors.  Spring 2012
	Development and approval of a multi-year Academic IT Plan.	<b>Achieved.</b>
Implementation of new academic structure announced in March 2011, which builds upon the academic planning framework and strengthens Seneca's leadership in core sectors/program clusters.	New Chair/Dean portfolios and transition process complete; new portfolios and Faculty/School "identities" to be operationalized.	<b>Achieved.</b>
	Suite of diploma/degree/graduate certificate programs approved and operational in School of Aviation and Flight Technology.	<b>Achieved:</b> Aviation Operations diploma and Aviation Safety advanced diploma approved and operationalized.  <b>In Progress:</b> Airline Pilot Flight Operations Graduate Certificate in external approvals process.  Ongoing into Fiscal 2012-13

Accelerate development of degree programs and graduate certificate through increased resource allocation.	MarCom degree proposal review underway.	<b>In Progress:</b> Degree proposal in preparation.  Ongoing into Fiscal 2012-13
	Bachelor of Interdisciplinary Studies review completed and implementation plan developed.	<b>In Progress:</b> Site visit completed and PEQAB review completed. Pending MTCU approval.  Ongoing into Fiscal 2012-13
	Two additional degree program areas identified and development initiated.	<b>Achieved:</b> Two new degree areas identified with program development underway.
	Two new Bachelor of Commerce degrees—Business Management and International Business Management—on schedule for first cohort in fall 2012.	<b>Achieved:</b> Approval received in January 2012. First intakes scheduled for September 2012.
	At least three new graduate certificate programs developed and approved.	<b>In Progress.</b> Five new graduate certificate programs in development.  Ongoing into Fiscal 2012-13

### Targeting applied research activity in degree programs and pedagogy

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Enhance Seneca's Research Capacity to continue to support the College's leadership position in federal and provincial applied research.	New Dean of Research appointed July 2011 to lead the establishment of a Research Advisory Committee development and development of a Seneca Strategic Research Plan and organization structure created to support priorities.	<b>Achieved:</b> New Dean of Applied Research and Scholarship appointed in July 2011. New organizational structure for the Office of Research and Innovation in place as of February 2012. Terms of reference for new advisory committee established.  <b>In Progress:</b> Development of Strategic Plan for Applied Research & Scholarship underway.

	<p>Leverage federal funding priorities in support of installing an industrial research chair, developing SME-partnered projects in communications technologies research and exploring joint college-university commercialization projects.</p>	<p><b>Achieved:</b> Three OCE Connections Projects with industry contributions approved for funding. Six workshops for SMEs held.</p> <p><b>In Progress:</b> Application submitted to NSERC Industrial Research Chairs for Colleges program.</p> <p>NSERC to announce results in April 2012.</p> <p>Collaborative applied research projects being explored/under formation with researchers from York and Ryerson University.</p> <p>Ongoing into Fiscal 2012-13</p>
<p>Support and promote Seneca's leadership in pedagogical research through training.</p>	<p>Seneca's research portfolio strengthened with completion of the Early Leavers Study, which ascertain the factors behind students leaving college before graduation.</p>	<p><b>In Progress:</b> Report submitted and under review by HEQCO. Seneca internal draft report made available for peer review.</p> <p>Ongoing into Fiscal 2012-13</p>
	<p>The College Mathematics Project 2011/12 will be broadened to include a qualitative analysis of foundations programs, preparatory mathematics courses; with final report filed.</p>	<p><b>In Progress:</b> Final report submitted to MTCU reference group for review.</p> <p>Spring 2012</p>
	<p>College English Project – Seneca report completed; provincial funding sought to take the study province wide.</p>	<p><b>Achieved:</b> Seneca report completed and funding proposal for joint Math and Language study submitted to the Ministry of Education and MTCU.</p>
	<p>A minimum of two proposals in scholarship of teaching and learning developed.</p>	<p><b>Achieved:</b> Transfer research project studying college to degree student movement approved by CUCC. Project approved by HEQCO to develop database and analyze student movement between York University and Seneca College.</p>
	<p>Final report for Higher Education Quality Council of Ontario (HEQCO)-funded College Choice Project completed and submitted.</p>	<p><b>In Progress:</b> Project focus narrowed; final report in development.</p> <p>Ongoing into Fiscal 2012-13</p>

## 2. Increasing student success

**Better understand factors affecting Student Graduation and Satisfaction KPI'S and develop new initiatives.**

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Increase understanding of factors regarding students leaving Seneca prior to graduation.	Database developed, leveraging transfer and student data to increase understanding about factors, intentions and destinations of transfer students.	<b>In Progress:</b> Database development is a key component of CUCC-approved transfer research project.  Ongoing into Fiscal 2012-13
	Phase one of the KPI Dashboard Analytics tool completed, with design incorporating best practices from across Ontario's postsecondary institutions.	<b>In Progress:</b> KPI Dashboard Analytics data requirements and analytical framework/routine completed. Operationalization in progress.  Ongoing into Fiscal 2012-13
	Incorporate findings and high-level recommendations from the Seneca-led study on early leavers to guide both retention strategies and the development of phase one of the <i>Student Retention Tracking System</i> .	<b>In Progress:</b> Use of STARFISH software being piloted at King campus.  Ongoing into Fiscal 2012-13
Identify key drivers of satisfaction at the College, faculty, school and program levels.	Baseline established identifying the number of university to college students at Seneca to assist in advisement about transfer opportunities.	<b>In Progress:</b> Significant work completed on extracting data to create baseline. Report in development.  May 2012

### Implementing new student support strategies.

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Provide increased advisement and support services to students to assist in academic achievement, and strengthen interpersonal, leadership and communications skills.	Development of a new centre to deliver "first stop shopping" for students with multiple student services relocated at Newnham, clustered in renovated space—operational for fall 2012.	<b>On Track:</b> New centre at Newnham slated to open Spring 2012.
	Expansion and integration of SMILE program with other mentoring programs within Student Services.	<b>Rescheduled:</b> Program integration pending development of broader plan for Student Services. 2012-13 academic year

	Realignment of learning centres within the portfolio of the Associate Vice-President Academic, Educational Excellence and strengthened connection to faculties.	<b><u>Achieved.</u></b>
	Integrated Advisement Centre pilot project for at-risk students, including internationally trained immigrants, first generation, Aboriginal, direct, and non-direct applicants implemented and evaluated.	<b><u>Under Review:</u></b> Pilot pending development of broader plan for Student Services.
	A First Generation pilot case management and advisement program developed scalable to support college-wide retention strategies.	<b><u>In Progress:</u></b> Pilot underway at King Campus.  Spring 2012
	Enhanced tutoring and learning support interventions conducted through the learning and writing centres to increase successful completion of EAC 150.	<b><u>In Progress:</u></b> Activities in the Learning Centre refocused to provide enhanced support for writing and mathematics.  Ongoing into Fiscal 2012-13
Strengthen student support through bursaries and scholarships.	Seneca's endowment and investment policies and practices reviewed to ensure sustainability and predictability of student support.	<b><u>In Progress:</u></b> Proposed investment and disbursement policies developed and scheduled for presentation to the Board of Governors.  Summer 2012

### **Expanding laddering opportunities within existing programs and increasing pathways to Ontario universities and colleges**

<b>Initiatives for 2011-12</b>	<b>Performance indicators/measurable outcomes</b>	<b>Projected Status Update as of March 31, 2012</b>
Expand partnerships with GTA universities.	Seneca-York partnership enhanced to increase bilateral pathways to degrees and post-graduate certificates.	<b><u>Ongoing.</u></b>
	Relationships strengthened with other GTA colleges and universities to enhance student mobility and credit transfer.	<b><u>Achieved:</u></b> Credit transfer funding used to discuss further transfer opportunities with OCADU, University of Toronto Scarborough and Ryerson University.
Develop more Pathway/Transfer solutions between Ontario colleges and universities.	System leadership at the MTCU Credit Transfer Steering Committee continued; ongoing participation on technical/funding working groups.	<b><u>Achieved.</u></b>



	Proposal submitted and MTCU funding approved for degree transfer activities.	<b>Achieved:</b> Proposal submitted October 2011; MTCU approval December 2011.
	CUCC Phase III Project (Arts & Science electives) advanced with Seneca participation and a minimum of five Liberal Arts courses identified as core university transfer subjects and made available to Seneca and other college students.	<b>Ongoing:</b> Seneca is the provincial lead on this initiative.
	System leadership through CCVPA pathways project continued.	<b>Achieved.</b>
	Academic partnerships portfolio established to provide oversight of SCWI, college to college, and college to university academic partnerships.	<b>Achieved.</b>
Offer more opportunities through part-time studies for students to complete a degree on a part-time basis.	Subjects from three Seneca degree programs offered part-time in class and/or online.	<b>Achieved:</b> Seven Liberal Studies Option courses made available online.
Review prior year's activity levels and success in SCWI/Dual Credit programs.	Dual Credit review completed and target schools/programs identified as appropriate.	<b>Achieved:</b> Dual Credit review completed and program expanded to include School-in-a-College initiative at Seneca.
Expand credit transfer to Seneca's degrees.	Two <i>Fast Track to Seneca</i> degree events held and other strategies undertaken to increase the number of diploma students entering Seneca degree programs.	<b>Achieved:</b> Diploma to degree events held at three campuses and new diploma to degree promotion strategy under development. Funding proposals submitted to CUCC and internal transfer system for degree programs established.

## Implementing new student recruitment activities

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Facilitate effective student self-service and improved college interaction through more effective online registration services.	New admission orientation model implemented, which combines testing with program-specific assessment piloted.	<b>Achieved:</b> Model implemented for Fall 2012 applications in selected programs in FCAD.
Redevelop the applicant portal to facilitate timely and effective communications and registration for potential students.	Registration facilitated by online applicant portal, effectively using College resources and enhancing the registration of potential students; benchmarks established.	<b>In Progress:</b> Resources redirected to web development; implementation ongoing.  Ongoing into Fiscal 2012-13

Develop new brand articulation, based on research and implement marketing/advertising recruitment campaign to reach prospective students and stakeholders.	The number of first choice applications as monitored through the Ontario College Applications System increased in key programs.	<b>Achieved:</b> First choice applications up in key programs areas.
	Brand perceptions and ad recall improved.	<b>Achieved:</b> Focused marketing campaign promoting degrees, post graduate certificates and degree transfer opportunities implemented.
Strengthen Seneca's online presence based on web audit, brand research and strategic goals.	Usage and quantity of online services increased.	<b>Achieved:</b> Usage increased and online services expanded.

### Expanding reciprocal partnerships with international PSE institutions

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Align International Department structure/support with academic and strategic priorities.	A new operational plan developed and implemented under the leadership of the new Dean of International Studies to strengthen international recruitment and better integrate international activities to the Academic mandate.	<b>Achieved:</b> Alignment completed in February 2011.
	A new pilot training program for international faculty developed and implemented.	<b>In Progress:</b> First two modules developed and set for piloting in collaboration with the Centre for Academic Excellence.  Ongoing into Fiscal 2012-13
Raise International English Language Testing System (IELTS) score for diploma students to 6.0.	New IELTS scores with phased-in process and implementation date of September 2012.	<b>On Track:</b> Initiative implemented in conjunction with International Admissions.  Fall 2012
Develop infrastructure to support work/study abroad, including promotion of Ontario International Education Opportunity Scholarship (OIEOS) to assist students.	Increased number of student accessing the OIEOS funds; new work/study abroad office established and promoted.	<b>Achieved:</b> New website promoting work/study abroad programs launched and campaign to launch study abroad initiative underway.

Continue diversification of international recruitment by geographic region.	Expanded strategic alliances pursued in India, and recruitment efforts increased in diversified markets.	<b><u>In Progress:</u></b> New partnership agreements currently under development.  Ongoing into Fiscal 2012-13
	Partnerships developed overseas to explore potential of an international Seneca campus.	<b><u>Ongoing.</u></b>

### 3. Building the strong organization

#### Embedding quality standards and outcomes in all programs, services and business practices

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Prepare for the Program Quality Assurance Process Audit by the Ontario College Quality Assurance System (scheduled for June 2011).	Audit complete; implementation of recommendations underway.	<b><u>Achieved:</u></b> 18 month progress report due in 2013.
Investigate appropriate Quality Assurance bodies for additional program accreditation processes.	Report produced that identifies potential additional appropriate accreditation bodies for Seneca's academic programs and academic services.	<b><u>In Progress:</u></b> Report under development.  Ongoing into Fiscal 2012-13
Establish Dean of Students portfolio and, in consultation with Academic and other College partners, develop an organizational plan for the delivery of effective services and programs within that portfolio.	Development and implementation of an operational and organizational plan within the Dean of Students Portfolio.	<b><u>Under Review:</u></b> Operational and organizational plans pending outcomes of departmental reviews.
	Review and optimize student services and support processes with best practices through the development of a self-study framework.	<b><u>In Progress:</u></b> Self-study framework in development. Individual areas/programs reviewing current practices and alignment with professional standards.  Ongoing into Fiscal 2012-13
	Review of student and staff resolution services by the Dean of Students—in conjunction with Executive Director of HR with academic input—to implement revised policies, practices and standards of operations in fall 2011.	<b><u>Rescheduled:</u></b> Review Committee established with student, faculty and staff representation. Review in progress, with revised organizational model and operating procedures to be implemented.  September 2012
	Implementation of student-centered counselling and disabilities and health centre models.	<b><u>On Track:</u></b> New operating model ready for implementation.  September 2012

Review and improve core services for students, staff and faculty.	Enhanced functionality for student and employee cards achieved.	<b>On Track:</b> OneCard multi-year plan underway. Capacity for online transactions to be tested in Summer 2012. Campus shuttle buses to be equipped with card readers in April 2012.  Ongoing into Fiscal 2012-13
	A centralized event booking framework and process for the College's facilities established.	<b>Under Review:</b> Pending decisions around the scope of the I3 project.  Ongoing into Fiscal 2012-13
	Financial processes reviewed and improved to facilitate streamlined student fee payments.	<b>In Progress:</b> New online full-time tuition payment application approved and slated for launch.  Spring 2012
	Intercampus shuttle bus service reviewed to assess feasibility of increasing ridership and expanding current routes.	<b>Achieved:</b> Ridership reviews initiated at the end of each semester.
Improve IT Services support and capability.	Restructured ITS organization established under new CIO and new operational plan developed.	<b>In Progress:</b> Operational plan developed and organizational review underway.  Spring 2012
	New telephone system implemented.	<b>Achieved:</b> Implemented in Fall 2011.
	New e-mail system implemented.	<b>Achieved:</b> Implemented in January 2012.
	Network printing system rolled out.	<b>Achieved:</b> Implemented in Fall 2011.
	Policies on Records Management, IT Disaster Recovery, and Business Continuity established.	<b>In Progress:</b> New policies under final review.  Ongoing into Fiscal 2012-13
Review Seneca's Human Resources processes and practices.	Under the leadership of the new Executive Director, Human Resources, a new HR operational and organizational plan created, including leadership development activities.	<b>On Track:</b> Several new HR operational and structural plans under review. These include: building and realigning HR capacity; reengineering policies and processes; revising HR metrics; enhancing communications including Intranet site; and HRIS planning.  By December 2012

	Through consultations with college stakeholders, current recruitment processes revised.	<b>Achieved:</b> Standardization of applicant process complete. Competition status tracking and screening occurring through implementation of Hire Desk software.
Follow through on next steps from the Employee Engagement Survey.	Complete department-level meetings to discuss results with all employees.	<b>Achieved:</b> Meetings held with all departments to review survey findings specific to each area.
Strengthen capacity of Seneca's Advancement and Alumni function.	Establishment of capital funding priorities based on outcomes of the master planning initiatives: Capital case for support developed, project-based prospecting activities initiated.	<b>On Track:</b> Support case for the King Campus campaign in development. Funding priorities under review.  Ongoing into Fiscal 2012-13
	Review and redevelopment of Advancement policies, including naming guidelines, gift acceptance and donor agreements.	<b>In Progress:</b> Policy review underway. New templates for donor agreements drafted.  Summer 2012
	Review endowment strategy and performance to ensure optimal income/payout rates are secured.	<b>In Progress:</b> Investment review initiated.  June/July 2012
	Alumni strategic plan approved by the Alumni Association and College administration; completion of at least ten strategic alumni-oriented events (institutional and division-based).	<b>Achieved:</b> Alumni strategic plan approved. Over 30 events held with total of 1000 alumni in attendance.
Review and update the College's Emergency Response Plan.	Updated Emergency Response Plan developed and rolled out College-wide.	<b>In Progress:</b> Work being completed on establishing general emergency plan and several specific procedures. Emergency teams identified at each campus; emergency plan training being developed for roll-out.  Ongoing into Fiscal 2012-13
Facilitate improvements to classroom and faculty space.	Space inventory established to facilitate improvements to space planning and utilization.	<b>On Track:</b> Compiled drawing inventory and working with external consultant to respond to MTCU initiative to standardize and categorize space standards across the college system.

## Supporting professional development and workforce planning for faculty

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Analysis of current faculty professional development programs and requirements.	E-learning survey and analysis of faculty completed; results to inform proposed PD program for e-learning and mobile learning.	<b>In Progress:</b> Ongoing analysis of current faculty development programs. Blackboard minimum requirements established. E-learning plan to be embedded in the 2012-17 Academic Plan.  Ongoing into Fiscal 2012-13
Develop academic resource planning support tools and guidelines to assist chairs and deans in faculty workforce planning.	Faculty utilization model reviewed and upgraded; support tools and guidelines distributed and operationalized; training opportunities provided to chairs.	<b>In Progress:</b> SWF calculator developed and distributed. Demonstrations made to Program Chairs, Finance and HR personnel.  Ongoing into Fiscal 2012-13

## Fostering and leveraging partnership activities to benefit students and the College

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Develop partnerships with external associations and accrediting bodies to deliver professional development programs that meet their needs.	At least one new partnership established with courses developed specifically for the partnering organizations.	<b>Rescheduled:</b> Related initiatives will be connected to 2012-17 Academic Plan.
	Report submitted to senior executive for approval, outlining a future partnership strategy implementation.	
Continued work on the Applied Research Commercialization Initiative funded through FedDev Ontario; SMEs, students and faculty will work on a variety of relevant industry projects.	Experiential learning for 50-60 students, updated relevant-industry knowledge for 12-16 faculty, and 16 completed projects.	<b>Achieved:</b> Fifteen Faculty and 35 students engaged on 16 projects.
Continued involvement with Institute for Municipal Excellence Advisory Committee.	Development of an electronic information database (Municipal Data Centre) of relevant municipal trends/facts/ developments.	<b>In Progress:</b> Electronic information database under development.  September 2012
	Identification and funding of a minimum of two applied research projects in the area of Municipal operations/administration.	<b>In Progress:</b> Two projects identified; funding options under exploration.  September 2012

	Development of internal expertise in municipal matters and a pool of external experts as potential faculty/guest lecturers.	<b>Ongoing.</b>
Engage external stakeholders in infrastructure development.	Advance initiative to establish a joint training facility with York Region Police/Municipal Fire Services at King Campus.	<b>In Progress:</b> Discussions exploring nature of potential partnership and training needs underway.  Ongoing into Fiscal 2012-13

## Strengthening Seneca's Planning and Organizational Foundation

Initiatives for 2011-12	Performance indicators/measurable outcomes	Projected Status Update as of March 31, 2012
Campus Master planning activities for the King, Markham and Newnham campuses.	Master planning and programming initiatives complete and final report approved by the Board of Governors.	<b>Achieved:</b> Master Plans for Newnham, Markham and King campuses approved by the Board of Governors in January 2012.
Enhance Seneca facilities for students, faculty and staff members.	The 160,000-square-foot Knowledge Infrastructure Project building completed at Newnham Campus for the fall 2011 semester.	<b>Achieved:</b> Building opened on schedule in September 2011.
	A review of Eaton Hall conducted for possible future uses.	<b>In Progress:</b> Review underway.  September 2012
	Student space enhanced at all four main campuses with improved student lounge seating and additional student collaboration spaces where possible.	<b>Achieved:</b> New KIP building and levels 3 and 4 of Building A at Newnham furnished with furniture to enhance student lounge seating and collaboration opportunities.
		<b>In Progress:</b> Upgrade of student lounge seating underway at King, Markham and Seneca@York.  Spring 2012
	In collaboration with the Seneca Student Federation, refurbish the Senecentre student building.	<b>Achieved:</b> Newly renovated Senecentre opened in January 2012. Modernized facilities, including upgraded food services, now available for student use.
Sports Build plan further developed relative to the findings of the College master planning initiative.	<b>In Progress:</b> Student Life Build plan and reviews for proposed Sports Center builds at Newnham, King and Seneca@York all underway. Spring 2012	

Development of a new Strategic Plan.	Following broad consultation with internal and external stakeholders and thorough research, a new Strategic Plan developed and approved by the Board of Governors.	<b>On Track:</b> Extensive consultation conducted, including nine townhalls held across campuses and an online survey that resulted in over 450 responses. 2012-17 Strategic Plan to go to the Board of Governors for approval in June 2012.
Moving towards Integrated Planning.	Seneca's business, capital and operating, and human resource planning integrated into the same calendar cycle, with strong links to the academic and strategic plans.	<b>In Progress:</b> Integrated planning calendar created. Calendar to be further refined to incorporate human resource planning.  Ongoing into Fiscal 2012-13
Comprehensive review of IT Systems and Business Practices with the aim of acquiring an enterprise system with integrated Financial, Student, and Human Resource Information Systems.	Cross-college steering committee consultations completed and integrated information system project defined.	<b>Achieved:</b> Steering committee consultations completed and Request for Proposal for new enterprise system issued in March 2012.

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

**April 1, 2011 to March 31, 2012**

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

### Groundwork for a stronger future

#### Seneca College celebrates official opening of the Newnham Campus Expansion

Seneca's newest building opened for classes on September 6th at the Newnham Campus. Designed for energy efficiency and environmental sustainability, the 160,600 square foot LEED Gold building houses new classrooms, faculty spaces and an auditorium that can be converted into multiple teaching spaces. We were pleased to have many of our local politicians – and Seneca champions – join us for the building's official opening on November 4th. Seneca received \$20.7 million from the provincial government and \$4 million from the federal government in support for the new building, while the College contributed \$32 million to the project.

#### Newnham Campus Improvements

In addition to the Newnham Campus expansion, several other improvements were made to the Newnham Campus in 2011. Included among them were renovations to the cafeteria, the Senecentre and the Flint and Feather, which has been converted into a new employee lounge area. Landscaping improvements were also made to the campus grounds with extensive greenery added around our new building as well as a new outdoor seating area in the courtyard.

#### \$43 million to revitalize King Campus

In July 2011, the provincial government announced that Seneca will receive \$43 million to revitalize current buildings and expand community safety and health services training at our King City campus. This expansion will create classroom space for an additional 1,450 students. Seneca is also looking to partner with the York Regional Police and local fire services to create a joint emergency services training facility.



### **Master plans for Seneca campuses approved**

Working with the national design firm Dialog, Seneca developed master plans for buildings, programs and natural environments at select campuses throughout 2011. In January 2012, the Board of Governors approved the master plans for Newnham, Markham and King campuses. This is the first time in the College's history that master plans were created for any of our campuses. These plans provide a roadmap for Seneca's long-term development in Toronto and York Region.

### **Strategic and Academic planning**

Seneca has been undertaking an important planning process that includes the renewal of the College's strategic and academic plans. With the input of students, faculty and staff, we're mapping out how we can better support our students and focus on teaching excellence, learning, innovation and applied research. As part of this process, Seneca has retained MacPhie&Co. to facilitate research, townhalls and interviews with members of the Seneca community and key external individuals. These plans will define our priorities for the next five years and beyond and will be unveiled to the Seneca community in Spring 2012.

### **Seneca named again as a great place to work**

The College has been recognized as one of Greater Toronto's top employers for the fourth year in a row. Seneca also made the list of Canada's Best Diversity Employers for a second straight year, being the only college in the country to do so. Our work in diversity and equity and our campus-wide positive space program for students and employees were highlighted by the selection team.

### **Strengthening our Board of Governors**

The Board of Governors welcomed six new members, including Guled Ahmed Abdulahi (student representative), Fariba Anderson, Donna L. Duncan, Naki Osutei, Frank Robbins (faculty representative) and Karen Webb. Seneca's Board has 21 members: 16 representing the community; four members elected by administration, faculty, support staff and students respectively; and, the President.

### **Improving our infrastructure**

Major changes were undertaken in 2011 to improve our infrastructure. New Cisco telephone systems were installed across the College, while the employee e-mail system was upgraded for improved security and reliability. Progress also continues on our i3 project – the major cross-College initiative to upgrade our student, finance and human resources information systems over the next few years.

## **Community outreach**

### **Seneca wraps up its most successful United Way campaign**

Our students, faculty and staff reached new heights in their support of the United Way's annual campaigns in Toronto and York Region. Efforts across the College's campuses resulted in more than \$151,000 being raised – \$65,000 more than was donated last year. For its fundraising efforts, the United Way awarded Seneca with the Quantum Leap Spirit Award, while our students received the Spirit Award for the Top Student Fundraising Team. President David Agnew sat on the United Way Toronto's 2011 Campaign Cabinet as Chair of the Universities & Colleges sector.

### **Seneca-led forum puts spotlight on math**

Seneca's Markham Campus hosted the College Mathematics Project Provincial Forum on October 28th. More than 100 Ontario educators from elementary/secondary schools and the college community came together to discuss how to achieve greater student success in college mathematics. The College Mathematics Project is a Seneca-led initiative that was started in 2004 through the York-Seneca Institute for Mathematics, Science and Technology Education. It is a collaborative program of research and deliberation focused on the mathematics achievement of first-year college students in Ontario.

### **1,800 Toronto high school students take over Seneca's Faculty of Business**

Seneca hosted more than 1,800 Toronto high school students who took part in the Demonstrating Excellence Celebrating Achievement (DECA) Toronto Regional Competition on November 6th. DECA is an innovative extra-curricular program for secondary school students in Ontario. It creates professional partnerships and experiential learning opportunities for students in the business community.

### **Markham Campus hosts Arts Exposed conference**

Seneca's Markham Campus hosted the first ever York Region Arts & Culture Conference on April 1st and 2nd. It brought together stakeholders from the public, private and nonprofit sectors to examine and discuss arts and culture related issues and to create strategies to promote and develop capacity for local cultural tourism. The conference's inaugural theme 'Arts Exposed' was chosen to celebrate, recognize and appreciate York Region's known and lesser known cultural treasures.

### **Seneca marks International Indian Film Academy Awards with drive-in film screening**

On June 10th, the Markham Campus was converted into a drive-in theatre to celebrate the International Indian Film Academy Awards. Seneca partnered with the Town of Markham to present the Bollywood comedy film, "3 Idiots", on screens placed throughout the campus parking lot. The International Indian Film Academy promotes Indian Cinema globally and selected Toronto as the site for its 2011 awards ceremony; the first ever location for the awards outside of India.

### **Canada-Wide Science Fair at Newnham Campus**

Seneca College proudly hosted the 50th Canada-Wide Science Fair, the highest level science fair competition in Canada, at Newnham Campus from May 14th to 21st. This week-long national competition brought together more than 1,000 participants from across the country to compete for medals, cash awards, scholarships and other prizes worth \$1 million.

### **Seneca receives award from the City of Toronto**

The City of Toronto's Elections and Registry Services presented an award to Seneca for the College's contribution in promoting the 2010 municipal election. The College was recognized for its strong commitment to engaging potential voters in the electoral process and broadening the knowledge of democracy among young citizens. In Fall 2010, the College partnered with the city in various outreach initiatives as part of the their "Vote" campaign. Seneca also participated in the national, non-partisan "Apathy is Boring" initiative to engage and mobilize young voters through the use of art and technology.

### **Seneca College brings together influential thinkers on sustainability and living "green"**

On October 27th, Seneca hosted the Green Citizen Conference. Filmmakers, authors and experts shared their insights with students and staff and discussed the importance of recognizing our environmental impact and what steps can be taken to minimize it. The event served as the official launch for Seneca's Green Citizen Campaign. As part of this initiative, 250 students received their Green Citizen Card in recognition of their pledge to support environmental awareness in their lives and future careers.

## **Leading-edge programming**

### **New Programming:**

In 2011-2012, Seneca's Board of Governors approved the following programs:

- Bachelor of Commerce – Business Management
- Bachelor of Commerce – International Business Management
- Project Management – Information Technology (GC)
- Sustainable Local Food (Seneca Certificate)

### **New Continuing Education certificates:**

- Construction Estimator
- French Language Skills
- Spanish Language Skills
- Chinese Language Skills
- Business Event Planning

### **Senecans build software for game-changing Raspberry Pi computer**

Raspberry Pi, a new computer costing less than \$40 was launched in February 2012 featuring software built and adapted with the help of Seneca students and faculty. Selling out on its first day on the market, the computer is designed to spur interest in computer science, software development and electronic technology among young people. The Seneca-built software allows the new computer to be used for many of the things that desktop PCs are used for, such as spreadsheets, word-processing, games, and playing high-definition video. The software release marked an important milestone in the Centre for Development of Open Technology's applied research in building open source software for emerging low-energy ARM systems. ARM chips are known for combining a high level of functionality with extremely low power consumption.

### **Jazz Cadet Program set to launch**

Starting in the Fall 2012 semester, third-year students studying in Seneca's Bachelor of Aviation Technology program will be given the opportunity to interview to qualify for The Air Canada Jazz Cadet Program. Successful candidates will become Jazz/Seneca cadets in their fourth year and will automatically enter the airline's hiring pool upon graduation, subject to their maintaining a required standard of achievement in their studies.

### **'Popcorn and a movie' takes on a whole new meaning**

In collaboration with Mozilla, creator of the Firefox browser, 15 Seneca students and faculty at Seneca's Centre for Development of Open Technology helped develop Popcorn.js – an HTML5 media framework written in JavaScript for filmmakers, web developers, and anyone who wants to create time-based interactive media on the web. Seneca's work on this project was aided by grants from Natural Sciences and Engineering Research Council, the Ontario Centres of Excellence and Mozilla.

### **Seneca course brings the experience and insight of seasoned professionals to political staff**

Seneca offered the first of its kind, multi-partisan training for Ontario political staff in January and February 2012. Seneca's *Political Staff Essentials Course: By Practitioners for Practitioners* included a distinguished roster of guest lecturers from various parts of the political and public service spectrum who shared their experiences and insights with the next generation of political staff. The multi-partisan program was developed by Hershell Ezrin, former Principal Secretary to the Premier and Chief of Staff to the Leader of the Opposition. The curriculum was developed with the help of a panel of advisors with decades of experience in elected and staff roles in government and opposition.

### **Seneca's Esthetician program receives Excellence in Education Award**

Seneca's Esthetician program received the 2011 Excellence in Education Award from Leading Spas of Canada – Canada's only national spa association. The award is presented each year to an institution or individual for their contribution to the education of the spa profession in Canada. For more than 20 years, Seneca has been an industry leader in the education of estheticians. In addition to our Esthetician program, the College now offers Esthetics and Spa Therapies – an advanced three-year diploma that gives students the opportunity to earn the globally recognized designation of a CIDESCO Esthetician.

## **Partnership Highlights**

### **Seneca and University of Toronto partner for student success**

Seneca College and the University of Toronto (U of T) announced a unique post-secondary partnership on May 26th. The Student Success Partnership Agreement gives eligible students the opportunity to begin their studies at Seneca and complete them at U of T earning both a Liberal Arts diploma and Bachelor of Arts degree in four years. In 2008, Seneca's Liberal Arts program and the Faculty of Arts and Science at U of T established a pilot project that paved the way for this partnership agreement. Seneca is the only college in Canada to have such an agreement with the University of Toronto.

### **Seneca opens first Confucius Institute in the GTA**

The first Confucius Institute in the GTA opened at Seneca's Markham Campus on November 24th as a result of our partnership with Northeast Normal University in Changchun. Established as partnerships between Chinese and local post-secondary institutions, Confucius Institutes promote Chinese language and culture, support Chinese language training and facilitate cultural exchanges. There are now more than 300 Confucius Institutes around the world including nine in Canada.

### **Seneca's applied research helps Southern Ontario businesses bring ideas to market**

Seneca partnered with 16 small and medium-sized enterprises (SMEs) to help bring products and services from idea to reality. The Honourable Gary Goodyear, Minister of State for the Federal Economic Development Agency of Ontario visited Seneca College's Markham Campus on August 22nd to celebrate these collaborations and learn about the progress of the applied research projects underway. The Applied Research and Commercialization Initiative is a pilot project aimed at addressing the need for research and commercialization in southern Ontario and encouraging collaboration between SMEs and post-secondary institutions. SMEs participating in this initiative benefit from Seneca's expertise in many schools and centres including advanced technologies, financial services, communication arts, computer studies, electronics, computer engineering technology and health sciences. Seneca received \$750,000 from the federal government to support this pilot.

### **Seneca partners with Department of National Defence**

Seneca's School of Aviation and Flight Technology is partnering with Department of National Defence to provide education opportunities for members of the Canadian Forces. Starting in September 2013, qualified air force candidates can apply to Seneca's Bachelor of Aviation Technology program to complete both their degree and military flight training requirements in only four years.

### **Getting plugged in**

More than 200 students and teachers from GTA high schools visited Seneca to learn about the programs offered in the School of Information and Communications Technology. Not only did the students learn about our career-related programs, but had their visit featured in [itbusiness.ca](http://itbusiness.ca). The event, which was hosted at the Newnham Campus, was supported by the Information and Communications Technology Council, a not-for-profit organization dedicated to creating a diverse, prepared and highly educated Canadian information and communications technology workforce.

### **TEDxSenecaCollege**

On March 29th, Seneca Alumni, along with Student Services and the Centre for Academic Excellence, organized the first-ever *TEDxSenecaCollege* – a thought-leadership event, hosted at the Newnham Campus. This event featured 17 industry leaders, alumni, faculty and students who spoke on issues relating to technology, education, design and engaged citizenship.

## **Achievements — Students**

### **Senecans in Applied Arts Magazine**

Seneca students Amena Assaily (Independent Digital Photography) and Justin Close (Graphic Design) graced the pages of Applied Arts – Canada's visual communications magazine – for winning Applied Arts Student Awards. The students' work appeared in the magazine's special awards issue and one of Amena's photos was also selected for the front cover. The 2011 Applied Arts Student Awards are one of the industry's most prestigious recognitions of creative excellence.

### **Senecans help with Easter Seals telethon**

Seneca students and staff from two different schools helped raise funds for children with physical disabilities as part of the 2011 Easter Seals Telethon, which aired on CBC Television. Dena Chiarocossi and Yvonne Choachuy from the School of Media and Marketing's Broadcast Journalism program acted as associate producers for the show's simultaneous webcast at [easterseals.org](http://easterseals.org). The Telethon also featured mini-documentary stories produced by the school's Summer Institute for Broadcast Journalism. If that weren't impressive enough, graduates and current students from the School of Information and Communications Technology re-designed and produced the computer generated count-down clock that appeared on monitors in the set. Their newly designed system is now being used by Easter Seals Telethons across the province.

### **Seneca students win HR case competition**

Four students from Seneca's Business Administration – Human Resources Management program won The Great Canadian HR - Business Student Case Study Competition on April 2nd. Seneca's team of Laura Aitken, Ursula Carey, Deborah Giblin and Lydia McIntosh defeated George Brown and Centennial College to win this annual event, which was held at the Toronto Board of Trade. During the course of the competition, the students were tested on their ability to analyze and present a solution to a business case study. For winning, the Seneca team received the \$4,000 grand prize and a \$1,000 scholarship on behalf of the College. They also won the People's Choice Award, which is voted on by the conference delegates and earned each member of the team an iPad.

### **Seneca student leaders recognized**

The annual Student Federation Recognition event was held in the Senecentre on April 7th. More than 20 Student Leadership Awards were presented including the 2011 W.T. Newnham Award, which went to Aviation degree student Alex Johnston. Other winners included: Samir Abdi, Newnham Council Programming Co-ordinator (Outstanding Contribution Award); Ahmad Ali, Seneca@York Council, Clubs and Associations Co-ordinator (Certificate of Achievement); Sharon Ou, Markham Council Assistant (Certificate of Achievement) and Peter Kataswa, King Council President (Alumni Jacket Recipient).

### **Students 'Redefine Design' at annual fashion show**

Seneca's graduating class from the School of Fashion showed their year-end collection of designs at the College's annual *Redefining Design* gala on April 13th at The Japanese Canadian Cultural Centre. The runway portion of the show included garments inspired by several countries including India, Hungary, China as well as Native American culture. The event also featured the makeup artistry of Cosmetic Techniques and Management students, creations by Floral Design students and displays by Visual Merchandising Arts students.

### **Seneca students win best project honours from Ontario Centres of Excellence**

Electronics & Computer Engineering Technologist – Communications Program students Wen Li, Ye Chi and Louel Abastillas won best project honours from the Ontario Centres of Excellence (OCE) Connections program for their work with BOOM Studio. During the winter semester, the students worked with the Toronto-based recording studio to design, build and install a touch-screen PC-controlled video switcher which enables musicians in any studio to view video camera feeds from any other location, including a multi-viewer 4-in-1 option. The students received \$3,500 from OCE and dollar-for-dollar matching from Boom Studio to work on this project.

### **Seneca wins at technology skills competition**

Students from Seneca's Centre for Advanced Technologies took home three medals from the Ontario Technological Skills Competition (OTSC) – the largest skilled trades competition in Canada. This marks the third consecutive year that Seneca has medaled at this competition, with one of our students winning gold and two taking home silvers. Seneca's 2011 medalists were: Andrew Coulas, Gold (Mechanical Techniques – CNC Programming) – Computer Aided Manufacturing category; Melad Yousif, Silver (Mechanical Techniques – CNC Programming) – Computer Aided Manufacturing category and Fadi Patros, Silver (Mechanical Engineering Technology – Industrial Design) – Mechanical Computer Assisted Design and Drafting category.

### **Seneca student wins province-wide design contest**

Second-year Independent Illustration student Weimar Lee was the winner of the Ontario Library Association Super Conference Design Competition. Students and recent graduates at post-secondary institutions across the province took part in this contest. Weimar's winning designs earned her \$1,500 and will be used as the "visual identity" at the Ontario Library Association Super Conference – Canada's largest library conference. Her work will be featured on programs, signage, the Super Conference web site, brochures, t-shirts, mugs, pins and much more.

### **Seneca Cup winners**

President David Agnew presented the 2011 Seneca Cup, the College's most prestigious student award, to Stephanie Grunhut and Alex Johnston. Stephanie, a Recreation and Leisure Services graduate, maintained a 3.9 GPA and served as President of the King Campus Recreation Council and Seneca Athletic Association, while Alex – a graduate of the Aviation degree Program – has been on the President's Honour List, and has received several academic and leadership awards including the 2011 W.T. Newnham Award.

### **Seneca Law Clerk graduate wins Governor General's Academic Medal**

Joanne McAndrew was the recipient of the Governor General's Academic Medal, which is given annually to a student who achieves the highest academic standing in his or her final year of a full-time post-secondary diploma program. The Law Clerk student achieved straight A's and became a permanent fixture on the President's Honour List. This future law clerk also led the Seneca curling team to an Ontario Colleges Athletic Association Gold Medal.

### **Seneca Students win vivaNext Marketing competition**

Jenny Chan, Lynne Goodbody and Matthew Mayer won the vivaNext Marketing Strategy Case competition. As part of their marketing strategy class, taught by Professor James Davidson, the students took part in the competition that required teams to submit a comprehensive communications strategy to deliver information, engage the public and promote awareness of the vivaNext project. vivaNext is York Region's plan for the next generation of rapid transit with dedicated lanes for Viva vehicles to be installed along Highway 7 East by 2014.

### **From building blocks to building futures**

On June 16, the first group of students to graduate from the Bachelor of Child Development program received their degrees. Many of the graduates from the program have gone on to build their credentials further by attending teachers' college or pursuing graduate level studies. Although the degree was only launched in 2008, the more than 40 students who graduated were able to complete the four year program in just two and a half years thanks to the program's built-in pathway from Seneca's Early Childhood Education diploma program.

### **Tathagata Singha wins first-ever Indo-Canada Student Innovation Award**

The first-ever Indo-Canada Student Innovation Award was presented to the team who created the five-minute film "Come and See." The Indo-Canada Student Innovation Award is a unique initiative of the Consulate General of Canada in Mumbai and Seneca College in association with Frameboxx Animation & Visual Effects. Student Tathagata Singha led a team of 12 from Pune's Film and Television Institute of India in the making of the film.

### **OCAA Hall of Fame adds three Senecans**

The Ontario Colleges Athletic Association (OCAA) welcomed 39 new members into its Hall of Fame in 2011 and among the inductees were three Senecans. Former Seneca varsity athlete Gabe Rapini and coaches Frank and Rozika Sulatycki were included in the 2011 class for their extraordinary contributions to college athletics.

### **Awards banquet honours Seneca varsity athletes**

Seneca held its annual Athletics Banquet on April 6th to honour the College's top varsity athletes. This year's Male and Female Athlete of the Year honours went to Kailen Murphy (men's soccer) and Sabrina Henry (women's soccer).

### **Sting strike gold**

For the second year in a row, the Seneca Sting curling and badminton teams have captured Ontario Colleges Athletic Association (OCAA) medals. The Seneca Sting mixed curling team of Matt Lowe, Madisson Lank, Scott Sawatzky and Tameka Vaters defeated the Fanshawe Falcons to capture the OCAA gold medal. Seneca's impressive varsity skills were also on display at the 2012 OCAA Badminton Championships. Sanjay Ashokkumar and Patricia Lau won gold in the mixed doubles results, while their teammates Li-Ju Chen and Carol Dela Cerna won silver in the women's doubles competition.

### **Sting win silver in women's basketball**

The women's basketball team won silver at the 2012 adidas/VSP Sports Ontario Colleges Athletic Association (OCAA) Women's Basketball Championship, which was hosted at the Newnham Campus. This marked the team's seventh consecutive OCAA medal in women's basketball. The three day tournament attracted more than 1,200 fans. More than 4,000 viewers also tuned into the live webcast coverage, which was produced by Broadcasting-Television and Journalism students.

### **Golden girl**

Women's cross-country star Stephanie Braithwaite earned a gold medal for helping Ontario capture the Women's Conference title at the Canadian Collegiate Athletic Association National Cross Country Championships. Both Stephanie and her sister, Samantha, competed in the national 5K race after their strong performance at the Ontario Colleges Athletic Association Cross-Country Championships, where they finished in the top 10.

## **Achievements — Faculty**

### **Academy Award®-winning film Hugo features artistry of Seneca graduates and professors**

The 2012 Oscar® for Achievement in Visual Effects went to the film Hugo, which featured the work of Seneca graduates and faculty, including Professors Mahmoud Rahnama and Kenny Tam. All of the films nominated for an Academy Award® for Achievement in Visual Effects featured the artistry of a graduate or professor of Seneca's Visual Effects for Film and Television program.

### **Seneca's Faculty of Business wins award for training excellence**

The Canadian Society for Training and Development (CSTD) honoured Seneca's School of Business Management and Centre for Human Resources with a 2011 Canadian Award for Training Excellence in recognition of the Mobile Technology Integration Project. Led by Professor Ash Patel, with the assistance of Business Administration – Human Resources graduate Ali Bavi, the project serves to understand the attitudes and motivations of students towards the use of mobile technology and to identify specific uses within a business program setting. The project's findings will provide a framework of understanding about the impact of such tools on the teaching and learning exchange.

### **Seneca professor wins Canadian book industry award**

Professor Werner Zimmermann won a 2011 CBA Libris Award. Werner, who teaches in the Animation and Illustration programs, received the award for best picture book for his illustrations featured in the children's book, *A Porcupine in a Pine Tree*. Werner has been writing and illustrating children's literature since 1986. His books have been sold worldwide and he has twice been nominated for a Governor General's Award for Illustration in Children's Literature.

### **Professor Bruce Hunter wins poetry award**

Professor Bruce Hunter's *Two O'clock Creek – Poems New and Selected* has won the 2011 Acorn-Plantos Award for People's Poetry. This award is presented annually to a Canadian poet who published a book in the previous year that has followed in the tradition of Canadian poets Acorn, Livesay, Purdy, Plantos, and others by being accessible to all people in its use of language and image. *Two O'clock Creek* brings together the best of Bruce's previous books of poetry, as well as exciting new work that shows the continual development of this life-long poet. It has been highly acclaimed by Books in Canada, the Calgary Herald, The Globe and Mail and Canadian Literature magazine.

### **Professor's photography work featured in book**

Kerry Jarvis, who teaches and also serves as the program co-ordinator of the Business Administration – Marketing (Event Marketing Management) program, had a series of images published in "Butterflies of Toronto." This book, which is produced by The City of Toronto in partnership with the Royal Ontario Museum, includes feature stories of butterfly locations in the city, how to observe and identify butterflies and how Torontonians can help protect these precious insects. Kerry's image of an emerging Baltimore Checkerspot butterfly was selected for the cover.

## **Achievements —Alumni**

### **RED launches**

Advancement and Alumni launched a newly designed annual magazine, RED, which highlights college-wide initiatives, events, alumni successes and giving stories. RED is available online and in print for the Seneca alumni population, students and the broader Seneca community. Advancement and Alumni has also strengthened its presence through Facebook, Twitter and LinkedIn in an effort to network with students and alumni more effectively.

### **Senecans of Distinction**

This year, the College expanded the scope of its annual alumni recognition program to include donors and volunteers. In November, the successes and contributions of 32 individual and partner organizations were celebrated at the Senecans of Distinction Awards reception. A number of alumni were recognized as exemplary role models to Seneca students.

### **A rejuvenated alumni community**

This year, Advancement and Alumni launched an Alumni-in-Training series in an effort to strengthen affinities between alumni and students. To this end, Advancement and Alumni had a strategic presence at orientation, faculty-based and career development events and convocation. In 2011-2012, the Seneca Alumni Association also approved plans to establish a new organizational structure, which prioritizes divisional involvement and cross-departmental activities focused on student/alumni networking, career development and recognition.

### **Alumni on screen**

Seven alumni feature videos, shot in September, were posted online and incorporated into the College's winter recruitment promotions. This included screenings in movie theatres across the Greater Toronto Area.

### **Seneca alumni nominated for Premier's Awards**

Six Seneca alumni were nominated for a Premier's Award. They were Piyush Gandhi, Melissa Grelo, Armand La Barge, Lee-Anne Quinn, Winston Stewart and Astha Tamang-Maskey. The Premier's Awards honours the important social and economic contribution college graduates make in Ontario and throughout the world. The Awards, launched in 1992 to mark the 25th anniversary of Ontario's colleges, are administered by Colleges Ontario. Since 1992, six Senecans have received the Premier's Award, the latest being Drew Hayden Taylor in 2010.



### **Seneca alumnus recognized for bravery**

Constable David Flood received the York Regional Police Bravery in the Line of Duty Award for his part in helping rescue four men who plunged into icy water. On March 19, 2010, the graduate of Seneca's Police Foundations program, was among the first officers on the scene to assist the men, ages 37 to 67, who had been kite surfing on Lake Simcoe in the area of Cook's Bay when they encountered open water several hundred metres from shore and fell into the freezing lake. Constable Flood and his fellow officers worked together with the marine unit and the Georgina Fire Department to save the lives of all four victims.

### **Seneca alumnus wins Harry Jerome Award**

Seneca Alumnus Kevin Junor received a Harry Jerome Award for professional excellence. The awards, sponsored by the Black Business and Professional Association and named after the track and field superstar who died in 1982, honour black Canadians who have distinguished themselves in various fields, ranging from academic studies to career accomplishments. Kevin, who graduated from Seneca's Civil Engineering Technology program in 1984, has had a distinguished career in Canada's military for more than 30 years. He currently serves as the Chief Warrant Officer and Military Diversity Advisor for the Canadian Forces.

### **Seneca alumnus part of winning business team**

Julian Irani, a graduate of the Business Administration – Marketing (Management Specialization) who is now studying at Griffith University in Australia, was part of the winning team that captured the 2011 Griffith Innovation Challenge. The annual competition challenges business students to put their creative minds to the test with the opportunity to develop and present a business plan based on their own innovative product or service idea. Julian is completing his Bachelor of Business at Griffith and through Seneca's transfer agreement with the university, he can earn his degree in just two semesters.

### **Computer Programming alumnus serves as school board trustee**

Allan Tam, a Computer Programming and Analysis graduate, was elected as the York Region District School Board Trustee for Markham. A sales professional in the high-tech industry for nearly 13 years, Allan spent 10 years of his career with a Canadian Computer Distributor as a business executive, providing account management services for the top 10 retailers in Canada.

## **New supports for students**

### **Strengthening financial aid at Seneca**

Seneca's financial aid opportunities were strengthened through a continued focus on fundraising. The provincial government's Ontario Trust for Student Support matching gift program yielded \$x million\* in private gifts from alumni and friends to Seneca's endowed bursary program. As well, thanks to new and existing donors, the College established 14 new awards and added \$2.3 million to the endowment fund.

*\*Note: This amount will be inputted after the close of Fiscal Year 2011-12.*

Notable major donations this year included: A \$1.2 million gift from the Seneca Student Federation to create a series of endowed and expendable awards for domestic and international students and a \$125,000 gift from the Alumni Association

### **Here for You: the Campaign for Students**

**Video:** [http://www.senecacollege.ca/c4s/campaign\\_kick-off.html](http://www.senecacollege.ca/c4s/campaign_kick-off.html)

In February 2012, Advancement and Alumni launched a faculty/staff fundraising drive, called Here for You: the Campaign for Students. Through many fundraising events and individual gifts from more than 250 Senecans, the campaign surpassed the \$70,000 fundraising goal, raising a total of over \$90,000 for student awards.

### **Pillar Sponsorship Program launches**

In association with the College's affinity partners, the Office of Advancement and Alumni established the Pillar Sponsorship Program, a funding initiative for faculty-based alumni/student networking and educational initiatives. In its first year, the program helped fund 25 events.

### **Essilor Canada pledges five years of assistance to Seneca Opticianry students**

Essilor Canada has pledged \$25,000 to provide financial assistance to Seneca's full- and part-time Opticianry students. Beginning in 2011, an annual gift of \$5,000 is creating the Essilor Canada Opticianry Bursary for a period of five years. This gift will provide two or more annual awards to full- or part-time students in the Opticianry program who will be recommended by the Chair and Program Coordinator based on successful completion of their first year of academic studies and demonstrated financial need.

### **Métis Nation of Ontario establishes bursary for Seneca College Métis students**

The Métis Nation of Ontario (MNO) has pledged \$20,000 to provide financial assistance to Seneca College's Métis students. The new MNO Award is intended to encourage Métis individuals within Ontario to pursue career-focused post-secondary studies and funds will be matched by the Ontario Trust for Student Support.

## **Fast Facts**

Seneca is Canada's most vibrant college and a leader in post-secondary education. We're recognized around the world for our career-focused programs, expert faculty, committed staff, and the success of our many graduates. More students choose Seneca than any other college in Canada.

### **People**

20,855 full-time students (Fall 2011)

Approximately 70,000 continuing education registrations annually

More than 3,500 international students from 113 countries (Fall 2011)

More than 4,400 full and part-time employees (2011)

More than a quarter of Seneca students are the first in their family to pursue post-secondary education

43% of Seneca's full-time students have a different first language than English

15% of Seneca's full-time students and 42% of Continuing Education students have previously studied at university.

More than 3,000 students have been advised on degree transfer opportunities.

Seneca offers pathways to degree programs with more than 50 partner institutions locally and abroad.

On average, Seneca students receive almost \$9 million a year in financial support from the College and its donors.

More than 8,000 students graduated from Seneca in 2010/2011.

93% of employers who hired Seneca graduates report that they are satisfied or very satisfied.

## Programs and Facilities

10 campuses across the City of Toronto and York Region, including locations in North Toronto, Markham, King City and at York University

More than 146 full-time programs and 135 part-time programs, including:

- 19 Ontario College Certificates
- 59 Ontario College Diplomas
- 29 Ontario College Advanced Diplomas
- 27 Ontario College Graduate Certificates
- 11 Bachelor's Degrees

Top 5 programs (by enrolment numbers):

1. Early Childhood Education
2. Accounting
3. Accounting and Finance
4. Police Foundations
5. Liberal Arts, and Social Service Worker (tied)

Our community Campuses specialize in training and re-employment services for internationally trained professionals, academic upgrading for college eligibility and support for students seeking Second Career Program funding.

*Consolidated Financial Statements of*

**SENECA COLLEGE OF APPLIED  
ARTS AND TECHNOLOGY**

*March 31, 2012*



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## INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying consolidated financial statements of Seneca College of Applied Arts and Technology, which comprise the consolidated statement of financial position as at March 31, 2012, the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Consolidated Financial Statements*

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

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Seneca College of Applied Arts and Technology as at March 31, 2012, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants, Licensed Public Accountants  
June 6, 2012  
Toronto, Canada

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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March 31, 2012

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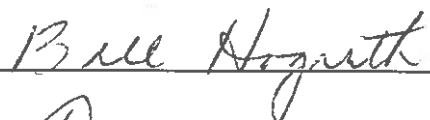
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**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Consolidated Statement of Financial Position**  
**March 31, 2012**

	2012	2011
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash and cash equivalents	\$ 47,815,638	\$ 100,359,945
Grants receivable	2,831,781	2,035,707
Accounts receivable	5,822,862	5,442,533
Inventory	2,954,681	2,361,145
Prepaid expenses	1,052,286	997,716
	<u>60,477,248</u>	<u>111,197,046</u>
LONG TERM INVESTMENTS (Note 3)	45,000,000	-
RESTRICTED CASH AND INVESTMENTS (Note 11)	15,472,571	12,454,492
CAPITAL ASSETS (Note 4)	288,707,624	262,966,739
	<u>\$ 409,657,443</u>	<u>\$ 386,618,277</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 29,406,461	\$ 27,810,680
Current portion of long-term debt (Note 5)	2,752,643	2,594,139
Due to student associations (Note 6)	16,275,582	14,084,746
Deferred revenue	43,986,813	41,029,594
Employee vacation accrual	12,920,289	12,851,164
Employee sick leave gratuity	5,668,181	5,820,600
	<u>111,009,969</u>	<u>104,190,923</u>
DEFERRED CONTRIBUTIONS (Note 7)	2,816,458	2,007,129
DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS (Note 8)	110,586,584	116,293,374
LONG-TERM DEBT (Note 5)	55,960,443	58,713,086
DEFERRED DERIVATIVE LIABILITY (Note 10)	6,346,775	3,809,224
EMPLOYEE FUTURE BENEFITS OBLIGATIONS (Note 9)	1,397,000	1,388,000
	<u>288,117,229</u>	<u>286,401,736</u>
<b>NET ASSETS</b>		
ENDOWMENTS (Note 11)	15,472,571	12,454,492
INVESTMENT IN CAPITAL ASSETS (Note 12)	119,407,954	111,561,660
UNRESTRICTED	(13,340,311)	(23,799,611)
	<u>121,540,214</u>	<u>100,216,541</u>
	<u>\$ 409,657,443</u>	<u>\$ 386,618,277</u>

**APPROVED ON BEHALF OF THE BOARD OF GOVERNORS:**

  
\_\_\_\_\_  
Chair

  
\_\_\_\_\_  
President

**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Consolidated Statement of Operations**

Year ended March 31, 2012

	<u>2012</u>	<u>2011</u>
<b>REVENUES (Schedule 1)</b>		
Grants and reimbursements	\$ 138,709,338	\$ 138,927,324
Student tuition	131,569,826	118,720,195
Ancillary operations	28,349,915	29,982,554
Student and Alumni Associations (Schedule 6)	1,575,478	1,929,048
Other	22,405,640	17,525,186
Gain on derivative instrument (Note 10)	-	115,966
Deferred contributions recognized	1,928,477	2,423,200
<b>TOTAL REVENUES</b>	<b>324,538,674</b>	<b>309,623,473</b>
<b>EXPENSES</b>		
Academic (Schedule 2)	174,242,080	174,605,442
Student services (Schedule 3)	36,225,399	31,170,874
Administrative (Schedule 4)	34,556,413	30,196,804
Plant and property (Schedule 5)	29,416,054	27,345,499
Student and Alumni Associations (Schedule 6)	1,575,478	1,929,048
Supplementary Municipal Tax Levy	1,570,875	1,451,850
Ancillary operations-including depreciation of \$1,593,667 (2011 \$1,610,351)	24,180,753	24,264,497
Loss on derivative instrument (Note 10)	2,537,551	-
Distribution of bursaries and scholarships	1,928,477	2,423,200
<b>TOTAL EXPENSES</b>	<b>306,233,080</b>	<b>293,387,214</b>
<b>EXCESS OF REVENUES OVER EXPENSES</b>		
<b>FOR THE YEAR</b>	<b>\$ 18,305,594</b>	<b>\$ 16,236,258</b>



**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Consolidated Statement of Changes in Net Assets**  
Year ended March 31, 2012

	2012				2011
	Investment in Capital Assets	Unrestricted	Endowments	Total	Total
BALANCE, BEGINNING OF YEAR	\$ 111,561,660	\$ (23,799,611)	\$ 12,454,492	\$ 100,216,541	\$ 81,737,392
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	(12,049,010)	30,354,604	-	18,305,594	16,236,258
ENDOWMENT CONTRIBUTIONS, except for the following:	-	-	3,244,219	3,244,219	1,791,468
UNREALIZED GAIN / ( LOSS) ON ENDOWMENT INVESTMENTS	-	-	(226,140)	(226,140)	451,423
INVESTMENT IN CAPITAL ASSETS (Note 12 (B))	19,895,304	(19,895,304)	-	-	-
<b>BALANCE, END OF YEAR</b>	<b>\$ 119,407,954</b>	<b>\$ (13,340,311)</b>	<b>\$ 15,472,571</b>	<b>\$ 121,540,214</b>	<b>\$ 100,216,541</b>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Cash Flows

Year ended March 31, 2012

	2012	2011
<b>CASH AND CASH EQUIVALENTS (USED IN) PROVIDED BY</b>		
<b>OPERATING</b>		
Excess of revenues over expenses for the year	18,305,594	\$ 16,236,258
Items not affecting cash		
Depreciation of capital assets	20,284,961	18,335,939
Amortization of deferred contributions related to capital assets	(8,235,951)	(7,388,157)
Employee future benefits	9,000	(198,000)
Loss (gain) on derivative instruments	2,537,551	(115,966)
	<b>32,901,155</b>	<b>26,870,074</b>
Changes in non-cash working capital items		
Decrease (increase) in grant receivable	(796,074)	11,430,597
Increase in accounts receivable	(380,329)	(2,090,941)
Decrease (increase) in inventory	(593,536)	383,138
Decrease (increase) in prepaid expenses	(54,570)	291,202
Increase in accounts payable and accrued liabilities	1,595,781	6,104,738
Increase in due to student association	2,190,836	2,905,310
Increase in deferred revenue	2,957,219	1,238,047
Increase in employee vacation accrual	69,125	403,775
Decrease in employee sick leave gratuity	(152,419)	(244,629)
	<b>37,737,188</b>	<b>47,291,311</b>
<b>INVESTING</b>		
Purchase of long-term investments	(45,000,000)	-
Contributions received for capital assets	2,529,161	24,581,656
Purchase of capital assets	(46,025,846)	(45,140,008)
Increase in restricted cash	(3,244,219)	(1,791,468)
	<b>(91,740,904)</b>	<b>(22,349,820)</b>
<b>FINANCING</b>		
Increase in deferred contributions	809,329	100,136
Principal payments on long-term debt	(2,594,139)	(2,718,756)
Endowment contributions	3,244,219	1,791,468
	<b>1,459,409</b>	<b>(827,152)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(52,544,307)</b>	<b>24,114,339</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>100,359,945</b>	<b>76,245,606</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ 47,815,638</b>	<b>100,359,945</b>
<b>SUPPLEMENTARY CASH FLOWS INFORMATION</b>		
Interest paid	\$ 3,903,825	\$ 4,075,172

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 1. DESCRIPTION OF THE ORGANIZATION

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

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

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

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE

#### *a) Basis of presentation*

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

#### *b) Revenue recognition*

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

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

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

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

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

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

**SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to the Consolidated Financial Statements**  
March 31, 2012

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (continued)**

*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) Long-term investments*

Long-term investments consist of securities with maturity dates of greater than 1 year.

*e) Valuation of inventories*

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

*f) Financial Instruments*

*Endowed investments*

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

*Derivative financial instruments*

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

*Long Term Debt*

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (continued)

#### g) *Capital assets*

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

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

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

#### h) *Equipment under capital leases*

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

#### i) *Student organizations*

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

#### j) *Employee future benefit obligations*

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

#### k) *Employee sick leave gratuity liability*

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (continued)

#### l) 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, carrying amounts of capital assets, sick leave gratuities, accrued liabilities and employee future benefit obligations. Actual results could differ from those estimates.

### 3. LONG-TERM INVESTMENTS

Long term investments include redeemable GIC's with a maturity date of September 12, 2013 and an interest rate at maturity of 1.86%. Prior redemption interest rates are as follows:

Under 30 days	Nil
30 to 89 days	1.50%
90 to 179 days	1.60%
180 to 364 days	1.65%
1 year to term less 1 day	1.70%

### 4. CAPITAL ASSETS

	2012			2011
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land and improvements	\$ 67,504,267	\$ 23,892,239	\$ 43,612,028	\$ 42,435,266
Buildings	279,456,008	81,250,873	198,205,135	146,083,137
Leasehold improvements	25,090,183	8,993,549	16,096,634	17,174,087
Furniture	12,535,817	10,017,502	2,518,315	956,276
Equipment	53,872,510	39,989,809	13,882,701	8,138,328
Computer equipment	89,965,859	76,674,216	13,291,643	10,599,579
Construction-in-progress	1,101,168	-	1,101,168	37,580,066
	<b>\$ 529,525,812</b>	<b>\$ 240,818,188</b>	<b>\$ 288,707,624</b>	<b>\$ 262,966,739</b>

During the year construction-in-progress of \$37,580,066 was completed, transferred to Buildings and amortization commenced.

**SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to the Consolidated Financial Statements**  
**March 31, 2012**

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**5. LONG-TERM DEBT**

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

	<u>2012</u>	<u>2011</u>
Loan (i)	\$ -	\$ 16,946
Mortgage ( ii)	<b>16,671,651</b>	17,659,553
Mortgage ( iii)	<b>5,945,308</b>	6,269,116
Mortgage ( iv)	<b>11,117,127</b>	11,593,610
Bankers Acceptance Loan (V)	<b>24,979,000</b>	25,768,000
	<b>58,713,086</b>	61,307,225
Less amounts due within one year	<b>2,752,643</b>	2,594,139
	<b>\$ 55,960,443</b>	\$ 58,713,086

Interest on the long-term debt amounted to \$3,903,825 (2011 - \$4,062,895).

- i) Loan used for construction at the Seneca@York Campus. The loan matured on September 1, 2011 and was non-interest bearing.
- ii) Mortgage on the student residence on the Newnham campus (Phase I). The rate is fixed at 6.87% and the maturity date is March 1, 2023. Blended semi-annual payments of \$1,092,216 commenced September 1, 1998.
- iii) Mortgage on the student residence on the King campus. The rate is fixed at 6.29% and the maturity date is March 1, 2024. Blended semi-annual payments of \$356,561 commenced September 1, 1999.
- iv) Mortgage on the student residence on the Newnham Campus (Phase II). The rate is fixed at 7.16% and the maturity date is September 1, 2025. Blended semi-annual payments of \$649,103 commenced September 1, 2000.
- v) The College negotiated a term bank loan, by way of Bankers Acceptance Notes, to finance the acquisition of the Markham Campus. The loan is repayable commencing September 27, 2004 by blended principal quarterly payments of a total of \$789,000 as at March 31, 2012 (2011 - \$743,000). The College has since entered into an interest rate swap agreement to modify the floating rate of interest on this loan to a fixed rate of 5.607% (Note 10).

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 5. LONG-TERM DEBT (continued)

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

2013	2,752,643
2014	2,938,768
2015	3,137,178
2016	3,350,516
2017	3,576,482
Thereafter	42,957,499
	<hr/>
	\$ 58,713,086

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

### 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:

	<u>2012</u>	<u>2011</u>
Balance, beginning of year	\$ 2,007,129	\$ 1,906,993
Add amount received from set aside tuition	5,711,305	5,851,167
Add amount received from other sources	2,737,806	2,523,336
Less amounts disbursed - set aside tuition	(5,711,305)	(5,851,167)
Less amounts disbursed - other sources	(1,928,477)	(2,423,200)
Balance, end of year	<hr/> \$ 2,816,458	<hr/> \$ 2,007,129

Comprised of:

	<u>2012</u>	<u>2011</u>
Scholarships and bursaries	\$ 818,225	\$ 362,424
Joint employment stability reserve	779,923	772,332
Prepaid leave plan	221,398	136,730
Other	996,912	735,643
	<hr/> \$ 2,816,458	<hr/> \$ 2,007,129



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

### 8. DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS

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

	<u>2012</u>		<u>2011</u>
Balance, beginning of year	\$ 116,293,374	\$	99,099,875
Less amortization of deferred capital contributions	(8,235,951)		(7,388,157)
Add contributions received for capital purposes	2,529,161		24,581,656
Balance, end of year	<u>\$ 110,586,584</u>	<u>\$</u>	<u>116,293,374</u>

Unspent (Construction in progress) contributions for capital assets:

	<u>2012</u>		<u>2011</u>
MTCU			
Knowledge Infrastructure Project	\$ -	\$	24,700,000
Campus Renewal Program	-		681,204
Other	-		814,316
Unspent balance, end of year	<u>\$ -</u>	<u>\$</u>	<u>26,195,520</u>

### 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, 2012 of \$1,397,000 (2011 - \$1,388,000) was determined by actuarial valuation as at March 31, 2012, that was commissioned by the College Compensation and Appointments Council.

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

	<u>2012</u>		<u>2011</u>
Accrued benefit liability, beginning of year	\$ 1,388,000	\$	1,586,000
Current service cost	6,000		5,000
Interest	23,000		25,000
Increase (decrease) in accrued benefit obligation	75,000		(127,000)
Benefits paid	(95,000)		(101,000)
Accrued benefit liability, end of year	<u>\$ 1,397,000</u>	<u>\$</u>	<u>1,388,000</u>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 9. EMPLOYEE FUTURE BENEFIT OBLIGATIONS (continued)

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

a) Interest (discount) rate

The present value as at March 31, 2012 of the future benefits was determined using a discount rate of 4.20 % (2011 – 4.75%).

b) Drugs and hospital

Drug costs were assumed to increase at a rate of 10.5% for 2012, grading down to 4.5% per annum in 2026. Health costs were assumed to increase at 4.5% per annum.

c) Other medical

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

d) Dental costs

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

### 10. FINANCIAL INSTRUMENTS

#### *Fair value*

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

The fair value of financial assets and liabilities approximates their market value due to the short-term maturity, except for long-term debt and restricted cash and investments, the fair values of which are disclosed in Notes 5 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 counter-party to pay a fixed rate of interest of 5.607%, while receiving interest at a variable rate to be set quarterly based on the Bankers Acceptance rates which ranged from 1.28% to 1.29% during the year. The effective date of the interest rate swap agreement was June 25, 2004 with a maturity date of June 25, 2029. The notional value of the interest rate swap agreement at March 31, 2012 is \$24,979,000 (2011 - \$25,768,000) and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap at March 31, 2012 of \$6,346,775 (2011 - \$3,809,224) is recorded as a deferred derivative liability on the consolidated statement of financial position. The change in fair value of the interest rate swap agreement between April 1, 2011 and March 31, 2012 of \$2,537,551 (2011 - \$115,966) has been recorded in the consolidated statement of operations as loss (2011 – gain) on derivative instrument.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 10. FINANCIAL INSTRUMENTS (continued)

#### *Interest rate risk*

The College is exposed to interest rate fluctuations on its Bankers Acceptance Loan (Note 5). The College has entered into an interest rate swap agreement to manage this risk.

### 11. ENDOWMENTS

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

The risks associated with the investments held are as follows:

a) Liquidity risk:

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

b) Credit, interest rate and maturity risk:

Fixed income securities have yields varying from 0.6% - 7.3% (2011 – 0.9% - 6.8%) with maturity dates ranging from April 2012 to December 2045 (2011 – June 2011 to June 2041).

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

c) Equity risk:

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

#### *Restricted cash and investments*

The fair value of cash and investments at March 31, 2012 is \$15,472,571 (2011 - \$12,454,492) which represent funds restricted as to use and are not available for general operations.

**SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to the Consolidated Financial Statements**  
 March 31, 2012

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**12. INVESTMENT IN CAPITAL ASSETS**

A. Investment in capital assets represents the following:

	<u>2012</u>	<u>2011</u>
Capital assets	\$ 288,707,624	\$ 262,966,739
Less amounts financed by:		
Long-term debt (Note 5)	58,713,086	61,307,225
Deferred capital contributions (Note 8)	110,586,584	90,097,854
<b>Balance, end of year</b>	<b>\$ 119,407,954</b>	<b>\$ 111,561,660</b>

B. Change in net assets invested in capital assets is calculated as follows:

	<u>2012</u>	<u>2011</u>
Excess of expenditure over revenue:		
Amortization of deferred contributions related to capital assets	\$ 8,235,951	\$ 7,388,157
Depreciation of capital assets	(20,284,961)	(18,335,939)
	<b>(12,049,010)</b>	<b>(10,947,782)</b>
Net change in investment in capital assets:		
Purchase of capital assets - net	46,025,846	45,140,008
Amounts funded by deferred capital contributions	(28,724,681)	(8,149,349)
Payments on capital leases	-	243,598
Repayments of long-term debt	2,594,139	2,475,158
	<b>19,895,304</b>	<b>39,709,415</b>

**13. PENSION COSTS**

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

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2012 indicated an actuarial surplus of \$154 million. The College made contributions to the Plan and its associated retirement compensation arrangement of \$13,681,951 in 2012 (2011 - \$13,725,191), which has been included in the consolidated statement of operations.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 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:

2013	\$ 6,350,667
2014	4,215,284
2015	2,572,592
2016	1,629,774
2017	1,296,221
Thereafter	14,739,488
	<hr/>
	\$ 30,804,026

Included in total commitments are commitments of approximately \$483,000 entered into subsequent to March 31, 2012.

#### *Contractual commitments*

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

#### *Contingent liabilities*

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

### 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:

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

### 15. ONTARIO TRUST FOR STUDENT SUPPORT FUND (continued)

	<u>2012</u>	<u>2011</u>
<b>Schedule of Donations Received and Receivable</b>		
Cash donations received and receivable	\$ 2,426,398	\$ 1,766,562
<b>Schedule of Changes in Endowment Fund Balance</b>		
Fund balance, beginning of year	\$ 11,007,928	\$ 9,241,366
Cash donations received and receivable	2,426,398	1,766,562
Fund balance, end of year	\$ 13,434,326	\$ 11,007,928
<b>Schedule of Changes in Expendable Funds</b>		
<b>Available for Awards</b>		
Balance, beginning of year	\$ 583,309	\$ 537,110
Investment income	233,796	199,799
Bursaries awarded (total number: 0; 2011 - 280)	-	(153,600)
Balance, end of year	\$ 817,105	\$ 583,309

### 16. GUARANTEES

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

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to the Consolidated Financial Statements

March 31, 2012

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### 16. GUARANTEES (continued)

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.

**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Consolidated Schedule of Revenue**

Year ended March 31, 2012

**Schedule 1**

	<u>2012</u>	<u>2011</u>
GRANTS AND REIMBURSEMENTS		
Formula financed program	127,162,864	118,606,820
Apprenticeship training	1,322,224	2,220,173
Contracted training programs	417,424	9,260,324
Grant in lieu of municipal taxation	1,570,875	1,451,850
Deferred contributions for capital assets	8,235,951	7,388,157
	<u>138,709,338</u>	<u>138,927,324</u>
FULL-TIME STUDENT TUITION AND FEES	115,118,577	103,123,275
PART-TIME STUDENT TUITION AND FEES	16,451,249	15,596,919
ANCILLARY OPERATIONS	28,349,915	29,982,554
STUDENT AND ALUMNI ASSOCIATIONS	1,575,478	1,929,048
INVESTMENT INCOME	1,035,296	727,893
INTERNATIONAL AND OTHER SPECIAL PROJECTS	1,582,213	711,979
OTHER INCOME	19,788,131	16,085,314
GAIN ON DERIVATIVE INSTRUMENT	-	115,966
DEFERRED CONTRIBUTIONS RECOGNIZED	1,928,477	2,423,200
	<u>324,538,674</u>	<u>309,623,472</u>



**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Consolidated Schedule of Academic Expenditure**  
Year ended March 31, 2012

Schedule 2

	2012	2011
Salaries		
Administrative	7,801,985	7,599,160
Faculty	94,915,899	93,030,786
Support	19,148,082	20,030,651
Benefits	22,612,257	23,120,554
Instructional Supplies	4,246,189	4,292,730
Field Work	564,661	368,771
Office Supplies and Expense	1,945,163	1,963,286
Professional Development	254,812	314,786
Travel	2,168,991	2,226,469
Promotion/Public Relations	1,811,580	1,787,223
Telecommunications	708,454	773,555
Equipment Maintenance	906,734	1,457,155
Insurance/Banking Charges	2,127,870	2,273,080
Professional Fees	984,633	1,128,920
Contracted-Educational Services	4,811,884	4,816,780
Building Maintenance	314,463	659,588
Utilities	97,027	126,286
Premise Rentals	1,682,859	1,486,089
Furniture and Equipment Rental	205,579	318,237
Depreciation Expense	6,928,848	6,812,687
Other	4,110	18,649
	\$ 174,242,080	\$ 174,605,442

**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Consolidated Schedule of Student Services Expenditure  
Year ended March 31, 2012**

**Schedule 3**

	<u>2012</u>	<u>2011</u>
Salaries		
Administrative	<b>3,071,601</b>	2,499,102
Faculty	<b>3,903,395</b>	2,884,233
Support	<b>12,138,485</b>	11,499,899
Benefits	<b>4,033,961</b>	3,582,506
Instructional Supplies	<b>705,530</b>	758,023
Office Supplies and Expense	<b>1,100,280</b>	1,163,855
Professional Development	<b>69,449</b>	68,124
Promotion/Public Relations	<b>555,827</b>	633,795
Telecommunications	<b>58,402</b>	47,478
Equipment Maintenance	<b>28,157</b>	43,061
Professional Fees	<b>1,892,550</b>	51,412
Contracted-Educational Services	<b>676,654</b>	208,582
Building Maintenance	<b>103,137</b>	90,466
Depreciation Expense	<b>132,995</b>	185,595
Student Tuition Assistance	<b>6,350,737</b>	6,159,177
Renewable Scholarships	<b>1,279,325</b>	1,140,270
Other	<b>124,914</b>	155,296
	<b>\$ 36,225,399</b>	<b>\$ 31,170,874</b>

**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Consolidated Schedule of Administrative Expenditure**  
Year ended March 31, 2012

**Schedule 4**

	<u>2012</u>	<u>2011</u>
Salaries		
Administrative	<b>8,142,939</b>	6,934,092
Faculty	<b>356,542</b>	840,904
Support	<b>8,272,114</b>	7,668,458
Benefits	<b>3,500,465</b>	3,028,380
Software and licensing expense	<b>375,980</b>	275,032
Office supplies and expense	<b>1,742,622</b>	1,370,263
Professional development	<b>159,284</b>	234,517
Travel	<b>372,137</b>	385,970
Promotion/public relations	<b>2,204,418</b>	1,272,839
Telecommunications	<b>459,234</b>	409,498
Building maintenance and utilities	<b>36,557</b>	15,331
Equipment maintenance	<b>924,919</b>	596,000
Insurance/banking charges	<b>1,765,969</b>	1,776,283
Finance charges	<b>1,506,454</b>	1,548,520
Professional fees	<b>1,507,306</b>	2,038,735
Contracted services	<b>494,852</b>	233,057
Premise rentals	<b>81,221</b>	11,039
Furniture and equipment rentals	<b>48,122</b>	396,370
Depreciation Expense	<b>2,070,091</b>	1,785,023
Other	<b>1,055,296</b>	382,440
	<b>35,076,522</b>	31,202,751
Inter-departmental charges for printing/photocopying	(520,109)	(1,005,947)
	<b>\$ 34,556,413</b>	<b>\$ 30,196,804</b>

**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Consolidated Schedule of Plant and Property Expenditure**  
Year ended March 31, 2012

**Schedule 5**

	<u>2012</u>	<u>2011</u>
Salaries		
Administrative	<b>1,689,674</b>	1,562,248
Support	<b>3,254,740</b>	3,750,883
Benefits	<b>1,188,136</b>	1,263,554
Office supplies and expenses	<b>140,514</b>	102,079
Equipment maintenance	<b>27,663</b>	18,505
Building maintenance	<b>1,953,767</b>	2,017,087
Insurance	<b>1,570</b>	12,196
Vehicle expense	<b>70,447</b>	52,043
Contracted Services	<b>5,773,520</b>	4,910,235
Telecommunications	<b>46,193</b>	63,614
Utilities	<b>4,409,968</b>	4,347,064
Municipal taxes on leased premises	<b>105,786</b>	104,992
Premises rental	<b>1,079,504</b>	1,088,788
Depreciation Expense	<b>9,559,360</b>	7,942,283
Other	<b>115,212</b>	109,928
	<b>\$ 29,416,054</b>	<b>\$ 27,345,499</b>

**SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Consolidated Schedule of Student and Alumni Associations**  
Year ended March 31, 2012

**Schedule 6**

	<u>2012</u>	<u>2011</u>
Salaries		
Administrative	36,502	82,622
Support	444,867	463,998
Benefits	38,221	53,731
Office supplies and expense	569,018	659,870
Professional development	2,038	3,430
Travel	346,840	337,075
Promotion/public relations	18,528	264,349
Telecommunications	4,414	6,787
Building maintenance and utilities	58,133	9,803
Equipment maintenance	24,375	14,511
Insurance/banking charges	3,208	70
Professional fees	8,964	24,274
Contracted services	14,051	1,811
Premise rentals	267	747
Furniture and equipment rentals	4,021	3,850
Other	2,031	2,120
	<b>\$ 1,575,478</b>	<b>\$ 1,929,048</b>