



seneca changes lives.


SENECA COLLEGE OF APPLIED ARTS & TECHNOLOGY
ANNUAL REPORT 2008-09

Seneca

change is as diverse as
and whether your goals
careers or change lives
to understand that change
as much by where you
where you're going.

as it is inevitable.
al is to change
es, it's important
ange is defined
u've been as by

Seneca
transforms
people.



call it confidence
or experience or whatever.
i just feel like i've come
out a better person than
when i went in.

i always wanted to
be a pilot. seneca has made
it possible.



By providing
them with the
tools to define
themselves
through their
interests and
passions.

And by ensuring that they are ready and well equipped to succeed in the next phase of their lives.

i got so much from
my seneca experience.
now it's time for me
to give back.



SENECA
CHANGES
YOU.

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Seneca has been selected as a top employer in the GTA and our research and work in areas such as computer science are showing this institution's unique strengths. Seneca continues to lead the way.



These accomplishments and many others over the last year, which are explained in greater detail in this report, show that Senecans remain dedicated to offering the best post-secondary education experience possible to our students. And that's why Seneca continues to develop new degree, diploma and certificate programs that offer the most relevant programming, and we want to continue as an important contributor to the economy of our province and our country.

Several new programs were announced during the year, and we are always looking to develop new degree offerings. We also joined with the provincial government to successfully launch an initiative for those who are unemployed to gain much needed retraining.

Seneca never stands still. This will be readily apparent for anyone who reads our Year in Review. As with previous years, it shows that our people make the difference. They continue to be recognized as leaders in their respective fields, and our students continue to succeed in their studies and after graduation.

The global economy has been shaken in the last year, and Seneca is not alone in feeling its effects. There have been several actions taken to reduce expenses including an early retirement program. We remain financially robust, but there is continued need for vigilance as we strive to make our way out of a recessionary period. I am confident the Seneca of the future will be stronger for the measures taken today.

There are many exciting prospects for the year ahead, and due to the diligence of our Board, a committed Executive and the continued dedication of our faculty and staff, we will be able to meet them and ensure that Seneca remains a model of post-secondary polytechnic education.

Regards,

Rick Miner Ph.D.

A YEAR IN REVIEW

April 1, 2008, to March 31, 2009

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

Groundwork for a stronger future

SENECA SELECTED AS ONE OF GTA'S TOP EMPLOYERS

Seneca was named one of Greater Toronto's top 75 employers. Seven key areas were considered when selecting this year's list. They included: physical workplace, work atmosphere, health, financial and family benefits, vacation and time off, employee communications, performance management and training skills and development. This acknowledgement recognizes the dedication and commitment of Seneca's employees who make it possible for the College to offer high quality education and services that support our students.

PREMIER UNVEILS SECOND CAREER STRATEGY AT SENECA

Premier Dalton McGuinty unveiled Ontario's Second Career training program at Seneca's Centre for Advanced Technologies last summer. The new program will help workers, who have either lost their jobs or haven't been employed within the last year, find new careers. Seneca's Faculty of Workforce Skills Development has co-ordinated the strategy's implementation

at the College. Participants are funded to take one- to two-year certificate or diploma programs.

SENECA PROJECT WINS PROVINCIAL AWARD

The College Mathematics Project was one of seven winners of this year's Colleges Ontario Awards, which recognize significant achievements in advancing college education in Ontario. Seneca initiated the College Mathematics Project to address low success rates in first-year college mathematics. The project – led by Laurel Schollen, Dean of Applied Sciences and Engineering and Graham Orpwood, retired York University Professor – analyzed the records of students entering all diploma and certificate programs. It determined that part of the reason students were having difficulties in mathematics was because of a failure to select appropriate courses in high school. Working with other colleges, the project was the first in Ontario to provide feedback to individual high schools about the success of their graduates, in order to help those schools make adjustments. The findings will also help the Ontario government assess

the impact of its secondary school mathematics curriculum.

SENECA LAUNCHES NEW 905 AD CAMPAIGN

Seneca President Rick Miner introduced the College's new 905 ad campaign at the Markham Campus on July 23. As part of his announcement, President Miner unveiled a bus, covered in Seneca advertising, that appeared on York Region roads throughout the year. The aim of the 905 campaign was to increase Seneca's presence in the community. It also included advertisements on York Region buses, in Go Transit stations, on Go trains, in York Region malls, and in the region's newspapers. On hand for this announcement was Markham Deputy Mayor Jack Heath.

NEW PATHWAY FOR STUDENTS SEEKING A DIPLOMA AND DEGREE

Students now have the opportunity to begin their studies at Seneca and complete them at the University of Toronto earning both a Liberal Arts diploma and a university BA degree in four years. A new three-year pilot

program between Seneca College and University of Toronto's Woodsworth College, Faculty of Arts and Science, allows eligible students to spend their first two years at Seneca, while taking two or three university courses. Students then complete their studies with a third and fourth year entirely at the university. The program shortens the time it could take to earn a diploma and a BA separately. Alternatively, after completing the first two years at Seneca, students have the option of continuing their studies at the university as partial load or part-time students – allowing for more flexible learning.

OPEN SOURCE CURRICULUM EXPANDED AT SENECA

The College is expanding the use of open source software in its curriculum through the Fedora Project – a Red Hat, Inc. sponsored collaboration. Students in the School of Computer Studies will work within the project while learning open source development and administration. A new grant will fund a liaison position within the school to work with Fedora Project members to identify opportunities

for student involvement and to guide students as they integrate into the community.

NEW AGREEMENT EXPANDS SENECA ANIMATION EDUCATION IN INDIA

Seneca and Frameboxx Animation and Visual Effects in Mumbai, India announced an agreement to jointly offer Graduate Certificate Programs in Animation, Visual Effects and Gaming in India. Beginning in January 2009, this new initiative offers spaces for a maximum of 25 students. The first semester will be completed in India and eligible students will then have the opportunity to complete the second semester at Seneca.

SENECA PRESIDENT APPOINTED TO LABOUR MARKET INFORMATION ADVISORY PANEL

The Forum of Labour Market Ministers named President Rick Miner as one of five members of a Labour Market Information Advisory Panel. The panel was charged with reporting back to the forum, comprised of the

labour market ministers from the provinces, the territories and the federal government, by the spring of 2009 on how labour market information can contribute to Canada's economic growth and efficiency over the next decade.

SENECA SELECTED AS AN HP TECHNOLOGY GRANT RECIPIENT

Seneca was selected as one of the post-secondary institutions in Canada to receive a 2008 HP Technology for Teaching grant, which is designed to transform teaching and improve learning in the classroom through innovative uses of technology. Seneca will receive an award package of HP products and a faculty stipend valued at more than \$77,000. Seneca will use the grant to enhance student engagement in introductory science and mathematics classes in the Applied Science and Technology Fundamentals certificate program.

Leading-edge programming

NEW PROGRAMS APPROVED

The Board of Governors approved the following programs to be offered in the fall of 2009:

Acting for Camera and Voice (Ontario College Diploma) is designed to give students the skills necessary to embark on an exciting and successful acting career.

Customs Professional (Seneca College Certificate) will prepare students for an exciting career in global trade. Students will acquire in-depth knowledge of Customs laws and regulations from both an industry and Canada Borders Services Agency perspective.

General Arts Certificate – English for Academic Purposes (Ontario College Certificate) is designed for students for whom English is a second or additional language and who feel that they need to improve their language skills prior to beginning another college program.

Hospitality Management – Hotel and Restaurant (Ontario College Diploma) is designed for students who wish to obtain career opportunities in the hotel and restaurant services industry.

Intercultural Relations (Seneca College Certificate) learners will examine diversity issues in a social context, explore critical differences in cross-cultural communication and identify the sources, causes, forms and manifestations of these issues in our society.

Mechanical Engineering Technology – Industrial Design Technologist (Ontario College Advanced Diploma) will provide students with the skills and knowledge to design and develop products and devices that may be offered for retail or commercial sale.

Project Management – Environmental (Ontario College Graduate Certificate) is designed to prepare students for team work, project development and management in both the environmental and civil engineering industries.

Public Administration – Municipal (Ontario College Diploma) is designed to provide students with skills and knowledge of the workings of Ontario municipalities and other levels of government and politics.

Tourism – Travel Operations (Ontario College Certificate) is designed for students who wish to develop the skills and knowledge appropriate for an entry-level position in the tourism industry.

The following programs previously existed as specializations within Business Administration, however, they are now each approved as distinct:

Business Administration – Financial Planning (Ontario College Advanced Diploma)

Business Administration – Purchasing and Supply Management (Ontario College Advanced Diploma)

Business Administration – Entrepreneurship and Small Business (Ontario College Advanced Diploma)

Business Administration – Retail Management (Ontario College Advanced Diploma)

SENECA LAUNCHES BACHELOR OF CHILD DEVELOPMENT

Dr. Helena Jaczek, MPP for Oak Ridges-Markham, and Deb Matthews, Minister of Children and Youth Services, helped launch the first Bachelor of Child Development program in Ontario at Seneca's King Campus. Students will learn how to teach and create programs for children, and learn about childhood

development including psychological attachment disorders, brain development, and the effects of trauma on learning.

SENECA OFFERS FIRST FULL-TIME OPTICIANRY PROGRAM IN THE GTA

Seneca's program is the first full-time program to prepare students in the GTA for employment opportunities in retail optical dispensaries, contact lens clinics as well as medical clinics in Ontario, across Canada, and internationally. Students will work in the Seneca College Vision Clinic and will complete 1,000 hours of field experience. Graduates of the two-year diploma are also eligible to take the national licensing examination as well as eyeglass and contact lens examinations.

SENECA SELECTED BY FINANCIAL SERVICES COMMISSION OF ONTARIO TO PROVIDE MORTGAGE BROKER EDUCATION

Seneca has been chosen as the only provider of education for those wanting to become a licensed Mortgage Broker

in Ontario. The Financial Services Commission of Ontario has awarded the contract for the development and provision of a new mortgage broker education program to Seneca. The College's program will satisfy the educational requirement for a mortgage broker license under the new Mortgage Brokerages, Lenders and Administrators Act.

SENECA'S PARALEGAL PROGRAM RECEIVES ACCREDITATION FROM THE LAW SOCIETY OF UPPER CANADA

Seneca is one of the first colleges in Ontario and the first in the GTA to have a Paralegal program accredited by the Law Society of Upper Canada. Seneca's program underwent a rigorous screening process to ensure that its program offerings meet the standards and competencies for paralegal education program accreditation set out by the Society.

SENECA STUDENTS TO CREATE LEADING TECHNOLOGY WITH THE HELP OF IBM

Seneca received a \$50,000 grant

from IBM to create a liaison position so students can begin work on the Eclipse Web Tools Platform (WTP) project – an open source software development application. The grant supports collaboration between IBM, Eclipse WTP and Seneca's Centre for Development of Open Technology.

EVENT MANAGEMENT – EVENT AND EXHIBIT DESIGN PROGRAM RECOGNIZED FOR INNOVATION

The Canadian Foundation for AIDS Research Award for Innovation is presented to a corporation, individual, or group who has developed a project that is imaginative and breaks new ground by developing an innovative approach to either fundraising or raising awareness of HIV and AIDS. This year's recipients were students from Seneca's Event Management – Event and Exhibit Design program. Under the guidance of Seneca professors John MacBride and Brian Wickens, students designed The Party for Bloor Street Entertains as their year end project. The event brings AIDS awareness to the public and the students' designs were a highlight of the evening.

Seneca's people make a difference

BOARD ELECTS NEW OFFICERS

Seneca's Board of Governors elected Helen Hayward as Chair and Patricia Barbato as its newest Vice-Chair. John Bodolai and Denise Cole returned as Vice-Chairs.

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

Tim Abbott joined the Board as the new faculty representative. Mr. Abbott is a Professor and Program Co-ordinator for the Corporate Media Production program.

Dr. Syed Zulfiqar H. Gilani is a visiting scholar with the University of Toronto. Throughout his career, Dr. Gilani has held senior academic positions at the post-secondary level.

Richard Goyder is Vice-President, Portfolio Management and Credit Strategy at Royal Bank of Canada.

Richard S. Lim is a professional accountant with broad experience in general management. He currently works as a consultant for AOSurvey Company Limited.

Ashif Somani is a Partner with BDO Dunwoody. Mr. Somani has more than 20 years experience providing audit, management and business advisory services to a wide variety of clients.

Ruby T.C. Wong is a lawyer and partner with Cassels, Brock and Blackwell LLP.

Adam Wu joined the Board as the new student representative. Mr. Wu is a third-year Business Administration student and is currently serving as President of the Seneca Student Federation at Newnham Campus.

SENECANS HONOURED WITH ONTARIO SERVICE AWARDS

Twelve Senecans, past and present, from the Board of Governors and the College's program advisory committees were acknowledged for their dedication and commitment to Seneca with Ontario Volunteer Service Awards. The recipients were:

Program advisory members

Jean-Pierre Bernier, Velta Berzins, Leo Couprie, Jim Gamas, Jeff Gazen, Michael Green, Almaz Reda and Helen Szumigaj, also a member of the Board of Governors.

Board of Governors members

Bruce Campbell, Dave Cooke, Zul Kassamali and Jean Anne McLeod.

The Ontario Volunteer Service Awards are presented to individuals who contribute consecutive years of service to an organization within

Ontario, and whose work is characterized by volunteer time given to a group on an ongoing and active basis and volunteer services performed outside the normal course of professional or business duties.

SENECA HONOURS FOUNDING PRESIDENT

William T. Newnham, Seneca's first President, was also the first to receive the Order of Seneca. Dr. Newnham served as Seneca's president from 1967 to 1984. The Order of Seneca, an award established by the Office of the President, honours those who have demonstrated exceptional contributions to Seneca through service and philanthropy.

SENECA DEAN AWARDED FOR EXEMPLARY LEADERSHIP

Maureen Dey, Dean, Faculty of Business – Arts and Commerce was awarded the Chair Academy's Exemplary Leadership Award at the Academy's annual International Conference in Denver, Colorado. The award recognizes Maureen's ability to advance academic and administrative leadership.

SLAVA CORN HONOURED AS ONE OF CANADA'S MOST INFLUENTIAL WOMEN IN SPORT

Slava Corn, Manager for Seneca's Sports and Recreation department, was named one of the Top 20 Most Influential Women in Sport and Physical Activity by the Canadian Association for the Advancement of Women and Sports and Physical Activity for the second time.

PROFESSOR RAMABAI ESPINET RECEIVED LITERATURE AWARD

Professor Ramabai Espinet, English and Liberal Studies, and a noted author of Canadian-Caribbean literature, was the inaugural winner of the Nicholas Guillén Philosophical Literature Prize.

JOURNALISM-BROADCAST PROFESSORS EARN DOCUMENTARY AWARDS

Journalism-Broadcast professors Donna Kakonge and Kwoi Gin received Quebecor Documentary Fellowship awards through the Hot Docs Canadian International Documentary Festival. Donna was

a recipient of the Quebecor Documentary Fellowship, while Kwoi was awarded the Quebecor Documentary Bursary.

SENECA MARKETING STUDENTS AND PROFESSOR WIN AWARDS

A team of Seneca Marketing students represented the College at the 29th Annual Ontario Colleges Marketing Competition (OCMC). Seneca placed in five of the 11 events during the two-day competition, with more than 200 marketing students participating from colleges across Ontario. The contest included a quiz contest, case studies, a mock job interview and a sales presentation. Marianne Marando, Acting Chair, School of International Business, received this year's OCMC Award of Excellence. It recognized her leadership and support of the annual competition for the past 10 years. Marianne has been actively involved as a coach, team leader, organizer and member of the provincial steering committee. She is also the author of the competition's rules and procedures manual.

SENECA'S ITT DEPARTMENT EARNS COLLEGE COMPUTING SERVICES AWARDS

Seneca's Information Technology and Telecommunications department received three communications awards from The Association for Computing Machinery (ACM) - the world's largest educational and scientific computing society.

CELEBRATING EXCELLENCE AT SENECA

Presented annually, the Excellence in Seneca Awards recognize Seneca students, employees and board/committee volunteers who have made an outstanding contribution to the advancement of the College. This year's recipients were:

- Distinguished Service Award, Administration: Paula Gouveia, former Chair, School of English and Liberal Arts;
- Distinguished Service Award, Support Staff: Sharon Stibbard, Registration Advisor
- Student Leadership Award: Peter Agalotis, Law Clerk Program
- Collaboration Award: Laurel Schollen, Dean, Faculty of Applied Science and Engineering Technology
- Committee Volunteer Award: Lynn Caruso, Professor and Co-ordinator, School of Early Childhood Education.

Working with the community

SUCCESS IN PARTNERSHIP AWARDS

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

Partnerships recognized:

Mozilla Corporation Seneca's partner with the Faculty of Information Arts and Technology for creating an educational liaison position at Seneca, supporting numerous research and academic projects, having input that guides curriculum development, mentoring students, and sponsoring the Free Software and Open Source Symposium.

Jane Finch Concerned Citizens Organization Seneca's partner with the Faculty of Workforce Skills

Development, for supporting newcomers and residents of northwest Toronto and creating pathways for their success.

College Mathematics Project: the provincial government project team for helping to improve the success of college students in mathematics. Through the ongoing support of the team of individuals from the Ministry of Training, Colleges and Universities and the Ministry of Education, Seneca College has been able to expand this funded research study from a local pilot project to a complex research study involving 11 colleges and almost every school board across the province in just four years.

Don Cousens Seneca's partner in growth. Mr. Cousens played a key role in bringing Seneca to Markham. He has served as the honorary cabinet chair of the "Leading Through Excellence" Markham Campus fundraising Campaign and was instrumental in the Town of Markham's \$500,000 donation to Seneca's Markham Campus.

SENECA AWARDS HONORARY DEGREES

Four prominent Canadians were awarded honorary degrees from

Seneca: Jay C. Hope, Deputy Minister – Correctional Services; Michael Clemons, CFL Hall of Famer and Vice-Chair of the Toronto Argonauts; Michael Shaver, Chief Evangelist, Mozilla Corporation and David Pecaut, Senior Partner in the Toronto office of the Boston Consulting Group. They were presented with Seneca's Honorary Bachelor of Applied Studies at convocation ceremonies throughout the year.

SENECA RECOGNIZES MARKHAM LEADING THROUGH EXCELLENCE DONORS

The College held two recognition ceremonies at Markham Campus to officially honour Johnson Inc. and Allstate Insurance Company of Canada for their generous contributions to the "Leading Through Excellence" Campaign for the Markham Campus. Johnson Inc., one of Canada's leading insurance and benefit providers, pledged \$250,000 to the campaign, while Allstate contributed \$100,000 and established two annual \$1,000 scholarships for students in Seneca's Business Insurance diploma program.

SENECA DONOR RECOGNITION WALL UNVEILED

Seneca has recognized the generosity of its donors with the installment of a donor recognition wall at Markham Campus. The donor wall will serve as a tribute to the ongoing support of Seneca students and as a testament to all who support post-secondary education in Canada. On hand for the unveiling were David Tsubouchi, Co-Chair, Markham Campaign Cabinet; Shelley Yoo, President, Markham SSF; Peter Agaliotis, President, Newnham SSF; Rick Miner, President, Seneca College and Shirlene Curtis, Vice-President, Resource Development.

SENECA EXPANDS SERVICES TO OPEN DOORS FOR IMMIGRANTS

Through the Ministry of Citizenship and Immigration's Colleges Integrating Immigrants to Employment (CIITE) project, Seneca was able to expand services it offers to internationally trained individuals and newcomers to Canada. Seneca's Career Services help internationally trained individuals in the community access programs and services to assist them in

building on their qualifications and achieving their career goals.

LANGUAGE INSTRUCTION FOR NEWCOMERS

At the Yorkgate Campus, Seneca offers Language Instruction for Newcomers to Canada (LINC) Program for Youth. Funded by Citizenship and Immigration Canada, the program is a bridge to post-secondary education and employment for newcomers aged 16 to 25. The classes focus on improving students' communication skills and include alternative teaching methods such as collaborative learning, project-based learning and computer-based learning.

Student and graduate success

SENECA HONOURS ITS ALUMNI

For the fifth consecutive year, Seneca College celebrated alumni success and raised funds for the next generation of Senecans at its Distinguished Alumni Awards dinner. The Distinguished Alumni Award is the highest honour bestowed on a Seneca graduate. Thirty-seven alumni have earned this award since its creation in 2000. This year's distinguished alumni come from a variety of backgrounds including broadcasting, education, social service, communications, international business, and aviation. They included: Hellen Buttigieg (Broadcasting - Radio and Television), Patricia Draves (Early Childhood Education), Jo Gomes (Social Service Worker), Sandy Naiman (Applied Communications), Mauricio Ospina (International Business Administration) and Joseph Zigrossi (Aviation and Flight Technology).

STUDENT'S GREEN IDEA WINS ECO AWARD

An idea that could make landfills greener has earned a Seneca student a national environmental award. Environmental Site

Remediation student Stephen Lee is one of five recipients of the 2009 Eco Canada Student Award for Environmental Excellence. More than 40 students from across Canada applied for the award by submitting proposals for research presentations. Stephen received \$2,500 for his project on bioreactor landfills in the Greater Toronto Area.

WINNING LOGO FOR ANTI-VIOLENCE INITIATIVE

The winning logo and key message to represent the Toronto Anti-Violence Intervention Strategy (TAVIS) was announced March 17 at Seneca@York. The winners are Seneca Graphic Design students Bradley Cousins, Amanda McCarthy and Ashley Facciolo. Ten logos were created by teams of students taking the Design for Social Change course. Taught by Professor Paul Shecter, the course focuses on creating non-commercial graphic design work. Earlier in the year, another group of students created posters aimed at raising awareness of child abuse and neglect. The campaign materials were created in partnership with Toronto Police Service, BOOST Child Abuse Prevention and Interven-

tion, the Children's Aid Society of Toronto, and The Hospital for Sick Children's Suspected Child Abuse and Neglect Clinic.

STUDENT EARNS TOP FIVE FINISH AT IBM CONTEST

Computer Programming and Analysis student Jinhu Huang earned a fifth place finish at the IBM Master the Mainframe Contest. He was the only Canadian student to win. More than 1,800 students from 325 schools across the U.S. and Canada took part in this annual competition, which involved writing programs using JAVA, C++, REXX and assembler. For finishing in the top five, Jinhu received a Netbook computer and an all expenses paid trip to IBM's mainframe plant in New York.

JESSICA CO'DYRE EARNS SENECA'S HIGHEST ACADEMIC AWARD

Jessica Co'Dyre, a graduate of the Recreation Facility Management program, is the 2008 recipient of the Seneca Cup. This award is the most prestigious that can be given to a graduating student at Seneca College. A student must

show excellence in academic achievement and demonstrate an active commitment to improving the quality of student life at the College. In addition to maintaining a 4.0 GPA each semester, Jessica served as a peer tutor and has served the past year as the president of the Seneca Recreation Council.

SENECA DOCUMENTARY WINS AT TEXAS FILM FESTIVAL

Dishonour Defied, a documentary written and directed by Journalism – Broadcast graduate Azra Rashid, won a Silver Remi Award for Women’s Issues at the 2008 WORLDFEST Houston International Film Festival in Houston, Texas. Produced in association with Seneca’s School of Communication Arts, the documentary tells the story of Mukhtar Mai who was brutally raped in a remote village in Pakistan. Unlike many women before her, Ms. Mai decided to confront her assailants, taking her battle to the highest courts in Pakistan. Dishonour Defied profiles Ms. Mai’s courage and her life after the tragedy.

HOOP DREAM FULFILLED

Seneca basketball star Natasha Thombs is the all-time career scoring leader in the Ontario Colleges Athletic Association (OCAA). The 24-year-old Sting point guard set the new mark on January 23 in an 81-65 win over the St. Lawrence Vikings of Kingston. Her 10 points were enough to make her the OCAA’s all-time career scoring leader, eclipsing the record of 1,115 points set by former Sting Melinda Coker in 1985.

STUDENTS PUT TALENTS TO GOOD USE FOR EASTER SEALS

Videos produced by students in Seneca’s Summer Institute of Broadcast Journalism were featured during the 25th anniversary Easter Seals Telethon. The documentaries, shot during the summer program, show heart-warming stories of kids at Camp Woodeden, the Easter Seals camp for children and youth with physical disabilities. The Summer Institute of Broadcast Journalism is a 15-week intensive program that equips students with broadcasting skills for jobs in

television, radio, cable news or public affairs programming. Students develop an understanding of journalism theory and fundamentals, as well as learn how to write news reports, conduct interviews, and operate cameras.

BUSINESS PLAN SUMMARY

2008-09

Academic Outcomes

PRIORITY 1: TRANSFORM OUR INSTITUTION – AS THE CANADIAN MODEL OF POLYTECHNIC EDUCATION

CORE STRATEGY 1: DEVELOP AND DELIVER ADVANCED EDUCATION AND QUALITY SERVICES

Conduct institutional review of differentiated status performance in collaboration with MTCU consistent with accountability agreement.

Achievements:

- Differentiated status agreement extended.

In progress:

Polytechnic/system design discussions ongoing but delayed due to Deputy departure and fiscal circumstances; broader system design discussions underway.

CORE STRATEGY 2: PROVIDE INCREASED ACCESS TO EDUCATIONAL OPTIONS AND PATHWAYS IN POST-SECONDARY EDUCATION

Review Academic Plan 2004–08 and update/revise/renew as appropriate in context of renewed Strategic Plan 2008–11.

Achievements:

- Academic Plan 2009-12 approved by APSA Committee (March 2009).
- Continue to explore new programming, credential mix, support services and partnership options consistent with polytechnic model.
- ‘Fundamentals’ programs developed (e.g. Business Fundamentals, Applied Science and Technology Fundamentals, Tourism – Travel Services),

apprenticeship proposal submission; new diploma and graduate certificates approved.

- Implemented consistent with deans’ programming strategy plan; child development degree approved and first cohort accepted – pathways directly from ECE diploma accepted; implementation of Second Career Strategy/increased programming for ITIs; new degree areas identified.

In progress:

New certificate, diploma and degree development ongoing; continue to advocate for access to Ontario graduate studies.

CORE STRATEGY 3: ACCELERATE APPLIED RESEARCH ACTIVITY

Achievements:

- Four “Proof of Principle” projects, Five Fellowship projects funded by CONII.
- More than 50 contract projects completed through Innovation Synergy Centre in Markham (ICSM); Research Analyst position funded by ICSM competitive intelligence research contracts.
- More than 30 students and 10 faculty involved in applied research projects.
- Research and Innovation awareness/communication materials developed.

CORE STRATEGY 4: ENHANCE OUR NATIONAL REPUTATION

Achievements:

- Operational Plan and 2009-10 priorities for Revitalization Institute developed.
- Bill Humber appointed Executive Director.
- Initial private and public sector partners identified.

PRIORITY 2: BUILD ORGANIZATIONAL CAPACITY TO SUPPORT OUR EDUCATIONAL PHILOSOPHY

CORE STRATEGY 2: PROVIDE FACILITIES AND TECHNOLOGIES THAT REFLECT THE CHANGING LEARNING AND SERVICE NEEDS OF OUR STUDENTS, EMPLOYEES AND CUSTOMERS

Achievements:

- Student/Facilities/IT staff engagement re: improving environmental performance at Seneca (consistent with sustainability philosophy of the Centre for the Built Environment (CBE) – “eco-polytechnic”).

PRIORITY 3: CREATE A CLIMATE OF INNOVATION AND CONTINUOUS IMPROVEMENT AS PART OF A HIGH PERFORMANCE ORGANIZATION

CORE STRATEGY 1: EMBED QUALITY ASSURANCE PROCESSES THAT PRODUCE IMPROVEMENTS IN OUR PROGRAMS, SERVICES AND BUSINESS PRACTICES

Achievements:

- Flight Program and Software Development degree programs received consent renewal on schedule.
- Input provided to PEQAB re refinement of consent renewal procedures on behalf of CAAT system.
- Refinements to College Program Review documentation implemented.
- Past Program Review Reports compiled on reserve in Markham Campus library for reference.

Student and Academic Services Outcomes

PRIORITY 1: TRANSFORM OUR INSTITUTION – AS THE CANADIAN MODEL OF POLYTECHNIC EDUCATION

CORE STRATEGY 1: DEVELOP AND DELIVER APPLIED ADVANCED EDUCATION AND QUALITY SERVICES

The focus has been on the provision of quality, all round services to all students, with a special emphasis on First Year Student Experience transitional programming initiatives, including First Year Students in residence. First year programming offers a unique opportunity to assess outreach activities across the campus and combine the educational experience of students with clear, shared goals. Programming initiatives included a series of workshops in study skills, life skills, stress management, and college resource/services awareness. Emphasis has also been on creating measurement tools and identifying indicators of student learning. In this regard, survey methodologies were utilized to investigate the transitional needs of students. The resulting report has been widely circulated to the service and to the academic areas. In addition, Institutional Research has supported this initiative by supplying a number of demographic details of the first year class. This research will support future programming initiatives and the development of a first year strategy/model for the College.

Achievements:

- A review of the orientation programming that was undertaken, using the College Applicant Survey (CAS) Standards and CAS Self-Assessment Guide. The results of the review were submitted to the

College's Strategic Enrolment Management (SEM) Steering Committee. The implementation of some of the key recommendations has already begun.

- A Student Retention pilot of student leaders was completed by the Success@Seneca team.
- A student online discussion Board was launched in the summer of 2008. In addition, the number of students who access a wide variety of Career Services was increased by 20 per cent.
- The integration of yourFUTURE@Seneca Contact Management System with the Student Information System (SIRIS) in November 2008 enabled student callers involved in the call campaign recruitment initiative to use "real time" information about applicants. This resulted in a significant increase in the number of prospective students who confirmed their acceptance of offers to attend Seneca.
- A Welcome Centre opened at the Newnham Campus in January 2009 and has begun to initiate a 'One Stop Shopping' element, not only to the "First Year Experience" but also to upper year students and the general community that the campus serves.
- A completed First Year Experience and Prospective Students website, which includes an interactive class visit video that students can access, a webpage enhanced by pictures and videos of departments, a video showcasing all college services that support first year students' transition, orientation activities, and access to resources.
- Promotional materials, including pamphlets, postcards and e-communication were made available to first year students.
- Additional orientation for "mature"

first year students was introduced.

- An electronic calendar of events was created for the S@Y campus and maintained by the S@Y Welcome Centre.
- Campus recreation and fitness participation grew five per cent above the 2007-08 levels.

PRIORITY 2: BUILD ORGANIZATIONAL CAPACITY TO SUPPORT OUR EDUCATIONAL PHILOSOPHY

CORE STRATEGY 4: FOSTER QUALITY RELATIONSHIPS WITH LOCAL, NATIONAL AND INTERNATIONAL COMMUNITY PARTNERS

Access through Outreach

One way of fostering quality relationships with local, national, and international community partners is through activities and strategies that focus on access to post-secondary education through outreach to various communities. In keeping with the Multiyear Accountability Agreement within the MTCU's Reaching Higher Plan, Seneca's "Access through Outreach" strategies focus on access to post-secondary education for under-represented groups such as First Generation, Aboriginals, and Students with Disabilities.

Achievements:

Key activities for the Access through Outreach Strategy have focused on the continuation of:

- Access programs such as Seneca Centre for Outreach Education (SCOrE), which is now a three-semester transition program. A review of recruitment strategies, curriculum, transitional needs of the students, as well as curriculum delivery was undertaken. The

program continued to provide access to post-secondary education for first generation, "at risk", inner-city youth between the ages of 19-25. Aboriginal youth with similar demographics and social-economic profiles were also added to the program's recruitment and outreach targets.

- Outreach activities with secondary and middle schools. There was a 40 per cent increase in the number of dual credit programs offered (from three in 2007-08, to five in 2008-09).
- Outreach activities in recruitment. Total recruitment visits increased by 18 per cent, compared to the period September 2007 to April 2008 (from 470 to 553).
- Outreach to the public. Persons reached increased from 38,422 to 70,871, representing an 84 per cent increase.
- Outreach to prospective students. The number of students reached increased from 38,177 to 63,983, representing a 68 per cent increase.
- Outreach activities to parents. The number of parents reached was 5,614.
- Outreach to high school counsellors. The total number of counsellors reached was 1,854. This figure was based on the OCAS Application that specifies current secondary students, and was carried over into our ARIES SIS fall intake. It represented an increase from 4,665 in 2007 to 5,054 in 2008 (an 8.1 per cent increase).
- The Summer Transition program for students with disabilities. 100 per cent of the students who participated in the summer program converted to full enrolment at Seneca.
- Financial Aid presentations to schools, community groups, and parent groups, and non-direct students, especially with respect to the MTCU Second Career Initiative.

There was a 25 per cent increase in Financial Aid presentations and the department continued to get new requests, mainly from Adult Education Centres. Some second career students in the May 2008 intake were provided with interim "readiness aid" funding, while their second career funding was being processed.

- The production of documentation, specifically, a procedures manual for Financial Aid officers. Another document developed by MTCU on OSAP inspection was used during the most recent audit of the OSAP process at Seneca.

PRIORITY 3: CREATE A CLIMATE OF INNOVATION AND CONTINUOUS IMPROVEMENT AS PART OF A HIGH PERFORMANCE ORGANIZATION

CORE STRATEGY 3: INFORM INSTITUTIONAL PLANNING AND DECISION-MAKING WITH EVIDENCE-BASED METHODS

Strategic Enrolment Management

The focus of this priority was to:

- (a) Conduct research to measure and analyze the impact of initiatives such as Success@Seneca and Student Mentoring in Life and Education (SMILE) on the retention/success of selected students in their progression from first to second semester.
- (b) Use Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis of CAS, Application Decline Survey (ADS), and other relevant institutional data to design effective marketing and recruitment strategies to attract non-direct students.

Achievements:

The Success and Retention Plan was finalized as Goal 2 within the

Strategic Enrolment Management (SEM) Plan. The initiatives in the plan are as follows:

- Results for Success@Seneca during the first semester of 2008-09 indicate that for the group of students who saw their coaches at least three times during the semester, 82 per cent progressed to the second semester; while 18 per cent were either on probation, asked to withdraw, or asked to repeat the semester. Those students who did not see their coaches had a 27 per cent progression rate to the second semester, with 73 per cent either withdrawing or being put on probation.
- The Success@Seneca program was awarded the 2009 Outstanding Student Retention Award by the Educational Policy Institute (EPI). The EPI presents this award annually to a post-secondary institution that exhibits excellence in the development and implementation of a student retention program.
- Research on SMILE is ongoing, with results expected in September 2009.
- Preliminary results of the Millennium Foundation research indicate that mentoring has had a positive impact on retention.
- The number of non-direct students for the summer, fall, and winter semesters increased from 4,665 in 2007-08 to 5,054 in 2008-09 (an 8.3 per cent increase).
- The SWOT analysis of CAS provided valuable input into the present Communications Plan (Goal 1 of the SEM Plan) and the Success and Retention Plan (Goal 2 of the SEM Plan).
- The final draft of the Strategic Enrolment Plan was presented to the Senior Executive Committee (SEC), and the SEC approved the Mission and Vision statements of SEM in November 2008.

Human Resources Outcomes

During the past year, Human Resources underwent significant organizational changes while at the same time refocusing its priorities to contribute to the College's current and future goals and objectives.

In this past year it developed and implemented a number of new processes, policies, projects and initiatives that improved the performance and delivery of our resources and services to our students, support staff, faculty and administrators at the individual, departmental and strategic levels. Those most significant accomplishments that contributed to the achievement of the Strategic and Business Plans are outlined below.

PRIORITY 1: TRANSFORM OUR INSTITUTION – AS THE CANADIAN MODEL OF POLYTECHNIC EDUCATION

CORE STRATEGY 1: DEVELOP AND DELIVER ADVANCED EDUCATION AND QUALITY SERVICES

Achievements:

- Conducted internal survey of all staff/faculty in order to assess HR services, priorities, resources and departments.
- Developed, implemented and communicated new HR Organizational Structure.
- 2008-11 HR Plan developed and established.
- Presented and coordinated the Voluntary Retirement Incentive Program, including lifestyle and financial counselling to 73 employees.
- Achieved union participation on both support staff and academic return-to-work committees.

- Created and presented Workforce Planning Model and phased project plan instituted.

PRIORITY 2: BUILD ORGANIZATIONAL CAPACITY TO SUPPORT OUR EDUCATIONAL PHILOSOPHY

CORE STRATEGY 1: IMPLEMENT BEST PRACTICES

Achievements:

- Coordinated and implemented all College-wide H1N1 Influenza A protocols.
- Faculty engagement increased on internal committees and activities as a result of participation in Faculty Probationary Program.
- Coordinated impact of new Colleges Collective Bargaining Act 2008, including part-time unionization.
- Established regular Union/College Committee meetings.
- Implemented revised contingency planning model for potential labour disruptions.
- Enhanced consultation and participation with Seneca Student Federation Inc. (SSF) and Student Councils.
- Reduced formal conflict case files by 30 per cent.
- Continued Positive Space training and programming.
- Improved diversity employee representation of two designated groups, people with Disabilities and First Nations.

CORE STRATEGY 2: PROVIDE FACILITIES AND TECHNOLOGIES THAT REFLECT THE CHANGING LEARNING AND SERVICE NEEDS OF OUR STUDENTS, EMPLOYEES AND CUSTOMERS

Achievements:

- Reduced number of workplace injuries – Workplace Safety and Insurance Board (WSIB) by 42 per cent in 2008.
- Developed and delivered a Seneca-specific Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standard e-learning, and in-house training module to 25 per cent of employees.
- Increased education on violence, assault, sexual assault.

PRIORITY 3: CREATE A CLIMATE OF INNOVATION AND CONTINUOUS IMPROVEMENT AS PART OF A HIGH PERFORMANCE ORGANIZATION

CORE STRATEGY 2: CREATE A CULTURE OF LIFELONG LEARNING BY PROVIDING AND STIMULATING PARTICIPATION IN PERSONAL AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR EMPLOYEES AND STUDENTS

Achievements:

- Instituted mandatory two-day training program on HR Compliance and Liabilities for all administrators.
- Delivered first one-day Academic Forum to over 300 faculty, staff and administrators.
- Increased internal workshop delivery to staff/faculty/administrators by 50 per cent and Seneca presentations increased at external conferences by 75 per cent.
- Identified need and developed policies on issues such as: Exit Interviews, Anti-Nepotism, and Freedom of Information and Protection of Privacy.

Information Technology and Telecommunications Outcomes

PRIORITY 2: BUILD ORGANIZATIONAL CAPACITY TO SUPPORT OUR EDUCATIONAL PHILOSOPHY

CORE STRATEGY 2: PROVIDE FACILITIES AND TECHNOLOGIES THAT REFLECT THE CHANGING LEARNING AND SERVICE NEEDS OF OUR STUDENTS, EMPLOYEES AND CUSTOMERS

Information Technology

In the context of developing an information and communications technology plan, achieve Seneca's strategic goals through the Business Plan, the Information Technology group committed to:

1. Increase the quality of services provided by the Help Desks by undertaking an assessment to benchmark the level of services provided against industry best practices.
2. Implement a project management office to enable appropriate prioritization and management of IT-related projects across the institution.
3. Identify, assess and recommend a data centre strategy to encompass virtualization, consolidation, disaster recovery and eco-computing.
4. Maintain technology currency in all environments including labs, computing commons and computing environments in order to ensure highest and most efficient levels of and access to service through the use of mechanisms like the Academic IT Plan.

Achievements:

- ITT Operational Plan distributed and approved in 2008-09 with an update to follow in 2009-10.
- Service Desk Assessment completed and recommendations presented to the ITT management team. Based on feedback ITT is

now in the process of implementing a Service Request ITIL process to be implemented in 2009-10.

- Project Management Portfolio Manager hired and initial documents and processes documented. Currently in the process of implementing a project portfolio process, in pilot mode for a subset of ITT projects. Targeted implementation for all ITT projects by Q4 2009-10.
- Data Centre Strategy/Business Case identified and presented to VP, Finance and Administration and President, Seneca College. Further implementation based on fulfillment of assumptions and criteria in business case.
- IT Academic Plan implemented as per target and timelines within budget. Further information technology enhancements and upgrades completed as per ITT Operational Plan.

Finance, Administration, Facilities and Institutional Research Services Outcomes

Finance and Administration

Finance and Administration focused on the development of financial forecasting models to identify future events or funding trends that would have an impact on the financial health of the College. It redefined budget allocation models to better align with the College's Strategic Plan and Business Plan and identified efficiencies, new revenue sources and other deficit recovery initiatives to address the 2008–09 projected operating budget deficit.

PRIORITY 2: BUILD ORGANIZATIONAL CAPACITY TO SUPPORT OUR EDUCATIONAL PHILOSOPHY

CORE STRATEGY 3: MAINTAIN OUR FINANCIAL HEALTH TO SUPPORT HIGH-QUALITY LEARNING AND SERVICE NEEDS

Achievements:

- Key management tool used to support budget development procedures / assumptions for fiscal year 2009-10.
- Review of "Net Financial Position" projections from August 2006 for fiscal year 2008-09 were (\$3.8 million) compared to the approved budget at (\$2.5 million) representing a 0.5 per cent variance from total revenues.
- Special initiatives and new funding activities were reviewed and funded based on analysis and information provided that showed a significant benefit to students.
- College Executive Committee review of all requests to recruit and fill vacant positions.
- Prioritization of commitment to invest in capital assets.

Facilities

Seneca College's commitment to environmental conservation structured by its Environmental Policy, Energy Management Plan,

Waste Minimization and Recycling Program, and Environmental Sustainability Committee allowed staff, faculty, and students to work together to implement our environmental programs, benefiting not only our campuses, but the surrounding communities.

Many proactive programs that demonstrated our environmental stewardship, including: Eaton Hall Wetland and Forest Enhancement Project (EHWFEP), King Campus Land Use Plan and Environment-Based Education Plan, Environmental Sustainability Committee, Waste Minimization and Recycling Program, Organics Recycling Program, Seneca Facilities Management website, Internal Procurement Policies and Procedures, and Water and Energy Conservation Programs.

Our leadership and achievements were recognized by the Recycling Council of Ontario (RCO). Seneca received the prestigious Platinum Waste Minimization Award from the RCO in 2008 and the Gold Award in 2007. This distinction acknowledged our outstanding contributions and initiatives. Additionally, the award served as recognition for our diligence, collaboration and efforts, and encourages us to continue our environmentally best practices.

Seneca has also demonstrated its leadership in energy conservation and continued commitment to implementing leading edge green technology. In the first half of 2009 Seneca commissioned leading edge Quantum chiller technology from S.A. Armstrong and became the first community college in Ontario to connect all of its campuses to a Real Time Operating System (RTOS). The RTOS has enabled Seneca to have a real time view of hydro usage, thus enabling the College to proactively manage energy usage as well as troubleshoot potential problems.

PRIORITY 3: CREATE A CLIMATE OF INNOVATION AND CONTINUOUS IMPROVEMENT AS PART OF A HIGH-PERFORMANCE ORGANIZATION

CORE STRATEGY 3: INFORM INSTITUTIONAL PLANNING AND DECISION-MAKING WITH EVIDENCE-BASED METHODS

Institutional Research

- Develop Board of Governors institutional accountability metrics. A template was developed for reporting key statistics and indicators to the Board of Governors. Through Institutional Research we populated the templates with current information taken from the data warehouse and from the corporate database.
- Develop divisional, program, and department dashboards.
- Through the dashboard system (Cognos BI) access was built for divisional and program management access to the following real-time data sets: Faculty SWF data (by division, program, etc), Applicant data, GPA data, Enrolments, Applications and Admissions, KPI data by Program, KPI Background Data, KPI – Satisfaction, KPI – Employment, Graduation Rate and Non-graduates, Student Graduates' further education data.
- Develop business intelligence program and metrics.
- Program review (intensive data abstracts for selected programs and development of broad program of data abstracts for all programs).
- Customized research for SEM.
- Interpret, analyze and refine understanding of provincial KPIs and develop College KPI program:
 - Publication of Early Leaver Study,
 - Detailed analysis of KPI factors presented to Board and made available to Dean and Directors.

Marketing and Communications Outcomes

PRIORITY 1: TRANSFORM OUR INSTITUTION – AS THE CANADIAN MODEL OF POLYTECHNIC EDUCATION

CORE STRATEGY 1: DEVELOP AND DELIVER ADVANCED EDUCATION AND QUALITY SERVICES

Achievements:

- Completion of 265 marketing projects for student recruitment and College promotion, with special emphasis on areas facing enrolment challenges.
- Within first six months of year, Ipsos Reid measured increases in awareness and brand confidence among students and parents.
- Seneca regained #1 position for top-of-mind awareness among colleges in GTA.
- +4 per cent awareness of Seneca among students, +5 per cent among parents.
- +6 per cent Seneca brand confidence among students, +5 per cent among parents.
- Applications and enrolment for all 2008-09 intakes increased over previous year.
- Summer applications +8.5 per cent / enrolment +4.5 per cent.
- Fall applications +1.8 per cent / enrolment +0.7 per cent.
- Winter applications +13.3 per cent / enrolment +1.5 per cent.

CORE STRATEGY 2: PROVIDE INCREASED ACCESS TO EDUCATIONAL OPTIONS AND PATHWAYS IN POST-SECONDARY EDUCATION

Achievements:

- Strengthened ties to undergraduate programs at Ontario universities through production of multi-faceted recruitment and awareness

campaign for the new Liberal Arts program.

- Developed, printed and distributed 10,000 hard copies of the Degree Transfer Guide.
- Redeveloped web information regarding university transfers.
- Reduced duplication to create single, up-to-date information.
- Creation and implementation of a multi-dimensional marketing plan for the Second Career Strategy.

PRIORITY 2: BUILD ORGANIZATIONAL CAPACITY TO SUPPORT OUR EDUCATIONAL PHILOSOPHY

CORE STRATEGY 2: PROVIDE FACILITIES AND TECHNOLOGIES THAT REFLECT THE CHANGING LEARNING AND SERVICE NEEDS OF OUR STUDENTS, EMPLOYEES AND CUSTOMERS

Achievements:

- Developed resources and publications targeted to first-year students through advisement, planning and collateral development for Office of First Year Student Experience's orientation events. Materials include postcards, posters, evites, event programs, signage etc.
 - 84.8 per cent of students who attended orientation felt more prepared for college as a result of the event.
 - Development of first year student handbook.
- Redesigned and updated Student Services and First Year Experience websites, including online learning interactive web tools focusing on parents and families, and mature student content.
- Develop marketing and communications activities integrated within SEM to effectively and efficiently communicate College-wide

messages through email blasts, Seneca Facebook page, redevelopment of www.senecac.on.ca and launching Seneca Twitter presence.

International Development Outcomes

PRIORITY 1: TRANSFORM OUR INSTITUTION – AS THE CANADIAN MODEL OF POLYTECHNIC EDUCATION

CORE STRATEGY 5: EXPAND INTERNATIONAL EDUCATION AND SERVICES

International Business Development Achievements:

- Developed reinvigorated marketing and recruitment plan for Asia Pacific, the Middle East, Europe and Latin America in line with restructured International Department resulting in increased net contribution to College of \$2 million over 2007-08.
- As at Feb 2009, the net contribution was \$2.8 million over 2007-08 budget, but this will be adjusted at March 31, 2009 to reflect deferred tuition fee adjustments. The net contribution will be approximately \$1.6 million over the 2007-08 budget.
- Identified new partnership opportunities in Asia Pacific, the Middle East, Europe, Latin America and the Caribbean resulting in thirteen agreements, Memorandum of Understanding (MOUs) and agreements in principle which were signed in Asia Pacific, South Asia, Middle East and Europe.

International Marketing Achievements:

- Increased the College's profile in the United States through the toll-free College number, resulting in increased student recruitment from the United States to 83 students in 2008-09 from 30 in 2008-09.
- Initiated strategic marketing and communications plan to further develop understanding of effective international marketing through public relations, recruitment activities, and education fairs.

Seneca Corporation Achievements:

- Approval of Seneca Corporation Business Plan from College Board of Governors June 2008.
- Staffed key positions on shared-resource basis with College and engaged consultant to develop business opportunities in India and Middle East regions.
- Identify market opportunities for overseas programs, corporate training and licensing of Seneca intellectual property resulting in signing of agreements with SuOn College, Beijing Foreign Languages University (through Seneca College), Jiangsu International Foundation and transferred Guangzhou College of Civil Aviation agreement to Seneca Corporation.
- Generated Revenues of \$300,000.

From Resource Development

Building relations to support Seneca's future



Seneca continues to provide college graduates with the skills and background they need for the challenges they will face during these trying economic times, and throughout their careers. The Office of Resource Development is working to ensure Seneca has the resources and funding to prosper and serve our students, now, and in the years to come.

Doing so means fostering relationships with donors and volunteers, including alumni, private individuals, foundations, corporations and all levels of government.

Through Seneca's "Leading Through Excellence" initiative, we are striving to meet our ambitious goal of securing \$100 million in private sector support over 10 years. We are well on our way with \$30 million secured.

In 2008-09, Phase I of this campaign concluded, focusing on funding priorities across the College's faculties and schools. Deans and chairs have worked closely with the Office to identify these priorities. In 2009-10, Phase II will be launched, and we will be working to raise \$5 million in 2009-10, \$10 million in 2010-11 and \$15 million in 2011-12.

2008-09 saw the student aid endowment grow to \$8.5 million. The College secured an additional \$823,000 because of matching funds from the Ontario Trust for Student Support. The College also received a multi-year \$1.5 million sponsorship from Johnson Insurance, including a philanthropic gift of \$250,000 to the Markham Campus.

Because of the current economic downturn, our challenge is to encourage prospects to confirm pledge intentions and secure deferred giving. We will be emphasizing stewardship activities and connecting with prospects to express our understanding about their current economic limitations.

The next stage of Seneca's comprehensive stewardship plan took place in 2008-09 with the establishment of the Order of Seneca (the College's highest recognition for philanthropy and leadership) and Seneca's permanent donor recognition wall. In May, 2008, Seneca awarded the inaugural Order of Seneca to founding President Dr. William T. Newnham, and, in March, 2009, we unveiled the Recognition Wall at a ceremony for donors at the Markham Campus.

From a governmental perspective, Seneca's Government Relations team has established a presence for the College municipally, provincially and federally. In doing so, we have showcased Seneca's programs, established new partnerships, promoted policy change and participated in industry-changing research projects.

Seneca's continued presence in Ottawa has done much to assist the College in securing new partnerships and funding, as well as developing a higher profile with legislators and officials. In 2008-09, Seneca participated in a number of consultations (formal and informal), and President Miner was asked by the Forum of Labour Market Ministers to sit on their Information Advisory Panel. Seneca also hosted all-candidates meetings on four campuses prior to the federal election in October, 2008.

Developing relationships with the municipalities has also been a priority this year. President Miner, the Vice-President, Resource Development and other members of the Senior Executive met regularly with mayors and councillors to ensure awareness of happenings on campus and the successes of our students, faculty and staff.

Resource Development continues to work with the provincial government to deliver on common priorities, including addressing the current economic challenges. Seneca held the province's largest Second Career Fair for recently laid-off workers at the Newnham Campus. The College also hosted government announcements by the premier, various cabinet ministers and local MPPs.

Seneca continues to partner with different levels of government to conduct applied research and support programming priorities. The Office of Resource Development's Government Relations staff helped to secure new, and extended existing funding with the Ontario Power Authority; through the ECE Pre-Apprenticeship program; Language Instruction for Newcomers to Canada; Access to Opportunities for Aboriginal Peoples; and the College Math Project.

Connecting with graduates has also been a prominent activity in 2008-09 for Seneca Alumni. Seneca now has an alumni base of over 100,000 and one of the largest alumni associations in Canada. Seneca Alumni continues to build services for alumni and students, as well as

revenue streams that will assist the College in securing non-restricted revenue to support operational priorities. Currently, Seneca Alumni secures revenue in excess of \$650,000 through event and affinity partnerships.

Seneca Alumni provides many valuable services, such as coordinating tribute speakers and diploma frame sales at convocations; providing support to students through scholarships and bursaries; mentoring and recruitment assistance; and discounted services through affinity partnerships, e.g. insurance, credit cards and car rentals.

In 2008-09, the Association oversaw the re-design of its award-winning magazine, established new affinity partners and hosted the Distinguished Alumni Award Gala and the Seneca Invitational Golf Tournament—two signature events for the College that attracted more than 600 participants from across the College and externally.

Building and sustaining mutually beneficial relationships with individuals, business leaders, government and alumni is crucial to Seneca's success. Now, more than ever before, the whole community has a role to play in ensuring that Seneca has the funding necessary to offer the quality academic programs students and employers need to remain successful in today's competitive, rapidly-changing marketplace.

Donors

These supporters have made a contribution of \$1,000 or more during the last fiscal year (April 1, 2008 to March 31, 2009). On behalf of our students and faculty we thank our supporters.

INDIVIDUALS

Raymond Ablack
Gary Anandasangaree
Andre C. Balazsovits
Cynthia Balazsovits
Patricia Barbato
Chris Birker
Abraham M. Blinick
Douglas Caines
Deborah Cameron
Denise Cole
Taylor Conroy
Lynda Conway
Geraldine Cooke
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Nancy Weis
William E. Westfall
Chris White
C. Michele Wilson
Samuel Wu
Dazhi Zhang
Giuseppe (Joseph) A. Zigrossi

ORGANIZATIONS

360 DOTCONNECT
360 Restoration
Access Control Net
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Adecco Employment
Services Ltd.
Agilent Technologies
Canada Inc.
AIG Life of Canada
Air Canada

Alliance Environmental
& Abatement Contractors
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Association of Municipal
Tax Collectors of Ontario
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West Metro Skills Training Council
Woori Education Group
Work-At-Home Specialists Ltd.
World Wide Aircraft Ferrying Ltd.
Yonge Steeles Ford

ALUMNI EVENT & PROGRAM SUPPORTERS

INDIVIDUALS

Patricia Barbato
Abraham M. Blinick
Shirlene B. Courtis
James F. Cresswell
Maureen Dey
Michael Douglas
Brad Gajria
Paula Gouveia
Richard Hazell
Rosa Leonardelli
Karen Lowe
Jean Anne McLeod
Elizabeth Mills
Frederick C. Miner
Sandy Naiman
William J. Riddell
Carol A. Ryan
Shawn Saulnier
Tina Tehranchian
Giuseppe (Joseph) A. Zigrossi

ORGANIZATIONS

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360 Restoration
Access Control Net
Amsdell Inc.
Aramark Canada Ltd.
Campus Living Centres Inc.
Canadian Signature Wine Company
CARS4U.com
Certified General Accountants of Ontario
Cisco Systems Canada Co.
Cogeco Data Services Inc.
Communications Inc.
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Herman Miller Canada Inc.
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Markham Board of Trade
MBNA Canada
Mercer (Canada) Limited
Miller Thomson LLP
NEC Display Solutions of America Inc.
Parmalat Canada
POI Business Interiors
Rand General Contractors
Ray & Berndtson
Resolutionstech Inc.
Ronald A. Chisholm Limited
Safebridge Financial Group
Snap Studios Inc.
Sun Microsystems of Canada Inc.
Super Electric Corporation
Target Park Group Inc.
The KPMG Foundation
Tone Performance Communications Inc.
Toronto Hydro Telecom Inc.
WINCON Security & Investigation
Work-At-Home Specialists Ltd.
Xerox Canada Inc.
Yellow Pages Group Co.

*The Office of Resource Development
makes every effort to appropriately
recognize our supporters. If an error or
omission has occurred, please let us know.*

CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009

Auditors' Report

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

We have audited the consolidated statement of financial position of Seneca College of Applied Arts and Technology as at March 31, 2009 and the consolidated statements of operations, changes in net assets and of cash flows for the year then ended. These financial statements are the responsibility of the College's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

The logo for KPMG LLP, featuring the letters 'KPMG' in a large, bold, sans-serif font, with 'LLP' in a smaller font to the right. A horizontal line is drawn underneath the 'KPMG' text.

Chartered Accountants, Licensed Public Accountants
Toronto, Canada
May 15, 2009

Consolidated Statement of Financial Position

March 31	2009	2008
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	55,216,521	51,174,496
Grants receivable	4,434,107	5,555,205
Accounts receivable	5,319,001	3,815,200
Inventory	2,115,172	2,104,813
Prepaid expenses	1,318,432	1,323,355
	68,403,233	63,973,069
Restricted cash and investments (Note 11)	7,702,116	7,599,502
Capital assets (Note 3)	236,780,083	243,601,951
	312,885,432	315,174,522
LIABILITIES		
Current		
Accounts payable and accrued liabilities	25,358,865	24,332,006
Current portion of long-term debt (Note 4)	2,322,403	2,177,730
Current portion of obligation under capital leases (Note 5)	227,726	212,894
Due to student associations (Note 6)	8,245,678	7,219,553
Deferred revenue	26,736,172	24,403,900
Employee vacation accrual	13,096,229	12,693,309
Employee sick leave gratuity	7,077,362	7,194,762
	83,064,435	78,234,154
Deferred contributions (Note 7)	1,758,940	1,526,630
Deferred contributions for capital assets (Note 8)	98,036,753	101,873,171
Long-term debt (Note 4)	63,782,384	66,104,787
Obligation under capital leases (Note 5)	243,597	471,324
Deferred derivative liability (Note 10)	7,155,862	3,275,873
Employee future benefits obligations (Note 9)	1,530,000	1,492,000
	255,571,971	252,977,939
NET ASSETS		
Endowments (Note 11)	7,702,116	7,599,502
Investment in capital assets (Note 12)	84,140,950	93,391,244
Unrestricted	(34,529,605)	(38,794,163)
	57,313,461	62,196,583
	312,885,432	315,174,522

Approved on behalf of the Board of Governors:



Jean Anne McLeod
Chair, Board of Governors



Rick Miner
President

Consolidated Statement of Operations

Year ended March 31	2009	2008
	\$	\$
REVENUES (Schedule 1)		
Grants and reimbursements	129,748,749	126,217,114
Student tuition	92,771,188	89,353,489
Ancillary operations	28,195,445	27,273,116
Student and Alumni Associations (Schedule 6)	2,048,956	2,311,052
Other	19,237,144	15,673,085
Deferred contributions recognized	6,431,393	6,278,591
Total revenues	278,432,875	267,106,447
EXPENSES		
Academic (Schedule 2)	160,128,494	152,209,949
Student services (Schedule 3)	27,692,422	25,980,762
Administrative (Schedule 4)	28,060,550	27,520,940
Plant and property (Schedule 5)	25,959,580	25,094,600
Student and Alumni Associations (Schedule 6)	2,048,956	2,311,052
Supplementary municipal tax levy	1,364,230	1,350,000
Ancillary operations – including amortization of \$1,860,214 (2008 – \$1,878,966)	23,918,910	22,881,275
Distribution of bursaries and scholarships	6,431,393	6,278,591
Total expenses	275,604,536	263,627,169
Excess of revenue over expenses for the year, before the following:	2,828,339	3,479,278
Loss on Financial Instrument (SWAP Mark-to-Market Valuation)	(3,879,989)	(674,923)
Voluntary Retirement Program (Retiring Allowance)	(3,934,086)	–
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	(4,985,736)	2,804,355

Consolidated Statement of Changes in Net Assets

Year ended March 31	2009				2008
	Investment in Capital Assets	Unrestricted	Endowments	Total	Total
	\$	\$	\$	\$	\$
Balance, beginning of year	93,391,244	(38,794,163)	7,599,502	62,196,583	58,215,586
Excess of revenues over expenses for the year	(10,230,436)	5,244,700	–	(4,985,736)	2,804,355
Endowment contributions except for the following:	–	–	1,266,738	1,266,738	1,335,043
Unrealized loss on endowment investments	–	–	(1,164,124)	(1,164,124)	(158,401)
Investment in capital assets <i>(Note 12)</i>	980,142	(980,142)	–	–	–
Balance, end of year	84,140,950	(34,529,605)	7,702,116	57,313,461	62,196,583

Consolidated Statement of Cash Flows

Year ended March 31	2009	2008
	\$	\$
CASH AND CASH EQUIVALENTS (USED IN) PROVIDED BY		
Operating		
Excess of revenues over expenses for the year	(4,985,736)	2,804,355
Items not affecting cash		
Amortization of capital assets	18,431,767	18,093,069
Amortization of deferred contributions related to capital assets	(8,201,331)	(6,546,287)
Employee future benefits	38,000	86,000
Deferred derivative liability	3,879,989	674,923
	9,162,689	15,112,059
Changes in non-cash working capital items		
Decrease (increase) in grants receivable	1,121,098	(1,620,801)
Increase in accounts receivable	(1,503,801)	(727,587)
Increase in inventory	(10,359)	(258,524)
Decrease (increase) in prepaid expenses	4,923	(187,839)
Increase in accounts payable and accrued liabilities	1,026,859	10,047,944
Increase in due to student association	1,026,125	773,025
Increase (decrease) in deferred revenue	2,332,272	(2,384,366)
Increase in employee vacation accrual	402,920	870,584
Decrease in employee sick leave gratuity	(117,400)	(94,914)
	13,445,325	21,529,582
Investing		
Contributions received for capital assets	4,364,913	19,128,394
Purchase of capital assets – net	(11,609,899)	(19,537,045)
Increase in restricted cash	(1,266,738)	(1,176,643)
	(8,511,723)	(1,585,294)
Financing		
Increase in deferred contributions	232,310	325,912
Principal payments on long-term debt and capital leases	(2,390,624)	(2,246,579)
Endowment contributions	1,266,738	1,176,643
	(891,576)	(744,024)
Net increase in cash and cash equivalents	4,042,025	19,200,264
Cash and cash equivalents, beginning of year	51,174,496	31,974,232
Cash and cash equivalents, end of year	55,216,521	51,174,496
Supplementary Cash Flows Information		
Interest paid	4,362,147	4,465,029

Notes to the Consolidated Financial Statements

March 31, 2009

1. DESCRIPTION OF THE ORGANIZATION

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

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

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE

a) Basis of presentation

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

b) Revenue recognition

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

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

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

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

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

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

c) Cash equivalents

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

d) Valuation of inventories

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

e) Financial instruments

Endowed investments

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

Derivative financial instruments

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

f) Capital assets

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

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

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

g) Equipment under capital leases

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

h) Student organizations

These financial statements do not include the assets, liabilities or results of operations of the Seneca Student Federation as such are not controlled by the College.

i) Employee future benefit obligations

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

j) Employee sick leave gratuity liability

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

k) Use of estimates

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

l) Future accounting policy

Recent amendments to Section 4400, Financial Statement Presentation by Not-for-Profit Organizations will modify the requirements with respect to various elements of the financial statement presentation. These amendments include:

- Reporting certain revenues at its gross amount in the statement of operations.
- The elimination of the requirement to treat net assets invested in property and equipment as a separate component of net assets.
- When a not-for-profit organization classifies its expenses by function and allocates some of its general support costs to another function, disclosing the policy adopted for expenses and amounts allocated from general support costs to other functions.

The new standard applies to the financial statements relating to the fiscal years beginning on or after January 1, 2009. The College is evaluating the impact of the amendments on its financial statements.

3. CAPITAL ASSETS

	2009		2008	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
	\$	\$	\$	\$
Land and improvements	49,902,652	12,283,938	37,618,714	22,737,066
Buildings	220,303,265	64,318,482	155,984,783	161,826,490
Leasehold improvements	24,478,054	5,934,628	18,543,426	19,498,452
Furniture	9,907,216	8,233,094	1,674,122	1,756,816
Equipment	42,127,917	33,199,894	8,928,023	10,062,094
Computer equipment	73,017,886	64,140,201	8,877,685	7,881,409
Construction-in-progress	5,153,330	–	5,153,330	19,839,624
	424,890,320	188,110,237	236,780,083	243,601,951

Included in capital assets are assets under capital leases with a cost of \$1,855,181 (2008 – \$1,855,181) and a net book value of \$471,324 (2008 – \$684,218).

4. LONG-TERM DEBT

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

	2009	2008
	\$	\$
Loan (i)	137,557	197,861
Mortgage (ii)	19,445,995	20,252,689
Mortgage (iii)	6,859,563	7,128,468
Mortgage (iv)	12,451,672	12,837,499
Bankers acceptance loan (v)	27,210,000	27,866,000
	66,104,787	68,282,517
Less amounts due within one year	2,322,403	2,177,730
	63,782,384	66,104,787

Interest on the long-term debt amounted to \$4,322,447 (2008 – \$4,449,031).

- i) Loan used for construction at the Seneca@York Campus. The loan matures on September 1, 2011 with annual payments of \$60,305, and is non-interest bearing.
- ii) Mortgage on the student residence on the Newnham campus (Phase 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 at 10 Allstate Parkway. The loan is repayable by blended quarterly payments of \$581,000 commencing September 27, 2004. The College has since entered into an interest rate swap agreement to modify the floating rate of interest on this loan to a fixed rate of 5.607% (Note 10).

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

	\$
2010	2,322,403
2011	2,475,159
2012	2,594,139
2013	2,752,643
2014	2,938,768
Thereafter	53,021,675
	66,104,787

The fair value of these loans and mortgages at March 31, 2009 is estimated by management to be \$76,266,200 (2008 – \$76,776,200).

5. OBLIGATION UNDER CAPITAL LEASES

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

	\$
2010	252,594
2011	252,601
Total minimum lease payments	505,195
Less amounts representing interest (at a rate of 6.75%)	33,872
Balance of obligation	471,323
Less current portion of obligation	227,726
	243,597

The operating expenditures include interest on capital leases of \$39,700 (2008 – \$51,313).

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:

	2009	2008
	\$	\$
Balance, beginning of year	1,526,630	1,200,718
Less amounts recognized as revenue in the year	(6,431,393)	(6,278,591)
Add amount received related to future periods	6,663,703	6,604,503
Balance, end of year	1,758,940	1,526,630

Comprised of:

	2009	2008
	\$	\$
Scholarships and bursaries	467,478	385,476
Joint employment stability reserve	772,581	765,695
Prepaid leave plan	46,615	57,236
Other	472,266	318,223
	1,758,940	1,526,630

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:

	2009	2008
	\$	\$
Balance, beginning of year	101,873,171	89,291,064
Less amortization of deferred capital contributions	(8,201,331)	(6,546,287)
Add contributions received for capital purposes	4,364,913	19,128,394
Balance, end of year	98,036,753	101,873,171

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

	2009	2008
	\$	\$
MTCU		
Colleges Facilities Investment Program	2,520,706	10,167,181
Campus Renewal Program	5,947,578	6,462,800
Other	3,505,446	3,999,219
Unspent balance, end of year	11,973,730	20,629,200

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, 2009 of \$1,530,000 (2008 - \$1,492,000) was determined by actuarial valuation as at March 31, 2009, that was commissioned by the College Compensation and Appointments Council.

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

	2009	2008
	\$	\$
Accrued benefit liability, beginning of year	1,492,000	1,406,000
Current service cost	8,000	13,000
Interest	38,000	32,000
Increase in accrued benefit obligation	120,000	125,000
Benefits paid	(128,000)	(84,000)
Accrued benefit liability, end of year	1,530,000	1,492,000

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

a) Interest (discount) rate

The present value as at March 31, 2009 of the future benefits was determined using a discount rate of 5.50% (2008 – 5.50%).

b) Drugs and hospital

Drug costs were assumed to increase at a rate of 10.5% for 2009, grading down to 5.5% per annum in 2018. Health costs were assumed to increase at 5.00% per annum.

c) Other medical

Other medical costs were assumed to increase at 5% for 2009 and thereafter.

d) Dental costs

Dental costs were assumed to increase at 7.5% for 2009, grading down to 4.5% in 2014.

10. FINANCIAL INSTRUMENTS

Fair value

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

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

Derivative financial instruments

The College entered into an interest rate swap agreement in a prior year to economically manage the floating interest rate of the Bankers Acceptance loan (Note 4). Under the terms of the interest rate swap agreement, the College has contracted with the counter-party to pay a fixed rate of interest of 5.607%, while receiving interest at a variable rate to be set quarterly based on the Bankers Acceptance rates which ranged from 0.65% to 3.60% 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, 2009 is \$27,210,000 and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap at March 31, 2009 of \$7,155,862 was 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, 2008 and March 31, 2009 of \$3,879,989 has been recorded in the consolidated statement of operations.

Interest rate risk

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

11. ENDOWMENTS

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

The risks associated with the investments held are as follows:

a) Liquidity risk

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

b) Credit, interest rate and maturity risk

Fixed income securities have yields varying from 2.3% – 3.1% (2008 – 2.9% – 4.5%) with maturity dates ranging from September 2009 – June 2037 (2008 – September 2008 – June 2037).

The value of fixed income securities will generally rise if interest rates fall and decline if interest rates rise. The value of securities will vary with developments within the specific companies or governments 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, 2009 is \$7,702,116 (2008 – \$7,599,502) which are restricted as to use and are not available for general operations.

12. INVESTMENT IN CAPITAL ASSETS

a) Investment in capital assets represents the following:

	2009	2008
	\$	\$
Capital assets	236,780,083	243,601,951
Less amounts financed by:		
Obligation under capital lease (Note 5)	471,323	684,218
Long-term debt (Note 4)	66,104,787	68,282,518
Deferred capital contributions (Note 8)	86,063,023	81,243,971
Balance, end of year	84,140,950	93,391,244

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

	2009	2008
	\$	\$
Excess of expenditure over revenue:		
Amortization of deferred contributions related to capital assets	8,201,331	6,546,287
Amortization of capital assets	(18,431,767)	(18,093,069)
	(10,230,436)	(11,546,782)
Net change in investment in capital assets:		
Purchase of capital assets – net	11,609,899	19,537,045
Amounts funded by deferred capital contributions	(13,020,382)	(1,358,173)
Payments on capital leases	212,894	201,895
Repayments of long-term debt	2,177,731	2,044,684
	980,142	20,425,451
	(9,250,294)	8,878,669

13. PENSION COSTS

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

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

Variances between actuarial funding estimates and actual experience may be material and as such any differences are generally to be funded by the Plan's participating members. The most recent triennial actuarial valuation was filed as at January 1, 2008 and indicated a plan deficit of \$497 million on a going concern basis and a plan deficit of \$226 million on a solvency basis. During the year, contributions to this plan on account of current service pension costs were \$10,722,203 (2008 – \$8,928,844) and are included in the consolidated statement of operations.

14. COMMITMENTS AND CONTINGENT LIABILITIES

Service agreements and lease commitments

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

	\$
2010	7,857,000
2011	6,817,000
2012	6,519,000
2013	4,272,000
2014	3,078,000
	28,543,000

Contractual commitments

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

Contingent liabilities

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

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

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:

	2009	2008
	\$	\$
Schedule of donations received and receivable		
Cash donations received and receivable	1,220,869	1,337,467
Schedule of changes in endowment fund balance		
Fund balance, beginning of year	6,476,418	5,138,951
Cash donations received and receivable	1,220,869	1,337,467
Fund balance, end of year	7,697,287	6,476,418
Schedule of changes in expendable funds available for awards		
Balance, beginning of year	242,646	132,832
Investment income	225,200	336,630
Bursaries awarded (total number: 205; 2008 – 420)	(99,080)	(226,816)
Balance, end of year	368,766	242,646

16. GUARANTEES

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

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

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

17. COMPARATIVE FIGURES

Certain of the prior year's figures have been reclassified to the basis of presentation adopted in the current year's financial statements.

Consolidated Schedule of Revenue

Year ended March 31	Schedule 1	
	2009	2008
	\$	\$
Grants and reimbursements		
Formula financed program	109,685,448	109,813,773
Apprenticeship training	2,376,326	2,322,030
Contracted training programs	8,121,543	6,185,024
Grant in lieu of municipal taxation	1,364,100	1,350,000
Deferred contributions for capital assets	8,201,331	6,546,287
	129,748,749	126,217,114
Full-time student tuition and fees	77,909,012	75,376,040
Part-time student tuition and fees	14,862,176	13,977,448
Ancillary operations	28,195,445	27,273,116
Student and alumni associations	2,048,956	2,311,052
Investment income	1,205,704	1,732,510
International and other special projects	1,845,380	306,121
Other income	16,186,060	13,634,454
Deferred contributions recognized	6,431,393	6,278,591
	278,432,875	267,106,447

Consolidated Schedule of Academic Expenditure

Year ended March 31	Schedule 2	
	2009	2008
	\$	\$
Salaries		
Administrative	7,337,491	7,064,379
Faculty	85,930,191	82,294,332
Support	18,370,872	17,215,902
Fringe benefits	19,639,865	17,890,433
Instructional supplies	5,360,063	4,404,077
Field work	266,665	270,025
Office supplies and expense	1,994,357	2,170,477
Professional development	251,094	328,662
Travel	2,683,194	2,130,700
Promotion/public relations	1,378,495	1,368,333
Telecommunications	619,612	672,147
Equipment maintenance	1,556,128	1,714,293
Insurance/banking charges	1,456,713	1,284,715
Professional fees	590,899	500,952
Contracted-educational services	5,097,035	4,445,617
Building maintenance	217,865	209,060
Utilities	83,958	70,944
Premises rentals	849,940	766,815
Furniture and equipment rental	161,349	292,851
Amortization Expense	6,282,274	7,034,840
Other	434	-
	160,128,494	152,129,554

Consolidated Schedule of Student Services Expenditure

Year ended March 31	Schedule 3	
	2009	2008
	\$	\$
Salaries		
Administrative	2,384,735	2,132,754
Faculty	2,738,803	2,389,562
Support	10,806,451	10,224,728
Fringe benefits	3,103,021	2,873,352
Instructional supplies	850,412	863,777
Office supplies and expense	993,901	766,371
Professional development	87,073	98,622
Promotion/public relations	707,601	686,781
Telecommunications	65,670	60,631
Equipment maintenance	38,669	48,659
Professional fees	27,915	29,050
Contracted-educational services	331,555	275,137
Building maintenance	93,800	56,912
Amortization expense	300,461	372,185
Student tuition assistance	5,021,855	4,984,421
Other	140,500	117,819
	27,692,422	25,980,762

Consolidated Schedule of Administrative Expenditure

Year ended March 31	Schedule 4	
	2009	2008
	\$	\$
Salaries		
Administrative	7,450,046	7,412,285
Faculty	339,059	270,743
Support	7,350,783	6,553,717
Fringe benefits	3,073,288	2,818,464
Software and licensing expense	440,332	393,603
Office supplies and expense	1,109,923	1,888,067
Professional development	250,434	265,828
Travel	453,276	322,574
Promotion/public relations	1,380,395	1,333,811
Telecommunications	269,698	415,531
Building maintenance and utilities	33,650	47,035
Equipment maintenance	1,362,267	1,243,480
Insurance/banking charges	1,460,917	1,392,538
Finance charges	1,596,443	1,627,435
Professional fees	1,024,087	1,368,235
Contracted services	179,250	158,568
Premises rentals	13,659	389,811
Furniture and equipment rentals	340,551	498,942
Amortization expense	2,044,830	1,383,012
Other	92,608	102,189
	30,265,495	29,885,868
Inter-departmental charges for printing/photocopying	(2,204,945)	(2,364,928)
	28,060,550	27,520,940

Consolidated Schedule of Plant and Property Expenditure

Year ended March 31	Schedule 5	
	2009	2008
	\$	\$
Salaries		
Administrative	1,043,078	938,926
Support	3,563,618	3,686,530
Fringe benefits	1,055,342	1,030,940
Office supplies and expenses	96,906	86,776
Equipment maintenance	110,065	32,687
Building maintenance	1,483,567	1,932,499
Insurance	1,132	14,710
Vehicle expense	67,797	91,734
Contracted services	4,724,366	4,403,271
Telecommunications	44,463	47,985
Utilities	4,004,245	4,295,344
Municipal taxes on leased premises	153,438	155,095
Premises rental	960,940	560,622
Amortization expense	7,943,988	7,424,066
Other	706,637	393,415
	25,959,580	25,094,600

Consolidated Schedule of Student and Alumni Associations

Year ended March 31	Schedule 6	
	2009	2008
	\$	\$
Salaries		
Administrative	62,537	22,610
Faculty	–	220
Support	320,393	298,899
Fringe benefits	37,581	27,750
Office supplies and expenses	825,269	1,011,106
Professional development	4,181	5,416
Travel	315,325	392,042
Promotion/public relations	286,815	320,710
Telecommunications	10,234	10,796
Building maintenance and utilities	25,821	25,757
Equipment maintenance	2,272	3,906
Insurance/banking charges	125	98
Professional fees	97,002	131,372
Contracted services	45,581	39,530
Premise rentals	3,266	4,374
Furniture and equipment rentals	2,254	7,599
Other	10,300	8,867
	2,048,956	2,311,052

Seneca

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

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