

Seneca

SENECA COLLEGE *2009-2010* ANNUAL REPORT

Seneca Stats

Full-time students: 20,021 (fall), 19,778 (winter), 6,724 (summer)

Full-time student enrolment increase Fall 2009: 9.3 per cent

Continuing education registrants: 70,000

Graduate Certificates: 28

Bachelor's Degrees: 11

Diploma Programs: 79

Certificate Programs: 28

International students: 2,212

English Language Institute students: 520

Countries represented: 99

Languages spoken: 70

Campuses: 11

Airplanes: 15

King Campus population (full-time): 3,347

Markham Campus population (full-time): 1,487

Newnham Campus population (full-time): 10,330

Seneca@York Campus population (full-time): 4,741

Unique visitors to Seneca's Web site: 2.2 million

INTRODUCTION: *MISSION, VISION AND VALUES*

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

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

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

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

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

We also offer solution-focused research activities in collaboration with business, industry, social agencies, other institutions of higher learning and government.

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

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

MESSAGE FROM *THE PRESIDENT AND THE CHAIR*

As we report on the accomplishments of Seneca's students, faculty and staff over the past fiscal year, we are documenting a period of exciting change at the College against a broader landscape of a local and global economy that is recovering, albeit haltingly.

Seneca's fourth president, Dr. Rick Miner, retired in July, and we thank him for his tireless work over the past eight years as a passionate advocate for students, Seneca and the college system. The results of Dr. Miner's efforts – including the purchase of the Markham Campus and the creation of many new degree programs – will be constant reminders of his legacy at Seneca.

The College continues to evolve to meet the ever-changing needs of our students in an increasingly complex economy and society. Challenges and opportunities abound, and the professional and career-related education and training available at Seneca is in high demand. In fact, enrolments in the fiscal year broke records as students of all ages sought access to the high quality graduate certificates, diplomas and degrees that we offer.

We are very proud of the initiatives we have put in place over the last year to provide our students every opportunity to succeed during their studies. They come to our College to gain the skills and experience they will need to thrive in their careers or, as we are seeing more and more, continue with further educational pursuits at Seneca or elsewhere. Our role is to help our students achieve their aspirations and to prepare them for the road ahead.

This past year, we've also continued to advocate with the government on behalf of our current and future students for more support for the vital work we do. Funding is critically important. So is progress in areas such as credit transfer, which helps to build better pathways to further educational opportunities for our students. We are encouraged by the government's understanding of the importance of colleges in Ontario's and Canada's future and the recognition that demand for our diplomas, certificates and degrees will continue to grow.

We have been working to update our strategic framework to bring sharp focus to the priorities for the College. We continue to stress that quality is our first priority in every aspect of our activities and the lens through which we view every initiative.

Our dedicated faculty, support staff and administrators work hard to provide great programs and relevant curricula for our students. We offer learning opportunities that are strongly practical in content with a solid foundation of critical thinking and problem solving.

We are fortunate to lead an institution with faculty and staff dedicated to our students, who make us proud with their accomplishments. With ever-stronger partnerships with industry, government and the community, we are excited about the future.

– David Agnew, President

– Helen Hayward, Chair, Board of Governors

ACTIVITY REPORTING OUTCOMES:
SENECA PRIORITIES AND CORE STRATEGIES

INTRODUCTION

Fiscal 2009-10 was a period of financial recovery for government, businesses, post-secondary institutions and families across Ontario and nationally.

In the wake of one of the worst financial downturns in history, Seneca exhibited the financial prudence and tough decision-making necessary to navigate the difficult financial circumstances it faced, due to decreases in investment dividends and limits to government funding.

In this turbulent financial climate, Seneca worked with its many partners to create an environment conducive to learning, productivity, innovation and success. We continue to build the quality programs and services that have made Seneca one of Canada's premier post-secondary institutions. The results of these efforts, categorized under the College's priorities and core strategies, are reported here.

Priority one: Transform our institution – as the Canadian model of polytechnic education.

<p>CORE STRATEGY ONE: Develop and deliver applied, advanced education and quality services.</p>	<ul style="list-style-type: none"> • More than 810 people looking to train for new careers enrolled at Seneca as Second Career students. The College was the GTA's leading Second Career provider, with added capacity sections in the Building Systems Engineering Technician, Social Service Worker and Academic Upgrading programs to accommodate the increased enrolment.
	<ul style="list-style-type: none"> • Seneca received continued funding, through March 2011, for involvement in Colleges Integrating Immigrants to Employment (\$106,750), with a focus on Internationally Trained Immigrants. Language Instruction for Newcomers to Canada (\$365,409) funding was extended through 2010.
	<ul style="list-style-type: none"> • The Board of Governors approved the following new programs: <ul style="list-style-type: none"> Independent Illustration (<i>Ontario College Diploma</i>) is a four-semester program intended for applicants with a strong interest in visual arts, visual storytelling and a desire to work in the freelance illustration field. College Opportunities (<i>Ontario College Certificate</i>) is designed for educationally or economically disadvantaged students who have faced challenges to post-secondary education. Green Business Management (<i>Ontario College Graduate Certificate</i>) is intended for individuals who wish to differentiate themselves and gain an employment advantage in an increasingly competitive business environment. The program will develop the skills to define what it means for a company to be "green." Fashion Studies (<i>Ontario College Certificate</i>) incorporates the design aesthetics of fashion with the business logic required for any career in the fashion industry. Accounting Techniques (<i>Ontario College Certificate</i>) meets industry demand for individuals who have a solid background in accounting and computerized bookkeeping. Financial Services Agent (<i>Ontario College Diploma</i>) is a program that satisfies the growing need for front line client services staff in the financial services sector, particularly in the online/telephone service area. Aviation Operations (<i>Ontario College Diploma</i>) offers students theoretical knowledge of aviation regulations in the Canadian aviation industry, as well as the technical and practical skills required to work in a variety of airside operations roles.

<p>CORE STRATEGY ONE (cont'd): Develop and deliver applied, advanced education and quality services.</p>	<ul style="list-style-type: none"> The College saw a five per cent increase in full-time applications and a 10 per cent increase in the conversion rate of applicants to enrolled students. The total number of applications, as of March 15, 2010, was 25,427, or 13 per cent more than the previous year; and 1,939 confirmations were received, a 27 per cent increase from last year.
	<ul style="list-style-type: none"> There were 10,053 non-direct applicants to Seneca, as of March 15, 2010. Non-direct applicants account for 43 per cent of the College's total – a three per cent increase from 2008-09.
	<ul style="list-style-type: none"> Seneca implemented orientation and transitional programming for first year students, including the "College Orientation and Residence Experience" (a weeklong orientation for 400 residence students), mature student orientation for 60 students and study skills workshops attended by 309 students.
	<ul style="list-style-type: none"> The SUCCESS@Seneca program was awarded the 2009 Outstanding Student Retention Award, presented annually by the Educational Policy Institute.
	<ul style="list-style-type: none"> The College piloted a series of leadership development programs, which are now available to all Seneca students. One such program is the one-day leadership development conference, which attracted almost 75 students and introduced them to the many leadership opportunities available at Seneca.
	<ul style="list-style-type: none"> Seneca received \$295,000 in annual funding through 2012 from the combined MTCU Access and Opportunities and Aboriginal Education Training Strategies grants. As well, Seneca received \$69,000 to improve Aboriginal student centre space. The new Aboriginal Student Centre was relocated to a higher traffic area at the centre of the Newnham Campus, making it more accessible to a larger population of Aboriginal students. The space also provided more room for archiving Aboriginal artifacts and academic resources.
	<ul style="list-style-type: none"> Seneca became the first GTA College to develop a "Co-Curricular Record" (CCR), helping students document their extracurricular contributions to Seneca's activities and programs. This initiative allows students to present officially these accomplishments to potential employers as part of their CVs. As of March 2010, 65 students who participated in leadership developmental programs, such as the SMILE Mentoring Program, Student Government and Student Athletics Association, have used the CCR Program.
	<ul style="list-style-type: none"> Seneca became the first GTA college to develop international internships through the Ontario Global Edge Project, in association with the Ministry of Consumer Services. Seven students received internships in seven countries. Materials, curriculum and resources were developed and implemented at the College, through the "Global Placement 400" course.
<p>CORE STRATEGY TWO: Provide increased access to educational options and pathways in post-secondary education.</p>	<ul style="list-style-type: none"> Seneca's Senior Vice-President Cindy Hazell was appointed to the MTCU steering committee on credit transfer to represent Ontario's colleges. This committee was established with Colleges Ontario and the Council of Ontario Universities to enhance post-secondary pathways for students among institutions at various credential levels.
	<ul style="list-style-type: none"> Seneca continued to strengthen programming ties with partner universities. Articulation agreements were established with University of New Brunswick (Bachelor of Applied Management); Cape Breton University (Bachelor of Technology); Trent University (Bachelor of Science); and Royal Roads University (Bachelor of Science). An intellectual partnership was established with the Dofasco Centre for Engineering and Public Policy, while Ryerson University added Seneca's Social Worker (Immigrants and Refugees) program to the existing agreement, and the University of Western Sydney now includes Seneca's Pharmaceutical Regulatory Affairs and Quality Operations course. As well, Lakehead University confirmed it will now consider graduates from Seneca degree programs for admission to its Bachelor of Education program.

	<ul style="list-style-type: none"> Through the School/College/Work initiative, Seneca administered approximately 200 dual credits through career exploration activities for secondary school students. Eighty students pursued dual credit courses in 2008-09. These credits are equivalent to receiving a senior high school credit and a first-year transfer credit to an Ontario college.
	<ul style="list-style-type: none"> Seneca was recognized with a retention award from the Education Policy Institute for its work to secure additional funding to support new approaches to student services and research, which have improved retention rates for at-risk students.
	<ul style="list-style-type: none"> Seneca forwarded 8,387 electronic transcripts from students looking to Ontario universities, a 29 per cent increase from 2008-09. Two thousand students attended university fairs on-campus, and the "Fast track to York" event was attended by more than 100 students, with 50 being offered admission to York on-the-spot.
CORE STRATEGY THREE: Accelerate applied research activity.	<ul style="list-style-type: none"> Seneca's Office of Research and Innovation (ORI) became a member of the Executive Committee for the Colleges Ontario Network for Industry Innovation (CONII). ORI also secured three CONII fellowship projects and seven projects through the Innovation Synergy Centre in Markham.
	<ul style="list-style-type: none"> Seneca received \$2.3 million in federal funding over five years for flight training research as part of the Natural Sciences and Engineering Research Council of Canada's (NSERC) College and Community Innovation Program (CCIP). The research, conducted by the College's School of Aviation & Flight Technology, will contribute to revitalizing Canada's flight training industry by finding new, innovative uses of technology for flight training; advancing Canada's knowledge and applied research expertise in the field of pilot technical and non-technical skill transfer; and fostering sustainable applied research partnerships.
	<ul style="list-style-type: none"> The Foundations for Success pilot was the first ever Canadian experimental, random assignment research project to investigate the effect of case-managed support services on college student retention. A total of 3,141 students from three colleges participated in the study, 1,197 of whom attended Seneca. Research found that directed advisement to student support services, in combination with financial incentives, led to a 6.4 per cent increase in student retention project-wide and an 11 per cent increase in student retention at Seneca.
	<ul style="list-style-type: none"> Findings of the Seneca-led College Mathematics Project (CMP) showed the need for substantial improvement by students in post-secondary mathematics as Ontario moves to a knowledge-based economy driven by careers requiring strong mathematics skills. The CMP, a collaborative program of research and deliberation concerning mathematics achievement of first-year college students in Ontario, was reviewed at nine forums across Ontario during the fall of 2009, involving more than 500 educators. It is funded by the Ministry of Education and the Ministry of Training, Colleges and Universities, and led by a team of researchers from the York/Seneca Institute for Mathematics, Science, and Technology Education.
CORE STRATEGY FOUR: Enhance our national reputation.	<ul style="list-style-type: none"> Seneca appeared before the legislative committees reviewing legislation for the <i>Accessibility for Ontarians with Disabilities Act</i> and various consultations about system design and funding.
	<ul style="list-style-type: none"> Seneca welcomed many government representatives from all levels to meetings and events at the College, including Prime Minister Stephen Harper, Premier Dalton McGuinty, several federal and provincial ministers, MPs, MPPs and mayors David Miller, Frank Scarpitti and Hazel McCallion.

<p>CORE STRATEGY FOUR (cont'd): Enhance our national reputation.</p>	<ul style="list-style-type: none"> Seneca was a founding partner of the Greater Toronto Region Economic Summit, which brought together municipalities, the private sector, colleges and universities, non-profit agencies, unions and community groups to work on an action plan to move the regional economy out of recession. The session was hosted at the Markham Campus.
	<ul style="list-style-type: none"> The College's rebranding was named one of the world's most effective in the fifth annual ReBrand 100® Global Awards, the only global, juried program of its kind.
	<ul style="list-style-type: none"> Seneca signed an agreement with McMaster University in September 2009 to establish the Regeneration Institute for the Great Lakes, in alliance with McMaster's Arcelor Mittal Dofasco Centre for Engineering and Public Policy and the Canadian Urban Institute. Through this agreement, the College is developing a set of regeneration curriculum deliverables with McMaster and introducing four teachable subjects on sustainability.
	<ul style="list-style-type: none"> The College achieved greater provincial and national varsity rankings in men's and women's athletics in basketball and volleyball. The College also hosted the National College Athletic Association adidas/Big Kahuna men's soccer championships, with the Seneca Sting winning the gold medal.
	<ul style="list-style-type: none"> Seneca hosted the 2009 National Ethnic Press and Media Council of Canada (NEPMCC) training development seminar at the Markham Campus, welcoming provincial and national dignitaries, including Prime Minister Stephen Harper. This seminar was supported by the Government of Canada through the Canada Magazine Fund of the Department of Canadian Heritage.
	<ul style="list-style-type: none"> Seneca President Emeritus Dr. Rick Miner published a report titled "Jobs without people, people without jobs," which highlights the impending labour market skills shortage and offers solutions that should be explored to address this challenge.

Priority two – Build organizational capacity to support our educational philosophy.

<p>CORE STRATEGY ONE: Implement best practices to achieve a) diversity and equity in employment and b) employee engagement.</p>	<ul style="list-style-type: none"> For the second year in a row, Seneca was named one of Greater Toronto's top 90 employers in a special supplement of the Toronto Star. Independent judges compared employers to other organizations in their fields to determine which offered the most progressive and forward-thinking programs.
	<ul style="list-style-type: none"> The College introduced "Seneca Week" to kick off the winter 2010 semester. This event gave students and employees across Seneca's campuses the opportunity to express their pride in the College through various events, contests and artwork.
	<ul style="list-style-type: none"> Seneca's President implemented a consultation process on Seneca's planning framework for faculty and staff to help shape the College's future direction.
	<ul style="list-style-type: none"> The College designed and delivered approximately 90 Seneca-specific customer service e-learning and experiential workshops, as mandated by the <i>Accessibility for Ontarians with Disabilities Act</i>. These workshops were attended by 1,800 employees (including 85 per cent of the College's full-time employees).
	<ul style="list-style-type: none"> Seneca worked to enhance relations with local unions and employee organizations including establishing formal meetings with OPSEU 561 and OPSEU 560 at both the local and central levels.
	<ul style="list-style-type: none"> Seneca approved phase one of its workforce planning strategy to coordinate faculty and staff recruitment processes. The College established a new competency-based Compensation Policy and Plan specifically for Seneca administrative staff members.

<p>CORE STRATEGY TWO: Provide facilities and technologies that reflect the changing learning and service needs of our students, employees and customers.</p>	<ul style="list-style-type: none"> • Construction started on the expansion to Newnham Campus to create additional teaching and learning space for students. The 160,000-square-foot building will be open in September 2011. Funding for the addition was provided in part by the federal-provincial Knowledge Infrastructure Program.
	<ul style="list-style-type: none"> • The Student Information System and the yourFUTURE@Seneca Contact Management System were implemented, and e-vites are now used for program information sessions. Students, parents and counselors had positive reactions, claiming greater awareness about Seneca programs.
	<ul style="list-style-type: none"> • The number of Seneca's information technology (IT) servers was reduced from 80 to 34, with the implementation of server virtualization and consolidation of data centres. The move reduced costs and the environmental impact of the College's central IT systems.
	<ul style="list-style-type: none"> • KPI results showed students' desire for a secure, well-protected campus environment and Seneca's excellence in this area. Security at the College was further enhanced with an emergency phone line, developed and hosted by Seneca's Security offices. Seneca also continued to refine its Emergency Broadcast system, has posted lockdown procedures in all classrooms and instituted an on-line WMHIS training program for faculty and staff, with 303 employees participating.
	<ul style="list-style-type: none"> • Seneca's Athletic Association began planning to build, expand and renovate sporting venues at the Markham, King, Newnham and Seneca@York campuses. As well, the Seneca Student Federation considered options for a new student centre building at Newnham Campus and future build initiatives at the King, Markham and Seneca@York campuses.
	<ul style="list-style-type: none"> • H1N1 Pandemic activities included extensive communication and hygiene strategies. The College's Pandemic Plan was revised to incorporate pandemics of a lesser severity.
<p>CORE STRATEGY THREE: Maintain our financial health to support high-quality learning and service needs.</p>	<ul style="list-style-type: none"> • In the wake of a recession and extraordinary economic downturn, Seneca maintained prudent spending practices and implemented a successful early retirement program for employees with more than 10 years of service. Seventy-three employees took advantage of this program.
	<ul style="list-style-type: none"> • The College received \$3,508,220 as part of Ontario's College Equipment and Renewal Fund. These funds were used to purchase high/medium fidelity patient mannequins for Nursing; an inverter welding machine; underwater camera equipment for the Underwater Skills program; and "Whisper Rooms," which are stand-alone soundproof recording booths for a variety of programs in the School of Communication Arts.
	<ul style="list-style-type: none"> • Seneca's undistributed investment earnings exceeded \$700,000 as of March 31, 2010.
	<ul style="list-style-type: none"> • Seneca submitted successful funding applications for the following government projects: <ul style="list-style-type: none"> Ontario Power Authority: \$77,300 ECE Pre-Apprenticeship Training Program: \$241,049.60 Toronto Urban Aboriginal Strategy: \$69,050 MTCU Aboriginal PSE and Training Action Plan: \$295,050, annually for two years Knowledge Infrastructure Project (KIP) Newnham Campus: \$24.7 million Ministry of Citizenship and Immigration, "Pathways to Employment for Internationally Trained Individuals": \$733,124.35

<p>CORE STRATEGY FOUR: Foster quality relationships with local, national and international community partners.</p>	<ul style="list-style-type: none"> Seneca continued to strengthen relations with communities and municipalities in Toronto and York Region through participation on the Markham and Toronto boards of trade, as well as various community groups and associations, such as the Ontario Chamber of Commerce and the Toronto Regional Research Alliance.
	<ul style="list-style-type: none"> The College was active in the Town of Markham, with the Markham Campus serving as a central community asset for trade shows, dinners, sporting events and political meetings.
	<ul style="list-style-type: none"> First Peoples@Seneca representatives continued to serve on various community boards, including the Toronto Police Aboriginal Council; TDSB Aboriginal Community Advisory Council; Toronto Addictions Council; Toronto Urban Education Strategy Governance Executive; National Aboriginal Student Services Association; Native Child and Family Daycare Council; Indigenous People’s Education Circle; Toronto Urban Aboriginal Strategy Board of Advisors; and the York University Aboriginal Education Council.
	<ul style="list-style-type: none"> Seneca hosted, organized and supported community outreach events, with sponsorship from the Catholic and public school boards in Toronto and York Region. The College also participated in the DECA business competition, The Peel and Halton Apprenticeship Fair, The Small Business Forum, Explore Design and Skills Canada.
	<ul style="list-style-type: none"> Through the Seneca Alumni Association sponsored “Leaders Engaged in Advocacy Program,” student leaders were exposed to career speakers and networking opportunities. Seneca Alumni organized “meet and greets” at Seneca campuses to reach out to current students and inform them about the benefits of the Alumni program.
	<ul style="list-style-type: none"> The College honoured His Worship Luigi Muraca, the York Regional Police, Toronto District School Board and Certified General Accountants of Ontario at its fifth annual “Success in Partnership Awards.”
	<ul style="list-style-type: none"> Seneca’s annual Free Software and Open Source Symposium attracted some of the biggest names in the IT industry and was the genesis for the first Toronto Open Source Week.
	<ul style="list-style-type: none"> A new Alumni Speaker series introduced high profile alumni such as Spider Jones, Neil Hetherington and Allan Frew to a new generation of students and graduates.
	<ul style="list-style-type: none"> Students had the opportunity to learn more about various careers from those already successful in their fields as part of the Seneca Living Library initiative. Experts “on loan” included York Region Police Chief Armand La Barge; Seneca President David Agnew; Doris Grinspun, executive director of the Registered Nurses Association of Ontario; Josh Hook, guitarist for the Tokyo Police Club; and Karen Simone, assistant crown attorney, Ministry of the Attorney General.

<p>CORE STRATEGY FIVE: Develop a culture of philanthropy.</p>	<ul style="list-style-type: none"> The Seneca Student Federation generously contributed \$100,000 to the College's Emergency Appeal for Student Aid. The appeal was due to a shortfall in interest revenue and other targeted solicitations, reflecting the economic downturn, nationally and globally. Seneca Alumni Association contributed \$8,000 and Seneca staff and retirees also responded positively to the appeal. This resulted in a year-on-year giving increase of more than 325 per cent, an increase in staff participation of 160 per cent. These gifts brought the total amount raised for the appeal to more than \$426,870. As well, annual gifts increased by over 50 per cent.
	<ul style="list-style-type: none"> For fiscal year 2009-10, Seneca received \$580,003 in donations to endowments, which triggered \$965,985 in OTSS matching funding (some at a rate of three to one). The College received an additional \$172,233.69 for student awards from Seneca staff and alumni.
	<ul style="list-style-type: none"> The Seneca community came together to raise more than \$42,000 for relief efforts in the aftermath of Haiti's devastating earthquake. A number of events run by students, faculty and staff were held at Seneca's campuses in January 2010.

Priority three: Create a climate of innovation and continuous improvement as part of a high-performance organization.

<p>CORE STRATEGY ONE: Embed quality assurance processes that produce improvements in our programs, services and business practices.</p>	<ul style="list-style-type: none"> A new central support structure for Seneca's program reviews was developed in fall 2009, and the number of programs reviewed increased from four to 10.
	<ul style="list-style-type: none"> The College implemented the first two phases of the Program Review Dashboard, a Web-based tool that archives statistical data and indicators to support the academic areas' ongoing program evaluation requirements. The number of reviewed programs increased from four in 2009 to 10 in 2010.
	<ul style="list-style-type: none"> A program review subcommittee was established in February 2010 to review procedures and guidelines for the external component of degree renewals.
<p>CORE STRATEGY TWO: Create a culture of lifelong learning by providing and stimulating participation in personal and professional development opportunities for employees and students.</p>	<ul style="list-style-type: none"> To align professional development, teaching and learning for employees, Seneca established the Centre for Faculty and Staff Development. The Centre ensures an appropriate connection between the leadership, structure and overall culture of the college, the development of knowledge and skills and the delivery of educational excellence.
	<ul style="list-style-type: none"> Professional development opportunities at Seneca expanded with the delivery of a "Faculty Forum" to more than 250 Senecans, a "Support Staff and Administrators Forum" to 200 employees and the "Foundations" module for Administration Leadership/Management Development series, which was developed and piloted to 25 administrators.
	<ul style="list-style-type: none"> The college invested approximately \$2 million in the annual PD LEAVE PROGRAM for Seneca employees (faculty, support and administration). This figure includes cost of full-time salaries at the PD LEAVE rate (60 – 80 per cent), plus benefits and replacement costs for employees on leave.
	<ul style="list-style-type: none"> Seneca had 1,318 participants in the 201 professional development workshops offered throughout the year.

<p>CORE STRATEGY THREE: Inform institutional planning and decision-making with evidence-based methods.</p>	<ul style="list-style-type: none"> Seneca analyzed institutional and market data of non-direct students to develop targeted strategies for recruiting this increasingly growing target market. The College expanded recruitment activities to this demographic with 55 events (10 more than the previous year), reaching 8,355 prospective students.
	<ul style="list-style-type: none"> Several marketing research initiatives were undertaken regarding brand awareness and international students' perceptions of the College's brand. As well, ongoing analyses of the College's marketing campaigns were conducted to ensure best practices and evaluate strategies. Competitors' approaches to marketing and recruitment were also analyzed and evaluated, and environmental scans were conducted to inform marketing decisions.
	<ul style="list-style-type: none"> The College performed an in-depth analysis of key drivers of satisfaction at the College and program levels to inform the future design of KPI Dashboard Analytics.
	<ul style="list-style-type: none"> In preparing the framework for the next Strategic Plan, Seneca conducted an environmental scan of its competitors in the GTA, as well as the current and future demographic and employment trends municipally, in Toronto and York Region.
<p>CORE STRATEGY FOUR: Cultivate an entrepreneurial approach to our program and service development and our business practices.</p>	<ul style="list-style-type: none"> Strategic media relations resulted in 127.5 million audience impressions that included key messages about the Seneca brand, expert opinion from staff and faculty and information about new programming and initiatives at the College.
	<ul style="list-style-type: none"> Seneca piloted a project with Trent University, modeled after the College's agreement with University of Toronto. Students who meet specific academic requirements can now attend Trent's campuses in Oshawa or Peterborough between their first and second years of the Liberal Arts program at Seneca. They can then complete their Trent degree studies in four years.
	<ul style="list-style-type: none"> Recruitment initiatives for Seneca's degree programs were expanded using School Finder and Scholarships Canada, e-blasts and Web site banners. Social networking sites, such as Twitter and Facebook were also employed. Recruitment took place through the Ontario School Counsellor Association e-communications, events at GTA colleges and 75 degree panels at high schools.
	<ul style="list-style-type: none"> Fifteen Career Services events took place at Seneca, targeting students in various programs with assistance in career changes, using social media and adapting to life in Canada.
	<ul style="list-style-type: none"> Seneca entered into six new international agreements with institutions in China, Korea, India and Belgium.
	<ul style="list-style-type: none"> Oscar-winning filmmaker Chris Landreth made his latest film, <i>The Spine</i>, with creative participation from Seneca's Animation Arts Centre. Fifteen Seneca Animation students worked alongside the director to bring the Genie-nominated film to life. For 16 weeks, they were involved in all stages of modeling, effects, lighting and rendering.
	<ul style="list-style-type: none"> Seneca's School of Communications Arts, in association with Aysha Productions, launched a new intensive Documentary and Filmmaking Summer Institute in June.
	<ul style="list-style-type: none"> A new partnership between Merit Travel Group Inc. and Seneca has brought a full service travel agency to Seneca's Markham Campus. It is a valuable learning resource for students who participate in the daily operations of the travel company, researching and booking air, hotel and tour packages.

YEAR IN REVIEW **GROUNDWORK FOR A STRONGER FUTURE**

David Agnew becomes Seneca's fifth President

In October, in front of an audience of Senecans, local dignitaries and College partners, David Agnew was officially installed as Seneca's fifth president.

As part of the ceremony, held at Seneca's Markham Campus, President Agnew took the oath of office from Board Chair Helen Hayward before receiving his official presidential robe. Several dignitaries spoke, including Toronto Mayor David Miller; David Zimmer, MPP Willowdale; Dr. Reza Moridi, MPP Richmond Hill and Parliamentary Assistant to the Minister of Research and Innovation; Frank Scarpitti, Mayor of the Town of Markham; Phyllis Morris, Mayor of the Town of Aurora; Bill Cober, Deputy Mayor of King Township; and Brenda Hogg, Deputy Mayor of the Town of Richmond Hill. Seneca's students were represented by Oscar Bobadilla, president of the Seneca Student Federation. The special evening was also the first time all five Seneca presidents were together, as Mr. Agnew was joined by past presidents Rick Miner, Stephen Quinlan, Roy McCutcheon and founding President William Newnham.

New Organizational Structure for Seneca

President David Agnew announced a new organizational structure for Seneca to support the College's work of providing the highest quality education for our students while achieving excellence in all areas of College activity. The new structure also reflects the need to ensure strong functional alignment of Seneca's academic and service activities and clear accountabilities. Four senior executive members have responsibility for Academic, Finance and Administration, Student Services and Human Resources and Strategy and College Affairs.

New building begins construction at Newnham Campus

Construction started in the fall on the new addition to Newnham Campus. This project was first announced in May after Seneca received \$24.7 million from the provincial (\$20 million) and federal (\$4.7 million) governments to create space for an additional 1,100 students. The funding is part of the Knowledge Infrastructure Program and is in response to an expected surge in post-secondary participation. The addition will be open for students in September 2011.

Seneca recognized again as a top GTA employer

For the second year in a row, Seneca was named one of Greater Toronto's top 90 employers in a special supplement of the Toronto Star. Independent judges compare employers to other organizations in their field to determine which offers the most progressive and forward-thinking programs.

Funding for new equipment

In December, it was announced that the College would receive \$3.5 million as part of Ontario's College Equipment and Renewal Fund. Seneca used the funding to purchase high/medium fidelity patient mannequins for Nursing students; an inverter welding machine; underwater camera equipment for the Underwater Skills program; and "Whisper Rooms," which are stand-alone sound proof recording booths for a variety of programs in the School of Communication Arts.

Aviation industry research is announced

Seneca received \$2.3 million in federal funding over five years for flight training research as part of the College and Community Innovation program.

The Honourable Gary Goodyear, Minister of State (Science and Technology), made the announcement as part of \$20.1 million in new funding for colleges to work with their communities and local businesses to move innovations from the campus into the marketplace. With Canada's flight training industry in decline and the International Civil Aviation Organization predicting a worldwide shortage of pilots, Seneca's research will assist with the long-term sustainability of the industry.

Colleges and school boards continue study of mathematics gap

The latest findings from the Seneca-led College Mathematics Project (CMP) were released at a press conference held at Queen's Park in March. The study found that success in college mathematics is affected by course selection in high school, mathematics learning prior to and while in college, as well as the age and sex of students. The study recommends that school and college teachers teach math in a practical and applicable way and that education at all levels should integrate "learning skills" to better prepare students for higher levels of education.

Seneca student federation donates \$100,000 to assist fellow students

The Seneca Student Federation donated \$100,000 to assist fellow students as part of Seneca's Emergency Appeal for Student Financial Aid. The donation will support more than 400 Seneca scholarships and bursaries.

Deputy Minister visits Seneca, meets with students

As part of her tour of Ontario's post-secondary institutions, Deborah Newman, Deputy Minister of Training, Colleges and Universities, visited Newnham Campus in September to meet with Seneca President David Agnew and other senior College officials. During her visit, Deputy Minister Newman spoke to students studying in the College's Academic Upgrading and Liberal Arts programs and was provided a tour of the Learning Commons and the Centre for the Built Environment. The tour ended with a roundtable lunch where the invited guests included representatives from student government, mentoring initiatives and the College's ambassador program.

Seneca brand recognized

Seneca's rebranding was named one of the world's most effective in the fifth annual ReBrand 100® Global Awards, the only global, juried program of its kind.

To select winners, jurors required that entries go beyond cosmetic changes, noting that brands are more than a slogan or logo but embody all the things people believe about a company or institution. In Seneca's case, the brand includes everything from the strength of the College's educational programming to the services offered. As part of its rebranding exercise, Seneca's Marketing and Communications department also created messaging, advertising, media releases, promotional material and photography that supports a unified message of transformation.

Leading edge programming

NEW PROGRAMS ARE APPROVED

The Board of Governors approved the following new programs:

Independent Illustration (*Ontario College Diploma*)

College Opportunities (*Ontario College Certificate*)

Green Business Management
(*Ontario College Graduate Certificate*)

Fashion Studies (*Ontario College Certificate*)

Accounting Techniques
(*Ontario College Certificate*)

Financial Services Agent (*Ontario College Diploma*)

Aviation Operations (*Ontario College Diploma*)

Genie-nominated film created with the help of Seneca's Animation Arts students

Oscar-winning filmmaker, Chris Landreth's latest film *The Spine*—made with creative participation from Seneca's Animation Arts Centre—was nominated for a Genie Award for Best Animated Short.

Documentary and Filmmaking Summer Institute launches

Seneca's School of Communications Arts, in association with Aysha Productions, launched a new intensive Documentary and Filmmaking Summer Institute in June. The Institute prepares students to work on documentaries and reality-based programming and builds on the success of the Broadcast Journalism – Summer Institute.

Travel agency opens at Markham Campus

Students in Seneca's Tourism and Travel program will now get work experience without even having to leave campus. A new partnership between Merit Travel Group Inc. and Seneca has brought a full-service travel agency to Seneca's Markham Campus. It will act as a valuable learning resource for students who will participate in the daily operations of the travel company, researching and booking air, hotel and tour packages. The partnership will also see Merit representatives join the Tourism program Advisory Committee and work with Seneca to expand opportunities and resources for students.

New accreditation agreement with CGA Ontario

Officials from the College and CGA Ontario gathered at Newnham Campus in February to officially announce CGA Ontario's accreditation of Seneca's International Accounting and Finance degree. The accreditation will provide graduates with the requirements for direct entry into CGA's program at the Professional Applications and Competency Evaluations level. CGA Ontario is a self-governing body that grants the exclusive rights to the CGA designation and controls the professional standards, conduct and discipline of its members and students in the province of Ontario.

Hospitality program provides international education options

Seneca launched its new Hotel and Restaurant Management diploma program, which provides students the opportunity to learn in Greece, Switzerland, South Africa and Jamaica. As part of the program, students can study abroad in their fourth semester and qualify for a second paid co-op or field placement position. Students receive a strong foundation in business, marketing, hospitality accounting and professional training.

First Child and Youth Worker program in York Region

Seneca launched a new Child and Youth Worker program at King Campus, which is the first-of-its-kind in York Region. Curriculum for the program has been designed to meet the needs of children and families across the province and nationally. It will also include the unique needs of York Region children and families. The program provides students with the skills and knowledge necessary to work with children, adolescents, and families with a wide range of emotional, social, behavioural and/or mental health needs.

Property and Casualty Insurance program to begin

Seneca's new Property and Casualty Insurance program gives students the opportunity to fast track to a high demand career in the insurance industry, while getting paid work experience. The six subject course provides a seven-week paid work term in an insurance office, which takes place during the 14-week program. After completing courses in areas such as risk management, property and casualty insurance licensing, and customer service for the insurance professional, students will be prepared to enter the industry with a Property and Casualty license.

Seneca's people make a difference

Outstanding Marketing student wins Seneca Cup and W.T. Newnham Award

Shelley Yoo, a marketing graduate at the Markham Campus served as a tutor, mentor and student leader, while excelling at her studies. Shelley was also the president of the Markham Student Federation Council, which she helped grow to 10 members—all while working part-time and training for the Ontario College Marketing Competition, where she placed in the top five in the Job Interview portion. She graduated with a 4.0 GPA and landed a marketing job with ServiceMaster, a disaster restoration company. Her hard work and dedication to the Seneca community culminated in two of the College's highest honours: the Seneca Cup and W.T. Newnham Award.

Board adds new members

Seneca's Board of Governors elected Bill Hogarth as its newest Vice-Chair. Chair Helen Hayward and Vice-Chairs Patricia Barbato and Denise Cole returned to continue their terms. Henry Decock joined the Board as the new administrative representative. Henry is the Associate Vice-President Academic at Seneca College. Henry has worked at Seneca for 22 years, and prior to his current role, he served as Director, Institutional Research and Planning/Strategic Planning from 2001 to 2006. Peter Agalotis joined the Board as the new student representative. Peter is in his final semester of the Law Clerk program. Prior to his election as the Student Representative on the Board, Peter served as the President of the Seneca Student Federation.

Seneca professor among top 20 in Best Lecturer Competition

Seneca professor Robert Winkler was among the top 20 nominees in the TVO 2010 Best Lecturer Competition. At Seneca since 2004 as a part-time professor, Robert teaches courses in the Human Resources Management post-graduate certificate. More than 600 professors were nominated for TVO's annual competition, which celebrates the most engaging and intellectually stimulating lecturers in Ontario. Seneca topped this year's list for the most professors nominated from any participating post-secondary institution with 49.

Seneca faculty member receives dissertation award

Valerie Lopes, the Academic e-Learning Liaison for Seneca's Systems Development and Innovation and a Professor in the School of English and Liberal studies, was named the recipient of the George L. Geis Dissertation Award for her work, entitled "The Efficacy of a Course Management System in Learning: Perceptions of Students and Faculty in One Ontario College." Each year, the Canadian Society for the Study of Higher Education presents the award for the best dissertation published in Canadian higher education. Valerie's research explored the efficacy and the impact of course management systems on learning from the perspectives of both the first year business school students and faculty members who teach in the business school.

Seneca students gain international experience

Seven Seneca students headed overseas to work abroad in seven countries as part of Ontario Global Edge – a new government-funded program designed to give post-secondary students exposure to the global marketplace. Among those students, who took part and worked in countries such as the United Arab Emirates, Bolivia, Botswana, South Africa, Antigua, Kenya and Argentina were: Mataria Richards, Kent Li, Diane DeBarros, Kathy Lee, Kaitlynn Fennel and Torsten Mueller. Seneca is a partner in Ontario Global Edge, providing funding and support to students who are interested in gaining international entrepreneurial-focused work experience.

Seneca welcomes new vice-presidents

The College welcomed two new vice-presidents to its executive team: **Daniel Atlin** and **Jeanette Dias D'Souza**.

Daniel is Seneca's Vice-President, Strategy and College Affairs. He leads several key areas of the College, including Board of Governors support, strategic planning, Institutional Planning and Research, Marketing and Communications, Government Relations, Advancement and Alumni Affairs.

Jeanette is the Vice-President, Finance and Administration and is responsible for the College's Finance, Facilities Management, College Services and Information Technology and Telecommunications groups.

Professor joins editorial board of prestigious journal

Marketing and e-Business Professor Tim Richardson was appointed to the editorial advisory and review board of the International Journal of e-Business Management. The journal publishes cutting edge e-business management research, and provides coverage of the emerging discipline. Its members represent leading post-secondary institutions from around the globe.

Masterworks Gala honours Senecan

Brian Thomas, a part-time faculty member in the Broadcasting – Radio program, was honoured at the AV Trust Masterworks Gala Ceremony. Presented by the Canadian Film Institute, the Masterworks Gala celebrated 12 of the most significant achievements in Canada's audio-visual heritage. Brian, a former News Director of CHUM-FM Toronto, was recognized for his work on the "The Steven Truscott Story." This was the first and only in-depth radio interview ever granted by Truscott who was wrongfully convicted and sentenced to life in prison.

Seneca Professor's research recognized

Joe Gordon, Professor of Nursing, received two awards from the Institute of Circulatory and Respiratory Health (ICRH) and presented abstracts of his PhD research at the Young Investigators Forum in Ottawa. Professor Gordon's research focuses on the biological basis of vascular diseases such as atherosclerosis - a disease in which plaque builds up on the insides of arteries.

Dave Geddes received Award of Merit

Dave Geddes, program coordinator, Underwater Skills, was the 2009 recipient of the Canadian Standards Association (CSA) Award of Merit. This award is presented annually by the CSA, Canada's leading developer of standards and codes, to individuals who have fostered the development and advancement of standards, both nationally and internationally. Throughout his career, Dave has been a leader in developing underwater skills standards.

Angela James inducted into Canada's Sports Hall of Fame

Angela James, Seneca's senior recreation co-ordinator, was inducted into Canada's Sports Hall of Fame. She was among seven inductees to be honoured in November at a gala dinner at the Fairmont Royal York in Toronto. Angela is a pioneer for establishing women's hockey in Canada. She was a member of Canada's gold medal world championship teams in 1990, 1992, 1994 and 1997.

Working with the community

Seneca recognizes partners and supporters

The Board of Governors' Success in Partnership Awards celebration was held in October at Markham Campus. Each year, this event recognizes collaborations that are changing the way education is delivered and expanding opportunities for our students. This year's honourees included York Regional Police, Toronto District School Board, Certified General Accountants of Ontario and His Worship Luigi Muraca, Justice of the Peace.

Along with these four recipients, Seneca also thanked all its Program Advisory Committee members, partners and supporters who give their time, expertise, commitment and guidance to help shape the programs and opportunities available to students.

Fundraising for Haiti

Responding to the devastation in Haiti following the January 12 earthquake, Seneca students and employees contributed more than \$42,000 to a variety of agencies providing emergency assistance. Leading the way on many of these initiatives was the Seneca Student Federation, which worked with various areas of the College to organize events, from concerts to bake sales.

Prime Minister visits Markham Campus during NEPMCC Conference

President David Agnew welcomed more than 150 members of Canada's ethnic media to Markham Campus in November for the 2009 National Ethnic Press and Media Council (NEPMC) Training Development Seminar. This three-day seminar brought together members of the ethnic media, provincial and national dignitaries, including Prime Minister Stephen Harper, and Seneca experts. The NEPMCC is a non-profit organization with more than 600 members across Canada with a mission to promote and integrate economic, social and cultural interests of ethnic communities into mainstream Canadian society.

Greater Toronto Region Economic Summit at Markham Campus

More than 200 leaders from business, academia, labour, social services and politics gathered at Markham Campus in May for the Greater Toronto Region Economic Summit. The day-long event, co-chaired by Mississauga Mayor Hazel McCallion and Torstar Corp. Chair John Honderich, focused on strategies to help the GTA cope with the effects of a global recession. Ontario Premier Dalton McGuinty and federal Finance Minister Jim Flaherty attended the summit.

DECA business competition at Newnham Campus

Seneca hosted more than 1,400 high school students as part of the Demonstrating Excellence Celebrating Achievement (DECA) Toronto Regional Competition. DECA is an innovative extra-curricular program for secondary school students in Ontario. It creates professional partnerships and experiential learning opportunities for students in the business community.

Honorary degrees awarded

Seneca awarded honorary bachelor of applied studies degrees to philanthropist Sonja Bata, a veteran of the fashion industry; George Roter and Parker Mitchell, co-founders of Engineers without Borders; and Craig and Marc Kielburger, co-founders of Free The Children.

Sonja Bata has demonstrated a passion for the advancement of fashion in Canada, and has fostered an appreciation for the history of footwear around the world. Since the 1940s, she has scoured the globe for ordinary and extraordinary footwear from many cultures and historical periods. This collection can be found in the Bata Shoe Museum in Toronto.

Ms. Bata has been involved in many volunteer organizations over the years, including the National Design Council, World Wildlife Fund Canada, Junior Achievement Canada, Governor's Council of North York General Hospital, the Council for Canadian Unity and the Council for Business and the Arts in Canada.

Parker Mitchell and George Roter received the Public Policy Forum's Leaders for the Future Award in 2007, were named two of Canada's Top 40 Under 40 in 2005, won awards from the Canadian Bureau for International Education and have been featured by *TIME Magazine* as two of Canada's next generation of social leaders. In 2006, they were members of the Governor General Michaëlle Jean's first state visit to Africa.

Mr. Mitchell also co-founded Canada25, an organization that engages Canadians in public policy, has worked for McKinsey & Co., and sits on the Board at the North York Community House, while Mr. Roter serves on the Board of Directors for a number of non-profit organizations, including Volunteer Canada, the country's lead organization in promoting volunteerism.

Under **Craig Kielburger and Marc Kielburger's** guidance, Free The Children has built 500 schools throughout Asia, Africa and Latin America. Through its Adopt a Village development model, it has established 23,500 alternative income projects to assist women and their families in achieving sustainable incomes.

The Kielburgers also founded Me to We, a social enterprise designed to support the work of Free The Children. Half of its profits on an annual basis are given to Free The Children with the other half reinvested to sustain the growth of the enterprise. Me to We encourages ethical living and social responsibility.

Both Craig and Marc have received national and international awards for their work. Craig Kielburger has also been awarded The Roosevelt Freedom Medal and The World Children's Prize for the Rights of the Child. Marc was also selected by the World Economic Forum as one of the 250 Young Global Leaders. They are both recipients of the Order of Canada.

Polytechnics Canada Science and Technology Showcase

Polytechnics Canada's fourth annual Science and Technology Showcase was held at Markham Campus in November. The event highlighted many of the applied research successes at Seneca and other members of Polytechnics Canada. Among the showcased student and faculty projects was an office building redesign for integrated sustainable development, an automated communication board for people with ALS as well as a heart monitoring vest. This year's keynote speaker was the Honourable Gary Goodyear, Minister of State (Science and Technology).

Terry Fox Run a success

Newnham Campus hosted Seneca's 16th Annual Terry Fox Run. More than 150 Senecans ran, walked, strolled, biked and bladed, raising \$17,000 in support of cancer research.

Seneca's King Campus hosts Canada's first "Career Living Library"

Seneca's King Campus hosted Canada's first "Career Living Library," where students had the opportunity to learn about various careers from successful professionals, including musicians, administrators and public servants.

STUDENT AND GRADUATE SUCCESS

Distinguished Alumni Award winners

Six outstanding Senecans were chosen by a committee of alumni, employees and Seneca Alumni Board members from a list of 12 nominees. Congratulations to the 2009 winners:

Judy Cameron (*FAS '74*) (*Double Senecan*)

Judy is a professor and program coordinator at Seneca's School of Fashion and Merchandising. She has 27 years of service at Seneca College, has been awarded the College's Excellence Award for Teaching, and is the founding member of the Canadian Cosmetic Careers Association.

James Cresswell (*LCD '69*)

James has served as a Justice of the Peace in Ontario since 1982. Throughout his career, he has also stayed connected to Seneca, serving as President of the Law Enforcement chapter of Seneca Alumni and as a member of Seneca's Law Enforcement Program Advisory Committee.

Suzanne Marshall (*RFM '83*)

Since 2001, Suzanne has been the General Manager of the Sheraton Parkway & Best Western Parkway hotels, where she has been employed for 20 years. She remains closely tied with Seneca's Tourism Hospitality program, hiring many graduates and offering hotel facilities as a learning environment for students.

Dale Peers (*CRM '76*) (*Double Senecan*)

Dale is the program coordinator for Seneca's Esthetics and Spa Management program. She has taught for 20 years at Seneca and authored numerous textbook entries about retail, cosmetics and the history of fashion in Canada. Dale is an avid volunteer, fundraiser and a winner of Seneca's Excellence Award for Teaching.

Phil Russo (*BAD '86*)

Phil is the controller for Vinylguard, the president of Guild of Industrial, Commercial and Industrial Accountants of Toronto and the director of program for the Canadian Institute of Management. He constantly participates in Seneca events with the Alumni Entrepreneurs and Faculty of Business.

Winston Stewart (*LCD '92*)

Winston is the founder of Wincon Security and Investigative Services, a multi-award-winning security firm based in Markham, which serves more than 35 companies. Seneca College was a turning point for him, giving him an entrepreneurial business opportunity, autonomy and the ability to give back to the community.

Seneca connects with 2010 Winter Olympics

A number of Senecans were involved in the Vancouver 2010 Winter Olympics. Among the most prominent were Vivienne Lu, Alan Frew and Santiago Diaz. Vivienne designed the official Olympic red mittens that proved to be popular across the country. Alan penned the lyrics for the CTV Olympic theme "I Believe," while Santiago was part of the design team that built The Richmond Olympic Oval. In addition to these impressive Olympic contributions, a number of the College's current students also lent their talents to this historic event. Twenty students from Seneca's School of Communication Arts worked for CTV as part of the company's online coverage of the games.

Top prize at international design competition

Building Systems Engineering Technology students Ivan Fernandes, Jaime Gonsalves, Troy White and Edward Wood were awarded first place in the Sustainable Building Design category of the American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) 2009 Student Design Competition. The students earned a \$1,500 prize and a trip to ASHRAE's Winter Meeting in Orlando.

Eight students awarded Millennium Scholarships

Eight Seneca students took home Millennium Scholarships. Aren Bedrosyan received the \$12,500 (in course) award, while Jessica Chiu, Hyun Ju (Jenna) Cho, Reynold Choi, Saori Fukuoka, Saba Nazir, Mariya Sazonova and Martin Toumbev each received \$4,500. This was the final year students could receive Millennium Scholarships, which are awarded for outstanding citizenship, community service, academic achievement, leadership and an interest in innovation.

Student video wins \$3,000

Students from Seneca's Applied Science and Technology Fundamentals programs won \$3,000 for the creation of a video about using tablet computers. The first semester students demonstrated how the use of HP tablet PCs improved their abilities in mathematics. With the support of the Seneca community, their video received the most online views and was awarded the top prize. The prize money will fund additional classroom technology.

Seneca student only Canadian finalist in 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 Ontario College student to win and the lone Canadian student to finish in the top five. More than 1,800 students from 325 schools across the US 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 City.

Tim Doan receives ACCE Entrepreneurial Scholarship

Tim Doan, a sixth semester student from the Business Management - Small Business & Entrepreneurship program, won the \$1,000 ACCE Entrepreneurial Scholarship. The annual scholarship is presented by the Association of Chinese Canadian Entrepreneurs (ACCE) to foster entrepreneurship training. During his studies at Seneca, Tim maintained a 3.8 grade point average and was on the President's honour list. This marked the first time a Seneca student has received this award.

Seneca wins soccer gold

The Seneca Sting men's soccer team won the 2009 Big Kahuna/adidas CCAA National Championships. The Sting, who hosted this year's championship tournament, defeated the F.X. Garneau Elans to win the gold medal. The team finished the tournament 3-0, and each win was seen as an upset victory over higher-ranked opponents. Seneca's Shawn Tatham, Fab Castiglione and Gianfranco Chiechi were all named to the all-tournament team.

Ashley Docking named OCAA Female Player of the Year

Ashley Docking was named the Ontario Colleges Female Athlete (OCAA) of the Year. The women's soccer and basketball star also earned OCAA Player of the Year and All Canadian Honours.

Seneca robot wins competition

The Seneca Robotics Club won the Instrumentation Society of America (ISA) Robotics Challenge. Seneca's team of Eric Chan, William Kam, Michael Guerguis, Mark Lam, Ian Fuhringer, Conghua Tan, Bhavinkumar Patel and Henry Le defeated George Brown College to win the competition.

Seneca students assist with telethon

Seneca students were part of the 28th annual Easter Seals Telethon on CBC Television.

The telethon, which was produced by School of Communication Arts Professor Greg Mandziuk, featured stories created by students from the Broadcast Journalism - Summer Institute. The 15-week intensive program equips students with broadcasting skills for jobs in television, radio, cable news or public affairs programming.

Student photos selected for Colleges Ontario calendar

The 2010 Colleges Ontario calendar included photographs taken by four Seneca College students. They are: Benny Askarian, Graphic Design; Patrick Szajner, Digital Media Arts; Ashley Jennings, Floral Design and Landra Smallacombe, Broadcasting-Television. Colleges Ontario invited students to submit a photo related to the theme, "You are here: A college experience." A selection committee consisting of members of the visual arts and college communities chose the top 12 photos from the 103 entries across the province.

Students participate in global conference

Eight students and Professor Maurice Platero participated in the Education Without Borders conference in the United Arab Emirates. They were part of a delegation of 1,000 students representing 120 nations and 300 post-secondary institutions. Joined by leaders in business, technology, education, and humanitarian sectors, the students came together to create networks across cultures in order to understand and generate solutions for some of the world's greatest challenges.

Key performance indicator results

In the midst of the economic downturn, post-secondary institutions across Ontario were affected by declining KPI results. Multiple factors, including tougher, more competitive job markets and frustration with rising education costs contributed to some student and employer dissatisfaction.

- In 2009-10, the number of Seneca's graduating students increased by 5.9 per cent from 3,530 to 3,753 in 2008-09.
- Seneca saw a 0.6 per cent increase in its graduation rate, to 56.6 per cent.
- Student satisfaction rates dropped in the province by 2.3 per cent, which echoes the drop experienced at Seneca (77.7 per cent to 75.4 per cent).
- All 24 colleges had a decrease in their graduate satisfaction ratings, ranging from 2.0 to 4.0 percentage points. Seneca's rate dropped by 3.3 percentage points, from 81.1 per cent to 77.8 per cent.
- The employer satisfaction rate at Seneca decreased by 0.6 per cent to 92.7 per cent. The provincial average was 93 per cent.
- Every Ontario college saw a decrease in graduate employment rates. Seneca's rate of decrease (85.1 per cent to 80.4 per cent) was lower than the provincial rate.

Advertising Transparency Report 2009-10

Background: In August 2009, Ontario Ombudsman Andre Marin released a report on Cambrian College's Health Information Management diploma program and the oversight provided by MTCU. The report was based on a complaint from 13 graduates that the program did not prepare them to write the certification exam or secure the kind of work in the hospital records sector that Cambrian showcased in its recruitment literature.

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

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

Seneca received three complaints concerning advertising transparency in 2009-10. Details are as follows:

Opticianry: June 2009

A student questioned the additional fee for practicum in the third semester of the Opticianry program, claiming that this was not consistent with her understanding of the total program fees. After consultation with the Ministry to clarify the tuition fee approval, fees for the practicum were waived. A submission to MTCU to charge fees for a paid co-op semester is in process.

Legal and Corporate Administration (LCA): August 2009

A complaint was received regarding eligibility to write the paralegal exam upon completion of the LCA program. An investigation was conducted by the Resolution, Equity and Diversity Centre, which included a review of the full-time calendar and all program Web materials. It was concluded that the information on the LCA program is properly identified.

Documentary Filmmaking Institute: November 2009

A group of students from the Documentary and Filmmaking Summer Institute wrote a petition letter regarding the program scope and deliverables. In response, Seneca undertook a confidential survey of all students in order to measure satisfaction and relative expectations. Approximately 81 per cent of students were "Very Satisfied" or "Satisfied" with the learning experiences in the program. As well, additional make-up sessions were offered to students free of charge in order to address any perceived gaps.

Senior administration listing

David Agnew, President

Cindy Dundon Hazell, Senior Vice-President

Daniel Atlin, Vice-President,
Strategy and College Affairs

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

Susie Vallance, Vice-President,
Student Services and Human Resources

Consolidated Financial Statements of

**SENECA COLLEGE OF APPLIED
ARTS AND TECHNOLOGY**

March 31, 2010



KPMG LLP
Chartered Accountants
Yonge Corporate Centre
4100 Yonge Street Suite 200
Toronto ON M2P 2H3

Telephone (416) 228-7000
Fax (416) 228-7123
Internet www.kpmg.ca

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, 2010 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, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a long, horizontal, slightly wavy line that serves as a flourish or underline.

Chartered Accountants, Licensed Public Accountants

Toronto, Canada

May 14, 2010

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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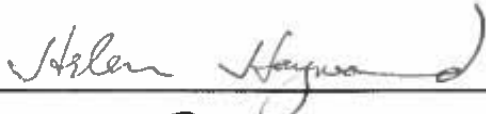
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**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**
Consolidated Statement of Financial Position
March 31, 2010

	2010	2009
ASSETS		
CURRENT		
Cash and cash equivalents	\$ 76,245,606	\$ 55,216,521
Grants receivable	13,466,304	4,434,107
Accounts receivable	3,351,592	5,319,001
Inventory	2,744,283	2,115,172
Prepaid expenses	1,288,918	1,318,432
	97,096,703	68,403,233
RESTRICTED CASH AND INVESTMENTS (Note 11)	10,211,601	7,702,116
CAPITAL ASSETS (Note 3)	236,162,670	236,780,083
	\$ 343,470,974	\$ 312,885,432
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 21,705,942	\$ 25,358,865
Current portion of long-term debt (Note 4)	2,475,158	2,322,403
Current portion of obligation under capital leases (Note 5)	243,598	227,726
Due to student associations (Note 6)	11,179,436	8,245,678
Deferred revenue	39,791,547	26,736,172
Employee vacation accrual	12,447,389	13,096,229
Employee sick leave gratuity	6,065,229	7,077,362
	93,908,299	83,064,435
DEFERRED CONTRIBUTIONS (Note 7)	1,906,993	1,758,940
DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS (Note 8)	99,099,875	98,036,753
LONG-TERM DEBT (Note 4)	61,307,225	63,782,384
OBLIGATION UNDER CAPITAL LEASES (Note 5)	-	243,597
DEFERRED DERIVATIVE LIABILITY (Note 10)	3,925,190	7,155,862
EMPLOYEE FUTURE BENEFITS OBLIGATIONS (Note 9)	1,586,000	1,530,000
	261,733,582	255,571,971
NET ASSETS		
ENDOWMENTS (Note 11)	10,211,601	7,702,116
INVESTMENT IN CAPITAL ASSETS (Note 12)	82,800,027	84,140,950
UNRESTRICTED	(11,274,236)	(34,529,605)
	81,737,392	57,313,461
	\$ 343,470,974	\$ 312,885,432

APPROVED ON BEHALF OF THE BOARD OF GOVERNORS:


Chair


President

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**
Consolidated Statement of Operations
Year ended March 31, 2010

	<u>2010</u>	<u>2009</u>
REVENUES (Schedule 1)		
Grants and reimbursements	\$ 141,842,118	\$ 129,748,749
Student tuition	105,083,361	92,771,188
Ancillary operations	29,628,338	28,195,445
Student and Alumni Associations (Schedule 6)	2,063,246	2,048,956
Other	17,731,697	19,237,144
Gain on derivative instrument	3,230,672	-
Deferred contributions recognized	2,407,008	1,661,816
TOTAL REVENUES	301,986,440	273,663,298
EXPENSES		
Academic (Schedule 2)	166,716,132	160,128,494
Student services (Schedule 3)	29,438,693	27,692,422
Administrative (Schedule 4)	27,862,633	31,994,636
Plant and property (Schedule 5)	25,721,802	25,959,580
Student and Alumni Associations (Schedule 6)	2,063,246	2,048,956
Supplementary Municipal Tax Levy	1,373,700	1,364,230
Ancillary operations-including amortization of \$1,660,295 (2009 \$1,860,214)	24,488,780	23,918,910
Loss on derivative instrument	-	3,879,989
Distribution of bursaries and scholarships	2,407,008	1,661,816
TOTAL EXPENSES	280,071,994	278,649,034
EXCESS OF REVENUES OVER EXPENSES		
(EXPENSES OVER REVENUE) FOR THE YEAR	\$ 21,914,446	\$ (4,985,736)

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Consolidated Statement of Changes in Net Assets
Year ended March 31, 2010

	2010			2009	
	Investment in Capital Assets	Unrestricted	Endowments	Total	Total
BALANCE, BEGINNING OF YEAR	\$ 84,140,950	\$ (34,529,605)	\$ 7,702,116	\$ 57,313,461	\$ 62,196,583
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	(10,498,883)	32,413,329	-	21,914,446	(4,985,736)
ENDOWMENT CONTRIBUTIONS, except for the following:	-	-	1,593,689	1,593,689	1,266,738
UNREALIZED GAIN / (LOSS) ON ENDOWMENT INVESTMENTS	-	-	915,796	915,796	(1,164,124)
INVESTMENT IN CAPITAL ASSETS (Note 12)	9,157,960	(9,157,960)	-	-	-
BALANCE, END OF YEAR	\$ 82,800,027	\$ (11,274,236)	\$ 10,211,601	\$ 81,737,392	\$ 57,313,461

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2010

	2010	2009
CASH AND CASH EQUIVALENTS (USED IN) PROVIDED BY		
OPERATING		
Excess of revenues over expenses for the year	\$ 21,914,446	\$ (4,985,736)
Items not affecting cash		
Amortization of capital assets	18,149,692	18,431,767
Amortization of deferred contributions related to capital assets	(7,650,809)	(8,201,331)
Employee future benefits	56,000	38,000
Deferred derivative liability	(3,230,672)	3,879,989
	29,238,657	9,162,689
Changes in non-cash working capital items		
Decrease (increase) in grant receivable	(9,032,197)	1,121,098
Decrease (increase) in accounts receivable	1,967,409	(1,503,801)
Increase in inventory	(629,111)	(10,359)
Decrease in prepaid expenses	29,514	4,923
Increase (decrease) in accounts payable and accrued liabilities	(3,652,922)	1,026,859
Increase in due to student association	2,933,758	1,026,125
Increase in deferred revenue	13,055,375	2,332,272
Increase (decrease) in employee vacation accrual	(648,840)	402,920
Decrease in employee sick leave gratuity	(1,012,133)	(117,400)
	32,249,510	13,445,325
INVESTING		
Contributions received for capital assets	8,713,931	4,364,913
Purchase of capital assets	(17,532,280)	(11,609,899)
Increase in restricted cash	(1,593,689)	(1,266,738)
	(10,412,038)	(8,511,723)
FINANCING		
Increase in deferred contributions	148,053	232,310
Principal payments on long-term debt and capital leases	(2,550,129)	(2,390,624)
Endowment contributions	1,593,689	1,266,738
	(808,387)	(891,576)
NET INCREASE IN CASH AND CASH EQUIVALENTS	21,029,085	4,042,025
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	55,216,521	51,174,496
CASH AND CASH EQUIVALENTS, END OF YEAR	76,245,606	\$ 55,216,521
SUPPLEMENTARY CASH FLOWS INFORMATION		
Interest paid	\$ 4,225,630	\$ 4,362,147

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

1. DESCRIPTION OF THE ORGANIZATION

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

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

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE

a) *Basis of presentation*

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

b) *Revenue recognition*

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

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

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

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

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

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

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

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

c) *Cash equivalents*

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

d) *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, the balance is recorded at amortized cost.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

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

f) Capital assets

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

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

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

g) Equipment under capital leases

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

h) Student organizations

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

i) Employee future benefit obligations

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

j) Employee sick leave gratuity liability

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

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

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

k) Use of estimates

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

l) Change in accounting policies:

Recent amendments to Section 4400, Financial Statement Presentation by Not-for-Profit Organizations have modified 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 option to eliminate 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.

Adoption of the change in standards had no impact on the financial statements in the current year.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Notes to the Consolidated Financial Statements
March 31, 2010

3. CAPITAL ASSETS

	2010			2009
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land and improvements	\$ 55,783,317	\$ 15,913,704	\$ 39,869,613	\$ 37,618,714
Buildings	220,937,281	69,729,127	151,208,154	155,984,783
Leasehold improvements	24,478,054	6,889,655	17,588,399	18,543,426
Furniture	10,106,338	8,864,087	1,242,251	1,674,122
Equipment	44,720,801	35,807,910	8,912,891	8,928,023
Computer equipment	76,704,820	66,726,046	9,978,774	8,877,685
Construction-in-progress	7,362,588	-	7,362,588	5,153,330
	\$ 440,093,199	\$ 203,930,529	\$ 236,162,670	\$ 236,780,083

Included in capital assets are assets under capital leases with a cost of \$1,855,181 (2009 - \$1,855,181) and a net book value of \$243,598 (2009 - \$471,324).

4. LONG-TERM DEBT

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

	2010	2009
Loan (i)	\$ 77,251	\$ 137,557
Mortgage (ii)	18,582,929	19,445,995
Mortgage (iii)	6,573,478	6,859,563
Mortgage (iv)	12,037,725	12,451,672
Bankers Acceptance Loan (v)	26,511,000	27,210,000
	63,782,383	66,104,787
Less amounts due within one year	2,475,158	2,322,403
	\$ 61,307,225	\$ 63,782,384

Interest on the long-term debt amounted to \$4,200,761 (2009 - \$4,322,447).

- 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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Notes to the Consolidated Financial Statements
March 31, 2010

4. LONG-TERM DEBT (continued)

- iv) Mortgage on the student residence on the Newnham Campus (Phase II). The rate is fixed at 7.16% and the maturity date is September 1, 2025. Blended semi-annual payments of \$649,103 commenced September 1, 2000.
- v) The College negotiated a term bank loan, by way of Bankers Acceptance Notes, to finance the acquisition of the Markham Campus. The loan is repayable 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:

2011	2,475,158
2012	2,594,139
2013	2,752,643
2014	2,938,768
2015	3,137,178
Thereafter	49,884,497
	\$ 63,782,383

The fair value of these loans and mortgages at March 31, 2010 is estimated by management to be \$78,090,700 (2009 - \$76,266,200).

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:

2011	252,601
2012	-
	Total minimum lease payments 252,601
Less amounts representing interest (at a rate of 6.75%)	9,003
Balance of obligation	243,598
Less current portion of obligation	243,598
	\$ -

The operating expenditures include interest on capital leases of \$24,869 (2009 - \$39,700).

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Notes to the Consolidated Financial Statements
March 31, 2010

6. DUE TO STUDENT ASSOCIATIONS

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

7. DEFERRED CONTRIBUTIONS

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

	<u>2010</u>	<u>2009</u>
Balance, beginning of year	\$ 1,758,940	\$ 1,526,630
Add amount received from set aside tuition	4,896,607	4,769,577
Add amount received from other sources	2,555,061	1,894,126
Less amounts disbursed - set aside tuition	(4,896,607)	(4,769,577)
Less amounts disbursed - other sources	(2,407,008)	(1,661,816)
Balance, end of year	\$ 1,906,993	\$ 1,758,940

Comprised of:

	<u>2010</u>	<u>2009</u>
Scholarships and bursaries	\$ 393,421	\$ 467,478
Joint employment stability reserve	768,337	772,581
Prepaid leave plan	65,497	46,615
Other	679,738	472,266
	\$ 1,906,993	\$ 1,758,940

8. DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS

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

	<u>2010</u>	<u>2009</u>
Balance, beginning of year	\$ 98,036,753	\$ 101,873,171
Less amortization of deferred capital contributions	(7,650,809)	(8,201,331)
Add contributions received for capital purposes	8,713,931	4,364,913
Balance, end of year	\$ 99,099,875	\$ 98,036,753

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Notes to the Consolidated Financial Statements
March 31, 2010

8. DEFERRED CONTRIBUTIONS FOR CAPITAL ASSETS (continued)

Unspent (Construction in progress) contributions for capital assets:

	<u>2010</u>	<u>2009</u>
MTCU		
Colleges Facilities Investment Program	\$ -	\$ 2,520,706
Campus Renewal Program	2,195,799	5,947,578
Other	7,567,414	3,505,446
Unspent balance, end of year	\$ 9,763,213	\$ 11,973,730

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, 2010 of \$1,586,000 (2009 - \$1,530,000) was determined by actuarial valuation as at March 31, 2010, that was commissioned by the College Compensation and Appointments Council.

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

	<u>2010</u>	<u>2009</u>
Accrued benefit liability, beginning of year	\$ 1,530,000	\$ 1,492,000
Current service cost	6,000	8,000
Interest	29,000	38,000
Increase in accrued benefit obligation	126,000	120,000
Benefits paid	(105,000)	(128,000)
Accrued benefit liability, end of year	\$ 1,586,000	\$ 1,530,000

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

a) Interest (discount) rate

The present value as at March 31, 2010 of the future benefits was determined using a discount rate of 4.75% (2009 – 5.50%).

b) Drugs and hospital

Drug costs were assumed to increase at a rate of 10.5% for 2010, grading down to 4.5% per annum in 2023. Health costs were assumed to increase at 4.5% per annum.

c) Other medical

Other medical costs were assumed to increase at 4.5% for 2010 and thereafter.

d) Dental costs

Dental costs were assumed to increase at 7.5% for 2010, grading down to 4.5% in 2023.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

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 0.43% to 0.51% 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, 2010 is \$26,511,000 and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap at March 31, 2010 of \$3,925,190 is recorded as a deferred derivative liability on the consolidated statement of financial position. The change in fair value of the interest rate swap agreement between April 1, 2009 and March 31, 2010 of \$3,230,672 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 0.9% - 7.6% (2009 - 2.3% - 3.1%) with maturity dates ranging from July 2010 - June 2041 (2009 - September 2009 - June 2037).

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

11. ENDOWMENTS (continued)

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, 2010 is \$10,211,601 (2009 - \$7,702,116) which represent funds restricted as to use and are not available for general operations.

12. INVESTMENT IN CAPITAL ASSETS

A. Investment in capital assets represents the following:

	<u>2010</u>	<u>2009</u>
Capital assets	\$ 236,162,670	\$ 236,780,083
Less amounts financed by:		
Obligation under capital lease (Note 5)	243,598	471,323
Long-term debt (Note 4)	63,782,383	66,104,787
Deferred capital contributions (Note 8)	89,336,662	86,063,023
Balance, end of year	\$ 82,800,027	\$ 84,140,950

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

	<u>2010</u>	<u>2009</u>
Excess of expenditure over revenue:		
Amortization of deferred contributions related to capital assets	\$ 7,650,809	\$ 8,201,331
Amortization of capital assets	(18,149,692)	(18,431,767)
	<u>(10,498,883)</u>	<u>(10,230,436)</u>
Net change in investment in capital assets:		
Purchase of capital assets - net	17,532,280	11,609,899
Amounts funded by deferred capital contributions	(10,924,449)	(13,020,382)
Payments on capital leases	227,726	212,894
Repayments of long-term debt	2,322,403	2,177,731
	<u>9,157,960</u>	<u>980,142</u>
	<u>\$ (1,340,923)</u>	<u>\$ (9,250,294)</u>

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

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 \$12,136,624 (2009 - \$10,722,203) 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:

2011	\$ 8,129,300
2012	7,468,100
2013	5,137,100
2014	3,520,000
2015	2,112,500
	<hr/>
	\$ 26,367,000

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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

14. COMMITMENTS AND CONTINGENT LIABILITIES (continued)

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 measurable 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:

	<u>2010</u>	<u>2009</u>
Schedule of Donations Received and Receivable		
Cash donations received and receivable	\$ 1,544,079	\$ 1,220,869
Schedule of Changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 7,697,287	\$ 6,476,418
Cash donations received and receivable	1,544,079	1,220,869
Fund balance, end of year	\$ 9,241,366	\$ 7,697,287
Schedule of Changes in Expendable Funds		
Available for Awards		
Balance, beginning of year	\$ 368,766	\$ 242,646
Investment income	168,844	225,200
Bursaries awarded (total number: 1; 2009 - 205)	(500)	(99,080)
Balance, end of year	\$ 537,110	\$ 368,766

16. GUARANTEES

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

- (a) The College has provided indemnities under lease agreements for the use of various operating facilities and equipment. Under the terms of these agreements the College agrees to indemnify the counterparties for various items including, but not limited to, all liabilities, loss, suits, and damages arising during, on or after the term of the agreement. The maximum amount of any potential future payment cannot be reasonably estimated.
- (b) Indemnity has been provided to all directors and or officers of the College for various items including, but not limited to, all costs to settle suits or actions due to association with the College, subject to certain restrictions. The College has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits or actions. The term of the

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to the Consolidated Financial Statements

March 31, 2010

16. GUARANTEES (continued)

indemnification is not explicitly defined, but is limited to the period over which the indemnified party served as a trustee, director or officer of the College. The maximum amount of any potential future payment cannot be reasonably estimated.

- (c) In the normal course of business, the College has entered into agreements that include indemnities in favour of third parties, such as student work placement agreements. These indemnification agreements may require the College to compensate counterparties for losses incurred by the counterparties as a result of breaches in representation and regulations or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined and the maximum amount of any potential reimbursement cannot be reasonably estimated.

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

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.

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**
Consolidated Schedule of Revenue
Year ended March 31, 2010

Schedule 1

	2010	2009
GRANTS AND REIMBURSEMENTS		
Formula financed program	\$ 121,570,301	\$ 109,685,448
Apprenticeship training	2,253,840	2,376,326
Contracted training programs	8,993,468	8,121,543
Grant in lieu of municipal taxation	1,373,700	1,364,100
Deferred contributions for capital assets	7,650,809	8,201,331
	141,842,118	129,748,749
FULL-TIME STUDENT TUITION AND FEES	89,242,142	77,909,012
PART-TIME STUDENT TUITION AND FEES	15,841,219	14,862,176
ANCILLARY OPERATIONS	29,628,338	28,195,445
STUDENT AND ALUMNI ASSOCIATIONS	2,063,246	2,048,956
INVESTMENT INCOME	231,332	1,205,704
INTERNATIONAL AND OTHER SPECIAL PROJECTS	796,649	1,845,380
OTHER INCOME	16,703,716	16,186,060
GAIN ON DERIVATIVE INSTRUMENT	3,230,672	-
DEFERRED CONTRIBUTIONS RECOGNIZED	2,407,008	1,661,816
	\$ 301,986,440	\$ 273,663,298

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**
Consolidated Schedule of Academic Expenditure
Year ended March 31, 2010

Schedule 2

	2010	2009
Salaries		
Administrative	7,401,560	7,337,491
Faculty	89,081,071	85,930,191
Support	19,454,584	18,370,872
Fringe Benefits	21,313,644	19,639,865
Instructional Supplies	5,392,821	5,360,063
Field Work	256,280	266,665
Office Supplies and Expense	2,123,256	1,994,357
Professional Development	256,980	251,094
Travel	2,056,499	2,683,194
Promotion/Public Relations	1,469,852	1,378,495
Telecommunications	557,837	619,612
Equipment Maintenance	1,170,264	1,556,128
Insurance/Banking Charges	1,692,246	1,456,713
Professional Fees	537,644	590,899
Contracted-Educational Services	6,078,607	5,097,035
Building Maintenance	252,225	217,865
Utilities	77,331	83,958
Premise Rentals	800,840	849,940
Furniture and Equipment Rental	154,379	161,349
Amortization Expense	6,584,620	6,282,274
Other	3,592	434
	\$ 166,716,132	\$ 160,128,494

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**
Consolidated Schedule of Student Services Expenditure
Year ended March 31, 2010

Schedule 3

	<u>2010</u>	<u>2009</u>
Salaries		
Administrative	2,333,811	2,384,735
Faculty	3,109,567	2,738,803
Support	10,715,640	10,806,451
Fringe Benefits	3,260,106	3,103,021
Instructional Supplies	878,980	850,412
Office Supplies and Expense	1,104,821	993,901
Professional Development	89,062	87,073
Promotion/Public Relations	614,105	707,601
Telecommunications	64,882	65,670
Equipment Maintenance	53,961	38,669
Profe Increase in inventory	14,116	27,915
Contracted-Educational Services	150,215	331,555
Building Maintenance	89,864	93,800
Amortization Expense	241,649	300,461
Student Tuition Assistance	5,321,147	5,021,855
Renewable Scholarships	1,179,716	-
Other	217,051	140,500
	\$ 29,438,693	\$ 27,692,422

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**
Consolidated Schedule of Administrative Expenditure
Year ended March 31, 2010

Schedule 4

	<u>2010</u>	<u>2009</u>
Salaries		
Administrative	8,508,194	8,083,407
Faculty	194,615	2,701,869
Support	6,531,036	8,059,384
Fringe benefits	2,870,374	3,302,602
Software and licensing expense	438,849	440,332
Office supplies and expense	1,997,845	1,109,923
Professional development	249,862	250,434
Travel	287,879	453,276
Promotion/public relations	1,313,157	1,380,395
Telecommunications	112,775	269,698
Building maintenance and utilities	13,672	33,650
Equipment maintenance	856,511	1,362,267
Insurance/banking charges	1,626,211	1,460,917
Finance charges	1,577,009	1,596,443
Professional fees	1,178,196	1,024,087
Contracted services	77,522	179,250
Premise rentals	11,806	13,659
Furniture and equipment rentals	415,126	340,551
Amortization expense	1,760,168	2,044,830
Other	114,774	92,608
	30,135,581	34,199,581
Inter-departmental charges for printing/photocopying	(2,272,948)	(2,204,945)
	\$ 27,862,633	\$ 31,994,636

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Consolidated Schedule of Plant and Property Expenditure

Year ended March 31, 2010

Schedule 5

	<u>2010</u>	<u>2009</u>
Salaries		
Administrative	1,480,861	1,043,078
Support	3,646,196	3,563,618
Fringe benefits	1,196,525	1,055,342
Office supplies and expenses	165,023	96,906
Equipment maintenance	46,332	110,065
Building maintenance	1,855,110	1,483,567
Insurance	10,228	1,132
Vehicle expense	58,724	67,797
Contracted Services	4,529,641	4,724,366
Telecommunications	51,258	44,463
Utilities	3,372,213	4,004,245
Municipal taxes on leased premises	150,188	153,438
Premises rental	973,438	960,940
Amortization expense	7,902,960	7,943,988
Other	283,105	706,637
	<u>\$ 25,721,802</u>	<u>\$ 25,959,580</u>

**SENECA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Consolidated Schedule of Student and Alumni Associations

Year ended March 31, 2010

Schedule 6

	<u>2010</u>	<u>2009</u>
Salaries		
Administrative	109,400	62,537
Faculty	-	-
Support	439,771	320,393
Fringe benefits	58,448	37,581
Office supplies and expense	775,082	825,269
Professional development	5,469	4,181
Travel	269,299	315,325
Promotion/public relations	240,989	286,815
Telecommunications	11,809	10,234
Building maintenance and utilities	17,952	25,821
Equipment maintenance	10,345	2,272
Insurance/banking charges	220	125
Professional fees	75,808	97,002
Contracted services	27,099	45,581
Premise rentals	6,918	3,266
Furniture and equipment rentals	8,096	2,254
Other	6,541	10,300
	\$ 2,063,246	\$ 2,048,956

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