

SIAST ANNUAL REPORT 2009-2010

EDUCATE.
INNOVATE.
ACCELERATE.

CONTENTS

- 1 Letter of Transmittal
- 2 SIAST Board of Directors
- 3 Board Chair Message
- 4 Vision, Mission & Values
- 5 President & CEO Message
- 6-21 Narrative
- 22-25 Statistics
- 26 Financials
- 27-32 Management Discussion & Analysis
- 33 Management Report
- 34 Auditors' Report
- 35 Statement of Financial Position
- 36 Statement of Operations
- 37 Statement of Changes in Net Assets
- 38 Statement of Cash Flows
- 39-50 Notes to Financial Statements
- 51 SIAST Senior Management

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Prince Albert SK S4V 5A1
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About Us

SIAST is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for its expertise and innovation. More than 14,000 students were enrolled in SIAST programs in the most recent academic year; additionally, the organization drew almost 30,000 individual course registrations. Through program and course registrations, SIAST served almost 26,000 distinct students with programs that touch every sector of the economy. SIAST operates campuses in Moose Jaw, Prince Albert, Regina and Saskatoon, and provides a number of courses and programs through distance education.

Syd Dreger, Balfour Collegiate High School student, participated in the SIAST myRobotRumble Challenge 2010.



LETTER OF TRANSMITTAL

400-119 4th Avenue South, Saskatoon SK S7K 5X2

September 30, 2010

The Honourable Rob Norris, Minister
Saskatchewan Advanced Education, Employment and Immigration
Regina SK S4S 0B3

Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST), and in accordance with the provisions of *The SIAST Act*, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2010.

Respectfully submitted,
Alan H. J. Thomarat, Chair
SIAST Board of Directors

Alan H. J. Thomar
Chair - Saskatoon



Jim Plewis
Vice Chair - Swift Current



Donna L. Birkmaier
Saskatoon



Ralph Boychuk
Prince Albert

Neil Buechler
Saskatoon



Brenda Fitzgerald
Saskatoon

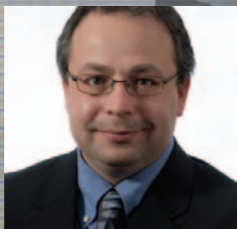


Warren Koch
Regina



Bob Loewen
Regina

Terry Parker
Regina



Gay Patrick
Regina



Pam Schwann
Craven



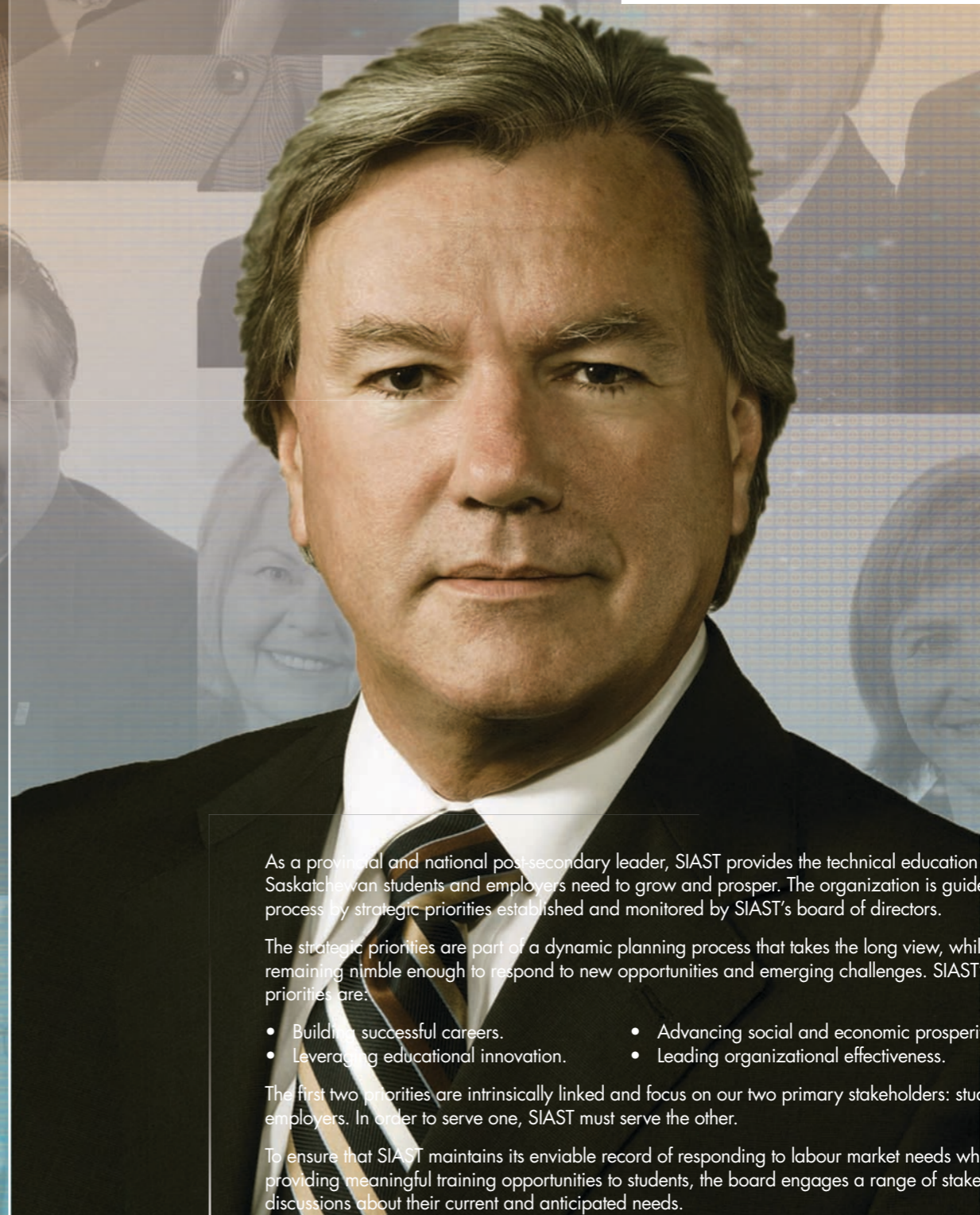
Brenda Stevenson
Cowessess First Nation

Brent Waldo
Moose Jaw



Board Chair Message

Alan H. J. Thomar, Chair, SIAST Board of Directors



As a provincial and national post-secondary leader, SIAST provides the technical education that Saskatchewan students and employers need to grow and prosper. The organization is guided in this process by strategic priorities established and monitored by SIAST's board of directors.

The strategic priorities are part of a dynamic planning process that takes the long view, while remaining nimble enough to respond to new opportunities and emerging challenges. SIAST's strategic priorities are:

- Building successful careers.
- Advancing social and economic prosperity.
- Leveraging educational innovation.
- Leading organizational effectiveness.

The first two priorities are intrinsically linked and focus on our two primary stakeholders: students and employers. In order to serve one, SIAST must serve the other.

To ensure that SIAST maintains its enviable record of responding to labour market needs while providing meaningful training opportunities to students, the board engages a range of stakeholders in discussions about their current and anticipated needs.

One way we do this is through our Business and Community Development Committee. This committee was designed to ensure that SIAST's strategic aspirations complement and remain aligned with the needs of Saskatchewan business sectors and industry demands. Through the year just ended, committee members engaged in discussions with business and community leaders across the province.

We take the concept of stakeholder literally, believing that it implies an investment on the part of the stakeholder. Increasingly, we are encouraging stakeholders to fully engage with SIAST in support of its labour market development efforts. Doing so won't just benefit SIAST and its students; it will also pay off handsomely for employers as they adjust their workforces to capture new opportunities and meet the needs of their own stakeholders.

President & CEO Message

Dr. Bob McCulloch, President & CEO

Vision

A global leader in innovative education, valued for student success and advancing social and economic prosperity.

Mission

SIAST is Saskatchewan's primary public institution for the development and delivery of post-secondary technical education and skills training. We share knowledge, provide skills training and engage in applied research, meeting the needs of students, employers and communities.

Values

ETHICS. We adhere to high standards of ethical behaviours and personal accountability. We do the right thing based on sound principles, good character and caring for others.

INNOVATION. We encourage entrepreneurial thinking that cultivates creativity, agility and ongoing learning in the pursuit of excellence.

DIVERSITY. We embrace diverse cultures, heritages and opinions in our efforts to enrich the learning and work environment and foster inclusive decision making.

LEADERSHIP. We achieve results by working effectively with others to engage, support and inspire action. We motivate others through our vision, our courage to take risks and our commitment to our goals.

COMMUNICATION. We engage in honest, focused consultation and in the open exchange of ideas to inspire informed decision making, build relationships and foster authentic partnerships.



Saskatchewan's healthy economy in recent years and a renewed appreciation for technical education have significantly increased demand for SIAST programming.

While other post-secondary institutions have struggled with declining enrolment, we have accommodated several consecutive increases. Overall enrolment at SIAST was up 4.4 percent in 2008-09, for instance, the most recent time period for which full data are available. This built on an increase of almost 11 percent the previous year.

Growth has been highest in apprenticeship training, which is expected to show a four percent increase in 2009-10, after double-digit increases for two years running. We have seen a 43 percent increase in apprenticeship activity over the past three years, and we are estimating a five percent increase in apprenticeship programs provincially for 2010-11. Increased interest in apprenticeship training has not come at the expense of certificate and diploma programs, in which enrolment has held steady. As a result, SIAST enrolment now stands at approximately 15,500 FLE or full-load equivalent students.

Our organization has responded enthusiastically, and our employees have been innovative in meeting demand. In some cases, they have accepted extended training days; in others, they have moved off campus and into improvised training spaces. Our students have been similarly accommodating. To be sure, they have gone on record with concerns about the impact on student life and student services, but they have largely accepted the inevitability of the situation.

As noted elsewhere in this report, however, we are now at capacity. Additionally, many of our aging facilities are in need of modernization. We must also continue to invest in contemporary educational and business practices if we are to safeguard the public's investment in the institution.

Competition for resources this year forced us to reduce seats in some programs and to suspend three in order to accommodate growth in other program areas. These reductions were not without pain, but there were legitimate reasons for selecting the programs that were cut back, and our organization stands behind the decisions that were made. Should further reductions be necessary, the rationale will be much more difficult to defend.

We remain optimistic, however, about the prospects for Saskatchewan's economy and for its potential with an appropriately educated workforce. With additional operating and capital allocations, we will gladly respond to further increases in demand.

Key Accomplishments

1.1 MAXIMIZE STUDENT SUCCESS IN LEARNING AND EMPLOYMENT

The Aboriginal Student Success Strategy Committee concluded an eight-month study that engaged 600 stakeholders, both internal and external. The committee recommended 21 actions as part of a five-year, \$5-million plan to enhance Aboriginal student success at SIAST. Priorities for the first year of the Aboriginal Student Achievement Plan (ASAP) include seeking sources of funding for the initiative, and establishing key performance indicators for Aboriginal participation and completion. Committees have been established to further investigate barriers experienced by Basic Education students and English language learners. The ultimate goals of the initiative are to achieve a representative Aboriginal student population in all SIAST programs and to have an Aboriginal student program completion rate that is equivalent to the general student population. SIAST has more Aboriginal students than any other Saskatchewan post-secondary institution, but Aboriginal enrolment is not evenly distributed across the organization. Additionally, completion is lower than for non-Aboriginal students.

SIAST welcomed the first tenants into its family housing complex at SIAST Woodland Campus. The \$6.7 million project is intended to improve program completion by providing quality housing close to the campus for students with family responsibilities. The 34-unit complex received support from municipal, provincial and federal governments, the Prince Albert Grand Council, Northern Lights Development Corporation and Cameco.



Malissa Joseph, SIAST's Aboriginal student recruitment officer, is also a SIAST grad. In 2009-10, SIAST developed a \$5-million plan to enhance Aboriginal student success at SIAST.

STRATEGIC THEME ONE: BUILDING SUCCESSFUL CAREERS

Key Accomplishments

In 2008-09, enrolment at SIAST increased 4.4 percent to 15,476 full-load equivalent (FLE). Apprenticeship enrolment increased 20 percent to 4,257 FLE, contributing to an increase of 43 percent over three years. Base certificate/diploma enrolments remained stable, and continuing education program enrolment increased 10 percent. Basic Education FLE was up 3.8 percent. Participation in certificate/diploma programs is up for all equity groups except persons with disabilities. The number of graduates increased 3.7 percent to 3,770 FLE. (Refer to Statistics section for details.)

A survey of recent grads found that 92 percent were employed after six months; almost 98 percent of respondents rated overall program quality as good to excellent.

SIAST's Basic Education division began gathering benchmark data as part of a project to improve program retention.

Donor support for SIAST's student awards program continues to grow. The total value of student awards provided was approximately \$1.3-million, an increase of 13 percent over the prior year. New awards included the new Crown Investments Corporation Aboriginal Bursary program, valued at \$100,000 per year.

A new violence policy was developed, setting out comprehensive procedures for dealing with a range of scenarios that could affect students and employees.

1.2 EXPAND FACILITIES TO ACCOMMODATE ENROLMENT GROWTH

In Saskatoon, the new 37,000-square-foot SIAST Kelsey Ontario Ave Centre is operating at full capacity, housing 11 paramedics and construction trades programs.

SIAST worked closely with the Saskatoon Public School system on major renovations to Mount Royal Collegiate. The \$17-million project includes accommodations for the new Saskatoon Trades and Skills Centre (STSC) and for the relocation of five programs from SIAST Kelsey Campus. A demonstration day care lab, which will provide a fully functioning learning environment for Early Childhood Education students, was created. SIAST programs and the STSC will occupy about 40 percent of the building, with Saskatoon Public Schools occupying the remaining space.

Despite these expansions and the improvements discussed in section 3.5, significantly more investment is needed to halt facility deterioration and overcrowding. Without added training space, SIAST cannot continue to sustain existing programming. Discussions to secure adequate capital funding from private and/or public sector sources have thus far been unsuccessful. As a result, in order to accommodate growth in expanding program areas, six less successful programs were suspended, and capacity was reduced in several others. The suspensions and capacity reductions eliminated 272 seats and 20 jobs in the affected programs.

Arnold Boldt, dean of Technology, placed ninth in the 2009 UCI Para-cycling World Championships in Bogogno, Italy. Arnold lit the flame and was the first torchbearer of the first-ever Canadian Paralympic Torch Relay. (Photo courtesy of 2010 Vancouver Paralympic Torch Relay.)

Gerry Bonsal, director, SIAST Kelsey Campus, was recently re-elected to the Greater Saskatoon Chamber of Commerce board of directors.

Linda Brose, a faculty member in the Continuing Care Assistant program at SIAST Kelsey Campus, and program head Corinne Slobodian participated in the national conference planning committee of the Canadian Association of Continuing Care Educators. The seventh annual conference was hosted by SIAST and attended by almost 50 educators representing 27 colleges and organizations across Canada.



KUDOS

1.3 RESPOND AGGRESSIVELY TO EVOLVING PROGRAM OPPORTUNITIES

Basic Education personnel at SIAST Wascana Campus have begun developing a program and supports for international English as a Second Language learners in the Business program. The resulting classes may serve as a model for other SIAST programs.

Curriculum for the Saskatchewan Collaborative Bachelor of Science in Nursing program was developed, and the program was approved by the University of Regina Senate. A governance model for program partnership was developed with university counterparts. Applications to the 350-seat program will be accepted starting September 15, 2010, and students will be accepted on a first-qualified, first-admitted basis, with classes beginning in September 2011.

Several programs increased capacity, including Year 2 of the Nursing Education Program of Saskatchewan (NEPS) (74 seats), NEPS Second Degree Entry Option (18), Psychiatric Nursing Year 2 (30), Medical Diagnostics Year 2 (12), Correctional Studies (nine), Graphic Communications (six) and Resource and Environmental Law (10). The Business certificate program was offered in Saskatoon with an intake of 24 students.

Almost 40 assessments were completed through the Internationally Educated Nurses (IEN) Assessment Centre. A proposal for ongoing funding was submitted to the Ministry of Health.

See also 3.4.

1.4 ENGAGE ALUMNI IN ADVANCING THE SUCCESS OF THE ORGANIZATION

The SIAST Alumni Association was established, and an alumni coordinator was hired. Planning commenced for an alumni publication and development of potential alumni programming.

The Banner Advancement information management system was purchased, and planning for implementation began. The system will support donor and alumni initiatives.

1.5 FACILITATE SEAMLESS CAREER TRANSITIONS THROUGH LIFELONG LEARNING

A process for Practical Nursing certificate graduates to upgrade to a diploma credential was established. The Licensed Practical Nursing bridging to NEPS option was implemented with a cohort of eight students. Three Continuing Care Assistant bridging to Practical Nursing courses were also implemented. A course required for bridging to the Combined Laboratory and X-ray Technology diploma credential drew 36 technician grads.

See also 2.1 and 2.6.

Key Accomplishments

2.1 PROVIDE QUALITY LEADERSHIP TO DEVELOP LIFELONG EDUCATIONAL OPPORTUNITIES

The transfer credit and articulation module of Banner, SIAST's information management system, was implemented to provide more consistent and automated transfer credit information and services. It will allow SIAST to more seamlessly interact with Saskatchewan's provincial transfer guide. Additionally, SIAST's Recognition of Prior Learning office implemented a guide to help programs establish transfer credit agreements.

The Basic Education Division assigned two full-time staff to establish the learning hub at SIAST Kelsey Ave W Centre location in Saskatoon. Staff are working collaboratively with community-based organizations to identify and establish training opportunities.

The Perioperative Nursing program signed a three-year agreement with the British Columbia Interior Health Authority to deliver the program in the Okanagan region of B.C.

A contract was negotiated with Marmicmon for the SIAST Practical Nursing program faculty to conduct an assessment of the competency of Practical Nursing program students in Jamaica.

The Practical Nursing program was implemented in Assiniboia in partnership with Southeast Regional College.



Do Duy Quang (left), Huynh Thi Ut Thuy and Nguyen Dang Khoi are among 11 graduates of SIAST's Business diploma who took their program in Vietnam, then came to Canada to pursue a degree through a transfer credit agreement between SIAST and the University of Regina. So far, 193 students have graduated in Vietnam with a SIAST Business diploma. Another 236 are currently registered in the program.

STRATEGIC THEME **TWO**: ADVANCING SOCIAL AND ECONOMIC PROSPERITY

Key Accomplishments

Basic Education Language Instruction for New Canadians expanded off-campus opportunities to develop language skills needed for work and further training. New relationships included private business, four Saskatoon Public Schools, Pioneer Village nursing home in Regina and new training spaces at First Nations University of Canada in Saskatoon.

SIAST is a member of the provincial government's new International Education's Committee, which also includes representation from the Ministry of Advanced Education, Employment and Immigration and Saskatchewan's two universities.

The Recognition of Prior Learning department at SIAST, in partnership with the Mining Industry Human Resource Council (MIHR), began developing prior learning assessment and recognition (PLAR) processes for certifying mine workers in New Brunswick, British Columbia and the Northwest Territories.

The provincial government withdrew work-based training funding for programs slated to begin after October 31, 2010. The province plans to review work-based training, which is valued at \$3.2 million per annum at SIAST.

1.1 BUILD NEW ALLIANCES WITHIN THE PROVINCIAL K-12 EDUCATION SYSTEM, AND LEVERAGE EXISTING ONES, TO FACILITATE THE TRANSITION OF STUDENTS INTO CAREER EDUCATION

Chemical Technology students were engaged to promote their program to high school students. Chemical Technology faculty provided lab safety presentations to approximately 30 high school teachers at a session at SIAST Kelsey Campus.

Biotechnology and Chemical Technology instructors helped Centennial Collegiate, Saskatoon, teachers develop lab exercises and hosted experiments by the high school teachers and their students.

1.2 EXPAND INNOVATIVE BUSINESS AND INDUSTRY PARTNERSHIPS THAT GENERATE NEW ENTREPRENEURIAL APPROACHES TO BUILDING A WORKFORCE ALIGNED WITH MARKET DEMANDS

The Donor and Alumni Relations department introduced a major gifts program, leadership giving program, Growing Futures annual campaign and partner appreciation luncheons. The Business and Industry Dinner series experienced record-breaking attendance with almost 1,300 guests attending the four events. Attendance at networking events for donors and student award recipients also increased.

Innovative clinical practice education opportunities implemented during the year included Nursing Education Program of Saskatchewan clinical practicums in Melfort, Tisdale and Porcupine Plain. Nursing faculty and students took part in an intraprofessional education project at All Nations Healing Hospital in Fort Qu'Appelle.

The Combined Laboratory and X-ray Technology (CLXT) program incorporated the provincial Telehealth system into the delivery of its clinical components to enhance both student learning and the CLXT preceptor network throughout the province.

A SIAST "Skills Passport" program was launched to assess, on behalf of potential Canadian employers, the technical and language skills of potential immigrants in their home countries. In 2009-10, the Skills Passport program conducted 81 English language (54 Ukraine, 27 Philippines) and 80 welding assessments (12 Ukraine, 68 Philippines). During the year, 18 Saskatchewan firms registered with the Skills Passport program. SIAST also signed an agreement with the Saskatchewan Apprenticeship and Trades Certification Commission that will allow immigrants to get advanced standing toward their journey person status based on the Skills Passport assessment.

SIAST, the Association of Canadian Community Colleges (ACCC) and the Canadian International Development Agency (CIDA) extended the Decentralized Management of Skills Training Project contract in Ukraine to the end of 2012. CIDA allocated \$2-million for additional training.

SIAST signed a three-year, \$776,500 agreement to deliver online credit courses to as many as 5,500 Service Canada employees across Canada.

Student Employment Services provided 244 exhibitor booths at four career fairs — one at each SIAST campus. The fairs offer employers an efficient vehicle through which to recruit potential employees.

Barb Robinson, Addictions Counselling program head, represented Canada during the development of the international exam used for formal certification of addictions professionals. She also represented Canada as part of a United Nations project to provide leadership in the certification of First Nations addictions counsellors in Canada.

Ursula Osteneck, Continuing Care Assistant program head at SIAST Woodland Campus, published a photo book depicting lives of the people and places she has visited.

David Ross, Basic Education student, won a SIAST Student Outstanding Citizenship Award.



2.4 FOSTER A SENSE OF SOCIAL RESPONSIBILITY

The welding program at SIAST Palliser Campus helped restore the war memorial at Peacock Collegiate in Moose Jaw.

Dental programs continue to provide services to children from Regina's core area schools and to residents of the Salvation Army William Booth Special Care Home. Students facilitated and promoted oral health with nursing and Continuing Care Assistant programs and with organizations across Saskatchewan.

Early Childhood Education (ECE) staff worked closely with Hopes Home, the first medically fragile early learning facility in Canada, to set up an effective learning environment. ECE students in Regina facilitated "Children's Day in the Park" in partnerships with the ECE directors' association.

The Professional Cooking program took part in a "100-mile menu" challenge in Moose Jaw.

Addictions Counselling program staff and students planned and facilitated drug awareness week activities at SIAST Woodland Campus.

SIAST was the first post-secondary institution in Saskatchewan to offer Project Hero scholarships, which help children of Canadian Forces personnel killed since 2002 while serving overseas on an active mission.

2.5 FURTHER ENHANCE RELATIONSHIPS AND PARTNERSHIPS WITH ABORIGINAL ORGANIZATIONS AND COMMUNITIES

Continuing Education implemented two projects, valued at more than \$100,000 and funded by ACCC and Human Resources and Skills Development Canada:

- Development of Essential Skills tools for Aboriginal people employed, or seeking jobs, in the health industry.
- Provision of consulting services to colleges developing Essential Skills tools for Aboriginal people, immigrants and Francophones.

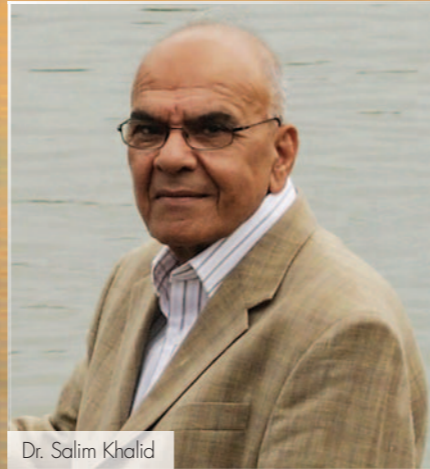
SIAST signed a 10-year memorandum of understanding with Kawacatoose First Nation for the delivery of pre-nursing courses, the Practical Nursing program and the Diabetes Education for Health Care Providers program.

Basic Education continues to collaborate and develop training and partnership opportunities with organizations such as First Nations University of Canada, One Earth Farms, the Saskatchewan Aboriginal Literacy Network, the Federation of Saskatchewan Indian Nations and the Saskatchewan Indian Institute of Technologies in Regina.

SIAST Wascana Campus celebrated its 25th annual cultural awareness celebration with a full program of activities, including a Don Burnstick workshop on healing with humour.

2.6 EXPAND RELATIONSHIPS WITH OTHER POST-SECONDARY INSTITUTIONS TO FACILITATE CAREER LADDERING AND LIFELONG LEARNING

Articulation agreements were negotiated with the University of Regina to provide SIAST Advanced Care Paramedic, CLXT diploma, Cytotechnology and Health Information Management grads with full two-year credit toward a Bachelor of Health Studies (BHS) degree. New articulation agreements with the university allow SIAST Business and Dental Hygiene grads two years of credit toward the relevant degree programs. Early Childhood diploma graduates can apply for two years of credit in the U of R's program.



Dr. Salim Khalid

Key Accomplishments

DEVELOP ADDITIONAL CREATIVE SOLUTIONS TO EXPAND PROGRAM OPTIONS

Development of 16 new courses and 35 course revisions for online learning contributed to an online course complement of more than 200. Enrolment in online and televised courses exceeded 6,400, representing a significant increase over the last three years. Total enrolments in distance learning were more than 13,000. Highlights include:

- The Health Information Management program had 40 distance students and its first distance graduate.
- The Psychiatric Nursing program partnered with Telehealth Saskatchewan and Regina Qu'Appelle Health Region to deliver Year 2 curriculum in North Battleford, Prince Albert and Moose Jaw.

SIAST partnered with the Saskatchewan Apprenticeship and Trades Certification Commission to develop innovative online training materials for Saskatchewan apprentices and trades persons. This project, valued at approximately \$270,000, focused on Trades Mathematics, Industrial Mechanics and Electrician Upgrader.



Chemical Technology students Christina Frayne, left, and Danielle Bader worked in the summer on an applied research project seeking wastewater treatment solutions. Program head Dr. Salim Khalid is the lead researcher on the project, which was awarded \$200,000 in funding by the Natural Sciences and Engineering Research Council of Canada (NSERC).

STRATEGIC THEME **THREE**: LEVERAGING EDUCATIONAL INNOVATION

Key Accomplishments

More than 250 international students were enrolled in SIAST programs, including 41 in Saskatchewan and 210 in programs brokered internationally. More than 100 students graduated from the Business Administration diploma program at Ho Chi Minh University of Industry in Vietnam.

Refresher courses offered via distance delivery to medical laboratory technologists (MLTs) drew 24 students, including 17 internationally educated MLTs. Successful completion enables participants to practise in Canada.

A cooperative education option was developed for Business Marketing students for implementation in 2010-2011.

In partnership with the Business Accountancy program, SIAST's Information Technology Services Division conducted a pilot project to deliver program content via live-streaming video. Instructors in Moose Jaw interacted with 10 students in Saskatoon. Expansion of this delivery method is being considered by other program areas.

Basic Education embarked on pedagogical and andragogical research in assessment instruments, supervision, teaching styles and pedagogic diversity. Results are being disseminated for feedback and strategy development.

The Virtual Campus sponsored 10 Technology Innovation Fund (TIF) faculty projects. TIF projects build faculty capacity in educational technology and speed the adoption of technology use in the classroom. Projects included Digital Objective Structured Clinical Evaluation, which is a head-to-toe assessment developed by the Psychiatric Nursing program and the Computer System Technology program.

3.2 ENHANCE QUALITY-DRIVEN PROGRAMMING

Approximately \$1 million was allocated to fund 40 program development projects.

The Science and Health, and Nursing divisions developed core curriculum for interprofessional education consisting of nine learning outcomes. This curriculum can be adapted to the specific needs of an individual program. The two divisions secured \$10,000 in funding to complete a needs assessment that will investigate how to implement the core interprofessional curriculum. The project will involve 28 programs across three SIAST campuses, including 300 faculty and more than 3,600 students, in the first year of implementation.

The coordinator for the Institute for Nursing Scholarship was appointed in July 2009. The coordinator has assisted and supported faculty in pursuing scholarly work resulting in publications, conference presentations and research initiatives.

The Basic Education Division has been reviewing and establishing new programming criteria for the curriculum developers and writers of grade 12 mathematics curriculum to be implemented in western and northern Canada in 2012.

3.3 GROW SOLUTION-DRIVEN APPLIED RESEARCH

The Natural Sciences and Engineering Research Council of Canada approved a \$200,000 grant application from SIAST's Chemical Technology program to seek wastewater treatment solutions. Dr. Salim Khalid, program head, is the principal researcher on the two-year project. The research is being conducted in partnership with two Saskatchewan businesses – EcoLibra and Ground Effects Environmental Services. Two students have been employed to work on these projects during the summer.

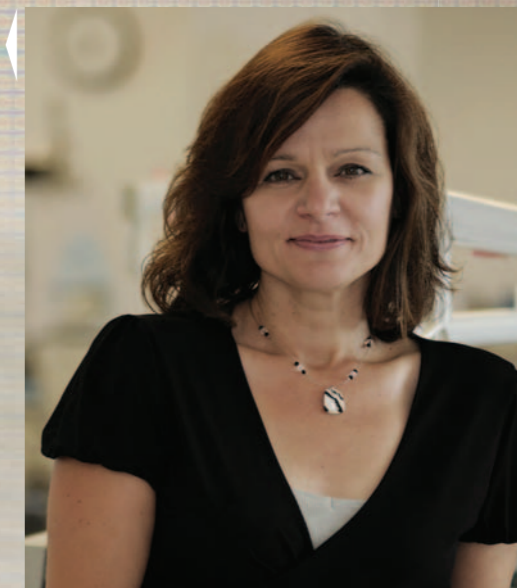
SIAST became eligible in January to apply for Social Sciences and Humanities Research Council (SSHRC) grants.

SIAST continues to build applied research capacity, implementing an independent research ethics board (REB) and developing materials to support ethical research. Additionally, five awards of \$5,000 each were granted to projects that have the potential to lead to larger projects and make an impact on the Saskatchewan economy.

A team from SIAST's Nursing Division and Kwantlen Polytechnic University have been researching the use of simulators versus live patients by internationally educated nurses taking the Objective Structured Clinical Examination.

Liz Constantinides, member of the Dental Hygiene and Dental Assisting faculty, continues to serve on the Commission on Dental Accreditation of Canada.

Joyce Bruce, program head, Primary Care Nurse Practitioner program, was nominated by the Saskatchewan Registered Nurses' Association (SRNA) for the Canadian Nurses Association Order of Merit in Nursing Education. She was also appointed as the SRNA representative for the Canadian Nurse Practitioner Exam Committee and as the grant reviewer for 2010 funding of the Interprofessional Education/Collaborative Practice projects for the Interprofessional Health Collaborative of Saskatchewan.



SIAST
KJDDOS

3.4 EXPAND PROGRAM CREDENTIALING TO FOSTER EMPLOYMENT SUCCESS

In partnership with the property and casualty insurance industry and the Insurance Institute of Canada, SIAST initiated development of a Business Insurance diploma. The potential for a Mining Engineering Technology program was also investigated.

See also 1.3, 1.5, 2.1 and 3.1.

3.5 DESIGN NEW FACILITIES AND REDEVELOP EXISTING SPACE TO PROVIDE CONTEMPORARY LEARNING ENVIRONMENTS, USING TECHNOLOGY TO ENHANCE THE LEARNING EXPERIENCE

SIAST continued efforts on several Knowledge Infrastructure Program projects, which received funding from the provincial and federal governments:

- The SIAST Saskatoon Health Technologies Project (\$8.9 million) includes development of a high-fidelity, interprofessional simulation learning centre in the main building at SIAST Kelsey Campus. The centre will provide near-to-real learning and applied research opportunities to faculty and students in paramedics, nursing degree and continuing care programs. Expansion of classroom, lab and administrative space for nursing programs will also take place. Renovations to the 37,000-square-foot E. A. Davies building on SIAST Kelsey Campus will facilitate relocation of Basic Education programs to accommodate the nursing expansion and to enhance accommodations for Basic Education.
- The SIAST Woodland electrical expansion project (\$2.35 million) is ongoing.
- The SIAST Wascana Parkway expansion for Nursing (\$4.7 million) is ongoing. Part of the building was modified in 2007 and 2008; the remainder of the building will be converted into labs, offices and classrooms.
- The SIAST Wascana plumbing expansion project (\$500,000 was received) was completed, providing training space to meet the demand for plumbing apprentice training required by the Saskatchewan Apprenticeship and Trade Certification Commission.

Small projects were implemented at SIAST Kelsey Campus to recover usable space where possible, converting hallway space into offices, for instance. In addition, the library at SIAST Kelsey Campus was expanded to increase student research capacity and to provide additional test rooms for students requiring special accommodations.

The SIAST Palliser Campus renovation project is nearing completion. Initial funding was \$3.9 million.

At SIAST Wascana Campus, a \$200,000 safe walkway project was undertaken between a parking lot and the main building. A temporary walkway was installed between the main campus building and SIAST Wascana Parkway Centre, with a permanent solution anticipated this fall.

SIAST was the first institution in the world to receive four wireless patient simulators (METImans). The simulators are fully wireless with on-board fluid, pneumatic and electrical systems, operating via laptop computer and web-based software. The simulators are portable and thus can be transported for use at multiple locations.

Key Accomplishments

4.1 DEVELOP A STRATEGICALLY DRIVEN GOVERNANCE MODEL

A working group of senior managers and board members developed a proposal for modernization of The SIAST Act to reflect the current operating environment. Proposed changes were informed by a review of post-secondary legislation across Canada and research into non-profit governance best practices. The proposal was submitted to the provincial government for consideration.

The SIAST board of directors' new Business and Community Development Committee engaged with business leaders at a variety of functions, including the Saskatchewan Chamber of Commerce annual conference and a health region human resources executive meeting. The committee initiated a partnership promotional tour with Southeast and Great Plains regional colleges.

4.2 EMBRACE A CULTURE OF SERVICE EXCELLENCE

A major upgrade of Banner, SIAST's information management system, enabled Enrolment Services to offer online registration for continuing education courses. Registrants can research courses, develop timetables, register for courses and pay by credit card, all online. Online payment of tuition was made available to students for the 2009 fall registration.

Human Resources began a multi-year project to revise the classification system for the Academic Bargaining Unit, completing a significant portion. A review of potential options for the Professional Services Bargaining Unit job evaluation system was also started.

A 27-month project plan for standardized student reporting was formalized. An enterprise data warehouse will be developed to enhance SIAST's planning, enterprise risk management and performance measurement activities. The project contains four staggered stages – applicant reporting, enrolment and leaver reporting, graduate reporting, and enrolment management reporting.

Library Services completed a LibQual survey to learn how to better respond to the needs of students, faculty and staff.



SIAST's Faculty Certificate Program continues to help new instructors develop their teaching skills. Upon completing the program, Joy Dixon, left, of the Chemical Dependency program, says she's inspired to pursue a master's degree. With Joy are (left-right) recent grads Shelley Monson, Kevin Krawec and Diane Fraser.

Key Accomplishments

4.3 BECOME THE EMPLOYER OF CHOICE

SIAST was named one of the top 20 employers in Saskatchewan by Mediacorp Canada Inc. SIAST's strengths include its pension, maternity benefits, vacation time and flexible work arrangements.

The collective agreements for the Academic and Professional Services bargaining units expired June 30, 2009. Negotiations toward new agreements began in September and are ongoing.

Employee training sessions sponsored by Human Resources drew more than 430 registrations, with topics ranging from knowledge transfer to Aboriginal awareness. Professional development highlights also include:

- SIAST's Faculty Certificate Program produced 27 graduates. Several students took advantage of PLAR and transfer credit opportunities.
- The Instructional Leadership Development Centre offered 49 continuing education sessions to approximately 600 SIAST faculty and staff.
- Virtual Campus faculty trainers conducted training sessions and workshops for 1,100 faculty and staff on topics related to educational technology.
- The Office of Applied Research and Innovation offered 13 workshops to increase knowledge about applied research models, research ethics and integrity, as well as to provide internal support for research activities; 123 people participated in these activities.

The review of the current SIAST Employee and Family Assistance Program (EFAP) and recommendations on enhancements to better meet the needs of First Nations and Métis employees are ongoing.

An independent company was contracted to audit SIAST's occupational health and safety environment and to provide recommendations for an action plan. As a result, a director will be hired to develop a SIAST-wide health and safety management system. The Industrial Training and Technology divisions have both advanced the culture of safety. Areas of emphasis include education and record-keeping. Additionally, SIAST retired its 15-seater vans in favour of safer passenger transport.

The Nursing and Science and Health divisions developed a Mastering Mentorship e-learning course for mentors and mentees.

A SIAST code of conduct policy was developed by Human Resources in collaboration with a SIAST-wide advisory group.

4.4 BUILD ENTERPRISE SUSTAINABILITY

Two major gift officers have been hired. Under the direction of the senior major gift officer, the major gifts team will focus on solicitation of gifts valued at \$10,000 and more. Specific projects requiring capital support have been identified by the divisions.

Through the redevelopment of its enterprise risk management (ERM) function, SIAST identified 29 corporate risks, including six high-priority. An ERM director was hired to further develop the new risk monitoring and management approach. The director will focus on cataloguing risk control mechanisms, rolling out ERM at all levels of the organization and integration of ERM into the strategic planning process.

Development of a balanced scorecard approach to performance measures took place under the direction of a steering committee.

Lynda Kushnir Pekrul, associate dean of Nursing, was nominated for the Canadian Nurses Association committee on nominations.



Peter Lapointe, campus director at SIAST Palliser Campus, was recognized by the Moose Jaw High School Athletic Association for 30 years of refereeing basketball at local, provincial and college levels. He also received a long service award for his many contributions to the Moose Jaw Regional Economic Development Authority. Peter has been elected to serve on the newly formed South Central Enterprise Saskatchewan Commission.

Information Technology Services (ITS) negotiated a new campus licensing agreement with Microsoft that will provide reduced software licensing costs across the organization.

A SIAST-wide pandemic preparedness plan was completed and approved. The next and final phase of the project involves business continuation plans in all service and program areas. SIAST implemented infection prevention, tracking and reporting measures during the H1N1 outbreak.

4.5 ENHANCE INTERNAL AND EXTERNAL COMMUNICATIONS

SIAST's Marketing and Communications (M&C) department organized two "open space technology" workshops at which approximately four dozen SIAST employees discussed potential improvements to internal communications within the organization. The workshops built on an earlier survey and on breakout sessions at a program head workshop. Results will contribute to development of internal communications strategies.

4.6 ADVANCE SIAST POSITIONING AND BRANDING

Marketing and Communications implemented its first fall advertising campaign to promote SIAST programs and services to potential SIAST students, complementing an annual spring campaign that promotes programs with fall vacancies. The new fall campaign was intended to raise awareness and was timed to coincide with major career fairs and high school visits planned by Student Recruitment and others.

The campaign included direct mail, outdoor and online advertising and email marketing, reaching across the province and into parts of Alberta and Manitoba and encouraging potential students to register on SIAST's prospect management system. During the campaign's core six-week period, registrations were up 171 percent over the same time period the year previous.

In addition to corporate-funded advertising initiatives, M&C helped develop and managed marketing plans valued at more than \$500,000 on behalf of internal clients.

Marketing and Communications worked with an outside supplier and with two SIAST divisions to develop a microsite design for SIAST program clusters. With support from Information Technology Services and the Virtual Campus, that design is now being implemented for four initial program clusters. The microsites will provide an online destination for cluster-specific advertising, both traditional and emerging media.

Online advertising continues to play an increasingly important role in both SIAST-wide and cluster-specific marketing campaigns. In the fall campaign, for example, Facebook and Google advertising yielded 32.7 million impressions and 8,533 visits to the myChoice microsite.

SIAST participated in the Maclean's magazine second OnCampus Virtual Fair. SIAST's booth drew almost 300 visitors. Almost one-third of visitors were from Ontario, followed by Saskatchewan, British Columbia and Alberta.

The inaugural edition of *go! SIAST Student Award Recipients* was produced. The publication celebrates the successes of SIAST students, and recognizes the individuals and business and industry partners who contribute to that success through their support of student awards.

The Automotive Services Technician program at SIAST Palliser Campus participated in the myRide project, the first of its kind at the campus. Twelve students took their classroom skills and put them to work on a frame-up rebuild of a 1992 Chevrolet C1500 step side, short box truck, in just nine months. The truck will be displayed across the province at various events and raffle tickets will be sold.

SIAST Woodland Campus celebrated the 25th anniversary of the opening of what was then known as the Northern Institute of Technology. The campus hosted many former staff and students, including founding principal Dr. Robert Gervais, at the celebrations which included the opening, augmenting and resealing of a time capsule.

STATISTICS

SIAST FLE Enrolment ¹	2008-09
Program Enrolment	
Basic Education (BE)	1,814
Apprenticeship (App)	4,257
Certificate/Diploma/Degree (C/D)	5,296
Continuing Education (CE) ²	1,418
Total Program Enrolment	12,785
Course Registration Enrolment	
Course Credit (C-CR)	1,895
Non-credit Course (N-CR)	430
Total Course Registration Enrolment	2,325
Future Skills (FS) Enrolment	
Program FLE	191
FS Credit Course FLE	103
FS Non-credit Course FLE	72
Total Future Skills Enrolment	366
Total Enrolment Reported by FLE	15,476
Number of Programs	
	2008-09
Certificate ³	106
Diploma	51
Degree ⁴	2
Apprenticeship	26
Total	185
Number of Graduates⁵	
	2008-09
Certificate	2,818
Diploma	952
Total	3,770

¹ In 2002, SIAST adopted full-load equivalent (FLE) as the standard measure for enrolment reporting. FLE is a method of counting enrolled students by converting all registrations according to predetermined formulas that are inclusive of all types of training activity at SIAST.

² SIAST certificate/diploma programs offered through continuing education. Included in this number are 1,054 FLE enrolled through regional colleges and Dumont Technical Institute.

³ Certificate programs include applied certificates, certificates and advanced certificates.

⁴ Degree programs include the Nursing Education Program of Saskatchewan (NEPS) and the NEPS Second Degree Entry Option program.

⁵ The number of graduates does not include apprentices or NEPS graduates.

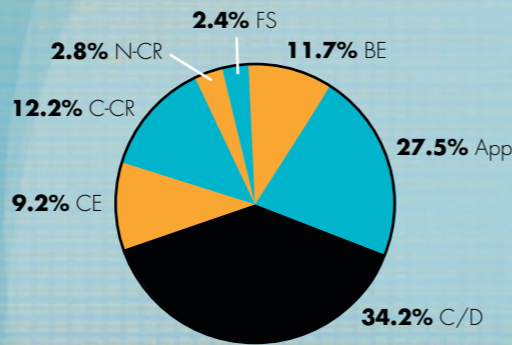
Source: October 15, 2009, Census Extract, SIAST Enrolment Data Mart

SIAST Education Equity Participation 2008-09

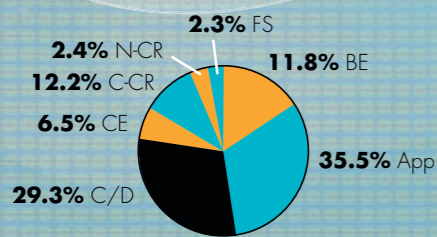
Head Count and % Enrolment

Designated Groups of Students	All Programs		Certificate/Diploma	
	#	%	#	%
	(Certificate/Diploma, Basic Education and Apprenticeship Programs; includes Continuing Education and Future Skills)		(Includes Continuing Education Programs Delivered at Regional Colleges)	
Persons of Aboriginal Ancestry	2,451	17.3%	1,137	16.0%
Persons with Disabilities	712	5.0%	360	5.1%
Persons of Visible Minorities	548	3.9%	200	2.8%
Female Students	6,002	42.5%	4,374	61.4%

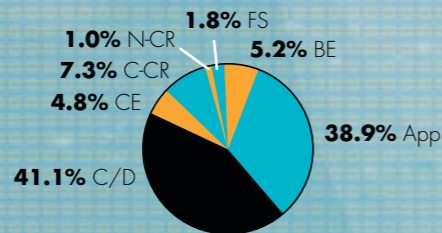
- Basic Education (BE)
- Apprenticeship (App)
- Certificate/Diploma (C/D)
- Continuing Education (CE)
- Credit Course Registrations (C-CR)
- Non-credit Course Registrations (N-CR)
- Future Skills (FS)



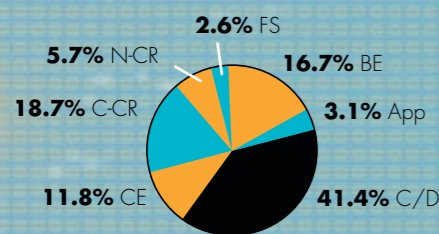
Program Enrolment by FLE 2008-09
SIAST FLE Total 15,476



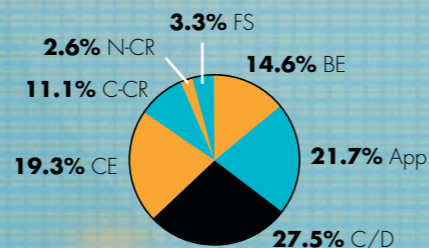
SIAST Kelsey Campus
FLE Total 6,374



SIAST Palliser Campus
FLE Total 3,534



SIAST Wascana Campus
FLE Total 3,176



SIAST Woodland Campus
FLE Total 2,392

SIAST Workforce Statistics

Full-Time Equivalent (FTE) Totals

July 1, 2009, to June 30, 2010, and July 1, 2008, to June 30, 2009

	Academic		Professional Services		Out-of-Scope		Totals	
	2009/10	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10	2008/09
Kelsey	472.18	418.60	163.88	149.37	13.00	13.91	649.06	581.88
Palliser	193.80	183.49	98.76	86.76	12.00	11.51	304.56	281.76
Wascana	261.70	255.51	142.46	132.07	12.05	11.95	416.21	399.53
Woodland	148.91	143.51	89.94	80.50	10.40	10.75	249.25	234.76
Admin. Offices	7.88	6.50	70.51	65.82	47.85	50.35	126.24	122.67
Totals	1,084.47	1,007.61	565.55	514.52	95.30	98.47	1,745.32	1,620.60

(Does not include casual and/or employee service contracts.)

Val Overend, an instructor/facilitator with the Women in Trades and Technology initiative, won the SIAST President's Award of Excellence.

Dr. Khysar Pasha, Chemical Technology instructor, received an Extraordinary in the Ordinary award from the City of Saskatoon for his work welcoming newcomers and promoting multiculturalism.

Kelly Penz, NEPS faculty, completed her doctorate. Kelly was awarded the Quality End of Life Care Research Group Training Award from the QEOL Research Group funded by the Saskatchewan Health Research Foundation; the University of Saskatchewan Student Travel Award from Student Retention, Support and Development, University of Saskatchewan; and the Margaret Inglis Bursary from the College of Nursing, University of Saskatchewan.

Joanne Post, program head of Biotechnology and Veterinary Technology, represents SIAST on the Saskatoon National Biotechnology Week (NBW) planning committee.



KUDOS

Operating environment

Saskatchewan fared well in 2009-10 despite the continued effects of a worldwide recession that reduced demand for the province's natural resources. Population and employment opportunities grew throughout the downturn.

At SIAST, we continue to record enrolment growth. Enrolment was up 16.2% over five years to 15,476 full-load equivalent (FLE) in 2008-09, the most recent year for which full data is available. Growth has been highest in apprenticeship training, which is expected to show a 4.0% increase for 2009-10 after double-digit increases for two years running. SIAST has seen a 43% increase in apprenticeship activity (FLE) over the past three years and is estimating a 5.0% increase in apprenticeship programs provincially for 2010-11.

SIAST must expand at all locations in response to demand and to ensure the province has access to the skilled workforce it needs to capture the economic opportunities before it. However, we have been unsuccessful to date in gaining the level of financial support needed to respond appropriately.

Further, we were unable to attract sufficient funding in the 2010-11 provincial budget to sustain all operations. As a result, in order to accommodate growth in expanding program areas, capacity was reduced in under-performing programs. These program suspensions and capacity reductions eliminated 272 seats and 20 jobs. A number of other cost reduction measures were also implemented.

Our challenge in the planning cycles ahead will be to balance rationalization of programs with cost reductions and revenue-generating initiatives in order to advance strategic initiatives.

Strategic planning/balanced scorecard

SIAST continued to refine and implement a new strategic planning process, introducing activities at the divisional level to align the operating and capital planning process with the organization's strategic plan. Additionally, a steering committee was formed to lead development of a balanced scorecard as a means of tracking key performance measures and indicators related to the organization's strategic plan.

Performance data has been routinely tracked and reported by SIAST for some time. Formalizing an institution-wide accountability framework in a balanced scorecard takes advantage of the acquisition of an enterprise data warehouse and retooling of the enterprise risk management function. It is a logical next step to completion of the long-range strategic visioning exercise.

The steering committee identified performance measures, and these were incorporated into SIAST's 2010-11 operating and capital plan. Next steps include presentation of the balanced scorecard to the board of directors in fall 2010, after which targets will be set and the scorecard will be populated with data.

Financial performance (dollars in thousands)

In fiscal 2010, SIAST experienced a surplus of revenue in excess of expenses of \$3,521.

SIAST entered the year with the expectation of an operating deficit of \$1,300. Consistent with recent years, continued strong demand for continuing education and cost recovery fee payer training and apprenticeship training during the year was a primary driver of the unbudgeted surplus, contributing increased revenue not fully offset by the additional costs of delivery. Adding to this was significant salary savings in a number of divisions, brought about by continuing difficulties with staff recruitment. Despite the potential for substantial fluctuation in these areas, given their impact on SIAST's bottom line in recent years, SIAST has explicitly incorporated these factors into the budget-planning process for 2011.

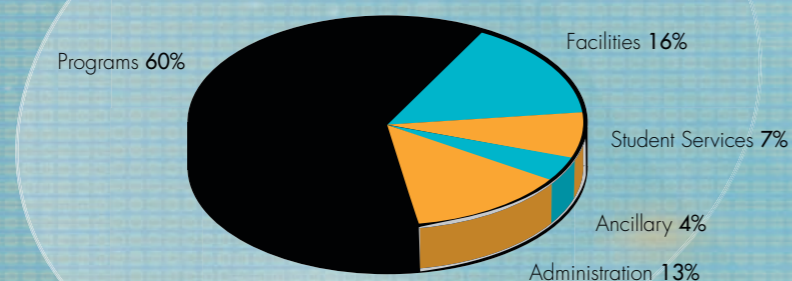
Despite the strong operating surplus in 2010, a significant level of capital expenditures during the year resulted in a draw-down of SIAST's operating net assets balance. A current operating net asset balance of \$3,913 leaves SIAST with a comfortable cushion above minimum requirements of 0.5% of revenue. It is anticipated that this will continue to be drawn down over the next fiscal year due to ongoing facility enhancement requirements.

Highlights: Actual 2010 compared to 2009 (dollars in thousands)

Excess of revenue over expenses for 2010 was \$3,521, an increase of \$2,320 from 2009.

- Grants increased by \$6,619 or 4.8% largely as a result of provincial government increases to the operating and facilities grants in the spring 2009 funding letter. The increases were largely required to fund continuing targeted program expansions, particularly in the Nursing Division, as well as increased accommodation charges. In addition, funding previously recorded as contractual revenue was moved into SIAST's base grant for this year.
- Contractual services revenue decreased by \$2,282 or 7.5% due to funding for a number of activities, such as Technology Enhanced Learning, being moved into the base operating grant this year, as well as to the winding down of work-based skills training due to funding reductions. This was offset to a limited extent by increased continuing education and apprenticeship activity, over the already strong 2009 levels.
- Tuition and fees revenue increased by \$1,612 or 7.0% due to a combination of increased tuition rates, program expansions and higher enrolments in certain programs.
- Sales increased by \$1,091 or 15.4%, driven by increased bookstore sales, resulting from increased student numbers on campus as well as general price increases.
- Amortization of deferred capital contributions increased by \$906 or 23.0%. This is a result of continued spending on capital projects funded by the Ministry of Advanced Education, Employment and Immigration (AEEI).
- Investment income decreased by \$517 or 79.7% as interest rates fell to historic lows.
- Salaries and benefits expenses increased by \$3,372 or 2.5% due mainly to salaries resulting from program expansions and additional apprenticeship and contract fee payer training activity.
- Facilities rental expense increased by \$1,256 or 4.4% due to general rental rate increases and the acquisition of additional training space.
- Amortization expense increased by \$1,006 or 12.8% due to significant spending on new capital projects, largely funded by grants from AEEI.
- Total assets increased by \$517 or 0.4% due to an increase in capital assets, offset by decreases in cash and accounts receivable balances.
- Total liabilities decreased by \$3,026 or 3.2% as deferred revenue balances were drawn down, particularly in regards to funding received for the Saskatoon Trades and Skills Centre.
- Net assets increased by \$3,543 or 14.1% due to the operating surplus in the current year.

Operating Expenses by Function



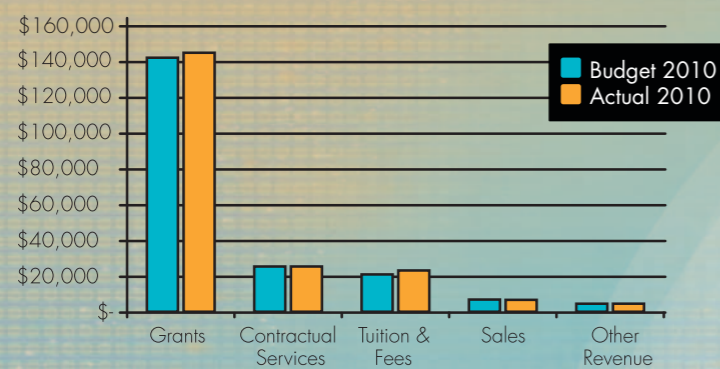
Highlights: Plan 2010 (dollars in thousands)

Excess of revenue over expenses for 2010 was \$3,521 compared to a planned deficit of \$1,300. The main areas of variation from the plan follow:

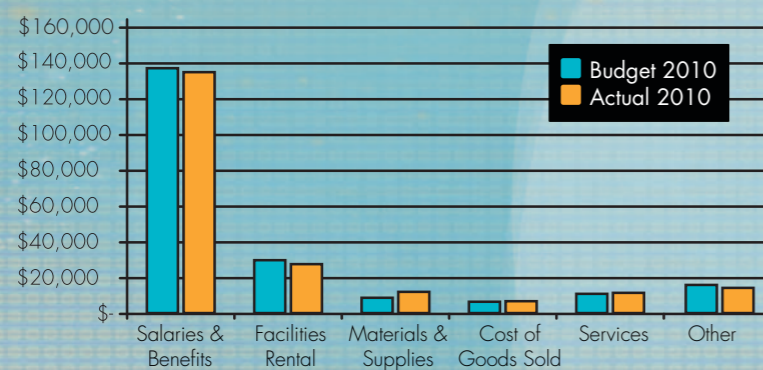
- Grant revenues were in excess of budget by \$1,140 or 0.8%. This is the result of targeted project and expansion funding received in prior years being recognized in the current year.
- Contractual services revenue was over budget by \$256 or 0.9%. Strong demand for apprenticeship and contractual activity was largely offset by reduced revenue from work-based skills training, which was balanced by expenditure reductions.
- Tuition and fees were \$1,215 or 5.2% greater than plan due mainly to greater than anticipated continuing education fee payer activity, primarily in the Community Services Division. This was partially offset by under-enrolments in many core programs.
- Investment income was \$512 or 79.5% below plan as a result of historically low interest rates experienced during the year.
- Salaries and benefits were under plan by \$2,656 or 1.9%. A significant portion of this savings resulted from funding reductions in work-based skills training during the year. The remainder was due to vacancies in a number of divisions throughout SIAST, partially offset by costs related to delivering increasing apprenticeship and contract training.
- Facilities rental costs were \$1,132 or 3.6% below budget as a result of some planned space being occupied later than anticipated, combined with a general rent rebate received from the Ministry of Government Services.
- Services expense exceeded plan by \$1,230 or 10.6% resulting mainly from higher than planned agency fees in Business Development and International Partnerships. This was compounded by a variety of other items, such as increased legal and consulting costs and additional bank charges driven by increased credit card fees.
- Travel and professional development was \$899 or 19.2% less than plan due to a combination of a number of different items. A significant portion of the employee professional development budget was spent on items that incur a taxable benefit; these items are recorded in a separate account under salaries. In addition, travel requirements were generally lower throughout SIAST this year, with the greatest savings coming from continuing education activity and in Business Development and International Partnerships.
- Equipment rental and repairs costs were \$521 or 29.4% less than budgeted, largely due to savings in Information Technology Services resulting from measures undertaken to offset increased software support costs. Further savings were realized in a number of academic divisions as less repair work was required than had been projected.

Management Discussion and Analysis continued

2010: Operating Revenue: Budget vs. Actual



2010: Operating Expenses: Budget vs. Actual



Highlights: Plan 2011 (dollars in thousands)

SIAST faced significant budgetary pressures moving into the 2011 fiscal year. The budgetary deficit of \$1,300 carried over from the previous year was aggravated by additional funding requirements relating to unfunded liabilities, some targeted reductions in grant funding and the impact of ongoing inflationary pressures.

Addressing this deficit required a number of difficult decisions from senior management, including the elimination or reduction of a number of programs, with accompanying staffing reductions. In addition, significant operating and capital restrictions were imposed across all academic and administrative divisions.

SIAST has met the challenge of achieving a projected balanced budget. However, the budgetary reductions required in order to achieve this will leave SIAST with less flexibility to respond to near-term industry needs and vulnerable to revenue or expenditure fluctuations.

A balanced budget is projected for 2011, while a deficit of \$1,300 was projected for 2010. The most significant areas of anticipated change are:

- Fees revenue is anticipated to increase by \$1,227 or 5.2% as a result of an increase in tuition rates combined with a projected increase in continuing education activity.
- Contractual revenues are expected to decrease by \$1,057 or 3.8% due to the elimination of the work-based skills training program, partially offset by increased continuing education training.
- Salaries and benefits are expected to decrease by \$2,781 or 2.0% due mainly to the elimination of the work-based skills training program and other program rationalizations.
- Services expense is expected to increase by \$2,200 or 18.9%, driven largely by anticipated increases in international activity.

Capital spending summary (dollars in thousands)

In 2010, SIAST made purchases of capital assets totaling \$21,429, which were funded via operating funds designated for capital replacement, provincial capital funding and unspent capital funding received in prior years. The majority of the minor capital expenditures were made to replace equipment, technology and books. Major capital expenditures during the year related to significant facilities enhancements and expansions at all SIAST campuses, and to completion of a student housing complex at SIAST Woodland Campus.

Enterprise risk management (ERM)

In 2008 the Office of the Provincial Auditor performed an audit of SIAST's risk management processes. The audit resulted in two recommendations: that SIAST use more comprehensive risk management policies and procedures, and that SIAST's board require that the written risk management reports it receives include analysis of risk and outcomes of risk management.

With the assistance of an external consultant, SIAST made progress in addressing these recommendations. Specifically:

- ERM awareness training was provided to the board of directors and senior managers;
- Risk evaluation criteria were developed;
- SIAST's risk universe was determined;
- Risk scoring sessions were held to rank risks; and,
- An ERM communications strategy was developed.

In addition to these steps, SIAST realized two accomplishments of note. First, SIAST successfully recruited an ERM director to manage the ongoing development and implementation of its ERM program. Secondly, using a structured approach that engaged senior managers, SIAST finalized its corporate risk registry. This registry identifies six high-priority and 23 medium-priority risks within the following categories:

- Sustainability
- Government
- Governance
- People
- Client satisfaction
- Strategic partnerships
- Technology
- Reputation
- Compliance
- Program and service innovation

The next phase of the ERM program is to review and enhance the management of high-priority corporate risks. In addition, SIAST will cascade the ERM program throughout the organization to capture and manage risks at operational levels. SIAST will continue its work on the integration of the ERM program with the strategic visioning and planning processes, as well as with the accountability/performance management framework (via the balanced scorecard).

Key financial results and data (dollars in thousands)

	2009 Actual	2010 Plan	2010 Actual	2011 Plan
Operations				
Excess (deficiency) of revenue over expenses	\$ 1,201	\$ (1,300)	\$ 3,521	\$ -
Grants	137,977	143,456	144,596	142,798
Contractual services	30,326	27,788	28,044	26,731
Tuition and fees	23,054	23,451	24,666	24,678
Sales	7,063	8,333	8,154	9,032
Salaries and benefits	133,495	139,523	136,867	136,742
Facilities rental	28,854	31,242	30,110	31,084
Materials and supplies	6,435	7,023	7,200	6,811
Cost of goods sold	5,763	5,121	5,839	5,523
Services	13,166	11,609	12,839	13,809
Amortization	7,856	8,681	8,862	9,544
Travel and professional development	4,372	4,676	3,777	4,647

Financial Position

Operating net assets	\$ 7,699	\$ 3,548	\$ 3,913	\$ 2,773
Total assets	118,712	98,644	119,229	106,916
Total liabilities	93,540	75,785	90,514	78,201
Net assets	25,172	22,859	28,715	28,715

Certain comparative figures have been reclassified to conform to the current year's financial statement presentation.

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise because they include certain amounts based on estimates and judgments. Management has ensured that the financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements.

Except as described in note 22 of these financial statements, management has ensured that the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal accounting and administrative controls to provide reasonable assurance that the financial information is relevant, reliable and accurate, and that assets are appropriately accounted for and adequately safeguarded.

The board of directors of SIAST is responsible for reviewing and approving the financial statements and, primarily through its audit committee, ensures management fulfills its responsibilities for financial reporting.

The audit committee is appointed by the board and is composed of directors who are not employees of SIAST. The audit committee meets periodically with management and with external auditors to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the external auditors' report, and also considers, for approval by the board, the engagement or reappointment of the external auditors. The audit committee reports its findings to the board for its consideration when approving the financial statements for issuance.

The financial statements have been audited by Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan have full and free access to the audit committee.

Dr. Robert G. McCulloch
President & CEO

Marine Perran
Vice President, Administrative Services

Cheryl McMillan
Associate Vice President, Financial Services

August 11, 2010



Robin Canham and Michael Sainsbury presented at the Canadian Library Association's annual conference.

Chemical Technology students placed first and third in Western Canadian Symposium competition.

Early Childhood Education students in Regina facilitated "Children's Day in the Park" in partnership with the ECE directors' association.

David Francis, academic director, Virtual Campus, chaired the 2010 TLt (Teaching and Learning to the Power of Technology) Conference in Saskatoon. The annual conference is a key professional development event for Saskatchewan university and college faculty, faculty trainers, instructional designers and educational technologists.

Greg Gatin, a Business Human Resource Management student, won the SIAST Palliser Campus Co-op Student of the Year award.

Auditors' Report

AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF SASKATCHEWAN INSTITUTE OF APPLIED SCIENCE AND TECHNOLOGY

TO THE MEMBERS OF THE LEGISLATIVE ASSEMBLY

We have audited the statement of financial position of Saskatchewan Institute of Applied Science and Technology ("SIAS") as at June 30, 2010 and the statements of operations, changes in net assets and of cash flows for the year then ended. SIAS is responsible for preparing these financial statements for Treasury Board's approval. 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 SIAS as at June 30, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants
Saskatoon Saskatchewan
August 11, 2010

Brian Atkinson, FCA
Acting Provincial Auditor
Regina Saskatchewan
August 11, 2010

KUDOS



Sally Crawford, facilities assistant, and *Kelly Nelson*, facilities coordinator at SIAS Wascana Campus, won SIAS Outstanding Citizenship awards.

René Dufour-Contreras, New Media Communications grad, won the SIAS Student Innovation Award.

SIAS, for efforts related to privacy under the direction of institutional secretary *Sylvia Dycer*, received the 2009 Chief Justice E. M. Culliton Right to Know Award for leadership in promoting open and accountable government.

Roslyn Compton, NEPS Second Degree Entry Option faculty, received a Provost Doctoral Entrance Award from the University of Alberta. Roslyn also received the 2010 Summer Program in Aging award from the Canadian Institute of Health Research.

Statement of Financial Position

June 30, 2010, with comparative figures for 2009

(in thousands of dollars)

	2010	2009
Assets		
Current assets:		
Cash and cash equivalents (note 5)	\$ 28,426	\$ 37,404
Accounts receivable (note 6)	16,362	18,845
Inventories (note 7)	1,391	1,714
Prepaid expenses	423	560
	46,602	58,523
Investments (note 8)	1,766	1,683
Capital assets (note 9)	70,861	58,506
	\$ 119,229	\$ 118,712
Liabilities and net assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 11,338	\$ 7,343
Salaries and benefits payable	6,182	6,090
Deferred revenue (note 10)	2,569	2,070
Deferred contributions (note 11)	8,298	6,158
Saskatoon Trades and Skills Centre funding (note 12)	4,442	13,423
Current portion of obligation under capital leases (note 13)	376	168
	33,205	35,252
Obligation under capital leases (note 13)	662	372
Deferred capital contributions (note 14)	10,816	16,635
Unamortized deferred capital contributions (note 15)	45,831	41,281
	90,514	93,540
Net assets:		
Net assets invested in capital assets	23,992	16,685
Net assets restricted for endowment (note 16)	810	788
Operating net assets	3,913	7,699
	28,715	25,172
	\$ 119,229	\$ 118,712

Commitments and contingencies (note 17)
See accompanying notes to financial statements.

On behalf of the board:

Alan H. J. Thomarat – Chair

Gay Patrick – Audit Committee Chair

Statement of Operations

Year ended June 30, 2010, with comparative figures for 2009

(in thousands of dollars)

	2010 Budget	2010 Actual	2009 Actual
Revenue:			
Grants	\$ 143,456	\$ 144,596	\$ 137,977
Contractual services	27,788	28,044	30,326
Tuition and fees	23,451	24,666	23,054
Sales	8,333	8,154	7,063
Amortization of deferred capital contributions	4,883	4,852	3,946
Investment income	644	132	649
Donations	560	859	777
Other income	262	398	135
	209,377	211,701	203,927
Expenses:			
Salaries and benefits	139,523	136,867	133,495
Facilities rental	31,242	30,110	28,854
Services	11,609	12,839	13,166
Materials and supplies	7,023	7,200	6,435
Cost of goods sold	5,121	5,839	5,763
Amortization	8,681	8,862	7,856
Travel and professional development	4,676	3,777	4,372
Equipment rental and repairs	1,772	1,251	1,508
Scholarships and awards	1,030	1,299	1,150
Loss on disposal of capital assets	-	136	127
	210,677	208,180	202,726
Excess (deficiency) of revenue over expenses	\$ (1,300)	\$ 3,521	\$ 1,201

See accompanying notes to financial statements.

Statement of Changes in Net Assets

Year ended June 30, 2010, with comparative figures for 2009

(in thousands of dollars)

	Invested in Capital Assets	Restricted for Endowment	Operating Net Assets	2010 Total	2009 Total
Balance, beginning of year	\$ 16,685	\$ 788	\$ 7,699	\$ 25,172	\$ 24,070
Excess (deficiency) of revenue over expenses	(4,146)	-	7,667	3,521	1,201
Net change to endowment balance	-	22	-	22	(99)
Invested in capital assets	11,453	-	(11,453)	-	-
Balance, end of year	\$ 23,992	\$ 810	\$ 3,913	\$ 28,715	\$ 25,172

See accompanying notes to financial statements.

Sue Mack-Klinger (pictured) and *Bonnie Meier* of the Pharmacy Technician program participated in the Pharmacy Technician Regulation Advisory Working Group, commissioned by the Saskatchewan College of Pharmacists.

Cheryl MacQuarrie, from the Basic Education Division, received the Sarah Staples award. The SIAST Palliser Campus award recognizes professional services employees.

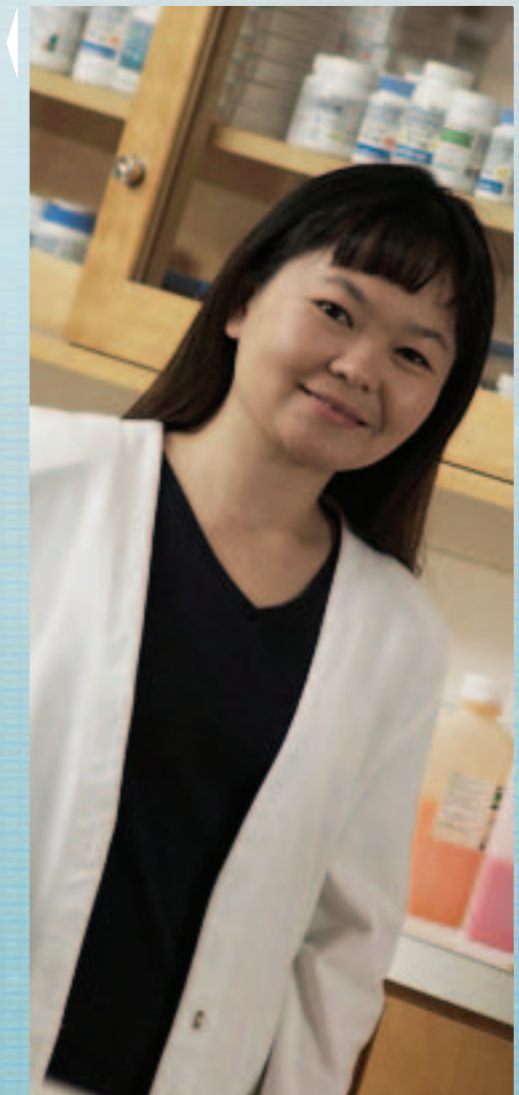
Courtney LeGrand, a Medical Radiologic Technology student, won a SIAST Student Outstanding Citizenship Award.

Jan Lloyd-Vossen, NEPS faculty, received the Ostomy Wound Management Student Author Award.

Deb Markwart, member of the Dental Assisting faculty, continues to serve on the National Dental Assistants Association.

Katarzyna Moyer, NEPS faculty, was appointed to the Canadian Association of Medical-Surgical Nurses Certification Exam.

Linda Rabyj, NEPS faculty, received the Award of Excellence for Professional Leadership from the Registered Psychiatric Nurses of Canada.



KUDOS

Statement of Cash Flows

Year ended June 30, 2010, with comparative figures for 2009

(in thousands of dollars)

	2010	2009
Operating activities:		
Excess of revenue over expenses	\$ 3,521	\$ 1,201
Items not affecting cash:		
Amortization of capital assets	8,862	7,856
Amortization of deferred capital contributions	(4,852)	(3,946)
Change in non-cash working capital (note 19)	688	(12,972)
Loss on disposal of capital assets	136	127
Cash provided by (used in) operating activities	8,355	(7,734)
Investing activities:		
Acquisition of capital assets:		
Externally funded	(9,402)	(17,833)
Internally funded	(12,027)	(6,472)
	(21,429)	(24,305)
Proceeds from sale of capital assets	76	48
Change in investments, net	(83)	274
Cash used in investing activities	(21,436)	(23,983)
Financing activities:		
Capital leases, net	498	112
Deferred capital contributions	3,583	23,058
Endowment contributions, net	22	(99)
Cash provided by financing activities	4,103	23,071
Net decrease in cash and cash equivalents	(8,978)	(8,646)
Cash and cash equivalents, beginning of year	37,404	46,050
Cash and cash equivalents, end of year	\$ 28,426	\$ 37,404

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended June 30, 2010

(in thousands of dollars)

1. Statutory Authority:

Saskatchewan Institute of Applied Science and Technology (SIAST) was established as a public educational corporation by the Legislative Assembly of Saskatchewan under *The Institute Act* and is continued under *The Saskatchewan Institute of Applied Science and Technology Act*.

2. Significant Accounting Policies:

Pursuant to standards established by the Public Sector Accounting Board, SIAST is classified as a government not-for-profit organization. These financial statements have been prepared in accordance with Canadian generally accepted accounting principles applicable to not-for-profit entities and include the following significant policies:

(a) Revenue recognition:

SIAST follows the deferral method of accounting for grants and other contributions. Grants and contributions for expenses of future periods are deferred and recognized as revenue in the year in which the related expense is incurred.

Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Contributions, including the related investment income, to scholarship and other trust funds are deferred and recognized as revenue in the year in which the conditions of the contribution are met.

Endowment contributions are recognized as direct increases in net assets in the year received.

Amounts received for tuition fees, contractual services, and sale of goods and services are recognized as revenue in the year that the goods are delivered or the services are provided.

(b) Cash and cash equivalents:

Cash and cash equivalents include cash and highly liquid securities with original terms to maturity of three months or less when purchased. Cash and cash equivalents are valued based on cost plus accrued income, which approximates fair value.

(c) Inventories:

Inventories consist of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Cost for inventories is calculated using the weighted average cost method. Administrative and program supplies and library periodicals are not inventoried.

Year ended June 30, 2010

(in thousands of dollars)

2. Significant Accounting Policies (continued):

(d) Investments:

Investments consist of a portfolio of bonds, equities, pooled investment funds and cash equivalents measured at fair value. Changes to fair value are recognized as revenue in the statement of operations or allocated to deferred contributions to the extent that external restrictions require income be deferred until used.

(e) Capital assets:

Purchased capital assets are recorded at cost. Donated capital assets are recorded at fair market value upon receipt with an offsetting amount recorded to unamortized deferred capital contributions. Amortization is charged to operations on the straight-line basis over the following estimated useful lives of the assets:

Asset	Period
Buildings	40 years
Computer equipment	3 and 4 years
Furniture	10 years
Industrial and heavy equipment	10 years
Leasehold improvements:	
Ministry of Government Services-owned properties	15 years
Other properties	Lease term
Office equipment, specialized equipment and library	5 years
Vehicles	8 years

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions regarding the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses for the year. Actual amounts may differ from these estimates.

3. Change in Accounting Policies:

(a) Effective July 1, 2009, SIAS has adopted the Canadian Institute of Chartered Accountants (CICA) Handbook Section 1535, *Capital Disclosures*. This standard requires the disclosure of an entity's objectives, policies and processes for the management of its capital, and the existence of any externally imposed capital requirements. This information is presented in note 22 of these financial statements.

Year ended June 30, 2010

(in thousands of dollars)

3. Change in Accounting Policies (continued):

(b) Effective July 1, 2009, SIAS adopted the recent amendments to CICA Handbook Section 4400, *Financial Statement Presentation by Not-for-Profit Organizations*. These amendments allow the option to eliminate the requirement to show net assets invested in capital assets as a separate component of net assets, clarify the requirement for revenue and expenses to be presented on a gross basis when the not-for-profit organization is acting as a principal in a transaction and make Section 1540, *Cash Flow Statements*, applicable for not-for-profit organizations. Adoption of these guidelines had no significant impact on the financial statements for the year ended June 30, 2010.

4. Recent Accounting Policy Developments:

On March 3, 2010, the Accounting Standards Board and the Public Sector Accounting Board (PSAB) concurrently issued Exposure Drafts describing proposed changes to accounting standards for all Canadian not-for-profit organizations.

The PSAB proposes to incorporate into the CICA Public Sector Accounting (PSA) Handbook Sections 4400 to 4470 from the CICA Handbook - Accounting and to direct government not-for-profit organizations to adhere to the standards for not-for-profit organizations in the PSA Handbook. The PSAB is not planning to make substantive changes to these sections at this time. Government not-for-profit organizations would not have the option to adopt International Financial Reporting Standards under this proposal. Implementation of the change is planned for fiscal periods beginning on or after January 1, 2012.

SIAS will continue to apply the existing standards for not-for-profit organizations and will monitor the developments relating to these proposed changes to the not-for-profit accounting framework.

5. Cash and Cash Equivalents:

	2010	2009
Cash	\$ 18,419	\$ 17,396
Cash equivalents	10,007	20,008
	\$ 28,426	\$ 37,404

Cash equivalents consist of highly liquid securities maturing within three months. The weighted average effective interest rate on these securities is 0.39% (2009 - 0.25%).

Included in the cash and cash equivalents balance is \$4,442 (2009 - \$13,423) restricted for the development of the Saskatoon Trades and Skills Centre (note 12).

SIAS has been authorized by the Government of Saskatchewan to establish a line of credit not to exceed \$10,000. Interest is charged on borrowings at the Royal Bank of Canada prime rate less 0.45%. SIAS did not access this line of credit during 2010.

Year ended June 30, 2010

(in thousands of dollars)

6. Accounts Receivable:

	2010	2009
Corporate	\$ 832	\$ 707
Federal government	1,280	1,079
Provincial government - General Revenue Fund	13,447	15,654
Student	172	120
Other	631	1,285
	\$ 16,362	\$ 18,845

7. Inventories:

	2010	2009
Bookstores	\$ 1,239	\$ 1,542
Food services	63	72
Shop and service supplies	89	100
	\$ 1,391	\$ 1,714

The cost of inventory sold recognized as an expense during 2010 was \$5,839 (2009 - \$5,763) and includes inventory write-downs of \$62 (2009 - \$58). There were no reversals of write-downs of inventory made in prior periods. As of June 30, 2010, there was no inventory pledged as security for liabilities.

8. Investments:

Investments consist of a diversified portfolio of mutual funds, individual equities, individual bonds, cash and cash equivalents. The portfolio is funded from endowment and long-term trust fund contributions. The rate of return for the portfolio in 2010 was 3.60% (2009 - negative 9.44%).

	2010	2009
Mutual funds	\$ 693	\$ 663
Equities	557	619
Bonds	398	303
Cash and cash equivalents	118	98
	\$ 1,766	\$ 1,683

Year ended June 30, 2010

(in thousands of dollars)

9. Capital Assets:

	2010		2009	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings	\$ 5,984	\$ 100	\$ 5,884	\$ 4,382
Computer equipment	15,525	11,221	4,304	4,961
Furniture	6,312	3,340	2,972	2,902
Industrial and heavy equipment	30,744	18,231	12,513	12,210
Land	7,006	-	7,006	104
Leasehold improvements	47,894	14,174	33,720	28,915
Office equipment, specialized equipment & library	15,590	12,334	3,256	3,915
Vehicles	4,505	3,299	1,206	1,117
	\$ 133,560	\$ 62,699	\$ 70,861	\$ 58,506

The net book value of assets under capital lease was \$1,096 (2009 - \$586).

10. Deferred Revenue:

	2010	2009
Contractual services	\$ 1,254	\$ 635
Tuition and fees	1,156	1,173
Other	159	262
	\$ 2,569	\$ 2,070

Doug Macyshan (pictured), *Curt Schroeder* and a University of Saskatchewan faculty member organized a recognition event for Regional Centre of Expertise (RCE) Saskatchewan.

Deb Mervold was site coordinator for the Prairie Region Great Teachers Seminar, held by SIAST, Red River College, Assiniboine Community College and University College of the North.

Diane Moore, member of the Dental Hygiene faculty, represents the SIAST Dental Hygiene program on the Saskatchewan Dental Hygienists Association.



KUDOS

Year ended June 30, 2010

(in thousands of dollars)

11. Deferred Contributions:

Deferred contributions represent unspent funds externally restricted for non-capital purposes.

	2010	2009
Deferred contributions received during the year:		
Grants	\$ 7,492	\$ 8,662
Fundraising and donations	911	1,025
Restricted investment income	61	(174)
	8,464	9,513
Transferred (to) from:		
Grant revenue	(4,580)	(6,285)
Donation revenue	(761)	(702)
Investment income	(18)	25
Contractual services revenue	(1,075)	(1,978)
Deferred capital contributions (note 14)	131	56
Endowments (note 16)	(21)	130
	(6,324)	(8,754)
Change in deferred contributions	2,140	759
Deferred contributions, beginning of year	6,158	5,399
Deferred contributions, end of year	\$ 8,298	\$ 6,158

12. Saskatoon Trades and Skills Centre Funding:

SIAST received \$17,000 in 2007 from the Ministry of Advanced Education, Employment and Immigration (AEEI) for development of the Saskatoon Trades and Skills Centre (STSC) at Mount Royal Collegiate. The contribution from AEEI, as well as any investment income earned on the funds, is required to be used for the capital costs of renovating and equipping the facility. SIAST has been designated the managing partner of this project. The facility housing the STSC continues to be owned by Saskatoon Public Schools (SPS) and no amount for the renovation of the building has been included in SIAST's capital asset balance.

The Saskatoon Trades and Skills Centre Inc. was incorporated on February 3, 2009, under *The Non-Profit Corporations Act of Saskatchewan* and manages the operations of the STSC. The corporation's board of directors is comprised of representatives from the following STSC partners: SIAST, SPS, Greater Saskatoon Catholic Schools, Dumont Technical Institute, Saskatchewan Apprenticeship and Trade Certification Commission, Saskatchewan Construction Association, Saskatchewan Indian Institute of Technologies, the Ministry of Education and AEEI.

	2010	2009
Balance, beginning of year	\$ 13,423	\$ 17,693
Restricted investment income	25	341
Transferred to deferred capital contributions (note 14)	(131)	-
Expenditures	(8,875)	(4,611)
Balance, end of year	\$ 4,442	\$ 13,423

Year ended June 30, 2010

(in thousands of dollars)

13. Obligation Under Capital Leases:

	2010	2009
Balance, beginning of year	\$ 540	\$ 428
Repayments during the year	(208)	(167)
Additions during the year	706	279
Total	1,038	540
Less current amount	376	168
Long-term amount	\$ 662	\$ 372

Minimum lease payments under the capital leases, including interest, are as follows:

2011	\$ 402
2012	391
2013	218
2014	137
2015	-
Total minimum lease payments	1,148
Less amount representing future interest	(110)
Net obligation under capital leases	\$ 1,038

Interest rates on the leases range from 4.53% to 11.74%. Interest expensed during the year amounted to \$39 (2009 - \$36).

Susan Thiessen, Veterinary Technology instructor, continues as exam coordinator for the Saskatchewan Association of Veterinary Technology. She is the Western Canadian representative for the Veterinary Technician Testing Committee and for the Canadian Association of Animal Health Technicians and Technologists.

Wendy Treble, Continuing Care Assistant program head at SIAST Wascana Campus, shared innovative dementia strategies at a conference for continuing care assistants.

Brenda Udahl, Dental Assisting and Dental Hygiene program head, was appointed to the Commission on Dental Accreditation of Canada, representing the National Dental Hygiene Certification Board.



Year ended June 30, 2010

(in thousands of dollars)

14. Deferred Capital Contributions:

Deferred capital contributions represent unspent funds externally restricted for the acquisition of capital assets.

	2010	2009
Increase during the year:		
Restricted capital grants	\$ 3,466	\$ 23,114
Fundraising and donations	117	-
Transferred to deferred contributions (note 11)	(131)	(56)
Transferred from Saskatoon Trades and Skills Centre funding (note 12)	131	-
	3,583	23,058
Transferred to unamortized deferred capital contributions (note 15)	(9,402)	(17,833)
Change in deferred capital contributions	(5,819)	5,225
Deferred capital contributions, beginning of year	16,635	11,410
Deferred capital contributions, end of year	\$ 10,816	\$ 16,635

15. Unamortized Deferred Capital Contributions:

Unamortized deferred capital contributions represent the external funding of capital assets that will be recognized as revenue in future periods. Changes in unamortized deferred capital contributions are as follows:

	2010	2009
Transferred from deferred capital contributions (note 14)	\$ 9,402	\$ 17,833
Recognized as revenue	(4,852)	(3,946)
Change in unamortized deferred capital contributions	4,550	13,887
Unamortized deferred capital contributions, beginning of year	41,281	27,394
Unamortized deferred capital contributions, end of year	\$ 45,831	\$ 41,281

Included in the unamortized deferred capital contributions balance is a forgivable loan from the Saskatchewan Housing Corporation (SHC). Pursuant to a project development and operating agreement with SHC entered into on February 5, 2008, SIAST received the sum of \$3,456 for the construction of the SIAST Woodland Campus Affordable Student Housing Project. Provided SIAST continues to operate the project as per the terms of the agreement, the loan bears no interest and will be forgiven according to an accelerating schedule over 15 years. As at June 30, 2010, \$105 (2009 - nil) of the loan had been forgiven.

Year ended June 30, 2010

(in thousands of dollars)

16. Net Assets Restricted for Endowment:

Endowments consist of donations to SIAST where the donor requires SIAST to maintain the principal intact in perpetuity. The investment income generated from the endowed contributions must be used in accordance with the purposes established by the donor.

	2010	2009
Balance, beginning of year	\$ 788	\$ 887
Endowment contributions	1	31
Transferred from (to) deferred contributions (note 11)	21	(130)
Balance, end of year	\$ 810	\$ 788

The rate of return on endowed assets in 2010 was 3.60% (2009 - negative 9.44%). Disbursements from endowments are funded by the investment income earned on endowed funds. Accumulated investment income in excess of disbursements made, if any, is included in deferred contributions.

17. Commitments and Contingencies:

(a) Operating leases:

SIAST has operating lease commitments for facilities and equipment. The majority of the facilities are leased on a continuing basis from the Ministry of Government Services. The equipment is leased from various private companies. A summary of the future minimum operating lease commitments over the next five years is as follows:

	Facilities	Equipment	Total
2011	\$ 30,235	\$ 1,045	\$ 31,280
2012	30,235	71	30,306
2013	30,235	13	30,248
2014	30,235	-	30,235
2015	30,235	-	30,235

Jenna Wilchuck, a three-time Business diploma grad, won a SIAST Student Outstanding Citizenship Award.

Jaelyn Willness, a Welding, Professional Cooking and Integrated Resource Management grad and most recently a Geographic Information Science student, won a SIAST Student Outstanding Citizenship Award.



KUDOS

Year ended June 30, 2010

(in thousands of dollars)

17. Commitments and Contingencies (continued):

(b) Capital projects:

The estimated cost to complete major capital projects in progress at June 30, 2010, is approximately \$13,707 (2009 - \$10,803). Funds received, but not yet expended, for these projects is recorded in deferred capital contributions (note 14).

(c) Outstanding legal claims:

The nature of SIAST's activities are such that there may be litigation pending at any time. SIAST records a liability, on a case-by-case basis, if the expected loss is both probable and can be reasonably estimated.

As at June 30, 2010, a potential liability exists relating to a lawsuit filed on behalf of certain non-permanent employees claiming damages related to their non-participation in the Public Employees Pension Plan. It is the opinion of management that retroactive pension contributions on behalf of some current and former employees will be necessary, however, the amount cannot be reasonably estimated. The expense related to this claim will be reflected in the statement of operations in the period in which the cost becomes reasonably determinable. It is also the opinion of senior management that additional government support will be provided to fund SIAST's cost of a settlement.

As at June 30, 2010, a liability exists as a result of an arbitration awarded to the Saskatchewan Government and General Employees' Union. The arbitration was related to the rights of existing employees when new employees with the same education and experience are hired at a higher rate of pay. An accrued expense of \$131 related to the 21 individual grievors named in the arbitration has been recorded as at June 30, 2010. Any additional employee who may have a claim related to this arbitration from July 1, 2004, to June 30, 2007, will be given an opportunity to have his/her claim reviewed, which may result in expense in addition to the amount accrued. Any additional expense is not reasonably determinable at this time.

(d) Collective bargaining agreements:

SIAST has two collective bargaining agreements with the Saskatchewan Government and General Employees' Union representing 94% of its employees. These agreements expired June 30, 2009. Negotiations toward new agreements are ongoing and settlements may result in retroactive salary and benefit increases.

18. Pension Plans:

SIAST employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are administered by the Ministry of Finance. Employer contributions of \$6,518 (2009 - \$6,218) were expensed during the year. Employer obligations associated with the defined benefits plans, with the exception of the Municipal Employee Pension Plan (MEPP), are the responsibility of the General Revenue Fund of the Government of Saskatchewan. MEPP is a multi-employer defined benefit plan covering approximately 13,300 active members, of which eight are employees of SIAST. The most recent annual actuarial valuation of the plan at December 31, 2008, indicated the plan is fully funded. The actuary does not attribute portions of the surplus to individual employers.

Year ended June 30, 2010

(in thousands of dollars)

19. Change in Non-cash Working Capital:

	2010	2009
Accounts receivable	\$ 2,483	\$ (11,539)
Inventories	323	157
Prepaid expenses	137	(208)
Accounts payable and accrued liabilities	3,995	1,576
Salaries and benefits payable	92	913
Deferred revenue	499	(360)
Deferred contributions	2,140	759
Saskatoon Trades and Skills Centre funding	(8,981)	(4,270)
	\$ 688	\$ (12,972)

20. Related Parties:

These financial statements include transactions with related parties. SIAST is related to all Saskatchewan Crown corporations, ministries, boards and commissions under the common control of the Government of Saskatchewan. SIAST is also related to non-Crown enterprises subject to joint control and significant influence by the Government of Saskatchewan.

During the year, SIAST recognized grant revenue from the Ministry of Advanced Education, Employment and Immigration (AEEI) for operations and rent in the amount of \$144,586 (2009 - \$137,977). Revenue of \$4,581 (2009 - \$3,630) was recognized in the year representing the amortization of deferred capital funding provided by AEEI.

Routine operating transactions with related parties are settled at exchange amounts that approximate prevailing market prices under normal trade terms. Transactions during the year, and amounts outstanding at year end, are as follows:

	2010	2009
Non-grant revenue	\$ 22,115	\$ 24,865
Operating expenses	36,036	35,101
Capital asset additions	7,782	12,973
Accounts receivable	13,417	15,706
Accounts payable and accrued liabilities	4,837	1,938

In addition, SIAST pays provincial sales tax to the Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Other transactions and amounts due to and from related parties are described separately in these financial statements and the notes thereto.

Year ended June 30, 2010

(in thousands of dollars)

21. Expenses by Function:

	2010	2009
Programs	\$ 125,526	\$ 123,980
Facilities	33,351	31,002
Student services	14,443	13,986
Ancillary	8,248	7,645
Administration	26,612	26,113
	\$ 208,180	\$ 202,726

22. Capital Management:

SIAS's capital structure consists of net assets invested in capital assets, endowment funds and operating net assets. SIAS's primary objective in managing its capital is to ensure it has the financial ability to fulfill its mandate of delivering skills training and technical education according to the strategies outlined in its operating and capital plan. To achieve this objective, SIAS has developed policies governing internally restricted and unrestricted net assets, investments and operating and capital budgeting.

SIAS receives a significant portion of its funding from the Government of Saskatchewan and is required by *The Saskatchewan Institute of Applied Science and Technology Act* to annually submit and receive ministerial approval of its business plan and budget. Ministerial approval is also required for borrowing and for the acquisition or sale of real property. During the year, SIAS acquired land to be used for the expansion of SIAS Kelsey Campus in the amount of \$6,902, for which the written approval of the minister has not been obtained. Negotiations are underway for a possible sale of the property to the Ministry of Government Services.

23. Comparative Figures:

Certain June 30, 2009, figures have been reclassified to conform to the current year's financial statement presentation.

KUDOS



The Professional Cooking program at SIAS Palliser Campus took part in the "100-mile menu" challenge in Moose Jaw, preparing food for the Moose Jaw Community 2 event. (Pictured: Megan Messer, student, Professional Cooking program.)

The Psychiatric Nursing program was the recipient of the Registered Psychiatric Nurses Association of Saskatchewan Award for Education Excellence.

Sue Myers, Psychiatric Nursing program head, was acknowledged for her review of the textbook *Psychiatric Nursing for Canadian Practice* (2008). Wendy Austin and Mary Anne Boyd are the authors.

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