

DRIVING ECONOMIC GROWTH

2010 - 2011 ANNUAL REPORT



SIAST

SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

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 15,000 students were enrolled in SIAST programs in the most recent academic year; additionally, the organization drew almost 25,000 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.



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SIAST

SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

www.goSIAST.com

LETTER OF TRANSMITTAL

400 –119 4th Avenue South
Saskatoon SK S7K 5X2

September 30, 2011

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 (SIAS), and in accordance with the provisions of The SIAS Act, I am pleased to submit the annual report and audited financial statements of SIAS for the fiscal year ended June 30, 2011.

Respectfully submitted,
Pamela Schwann, Chair
SIAS Board of Directors

UNDERSTANDING THIS REPORT

Before reading this annual report, it's essential to understand the planning process that precedes it. SIAS uses a three-part planning process that aligns business activities and strategic initiatives with the organization's long-term vision. The foundational element for this process is a 10-year strategic vision that sets out four strategic themes. An annual operating and capital plan (OCP) translates the strategic vision into action, detailing planning assumptions and assigning resources to advance new strategic initiatives and support ongoing activities. Initiatives are organized in the OCP under 18 strategic goals, each of which relates to one of the four themes from the strategic plan:

1. Building successful careers
2. Advancing economic and social prosperity
3. Leveraging educational innovation
4. Leading organizational effectiveness

The third component of SIAS's planning process is an operations forecast, which summarizes key challenges and opportunities for planning purposes.

The first section of this annual report highlights initiatives related to the four strategic themes listed above. The second section provides comparisons of key student, employee and employer data, and the third section reports on financial performance, comparing it to previous and planned results, and providing analysis of variances.

SIAS's planning and reporting approach is based on a balanced scorecard framework that links strategy implementation with organizational goals and initiatives. It allows SIAS to look at its business from four perspectives: clients; internal processes; people, leadership and growth; and enterprise sustainability.

In 2010-11 a balanced scorecard measures team was formed to recommend key performance measures for each of SIAS's strategic goals. The results of the team's work will be presented to the SIAS board of directors for approval at its November 2011 meeting. Finalizing and approving targets for the measures will take place in 2012 and beyond.

Additionally, in 2010-11, SIAS made significant progress toward aligning its enterprise risk management (ERM) approach with its strategic planning process. More information about ERM is included under Management Discussion and Analysis in the Financials section of this report.

For copies of SIAS's strategic plan, OCPs, operations forecasts and previous annual reports, please visit http://www.sias.sk.ca/about/reports_statistics/reports_stats.shtml.

BOARD OF DIRECTORS

2



Pamela L. Schwann, Chair
Craven



Donna L. Birkmaier
Saskatoon



Ralph Boychuk
Prince Albert



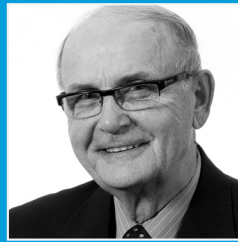
Neil Buechler
Saskatoon



Brenda FitzGerald
Saskatoon



Terry Parker
Regina



Gay Patrick
Regina



Brenda Stevenson
Cowessess First Nation



Brent Waldo
Moose Jaw



Jaelyn Willness
Saskatoon

VISION, MISSION, VALUES

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.

MESSAGE

from the Chair and President & CEO

As Saskatchewan's economy has surged ahead, outperforming many jurisdictions across North America, SIAST has kept pace. The organization has been agile and responsive in providing the province's diverse labour market with the breadth and depth of technical education necessary for economic and social prosperity.

SIAST supplies a diversity of Saskatchewan's economic sectors with graduates who contribute from Day 1. Some of our grads, including technologists, business professionals and tradespeople, work in businesses and industries that directly capture new economic opportunities and attract investment; grads in other fields, including nursing, health care and community services, provide services essential to the quality of life for Saskatchewan people and communities. SIAST grads practise their skills in every aspect of our daily lives and contribute their expertise to every aspect of our province's economic and social prosperity. From mining to municipal infrastructure construction, from biotechnology to brake work and from nursing to licensed daycare workers, they are indispensable to Saskatchewan's continued success.

Additionally, SIAST's consistently high Aboriginal student enrolment and ongoing commitment to Aboriginal student success are important contributors to ensuring this traditionally under-represented population segment is better prepared to participate in the labour market. Recent initiatives designed to increase international student enrolment will also help build Saskatchewan's work force of tomorrow.

SIAST has a very important role to play in securing a prosperous Saskatchewan, by ensuring that our graduates are well prepared to meet the existing and future labour market needs arising from Saskatchewan's recent economic growth.

**SIAST
has a very
important role
to play in securing
a prosperous
Saskatchewan.**

As the demands of our increasingly dynamic economy have accelerated, SIAST has expanded capacity, developed new programs and realigned its program mix to equip both students and employers with the ability to capture new opportunities. Already one of Saskatchewan's largest post-secondary institutions – and one of the largest college-sector institutions in the country – SIAST has increased enrolment by 30 percent over the past four years.

This remarkable level of growth has demanded both ingenuity in resource management and compromise on the part of faculty, staff and students. To successfully respond further – and even to sustain the current level of activity – will require continued creativity and collaboration, along with significant infrastructure investment in SIAST. As detailed elsewhere in this report, the infrastructure situation is especially critical at SIAST Kelsey Campus in Saskatoon, where the vibrant increase in student enrolment has resulted in overcrowding and in moving students into temporary off-campus accommodations. We are very enthusiastic about the opportunity to accommodate the increasing student enrolment and develop new, innovative programs that are responding to key sector needs of Saskatchewan's growing economy by expanding the SIAST Kelsey Campus footprint onto the recently acquired adjacent properties.

With the support of the provincial government, the challenge to continue fuelling economic growth in Saskatchewan is one that SIAST enthusiastically embraces. From front-line personnel to management to the board of directors, SIAST remains committed to ensuring the organization has the capacity to meet the growing demand of our province's economic engines, while delivering programs in an efficient and effective manner that maintains the high standards of quality that make SIAST grads so highly employable.

Pamela L. Schwann
Chair

Dr. Robert G. McCulloch
President & CEO





MAXIMIZE STUDENT SUCCESS



Over four years, SIAST
ENROLMENT INCREASED 30%.

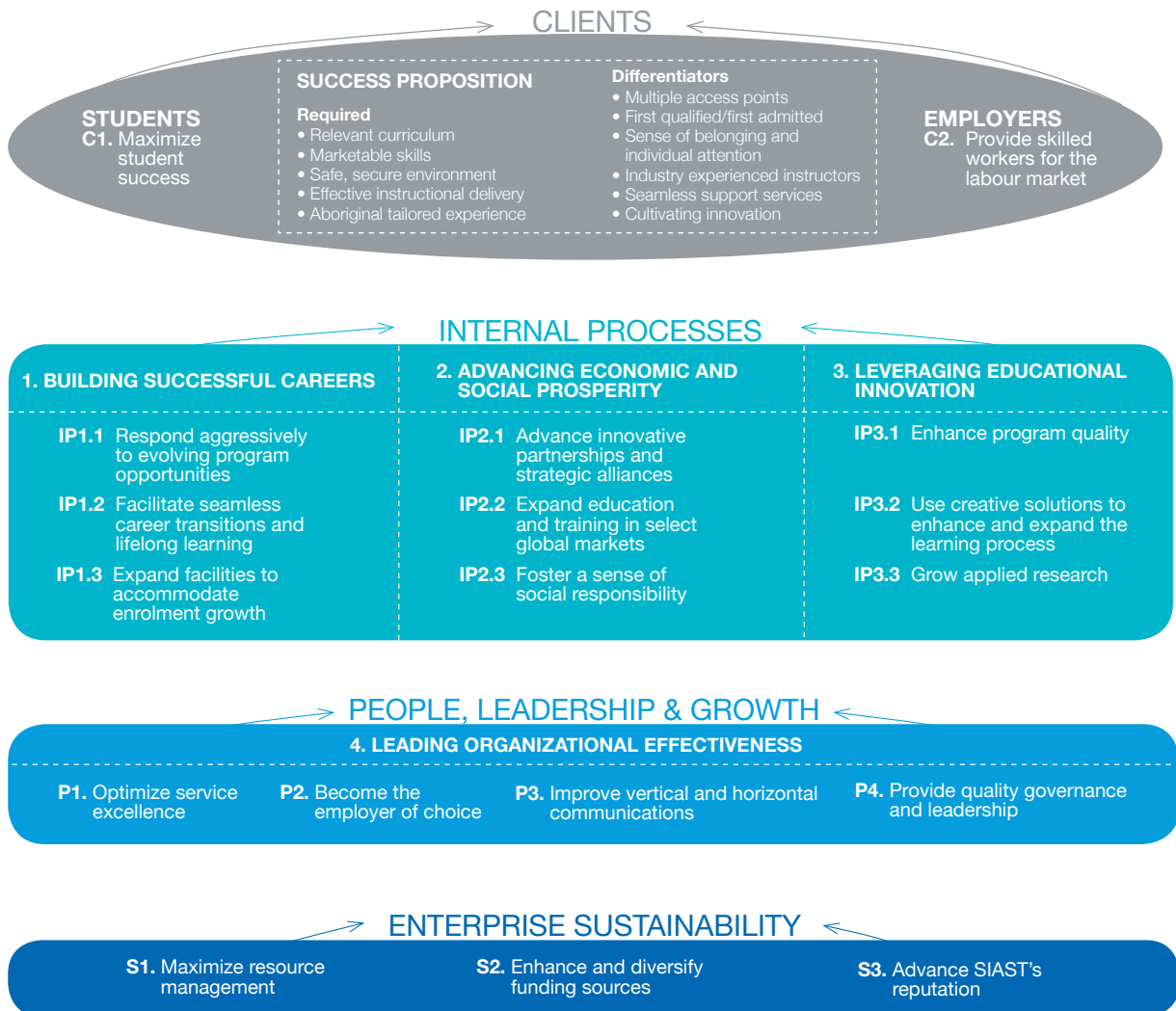
PRIMARY OUTCOMES

Clients: Students and Employers

C1: Maximize Student Success

C2: Provide Skilled Workers for the Labour Market

SIAST continued to post significant enrolment gains over the last several years. Across all campuses, enrolment was up 9.3 percent to almost 17,000 full-load equivalents in 2009-10, the most recent year for which full enrolment statistics are available. Over four years, enrolment was up 30 percent. The greatest growth occurred in apprenticeship training and Basic Education, but all areas showed increased demand. Certificate and diploma programming, which accounts for the largest student segment, was up 5.7 percent over the previous year and 13.9 percent over four years. In 2010-11, enrolment in televised and online courses increased to 8,600, up 34 percent over the previous year and 79 percent over three years. Course enrolments in distance learning exceeded 15,000.



SIAST's enrolment growth is a significant accomplishment. Unfortunately, investment in facilities has not kept pace. As a result, training activity in certain areas, especially in Saskatoon, cannot be sustained, and further growth cannot be accommodated. SIAST faces difficult choices in order to manage the gap between employer and student demand, and institutional capacity (see IP1.3).

Throughout this period of growth, SIAST has maintained its consistently high Aboriginal student enrolment: In 2009-10, 18.2 percent of SIAST students were Aboriginal (at 2,843, SIAST had more Aboriginal students than any Saskatchewan post-secondary institution). Work continued in 2010-11 on the SIAST Aboriginal Student Achievement Plan (ASAP), a five-year, \$5-million plan to enhance Aboriginal student success. In its 2011-12 budget, the provincial government allocated \$600,000 to the initiative. This has allowed SIAST to hire Aboriginal student advisors on three campuses to provide proactive applicant support, summer transition programming and ongoing support and service throughout the year. SIAST also received ASAP funding from Urban Aboriginal Strategy, Credit Union Central and the Saskatchewan Apprenticeship and Trade Certification Commission.

Further supporting Aboriginal student success, a review of Basic Education student barriers was completed, and resulting recommendations will be considered early in the 2011-12 academic year. Also, an applied research project was approved to investigate best practices for incorporating indigenous knowledge (see IP3.3).

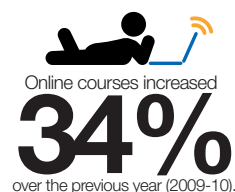


Myrna Yuzicapi, SIAST's special advisor on Aboriginal initiatives, received the Order of Merit from the Government of Saskatchewan.

Across SIAST in 2010-11, divisions undertook initiatives to support SIAST's goal of maximizing student success. The Technology Division, for instance, launched a program to compile and analyze student feedback to help identify program completion barriers. In partnership with the Instructional and Leadership Development Centre, the division held 12 workshops for more than 100 faculty on connecting with students.

For the first time, all new SIAST online students were provided an introductory course to support success in online learning. More than 1,000 students enrolled.

Employers continue to give SIAST grads top marks. A report on an employer survey published in February 2011 showed that 98 percent of employers rated SIAST's ability to prepare grads for employment in the field as good to excellent. The same percentage said they would hire a SIAST grad again. A survey of graduates found that, within six months of completing their studies, 90 percent of grads available for work had found jobs.



KUDOS

Welding instructors **Rick Abdai** and **Bently Weibe**, **Marc Bernier** from the Industrial Training Division and new student advisor **Christine Nemish** received an award for displays at the Opening Doors to Tomorrow Career/Job Fair in Prince Albert.





BUILDING SUCCESSFUL CAREERS

In response to a needs assessment,
SIAS has developed a
MINING PROGRAM
Students will start in September 2012.



INTERNAL PROCESSES

IP1.1 Respond aggressively to evolving program opportunities

- SIAST's Nursing Division and the University of Regina's new Nursing Faculty developed the Saskatchewan Collaborative Bachelor of Science in Nursing (SCBScN) program, which was approved by the Saskatchewan Registered Nurses' Association in February. The program will launch in September 2011 with 200 students at SIAST Wascana Campus in Regina and 150 students at SIAST Kelsey Campus in Saskatoon. Approximately four applications per seat were received.
- SIAST's Business Division and the insurance industry worked together to develop a new diploma program in response to an anticipated shortage of trained and licensed insurance professionals. The first intake will be in September 2011. The division also responded to increased demand by expanding its Business certificate program in Saskatoon. Classes will be held in the afternoons and evenings due to space constraints at SIAST Kelsey Campus.
- In response to a needs assessment conducted for SIAST by an external consulting firm, development of a Mining Engineering Technology program commenced, and a program head was hired. The program will accept students in September 2012.
- The Community Services Division worked with meat producers and retailers to design a modular, cost-recovery training approach to address labour market needs. The division also collaborated with the Ministry of Justice to develop a Victim Services applied certificate program.

IP1.2 Facilitate seamless career transitions and lifelong learning

- SIAST's Community Services Division provided skills upgrading programming to 100 early childhood education workers to help daycare operators meet new provincial requirements.
- With \$350,000 in funding from Industry Canada, SIAST acquired a flight simulator that will be used for Commercial Pilot students and for employee training by aviation companies in Western Canada and the northern mid-west United States.
- SIAST recognized experiential learning in unprecedented numbers. Credit was granted for more than 1,300 courses through the prior learning assessment and recognition process (PLAR), making SIAST a leader in Canada for recognizing experiential learning through PLAR.
- The Community Services Division hosted a conference for continuing care assistants, attended by more than 100 CCAs, at SIAST Kelsey Campus.

KUDOS

A Student Recruitment team led by **Catriona Allen** and **Malissa Joseph** took home the award for most outstanding out-of-province exhibitor at the Brandon Career Symposium.

The Perioperative Nursing team of program head **Eli Ahlquist**, **Lynne Faucher**, **Carole Clark**, **Alicia Oucharek Mattheis**, **Eyeke Howard** and **Heather Plaxton**, and continuing education consultant **Diane Harrison**, with the Saskatoon Health Region, received a Saskatchewan Association of Health Organizations Green Ribbon Award for a nursing education partnership.



Prior learning credit granted for

1,300
COURSES.

IP1.3 Expand facilities to accommodate enrolment growth

- SIAST commissioned a space usage study to assess capital requirements at SIAST Kelsey Campus. A report on the study by Stantec, the engineering firm that performed the assessment, identifies significant overcrowding and potential safety risks at the campus. The firm recommends a \$94-million project to rehabilitate the campus and return off-site training currently taking place in temporary accommodations. The recommendation includes development of two recently acquired parcels of land adjacent to the campus. Without significant capital investment, Stantec suggests that 475 seats will have to be cut to resolve facilities issues in Saskatoon.
- Renovations to the Saskatoon Public Schools' Mount Royal Collegiate were finished to accommodate SIAST Kelsey Ave W Centre. Five certificate and diploma programs serving more than 200 students relocated to the new facility, where SIAST also offers some Basic Education services and operates an early childhood education demonstration lab. The \$21-million project included renovations to the high school and construction of the Saskatoon Trades and Skills Centre, in which SIAST is a partner.
- Four projects were undertaken with funding from the provincial and federal governments under the federal Knowledge Infrastructure Program:
 - **Saskatoon Health Technologies Project:** The \$12.6-million project involves rehabilitation of the E. A. Davies building at SIAST Kelsey Campus to accommodate Basic Education students, thereby releasing space for a high fidelity health simulation learning centre in the main building.
 - **SIAST Wascana Parkway Centre:** The governments provided \$5 million to renovate the second half of the building (25,800 square feet) to accommodate the new SCBScN program.
 - **SIAST Wascana plumbing shop:** Each level of government committed \$250,000 to the 4,500-square-foot retrofitting project. The new shop accommodates 140 apprentices per year.
 - **SIAST Woodland electrical expansion:** A \$2.35-million, 6,500-square-foot addition at the Prince Albert campus facilitated the expansion of Electrician apprentice training to include Level 3.
- To deliver the Commercial Pilot program, SIAST is sharing space with the Saskatchewan Indian Institute of Technologies at a site near the Saskatoon airport. The space unfortunately is not sufficient to house a flight simulator recently acquired with Industry Canada funding (see IP1.2), and this equipment is housed at another airport-area location.
- Despite facilities projects listed above, SIAST continues to face a significant shortage of space suitable for contemporary learning requirements.

KUDOS



Della Anaquod, dean of Basic Education, is chair of the board of governors at the First Nations University of Canada.

Engineering Study:

SIAST Kelsey Campus (Saskatoon) is
SHORT 475 SEATS.



Language Training

Second Language (ESL) instruction that helps
participants develop English language

Success (SIAST Kelsey Campus and SIAST
the English language skill levels (speaking,
standards and support
Participants are those who must meet English
standards for successful study in SIAST post-secondary

Canadian Language Benchmarks (CLBs) are the framework for instruction
levels will focus on CLBs 6 through 9 depending on

undocumented immigrants can contact Counselling Services
for more information.

For more information regarding admission and fees
English for Post-Secondary Success in Saskatoon
education program at SIAST Kelsey Campus.

English for Post-Secondary Success in Regina,
education program at SIAST Wapatoog Campus.

Newcomers to Canada (LINC) (SIAST Kelsey
Campus) LINC is a Citizenship and Immigration
program that helps immigrants develop English
able integration into Canadian society.

based on the Canadian Language Benchmarks
(CLBs 2000 and ESL for Literacy Learners). The



ADVANCING ECONOMIC AND SOCIAL PROSPERITY



Language Instruction for Newcomers to Canada **INCREASES 60%.**

STRATEGIC THEME TWO:

Advancing Economic and Social Prosperity

INTERNAL PROCESSES

IP2.1 Advance innovative partnerships and strategic alliances

- As a service provider to Citizenship and Immigration Canada, SIAST provided 608 seats in its Language Instruction for Newcomers to Canada program, up from 380 the year previous. Under the \$6.2-million contract, classes are offered in the evening and on Saturdays to meet demand. Other language initiatives that support the provincial government's immigration goals include language training for internationally educated health professionals, to be delivered in fall 2011.
- SIAST is providing skills assessment and gap training to welders in Ghana through a \$200,000 contract with Newmont Mining, one of the world's largest gold mining companies. The project uses SIAST's Skills Passport methodology. Almost 400 skills assessments in the Philippines and Ukraine were conducted through the Skills Passport program. Visit <http://www.skills-passport.ca/> or <http://www.siastr.sk.ca/employers/projects.shtml> for additional information.
- The Nursing Division developed a partnership with the British Columbia Interior Health Authority to offer Perioperative Nursing in six B.C. locations. The program introduced a fast-track option for nine students in the Saskatoon Health Region and prepared to expand capacity in Saskatchewan by adding a third intake of 18 students in 2011-12.
- SIAST Palliser and SIAST Wascana campuses hosted many of the 40-plus events in the 2011 Saskatchewan Skills Canada competition. The competition drew 340 competitors and was supported by 160 volunteers.
- SIAST and the Saskatchewan Apprenticeship and Trades Certification Commission collaborated on innovative online training materials for Saskatchewan apprentices in a number of trades, including development of the Electrician Upgrader program for online delivery. The online version drew 24 students in its inaugural year.
- The Recognition of Prior Learning office was contracted by the Alberta Ministry of Adult Education and Technology to lead a series of workshops in which more than 150 Alberta educators participated.
- In response to industry demand, the Geomatics program was modified and reintroduced as Geomatics Engineering Technology. The program had been suspended due to low student demand; industry is supporting intensified student recruitment efforts.
- In partnership with the Fort à la Corne Economic Development Corporation and Cumberland Regional College, SIAST offered the first year of the Natural Resources Technologies (NRT) diploma programs off-campus to a dozen Métis and First Nations students, supported by a retention coach. All students completed the year and are expected to enrol in the second year of an NRT diploma program.

KUDOS

A group of **Architectural and Building Technologies students** helped build a school in Thailand. **Business Marketing students** raised more than \$1,600 to support the project.

Danielle Bader and **Christine Frayne** received SIAST's Student Innovation Award for their work on SIAST projects funded by the Natural Sciences and Engineering Research Council.

Catherine Baerg, Medical Diagnostics clinical coordinator, was a presenter at the Canadian Association of Medical Radiation Technologists Educators' Workshop.

Jim Bahr, Natural Resource Technology instructor, received the Saskatchewan Trappers' Association President's Appreciation Award.

Susan Bain, an administrative assistant with Student Development, received SIAST's Outstanding Service Award at SIAST Woodland Campus.



Joyce Bruce, above, Primary Care Nurse Practitioner program head, was appointed to two-year terms on the eHealth Portal Clinical Focus Group and the Canadian Association of Schools of Nursing Nurse Practitioner Education Task Force.

KUDOS



Commercial Pilot students held a plane-pulling competition that raised more than \$1,200 for a planned children's hospital in Saskatoon.

Liz Constantinides represents the Canadian Dental Association on the Commission on Dental Accreditation Canada.

Margaret Dagenais, a Business Division program planning consultant, successfully defended her PhD dissertation at the University of Regina.

SIAST Wascana Campus Basic Education program head **Dan Danforth** is a member of the BE Redesign Task Team committee.

Braden Davie, Nursing student, received the Saskatchewan Registered Nurses' Association Ruth Hicks Award for Student Leadership.

Weston Dennis, an Architectural and Building Technologies student, won a gold medal at the Skills Canada national competition in Quebec City.

Advanced Care Paramedic student **Tracey Detillieux** helped with the delivery of a twin boy on the side of a highway.



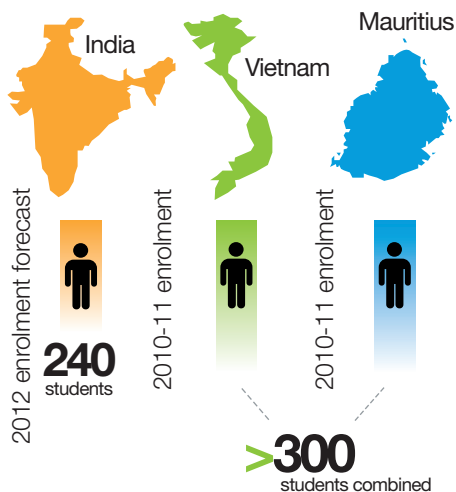
In response to
INDUSTRY DEMAND,
SIAST reintroduced
the Geomatics program.

IP2.2 Expand education and training in select global markets

- As part of an Asian tour by Saskatchewan Premier Brad Wall, SIAST signed an agreement that will see its Business Administration and CAD/CAM diploma programs delivered in India. By Fall 2012, enrolment in the programs is forecast at 240. In 2010-11, more than 300 students in Vietnam and Mauritius were enrolled in SIAST's Business Administration diploma program. Graduates can apply for advanced standing in a degree program at a Canadian institution with which SIAST has the appropriate transfer credit agreement.
- With \$261,500 in funding from the Canadian International Development Agency, 17 recent grads completed five-month internships overseas. Destinations were Jordan, Ukraine, Vietnam, Mauritius and Philippines.

IP2.3 Foster a sense of social responsibility

- SIAST signed the Association of Canadian Community Colleges' Pan Canadian Protocol on Sustainability. SIAST Palliser Campus, the Technology Division and the City of Moose Jaw co-sponsored the first-ever Alternative Energy Forum and Fair, held at SIAST Palliser Campus. SIAST Wascana Campus is working with the Ministry of Government Services on recycling and waste reduction.







LEVERAGING EDUCATIONAL INNOVATION



Development of a new **SASKATCHEWAN COLLABORATIVE Bachelor of Science in Nursing Informatics** course is recognized as unique.

STRATEGIC THEME THREE:

Leveraging Educational Innovation



Netha Dyck, dean of Nursing, completed her doctor of education through the University of Calgary.

INTERNAL PROCESSES

IP3.1 Enhance program quality

- A report on a graduate survey published in October 2010 showed that 99 percent rated program quality as good to excellent. A survey of students found that 89 percent were satisfied with their program overall, and 88 percent would recommend SIAST programs to others.
- **Highlights of program quality developments include:**
 - The Nursing Division's new Occupational Health and Safety Practitioner certificate program was offered, and two new OH&S Practitioner continuing education courses were developed for delivery in 2011-12.
 - Development of a new Saskatchewan Collaborative Bachelor of Science in Nursing infomatics course is recognized as unique in Canada due to the involvement of computer science faculty, Library Services and Nursing.
 - SIAST's Cytotechnology, Medical Laboratory Assistant and Medical Laboratory Technology 2009-10 grads had a pass rate of 100 percent on their national certification exams. The MLA program was the first of its kind accredited in Canada.
 - Electronic Systems Engineering Technology and Electronic Technician programs were evaluated and recognized by the Canadian Forces. Prospective students willing to accept a military service commitment can apply to the Canadian Forces for a subsidy to attend these programs.



Virtual Campus sponsored seven
**TECHNOLOGY
 INNOVATION
 FUND** faculty projects.

IP3.2 Use creative solutions to enhance and expand the learning experience

- The Virtual Campus sponsored seven Technology Innovation Fund (TIF) faculty projects with grants totalling more than \$36,000. TIF projects, which build faculty capacity in educational technology and speed the adoption of technology use in the classroom, ranged from development of a tool for interactive assessment of math skills to evaluation of touch screen monitors in a learning environment.
- SIAST's Basic Education and Nursing divisions paired Adult 12 students with Nursing students to provide both with practical wellness learning opportunities. BE has also increased the number of biology and chemistry classes it offers to help prepare more students for post-secondary programs in nursing and other health-related fields.
- BE acquired a mobile computer lab with 24 netbooks to provide students with computer access in any classroom.
- SIAST's Information Technology Services Division implemented video conferencing capabilities to facilitate delivery of Psychiatric Nursing to 26 students in North Battleford, Yorkton, Moose Jaw and Prince Albert.

IP3.3 Grow applied research

- The Office of Applied Research and Innovation secured four new industrial partners in information technology, water systems and remediation, and alternative energy. The new relationships will lead to collaborative funding proposals for long-term partnerships.
- To further encourage the development of applied research, SIAST increased funding through its Seed Applied Research Program to six grants from five, and from \$5,000 to \$6,000 per grant. SIAST committed \$15,000 to create an applied research release time stipend to facilitate faculty involvement in research projects. In addition, to promote sustainability across SIAST, three grants of \$6,000 are available for applied research projects with a green theme. Applied research projects include effective use of SIAST's early childhood demonstration centre and an investigation into best practices related to incorporating indigenous knowledge and perspectives into the post-secondary environment.

KUDOS

Phyllis Eagle-Boadway, with SIAST's Student Affairs, was named to the City of Moose Jaw's cultural diversity advisory committee.

Sean Engemoen, director of financial planning, represents employers on the Saskatchewan Public Employees Pension Plan board of directors.

Entrepreneurial and Small Business students raised money for Children's Haven, an emergency care provider for children in Prince Albert.

Nursing student **Lina Esmail** received the SIAST Student Outstanding Citizenship Award for SIAST Kelsey Campus.

Marketing and Communications graphic designer **Shannon Ferguson** received a Certificate of Merit through the Saskatchewan 2010 Elevator Awards.

Duane Fleming, Paramedics program head, is on the board of directors of the Society of Prehospital Educators of Canada.

Peter Gattinger and Gavin Osborne of the Business Information Systems program received SIAST's Outstanding Service Award at SIAST Palliser Campus.





LEADING ORGANIZATIONAL EFFECTIVENESS



SIAST was named one of the
**20 BEST EMPLOYERS
in Saskatchewan**
by Media Corp.

STRATEGIC THEME FOUR:

Leading Organizational Effectiveness

PEOPLE, LEADERSHIP AND GROWTH

P1 Optimize service excellence

- A new business analysis service was implemented by Information Technology Services (ITS) to help internal clients identify opportunities to streamline or enhance services through technology.
- Data Centre 2.0, a long-term strategy focused on the implementation and utilization of virtual server technologies, was developed. When fully implemented, this strategy will allow for a consolidation of ITS servers, faster provision of new servers as business needs arise and reduction or elimination of planned maintenance outages.

P2 Become the employer of choice

- SIAST was named one of the 20 best employers in Saskatchewan by Media Corp. Strengths include employee benefits and work-life strategies such as flexible work hours.
- Human Resources developed SIAST 101, an orientation program for new employees. The one-day program sets expectations of excellence for the employees and supports their transition to a new workplace.
- SIAST engaged in 40 days of bargaining, four days of conciliation and four days of mediation with the bargaining committees representing its unionized employees, members of the Saskatchewan Government and General Employees' Union (SGEU). In mid-January, SIAST presented a final offer and asked that employees be given the opportunity to vote on it. As of year-end, almost six months later, contracts were not settled.
- A director of health and safety was hired to develop and implement a health and safety management system within SIAST. As follow-up to the SIAST-wide pandemic preparedness framework developed in 2010, divisions worked on individual pandemic plans. An advisory committee was formed to advise SIAST on the administration and implementation of the pandemic plan. SIAST's approach builds upon health and safety initiatives already in place within the organization.
- Employee training sessions sponsored by Human Resources drew approximately 400 registrations. New sessions focused on communications and coaching. Professional development highlights also include:
 - SIAST's Faculty Certificate Program enrolled 56 faculty members and graduated 23.
 - The Instructional and Leadership Development Centre offered 40 continuing education sessions to approximately 600 SIAST faculty and staff.
 - Virtual Campus faculty trainers conducted training sessions and workshops for 900 faculty and staff on topics related to educational technology.
 - The Office of Applied Research and Innovation offered seven information sessions to increase awareness about research developments across SIAST; 135 faculty and staff attended.

KUDOS

Dr. Hamilton Greenwood, Natural Resource Technologies program head, received the Saskatchewan Wildlife Federation Resource Management Award.



Audrey Hall, above, a continuing education consultant, represents SIAST on an advisory board for a health care academy being established by the Greater Saskatoon Catholic School Board.

David Halstead, a Natural Resources Technologies instructor, published a field guide to the damselflies and dragonflies of Western Canada.

Integrated Resource Management student **Jeff Harder** received the SIAST Student Outstanding Citizenship Award for SIAST Woodland Campus.



Linda Hardy, above, of the Nursing Division received SIAST's Outstanding Service Award at SIAST Wascana Campus.

P3 Improve vertical and horizontal communications

- To better inform students, employees and members of the public about developments in contract negotiations between SIAST and the union representing its employees, a microsite was developed at www.campusupdate.ca, an intranet channel devoted to bargaining updates was implemented and a multimedia advertising campaign was conducted.
- The Financial Services and Technology divisions undertook initiatives to enhance internal communications. Financial Services formed a cross-functional committee with members from all levels in the division to gain additional insight into the group's human resource needs and to generate strategies to enhance the team's performance. The Technology Division held a best practices session for program heads on communications with students, advisory committees and internal stakeholders.
- Informed by focus groups and an employee survey, a SIAST-wide internal communications strategy was developed for implementation in 2011-12.
- A first-ever agreement between SIAST and its three student associations represents a step forward in consolidating relationships and codifying administrative arrangements. The agreement addresses such issues as communications, roles and relationships, provision of space for the associations, and operating principles for a variety of administrative items. The first annual SIAST/student associations summit was subsequently held at SIAST Woodland Campus, and a protocol on information sharing was signed by all parties.

Kandace Hennefert, Nursing faculty, is president of the Saskatchewan Registered Nurses' Association.

Practical Nursing faculty members **Heather Gold** and **Sharon Misfeldt**, program head **Cindy Smith** and **Denise Nelson** of the Virtual Campus received a Canadian Network for Innovation in Education (CNIE) Award of Excellence for a collaborative role-play conducted with Humber College and Northern Lakes College.

P4 Provide quality governance and leadership

- SIAST board members and senior managers participated in workshops and forums designed to establish and support development of SIAST's strategic directions. Sessions reinforced an understanding of leadership roles and responsibilities, including the importance of transparency and accountability.
- With the assistance of an external facilitator, board members and senior managers engaged in a two-day strategic planning session in the fall.
- Several board members and senior managers attended two governance workshops organized by the Ministry of Advanced Education, Employment and Immigration. The board's development plan also included three full-board governance sessions during the year.
- In 2010-11, a balanced scorecard measures team of senior managers was formed to recommend key performance measures for each of SIAST's strategic goals. The full senior management assembly took part in a balanced scorecard workshop in the spring. The results of the BSC measures initiative will be presented to the SIAST board of directors for approval at its November 2011 meeting. Finalizing and approving targets for the measures will take place in 2012 and beyond.
- SIAST adopted the newly released ISO 31000 risk management standards as a framework for enterprise risk management. An ERM steering committee began identifying, analyzing and evaluating risks related to SIAST's strategic goals to ensure these risks are properly managed. The process links with development of a balanced scorecard approach to performance measurement also currently under way.
- Regular division meetings of supervisors and an annual SIAST-wide program heads workshop fostered future leaders and cascaded SIAST's strategic priorities throughout the organization.
- A number of programs underwent capacity reductions or were suspended in order to reallocate resources to areas with greater demand. Programs targeted for capacity reduction were either chronically undersubscribed or faced sustained low employer demand for graduates.
- SIAST faced significant budgetary pressures entering the 2010-11 fiscal year, and a number of measures were taken to identify sufficient resources to achieve a balanced budget while still ensuring priorities were met. Staffing and continuing education revenue budgets were adjusted to better reflect past results, allowing funds to be reallocated elsewhere within the organization. In addition, significant one-time capital spending reductions were imposed. As well, senior management positions received no cost-of-living increases related to the previous year, with budgetary impact in 2010-11.

P5 Enhance and diversify funding sources

- SIAST finalized a plan to increase international student enrolment to 450 students and thereby contribute approximately \$1.5 million in net revenue. The organization secured a commitment of \$350,000 from Moose Jaw City Council toward construction of a \$15-million, 200-bed student residence at SIAST Palliser Campus – the anticipated hub for international students. The residence and specialized English language training are considered crucial to success of the plan. For additional information about SIAST's internationalization concept, visit http://www.siastr.sk.ca/about/reports_statistics/reports_stats. International enrolment at SIAST doubled – without promotion – to 63 in 2010-11; an additional increase is anticipated in 2011-12.
- SIAST introduced paid monthly parking for staff at all locations January 1, 2011. Annual revenue projections for staff parking are \$600,000, with \$300,000 in revenue being realized in the 2010-11 fiscal year. Revenue from parking will be used to sponsor various operating and capital initiatives.
- Paid student parking will be introduced in the fall of 2011, along with paid short-term parking for visitors.
- The value of student awards provided was approximately \$1.4 million, a 10 percent increase over the prior year. The Centennial Merit Scholarship program, through which the provincial government matches private donations, distributed \$670,000 to 280 students, representing increases of 17 percent and 12 percent respectively. SIAST's Business and Industry Dinner series attracted more than 1,200 guests and raised almost \$220,000 for scholarships. Targeted promotion of SIAST student awards resulted in more than 99 percent of available scholarships and bursaries being distributed.
- Development of links with alumni was accelerated through recruitment of an alumni officer, implementation of an advertising campaign targeting alumni and publication of the first annual issue of the magazine *go! Alumni*.
- Advertising and sponsorship revenue increased by 50 percent, and gifts for capital expenditures doubled. Gifts-in-kind quadrupled. The total value of all three categories was \$709,000.
- A sponsorship inventory and valuation was undertaken, as was a capital campaign readiness study.

KUDOS



Cristina Holguin-Pando, above, director of Applied Research, presented at the Association of Canadian Community Colleges Applied Research Symposium in Victoria.


Continuing education consultant **Sharon Hopkins** was named the Saskatchewan Tourism Education Council Educator of the Year.

Samaya Katzman, a Food and Beverage student, won the STEC Ambassador Award.

Signy Klebeck, Nursing faculty, is president-elect of the Saskatchewan Registered Nurses' Association.

Maureen Klenk, Nursing faculty, and a member of the Women's Health Centre at All Nations' Healing Hospital in Fort Qu'Appelle, received the Saskatchewan Registered Nurses' Association Helen Walk Award for Innovation in Nursing.

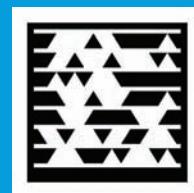
Value of student awards was approximately



\$1.4 MILLION.

P6 Advance SIAST's reputation

- Registrations on SIAST's student recruitment prospect management system, myChoice, more than doubled during the fall marketing campaign compared with the last year when there was no fall campaign; applications were up 35.4 percent during the three-month campaign. Through the year, almost 4,000 prospective students were registered in the prospect management system, an increase of 9.8 percent. More than 29,000 personalized messages were sent to prospective students via myChoice.
- SIAST's annual spring advertising campaign promoted 44 undersubscribed programs through a variety of media including print and online advertising, outdoor, radio, direct mail and social media. Applications for the advertised programs increased by 76% during the campaign period and in the weeks following. Similar results were achieved the previous year; however, this year the campaign generated significantly higher web traffic. The campaign webpage, www.goSIAST.com/choices, was viewed 15,253 times, up 42 percent over the previous year.
- New initiatives included sponsorship of the Rider smartphone application, which positioned SIAST as a technology leader, and which provided the opportunity for related promotions. A SIAST/Rider application, for instance, was used by more than 13,000 Facebook users.
- SIAST surpassed 2,000 Facebook fans during the year. SIAST's social media presence was further developed through an official Twitter presence and development of a YouTube channel at www.youtube.com/SIASTtv. Videos attracted more than 10,000 views during eight months since the first video was posted. QR (quick response) codes in transit ads and in the continuing education calendar helped drive traffic to the channel.
- The PicoCricket workshop, which allows girls to explore computer programming concepts in a non-threatening and fun-filled environment, was offered by SIAST for the first time to a capacity group of nine participants. A new promotional approach was developed for SIAST's Women in Trades Exploration Course, and enrolment tripled over the year previous to 43 women.
- A new electronic newsletter for high school counsellors was developed and distributed monthly during the academic year to ensure counsellors are kept abreast of programs changes, special events and other related information.
- SIAST's Student Recruitment department was involved with regional teachers' conventions in four cities and with annual meetings of career counsellors and technology teachers.

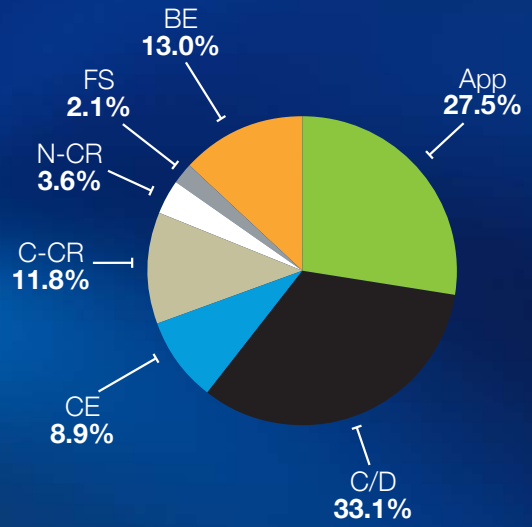


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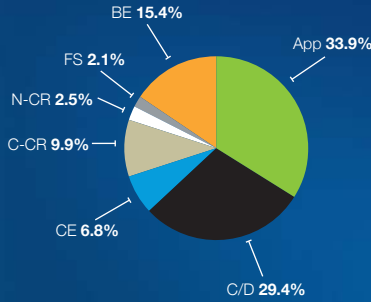
STATISTICS

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

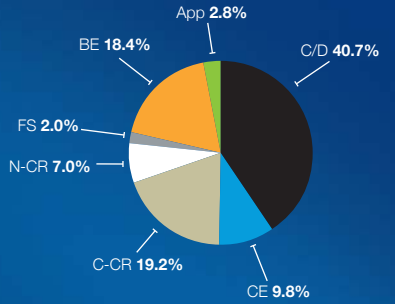
Program Enrolment by FLE* 2009-10
 SIAST FLE Total 16,909



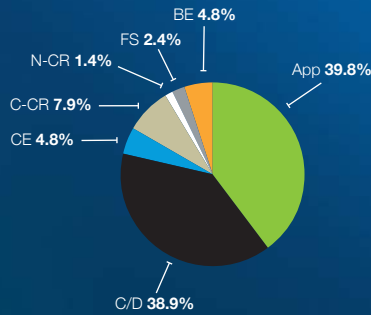
SIAST Kelsey Campus



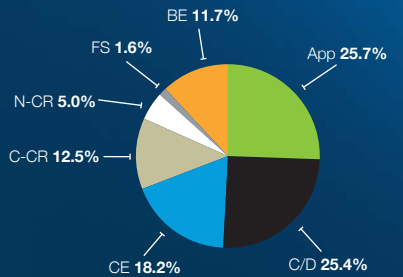
SIAST Wascana Campus



SIAST Palliser Campus



SIAST Woodland Campus



*FLE = full load equivalent

SIAST FLE* Enrolment¹	2009/10	2008/09	2007/08	2006/07	2005/06
Program Enrolment					
Basic Education (BE)	2,203	1,814	1,748	1,150	1,219
Apprenticeship (App)	4,642	4,257	3,547	2,970	2,678
Certificate/Diploma/Degree (C/D)	5,600	5,296	5,310	5,011	4,918
Continuing Education (CE) ²	1,512	1,418	1,287	1,402	1,257
TOTAL PROGRAM ENROLMENT	13,957	12,785	11,892	10,533	10,072
Course Registration Enrolment					
Course Credit (C-CR)	1,993	1,895	1,933	1,743	1,727
Non-Credit Course (N-CR)	610	430	504	514	652
TOTAL COURSE REGISTRATION ENROLMENT	2,603	2,325	2,437	2,257	2,379
Future Skills (FS) Enrolment					
Program FLE	214	191	252	321	212
FS Credit Course FLE	101	103	173	187	249
FS Non-Credit Course FLE	34	72	69	71	101
Total Future Skills Enrolment	349	366	494	579	562
TOTAL ENROLMENT REPORTED BY FLE	16,909	15,476	14,823	13,369	13,013
Number of Programs					
2009/10	2008/09	2007/08	2006/07	2005/06	
Certificate ³	106	106	110	108	112
Diploma	51	51	49	49	52
Degree ⁴	2	2			
Apprenticeship	26	26	28	28	26
TOTAL	185	185	187	185	190
Number of Graduates⁵					
2009/10	2008/09	2007/08	2006/07	2005/06	
Certificate	2,752	2,818	2,869	2,926	2,947
Diploma	916	952	768	788	796
TOTAL	3,668	3,770	3,637	3,714	3,743

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 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

*FLE = full load equivalent

EDUCATION EQUITY PARTICIPANTS

for Academic Year 2009-2010

(Head Count and % Enrolment)

Designated Groups of Students	All Programs*		Certificate/Diploma**	
	#	%	#	%
Persons of Aboriginal Ancestry	2,843	18.2%	1,327	16.9%
Persons with Disabilities	947	6.1%	434	5.5%
Persons of Visible Minorities	642	4.1%	236	3.0%
Female Students	6,833	43.8%	4,878	62.2%

* (Certificate/diploma, Basic Education and apprenticeship programs; includes continuing education and Future Skills)

** (Includes continuing education programs delivered at regional colleges)

Full-Time Equivalent (FTE) Totals

July 1, 2010, to June 30, 2011, and July 1, 2009, to June 30, 2010

As of March 31, 2011

	Academic		Professional Services		Out-of-Scope		Totals	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
SIAST Kelsey	451.35	472.18	149.39	163.88	13	13	613.74	649.06
SIAST Palliser	183.42	193.80	84.33	98.76	10	12	277.75	304.56
SIAST Wascana	277.93	261.70	128.04	142.46	12.8	12.05	418.77	416.21
SIAST Woodland	138.70	148.91	75.37	89.94	11	10.4	225.07	249.25
SIAST Admin. Offices	6.02	7.88	77.63	70.51	48.55	47.85	132.20	126.24
TOTALS	1,057.42	1,084.47	514.76	565.55	95.35	95.3	1,667.53	1,745.32

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

COLLEGE SECTOR COMPARISONS

GRAD EMPLOYMENT 2008-09 (2007-08)

SIAST	90% (92%)
BCIT	87% (87%)
NAIT	95% (96%)
NSCC	87% (86%)
Ontario colleges	85% (89%)
RRC	NA (97%)
SAIT	91% (NA)

SIAST, Ontario and RRC results are six months after graduating. NAIT results are nine months plus. NSCC results are one year following graduation. SIAST, BCIT, NSCC and RRC results are for certificate and diploma grads only.

GRAD SATISFACTION 2008-09 (2007-08)

SIAST	99% (98%) rated program quality as good to excellent
BCIT	95% (96%) satisfied with education
NAIT	94% (92%) satisfaction with educational experience
NSCC	95% (95%) satisfaction with overall experience
Ontario	80% (83%) very satisfied/satisfied
RRC	NA (94%) satisfied with training received
SAIT	90% (92%) satisfied with program

EMPLOYER SATISFACTION 2008-09 (2007-08)

SIAST	98% (96%)
BCIT	NA (NA)
NAIT	97% (97%)
NSCC	NA (NA)
Ontario colleges ..	93% (93%)
RRC	NA (96%)
SAIT	88% (89%)

 **99%**
of grads rated SIAST's program quality as **GOOD to EXCELLENT.**

Colleges used for comparisons

BCIT – British Columbia Institute of Technology
 NAIT – Northern Alberta Institute of Technology
 NSCC – Nova Scotia Community College
 Ontario colleges – results for 24 colleges as published by Colleges Ontario
 RRC – Red River College
 SAIT – Southern Alberta Institute of Technology

Western colleges were chosen for comparisons due to their similarity in size to SIAST. NSCC was chosen due to its similarity in size and provincial mandate. Ontario colleges were chosen due to the extent of data available.

FINANCIALS



Operating environment

As SIAST began its 2011 fiscal year, Saskatchewan was emerging from the effects of a world recession that reduced provincial revenue due to weakened potash sales and reduced royalties. In this environment, SIAST had to make several strategic sustaining budgetary decisions. Base-funded certificate and diploma programming was rationalized by 5.0% in 2011 to cover anticipated operating shortfalls and to help support the 29% enrolment increase that had occurred over the previous four years. Additionally, SIAST set higher vacancy management savings and continuing education revenue targets. Paid parking was implemented for employees, and cost-of-living salary adjustments for senior managers were frozen for a year.

Through the year SIAST continued to focus on provincial government priorities, including increased international student enrolment, affordable tuition, innovation, increases in applied learning and apprenticeship training, Aboriginal student success and immigration. New programs and innovative delivery mechanisms were developed and implemented to meet evolving labour market needs. These needs included sustained strong demand for labour in the construction, oil and gas, mineral and manufacturing sectors.

As the year progressed, the province's economy, already a top performer in Canada, began to recover. Immigration continued to fuel population growth, and job numbers continued to grow. SIAST is faced with an aging infrastructure and an alarming lack of instructional and student space on its campuses. At SIAST, further work took place on campus infrastructure planning, especially at SIAST Kelsey Campus in Saskatoon, where overcrowding impedes SIAST's ability to respond to labour market needs in Saskatchewan's growing economy.

Overcrowding impedes SIAST's ability to respond to labour market needs in Saskatchewan's growing economy.

Strategic planning/balanced scorecard

SIAST uses a comprehensive planning process to enable all employees to visualize the "line of sight" from strategic direction to their everyday work plans. SIAST's planning process involves three key steps: a 10-year strategic plan, an annual operations forecast and an operating and capital plan.

SIAST uses the balanced scorecard approach as a management framework, linking strategy implementation with organizational goals and initiatives. The balanced scorecard framework allows an organization to look at its business from four perspectives: client, enterprise sustainability, internal processes and learning/growth. In support of this approach, a strategy map has been finalized, and 18 strategic goals have been identified.

In 2011 a balanced scorecard measures team was formed to consider and recommend for approval a set of key performance measures for SIAST's strategic goals. Specifically, the team was tasked with:

- Selecting and defining appropriate measures for each of the 18 strategic goals identified in the SIAST strategy map.
- Providing final measurement recommendations.
- Completing measurement profile sheets that include measurement intent, measurement definition, data elements/sources/frequency and measurement responsibility/timelines.
- Facilitating completion of an initial populated scorecard using 2011 data for the November 2011 board of directors meeting.
- Discussing possible targets for measures. Finalizing and approving targets for the measures will be the responsibility of the full balanced scorecard committee and will take place in 2012 and beyond.

KUDOS

Dennis Krupski, Instrumentation Engineering Technology faculty, received a SIAST Palliser Campus Excellence in Teaching Award.

Peter Lapointe, director of SIAST Palliser Campus, and **Todd Johnson**, business manager for the Palliser Students' Association, were named to the City of Moose Jaw's Economic Development Commission.

Ellen Leaman received a SIAST Palliser Campus Sarah Staples Award for Outstanding Service.

Enterprise risk management

The 2011 year saw significant effort to retool SIAST's enterprise risk management (ERM) framework to align with the ISO 31000 risk management standard. This codification of risk management standards by the International Organization for Standardization is based on what had previously been the de facto risk management standard, the AU/NZS 4360:2004. While SIAST had been using the AU/NZS standard for its early ERM work, the decision was made to adopt the ISO standard because of the clarity it brings. The impact of the move to the ISO standard is a streamlined and more user-friendly ERM framework that provides an easily understood process for the identification, analysis and evaluation of risks.

One of the key aspects of the ISO 31000 standard, and hence SIAST's new ERM framework, is that it defines risk as "the effect of uncertainty on objectives." Using the 18 strategic goals on the corporate strategy map, SIAST began the work of reviewing its current corporate risk registry to validate each risk against the strategy map. Work also began on the identification of new risks that would have direct impact on the achievement of these goals.

It has become obvious to SIAST that there needs to be strong linkages among strategic planning, the performance management framework (balanced scorecard) and ERM. These three processes are critical to ensure that SIAST achieves its objectives. To this end, work will continue on integration of these processes into a seamless strategy management system.

Financial performance (in thousands of dollars)

In fiscal 2011, SIAST experienced a surplus of revenue in excess of expenses of \$3,221.

SIAST had planned for a balanced budget for the year, but moving into the 2011 fiscal year SIAST faced two significant unknowns that contributed to an operating surplus. The first was the ongoing collective bargaining negotiations with employees and the potential for job action. While this ultimately did not have a direct impact on 2011 operations, the uncertainty led to significantly less travel and training expenditures occurring.

The second unknown involved the recently acquired land in Saskatoon, adjacent to the SIAST Kelsey Campus main building. When the budget was developed, the purchase was expected to be primarily financed, leading to considerable interest costs in the 2011 year. However, due largely to the prior year's operating surplus, this did not transpire. In addition, costs associated with security and upkeep of the new properties were substantially less than projected, leading to further savings.

Additional factors contributed to the surplus.

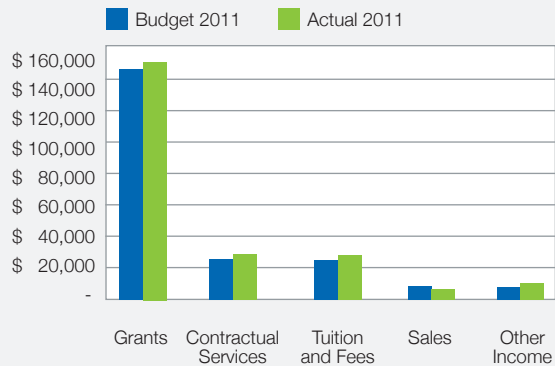
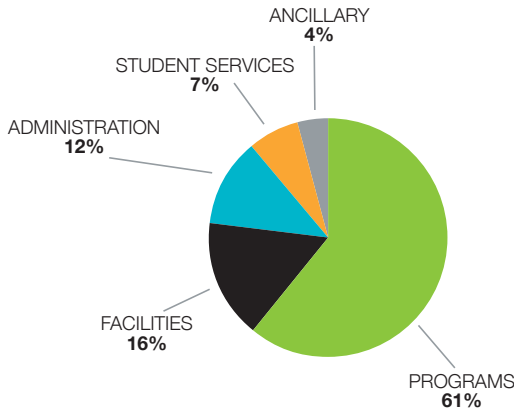
Contractual services revenue, mainly related to trades training and salary savings, played a part again this year, although to a lesser extent than in the past. For 2011, much of the salary savings were attributable to unused special projects funds rather than the broad-based divisional savings of past years. Tuition and other administrative fees were also stronger than anticipated, reflecting increasing demand for core programming, particularly in the Nursing and Industrial divisions.

SIAST's operating net assets balance increased by \$1,696 during the year to \$5,609. This increase was less than the amount of the operating surplus due to additional expenditures on capital. Ongoing capital commitments are expected to lead to further net operating asset draw-downs in the new year.

Nursing student **Melissa Lichtenwald** received the SIAST Student Outstanding Citizenship Award for SIAST Wascana Campus.

The RCE Saskatchewan, part of the Regional Centre of Expertise on Education for Sustainable Development, an initiative of the United Nations University-Institute of Advanced Studies, recognized initiatives by **Michael Lasante**, an Electronics Systems Engineering Technology instructor, **Rod Stutt**, program head of Architectural Technologies, and students.

Sarah Luross, a Level 3 Cook Apprentice student at SIAST Kelsey Campus in Saskatoon, won the Saskatchewan Junior Culinary Challenge.



HIGHLIGHTS:

Actual 2011 compared to 2010

(in thousands of dollars)

Excess of revenue over expenses for 2011 was \$3,221, a decrease of \$300 from 2010.

- Grant revenue increased by \$3,193 or 2.2% due mainly to the accrual of additional revenue to offset accrued collective agreement settlement costs, discussed in more detail below.
- Tuition and fees increased by \$1,203 or 4.9% due to a combination of increased tuition rates and higher enrolments in certain programs in divisions such as Nursing, Industrial and Community Services.
- Investment income increased by \$272 or 206.1% as interest rates moved closer to historic norms.
- Salaries and benefits expense increased by \$5,314 or 3.9% due mainly to an accrual made to recognize anticipated future collective agreement payments related to the 2010 and 2011 fiscal years. Other increases due to severance costs and program expansions were partially offset by the elimination of the Quick Skills program.
- Services expense increased by \$1,407 or 11.0% due largely to new software acquisitions and related contract costs. Other increases were due to increased advertising, cartage costs related to the SIAST Kelsey Campus renovation project and an increase in service costs associated with international contracts.
- Total assets decreased by \$3,523 or 3.0% due mainly to a decrease in cash related to payments made on the Saskatoon Trades and Skills Centre and the Ministry of Government Services' accommodations charges outstanding at last year-end. This was partially offset by increases generated by the operating surplus for the year.
- Total liabilities decreased by \$6,701 or 7.4% as payables balances and deferred revenue balances relating to funding received for the Saskatoon Trades and Skills Centre were drawn down.
- Net assets increased by \$3,178 or 11.1% due to the operating surplus in the current year.

HIGHLIGHTS:

Plan 2011

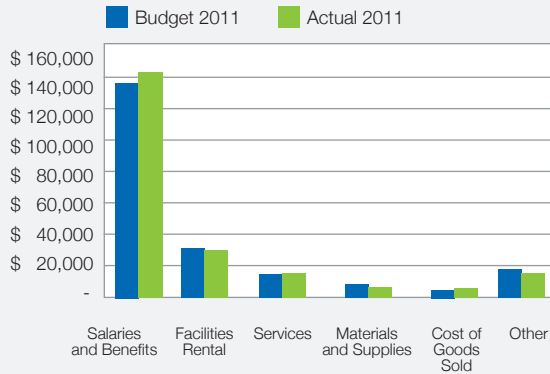
(in thousands of dollars)

Excess of revenue over expenses for 2011 was \$3,221 compared to a planned balanced budget. The main factors contributing to this surplus were reviewed under Financial Performance above. A discussion of the main account-level variances follows:

- Grant revenues were in excess of budget by \$4,991 or 3.5%. This is primarily the result of additional grant revenue accrued to offset a related accrual for estimated collective agreement settlement costs. Additional amounts were due to targeted project and expansion funding received in prior years being recognized in the current year as the related projects progressed.
- Contractual services revenue was over budget by \$1,892 or 7.1% due to continuing strong demand for apprenticeship and contractual activity.
- Tuition and fees were \$1,191 or 4.8% greater than plan due to a combination of greater than anticipated core enrolments, continuing education fee payer activity and student administrative fees.
- Salaries and benefits expense was in excess of budget by \$5,439 or 4.0%. This is mainly due to an accrual made to recognize anticipated future collective agreement payments related to the 2010 and 2011 fiscal years. There were additional salary overages in certain areas due to the costs of delivering increased apprenticeship and other contract training. These overages were partially offset by salary savings in core divisions, primarily due to unspent special projects funds.
- Travel and professional development was \$1,035 or 22.3% less than plan. The majority of the savings resulted from less travel and training across the organization during the year, due largely to uncertainty surrounding the collective bargaining process and potential job action.

2011 OPERATING EXPENSES

Budget vs. Actual



HIGHLIGHTS:

Plan 2012

(in thousands of dollars)

A balanced budget is again projected for 2012.

This will be achieved through a combination of a planned operating surplus of \$1,787 offset by an equivalent capital funding shortfall. Capital budget restrictions imposed on programs in efforts to balance the 2011 budget have made upgrading capital equipment a priority for many divisions, and the allocation of extra resources to capital will help to alleviate these pressures. The combined result of planned operating and capital expenditures is a balanced budget with no net impact on operating net assets.

The most significant areas of anticipated change from the 2011 budget to 2012 are:

- Grant revenue is expected to increase by \$2,295 or 1.6% due to funding increases announced in the March 2011 budget letter.
- Contractual revenue is anticipated to increase by \$1,411 or 5.3% as a result of projected additional contractual and apprenticeship training.
- Salaries and benefits expense is expected to increase by \$4,209 or 3.1% due to a combination of factors. The most prominent of these are offsetting costs for the delivery of the additional apprenticeship training, the impact of employees progressing through their pay bands, out-of-scope compensation increases equivalent to what has been offered to in-scope employees and a number of specific initiatives and enhanced or new programming in areas such as the Aboriginal Student Achievement Plan, Early Childhood Education and Mining Engineering Technology.
- Services expense is expected to decrease by \$2,050 or 14.8% due to ongoing maintenance costs related to the 33rd Street properties being less than previously projected, anticipated decreases in international activity and account coding changes related to the treatment of internal sales.

Capital Spending Summary

(in thousands of dollars)

In 2011, SIAST made purchases of capital assets totaling \$18,777, 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 were related to facilities enhancements and expansions, with the most notable being the Saskatoon Health Technologies Project and the Nursing expansion at SIAST Wascana Campus.

KEY FINANCIAL RESULTS AND DATA

(in thousands of dollars):

	2010 Actual	2011 Plan	2011 Actual	2012 Plan
OPERATIONS				
Excess of revenue over expenses	\$ 3,521	\$ -	\$ 3,221	\$ 1,787
Grants	144,596	142,798	147,789	145,093
Contractual services	28,044	26,731	28,623	28,142
Tuition and fees	24,666	24,678	25,869	25,052
Sales	8,154	9,032	8,312	8,847
Salaries and benefits	136,867	136,742	142,181	140,951
Facilities rental	30,110	31,084	30,553	31,175
Materials and supplies	7,200	6,811	6,424	6,928
Cost of goods sold	5,839	5,523	5,770	5,337
Services	12,839	13,810	14,246	11,760
Amortization	8,862	9,244	9,584	10,060
Travel and professional development	3,777	4,647	3,612	4,356
FINANCIAL POSITION				
Operating net assets	\$ 3,913	\$ 2,773	\$ 5,609	\$ 1,688
Total assets	119,229	106,916	115,706	104,716
Total liabilities	90,514	78,201	83,813	70,660
Net assets	28,715	28,715	31,893	24,056

KUDOS

Kim Mann, CPR/First Aid and Occupational Health and Safety Practitioner program head, was appointed chair of the Industrial Safety Seminar, Saskatchewan Safety Council.

Dave McCullough, instructor, Heavy Equipment and Truck and Transport (HETT) Technician program, was named Coach of the Year by Softball Saskatchewan.

Nursing faculty member **Lynda McLeod** received SIAST's Outstanding Service Award at SIAST Kelsey Campus.

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.

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

Cheryl Schmitz
Acting Vice President, Administrative Services
and Associate Vice President, Financial Services

September 15, 2011

INDEPENDENT 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 accompanying financial statements of Saskatchewan Institute of Applied Science and Technology ("SIAST"), which comprise the statement of financial position as at June 30, 2011, and the statements of operations, changes in net assets, and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

AUDITOR'S RESPONSIBILITY

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the non-consolidated financial statements are free from material misstatement.

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

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

OPINION

In our opinion, these financial statements present fairly, in all material respects, the financial position of SIAST as at June 30, 2011, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants
Saskatoon, Saskatchewan
September 15, 2011

Bonnie Lysyk, MBA, CA
Provincial Auditor
Regina, Saskatchewan
September 15, 2011

STATEMENT OF FINANCIAL POSITION

June 30, 2011, with comparative figures for 2010
(in thousands of dollars)

	2011	2010
Assets		
Current assets:		
Cash and cash equivalents (note 4)	\$ 23,250	\$ 28,426
Accounts receivable (note 5)	5,697	16,362
Inventories (note 6)	1,868	1,391
Prepaid expenses	2,990	423
	33,805	46,602
Investments (note 7)	1,947	1,766
Capital assets (note 8)	79,954	70,861
	\$ 115,706	\$ 119,229
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 5,732	\$ 11,338
Salaries and benefits payable	10,848	6,182
Deferred revenue (note 9)	1,702	2,569
Deferred contributions (note 10)	7,193	8,298
Saskatoon Trades and Skills Centre funding (note 11)	293	4,442
Current portion of obligation under capital leases (note 12)	378	376
	26,146	33,205
Obligation under capital leases (note 12)	314	662
Deferred capital contributions (note 13)	3,608	10,816
Unamortized deferred capital contributions (note 14)	53,745	45,831
	83,813	90,514
Net assets:		
Net assets invested in capital assets	25,517	23,992
Net assets restricted for endowment (note 15)	767	810
Operating net assets	5,609	3,913
	31,893	28,715
	\$ 115,706	\$ 119,229

Commitments and contingencies (note 16)
See accompanying notes to financial statements.

On behalf of the Board:

Pamela L. Schwann
Chair

Gay Patrick
Audit Committee Chair

KUDOS

Jennifer Kramer, Nursing faculty, received second prize in the Canadian Institutes of Health Research/Association of Women's Health and Obstetrical and Neonatal Nursing poster competition.

Grant MacTavish, coordinator of the recognition of prior learning (RPL) office, serves on the board of the Canadian Association of Prior Learning Assessment. Grant was instrumental in drafting the terms of reference for the Pan-Canadian Council on Admissions and Transfer. He co-presented at the Council on Adult and Experiential Learning international conference.

SIAST president and CEO **Dr. Robert G. McCulloch** and **Audrey Neilson**, executive assistant to the vice president, administrative services, were appointed to the University of Regina Senate.

The Nursing Division's North American Mobility Project Team received SIAST's Innovation Award. The team includes **Carrie Allen, Reny Loewen, Sharon Dixon, Robyn Kobussen, Heather Shouse, Bernice Suehwold** and **Frankie Verville**.

STATEMENT OF OPERATIONS

Year ended June 30, 2011, with comparative figures for 2010
(in thousands of dollars)

	2011 Budget	2011 Actual	2010 Actual
Revenue:			
Grants	\$ 142,798	\$ 147,789	\$ 144,596
Contractual services	26,731	28,623	28,044
Tuition and fees	24,678	25,869	24,666
Sales	9,032	8,313	8,154
Amortization of deferred capital contributions	5,859	5,751	4,852
Investment income	289	404	132
Donations	682	936	859
Other income	315	545	398
	210,384	218,230	211,701
Expenses:			
Salaries and benefits	136,742	142,181	136,867
Facilities rental	31,084	30,553	30,110
Services	13,810	14,246	12,839
Materials and supplies	6,811	6,424	7,200
Cost of goods sold	5,523	5,770	5,839
Amortization	9,244	9,585	8,862
Travel and professional development	4,647	3,612	3,777
Equipment rental and repairs	1,556	1,181	1,251
Scholarships and awards	967	1,435	1,299
Loss on disposal of capital assets	-	22	136
	210,384	215,009	208,180
Excess of revenue over expenses	\$ -	\$ 3,221	\$ 3,521

See accompanying notes to financial statements.

KUDOS

Twenty-five **Nursing faculty members**, family members and pets raised more than \$3,000 for breast cancer research in the CIBC Run for the Cure. Nursing faculty members and friends raised more than \$1,000 for ovarian cancer in the first Regina Winners' Walk of Hope.

Robert O'Neil, program head of Library Services at SIAST Woodland Campus, received SIAST's President's Award of Excellence.

Marguerite O'Reilly received a SIAST Palliser Campus Sarah Staples Award for Outstanding Service.

STATEMENT OF CHANGES IN NET ASSETS

Year ended June 30, 2011, with comparative figures for 2010
(in thousands of dollars)

	Invested in Capital Assets	Restricted for Endowment	Operating Net Assets	2011 Total	2010 Total
Balance, beginning of year	\$ 23,992	\$ 810	\$ 3,913	\$ 28,715	\$ 25,172
Excess (deficiency) of revenue over expenses	(3,856)	-	7,077	3,221	3,521
Net change to endowment balance	-	(43)	-	(43)	22
Invested in capital assets	5,381	-	(5,381)	-	-
Balance, end of year	\$ 25,517	\$ 767	\$ 5,609	\$ 31,893	\$ 28,715

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended June 30, 2011, with comparative figures for 2010
(in thousands of dollars)

	2011	2010
Operating activities:		
Excess of revenue over expenses	\$ 3,221	\$ 3,521
Items not affecting cash:		
Amortization of capital assets	9,585	8,862
Amortization of deferred capital contributions	(5,751)	(4,852)
Change in non-cash working capital (note 18)	560	688
Loss on disposal of capital assets	22	136
Cash provided by operating activities	7,637	8,355
Investing activities:		
Acquisition of capital assets:		
Externally funded	(13,665)	(9,402)
Internally funded	(5,112)	(12,027)
	(18,777)	(21,429)
Proceeds from sale of capital assets	77	76
Increase in investments	(181)	(83)
Cash used in investing activities	(18,881)	(21,436)
Financing activities:		
New capital leases	-	706
Repayments of capital leases	(346)	(208)
Deferred capital contributions	6,457	3,583
Endowment contributions, net	(43)	22
Cash provided by financing activities	6,068	4,103
Net decrease in cash and cash equivalents	(5,176)	(8,978)
Cash and cash equivalents, beginning of year	28,426	37,404
Cash and cash equivalents, end of year	\$ 23,250	\$ 28,426

See accompanying notes to financial statements.

KUDOS

Gavin Osborne, Business Information Systems faculty, received a SIAST Palliser Campus Excellence in Teaching Award.

Ursula Osteneck, Continuing Care Assistant program head, completed her doctoral studies in education.

Dr. Joanne Post, Biotechnology and Veterinary Technology program head, is a member of the Saskatoon Chamber of Commerce Science City Committee.

Madeline Press, Nursing faculty, received the Lownsbrough Memorial Scholarship in Education Educational Administration Graduate Scholarship.

Groups of **Professional Cooking students** prepared a free lunch to be served at the Regina and District Food Bank in honour of World Food Day and helped raise funds for Canada's Olympic athletes by assisting competing chefs participating in the Gold Medal Plates competition in Saskatoon.

Greg Riel, Basic Critical Care Nursing and Nursing Re-entry program head, was elected president of the Saskatchewan Public Health Association.

Kelly-Anne Riess, intranet editor, received the University of Saskatchewan Outstanding Young Alumni Award for 2010.

Year ended June 30, 2011
(in thousands of dollars)

1. Statutory Authority:

Saskatchewan Institute of Applied Science and Technology (SIASST) 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, SIASST 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:

SIASST 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.

(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.

Year ended June 30, 2011
(in thousands of dollars)

3. Recent Accounting Policy Development:

During the year, the Accounting Standards Board and the Public Sector Accounting Board (PSAB) finalized new accounting standards for Canadian not-for-profit organizations. Government not-for-profit organizations have been directed to follow the accounting standards in the Canadian Institute of Chartered Accountants (CICA) Public Sector Accounting (PSA) Handbook.

The PSAB has incorporated into the PSA Handbook Sections 4400 to 4470 from the CICA Handbook – Accounting as Sections PS 4200 to PS 4270. Government not-for-profit organizations have been given the choice to either adhere to the standards for not-for-profit organizations in the PSA Handbook (the PSA Handbook with Sections PS 4200 to PS 4270) or to adhere to the PSA Handbook without Sections PS 4200 to PS 4270.

This change to the accounting framework for not-for-profit organizations is effective for fiscal years beginning on or after January 1, 2012. The impact of this change on SIAST's financial reporting is not currently known. Until July 1, 2012, SIAST will continue to apply the existing standards for not-for-profit organizations from Sections 4400 to 4470 of the CICA Handbook – Accounting.

4. Cash and Cash Equivalents:

	2011	2010
Cash	\$ 23,250	\$ 18,419
Cash equivalents	-	10,007
	<u>\$ 23,250</u>	<u>\$ 28,426</u>

Cash equivalents consist of highly liquid securities maturing within three months. Included in the cash and cash equivalents balance is \$293 (2010 – \$4,442) restricted for the development of the Saskatoon Trades and Skills Centre (note 11).

SIAST 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%. SIAST did not access this line of credit during 2011.

5. Accounts Receivable:

	2011	2010
Corporate	\$ 1,205	\$ 832
Federal government	1,671	1,280
Provincial government - General Revenue Fund	2,348	13,447
Student	166	172
Other	307	631
	<u>\$ 5,697</u>	<u>\$ 16,362</u>

6. Inventories:

	2011	2010
Bookstores	\$ 1,731	\$ 1,239
Food services	52	63
Shop and service supplies	85	89
	<u>\$ 1,868</u>	<u>\$ 1,391</u>

The cost of inventory sold recognized as an expense during 2011 was \$5,770 (2010 – \$5,839) and includes inventory write-downs of \$56 (2010 – \$62). There were no reversals of write-downs of inventory made in prior periods. As of June 30, 2011, there was no inventory pledged as security for liabilities.

Year ended June 30, 2011
(in thousands of dollars)

7. 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 2011 was 10.57% (2010 – 3.60%).

	2011	2010
Mutual funds	\$ 779	\$ 693
Equities	676	557
Bonds	367	398
Cash and cash equivalents	125	118
	\$ 1,947	\$ 1,766

8. Capital Assets:

	2011		2010	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings	\$ 6,777	\$ 312	\$ 6,465	\$ 5,884
Computer equipment	15,319	11,307	4,012	4,304
Furniture	7,206	3,715	3,491	2,972
Industrial and heavy equipment	32,879	19,700	13,179	12,513
Land	6,212	-	6,212	7,006
Leasehold improvements	57,609	17,097	40,512	33,720
Office equipment, specialized equipment and library	17,821	13,177	4,644	3,256
Vehicles	4,965	3,526	1,439	1,206
	\$ 148,788	\$ 68,834	\$ 79,954	\$ 70,861

During 2011, \$794 relating to property acquired in 2010 was reclassified from Land to Buildings to reflect current plans for use of the property.

At June 30, 2011, the capital asset balance included equipment under capital leases with a cost of \$1,557 (2010 – \$1,610) and accumulated amortization of \$716 (2010 – \$514).

9. Deferred Revenue:

	2011	2010
Contractual services	\$ 356	\$ 1,254
Tuition and fees	1,219	1,156
Other	127	159
	\$ 1,702	\$ 2,569



Barbara Robinson, program head of Addictions Counselling, was a panelist at a lecture co-hosted by the Canadian Centre for Substance Abuse at the University of Saskatchewan.

Aleatha Schoonover, Medical Diagnostics program head, is a member of the Regulatory Affairs Committee of the Saskatchewan Society of Medical Laboratory Technologists.

Darlene Scott, Nursing faculty and clinical coordinator, was awarded a Canadian Association of Schools of Nursing Award for Excellence in Nursing Education.

Year ended June 30, 2011
(in thousands of dollars)

10. Deferred Contributions:

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

	2011	2010
Deferred contributions received during the year:		
Grants	\$ 5,973	\$ 7,492
Fundraising and donations	930	911
Restricted investment income	189	61
	7,092	8,464
Transferred (to) from:		
Grant revenue	(7,443)	(4,580)
Donation revenue	(866)	(761)
Investment income	(8)	(18)
Contractual services revenue	(270)	(1,075)
Deferred capital contributions (note 13)	338	131
Endowments (note 15)	52	(21)
	(8,197)	(6,324)
Change in deferred contributions	(1,105)	2,140
Deferred contributions, beginning of year	8,298	6,158
Deferred contributions, end of year	\$ 7,193	\$ 8,298

11. 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 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 The Board of Education of Saskatoon School Division No. 13 of Saskatchewan (Saskatoon Public Schools) 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 comprises representatives from the following STSC partners: SIAST, Saskatoon Public Schools, 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.

	2011	2010
Balance, beginning of year	\$ 4,442	\$ 13,423
Contributions received	190	-
Restricted investment income	15	25
Transferred to deferred capital contributions (note 13)	(235)	(131)
Expenditures	(4,119)	(8,875)
Balance, end of year	\$ 293	\$ 4,442

KUDOS



SIAST won a bronze award in the Best Special Events category of the Canadian Council for the Advancement of Education competition for its myRobotRumble promotion.

The Regina Food Bank presented **SIAST** with a Corporate Recognition Award to acknowledge its delivery of programs through the Adult Centre for Employment Readiness and Training.

Almost 30 students from **SIAST Palliser Campus** in Moose Jaw helped build a gazebo at Lion's Park, Wakamow Valley.

Premier Brad Wall thanked **SIAST Woodland Campus** for hosting more than 250 evacuees from Wollaston Lake and Hatchet Lake First Nation when they were displaced by a forest fire.

Ron Smallwood, with SIAST's Instructional Leadership Development Centre, was named to the City of Moose Jaw's advisory committee on the environment.

Year ended June 30, 2011
(in thousands of dollars)

12. Obligation under Capital Leases:

	2011	2010
Balance, beginning of year	\$ 1,038	\$ 540
Repayments during the year	(346)	(208)
Additions during the year	-	706
Total	692	1,038
Less current amount	378	376
Long-term amount	\$ 314	\$ 662
Minimum lease payments under the capital leases, including interest are as follows:		
2012	\$ 391	
2013	218	
2014	136	
Total minimum lease payments	745	
Less amount representing future interest	(53)	
Net obligation under capital leases	\$ 692	

Interest rates on the leases range from 4.62% to 11.74%. Interest expensed during the year amounted to \$47 (2010 – \$39).

13. Deferred Capital Contributions:

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

	2011	2010
Increase during the year:		
Restricted capital grants	\$ 6,160	\$ 3,466
Fundraising and donations	400	117
Transferred to deferred contributions (note 10)	(338)	(131)
Transferred from Saskatoon Trades and Skills Centre funding (note 11)	235	131
	6,457	3,583
Transferred to unamortized deferred capital contributions (note 14)	(13,665)	(9,402)
Change in deferred capital contributions	(7,208)	(5,819)
Deferred capital contributions, beginning of year	10,816	16,635
Deferred capital contributions, end of year	\$ 3,608	\$ 10,816

KUDOS

Kurt Soucy, Mechanical Engineering Technology instructor, was named Best SIAST Instructor in Planet S Magazine's "Best of Saskatoon 2010."

Brent Stewart, Emergency Health Care program head, is president of the Saskatchewan College of Paramedics.

Susan Thiessen, Veterinary Technology instructor, is the Western Canadian representative for the Veterinary Technician Testing Committee and for the Canadian Association of Animal Health Technicians and Technologists.

Year ended June 30, 2011

(in thousands of dollars)

14. 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:

	2011	2010
Transferred from deferred capital contributions (note 13)	\$ 13,665	\$ 9,402
Amortization of deferred capital contributions revenue	(5,751)	(4,852)
Change in unamortized deferred capital contributions	7,914	4,550
Unamortized deferred capital contributions, beginning of year	45,831	41,281
Unamortized deferred capital contributions, end of year	\$ 53,745	\$ 45,831

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, 2011, \$285 (2010 – \$105) of the loan had been forgiven.

15. 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.

	2011	2010
Balance, beginning of year	\$ 810	\$ 788
Endowment contributions	9	1
Transferred (to) from deferred contributions (note 10)	(52)	21
Balance, end of year	\$ 767	\$ 810

The rate of return on endowed assets in 2011 was 10.57% (2010 – 3.60%). 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.

16. 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
2012	\$ 30,755	\$ 1,036	\$ 31,791
2013	30,755	265	31,020
2014	30,755	112	30,867
2015	30,755	-	30,755
2016	30,755	-	30,755

(b) Capital projects:

The estimated cost to complete major capital projects in progress at June 30, 2011 is approximately \$6,229 (2010 – \$13,707). Funds received, but not yet expended, for these projects are recorded in deferred capital contributions (note 13).

Year ended June 30, 2011
(in thousands of dollars)

(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, 2011, 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, 2011, a liability exists as the 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 \$263 related to the 21 individual grievors named in the arbitration and two additional known cases has been recorded as at June 30, 2011. Any additional employees who may have a claim related to this arbitration from July 1, 2004, to June 30, 2007, will be given an opportunity to have their 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. While the proposed settlements have not been agreed to or ratified by the Union, an estimate of the expense for the retroactive settlements has been accrued in the financial statements. An estimate of additional government support to fund the proposed retroactive settlements has also been accrued.

17. 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 \$6,648 (2010 – \$6,518) 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 13,000 active members, of which eight are employees of SIAST. The most recent annual actuarial valuation of the plan at December 31, 2009, indicated the plan is fully funded. The actuary does not attribute portions of the surplus to individual employers.

18. Change in Non-Cash Working Capital:

	2011	2010
Accounts receivable	\$ 10,665	\$ 2,483
Inventories	(477)	323
Prepaid expenses	(2,567)	137
Accounts payable and accrued liabilities	(5,606)	3,995
Salaries and benefits payable	4,666	92
Deferred revenue	(867)	499
Deferred contributions	(1,105)	2,140
Saskatoon Trades and Skills Centre funding	(4,149)	(8,981)
	\$ 560	\$ 688

Year ended June 30, 2011

(in thousands of dollars)

19. 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 \$147,734 (2010 – \$144,586). Revenue of \$5,504 (2010 – \$4,581) 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:

	2011	2010
Non-grant revenue	\$ 21,990	\$ 22,115
Operating expenses	39,284	36,036
Capital asset additions	10,828	7,782
Accounts receivable	2,394	13,417
Accounts payable and accrued liabilities	2,516	4,837

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.

20. Expenses by Function:

	2011	2010
Programs	\$ 130,257	\$ 125,526
Facilities	34,473	33,351
Student services	15,361	14,443
Ancillary	8,403	8,248
Administration	26,515	26,612
	\$ 215,009	\$ 208,180

21. Capital Management:

SIAST's capital structure consists of net assets invested in capital assets, endowment funds and operating net assets. SIAST'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, SIAST has developed policies governing internally restricted and unrestricted net assets, investments and operating and capital budgeting.

SIAST receives a significant portion of its funding from the Government of Saskatchewan (Ministry of Advanced Education, Employment and Immigration) 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 the acquisition or sale of real property.

During the year, the Minister of Advanced Education, Employment and Immigration approved the purchase of property acquired in 2010 in the amount of \$6,902 for the expansion of SIAST Kelsey Campus.



Wendy Treble, Continuing Care Assistant program head, presented at the CCA conference.

Brenda Udahl, Dental Hygiene program head, represents the National Dental Hygiene Certification Board on the Commission on Dental Accreditation Canada. She also competed in the World Ironman competition in Florida.

Karen Wagner, an Associated Studies instructor, was named Best SIAST Instructor in Prairie Dog magazine's "Best of Regina 2010."

Lorna Weisbrod, Nursing faculty, was appointed to a second year as auditor for the Saskatchewan Registered Nurses' Association Continuing Competence Program.

Greg Wheler, Architectural and Building Technologies faculty, received a SIAST Palliser Campus Excellence in Teaching Award.

Norma Wildeman, a former program head with SIAST's Nursing Division, received the Saskatchewan Registered Nurses' Association Life Membership Award.

Patricia Zip, Nursing faculty member, volunteered in Haiti following the devastating 2010 earthquake. She taught Haitian nurses and nursing students and worked with patients who had suffered spinal cord injuries.



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