

2011 - 2012 ANNUAL REPORT

IMPACT

A photograph of two industrial workers in a steel mill. The man on the left is wearing a white hard hat with a headlamp, safety glasses, and a dark blue work shirt with reflective stripes. The woman on the right is also wearing a white hard hat with a headlamp, safety glasses, and a dark blue work shirt. She is holding a yellow notepad and a pen, and appears to be taking notes. The background shows large industrial machinery and a bright, glowing orange-red area, likely a furnace or molten metal. The overall lighting is a mix of blue and orange.

KUDOS

Bill Allen, associate dean of Technology, was elected to the board of the Sturgeon Lake Regional Park.

Students **Ryan Andrews** (Business Human Resources, SIAST Palliser Campus), **Jamie Gondek** (Office Education, SIAST Woodland Campus), **Maxine Poorman** (Practical Nursing, Kawacatoose First Nation), **Lise Schultz** (Nursing Education Program of Saskatchewan, SIAST Kelsey Campus) and **Lisa Shirley** (Youth Care Worker, SIAST Kelsey Campus) received 2012 SIAST Outstanding Citizenship Awards.

The **Architectural Technologies program** organized and hosted a Green and Sustainable Housing Forum at SIAST Palliser Campus in concert with the SIAST Green Group and Canada Mortgage and Housing Corp. The City of Moose Jaw and SIAST received an award for the forum from the Regional Centre of Expertise on Education for Sustainable Development.

Students in the **Architectural Technologies program** raised \$15,000 for education in Thailand. Through Global Students Helping Students, eight students helped with construction projects in the country.

Seventy-five **Architectural Technologies students from SIAST Palliser Campus** volunteered with a Habitat for Humanity project in Moose Jaw.

Garry Ayotte, Faculty Certificate Program faculty advisor, and Karen Wightman, Instructional and Leadership Development Centre instructor, spoke about SIAST expertise, experiences and successes with the program and with recognition of prior learning at the Canadian Association for Prior Learning Assessment conference.

Catherine Baerg, Medical Diagnostics clinical coordinator, is a member of the HSPnet management committee.

Tom Bartlett, Marketing and Communications photographer, won a Saskatchewan ACE Award of Excellence for work on SIAST's 2012-2013 Preview, which is used at career fairs and other recruiting events.

SIAST Woodland Campus program head **Cathy Bendle** attended Positive Learning Communities.

Anja Bergen, an instructor in the Food and Beverage Service program, received an outstanding journey person award from Saskatchewan Apprenticeship and Trade Certification Commission and the Dr. Lynda Haverstock Award.

Karlene Britton, Medical Diagnostics faculty, is a member of the exam validation committee with the Canadian Association of Medical Radiation Technologists.

Business Marketing students raised \$3,000 in support of the Saskatchewan Festival of Words with a wings and pint fundraiser.

SIAST Electrician student **Geron Campbell** was recognized by the Saskatchewan Council for International Co-operation with a Youth Global Citizen Award.

Blaine Chartrand, BioScience Technology acting program head, received the 2011 SIAST Innovation Award.

Marketing and Communications senior graphic designer and creative team leader **Deborah Clague** won an Elevators Award from the local chapter of the Graphic Designer's Society of Canada for SIAST's 2010-2011 Annual Report.

SIAST Woodland Campus Continuing Care Assistant faculty **Lois Clark** and **Valerie Dalshaug-Wilton**, and program head **Dr. Ursula Osteneck** were reviewers in the Mosby's Canadian Textbook for the Support Worker 3rd Canadian Edition (2013). Ursula is a board member for Canadian Association of Continuing Care Educators. She published two books: *Experiences of Kenyan Women involved in an International Curriculum Development Project* and *Malawi Journals: of what value are reflective journals in education?*

Lucie Clark, an instructor in the Chemical Technology program, with her family raised more than \$4,000 collecting pledges for the Alzheimer Society Walk of Memories from friends and co-workers at SIAST.

The **Continuing Care class from SIAST Wascana Campus** donated a sewing machine to a Mayan school to help Guatemalan students with skills training.

Bev Demmert, Computer Systems Technology instructor, helped a Saskatchewan competitor prepare and place fourth in the Skills Canada IT Office Software Applications event at the WorldSkills Competition.

Wesley Desjarlais, a student at SIAST Kelsey Campus, received the Saskatchewan Literacy Network Cameco Literacy Learner Award and Bursary.

Kim Deydey, Medical Diagnostics faculty, is a member of the national certification committee with the Canadian Society for Medical Laboratory Science.

Nursing faculty member **Sharon Dixon** received a 2011 SIAST Outstanding Service Award.

The Beads of Courage program was introduced for pediatric patients at two Regina hospitals by two SIAST Wascana Campus **Early Childhood Education students**. Children get different coloured and shaped beads for varying medical experiences and are also given a daily bead journal.

Entrepreneurship and Small Business approached various businesses with selling ideas and for donations, raising \$318 for Children's Haven.

The **Financial Services Service Leadership Group** raised funds for a memorial trust that will provide a \$500 scholarship annually to a Business program student at SIAST Palliser Campus.

Financial Services staff organized food drives at each campus for the second year. Additionally, groups of employees pitched in at a Habitat for Humanity build in Regina, raised almost \$1,780 for school lunches in Moose Jaw, raised more than \$1,700 for the MS Society in Saskatoon, made deliveries to homebound home care clients in Prince Albert and held a book drive to support Read Saskatoon.

Dawn Fleming, program head, Correctional Studies and Early Childhood Education; **Kevin Mahlberg**, program head, Applied Visual Media programs; and **Don Cyr**, instructor, Professional Cooking, all at SIAST Woodland Campus, provided demonstrations and information at a program fair for Basic Education students.

Rick Gelsinger, Office Education instructor, is a jumps and multi-event coach with the University of Regina track and field team.

The **Geomatics program** surveyed the Sukanen Ship Pioneer Village & Museum.

SIAST's **Graphic Communications program** helped a Team Canada member prepare for the 41st WorldSkills competition.

Students in SIAST's **Graphic Communications program** spent a day mentoring students from Balcarres Community School as they developed posters highlighting role models from their community.

Entrepreneurship and Small Business graduate **Jason Gratton** was named Melfort's 2011 Entrepreneur of the Year. Jason is a new member of the Entrepreneurship and Small Business program advisory committee.

Sharon Hopkins, a continuing education consultant with the Business Division, received the Saskatchewan Tourism and Education Council (STEC) Tourism Educator of the Year Award. Sharon was also part of an eight-woman team that finished its first marathon while also raising \$45,000 for neuroblastoma research.

Advanced Care Paramedic instructor **Jason Johnston** captured his second Canadian Championship at the Highland Games.

Shelley Jones, Business Administration/Marketing instructor, received the SIAST Outstanding Service Award for SIAST Palliser Campus. Shelley also received the Moose Jaw Citizen of the Year award for her work on the committee to raise funds for the Mosaic Place Multiplex.

SIAST Kelsey and Woodland campuses hosted the play *Kohkoms in Toyland: The Rez Christmas Story*.

Donna King, member of the Dental Hygiene faculty, was an item writer for the National Dental Hygiene Certification Board.

Web administrator **Jared Klassen** received a 2011 SIAST Outstanding Service Award.

Lori Knight, Health Information Management program instructor represents SIAST on the Saskatchewan Data Quality Committee.

Judy Krause organized Basic Education Literary Readings at SIAST Wascana Campus throughout the year.

Lynda Kushnir Pekrul, dean, Science and Health, was a content expert on a First Nations and Inuit Branch, Health Canada research project.

SIAST Basic Education instructor **Kim Kuzak** starred in the play *Wit* through Odyssey Productions in Prince Albert.

Lillis Lawrence, in the Basic Education Division at SIAST Woodland Campus, received the Instructor Award from the student association.

SIAST employees **Kendra Lischynski** and **Bev Petruk** are part of Nashi, a charitable organization that works to stop human trafficking for at-risk children in Ukraine.

Nina Lobb, member of the Dental Assisting faculty, is on the National Dental Assisting Examining Board (NDAEB) Practice Evaluation Committee. Nina and **Karen Hannah** facilitated clinical practice exams for NDAEB.

Julia Macdonald's Chemical Technology practicum research project report, Determination of Fat Content by ANKOM Extraction Apparatus, qualified for submission to Canadian Technology Accreditation Board (CTAB) Applied Research/Technology Report contest.

Tim Mack, Electrician instructor, received an Excellence in Teaching Award at SIAST Palliser Campus. This award is given to faculty who are considered excellent instructors by their students.

Meagan MacLean, a Business Marketing student, was named SIAST Co-op Student of the Year.

Grant MacTavish, SIAST's Recognition of Prior Learning coordinator, is a board member with the Canadian Association of Prior Learning Assessment and represents Saskatchewan on the Association of Canadian Community Colleges RPL affinity group.

Ron Mang and **Shannon Porter** have become International English Language Testing System examiners.

Medical Diagnostics employees volunteered with the Student Wellness Initiative Training for Community Health (SWITCH) project in Saskatoon.

Administrative assistant **Jennifer Miller** received a 2011 SIAST Outstanding Service Award.

Diane Moore, member of the Dental Hygiene faculty, is the Dental Hygiene program liaison to the Saskatchewan Dental Hygienists' Association.

Denise Nelson, Learning Technologies course designer, was asked to be a juror for the 2012 Canadian Network for Innovation in Education Online and Video Production awards.

Under the leadership of faculty members **Craig Nielsen** and **Gavin Osborne**, the Business Information Systems program developed an application for the Moose Jaw Mental Health Society that allows them to post, search, and share resources for their institution. Other projects this year included a major upgrade to SIAST's online print request system (a project developed and maintained by BIS), an online portfolio manager for a set and costume designer, a fitness video training program for a small gym and a booking program for an outfitters company.

Faculty members and friends from the **Nursing Education Program of Saskatchewan** raised more than \$1,000 for ovarian cancer at the first annual Regina Walk of Hope.

Medical Laboratory Technology student **Roxanne Perrault** received the SIAST Student Innovation Award.

Jim Pratt, Aboriginal Police Prep instructor, was given an eagle feather by Regina Police Service Elders Advisory Council and the Regina Police Service Cultural Community and Diversity Section.

SIAST's **Psychiatric Nursing program team** received the SIAST 2011 President's Award of Excellence.

Students from the **Recreation and Tourism Management program** helped the City of Saskatoon host Girls in Motion, a free one-day event for girls ages 10 to 15.

Josh Richard, Architectural Technologies graduate, won a gold medal for Architectural Technology and Design at the Skills Canada national competition.

Dave Richards, Business Accountancy instructor, published his third novel, *The Source of Light*.

Barb Robinson, Addictions Counselling program head, received the Roly Gatin Award from the Canadian Addiction Counsellors Certification Federation.

Leslie Rozon is the Saskatchewan Health Information Management Association educational zone representative.

Ida Sadowski, Health Information Management program instructor, is on the board of the Saskatchewan Epidemiology Association. She participated in the Canadian Health Information Management Association professional ethics committee.

A SIAST **Science and Health** Aboriginal Success Strategy case study was included in the Association of Canadian Community Colleges annual Innovations Guide.

Aleatha Schoonover, Medical Diagnostics program head, is a regulatory affairs committee member with the Saskatchewan Society of Medical Laboratory Technologists. Aleatha and instructor **Lori Priddle** participated as surveyors in a Canadian Medical Association accreditation process.

Pat Shaheen, executive assistant to the dean of Business, was recognized by the Regina Queen City Marathon for running the charity event 10 years in a row.

SIAST was formally acknowledged as a significant contributor to the Alberta Ministries' PLAR Action Plan at the Canadian Association of Prior Learning national.

SIAST partnered with the Wakamow Aboriginal Community Association in Moose Jaw to offer a free two-week camp for children six to 12.

Ron Smallwood of the Instructional and Leadership Development Centre was named to the City of Moose Jaw Environmental Advisory Board.

Kurt Soucy was voted Best SIAST Instructor by the readers of Planet S. **Bob Knox** and **Alexis Williams** also placed in the top three.

Susan Thiessen is the exam coordinator for the Saskatchewan Association of Veterinary Technology and is the Western Canadian representative for the Canadian Association of Animal Health Technicians and Technologists on the veterinary technician testing committee.

Jodi Thompson, Medical Diagnostics program coordinator, is a member of the exam validation committee with the Canadian Society for Medical Laboratory Science.

Brenda Udahl, program head of SIAST's dental programs, represents the National Dental Hygiene Certification Board (NDHCB) on the Commission on Dental Accreditation Canada. Brenda completed the Boston Marathon.

Frank Van Breugel, Instrumentation Engineering Technology program head, received the Saskatchewan Applied Science Technologists and Technicians Excellence in Technical Instruction Award.

Robert (Bob) Veitch achieved John Deere Tech Master level recognition as a technical instructor.

Veterinary Technology students raised funds for a dog rescue group.

SIAST Kelsey Campus Professional Cooking students and instructor **Paul Wheeler** supported Saskatoon's HOLA Mexican Friendship Society with a fundraising gala supper. The society provides scholarships for students in Agusalientes, Mexico.

Maria Zalesak, English Language Training program head at SIAST Kelsey Campus, was part of a Canadian team that presented at the International Metropolis Conference in the Azores, Portugal.



Financial Services staff organized food drives at each campus for the second year.



Shelley Jones



Habitat for Humanity build in Regina



**Lynda Kushnir
Pekrul**



Tom Bartlett

Deborah Clague



Blaine Chartrand


Beads of Courage program



Meagan MacLean



Denise Nelson



SIAST is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for its expertise and innovation. SIAST serves almost 26,000 distinct students with programs and courses 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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Understanding this Report

Before reading the annual report, it's essential to understand the planning process that precedes it. SIAST uses a three-part planning process that aligns strategic initiatives and business activities with the organization's long-term vision. The foundational element for this process is the 10-year strategic plan (2009-2019) 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 in the OCP are organized 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 SIAST'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. In all respects, the financial and non-financial information in the annual report is presented fairly, and systems of internal control are maintained to provide reasonable assurance that this information is relevant, reliable and accurate.

SIAST's planning and reporting approach is based on a balanced scorecard framework that links strategy implementation with organizational goals and initiatives. It allows SIAST 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 SIAST's strategic goals. The results of the team's work were presented to the SIAST board of directors for approval at its November 2011 meeting. Further development of SIAST's balanced scorecard framework continues with the refinement of measures, targets and benchmarks in 2012 and beyond.

In 2011-12, SIAST made additional 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 SIAST's strategic plan, OCPs, operations forecasts and previous annual reports, please visit http://www.siastr.sk.ca/about/reports_statistics/reports_stats.shtml.



SIAST

SASKATCHEWAN INSTITUTE OF APPLIED SCIENCE AND TECHNOLOGY

Letter of Transmittal

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

September 30, 2012

The Honourable Don Morgan, Minister
Saskatchewan Advanced Education
Regina SK S4S 0B3

Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST), and in accordance with the provisions of The SIAST Act, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2012.

Respectfully submitted,
Pamela L. Schwann, Chair
SIAST Board of Directors

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.

Board of Directors



**PAMELA L. SCHWANN,
CHAIR**
Craven



RYAN ANDREWS
Regina



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

Message from the Chair and President & CEO

As Saskatchewan establishes itself as an economic leader, SIAST continues to experience high demand from both students and employers. The two developments are intrinsic to one another: SIAST has made a name for itself providing technical graduates of the kind who fuel the province's growing economy.

Economic forecasts suggest high demand for SIAST programming will continue into the foreseeable future. The Ministry of Advanced Education, for instance, estimates that the Saskatchewan labour market requires almost two-and-a-half times more college graduates than university graduates. Recent enrolment trends at SIAST – a 30 per cent increase over four years – are consistent with this forecast.

SIAST has supported economic growth and responded to industry demand for technically trained workers through innovation in both program development and delivery. The new Mining Engineering Technology program, for instance, expanded the range of SIAST programming that meets needs in that dynamic sector. Online learning and live-streaming video enhanced access to Business, Nursing and apprenticeship programming.

High demand for SIAST programming, in concert with the challenging budgetary environment described elsewhere in this annual report, has placed a severe strain on SIAST's aging infrastructure. Flexibility, innovation and an earlier program rationalization have accommodated the increased high demand thus far. Longer-term solutions – to both budgetary and facility situations, and to ensuring that tomorrow's students are accommodated in a contemporary learning environment – are among SIAST's top priorities.

To that end, further work took place during 2011-12 on campus infrastructure planning, especially in Saskatoon, where severe overcrowding has compromised SIAST's ability to respond to the demands of Saskatchewan's growing economy. The organization also began investigating the potential for a capital fundraising campaign and continued to evaluate and pursue revenue-generating opportunities. More than ever, SIAST must be entrepreneurial and must rely on the support of donors, both individuals and organizations, to ensure we have adequate resources to achieve our mission and vision.

In confronting its challenges in 2011-12, SIAST remained committed to providing students with access to high-quality post-secondary education and to meeting labour market needs with job-ready graduates. We are indebted to government, industry and community partners for their support of the organization, to employees and board members for their commitment to meeting client needs, and to students and alumni for their pride and confidence in SIAST.

Pamela L. Schwann
Chair

Dr. Larry Rosia
President and CEO

Dr. Larry Rosia joined SIAST on July 1, 2012, assuming the role of president and CEO upon the retirement of Dr. Robert G. McCulloch.



**LARRY ROSIA,
PRESIDENT
AND CEO**



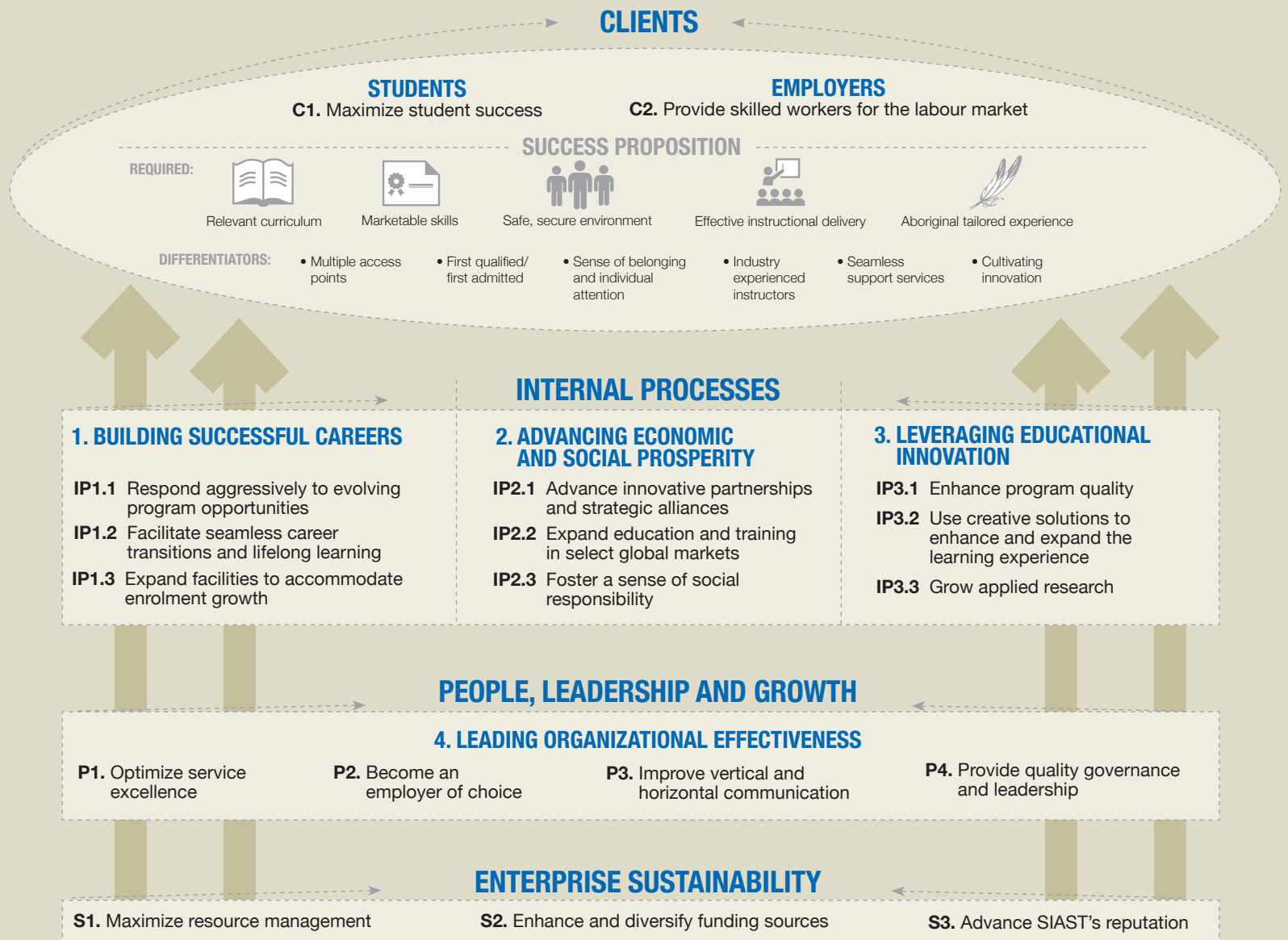
SIAST

CAUTION HOT



CLIENTS: STUDENTS AND EMPLOYERS

PRIMARY OUTCOMES

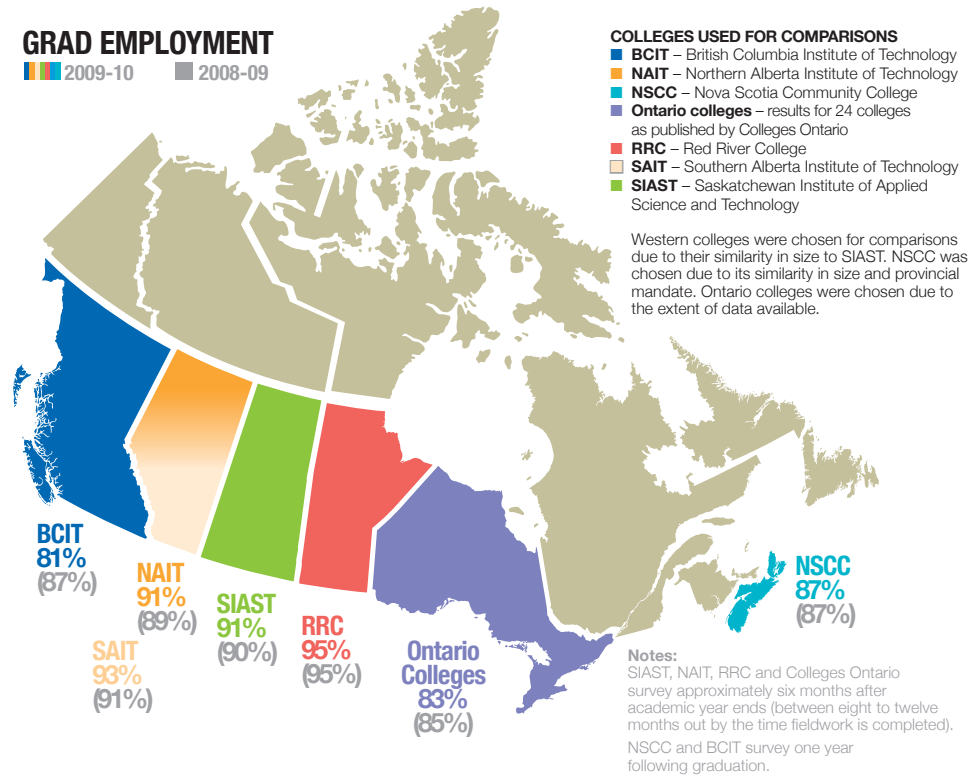


Recent management thinking has shown a growing awareness of the importance of client focus and client satisfaction in any business, including post-secondary education. SIAST's Strategy Map identifies two primary client outcomes: **C1 Maximize Student Success** and **C2 Provide Skilled Workers for the Labour Market**. These are important indicators that demonstrate that SIAST students and industry partners are satisfied with SIAST's results. High performance from this perspective demonstrates that SIAST is delivering value to its customers. It is important that SIAST reference its performance to other peer institutions across Canada. This allows SIAST to develop plans to make improvements or adapt specific best practices, with the aim of increasing its performance and outcomes.



GRAD EMPLOYMENT

2009-10 2008-09



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
 ■ SIAST – Saskatchewan Institute of Applied Science and Technology

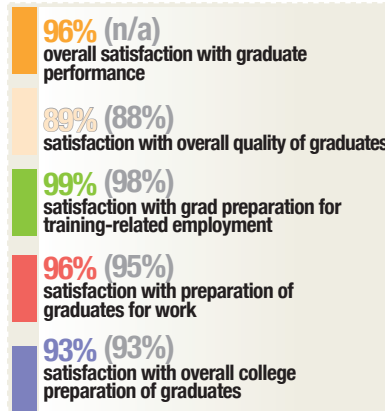
Western colleges were chosen for comparisons due to their similarity in size to SIAST. NSCC was chosen due to its similarity in size and provincial mandate. Ontario colleges were chosen due to the extent of data available.

Notes:
 SIAST, NAIT, RRC and Colleges Ontario survey approximately six months after academic year ends (between eight to twelve months out by the time fieldwork is completed).
 NSCC and BCIT survey one year following graduation.

90% 2010-11 Aboriginal grad employment rate (up 8 per cent)

EMPLOYER SATISFACTION*

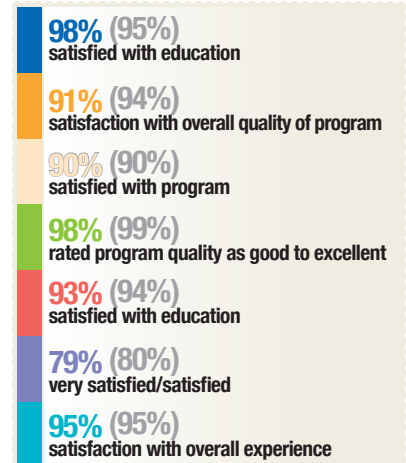
2009-10 2008-09



*Data for BCIT and NSCC not available.

GRAD SATISFACTION

2009-10 2008-09



Internal Processes

IP1.1 Respond aggressively to evolving program opportunities

- SIAST delivered almost \$16 million of apprenticeship training in the 2011-12 academic year, approximately 90 per cent of apprenticeship training in the province. Apprenticeship training at SIAST has increased almost 60 per cent in the past five years. Most programs have now reached maximum training capacity in existing facilities.
- At the invitation of the then Ministry of Advanced Education, Employment and Immigration, SIAST engaged in the process of becoming a degree-granting institution. A first step was for SIAST to submit to an organizational review, which would assess whether it was capable of and prepared to deliver high-quality degree programming. Positive reviews ensued from an external review panel and from the interim Quality Assurance Board. A second step was for SIAST to submit for review, in a case study process, a degree that it might propose to deliver. Along with a labour market needs assessment, SIAST proposed a bachelor of science in psychiatric nursing (BScPN). The BScPN proposal was very well received by an expert review panel. Following proclamation of *The Degree Granting Authorization Act*, SIAST will respond to an organizational review from a newly constituted Quality Assurance Board and will submit its Psychiatric Nursing degree proposal to the QAB.
- The Saskatchewan Collaborative Bachelor of Science in Nursing program was launched in partnership with the University of Regina, with 195 students at SIAST Wascana Campus and 150 students at SIAST Kelsey Campus. Year 2 courses were developed.
- The northern online Practical Nursing program was launched in partnership with Northlands College with 15 students from nine northern communities.
- Working with the Northern Intertribal Health Authority, SIAST developed and delivered three Continuing Care Assistant courses for 56 participants from 32 northern communities at SIAST Woodland Campus.
- The Perioperative Nursing program expanded capacity by 18 seats to 36 for one year to meet the growing demand for operating room nurses. The Ministry of Health Saskatchewan Surgical Initiative provided funding to expand the capacity again in 2012-13, increasing the number of seats to 46 for the year.
- Enrolment in the Language Instruction for Newcomers to Canada (LINC) program at SIAST Kelsey Campus more than doubled over the last two years to 1,030 students. SIAST is contracted by the federal government to deliver the program.
- SIAST announced the introduction of a 24-seat Mining Engineering Technology program. The program, designed with input from industry experts, will provide hands-on training in mining design and operation.

IP1.2 Facilitate seamless career transitions and lifelong learning

- The Cytotechnology, Health Information Management, Medical Laboratory Technology, Medical Radiologic Technology and Dental Hygiene graduating classes of 2010-11 had a 100 per cent pass rate on their respective national certification exams. Psychiatric Nursing graduates achieved a 100 per cent pass rate on national registration examinations for the second year in a row.
- Enrolment in the Occupational Health and Safety Practitioner program has increased substantially since the program started in 2004 with 12 students. There are now 257 students in the program.

- SIAST developed 21 new online courses and revised 12. Enrolments in distance learning opportunities (including print correspondence, televised delivery and online) exceeded 15,000 registrations.
- In 2010-11, SIAST's Recognition of Prior Learning office supported expansion of prior learning assessment and recognition (PLAR) capacity in collaboration with 14 programs across five divisions, developing PLAR resources for 83 courses and for three block challenge options. SIAST recognized experiential learning, granting credit for 959 courses to 356 students. More than 800 SIAST students received transfer credit for 2,005 courses, creating efficiencies in their learning journeys.
- At SIAST Wascana Campus, Basic Education developed a summer employability program to help students develop the skills necessary to obtain meaningful employment.
- Early Childhood Education faculty developed and launched a flex model pilot project that recognizes prior learning and included workshops, evening tutoring and distance classes to prepare individuals already employed in daycares for accreditation. More than 80 people enrolled in the pilot.

IP1.3 Expand facilities to accommodate enrolment growth

- Renovations to the 37,000-square-foot E.A. Davies building on SIAST Kelsey Campus were completed, providing several Basic Education programs with a contemporary learning environment. The 90-year-old former teachers' college underwent an \$8.9-million rehabilitation project through the federal and provincial governments' cost-sharing Knowledge Infrastructure Program. This project received the 2011-12 Heritage Award in the Restoration Exterior category, presented by the Municipal Heritage Advisory Committee and the City of Saskatoon, and an honourable mention for the Heritage Space category.
- Renovations to the 18,000-square-foot 55 – 33rd Street property in Saskatoon proceeded at a cost of \$2.7-million with an occupancy target of August 2012 for the Mining Engineering Technology program. Several building maintenance items were also addressed.
- The engineering firm Stantec finalized a Facility Capital Plan and Utilization Study of SIAST Kelsey Campus. Findings confirm that use patterns consistently exceed benchmarks for similar types of facilities, along with substandard configuration of spaces, furnishings and equipment in some areas, threatening continued operation of existing programs at current levels.
- A \$5-million, 25,800-square-foot renovation and expansion of SIAST Wascana Parkway Centre was officially opened. More than 450 students from the Saskatchewan Collaborative Bachelor of Science in Nursing program, the Nursing Education Program of Saskatchewan and the Psychiatric Nursing program use the building.
- An interprofessional health care Simulation Learning Centre was completed at SIAST Kelsey Campus. The 10,000-square-foot centre provides near-to-real interprofessional learning opportunities for nursing, paramedic and continuing care students. It was part of a \$4.2-million renovation project funded by the federal and provincial governments' Knowledge Infrastructure Program.
- SIAST officially opened a 6,500-square-foot, \$2.4-million expansion at SIAST Woodland Campus, improving access to training for Electrician apprentices.



I didn't think that I was going to have these job opportunities jumping out at me before I finished.

ELISSA RIDDEL

SIAST Health Information Management program student



ATLAS FOR

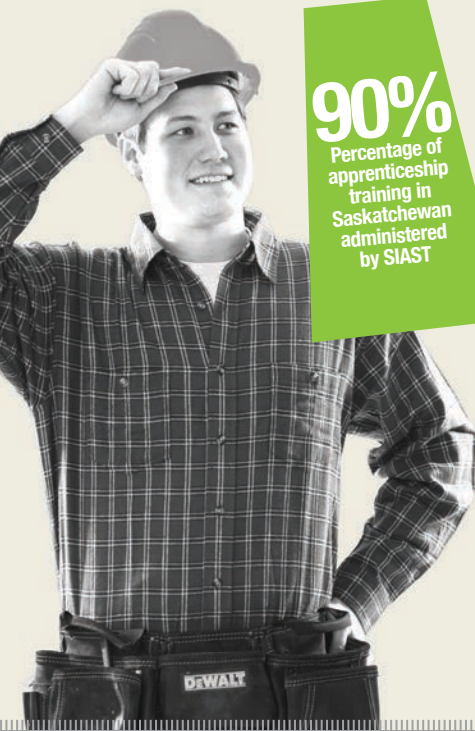
**atomy &
iology**

100%
PASS RATE ON
NATIONAL EXAMS IN:
Cytotechnology
Dental Hygiene
Health Information Management
Medical Laboratory Technology
Medical Radiologic Technology
Psychiatric Nursing



In 2010-11,
356
STUDENTS
 received prior learning credit for 959 courses.
800
STUDENTS
 received transfer credit for 2,005 courses.

\$8.9M in renovations completed on 90-year-old E.A. Davies Building on SIAST Kelsey Campus.



90%
 Percentage of apprenticeship training in Saskatchewan administered by SIAST

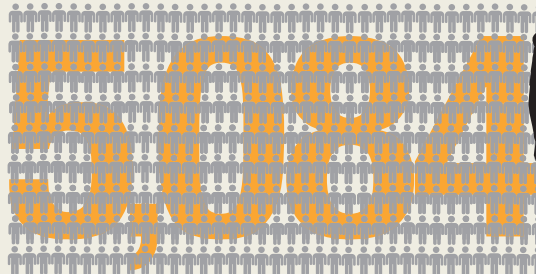
\$16 Million

Amount spent in the 2011-12 academic year on delivering apprenticeship training.

345

Number of first-year students enrolled in the Saskatchewan Collaborative Bachelor of Science program

Number of full- and part-time apprentice training spots for the 2011-12 academic year:



students

from nine northern communities enrolled in the online Practical Nursing program



Language Instruction for Newcomers to Canada (LINC) program doubled over the last two years.
 hello. bonjour. ¡hola! tawaw. 你好 guten tag. ciao! merhaba.



If you study
at SIAST, you
will gain a lot of
knowledge, and
it will be easy
to get a job
in the future.

LUU TUYET NHI

SIAST Business Administration
diploma program student in Vietnam





Internal Processes

IP2.1 Advance innovative partnerships and strategic alliances

- SIAST partnered with the Saskatchewan Apprenticeship and Trades Certification Commission to develop a credit recognition program for high school cooking students. SIAST and SATCC also collaborated on development of innovative online training materials for apprentices in Automotive Service Technician Upgrader, Plumbing Updater and nine Carpentry Level 1 courses. In partnership with SATCC and Manitoba Apprenticeship, the Carpentry program developed Level 1 and 2 of the program in an online format. The materials were developed by SIAST and will be shared with Red River College.
- Through a new partnership with AGCO Corporation, part of the Agricultural Machinery Technician shop at SIAST Kelsey Campus was repurposed for industry training.
- SIAST Woodland Campus library has partnered with the John M. Cuelenaere Public Library to provide recreational materials to the SIAST community. The campus library is housing a rotating collection of materials provided by the public library.
- SIAST, Red River College, University College of the North and Assiniboine Community College established the Heartland Applied Research Partnership network to strengthen collective and regional applied research capacity in each institute's region of service.
- Four clinical practice sites were added to address the need for perioperative nurses in North Battleford, Prince Albert, Swift Current and Moose Jaw.
- SIAST, the University of Regina, Great Plains College and Cypress Health Region signed a letter of intent to deliver the Saskatchewan Collaborative Bachelor of Science in Nursing program in Swift Current beginning in September 2013.
- SIAST's Nursing Division, the University of Regina and the University of Saskatchewan formed a partnership to map clinical practice education placements required for two registered nursing degree programs, the Practical Nursing program and the Psychiatric Nursing program. Financial support was secured from the Ministry of Health and the Saskatchewan Academic Health Sciences Network.
- The Nursing and Science and Health divisions obtained funding from the Interprofessional Health Collaborative of Saskatchewan for projects related to faculty development and the integration of IPE in Nursing and Science and Health curricula.
- STARS helicopter emergency services employees will have the opportunity to use the Simulation Learning Centre at SIAST Wascana Campus and will provide trauma and emergency specialists as guest lecturers for the Advanced and Primary Care Paramedic programs.
- SIAST's Science and Health Aboriginal Success Strategy program partnered with the Regina Qu'Appelle Health Region to provide information on hiring practices, support for students on practicum and employment strategies.
- BioScience Technology instructors offered workshops for elementary and high school students through a variety of venues. Almost 200 students were exposed to the program. Working with AgWest Bio and industry, the instructors designed and implemented a National Biotechnology Week Activity called "The Amazing Biotechnology Race," involving first- and second-year SIAST students and high school students with activities at biotech industries at Innovation Place in Saskatoon.
- The SIAST Medical Diagnostics Department worked with the Saskatchewan Society of Medical Laboratory Technology to deliver a simulated clinical histotechnology refresher for internationally educated medical laboratory technologists.
- A new model was developed for planning and delivering paramedic programs through regional college partners.

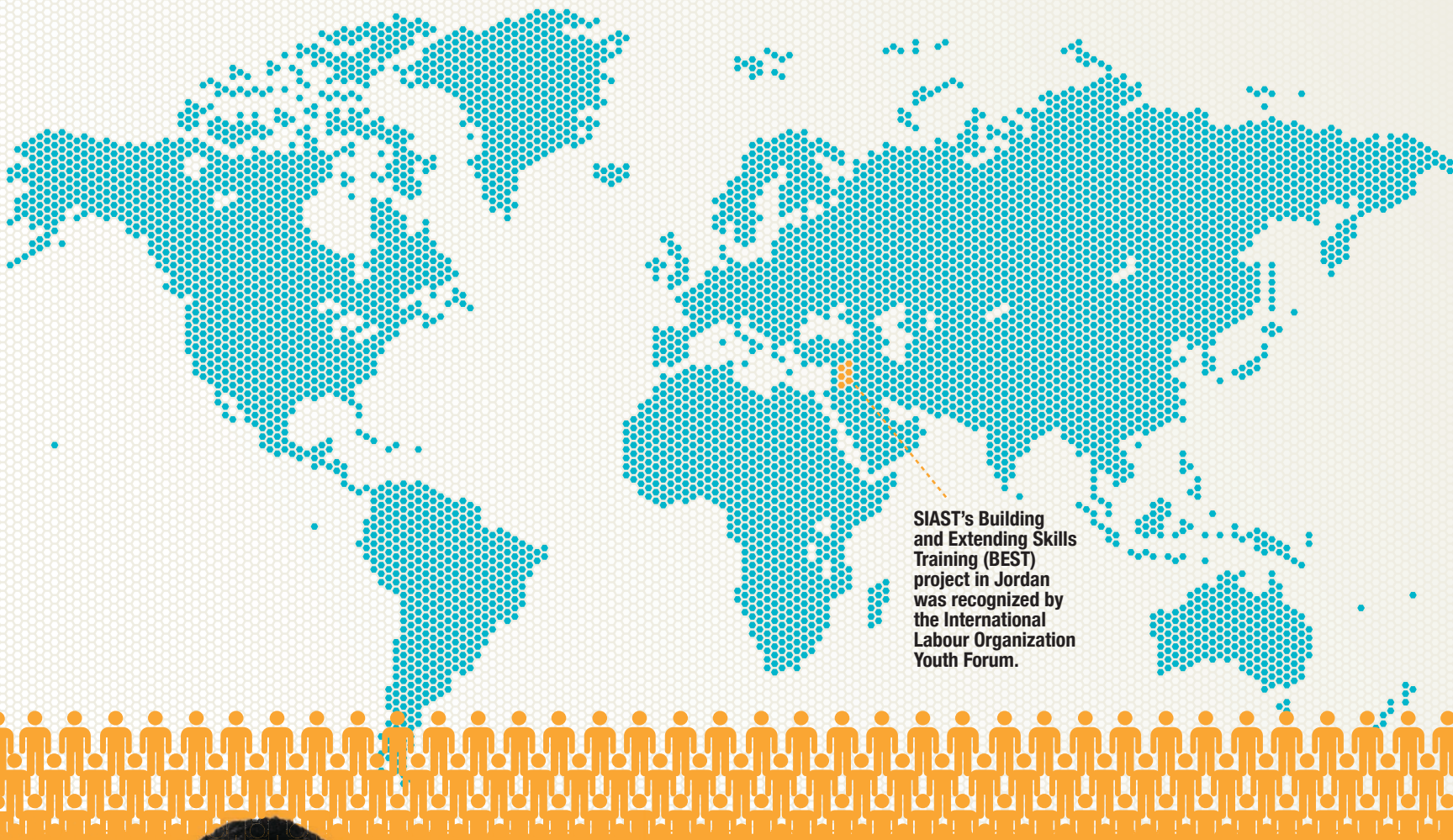
- SIAST partnered with the University of Regina to develop the Collaborative Nurse Practitioner Program with a master of nursing, nurse practitioner credential, a first of its kind in Canada.
- Basic Education at SIAST Wascana Campus partnered with Regina Treaty/Status Indian Services to offer GED preparation courses to First Nations Employment Centre clients. To date, 65 students are in various stages of their studies.

IP2.2 Expand education and training in select global markets

- SIAST had 438 international students in 2011-12, including 97 in Saskatchewan and 341 in brokered programs internationally. This represents an increase in international student activity, especially in Saskatchewan.
- SIAST performed 508 assessments through the Skills Passport program, more than in all previous years combined since the program was launched in October 2009. The program assesses the technical and language skills of potential immigrants in their home country on behalf of Canadian employers. The program offers assessments for welding, heavy duty mechanics, carpentry and construction and English language. To date, 33 Saskatchewan firms have registered with the Skills Passport program.
- SIAST's Building and Extending Skills Training (BEST) project in Jordan was recognized for excellence in the Middle East at the International Labour Organization Youth Forum in Geneva. The \$5-million project was developed under contract for the Canadian International Development Agency (CIDA).

IP2.3 Foster a sense of social responsibility

- A web page has been created for SIAST's intranet to raise awareness and promote recognition of the many altruistic initiatives undertaken annually by employees and students. Activities include food drives, fundraising walks, support for Meals on Wheels and work with Habitat for Humanity.
- SIAST was recognized with an award from the Regional Centre of Expertise on Education for Sustainable Development. SIAST and the City of Moose Jaw also received an award of recognition for the Green Sustainable Housing Forum held at SIAST Palliser Campus.
- The Nursing Division supported initiatives such as the Student Wellness Initiative Towards Community Health (SWITCH) in Saskatoon and Student Energy in Action for Regina Community Health (SEARCH).
- Dental programs hosted the first Free Dental Day at the SIAST Wascana Campus Dental Clinic. A team of dentists, denturists, dental hygienists and assistants offered services to 46 individuals referred by the Regina Food Bank.



SIAST's Building and Extending Skills Training (BEST) project in Jordan was recognized by the International Labour Organization Youth Forum.



SIAST had 438 international students in 2011-2012

*97 in Saskatchewan *341 in brokered programs internationally



SIAST was recognized with two awards



SIAST was recognized with an award from the Regional Centre of Expertise on Education for Sustainable Development.

SIAST and the City of Moose Jaw received an award of recognition for the Green Sustainable Housing Forum.

Basic Education partnered with Regina Treaty/ Status Indian Services to offer GED preparation courses.



508 assessments were performed through the Skills Passport program.

Four clinical practice sites were added to address the need for perioperative nurses.
 North Battleford Prince Albert Swift Current Moose Jaw

Internal Processes

IP3.1 Enhance program quality

- Basic Education faculty at SIAST Kelsey Campus attended an Effective Grading Practices workshop. Historical grading practices were analyzed for fairness, timeliness, accuracy and specificity.
- The Instructional Leadership Development Centre offered a spring advanced institute and a spring introductory institute for Faculty Certificate Program participants, in addition to the four regular summer institutes. As well, the ILDC offered nine New Instructor Orientation training sessions to 123 new instructors across all campuses, including a weekend NIO session.
- The FCP graduated 38 faculty members; 148 faculty members were enrolled in FCP.
- ILDC offered 53 continuing education sessions to approximately 1,100 SIAST faculty and staff. These sessions are designed to encourage professional growth in teaching and learning.
- Learning Technologies faculty trainers conducted training sessions for more than 600 faculty and staff on topics related to educational technologies. Learning Technologies also invested \$27,400 in four Technology Innovation Fund faculty projects. TIF projects build faculty capacity in educational technology and speed the adoption of technology use in the classroom.
- The Institute for Nursing Scholarship introduced Scholarship Cafes to provide a less formal, more relaxed means of building scholarship, teamwork and momentum.
- The Dental Hygiene program incorporated newly developed national competencies into its curriculum.

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

- SIAST's Women in Trades and Technology program held a workshop that gave moms and daughters a chance to explore technology and the link between technology and creativity.
- Library Services developed four online tutorials for use in information literacy instruction.
- The SIAST Palliser Campus library, in cooperation with the Palliser Campus Positive Campus Committee, ran a Human Library. The initiative links library users with individuals who have a particular story to tell.
- The Internationally Educated Nurses Assessment Centre partnered with the Saskatchewan Association of Licensed Practical Nurses in the development of a comparison tool to assess internationally educated nurses who are seeking licensure with SALPN.
- SIAST dental programs incorporated digital radiography in the Dental Hygiene and Dental Assisting clinics, using tablet technology and a digital x-ray sensor to compliment the wireless plate technology used in the dental radiography labs.
- Combined Laboratory and X-Ray Technology and Medical Radiologic Technology programs worked with the SIAST Language Instruction for Newcomers to Canada (LINC) program to enhance the clinical simulation experience.
- The Science and Health Aboriginal Success Strategy hosted a faculty and staff event with Dr. Daniel Longboat from Trent University, Peterborough, Ontario. Dr. Longboat is Mohawk and from the Six Nations of the Grand River and is director of the Indigenous Environmental Studies Program at Trent.

- Information Technology Services completed installation and connection to the Saskatchewan segment of the national high-speed research network (SRnet) at SIAST Wascana, Palliser and Kelsey campuses. This connection provides expanded network capacity in support of classroom video conference initiatives in the Nursing and Business divisions.
- Installation of livestreaming capacity at SIAST Woodland Campus will allow SIAST to offer the Business Administration diploma program to students at the campus beginning in September 2012.
- SIAST signed an articulation agreement with Athabasca University to help Faculty Certificate Program grads ladder into an undergraduate degree.

IP3.3 Grow applied research

- The Office of Applied Research and Innovation (OARI) supported 15 internal applied research projects, including eight related to social innovation and seven industrial technologies projects.
- External industry partnerships with six companies were established, in areas spanning agricultural biotechnology, biomedicine, remediation and alternative energy.
- OARI in concert with BioScience Technology faculty established a framework for the proposed SIAST Bioscience Applied Research Centre (SBARC), an industry-focused centre of expertise that will offer students and faculty opportunities to participate in hands-on industry research projects.
- The Psychiatric Nursing program is researching e-learning outcomes with Mount Royal University in Calgary, Nipissing University in Ontario and Charles Sturt University in Australia.
- Dental Hygiene faculty received a SIAST grant to investigate the implementation of digital radiography in a multi-chair teaching clinic.
- OARI, University of Saskatchewan, University of Regina, AgWest Bio and Innovation Saskatchewan received funding from the Natural Sciences and Engineering Research Council's Regional Prairies Office for a Biotechnology Research/Industry Connector event. SIAST's BioScience Technology faculty connected with 11 Saskatchewan biotechnology companies at the event, exploring applied research partnerships.



SIAST really focuses on keeping everything covered in class applicable to the job itself.

RYAN KURTZ

Instructor, SIAST Commercial Pilot program



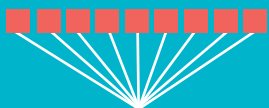


Number of SIAST employees who upgraded their skillset by taking continuing education sessions:

1,100



Nine
New Instructor
Orientation sessions



were conducted for
123 new instructors

LEARNING
TECHNOLOGIES
provided training for

600
employees

148



Number of staff enrolled in the
Faculty Certificate Program

38



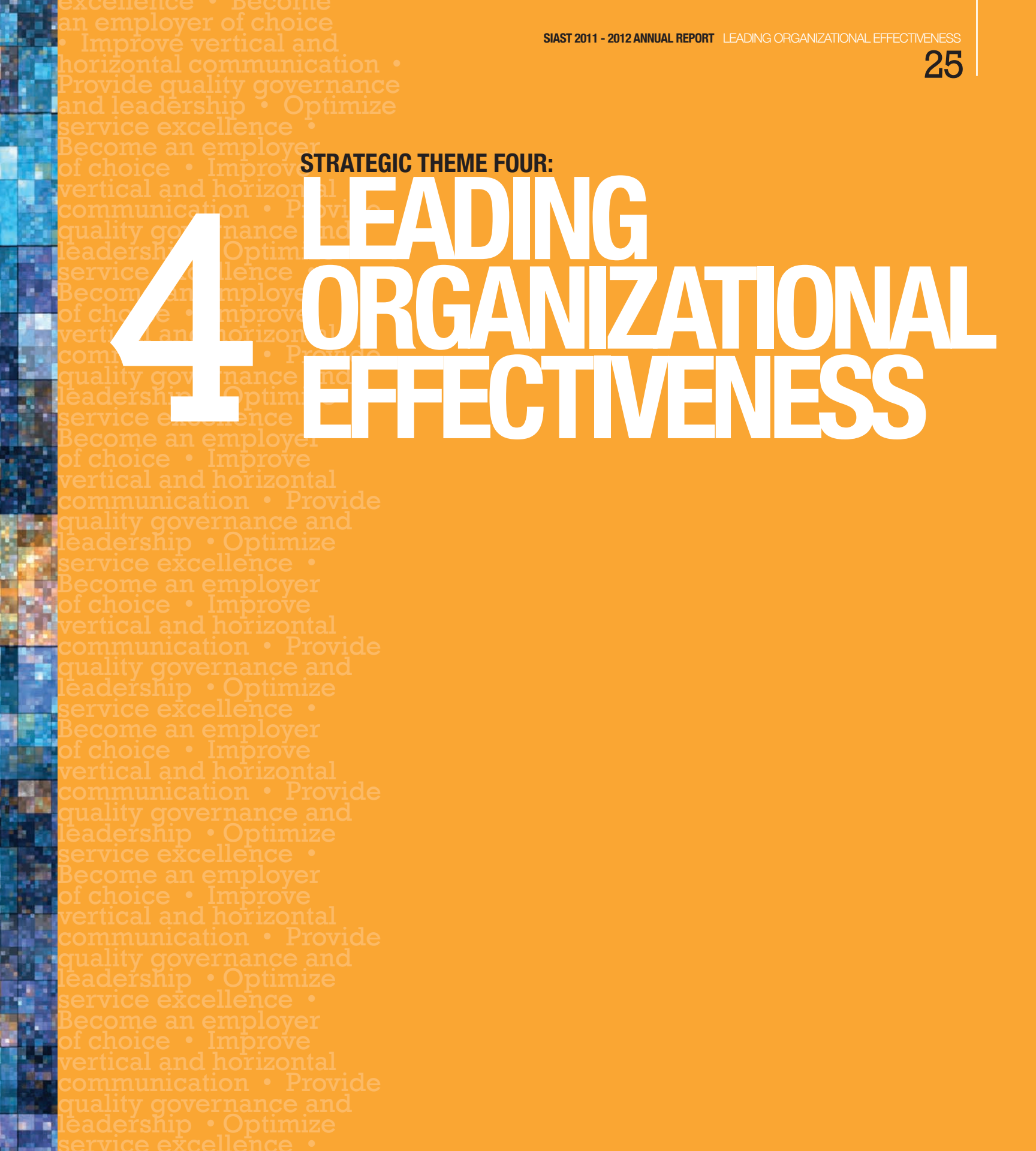
Faculty Certificate
Program graduates

The Office of Applied Research and Innovation supported 15 internal applied research projects.

social innovaon industrial technologies agricultural biotechnology biomedicine remediation alternative energy

STRATEGIC THEME FOUR:

4 LEADING ORGANIZATIONAL EFFECTIVENESS



People, Leadership and Growth

P1 Optimize service excellence

- The Recognition of Prior Learning office coordinated development of an Adult Learner Friendly Institute self-assessment for the SIAST Student Development office. Benchmarks for providing appropriate levels of service to learners have been established, along with processes for monitoring achievement against the benchmarks.
- The Science and Health and Nursing divisions co-sponsored a Simulation Learning Centre strategic planning session, which identified several strategies to enhance service delivery and simulation learning for students.
- Emergency notification system equipment was installed across SIAST. Live testing of the equipment and related processes was conducted at all campuses. The system allows for rapid communication via multiple channels with faculty, staff and students.
- Information Technology Services (ITS) completed a pilot project to test and prepare the network for deployment of a desktop video conferencing solution in 2012-13.
- ITS initiated development of an information management framework to provide consistent approaches to institutional reporting. When fully implemented, the framework will provide structure to ensure consistent data definitions and usage across the institution.
- Nurse practitioner services were offered for the first time at SIAST Kelsey Campus. The services are available one day each week.

P2 Become an employer of choice

- Human Resources solicited and reviewed proposals to restructure the Employee and Family Assistance Program. Implementation should be complete by Fall 2012.
- An online orientation for new employees has been implemented. Significant progress was made on other stages of an onboarding program, such as recruitment, selection, pre-employment and integration. An electronic platform has been selected for the recruiting and selection process, as well as the onboarding of new employees into the organization, and will be implemented in 2012-13.
- A pandemic preparedness advisory committee was formed and a strategy for the ongoing maintenance and review of the pandemic plan is in place.
- A comprehensive strategic diversity framework was developed and approved, with implementation to begin in 2012-13.
- SIAST led a provincial campaign to combat racism through a series of lectures by a leading anti-racism activist and author Tim Wise. More than 35 organizations supported the free series, which took place in Prince Albert, Regina and Saskatoon and which drew 4,000 attendees.
- A succession planning framework for senior management was developed and approved, with implementation to begin in 2012-13.
- SIAST employer bargaining teams (under the leadership of Human Resources) signed collective agreements with the Saskatchewan Government and General Employees' Union Academic and Professional Services bargaining units. Preparations for the next round of bargaining are currently underway.

- SIAST Health and Safety implemented a hearing conservation program and rolled out the Safe Scent Program. Incident investigation training was completed, with 189 supervisors and Occupational Health and Safety Committee members attending.
- Through a joint initiative with Worksafe Saskatchewan, 2,000 pairs of safety glasses were handed out to students and staff.
- Thirty-three faculty were supported in advanced education and scholarship through the Nursing Division's Recruitment, Retention and Rejuvenation Fund.

P3 Improve vertical and horizontal communication

- A news conference held to announce and introduce SIAST's incoming president and CEO was broadcast to SIAST campuses.
- Information and updates about the collective bargaining process were provided online at www.campusupdate.ca to SIAST faculty, staff and students, and to external stakeholders. Collective bargaining communications also included advertisements, social media postings, news releases and news conferences, media interviews and targeted stakeholder updates.
- Basic Education program heads at SIAST Kelsey Campus received training in iObservation, a software program based on Dr. Robert Marzano's book *The Art and Science of Teaching*. The program provides a framework for providing feedback to instructors.
- SIAST shared news across the SIAST community with 140 intranet stories and a blog by an employee visiting China. Externally, approximately 80 news releases and advisories were distributed. A blog on the SIAST website carried photos and reports from Vietnam, including coverage of the graduation of 133 Ho Chi Minh University students with a SIAST Business diploma. Gov. Gen. David Johnston was on hand for the graduation. More than 400 students have received a SIAST diploma in Vietnam over the last five years.

P4 Provide quality governance and leadership

- A SIAST board committee conducted an international search for a new president and CEO, hiring Dr. Larry Rosia to take over from Dr. Robert G. McCulloch upon his retirement at the end of the fiscal year. Dr. Rosia was previously dean of the School of Construction at SAIT Polytechnique in Calgary, Alberta, where he was instrumental in implementing baccalaureate-level programming, building applied research capabilities and developing the SAIT Trades and Technology Complex.
- SIAST established an Office of Strategic Management under the leadership of an associate vice president. The office brings together strategy development, enterprise risk management and institutional research and analysis.

Enterprise Sustainability

S1 Maximize resource management

- The Nursing Division leadership team took part in a workshop on LEAN management.
- Procurement completed a two-year on-site chemical inventory assessment for all campuses resulting in 7,500 product records, also known as workplace hazardous materials inventory sheets (WHMIS), being updated on the online database MSDSpro. The completion of this significant initiative provides a centralized and detailed database. Staff will have access to their programs' chemical inventory to enable them to maintain it and provide necessary information in the event of an emergency.

S2 Enhance and diversify funding sources

- An increased focus on securing donations and sponsorships for equipment purchases and facility expansion and renovation resulted in donations of more than \$700,000 in support of the new Mining Engineering Technology program.
- SIAST distributed a record \$1.5 million in student awards to approximately 1,000 students.
- SIAST introduced paid daily parking for students and visitors at all campuses. Revenue from parking will be used to sponsor various operating and capital projects. Pay-down parking cards have been introduced to increase convenience for students in making daily payments.
- SIAST campus bookstores began offering eBooks with more than 12,000 educational eBooks and 750,000 trade books available. SIAST's user-friendly online bookstore began offering textbook rentals to students. The bookstores have extended the line of giftware, supplies and accessories.

S3 Advance SIAST's reputation

- Applications to undersubscribed programs increased 55 per cent during SIAST's eight-week spring marketing campaign. The campaign included outdoor, direct mail, radio, online and print advertising, as well as social media components. Visits to campaign webpages were up more than three per cent and included more than 2,400 visits to a new mobile web page. Revisions to the online advertising component of the campaign yielded approximately the same number of click-throughs as the previous year's campaign but at less than half the cost.
- SIAST's fall campaign was truncated by the provincial election. The monthly application rate outperformed the previous year during the campaign period. However, registrations with SIAST's prospect management system declined year-over-year during the same period. The campaign included outdoor and online advertising, and an expanded direct mail piece that included a job chart with information about program options and employment prospects.
- Summer and winter campaigns promoted continuing education learning opportunities through direct mail, billboards, and radio, print and online advertising.
- In addition to its four annual campaigns and sponsorship activities, Marketing and Communications planned and managed \$500,000 in marketing initiatives on behalf of SIAST divisions.

- Market research included focus groups with students and student surveys, and a market study conducted on behalf of SIAST by an external organization. Results of the research will inform SIAST's marketing activities.
- The number of visitors to SIAST's website increased 5.7 per cent to almost one million, representing 5.3 million page views. Visits from mobile devices increased 74 per cent to almost 120,000. Web enhancements included online scholarship application and alumni registration forms, and searchable listings for international students. (Most international visits to the website came from people in the United States and India, with more than 21,000 visits from each country.) Additionally, more than 900 continuing education courses are now searchable by course registration number, course name or program.



Diversity and a representative workforce provide the opportunity for everyone to participate and succeed. And when we provide opportunities for everyone, we are all winners.

GARY EARLES

Associate Vice President, Human Resources



30

140

intranet stories were developed by Marketing and Communications

55%

Percentage by which applications for undersubscribed programs increased during the spring marketing campaign

762,000
eBooks are available through SIAST Bookstores

74%

Percentage by which mobile web visits increased

80

news releases and advisories were submitted to media

5.3 MILLION
page views on goSIAST.com

Total visitors were up 5.7% to more than 1,000,000



\$1,500,000

The record amount of student awards handed out to

1,000 students

2,000 pairs of safety glasses were distributed



SIAST-sponsored anti-racism series had more than 4,000 attendees at 11 venues in three cities. Author Tin Wise spoke at events in Saskatoon, Regina and Prince Albert.



STATISTICS

CENSUS STUDENT STATISTICS

for Academic Year 2010-2011

PROGRAM ENROLMENT

TRAINING LEVEL

	FULL-TIME	PART-TIME	TOTAL HEADCOUNT
Programs:			
Basic Education	2,332	726	3,058
Apprenticeship	4,955	129	5,084
Certificate/Diploma/Degree Base ¹	5,350	537	5,887
Certificate/Diploma/Con Ed ²	1,628	631	2,259

All Levels 14,265 2,023 16,288

Distinct Students³ Enrolled in Programs 15,677

COURSE REGISTRATIONS

TRAINING LEVEL

TOTAL COURSE REGISTRATIONS

Credit:	
Basic Education	2,166
Apprenticeship	1,099
Certificate/Diploma/Degree Base	1,531
Certificate/Diploma/Con Ed	14,076
<i>Subtotal Credit Activity</i>	<i>18,872</i>

Non-Credit: 9,182

All Levels 28,054

Distinct Students Registered in Courses 14,759

Distinct Students in All Training 25,949

FULL LOAD EQUIVALENT (FLE)

	PROGRAMS FLE	COURSES FLE	TOTAL FLE
Credit:			
Basic Education	1,649	269	1,918
Apprenticeship	1,765	31	1,796
Certificate/Diploma/Degree Base	6,076	268	6,344
Certificate/Diploma/Con Ed	1,819	905	2,724
<i>Subtotal Credit Activity</i>	<i>11,309</i>	<i>1,473</i>	<i>12,782</i>
Non-Credit:	n/a	388	388
All Levels	11,309	1,861	13,170

EMPLOYER SURVEY OF 2010-11 GRADUATES

97%

of employers rated SIAST's ability to prepare graduates as

GOOD to EXCELLENT



NUMBER OF POST-SECONDARY PROGRAMS 2010-2011 AY

Applied Certificate	45
Certificate	43
Advanced Certificate	13
Diploma	51
Degree	2
Apprenticeship	24
Total	178

NUMBER OF GRADUATES 2010-2011 AY

Applied Certificate	649
Certificate	1,969
Advanced Certificate	130
Diploma	1,044
Total	3,792



EDUCATION EQUITY PARTICIPANTS

for Academic Year 2010-2011

(Head Count and % Enrolment)

DESIGNATED GROUP OF STUDENTS	ALL PROGRAMS*		CERTIFICATE/DIPLOMA/DEGREE**	
	#	%	#	%
Persons of Aboriginal Ancestry	2,905	17.8%	1,375	16.9%
Persons with Disabilities	1,027	6.3%	477	5.9%
Persons of Visible Minorities	871	5.3%	291	3.6%
Female Students	6,976	42.8%	4,966	61.0%

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

**Includes continuing education programs delivered at regional colleges.

SIAST WORKFORCE STATISTICS

Full-Time Equivalent (FTE) Totals

July 1, 2011, to June 30, 2012, and July 1, 2010, to June 30, 2011

(As of March 31, 2012)

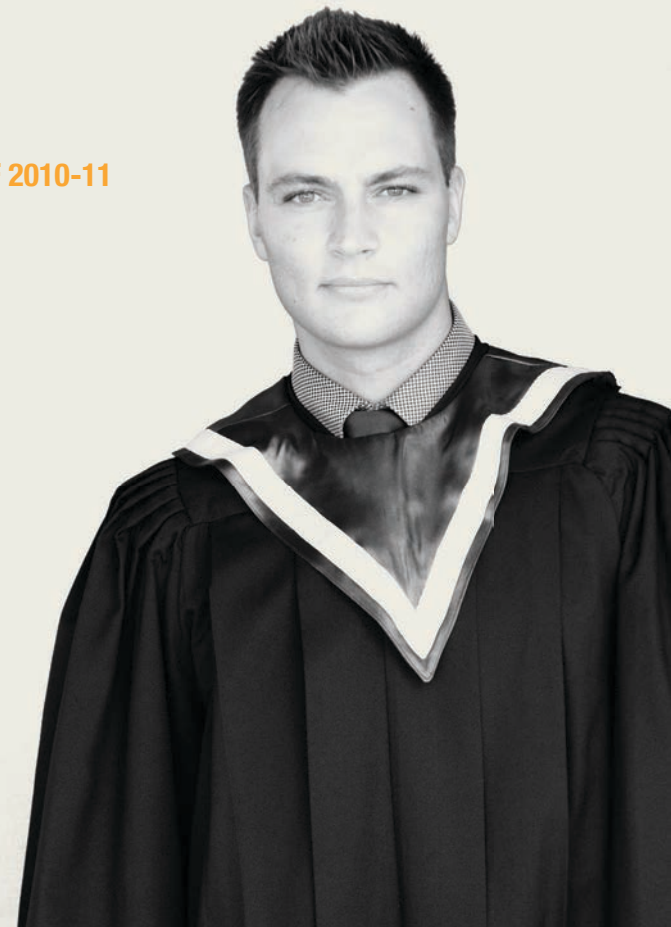
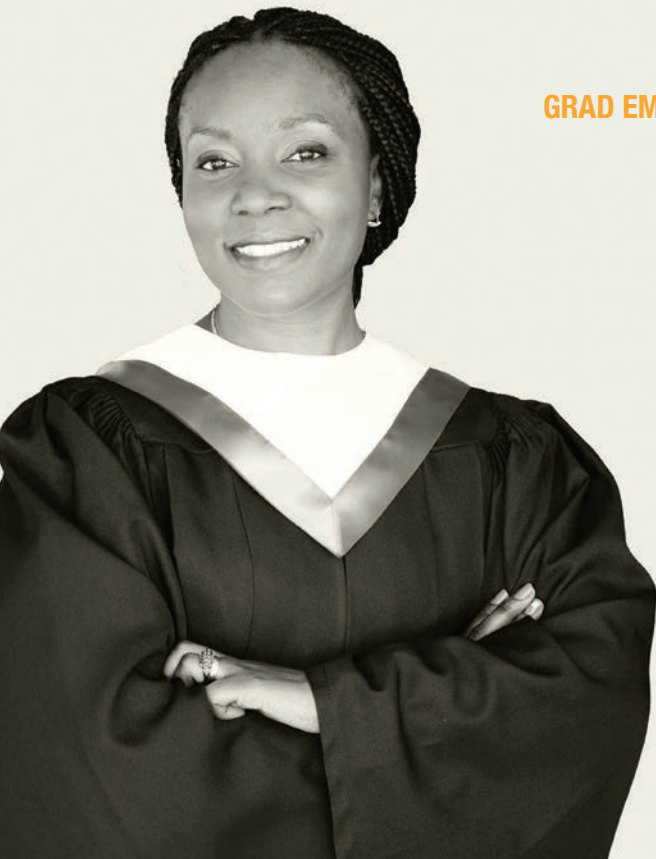
	ACADEMIC		PROFESSIONAL SERVICES		OUT-OF-SCOPE		TOTALS	
	2011/12	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12	2010/11
SIAST Kelsey	433.39	451.35	148.39	149.39	13	13	594.78	613.74
SIAST Palliser	180.34	183.42	89.47	84.33	11	10	280.81	277.75
SIAST Wascana	275.05	277.93	132.01	128.04	15.8	12.8	422.86	418.77
SIAST Woodland	140.41	138.70	70.53	75.37	11	11	221.94	225.07
SIAST Admin. Offices	4.52	6.02	72.61	77.63	45.5	48.55	122.63	132.20
Totals	1,033.71	1,057.42	513.01	514.76	96.3	95.35	1,643.02	1,667.53

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

GRAD EMPLOYMENT SURVEY - CLASS OF 2010-11 (AFTER 6 MONTHS)

93%
graduate
employment rate

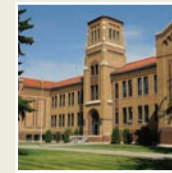
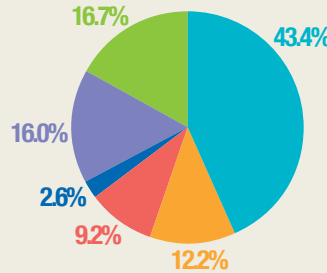
98%
graduate
satisfaction



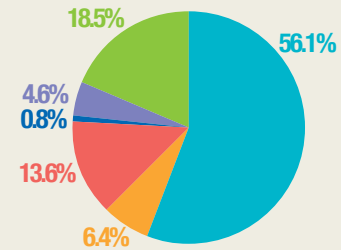
- Base Certificate/Diploma/Degree (B-C/D)
- Apprenticeship (APP)
- Basic Education (BE)
- Credit Course Regs (C-CR)
- Continuing Education Certificate/Diploma (CE-C/D)
- Non-credit Course Regs (N-CR)



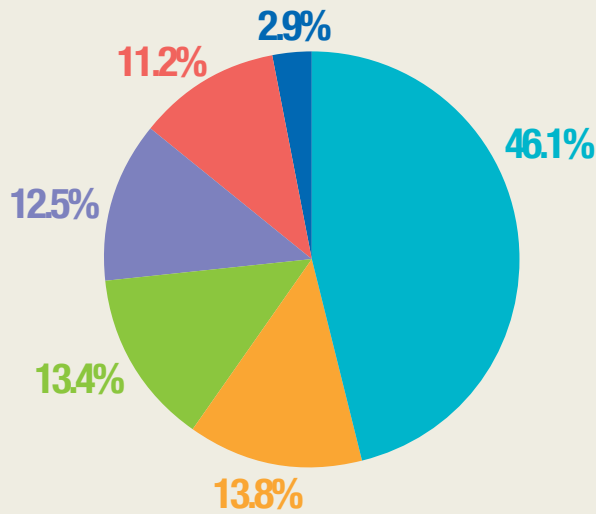
SIAST KELSEY CAMPUS
FLE Total **4,946**



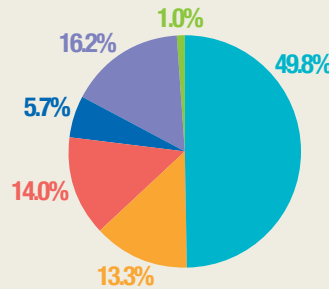
SIAST PALLISER CAMPUS
FLE Total **3,142**



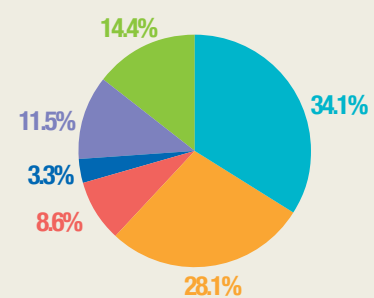
ENROLMENT BY FLE 2010-2011
SIAST FLE Total **13,169**



SIAST WASCANA CAMPUS
FLE Total **2,777**



SIAST WOODLAND CAMPUS
FLE Total **2,304**



NOTES:

1. The term "Base" represents SIAST's certificate/diploma/degree programs that are administered by program heads and are delivered on a regular basis, usually at a SIAST campus. The term "certificate" includes SIAST's applied and advanced certificate programs. Degree programs include the Nursing Education Program of Saskatchewan (NEPS) and the NEPS Second Degree Entry Option program.
2. The term "Con Ed" represents the continuing education delivery of SIAST's certificate/diploma/degree programs. Included in this number are 1,427 headcount program enrolments or 1,478 FLE at regional colleges and Dumont Technical Institute which broker SIAST programs.
3. Given a student can be enrolled in more than one level of training in an academic year, the number of distinct students enrolled in programs overall will not equal the sum of the totals for each training level.
4. Effective in 2010-11, SIAST implemented a new Full Load Equivalent (FLE) model. The new FLE formula will calculate a student's "full-load" activity based on the total number of credits/hours they attend, relative to the number of credits/hours that would normally be assigned a full-time learner over the academic year. FLE will be calculated based on a standard divisor of 45 credit units for post-secondary training and 700 hours for secondary training (Basic Education). A student may be more than one FLE if their total credit unit or hour activity is greater than 45 credit units (post-secondary) or 700 hours (secondary).

FINANCIALS



Management Discussion & Analysis

Operating Environment

In 2011-12, Saskatchewan continued to enjoy one of the strongest economies in Canada. Natural resource-based industries again gave Saskatchewan the edge. Driven by immigration, the province's population grew by 19,642 – the most growth in any one-year period since 1930. This robust economic and population growth compounded the challenges faced by SIAST to keep pace.

SIAST responded to the skills shortages with more program seats, more training hours and innovative course delivery options. SIAST continued to position itself at the forefront of new learning technologies by meeting students' learning needs in an increasingly mobile environment.

SIAST welcomed the recommendation to expand degree granting beyond Saskatchewan's two universities, opening up future opportunities for SIAST to offer baccalaureate-level degrees of an applied nature.

SIAST maintained its focus on provincial government priorities, including affordable tuition, enhanced innovation, increased international student enrolment and improved Aboriginal student success, while maintaining a balanced budget. In response to financial constraints, SIAST achieved high targets for vacancy management, continuing education revenue and parking revenue. SIAST achieved its operating and capital plan while working in a challenging labour relations environment. In September 2011, SIAST's Professional Services and Academic bargaining units, part of the Saskatchewan Government and General Employees' Union, initiated job action. Ultimately, this labour disruption was resolved through mediation.

SIAST continued to struggle with issues around its aging infrastructure and the alarming lack of instructional and student space on its campuses. 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.

The year initiated a change in president and chief executive officer with the retirement of Dr. Robert G. McCulloch and recruitment of Dr. Larry Rosia. Dr. Rosia's skills are well suited to maintaining SIAST's momentum, capturing new opportunities and ensuring that SIAST students have access to high-quality education and employers have access to a highly skilled workforce.

Strategy Management

SIAST's planning process involves three key components: a 10-year strategic plan (2009 to 2019), an annual operations forecast, and an annual operating and capital plan. SIAST uses the balanced scorecard approach as its planning and management system, linking strategy implementation with organizational goals and initiatives. The balanced scorecard framework encourages an organization to look at its business from four perspectives: client, internal processes, learning/growth and enterprise sustainability. Key to this approach is the SIAST strategy map with its 18 strategic goals.

Building on work started in 2011, a balanced scorecard measures team recommended a set of key performance measures for SIAST's strategic goals. The team completed measurement profile sheets that included measurement intent, measurement definition and data elements/sources. SIAST's first populated scorecard, using 2010-11 data, was presented to the SIAST board of directors.

The next phase of work was to identify potential targets and benchmarks. Targets were identified for selected measures based on three- to five-year historical trends. Next, SIAST started preliminary investigation of external benchmarks to compare its business processes and performance measures to industry best practices while recognizing that, in some cases, an internal benchmark may be more relevant. This approach will allow SIAST to capitalize on best practices across its four campuses. Contacts are being made to facilitate benchmarking with peer institutions in western Canada. Finalization and approval of targets and benchmarks will take place in 2013.

SIAST's balanced scorecard work is being enriched by the creation of a Reporting Knowledge Library that will document the location of data, templates and processes associated with all aspects of SIAST's reporting requirements. In the proof-of-concept stage, this cross-functional initiative will support the creation of a data dictionary framework for SIAST.

In 2011-12, SIAST established a strategy management division to further strengthen processes in strategy formulation and strategy execution. This new unit oversees all strategy-related activities: strategic and operational planning, performance measurement and enterprise risk management. This will enable SIAST to achieve and sustain breakthrough performance results by closing the gap between strategy and execution.

SIAST responded to the skills shortages in Saskatchewan with more program seats, more training hours and innovative course delivery options.

Enterprise Risk Management

The 2011/12 academic year was focused on:

- Implementing the enterprise risk management (ERM) framework;
- The identification of strategic risks facing SIAST;
- Beginning to identify operational risks on a divisional level; and
- Rewriting policy to align with both SIAST's ERM framework and current best practices in ERM.

SIAST's ERM framework is based upon the ISO 31000 family of standards relating to risk management, as codified by the International Organization for Standardization. These standards offer a robust approach to identifying and managing risk in an organization. SIAST has adopted these standards and has put a great deal of effort into ensuring its approach to ERM is consistent with these standards.

SIAST's ERM steering committee, comprised of representatives from both academic and administrative services, was tasked with the responsibility of identifying those risks directly related to SIAST's strategy. The committee identified 33 risks that could have a direct impact upon SIAST's 18 strategic goals. While most of these risks fall below SIAST's risk tolerance, several did not. Further management of these risks will be one focus of ERM for the upcoming year.

With the same methodology used to identify strategic risks, three divisions within SIAST began the work of identifying operational risks associated with their programs and services. Once all divisions have completed this work in the coming year, the risks will be combined into a master operational risk registry. Much of this work will be used to inform divisional strategic planning and will ensure that those significant risks are included in divisional plans.

Policy redevelopment ensured that policies were aligned with both the ERM framework and with current best practices in risk management. Of note is the clear identification of roles and responsibilities for risk management, from the SIAST board through to individual employees. Part of this policy redevelopment included the identification and approval of SIAST's risk tolerance. This tolerance identifies the point beyond which a risk requires further management over and above what is currently being done to manage it.

In the coming year, SIAST will continue to cascade ERM throughout the organization to ensure that all risks are identified and properly managed. SIAST will also develop a risk scorecard to be used to monitor early indicators of risk occurrence.

Financial performance (dollars in thousands)

In fiscal 2012, SIAST experienced a surplus of revenue in excess of expenses of \$2,729.

SIAST had budgeted an operating surplus of \$1,787 for the year. The largest factor contributing to the positive variance was salary savings, driven primarily by the four-day job action that occurred in September, combined with savings in several special projects funds and smaller savings in a number of divisions across SIAST. Demand for contractual training, trades training in particular, remains strong and contributed additional revenues, as did tuition and other administrative fees. Cost savings were also realized in a number of non-salary expenses, such as travel and materials.

Offsetting the savings is a significant shortfall related to underfunding of SIAST's recently-settled 2009 to 2012 collective bargaining agreements. This is discussed further under the 2013 plan highlights.

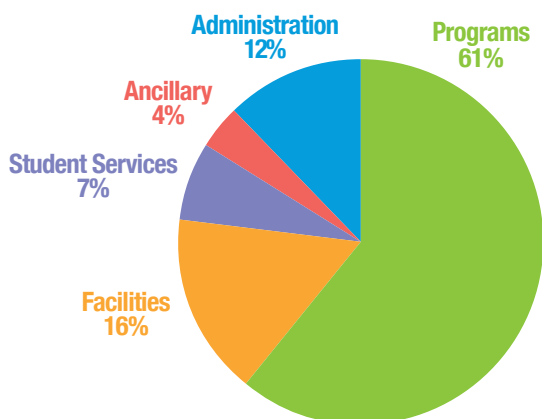
Despite the operating surplus, SIAST's unrestricted operating net assets balance decreased by \$1,990 during the year to \$3,437. This decrease was due to planned expenditures on capital equipment and facilities enhancements. A deficit budget has been approved for 2013, which means that this balance will be further reduced over the course of the upcoming year. It is anticipated that by June 30, 2013, the unrestricted operating net assets will be drawn down to the 0.5% of budgeted revenues that represents the minimum level as approved by SIAST's board.

Highlights: Actual 2012 compared to 2011 (dollars in thousands)

Excess of revenue over expenses for 2012 was \$2,729, a decrease of \$492 from 2011.

- Grant revenue increased by \$5,319 or 3.6% due mainly to the recognition of additional revenue to partially offset collective agreement settlement costs.
- Salaries and benefits expense increased by \$8,491 or 6.0% due to retroactive payments and accruals related to the recently-settled collective bargaining agreements. These increases were partially offset by savings related to the four-day job action that occurred in September 2011.
- Services expense decreased by \$1,577 or 11.1% due largely to a reduction in international activity during the year, as well as to reduced software purchases compared to an unusually high level in 2011.
- Amortization expense increased by \$1,297 or 13.5% as a result of the significant capital spending that occurred over the past few years.
- Total assets decreased by \$7,291 or 6.3% due mainly to a decrease in cash resulting from retroactive payments related to the collective bargaining agreements, combined with costs related to significant capital projects that occurred during the year. This was partially offset by increases generated by the operating surplus for the year.
- Total liabilities decreased by \$9,910 or 11.8% as payments made relating to the collective bargaining agreements and capital projects reduced liability balances in place at last year-end. Additionally, the sustaining capital grant received from the province in the previous year was used to fund the purchase of capital equipment and not replaced in the most recent budget, reducing the deferred capital contributions balance. Finally, the unamortized deferred capital contributions balance declined as amortization of restricted funding spent on capital projects in previous years exceeded new capital funding received.
- Net assets increased by \$2,619 or 8.2% due to the operating surplus in the current year.

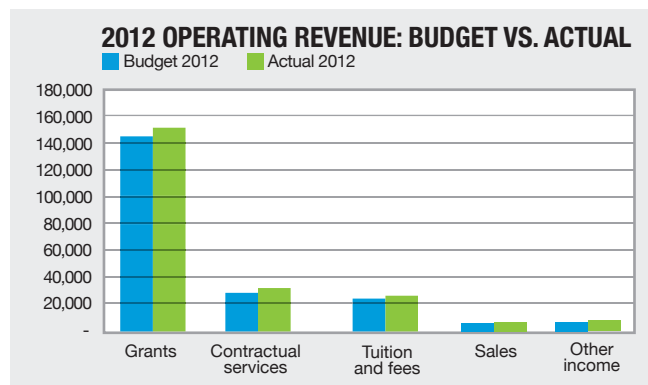
OPERATING EXPENSES BY FUNCTION



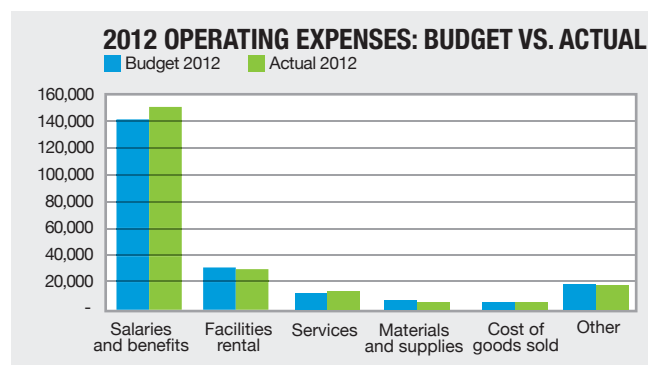
Highlights: Plan 2012 (dollars in thousands)

Excess of revenue over expenses for 2012 was \$2,729 compared to a planned operating surplus of \$1,787. The main factors contributing to this surplus were reviewed under **Financial Performance. A discussion of the main account-level variances follows:**

- Grant revenues were in excess of budget by \$8,015 or 5.5%. This is primarily the result of additional grant revenue recognized to partially offset collective agreement settlement costs.
- Contractual services revenue was over budget by \$1,357 or 4.8% due to continuing strong demand for apprenticeship and contractual activity, partially offset by lower than anticipated international project revenue.



- Salaries and benefits expense was in excess of budget by \$9,909 or 7.0%. This is mainly due to retroactive payouts and accruals related to the recently settled collective bargaining agreements. These overages were partially offset by savings related to a four-day job action that occurred in September, as well as by salary savings in core divisions, largely due to unspent special projects funds.
- Travel and professional development was \$1,070 or 24.6% less than plan. Roughly half of these savings was the result of the creation of a flexible benefit plan as part of the collective bargaining settlement this year. The former professional development funds were budgeted under travel but expensed in a new account under salaries after the plan was converted. The remainder of the savings is due to less travel overall in a number of divisions throughout the organization.



Highlights: Plan 2013 (dollars in thousands)

For 2013, SIAST is budgeting an overall deficit of \$1,929, consisting of deficits of \$364 in operating and \$1,565 in capital. This deficit will be funded by a draw-down of SIAST's unrestricted operating net assets that had been accumulated from prior years' surpluses. It is anticipated that the unrestricted operating net assets balance will be reduced to \$1,132, which represents the board-mandated minimum balance of 0.5% of budgeted revenues.

This deficit budget was driven by a shortfall in grant funding received from the province compared with the costs related to the new collective bargaining agreements. Full funding for all bargaining costs had been provided by the province in previous rounds, and it had been assumed during preliminary budgetary planning that this would continue. However, operating funding provided fell well short of what was required, leaving SIAST with a significant budgetary deficit to overcome.

While a portion of the shortfall was addressed through budgetary reductions and increased revenue targets, the remaining \$1,929 represents an ongoing shortfall that, in the absence of additional funding, will require additional corrective action to balance future years' budgets. SIAST also enters a new round of bargaining in 2013. At this point, no allowance for increased wages relating to the upcoming 2012 - 2015 collective agreements has been incorporated into the 2013 budget. Should less than full funding be received for these agreements, SIAST's budget and deficit problems will be compounded.

The most significant areas of anticipated change from the 2012 budget to 2013 are:

- Grant revenue is expected to increase by \$6,884 or 4.7% due to funding increases largely related to the ongoing collective bargaining settlement costs.
- Contractual services revenue is expected to increase by \$3,603 or 12.8% as a result of additional apprenticeship training and international projects revenue projected. Much of the additional apprenticeship revenue is related to and offset by increased wages resulting from the new collective bargaining agreements.
- Salaries and benefits expense is expected to increase by \$10,579 or 7.5% due mainly to increased wages resulting from the new collective bargaining agreements.
- Services expense is expected to increase by \$1,838 or 15.6% due to costs related to increased international project activity and to the software support budget being increased to more accurately reflect actual costs incurred in recent years.
- Amortization expense is projected to increase by \$1,111 or 11.0% as a result of significant spending on capital projects in the past year.

Capital spending summary (dollars in thousands)

In 2012, SIAST acquired capital assets totaling \$12,379, funded via operating funds designated for capital replacement, provincial capital funding, a federal capital grant 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 completion of the Saskatoon Health Technologies Project and the Nursing expansion at SIAST Wascana Campus, and renovations related to the new Mining Engineering Technology program in Saskatoon.

KEY FINANCIAL RESULTS AND DATA (dollars in thousands)

	2011 Actual	2012 Plan	2012 Actual	2013 Plan
OPERATIONS				
Excess (deficiency) of revenue over expenses	\$ 3,221	\$ 1,787	\$ 2,729	\$ (364)
Grants	147,789	145,093	153,108	151,977
Contractual services	28,623	28,142	29,499	31,745
Tuition and fees	25,869	25,052	25,843	25,212
Sales	8,313	8,847	9,085	8,740
Salaries and benefits	142,181	140,763	150,672	151,342
Facilities rental	30,553	31,145	30,917	31,470
Materials and supplies	6,424	6,929	6,488	6,596
Cost of goods sold	5,770	5,337	5,861	5,377
Services	14,246	11,792	12,669	13,630
Amortization	9,585	10,060	10,882	11,171
Travel & PD	3,612	4,356	3,286	4,386
FINANCIAL POSITION				
Unrestricted Operating net assets ¹	\$ 5,427	\$ 1,688	\$ 3,437	\$ 1,132
Total assets	115,706	104,716	108,415	97,195
Total liabilities	83,813	70,660	73,903	62,279
Total net assets	31,893	34,056	34,512	34,916

¹ The amount for the actual unrestricted operating net assets was reported as \$5,609 in the 2011 annual report. The \$182 difference relates to the externally restricted reserve for the SIAST Woodland Campus Student Housing project, which previously was included in the operating net assets figure. The reserve is now shown separately on the financial statements, and the 2011 operating net assets amount has been adjusted to reflect this change. Refer to Note 16 of the financial statements for details about the reserve.

Management Report

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. Larry Rosia
President & CEO

Marine Perran
Vice President, Administrative Services

Cheryl Schmitz
Associate Vice President, Financial Services

September 21, 2012

Auditors' Report

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, which comprise the statement of financial position as at June 30, 2012, 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.

AUDITORS' 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 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 auditors' 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 auditors consider 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 Saskatchewan Institute of Applied Science and Technology as at June 30, 2012, and results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants
Saskatoon, Saskatchewan
September 21, 2012

Bonnie Lysyk, MBA, CA
Provincial Auditors
Regina, Saskatchewan
September 21, 2012

Statement of Financial Position

June 30, 2012, with comparative figures for 2011
(in thousands of dollars)

	2012	2011
Assets		
Current assets:		
Cash and cash equivalents (note 4)	\$ 14,934	\$ 23,375
Accounts receivable (note 5)	6,812	5,697
Inventories (note 6)	2,982	1,868
Prepaid expenses	540	2,990
	25,268	33,930
Investments (note 7)	1,890	1,822
Capital assets (note 8)	81,257	79,954
	\$ 108,415	\$ 115,706
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 3,112	\$ 5,732
Salaries and benefits payable	11,777	10,848
Deferred revenue (note 9)	2,020	1,702
Deferred contributions (note 10)	5,489	7,193
Saskatoon Trades and Skills Centre funding (note 11)	277	293
Current portion of obligation under capital leases (note 12)	202	378
	22,877	26,146
Obligation under capital leases (note 12)	133	314
Deferred capital contributions (note 13)	79	3,608
Unamortized deferred capital contributions (note 14)	50,814	53,745
	73,903	83,813
Net assets:		
Invested in capital assets	30,108	25,517
Restricted for endowment (note 15)	657	767
Externally restricted (note 16)	310	182
Unrestricted operating	3,437	5,427
	34,512	31,893
	\$ 108,415	\$ 115,706

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

On behalf of the board:
Pamela L. Schwann, Chair

Gay Patrick, Audit Committee Chair

Statement of Operations

Year ended June 30, 2012, with comparative figures for 2011
(in thousands of dollars)

	2012 Budget	2012 Actual	2011 Actual
Revenue:			
Grants	\$ 145,093	\$ 153,108	\$ 147,789
Contractual services	28,142	29,499	28,623
Tuition and fees	25,052	25,843	25,869
Sales	8,847	9,085	8,313
Amortization of deferred capital contributions	6,538	6,886	5,751
Investment income	539	470	404
Donations	632	968	936
Other income	315	455	545
	215,158	226,314	218,230
Expenses:			
Salaries and benefits	140,763	150,672	142,181
Facilities rental	31,145	30,917	30,553
Services	11,792	12,669	14,246
Materials and supplies	6,929	6,488	6,424
Cost of goods sold	5,337	5,861	5,770
Amortization	10,060	10,882	9,585
Travel and professional development	4,356	3,286	3,612
Equipment rental and repairs	2,022	1,221	1,181
Scholarships and awards	967	1,471	1,435
Loss on disposal of capital assets	-	118	22
	213,371	223,585	215,009
Excess of revenue over expenses	\$ 1,787	\$ 2,729	\$ 3,221

See accompanying notes to financial statements.

Statement of Changes in Net Assets

Year ended June 30, 2012, with comparative figures for 2011
(in thousands of dollars)

	Invested in capital assets	Restricted for endowment	Externally restricted	Unrestricted operating	2012 Total	2011 Total
Balance, beginning of year	\$ 25,517	\$ 767	\$ 182	\$ 5,427	\$ 31,893	\$ 28,715
Excess (deficiency) of revenue over expenses	(4,114)	-	128	6,715	2,729	3,221
Net change to endowment balance	-	(110)	-	-	(110)	(43)
Invested in capital assets	8,705	-	-	(8,705)	-	-
Balance, end of year	\$ 30,108	\$ 657	\$ 310	\$ 3,437	\$ 34,512	\$ 31,893

See accompanying notes to financial statements.

Statement of Cash Flows

Year ended June 30, 2012, with comparative figures for 2011
(in thousands of dollars)

	2012	2011
Operating activities:		
Excess of revenue over expenses	\$ 2,729	\$ 3,221
Items not affecting cash:		
Amortization of capital assets	10,882	9,585
Amortization of deferred capital contributions	(6,886)	(5,751)
Change in non-cash working capital (note 19)	(2,872)	560
Loss on disposal of capital assets	118	22
Unrealized loss (gain) on investments	50	(143)
Cash provided by operating activities	4,021	7,494
Investing activities:		
Acquisition of capital assets:		
Externally funded	(3,955)	(13,665)
Internally funded	(8,424)	(5,112)
	(12,379)	(18,777)
Proceeds from sale of capital assets	76	77
Purchases of investments	(691)	(391)
Sales of investments	573	360
Cash used in investing activities	(12,421)	(18,731)
Financing activities:		
Repayments of capital leases	(357)	(346)
Deferred capital contributions	426	6,457
Endowment contributions	4	9
Endowments transferred to deferred contributions	(114)	(52)
Cash (used in) provided by financing activities	(41)	6,068
Net decrease in cash and cash equivalents	(8,441)	(5,169)
Cash and cash equivalents, beginning of year	23,375	28,544
Cash and cash equivalents, end of year	\$ 14,934	\$ 23,375

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended June 30, 2012

(in thousands of dollars)

1. Statutory Authority:

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

2. Significant Accounting Policies:

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

(a) Revenue recognition:

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

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

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

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

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

(b) Cash and cash equivalents:

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

(c) Inventories:

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

(d) Investments:

Investments consist of a portfolio of bonds, equities and pooled investment funds 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	
Buildings	40 years
Computer equipment	3 and 4 years
Furniture	10 years
Industrial and heavy equipment	10 years
Leasehold improvements:	
Ministry of Central Services owned properties	15 years
Other properties	Lease term
Office equipment, specialized equipment and library	5 years
Vehicles	8 years

Year ended June 30, 2012

(in thousands of dollars)

(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, 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. Significant areas requiring management estimates relate to the determination of useful lives of capital assets for amortization and the amortization of related deferred capital contributions, valuation of financial instruments and provisions for contingencies. Actual results may differ from those estimates.

3. Future Accounting Framework:

Recently, 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.

At the request of the Government of Saskatchewan, SIAST will be adopting the PSA Handbook without the PS 4200 series of standards effective July 1, 2012.

The transition to PSA standards will result in changes to the recognition, presentation and disclosure of SIAST's financial information. SIAST is currently assessing the impact of the differences between PSA standards and the current basis of financial reporting. Areas expected to be most impacted include accounting for government transfers, accounting for employee benefits (specifically non-vested sick leave) and the format of the financial statements.

The transition date for SIAST of July 1, 2012, will require restatement of June 30, 2012, figures in the June 30, 2013, financial statements for comparative purposes.

4. Cash and Cash Equivalents:

	2012	2011
Cash	\$ 14,826	\$ 23,250
Cash equivalents	108	125
	\$ 14,934	\$ 23,375

Included in the cash and cash equivalents balance is \$277 (2011 - \$293) 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 2012.

5. Accounts Receivable:

	2012	2011
Corporate	\$ 881	\$ 1,205
Federal government	1,362	1,671
Provincial government - General Revenue Fund	3,952	2,348
Student	155	166
Other	462	307
	\$ 6,812	\$ 5,697

Year ended June 30, 2012

(in thousands of dollars)

6. Inventories:

	2012	2011
Bookstores	\$ 2,850	\$ 1,731
Food services	50	52
Shop and service supplies	82	85
	\$ 2,982	\$ 1,868

The cost of inventory sold recognized as an expense during 2012 was \$5,861 (2011 - \$5,770) and includes inventory write-downs of \$41 (2011 - \$56). There were no reversals of write-downs of inventory made in prior periods. As of June 30, 2012, there was no inventory pledged as security for liabilities.

7. Investments:

Investments consist of a diversified portfolio of mutual funds, individual equities and individual bonds. The portfolio is funded from endowment and long-term trust fund contributions. The portfolio had a loss of 0.75% in 2012 (2011 - gain of 10.57%).

	2012	2011
Mutual funds	\$ 1,226	\$ 1,070
Equities	489	490
Bonds	175	262
	\$ 1,890	\$ 1,822

At June 30, 2012, the bond portfolio had a weighted average effective yield of 1.32% (2011 - 3.07%) with maturity dates ranging from less than 1 year to 5 years (2011 - less than 1 year to 11 years).

8. Capital Assets:

	Cost	Accumulated amortization	2012 Net book value	2011 Net book value
Buildings	\$ 8,311	\$ 472	\$ 7,839	\$ 6,465
Computer equipment	16,490	11,959	4,531	4,012
Furniture	8,181	4,237	3,944	3,491
Industrial and heavy equipment	34,192	21,511	12,681	13,179
Land	6,212	-	6,212	6,212
Leasehold improvements	61,511	20,953	40,558	40,512
Office equipment, specialized equipment and library	18,283	14,325	3,958	4,644
Vehicles	5,256	3,722	1,534	1,439
	\$ 158,436	\$ 77,179	\$ 81,257	\$ 79,954

At June 30, 2012, the capital asset balance included equipment under capital leases with a cost of \$1,068 (2011 - \$1,557) and accumulated amortization of \$474 (2011 - \$716).

9. Deferred Revenue:

	2012	2011
Contractual services	\$ 448	\$ 356
Tuition and fees	1,402	1,219
Other	170	127
	\$ 2,020	\$ 1,702

Year ended June 30, 2012

(in thousands of dollars)

10. Deferred Contributions:

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

	2012	2011
Deferred contributions received during the year:		
Grants	\$ 6,515	\$ 5,973
Fundraising and donations	1,476	930
Restricted investment income	(14)	189
	7,977	7,092
Transferred (to) from:		
Grant revenue	(8,513)	(7,443)
Donation revenue	(887)	(866)
Investment income	(33)	(8)
Contractual services revenue	(350)	(270)
Deferred capital contributions (note 13)	(12)	338
Endowments (note 15)	114	52
	(9,681)	(8,197)
Change in deferred contributions	(1,704)	(1,105)
Deferred contributions, beginning of year	7,193	8,298
Deferred contributions, end of year	\$ 5,489	\$ 7,193

11. Saskatoon Trades and Skills Centre Funding:

SIAST received \$17,000 in 2007 from the Ministry of Advanced Education (AE) for development of the Saskatoon Trades and Skills Centre (STSC) at Mount Royal Collegiate. The contribution from AE 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 is comprised of 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 AE.

	2012	2011
Balance, beginning of year	\$ 293	\$ 4,442
Contributions received	-	190
Restricted investment income	3	15
Transferred to deferred capital contributions (note 13)	(4)	(235)
Expenditures	(15)	(4,119)
Balance, end of year (note 4)	\$ 277	\$ 293

Year ended June 30, 2012

(in thousands of dollars)

12. Obligation Under Capital Leases:

	2012	2011
Balance, beginning of year	\$ 692	\$ 1,038
Repayments during the year	(357)	(346)
Additions during the year	-	-
Total	335	692
Less current amount	202	378
Long-term amount	\$ 133	\$ 314

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

2013	\$ 218
2014	136
Total minimum lease payments	354
Less amount representing future interest	(19)
Net obligation under capital leases	\$ 335

Interest rates on the leases range from 4.62% to 11.74%. Interest expensed during the year amounted to \$27 (2011 - \$47).

13. Deferred Capital Contributions:

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

	2012	2011
Increase during the year:		
Restricted capital grants	\$ 336	\$ 6,160
Fundraising and donations	74	400
Transferred from (to) deferred contributions (note 10)	12	(338)
Transferred from Saskatoon Trades and Skills Centre funding (note 11)	4	235
	426	6,457
Transferred to unamortized deferred capital contributions (note 14)	(3,955)	(13,665)
Change in deferred capital contributions	(3,529)	(7,208)
Deferred capital contributions, beginning of year	3,608	10,816
Deferred capital contributions, end of year	\$ 79	\$ 3,608

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:

	2012	2011
Transferred from deferred capital contributions (note 13)	\$ 3,955	\$ 13,665
Amortization of deferred capital contributions revenue	(6,886)	(5,751)
Change in unamortized deferred capital contributions	(2,931)	7,914
Unamortized deferred capital contributions, beginning of year	53,745	45,831
Unamortized deferred capital contributions, end of year	\$ 50,814	\$ 53,745

Included in the unamortized deferred capital contributions balance is a forgivable loan from 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, 2012, \$465 (2011 - \$285) of the loan had been forgiven.

Year ended June 30, 2012
(in thousands of dollars)

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.

	2012	2011
Balance, beginning of year	\$ 767	\$ 810
Endowment contributions	4	9
Transferred to deferred contributions (note 10)	(114)	(52)
Balance, end of year	\$ 657	\$ 767

The rate of return on endowed assets in 2012 was negative 0.75% (2011 - positive 10.57%). 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. Externally Restricted Net Assets:

As part of its agreement with Saskatchewan Housing Corporation, SIAST is required to establish and maintain a reserve fund for the purpose of financing future major repairs or capital improvements associated with the SIAST Woodland Campus Student Housing project. The cumulative surplus of \$310 (2011 - \$182) resulting from the operation of the housing project has therefore been recorded as a reserve for this purpose.

17. Commitments and Contingencies:

(a) Operating leases:

SIAST has operating lease commitments for facilities and equipment. The majority of the facilities are leased on a continuing basis from the Ministry of Central 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
2013	\$ 30,725	\$ 1,629	\$ 32,354
2014	30,725	260	30,985
2015	30,725	27	30,752
2016	30,725	-	30,725
2017	30,725	-	30,725

(b) Capital projects:

The estimated cost to complete major capital projects in progress at June 30, 2012, is approximately \$970 (2011 - \$6,229).

(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 of June 30, 2012, an amount of \$297 (2011 - \$351) has been accrued for outstanding legal claims that management has determined meet the criteria for recording a liability under generally accepted accounting principles.

As at June 30, 2012, 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 intention of senior management to request additional support from the Ministry of Advanced Education to fund SIAST's cost of a settlement when the amount becomes reasonably determinable.

(d) Collective bargaining agreements:

SIAST has two collective bargaining agreements with the Saskatchewan Government and General Employees' Union representing 94% of its employees. During the year, the agreements for the period of July 1, 2009, to June 30, 2012, were ratified and all retroactive amounts were either paid or accrued as at June 30, 2012. These agreements expired on June 30, 2012.

Year ended June 30, 2012
(in thousands of dollars)

18. Pension Plans:

SIAST employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are administered by the Ministry of Finance. Employer contributions of \$7,685 (2011 - \$6,648) 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 9,000 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.

19. Change in Non-Cash Working Capital:

	2012	2011
Accounts receivable	\$ (1,115)	\$ 10,665
Inventories	(1,114)	(477)
Prepaid expenses	2,450	(2,567)
Accounts payable and accrued liabilities	(2,620)	(5,606)
Salaries and benefits payable	929	4,666
Deferred revenue	318	(867)
Deferred contributions	(1,704)	(1,105)
Saskatoon Trades and Skills Centre funding	(16)	(4,149)
	\$ (2,872)	\$ 560

20. Related Parties:

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

During the year, SIAST recognized grant revenue from the Ministry of Advanced Education (AE) for operations and rent in the amount of \$153,017 (2011 - \$147,734). Revenue of \$6,648 (2011 - \$5,504) was recognized in the year representing the amortization of deferred capital funding provided by AE.

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:

	2012	2011
Non-grant revenue	\$ 24,687	\$ 21,990
Operating expenses	34,738	39,284
Capital asset additions	4,877	10,828
Accounts receivable	3,619	2,394
Accounts payable and accrued liabilities	790	2,516

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.

21. Expenses by Function:

	2012	2011
Programs	\$ 136,783	\$ 130,257
Facilities	35,066	34,473
Student services	16,470	15,361
Ancillary	8,509	8,403
Administration	26,757	26,515
	\$ 223,585	\$ 215,009

Year ended June 30, 2012
(in thousands of dollars)

22. Financial Instruments:

SIAST uses various financial instruments. The carrying value of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, and salaries and benefits payable approximates fair value due to their immediate or relatively short term to maturity. The fair value of investments included in note 7 is based on quoted bid prices. SIAST has exposure to the following risks from its use of financial instruments.

Credit Risk

SIAST's principal financial assets are cash and cash equivalents, investments and accounts receivable, which are subject to credit risk. The carrying amount of financial assets on the statement of financial position represents SIAST's maximum credit exposure at the statement of financial position date.

SIAST's credit risk is primarily attributable to government, corporate and student receivables. The amounts disclosed in the statement of financial position are net of allowance for doubtful accounts, estimated by management based on previous experience and its assessment of the current economic environment.

SIAST's exposure to credit risk in respect of its other assets is not significant. Bonds held at June 30, 2012, are guaranteed by a federal or provincial government, and the cash balance represents deposits with Canadian chartered banks.

Market Risk

There is a risk that fluctuations in market prices will affect the value of holdings in SIAST's investment portfolio. This risk is mitigated by having professional investment managers build and maintain a well-diversified portfolio of securities that complies with SIAST's investment policy.

Interest Rate Risk

SIAST is exposed to interest rate price risk on the fixed income component of its investment portfolio and interest rate cash flow risk on the income earned on its cash and cash equivalents balance. The impact of changes in interest rates is mitigated by the relatively small percentage of financial assets with fixed interest rates and the contribution of investment income to SIAST's overall revenue.

23. Capital Management:

SIAST's capital structure consists of net assets invested in capital assets, endowment funds, externally restricted funds and unrestricted 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) 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.

24. Comparative Figures:

Certain 2011 figures have been reclassified to conform to the presentation adopted in the 2012 financial statements.

BOARD OF DIRECTORS

Pamela L. Schwann
Chair – Craven

Ryan Andrews
Regina

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

SENIOR MANAGEMENT COUNCIL

President & Chief
Executive Officer
Dr. Larry Rosia

Provost and Vice
President, Academic
David Walls

Vice President,
Administrative Services
Marine Perran

DEANS COUNCIL

Academic & Research
Associate Vice President
Arnold Boldt

Basic Education, Dean
Della Anaquod

Business, Dean
Dan MacKay

Business Development
and Advancement,
Associate Vice President
David Harvey

Community
Services, Dean
Heather West (Acting)

Industrial Training, Dean
Dennis Johnson

Nursing, Dean
Dr. Netha Dyck

Science & Health, Dean
Lynda Kushnir Pehrul

Strategy Management,
Associate Vice President
Anne Neufeld

Student Affairs, Associate
Vice President
Susan McIntyre

Technology, Dean
Jamie Hilts

ACADEMIC DIRECTORS

Applied Research
Cristina Holguin-Pando

Donor & Alumni
Relations, Director
Pam McLellan

Enterprise Risk
Management, Director
Ron Colin

Instructional & Leadership
Development Centre
Rod Goertzen

International Projects,
Director
Angela Wojcichowsky

Learning Technologies
Darren Myles

Library Services
Michael Sainsbury (Acting)

Registrar
Kathy Larsen

Student Development
Brian Henderson

ADMINISTRATIVE SERVICES ASSOCIATE VICE PRESIDENTS & DIRECTORS

Controller
Patsy Gilchrist

Employee Relations, Director
Don Soanes

Facility Projects & Planning,
Executive Director
Mark Fachada

Financial Planning, Director
Sean Engemoen

Financial Services,
Associate Vice President
Cheryl Schmitz

Health and Safety, Director
Edward Lloyd

Human Resources,
Associate Vice President
Gary Earles

Human Resource Advisory
Services, Director
Terence Carswell

HR Strategy Development,
Director
Terry Foulds

Information Technology
Services, Associate
Vice President
Garth McCormick

ITS Architecture, Applications &
Data Services, Director
Raymond Saunders

ITS Client & Infrastructure
Services, Director
Lawrence Boehm

Public Affairs,
Executive Director
Patricia Gillies

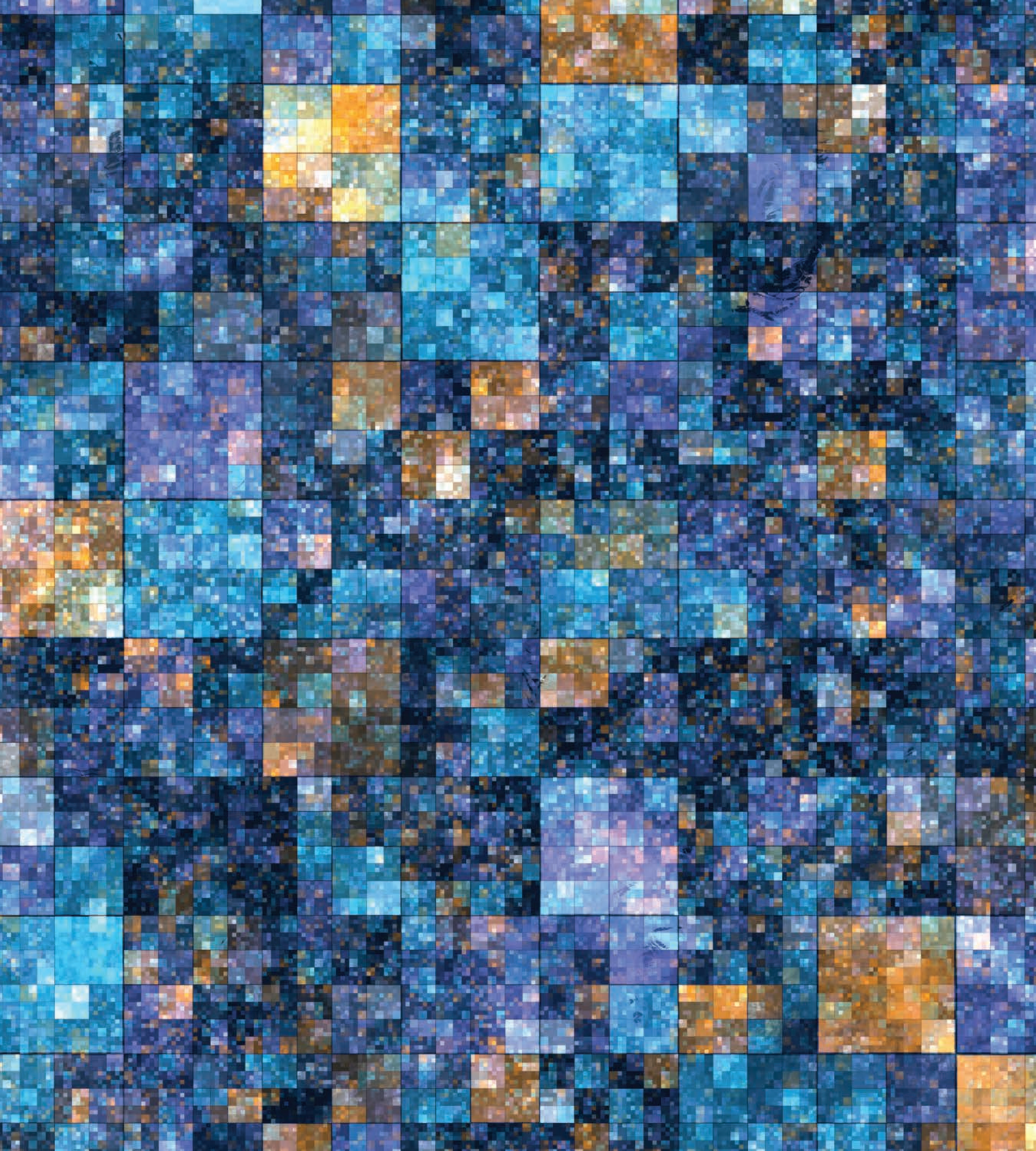
CAMPUS DIRECTORS

SIAST Palliser Campus,
Moose Jaw
Peter Lapointe

SIAST Kelsey Campus,
Saskatoon
Gerry Bonsal

SIAST Wascana Campus,
Regina
Bill Coulthard

SIAST Woodland
Campus, Prince Albert
Larry Fladager



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