



OPERATING & CAPITAL PLAN

2011-2012



© Saskatchewan Institute of Applied Science and Technology 2011

Reproduction of this report or parts thereof is permitted provided appropriate acknowledgements are given to the Saskatchewan Institute of Applied Science and Technology.

OPERATING AND CAPITAL PLAN

2011-12



SIAS

SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

Approved by the SIAS Board of Directors
May 13, 2011

Table of Contents

1. Executive Summary.....	1
1.1 Introduction.....	2
1.2 Financial Summary	3
1.3 Purpose of Planning	4
2. Strategic Context	5
2.1 SIAST Strategic Context	6
2.2 SIAST Strategy Map	7
3. Institutional Goals and Initiatives 2011-12	9
Clients: Students and Employers	10
Strategic Theme 1: Building Successful Careers	12
Strategic Theme 2: Advancing Social Prosperity	16
Strategic Theme 3: Leveraging Educational Innovation	18
Strategic Theme 4: Leading Organizational Effectiveness	20
4. Resource Allocation Summaries	25
4.1 SIAST Resource Allocation Summaries	26
4.2 Academic Resource Allocation Summaries	28
4.3 Administrative Services Resource Allocation Summaries	33
4.4 Capital Allocation Summary	35
APPENDICES	37
Appendix A – Program Impact Summary 2011-12	38
Appendix B – Program Capacities 2011-12	40
Appendix C – Apprenticeship Training 2011-12	50
Appendix D – Program Development 2011-12.....	51
Appendix E – Online and Televised Course Development 2011-12	55
Appendix F – Skills Training Allocation Program Plan 2011-12	57

SIAST is Saskatchewan’s primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for its expertise and innovation. More than 15,000 students (equating to 16,909 FLE) were enrolled in SIAST programs in the most recent academic year; additionally, the organization drew almost 25,000 individual course registrations. Through program and course registrations, SIAST served almost 26,000 distinct students with programs that touch every sector of the economy. SIAST operates campuses in Moose Jaw, Prince Albert, Regina and Saskatoon, and provides a number of courses and programs through distance education.



1. EXECUTIVE SUMMARY

1.1 Introduction

Saskatchewan's economy is strong compared to other areas of Canada and the world. Demand for the province's natural resources and agricultural products has returned and current forecasts predict a full and quick recovery from the world recession. Many private and public sector forecasts project Saskatchewan to rank first among the provinces in economic growth in 2011.

The population of the province continues to grow reversing several years of net out-migration. In addition, the percentage of Saskatchewan's population acquiring post-secondary education has been increasing. Enrolments at SIAST have surged by 30% in the past four years with dramatically increased intakes in apprenticeship, nursing and Language Instruction for Newcomers to Canada.

The construction sector, both residential and non-residential, projects strong demand for labour for the next 10 years. Oil and gas, mineral and manufacturing sectors all project positive economic futures with increased demand for skilled labour. The volume of concern expressed about impending labour shortages has become noticeably louder this year. Saskatchewan already has one of the lowest unemployment rates in the country along with Manitoba and Alberta. Acceleration of retirements and creation of new jobs over the next 10 years must translate into enrolment increases at SIAST to ensure there is a ready supply of skilled and educated people necessary to fill the career employment opportunities that will abound.

Unfortunately, SIAST is experiencing a dire shortage of laboratory, classroom, office and student space at all of its campuses with the need being particularly acute at SIAST Kelsey Campus. The institution is underway with capital infrastructure planning with the Ministries of Government Services and Advanced Education, Employment and Immigration to address this shortfall. It is anticipated SIAST will make considerable progress in 2011-12 with infrastructure planning and project implementation that will prepare SIAST Kelsey Campus for future growth. The plan will require support and investment from various levels of government and the private sector. Without these investments, there will be no increase in college-trained graduates to fill the thousands of projected job opportunities that will be available in Saskatchewan over the next 10 years.

Despite a provincial budget that is designed to maintain the status quo, SIAST presents clear strategies and goals to provide the necessary growth to its student body and to supply graduates armed with skills that match the current and future labour needs of Saskatchewan businesses and industry. These strategies address Aboriginal student recruitment and achievement, the needs of new immigrants, increasing the number of international students, maximizing the institute's financial and human resources, generating new sources of revenues and the need for new training space.

1.2 Financial Summary

The SIAST summary of financial information for the operating and capital projects a balanced budget for academic year (AY) 2011-12. Operating revenues of \$215.158 million are projected together with expenditures of \$213.371 million generating a small operating surplus of \$1.787 million. This operating surplus is offset by a capital funding shortfall of \$1.787 million. The allocation of extra resources to capital will partially alleviate ongoing capital equipment pressures. Capital budget restrictions imposed on programs in efforts to balance the AY 2010-11 budget have made upgrading of capital equipment in AY 2011-12 a priority for many divisions. The combined result of operating and capital expenditures is a balanced budget with no projected impact on net operating assets.

The financial plan reflects the following planning assumptions:

- Tuition fee increases will be set at just over 3% in AY 2011-12 to offset operating costs and maintain high quality training and accessibility.
- The Ministry of Advanced Education, Employment and Immigration (AEEI) will annually adjust the accommodation services grant to fully fund all annual facility operating cost increases.
- Any incremental costs resulting from the ongoing collective bargaining process will be fully funded by the Ministry of AEEI.

SIAST's collective agreements expired June 30, 2009. No amounts relating to the estimated impact of new agreements on in-scope salaries have been factored into the AY 2011-12 budget on the assumption that all related salary and benefit increases will be fully funded by the Ministry of AEEI. An allowance has been made for the estimated impact of out-of-scope salary increments.

SIAST did receive a nominal increase in operating funding from the province in the budget released March 23, 2011. Of particular note is the \$500,000 of inflationary funding provided, which was much needed and is greatly appreciated.

The one area where SIAST continues to struggle to meet the needs of our students and industry stakeholders is in relation to infrastructure requirements. Due to rapidly increasing student enrolments, SIAST is experiencing an alarming lack of instructional and student space on its campuses. This will severely restrict our ability to supply a trained and educated workforce in proportions necessary to match the projected economic growth and looming skills shortage in Saskatchewan.

The Operating and Capital Plan reflects SIAST's desire and the board's direction to place any funds available from a projected AY 2010-11 surplus into a capital infrastructure reserve. This reserve will initially be used to support future infrastructure development at SIAST Kelsey Campus, which would help to meet the needs of SIAST's growing student population, as well as mitigate future funding requests made of the Province.

1.3 Purpose of Planning

A comprehensive planning process enables all employees to visualize the “line of sight” from strategic direction to their everyday work plan. SIAST’s planning process involves three key steps: the 10- year strategic plan, the annual operations forecast and the operating and capital plan.

The **operating and capital plan** is SIAST’s internal action plan for the upcoming academic year. It details the actions and planning assumptions underlying SIAST’s annual operating and capital budget. It serves a two-fold function: To review the current array of programs and services, assigning resources as necessary and appropriate to sustain existing

operations and, secondly, it serves to translate the organization’s strategy into action, assigning resources to advance new strategic initiatives.

SIAST has chosen to use the balanced scorecard approach as a management framework, linking strategy implementation with organizational goals and initiatives. A strategy map has been finalized and 18 strategic goals have been identified. Performance measures and targets are being developed to ensure that SIAST makes appropriate progress towards achieving its goals.



2. STRATEGIC CONTEXT

2.1 SIAST Strategic Context

Vision

The vision is a statement which describes the desired future of the organization. It describes how the community/province will be improved or will be different in the future if the organization is successful at achieving its purpose.

Mission Statement

The mission is a succinct statement that articulates the organization's purpose or business, where the service is provided and to whom, and what is important to the organization in the provision of the service. It answers the question of "why do we exist"?

Strategic Destination

The strategic destination defines the focus of the organization in order to prioritize its initiatives for the next three years. It is the primary aim or outcome to be achieved in that time period. It further clarifies and quantifies the vision into a three-year campaign with a clear, definable measure. The strategic destination puts a quantifiable and measurable stake in the ground.

Strategic Themes

Strategic themes are the major business drivers the organization has prioritized and will make significant efforts to achieve. Strategic themes represent the new directional approaches for the provision of services or the management of operations and resources in the upcoming years.

Corporate Goals

The corporate goals are broad-based end statements that define what an organization intends to accomplish related to the strategic themes.

A balanced approach is used to select the organizational goals to ensure they reflect outcomes related to the four strategic themes and the four balanced perspectives of the balanced scorecard (clients, processes, people and resources). The goals guide the divisions and programs within the organization in the development of their operational and capital work plans.

Client Success Proposition

A client success proposition defines how the organization intends to add value through the client relationship as defined by the client's perspective and expectations. The client success proposition addresses both the basic requirements of service expected in every service encounter and the exceptional attributes of service that differentiate the organization from other similar organizations within the sector.

Measures of Success

The organization will establish a set of measures and targets related to each of the strategic goals in order to monitor the progress of the organization in the achievement of their desired outcomes. The measures will form the balanced scorecard for the organization and be monitored on a regular basis.

Strategy Map

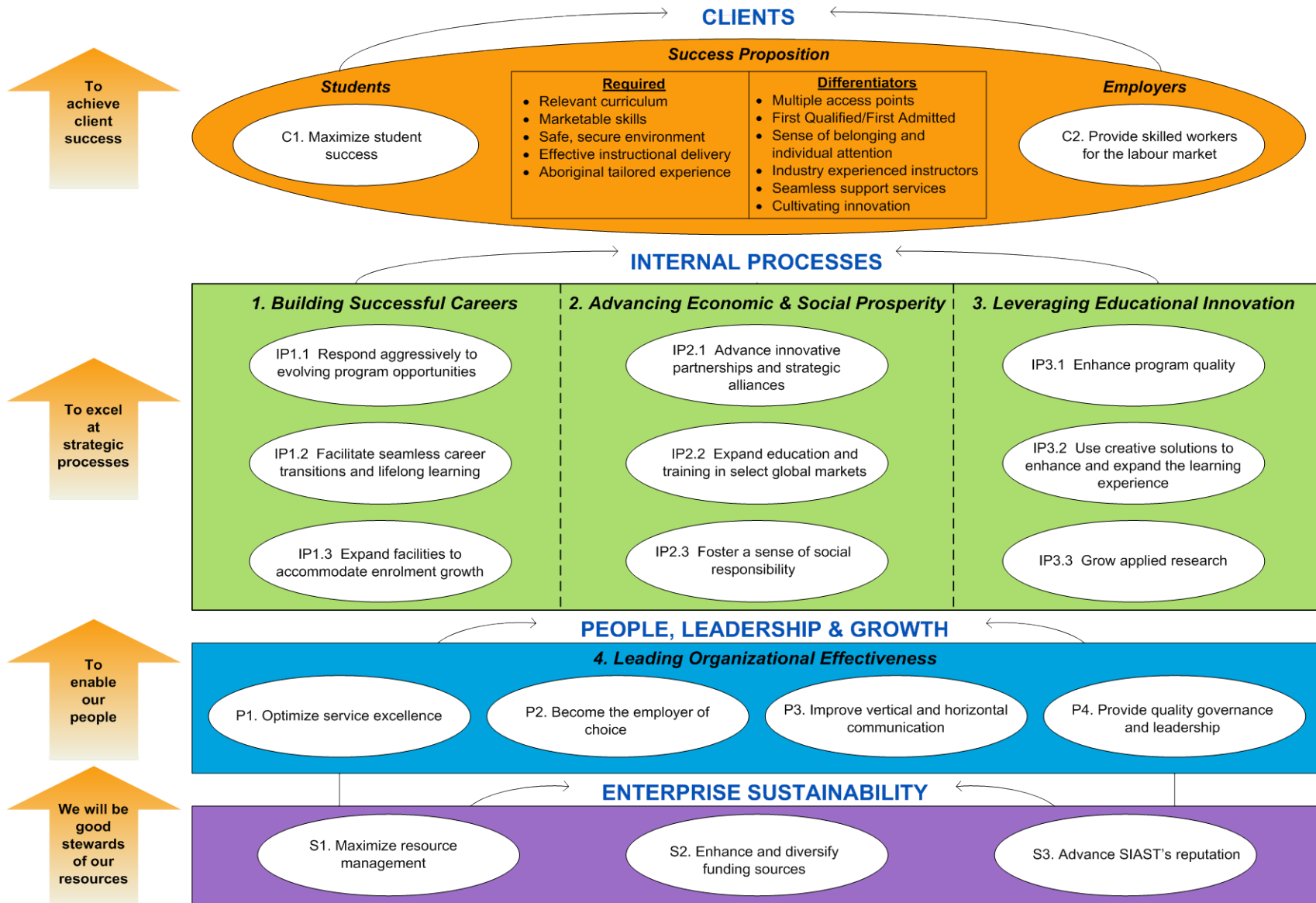
A strategy map tells the story of the organization's strategy and how the themes and goals work together and augment each other in order to accomplish the vision, mission and strategic destination of the organization.

2.2 SIAST Strategy Map

Vision 2009-2019: 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.

Our Strategic Destination 2010-2013: Within the next three years, SIAST will increase the number of career-ready graduates and training completions by 15%.



Strategy Map Guide

Strategic Framework

The ultimate outcome and destination of the organization is defined by the vision, mission and the strategic destination at the top of the map. The remainder of the map tells the story of strategy as defined by the themes and goals related to the four balanced perspectives of the balanced scorecard.

The Client (C1, C2)

The goals in the client section address the question *“To achieve our vision, mission and values, what client outcomes must SIAST achieve?”* It also articulates how the organization will add value to the client through the client success proposition.

Internal Processes (IP1-3)

This section identifies the *key process goals SIAST must excel at* in order to achieve the *client outcomes*. The process goals are aligned with the three strategic themes: 1. Building Successful Careers, 2. Advancing Social Prosperity, and 3. Leveraging Educational Innovation.

People, Leadership and Growth (P1-P4)

This section identifies the goals SIAST must achieve in order to enable its people (employees and the board) to excel at the *internal processes* to achieve the *client outcomes*. These goals, along with the enterprise sustainability goals, address theme 4. Leading Organizational Effectiveness.

Enterprise Sustainability (S1-S3)

The goals in this section define the focus required in order to achieve resource stewardship for the organization. It addresses the effective management of the financial resources to sustain the organization and demonstrate accountability to stakeholders. Effective resource management enables achievement of the goals in the *People*, *Internal Processes* and *Client* sections.



3. INSTITUTIONAL GOALS AND INITIATIVES 2011-12

The 82 strategic initiatives that follow were generated by SIAST’s divisional leadership teams. They are designed to contribute to the achievement of SIAST’s strategic destination, themes, primary outcomes and goals. The measures are still under development and will be finalized by the fall 2011.

CLIENTS: STUDENTS AND EMPLOYERS			
#	Primary Outcomes	Strategic Initiatives	Lead
C1.	Maximize student success Measures: 1. Aboriginal enrolment and graduation/completion rates 2. Enrolment trend and graduate trend 3. Withdrawal trend overall	Aboriginal Student Achievement Plan (ASAP) Strategy – Implementation of the second year of the five-year, \$5.5 million, institution-wide Aboriginal Student Achievement Plan will continue the realignment of services, create new support programming and address institutional barriers to student completion. The Ministry of AEEI will provide \$600,000 to support the implementation of ASAP. This funding will allow the first year of the Aboriginal Community Outreach strategy and the Aboriginal Student Retention Model at SIAST Woodland Campus to be implemented in 2011-12.	Student Affairs
		Aboriginal Student Retention Coordinator – Building on work started in AY 2010-11 to support Aboriginal apprentices, an Aboriginal student retention coordinator position will provide support for both Industrial Training Division Aboriginal certificate students and Aboriginal apprentices. The cost of \$80,000 is expected to be shared between the Saskatchewan Apprenticeship and Trade Certification Commission and SIAST's Industrial Training Division.	Industrial Training
		SIAST Student Retention Steering Committee – An institution-wide SIAST student retention initiative will be formalized through the creation of a representative steering committee. Accountable to senior management council, the steering committee will provide coordinated institutional leadership in the development of strategic student retention initiatives.	Student Affairs
		Technology Solutions to Enhance Student Retention – Best practice research suggests that student retention is increased by early identification of students at risk, followed by proactive intervention and support. To support this retention model, SIAST will explore automated early intervention systems that will allow the institution to identify students at risk early in their program and successfully connect them to the supports and services they need to increase their likelihood of program completion.	Student Affairs/ ITS

CLIENTS: STUDENTS AND EMPLOYERS			
#	Primary Outcomes	Strategic Initiatives	Lead
C2.	Provide skilled workers for the labour market Measures: 1. Employer satisfaction survey index 2. Graduate employment rate for certificate/diploma programs – overall and training-related 3. # of international students at SIAST and abroad	Expand Co-operative Education – Building on the success of co-operative education in both Business and Technology programs, students enrolled in the Business Administration diploma program for AY 2011-12 at SIAST Palliser Campus will have the option of entering a co-op version of the program. The additional cost will be absorbed by the Business Division and the Co-operative Education department.	Business
		International Students – A dramatic increase in the number of international students who attend SIAST programs in Saskatchewan is planned and will centre on the Business and Technology programs at SIAST Palliser Campus. The development of English as a Second Language (ESL) capacity and a student housing complex have been promoted as key elements that will permit SIAST to be competitive with other institutions in the global recruitment drive for international students. Although this initiative will become self-sustaining, an initial investment of \$5 million is being sought in AY 2011-12 for building student housing in Moose Jaw. It is hoped that this investment can be shared by all levels of government, SIAST and private sector partner(s).	BDIP
		MLT and ACP Seat Increases – The Science and Health Division will work with the Saskatchewan Ministries of Health and Advanced Education, Employment and Immigration, to determine an appropriate response to labour market assessments that suggest a need to increase seats in the Medical Laboratory Technology program and to create new capacity for the Advanced Care Paramedic program at SIAST Kelsey Campus.	Science & Health
		Recreation and Tourism Management Program – The Recreation and Tourism Management diploma program will continue to be redeveloped to meet the combined needs of the recreation, tourism and community economic development sectors of the province. Existing operating funds will be retained and repurposed for ongoing delivery of the program.	Community Services
		Skills Training Allocation – In response to \$1.1 million allocated by the Ministry of AEEI, SIAST will place continued emphasis on training that leads directly to employment opportunities and that is based on needs analysis and documented labour market information. Programs that are funded by the Skills Training Allocation (STA) will respond to the needs of employers where a short program can provide the appropriate skills and lead to immediate employment. (Refer to Appendix F – Skills Training Allocation Program Plan 2011-12 for the complete list of programs.)	Industrial Training

STRATEGIC THEME 1: BUILDING SUCCESSFUL CAREERS			
#	Goal	Strategic Initiatives	Lead
IP1.1	<p>Respond aggressively to evolving program opportunities</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. % increase in students (headcount) – breakdown by base, continuing education credit, apprenticeship, basic education 2. # of major program revision and program implementation proposals 	<p>Apprenticeship Increases – SIASST is responding to the rising demand for apprenticeship training seats including a further 3% increase planned and contracted by the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) for 2011-12. (Refer to Appendix C for the Apprenticeship Training Projected Activity Level Summary 2011-12.)</p>	Industrial/Technology/Community Services
		<p>Business Certificate Program – The Business certificate program seat capacity at SIASST Kelsey Campus will expand from 24 to 48 seats effective 2011-12. Funding of approximately \$60,000 will be allocated to facilitate this increase.</p>	Business
		<p>Business Insurance Program – Graduates from the Business certificate program who included an optional insurance course elective will, for the first time in AY 2011-12, be able to enroll in a new Business Insurance diploma program offered at SIASST Palliser Campus. The cost of this will be absorbed within the Business Division.</p>	Business
		<p>Culinary Arts Program – A new Culinary Arts diploma program is proposed for AY 2012-13. Admission requirements for this program will include completion of the Professional Cooking certificate program. Articulation/credit for Levels 3 and 4 of the Cook apprenticeship program will be sought and the program will be implemented at SIASST Kelsey Campus using existing facilities including the formal dining room and Bistro cafeteria. The enrolment intake will be 24 students. Additional operating and capital funds will be identified in 2012-13.</p>	Community Services
		<p>Dental Therapy Program – Funding will be requested from the Ministry of AEEI to acquire the Dental Therapy diploma program from the First Nations University of Canada and to continue delivery at the existing Prince Albert site.</p>	Science & Health
		<p>English Language Program – SIASST’s direction to actively recruit international students, particularly into Business programs at SIASST Palliser Campus, will necessitate development of a complementary English language program. The courses will be offered using a cost-recovery model, and development assistance will be sought through existing program development funding sources.</p>	Basic Education

STRATEGIC THEME 1: BUILDING SUCCESSFUL CAREERS			
#	Goal	Strategic Initiatives	Lead
		<p>Geomatics Engineering Technology Program – The Geomatics Engineering Technology diploma program will be reinstated effective July 1, 2011. The reinstatement was based on industry support and a labour market demand for geomaticists in Saskatchewan with three times more co-op opportunities than students. The Saskatchewan Land Surveyors' Association will provide significant support to the program through scholarships, joint student recruitment initiatives and capital equipment acquisition. While no incremental resources are needed to offer the program during the 2011-12 AY, additional operating funds of \$88,000 will be required to offer the second year of the program in 2012-13.</p>	Technology
		<p>Mining Engineering Technology Program – In response to a needs assessment conducted in October 2009, SIAST is developing a two-year Mining Engineering Technology diploma program. A one-time grant from the Ministry of AEEI of \$378,000 will be used to purchase start-up equipment, and SIAST will allocate \$200,000 of operating funds in AY 2011-12 to finalize development of the program/curriculum and hire the program head. This new program will be implemented for delivery at SIAST Kelsey Campus in AY 2012-13 with an expected ongoing budget of \$500,000 based on an intake capacity of 25 students. Facilities will be identified through an RFP process with the Ministry of Government Services and renovated to accommodate the program. SIAST hopes that the Ministry of AEEI will provide financial support to operate the program.</p>	Technology
		<p>Petroleum Engineering Technology Program – A needs assessment will be conducted in AY 2011-12 to determine if there is industry support and labour market demand for a diploma program in Petroleum Engineering Technology. A likely location for the program would be SIAST Wascana Campus.</p>	Technology
		<p>Power Sports Equipment Technician Program – An additional 12 seats in the Power Sports Equipment Technician certificate program will be offered at SIAST Wascana Campus in AY 2011-12, bringing enrolment to 24 seats. The additional cost of these seats will be absorbed by the Industrial Training Division.</p>	Industrial Training
		<p>Saskatchewan Collaborative Bachelor of Science in Nursing Program – The SCBScN degree program will begin its first intake in AY 2011-12. This is a collaborative program with the University of Regina involving an equal sharing in the delivery of courses through all four years of the degree program. Intakes of 200 in Regina and 150 in Saskatoon have been approved. SIAST will receive \$900,000 in new operating funding from AEEI for AY 2011-12 to transition from the existing NEPS partnership and make up for lost tuition revenues resulting from the new partnership arrangement and deletion of the NEPS first year.</p>	Nursing

STRATEGIC THEME 1: BUILDING SUCCESSFUL CAREERS			
#	Goal	Strategic Initiatives	Lead
IP1.2	<p>Facilitate seamless career transitions and life-long learning</p> <p>Measures:</p> <ol style="list-style-type: none"> # of transfer credits granted # of successful PLAR challenges # of articulation agreements 	<p>Basic Critical Care Nursing Program – The Nursing Division will continue to explore strategies to assume ownership and ongoing funding for the Basic Critical Care Nursing program. This is a distance-delivered advanced certificate program owned by the Saskatoon and Regina Qu’Appelle Heath Authorities and delivered by SIAST. The opportunity for classroom delivered intakes to address a shortage of Critical Care Nurses will be explored.</p>	Nursing
		<p>Expand Capacity for International Credential Assessment – To support SIAST’s internationalization initiatives and to facilitate the transition of new immigrants quickly into the Saskatchewan labour market, SIAST will double its capacity to complete in-house evaluation of international credentials for admission to SIAST programs from 1,250 to 2,500 document assessments per year. Additional budget funds of \$70,000 will be allocated.</p>	Enrolment Services/ BDIP
		<p>Pharmacy Technician Bridging Program – Initiatives at the national and provincial levels to introduce a new regulated status and enhanced practice expectations of pharmacy technicians has created the need for a bridging program for pharmacy technicians. The Pharmacy Technician Bridging program could be delivered starting in 2012 with new funding of \$180,000 from government. Discussions have been held with the Ministries of AEEI and Health and the Saskatchewan College of Pharmacists.</p>	Science & Health
		<p>PLAR Development – SIAST will allocate \$109,000 for Prior Learning Assessment and Recognition (PLAR) course development to facilitate challenges by students requesting credit for prior learning.</p>	Student Affairs
		<p>Psychiatric Nursing Degree – A new partnership agreement with Brandon University will provide SIAST Psychiatric Nursing graduates the opportunity to complete a Psychiatric Nursing baccalaureate degree at SIAST Wascana Campus. Brandon University will contract SIAST instructors to deliver the degree courses. Full articulation and credit will be available for our diploma graduates.</p>	Nursing

STRATEGIC THEME 1: BUILDING SUCCESSFUL CAREERS			
#	Goal	Strategic Initiatives	Lead
IP1.3	<p>Expand facilities to accommodate enrolment growth</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. Progress on capital milestones related to master plans 2. Increase in square metres of space. 3. % of space renovated and modernized 	<p>Campus Revitalization – A variety of projects will be undertaken to renew the campuses' infrastructure, with an emphasis on SIAST Palliser Campus.</p>	Facility Management
		<p>Early Childhood Education Demonstration Centre – The development of an early childhood education demonstration centre at SIAST Woodland Campus and expanded day care facility will be explored in co-operation with the campus director's office. Facility infrastructure funds would be required, as would operating funds to reinstate the ECE diploma program. The implementation date is uncertain.</p>	Community Services / Woodland Campus Director
		<p>Electrician Apprenticeship Program – The electronics lab at SIAST Palliser Campus, due to decreased program demand, will be renovated such that it can be shared with the Electrician apprenticeship program. New equipment will be purchased and installed to ensure that SIAST can continue to accommodate the surging demand for seats at the third and fourth apprenticeship levels. A one-time grant from the Ministry of AEEI will be used to affect this initiative.</p>	Technology
		<p>Facility Infrastructure Projects – To address current space shortages and enrolment growth in the foreseeable future at SIAST Kelsey Campus, a joint infrastructure plan involving SIAST and the Ministries of AEEI and Government Services is being developed. The following projects are proposed for AY 2011-12:</p> <ul style="list-style-type: none"> • Complete site work at SIAST Kelsey Campus to prepare for a new technology centre. • Develop a conceptual design for future new buildings and revised associated traffic flows at SIAST Kelsey Campus. • Renovate the recently acquired Dawn Foods building to accommodate the new Mining Engineering Technology program. <p>The cost of these initiatives is estimated at \$3,170,000, which will be funded through SIAST net operating assets.</p>	Facility Management
		<p>Residences – Student housing continues to be a high priority for SIAST. Opportunities for partnerships with private developers will be pursued.</p>	Campus Directors

STRATEGIC THEME 2: ADVANCING SOCIAL PROSPERITY			
#	Goal	Strategic Initiatives	Lead
IP2.1	<p>Advance innovative partnerships and strategic alliances</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. # of articulation agreements 2. List of formal partnerships 3. # of contract training initiatives 	<p>Aboriginal Community Partnership – SIAST will create an Aboriginal Community Council to facilitate communication with Saskatchewan’s Aboriginal communities and enable SIAST to more effectively and strategically collaborate with Aboriginal communities to meet their training needs.</p>	Student Affairs
		<p>Contract Training – The ability to capture provincial and national contract training opportunities with business and industry, Aboriginal groups, government and other training institutions will be enhanced through restructuring of Business Development and International Partnership and Continuing Education functions. No additional funding is required.</p>	SVP Academic/BDIP
		<p>E-Apprenticeship – A partnership involving the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC), Red River College and Apprenticeship Manitoba will be implemented for an e-apprenticeship alternate delivery development initiative (EADDI). EADDI will involve all partners jointly working on the design, development and implementation of online apprenticeship training with SIAST taking a lead in development for the carpentry trade.</p>	Virtual Campus
		<p>Language Instruction for Newcomers to Canada (LINC) – The Language Instruction for Newcomers to Canada program has more than doubled its enrolment in recent years. The 2011-12 contract with Citizenship & Immigration Canada (CIC) is projected to be more than \$2 million and provide instruction to over 400 new Canadians. There are still many waitlisted for the program, and the division will attempt to contract for further intakes by scheduling classes in the evenings and at weekends. SIAST has exceeded its physical capacity to increase enrolments between 8 am and 4 pm on weekdays.</p>	Basic Education

STRATEGIC THEME 2: ADVANCING SOCIAL PROSPERITY			
#	Goal	Strategic Initiatives	Lead
IP2.2	Expand education and training in select global markets Measures: 1. # of consultancy contracts and dollar value	English Language Courses for International Nursing Students – The Basic Education Division will collaborate with SIAST’s Nursing Division and the University of Regina to develop English language courses to support an international student cohort for the SCBScN program and to assist internationally educated nurses accessing the IEN Assessment Centre at SIAST Wascana Campus.	Basic Education
		International Study Abroad – The opportunity will be provided for Saskatchewan registered Business Administration diploma students to complete a portion of their studies in Vietnam or Mauritius, where the SIAST program is offered through brokerage arrangements.	Business & BDIP
		International Training and Consulting Services – Agreements and international contracts with private and public sector organizations will continue to be sought. SIAST has current interests in Ukraine and Jordan. Other opportunities are being explored in Bolivia. The brokering of SIAST programs in Vietnam and Mauritius are continuing, and new agreements in India, Malaysia and Jordan are anticipated. The foreign credential recognition program funded through HRSDC and established in Kyiv, Manila and Ho Chi Minh City will enter the fourth year of a five-year contract.	BDIP
IP2.3	Foster a sense of social responsibility Measures: 1. Listing of initiatives	Internationally Educated Nurses (IEN) Assessment Centre – The IEN assessment centre will be provided an ongoing operating amount of \$100,000. This money was allocated in AY 2010-11 to top-up a carry forward amount from the original grant from Saskatchewan Health. The assessment centre will develop strategies to operate with this reduced level of funding in AY 2011-12.	Nursing
		Social Responsibility – A definition for social responsibility will be finalized and a survey conducted in AY 2011-12 to assess current initiatives and programs and to identify gaps.	VP Admin. Services

STRATEGIC THEME 3: LEVERAGING EDUCATIONAL INNOVATION			
#	Goal	Strategic Initiatives	Lead
IP3.1	Enhance program quality Measures: 1. Index of graduate satisfaction with program quality 2. # of programs reviewed 3. # of accreditations granted	Curriculum Improvement – SIAST will allocate \$1.1 million for program development in the 2011-12 academic year. (Refer to Appendix D – Program Development Fund Projects 2011-12 for the complete list of projects.)	Academic Divisions
		Net-Books – Net-book computers in the Community Services Division’s cooking programs will be adopted as an alternative to paper and student notes in the kitchens.	Community Services
IP3.2	Use creative solutions to enhance and expand the learning experience Measures: 1. # of distance education students 2. # of students in brokered programs	Alternative Delivery Course Development – SIAST will allocate \$833,000 for online course development and \$210,000 for televised course development in 2011-12. The selection of courses to be developed for online and televised delivery are driven by demand expressed by students. In addition to the courses stated, separate contracts with the SATCC will be entered into for apprenticeship online learning course development. (Refer to Appendix E – Online and Televised Course Development Projects 2011-12 for the complete list of projects.)	Virtual Campus
		Alternative Energy – The development of courses related to sustainable living (off the power grid) and alternate energies such as solar power, wind power and new uses of forest resources will commence. As SIAST becomes more proficient in this field, applied research opportunities will be sought.	Technology
		ECE Flexible Learning Model – A flexible learning model with PLAR component will be developed to facilitate the ability of employed day care personnel educated with Level 1 orientation to complete SIAST’s Early Childhood Education certificate program (Level 2 trained). This will be researched and implemented in co-operation with the coordinator for Recognition of Prior Learning.	Community Services
		Expand Live Streaming Video Instruction for Business Programs – Increased student access will be achieved without additional instructional resources by enhancing live streaming video instructional capability. For AY 2011-12, the emphasis will be on generating site-to-site capability between SIAST Palliser and Woodland campuses. \$50,000 in operating funds and \$160,000 in capital and renovation funds will be made available for this initiative. A curriculum / video delivery advisor position will be created using Business Division resources to better support and ensure quality of live video presentations.	Business/ ITS

STRATEGIC THEME 3: LEVERAGING EDUCATIONAL INNOVATION			
#	Goal	Strategic Initiatives	Lead
		<p>Flight Simulator – A new King Air flight simulator purchased through a grant of \$350,000 from Western Economic Diversification Canada will be used to train SIAST's Commercial Pilot students and be available for contract training opportunities with private industry.</p>	Technology
		<p>SIAST Kelsey Interprofessional Simulation Learning Centre – The Ministry of AEEI will contribute \$300,000 in new funding towards the estimated \$410,000 operating budget for the new Kelsey Campus simulation learning centre. The centre will be used by the Nursing and Science and Health divisions and will begin operations in AY 2011-12.</p>	Nursing/ Science & Health
		<p>Strategic Educational Technology – Elluminate™ will be implemented to support a low-cost, flexible alternative to high-definition videoconferencing while promoting an online synchronous teaching and learning approach. The cost for the annual licensing fee is \$50,000.</p>	Virtual Campus/ITS
IP3.3	<p>Grow applied research</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. Increase in number and scope of applied research projects 2. Increase in revenues brought in by projects 	<p>Eligibility Requirements – Eligibility requirements will be completed in preparation for project research submissions to the Canadian Institutes for Health Research (CIHR).</p>	Applied Research
		<p>Enhanced Process – New financial processes and frameworks will be developed in order to support Applied Research and Innovation initiatives as the department continues to expand.</p>	Financial Services
		<p>Funding Applications – The focus of applications to the National Sciences and Engineering Research Council of Canada (NSERC) and to the Social Sciences and Humanities Research Council of Canada (SSHRC) will be a mining technology access centre, expansion of existing wastewater management projects and Aboriginal success initiatives.</p>	Applied Research
		<p>Support for Research Grants – A part-time applied research financial analyst position will be created to support the monitoring and reporting of research grants and contracts. Operating funds of \$25,000 will be allocated.</p>	Applied Research

STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS			
#	Goal	Strategic Initiatives	Lead
P1.	Optimize service excellence Measures: 1. # of faculty in FCP	ACD System Upgrade to VOIP - The telephone system used by the contact centre, Kelsey and Wascana Registration Services, the Bookstore and the Helpdesk will be upgraded to the standard VOIP system at an initial cost of \$50,000. The upgrade will improve reporting, recording capability, monitoring and 'run-anywhere' functionality. There will be offsetting savings on an annual basis of \$42,000 in subsequent years.	ITS/ Enrolment Services
		Adult Learner-Friendly Institution Self-Assessment Pilot – Student Affairs will carry out an ALFI self-assessment of a subset of its services to help inform whether it is meeting the needs of SIAST students.	Student Affairs
		Analysis of Student Service Usage – Implementation of Clockworks software will enable SIAST to gather data on the use of student support services. This data will inform service improvements and implementation of a student services assessment framework.	Student Develop- ment/ITS
		Associate Campus Director, SIAST Kelsey Campus – To improve service to the multiple training locations that have been added in Saskatoon, an associate campus director position will be established at SIAST Kelsey Campus at a cost of \$90,000.	Kelsey Campus Director
		Copyright Compliance – To ensure SIAST is compliant with the Canadian Copyright Act, an additional copyright consultant position and a 0.5 professional services position will be created to provide expertise to the SIAST community on copyright issues. The cost of \$90,000 will be partially offset by the discontinued Access Copyright license.	Library Services
		Data Centre and Infrastructure Renewal – Technology virtualization strategies and practices will be assessed and implemented to enable 24-7 access to online services.	ITS
		Financial Services – Financial Services will Increase the availability of customer service training opportunities, develop a comprehensive orientation package for customers, and implement new techniques to enhance customer information/reporting requirements.	Financial Services
		Network Expansion – All campuses will be connected to the Saskatchewan research network SRNet in support of video conferencing, disaster recovery and business continuity services. \$150,000 in one-time capital funding and \$45,000 ongoing funding will be allocated for this initiative.	ITS

STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS			
#	Goal	Strategic Initiatives	Lead
		Reasonable Accommodations – Enrolment has increased steadily over the last five years with 6.1% of students declaring disabilities in 2009-10. Meeting the service needs of this diverse group of students is challenging and resources are insufficient. To address the immediate need for additional staff resources, \$75,000 will be allocated to support this mandatory service at SIAST Kelsey and Wascana campuses. Reviews of the provision of exam accommodations and tutoring services are underway and recommendations brought forward will help inform additional decisions in this resource intensive area.	Student Development
P2.	Become the employer of choice Measures: 1. % of employee attrition 2. Employee engagement index (SWAP) 3. % of representation of designated groups 4. External recruitment and retention	Emergency Preparedness – An emergency response system will be implemented at SIAST Woodland and Wascana campuses. Implementation of an all-hazards emergency preparedness plan will begin in AY 2011-12.	Campus Directors/ Health & Safety
		Employee and Family Assistance Program (EFAP) – Changes to SIAST’s EFAP will be finalized and implemented as a result of a comprehensive review of existing EFAP services and best practices conducted in 2010-11.	Human Resources
		Health and Safety – To ensure progress towards an improved health and safety initiative at SIAST, an incident tracking management system and a safety training tracking system will be researched and implemented. Additional resources of \$100,000 will be allocated and 1.0 FTE coordinator position added for SIAST Palliser and Wascana campuses as part of the overall safety system for SIAST.	Health & Safety
		On-boarding (Online Orientation) – The comprehensive online orientation portal for new employees and managers has been implemented. Development work will continue on other stages of on-boarding such as recruitment, selection, pre-employment and integration.	Human Resources
		Pandemic Plan – A strategy will be implemented for the ongoing maintenance and review of SIAST’s Pandemic Plan.	Human Resources
		Representative Workforce – A comprehensive strategic framework for diversity in the workforce will be developed in consultation with key stakeholders.	Human Resources
		Succession Planning – A succession planning system, based on leading practice research, will be recommended to senior management in 2011-12.	Human Resources

STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS			
#	Goal	Strategic Initiatives	Lead
P3.	Improve vertical and horizontal communication Measures: 1. Follow-up survey results in 2012	Communication Protocol – Protocol standards will be developed to enhance Financial Services’ communication integration. This will include referrals, email, voicemail, website and online content and guidelines for accountability, transparency and ownership.	Financial Services
		Internal Communications – SIAST will implement an internal communications plan in AY 2011-12 based on employee surveys and focus group research. The plan will contribute to employee engagement, thereby supporting SIAST’s strategic success.	Marketing & Communications
		Mobile Applications – Selected mobile and web technologies will be implemented in AY 2011-12 to provide services to students, faculty and staff.	ITS
		Unified Communications – Information Technology Services will deploy enhanced collaboration solutions, including desktop video conferencing in AY 2011-12, as the first phase of a SIAST unified communication project.	ITS
P4.	Provide quality governance and leadership Measures: 1. % of internal and external senior candidates that fill vacancies 2. SWAP for leadership effectiveness index 3. Annually monitoring board effectiveness	Leadership Orientation – New senior managers will be provided with a leadership orientation program beginning in AY 2011-12.	Human Resources
		Board of Directors Evaluation – Evaluation of the board, board committees, members’ self-evaluations and stakeholder evaluations will continue to be an important tool for measurement of board effectiveness.	Board of Directors

STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS			
#	Goal	Strategic Initiatives	Lead
S1.	<p>Maximize resource management</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. SIAST-wide budget within acceptable variance margins of projected budget (actual/projected) 2. % of divisions within acceptable variance margins of projected budget (actual/projected) 3. % of capital assets replaced vs. new 4. % of budget allocated to strategic initiatives 	<p>Business Processes – Maximization of resources will be managed through continuous review of business processes, internal controls, data and due diligence practices; continuing to leverage innovative business tools and assessing the effectiveness in providing accurate and timely decision assistance information to clients; and maximizing technology utilization by facilitating the analysis and assessment of existing technology solutions across Administrative Services.</p>	VP Admin. Services
S2.	<p>Enhance and diversify funding sources</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. Breakdown of overall funding sources 	<p>Commercial Pilot Program – The Commercial Pilot diploma is currently offered as a full cost-recovery program. Tuition cost per student exceeds \$50,000 including the completion of the private pilot’s licence that serves as an admission requirement to the program. To ensure affordability for future students, the Ministry of AEEI will provide \$139,000 ongoing funding that will permit the first two semesters of ground school theory to be delivered at regular tuition fee rates. The flight training portion will continue to be cost-recovery with fees payable to the flight training school providing the service.</p>	Technology
		<p>Merchandise Sales – The opportunity for sales of SIAST-branded merchandise will be enhanced through ancillary services.</p>	Financial Services
		<p>Paid Parking – SIAST will invest in appropriate technology to affect the implementation of paid parking for both students and for short-term parking spaces. Attention will be paid to a consistent solution across campuses to maximize cost-effective savings. The costs associated with varying student mixes at each campus will be recovered through parking fees collected.</p>	VP Admin. Services

STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS			
#	Goal	Strategic Initiatives	Lead
S3.	<p>Advance SIAST’s reputation</p> <p>Measures:</p> <ol style="list-style-type: none"> 1. SIAST positioning and branding within post-secondary sector - TBD 2. % of performance measures posted publicly 3. # of resolved ERM issues over total issues identified within one year of being identified 4. # of ERM issues 	<p>Balanced Scorecard – Development of SIAST’s balanced scorecard strategic framework will continue with refinement of the measures. Benchmarks will be established, data will be gathered and targets will be set for corporate strategic goals and initiatives. A 2010-11 balanced scorecard report will be prepared for the board of directors by November 2011.</p>	Senior VP Academic
		<p>Enterprise Risk Management (ERM) – Implementation of the risk management program will continue including awareness, education and the development of strategies to mitigate current risks. The risks associated with SIAST not achieving its strategic destination, outcomes and goals will be assessed and identified.</p>	ERM
		<p>Market Study – SIAST will commission a market study to evaluate perceptions of SIAST’s brand and reputation. Research funds within Marketing and Communications budget will be supplemented with an allocation of an additional \$30,000. Results will help inform brand building and brand awareness activities. A baseline market study has not been conducted by SIAST in more than 10 years.</p>	Marketing & Communications
		<p>National Advertising – SIAST will expand its national advertising presence, increasing the organization’s profile and advancing its reputation at a national level. Increased brand awareness and perception of SIAST as a national player will support efforts to expand revenue streams nationally and provincially and will enhance the organization’s profile as a destination employer. Ongoing funding of \$60,000 will be allocated for this initiative.</p>	Marketing & Communications



4. RESOURCE ALLOCATION SUMMARIES

4.1 SIAST Resource Allocation Summaries

The resource allocation tables summarize operating revenue and expense projections for the upcoming 2011-12 budget year. The 2010-11 budget allocation has been included as the baseline for comparison. **The numbers have been expressed in thousands of dollars.**

An overall summary of financial resources for all areas of SIAST activities is presented below. Also included in this section are the overall resource allocation summaries for academic and administrative services, the grant and interest revenue summary, and the facilities and Ministry of Government Services (MGS) summary. Detailed financial information for

each academic division and administrative services area is provided in sections 4.2 and 4.3. The capital budget allocation summary is provided in section 4.4.

As noted in the Financial Summary in section 1.2, for the 2011-12 budget year SIAST has used operating funding to enhance the capital budget in order to partially offset ongoing capital equipment and infrastructure pressures. Please also refer to the Capital Allocation Summary in section 4.4. On an overall basis, the net result is a balanced budget with no projected impact on net operating assets.

SIAST RESOURCE ALLOCATION SUMMARY		2010/11	2011/12
		Budget	Proposed Budget
Total	Tuition Fees	22,929	23,233
	Other Revenue	187,455	191,925
	Total Revenues	210,384	215,158
	Salaries and Benefits	136,742	140,951
	Non-Salary Expenses	73,641	72,420
	Total Expenses	210,384	213,371
	Net Operating Budget		1,787
	Enhanced Capital Allocation		(1,787)
	Net Operating Asset Impact		--

ACADEMIC TOTAL		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	17,004	16,820
	Other Revenue	30,190	31,509
	Total Revenues	47,194	48,330
	Salaries and Benefits	101,872	104,183
	Non-Salary Expenses	21,440	21,087
	Total Expenses	123,313	125,270
	Net Operating Budget	-76,118	-76,940
Continuing Education	Tuition Fees	4,961	5,468
	Other Revenue	9,396	10,337
	Total Revenues	14,357	15,805
	Salaries and Benefits	10,564	11,729
	Non-Salary Expenses	2,268	2,496
	Total Expenses	12,832	14,224
	Net Operating Budget	1,526	1,581
Cost Recovery	Tuition Fees	963	945
	Other Revenue		
	Total Revenues	963	945
	Salaries and Benefits	986	929
	Non-Salary Expenses	100	106
	Total Expenses	1,087	1,035
	Net Operating Budget	-123	-90
Total	Tuition Fees	22,929	23,233
	Other Revenue	39,586	41,847
	Total Revenues	62,515	65,080
	Salaries and Benefits	113,422	116,841
	Non-Salary Expenses	23,809	23,688
	Total Expenses	137,231	140,529
	Net Operating Budget	-74,716	-75,449

ADMINISTRATIVE SERVICES TOTAL		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	9,646	8,900
	Total Revenues	9,646	8,900
	Salaries and Benefits	23,320	24,110
	Non-Salary Expenses	16,777	14,430
	Total Expenses	40,097	38,540
	Net Operating Budget	-30,451	-29,641

FACILITIES AND MINISTRY OF GOVERNMENT SERVICES		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue		
	Total Revenues	31,566	32,625
	Salaries and Benefits		
	Non-Salary Expenses	32,675	33,839
	Total Expenses	32,675	33,839
	Net Operating Budget	-1,108	-1,214

GRANT AND INTEREST REVENUE		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	106,657	108,554
	Total Revenues	106,657	108,554
	Salaries and Benefits		
	Non-Salary Expenses	382	463
	Total Expenses	382	463
	Net Operating Budget	106,275	108,091

4.2 Academic Resource Allocation Summaries

BASIC EDUCATION DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees		
	Other Revenue	7,326	7,332
	Total Revenues	7,326	7,332
	Salaries and Benefits	9,770	9,965
	Non-Salary Expenses	536	527
	Total Expenses	10,306	10,492
Net Operating Budget		-2,980	-3,160
Continuing Education	Tuition Fees	5	6
	Other Revenue	2,773	3,493
	Total Revenues	2,778	3,499
	Salaries and Benefits	2,588	3,135
	Non-Salary Expenses	252	300
	Total Expenses	2,840	3,435
Net Operating Budget		-62	64
Cost-Recovery	Tuition Fees		
	Other Revenue		
	Total Revenues		
	Salaries and Benefits		
	Non-Salary Expenses		
	Total Expenses		
Net Operating Budget			
Total	Tuition Fees	5	6
	Other Revenue	10,099	10,825
	Total Revenues	10,104	10,831
	Salaries and Benefits	12,358	13,100
	Non-Salary Expenses	788	827
	Total Expenses	13,146	13,927
Net Operating Budget		-3,042	-3,096

BUSINESS DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	1,710	1,725
	Other Revenue	865	902
	Total Revenues	2,575	2,627
	Salaries and Benefits	9,711	9,879
	Non-Salary Expenses	813	903
	Total Expenses	10,524	10,781
Net Operating Budget		-7,949	-8,154
Continuing Education	Tuition Fees	1,828	1,975
	Other Revenue	1,212	1,092
	Total Revenues	3,039	3,066
	Salaries and Benefits	2,103	2,184
	Non-Salary Expenses	616	562
	Total Expenses	2,719	2,746
Net Operating Budget		320	320
Cost-Recovery	Tuition Fees		
	Other Revenue		
	Total Revenues		
	Salaries and Benefits		
	Non-Salary Expenses		
	Total Expenses		
Net Operating Budget			
Total	Tuition Fees	3,537	3,700
	Other Revenue	2,077	1,994
	Total Revenues	5,614	5,693
	Salaries and Benefits	11,814	12,063
	Non-Salary Expenses	1,429	1,465
	Total Expenses	13,243	13,527
Net Operating Budget		-7,629	-7,834

COMMUNITY SERVICES DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	2,539	2,625
	Other Revenue	1,653	2,436
	Total Revenues	4,192	5,062
	Salaries and Benefits	6,765	6,968
	Non-Salary Expenses	2,015	2,401
	Total Expenses	8,780	9,369
Net Operating Budget	-4,588	-4,307	
Continuing Education	Tuition Fees	1,520	1,447
	Other Revenue	355	398
	Total Revenues	1,875	1,845
	Salaries and Benefits	1,335	1,272
	Non-Salary Expenses	156	160
	Total Expenses	1,491	1,433
Net Operating Budget	384	413	
Cost-Recovery	Tuition Fees	334	517
	Other Revenue		
	Total Revenues	334	517
	Salaries and Benefits	275	386
	Non-Salary Expenses	27	45
	Total Expenses	302	431
Net Operating Budget	32	86	
Total	Tuition Fees	4,392	4,590
	Other Revenue	2,009	2,835
	Total Revenues	6,401	7,424
	Salaries and Benefits	8,375	8,626
	Non-Salary Expenses	2,198	2,606
	Total Expenses	10,573	11,232
Net Operating Budget	-4,172	-3,808	

INDUSTRIAL TRAINING DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	1,620	1,831
	Other Revenue	9,256	10,371
	Total Revenues	10,876	12,202
	Salaries and Benefits	10,622	11,214
	Non-Salary Expenses	4,617	4,949
	Total Expenses	15,239	16,164
Net Operating Budget	-4,363	-3,962	
Continuing Education	Tuition Fees	233	410
	Other Revenue	2,188	2,396
	Total Revenues	2,422	2,806
	Salaries and Benefits	1,398	1,690
	Non-Salary Expenses	471	564
	Total Expenses	1,869	2,254
Net Operating Budget	553	553	
Cost Recovery	Tuition Fees		
	Other Revenue		
	Total Revenues		
	Salaries and Benefits		
	Non-Salary Expenses		
	Total Expenses		
Net Operating Budget			
Total	Tuition Fees	1,853	2,241
	Other Revenue	11,444	12,767
	Total Revenues	13,297	15,008
	Salaries and Benefits	12,019	12,904
	Non-Salary Expenses	5,088	5,513
	Total Expenses	17,108	18,417
Net Operating Budget	-3,811	-3,409	

NURSING DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	4,796	3,962
	Other Revenue	296	324
	Total Revenues	5,092	4,286
	Salaries and Benefits	18,880	19,317
	Non-Salary Expenses	1,615	1,748
	Total Expenses	20,495	21,065
	Net Operating Budget	-15,402	-16,779
Continuing Education	Tuition Fees	298	338
	Other Revenue	608	684
	Total Revenues	906	1,022
	Salaries and Benefits	695	902
	Non-Salary Expenses	127	136
	Total Expenses	822	1,038
	Net Operating Budget	84	-16
Cost Recovery	Tuition Fees	335	322
	Other Revenue		
	Total Revenues	335	322
	Salaries and Benefits	468	456
	Non-Salary Expenses	19	16
	Total Expenses	487	472
	Net Operating Budget	-151	-150
Total	Tuition Fees	5,430	4,622
	Other Revenue	904	1,008
	Total Revenues	6,334	5,630
	Salaries and Benefits	20,042	20,675
	Non-Salary Expenses	1,761	1,899
	Total Expenses	21,803	22,575
	Net Operating Budget	-15,469	-16,944

SCIENCE AND HEALTH DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	2,306	2,384
	Other Revenue	306	297
	Total Revenues	2,612	2,681
	Salaries and Benefits	9,066	9,249
	Non-Salary Expenses	1,642	1,681
	Total Expenses	10,708	10,929
	Net Operating Budget	-8,097	-8,249
Continuing Education	Tuition Fees	635	768
	Other Revenue	824	823
	Total Revenues	1,460	1,591
	Salaries and Benefits	1,185	1,303
	Non-Salary Expenses	206	219
	Total Expenses	1,390	1,522
	Net Operating Budget	69	69
Cost Recovery	Tuition Fees	105	105
	Other Revenue		
	Total Revenues	105	105
	Salaries and Benefits	87	87
	Non-Salary Expenses	18	18
	Total Expenses	105	105
	Net Operating Budget		
Total	Tuition Fees	3,046	3,257
	Other Revenue	1,130	1,120
	Total Revenues	4,177	4,377
	Salaries and Benefits	10,338	10,639
	Non-Salary Expenses	1,867	1,918
	Total Expenses	12,204	12,556
	Net Operating Budget	-8,027	-8,179

RESEARCH AND INNOVATION DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	205	132
	Total Revenues	205	132
	Salaries and Benefits	7,424	7,480
	Non-Salary Expenses	2,037	1,987
	Total Expenses	9,461	9,467
Net Operating Budget		-9,255	-9,334

STUDENT AFFAIRS DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees	9	9
	Other Revenue	942	988
	Total Revenues	951	997
	Salaries and Benefits	10,297	10,870
	Non-Salary Expenses	973	1,027
	Total Expenses	11,270	11,898
Net Operating Budget		-10,319	-10,900

TECHNOLOGY DIVISION		2010/2011 Budget	2011/2012 Proposed Budget
Core	Tuition Fees	3,666	3,896
	Other Revenue	3,763	3,974
	Total Revenues	7,429	7,870
	Salaries and Benefits	14,848	15,114
	Non-Salary Expenses	2,568	2,446
	Total Expenses	17,417	17,560
Net Operating Budget		-9,987	-9,690
Continuing Education	Tuition Fees	442	525
	Other Revenue	1,435	1,451
	Total Revenues	1,877	1,975
	Salaries and Benefits	1,261	1,243
	Non-Salary Expenses	439	554
	Total Expenses	1,699	1,798
Net Operating Budget		178	178
Cost Recovery	Tuition Fees	189	
	Other Revenue		
	Total Revenues	189	
	Salaries and Benefits	157	
	Non-Salary Expenses	36	27
	Total Expenses	193	27
Net Operating Budget		-4	-27
Total	Tuition Fees	4,297	4,421
	Other Revenue	5,198	5,424
	Total Revenues	9,496	9,845
	Salaries and Benefits	16,265	16,357
	Non-Salary Expenses	3,044	3,027
	Total Expenses	19,309	19,384
Net Operating Budget		-9,813	-9,539

SENIOR VICE-PRESIDENT, ACADEMIC'S OFFICE		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	3	1
	Total Revenues	3	1
	Salaries and Benefits	2,540	1,834
	Non-Salary Expenses	402	327
	Total Expenses	2,942	2,161
Net Operating Budget		-2,939	-2,160

BUSINESS DEVELOPMENT AND INTERNATIONAL PARTNERSHIP		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees	50	80
	Other Revenue	4,120	3,314
	Total Revenues	4,170	3,394
	Salaries and Benefits	578	914
	Non-Salary Expenses	3,531	2,419
	Total Expenses	4,109	3,333
Net Operating Budget		61	61

CONTINUING EDUCATION		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees	308	308
	Other Revenue	1,454	1,438
	Total Revenues	1,762	1,746
	Salaries and Benefits	1,372	1,378
	Non-Salary Expenses	691	674
	Total Expenses	2,063	2,052
Net Operating Budget		-301	-306

4.3 Administrative Services Resource Allocation Summaries

DONOR AND ALUMNI RELATIONS		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	1,258	1,208
	Total Revenues	1,258	1,208
	Salaries and Benefits	694	704
	Non-Salary Expenses	1,282	1,097
	Total Expenses	1,975	1,801
Net Operating Budget		-717	-593

HUMAN RESOURCES		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	20	
	Total Revenues	20	
	Salaries and Benefits	2,998	2,796
	Non-Salary Expenses	1,504	1,482
	Total Expenses	4,501	4,278
Net Operating Budget		-4,481	-4,278

FACILITY MANAGEMENT AND PROJECTS		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	6	6
	Total Revenues	6	6
	Salaries and Benefits	378	453
	Non-Salary Expenses	41	41
	Total Expenses	419	494
Net Operating Budget		-413	-488

INFORMATION TECHNOLOGY SERVICES		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	14	16
	Total Revenues	14	16
	Salaries and Benefits	5,215	5,347
	Non-Salary Expenses	3,328	3,310
	Total Expenses	8,544	8,657
Net Operating Budget		-8,529	-8,641

FINANCIAL SERVICES		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	7,035	5,594
	Total Revenues	7,035	5,594
	Salaries and Benefits	8,692	8,825
	Non-Salary Expenses	6,357	4,876
	Total Expenses	15,049	13,701
Net Operating Budget		-8,013	-8,107

MARKETING AND COMMUNICATIONS		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue		
	Total Revenues		
	Salaries and Benefits	848	891
	Non-Salary Expenses	717	839
	Total Expenses	1,565	1,731
Net Operating Budget		-1,565	-1,731

SIAST KELSEY CAMPUS DIRECTOR		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	123	138
	Total Revenues	123	138
	Salaries and Benefits	851	965
	Non-Salary Expenses	622	645
	Total Expenses	1,474	1,610
Net Operating Budget		-1,351	-1,472

SIAST WOODLAND CAMPUS DIRECTOR		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	348	296
	Total Revenues	348	296
	Salaries and Benefits	641	635
	Non-Salary Expenses	452	443
	Total Expenses	1,094	1,078
Net Operating Budget		-746	-783

SIAST PALLISER CAMPUS DIRECTOR		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	185	185
	Total Revenues	185	185
	Salaries and Benefits	838	820
	Non-Salary Expenses	391	372
	Total Expenses	1,229	1,193
Net Operating Budget		-1,044	-1,008

PRESIDENT'S OFFICE		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue		
	Total Revenues		
	Salaries and Benefits	621	629
	Non-Salary Expenses	400	396
	Total Expenses	1,021	1,025
Net Operating Budget		-1,021	-1,025

SIAST WASCANA CAMPUS DIRECTOR		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	256	257
	Total Revenues	256	257
	Salaries and Benefits	659	652
	Non-Salary Expenses	660	627
	Total Expenses	1,320	1,280
Net Operating Budget		-1,063	-1,023

VICE-PRESIDENT, ADMINISTRATIVE SERVICES' OFFICE		2010/2011 Budget	2011/2012 Proposed Budget
Total	Tuition Fees		
	Other Revenue	400	1,200
	Total Revenues	400	1,200
	Salaries and Benefits	885	1,392
	Non-Salary Expenses	1,023	300
	Total Expenses	1,907	1,692
Net Operating Budget		-1,507	-491

4.4 Capital Allocation Summary

Projected capital expenditures are based on the minimum requirements necessary to maintain program quality, accreditation and accessibility. The expenditures projected in the plan are directed at replacing existing program equipment, information technology infrastructure upgrades and expansion, and minor renovations to buildings resulting principally from program changes. The majority of the increase in the capital budget for 2011-12 is the result of reinstating the divisional capital budgets to 2009-10 levels, plus set-up costs related to the implementation of paid student parking, as well as a number of other smaller infrastructure projects.

The following table provides a detailed summary of the capital allocation broken down by operational unit for the planning period. The capital plan will result in increased amortization expenses in future years, which are reflected in the respective resource summaries for each area. In 2011-12, \$2.515 million of the capital plan will be funded through a grant from the Ministry of Advanced Education, Employment and Immigration, and \$3.522 million will be funded through SIAST's accumulated amortization funds. The remaining \$1.787 million will be financed through a reallocation of operating funds generated through increased ancillary operations and contractual activity from outside of the public system.

CAPITAL ALLOCATION SUMMARY 2011-12					
	2010-11 Budget	2011-12 Budget			
		Equipment	Infrastructure	IT Projects	Total
ACADEMIC					
Basic Education	99,250	29,000	0	99,250	128,250
Business	199,230	135,627	60,000	221,823	417,450
Business Development and International Partnership	0	5,600	0	8,600	14,200
Community Services	220,550	150,650	0	134,350	285,000
Industrial Training	943,070	1,038,895	150,000	29,755	1,218,650
Nursing	168,760	51,070	0	184,160	235,230
Research and Innovation	638,880	*545,850	0	168,600	714,450
Science and Health	644,960	774,785	0	34,515	809,300
Student Affairs	69,840	32,850	0	57,400	90,250
Technology	788,290	710,060	0	308,590	1,018,650
Senior Vice-President, Academic	16,910	12,250	363,580	2,000	377,830
Total Academic	3,789,740	3,486,637	573,580	1,249,043	5,309,260

*Includes \$382,790 for library books.

CAPITAL ALLOCATION SUMMARY 2011-12					
	2010-11 Budget	2011-12 Budget			
		Equipment	Infrastructure	IT Projects	Total
ADMINISTRATIVE SERVICES					
Donor and Alumni Relations	3,260	940	0	3,260	4,200
Facility Management and Projects	11,030	16,250	0	3,000	19,250
Financial Services	238,180	173,920	0	133,880	307,800
Human Resources	11,030	3,220	0	11,030	14,250
Information Technology Services	319,800	413,250	0	150,000	563,250
Marketing and Communications	11,030	5,250	0	9,000	14,250
SIASST Kelsey Campus Director	370,570	117,800	20,000	23,000	160,800
SIASST Palliser Campus Director	56,610	56,150	112,000	5,000	173,150
SIASST Wascana Campus Director	51,460	28,540	35,960	2,000	66,500
SIASST Woodland Campus Director	56,610	66,650	0	6,500	73,150
President's office	14,400	18,600	0	0	18,600
Vice-President, Administrative Services	317,350	807,150	4,350	3,000	814,500
Classroom Upgrades	0	285,000	0	0	285,000
Total Administrative Services	1,461,330	1,992,720	172,310	349,670	2,514,700
TOTAL CAPITAL PLAN	5,251,070	5,479,357	745,890	1,598,713	7,823,960



APPENDICES

Appendix A – Program Impact Summary 2011-12

The following table provides a summary of the programs impacted by capacity adjustments in 2011-12. The adjustments are necessary due to

changes in labour market demand, enrolment demand or to address budgetary considerations.

PROGRAM IMPACT SUMMARY 2011-12				
Program	Location	Impact	Capacity Change	New Capacity
Applied Photography diploma - Year 2	Regina	Suspension	(9)	0
Business certificate	Saskatoon	Expansion	24	48
Business Insurance diploma	Moose Jaw	New	30	30
Electronics Engineering Technology diploma – Year 2	Moose Jaw	Suspension	(30)	0
Esthetician certificate	Prince Albert	Reduction	(4)	12
Funeral Service certificate	Saskatoon	Expansion	5	20
Geomatics Engineering Technology diploma – Year 1	Moose Jaw	Reinstatement	20	20
Hairstylist certificate – fall intake	Prince Albert	Reduction	(3)	15
Hairstylist certificate – winter intake	Prince Albert	Expansion	6	12
Medical Laboratory Assistant applied certificate	Saskatoon	Reduction	(4)	16
Nursing Education Program of Saskatchewan (NEPS) – Year 1	Regina	Deletion	(195)	0
	Saskatoon	Deletion	(199)	0
NEPS LPN Bridging Option	Regina	Deletion	(8)	0
NEPS Second Degree Entry Option – Year 1	Saskatoon	Deletion	(78)	0
Perioperative Nursing LPN advanced certificate	Regina	Expansion	5	10
Perioperative Nursing RN advanced certificate	Regina	Expansion	13	26
Power Sports Equipment Technician	Regina	Expansion	12	24
Practical Nursing diploma (alternating intake – 2012-13 will be 17)	Prince Albert	Expansion	3	10
Practical Nursing diploma (online - intake every 2 nd year)	Regina	Expansion	4	14

PROGRAM IMPACT SUMMARY 2011-12

Program	Location	Impact	Capacity Change	New Capacity
Primary Care Nurse Practitioner advanced certificate	Regina	Expansion	10	10 FT, 15 PT
Psychiatric Nursing diploma – Year 2	Regina	Expansion	2	32
Retail Meat Specialist applied certificate	Saskatoon	Suspension	(12)	0
Saskatchewan Collaborative Bachelor of Science in Nursing - Year 1	Regina	New	200	200
	Saskatoon	New	150	150
Victim Services Coordination applied certificate	Regina	New	20	20
Net Capacity Change			(38)	

Appendix B – Program Capacities 2011-12

SIAST BASIC EDUCATION							
On-Campus Programs		Program Capacity		On-Campus Programs		Program Capacity	
		By Intake	Total 2011-12			By Intake	Total 2011-12
Kelsey Campus	Adult 12	155	620	Palliser Campus	Adult 12	45	180
	Adult 10 (Levels 1, 2, 3)	120	480		Adult 10 (Levels 1, 2, 3)	40	228
	English for Aboriginal Learners	10	40		English Language Training for Non-LINC eligible	10	20
	English for Post-Secondary Success	10	40		Evening 30's, GED Preparation – Fall intake	80	176
	Evening 30's, GED Preparation – Fall intake	154	472		Evening 30's, GED Preparation – Winter intake	80	
	Evening 30's, GED Preparation – Winter intake	210			Evening 30's GED Preparation – Spring intake	16	
	Evening 30's GED Preparation – Spring intake	108			Literacy Centre	10	40
	LINC	372	372		Access	17	40
	Literacy Centre	15	60				
	Reading and Numeracy Development	65	65				
	Total Kelsey Campus		2149		Total Palliser Campus		684
	Wascana Campus	Adult 12	140		560	Woodland Campus	Adult 12
Adult 10 (Levels 1, 2, 3)		93	372	Adult 10 (Levels 1, 2, 3)	93		372
English for Post-Secondary Success		10	40	English for Aboriginal Learners	12		48
English Language Training for Non-LINC eligible		16	64	English Language Training for Non-LINC eligible	10		40
English Language Training, Basic Language Skills		30	120	Evening 30's, GED Preparation – Fall intake	48		160
Evening 30's, GED Preparation – Fall intake		208	416	Evening 30's, GED Preparation – Winter intake	96		
Evening 30's, GED Preparation – Winter intake		176		Evening 30's GED Preparation – Spring intake	16		
Evening 30's GED Preparation – Spring intake		32		GES Preparation Day Program	15		45
Learning Centre		22	88	Learning Centre	30		120
LINC		168	168				
Workplace Training		11	44				
Total Wascana Campus			1872	Total Woodland Campus			1145
BASIC EDUCATION TOTAL							5850

SIAST KELSEY CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs				16.60%	30%	5%
BUSINESS						
Business Certificate (day program)	24	24	24	4	n/a	1
Business Certificate (afternoon program)	24	24	24	4	n/a	1
TOTAL BUSINESS	48	48	48	8	0	2
COMMUNITY SERVICES						
Aboriginal Police Preparation Applied Certificate	30	30	30	5	n/a	2
Disability Support Worker Certificate	30	30	30	5	n/a	2
Early Childhood Education Certificate	29	29	29	5	n/a	2
Early Childhood Education Diploma	24	24	24	4	n/a	1
Educational Assistant Certificate	30	30	30	5	n/a	2
Food and Nutrition Management Diploma (Year 1)	24	48	24	4	n/a	1
Food and Nutrition Management Diploma (Year 2)	24					
Funeral Service Certificate	20	20	20	3	n/a	1
Hotel and Restaurant Administration Diploma (Year 1)	30	60	30	5	n/a	2
Hotel and Restaurant Administration Diploma (Year 2)	30					
Library and Information Technology Diploma (Year 1) (No intake in 2011/12)	0	24				
Library and Information Technology Diploma (Year 2)	24					
Professional Cooking Certificate	36	36	36	6	n/a	2
Recreation and Tourism Management Diploma (Year 1) (Intake 2010/11)	20	20	20	3	n/a	1
Recreation and Tourism Management Diploma (Year 2) (No Yr 2 students in 2011/12)	0					
Therapeutic Recreation Diploma (Year 1) (Intake in 2011/12)	25	25	25	4	n/a	1
Therapeutic Recreation Diploma (Year 2) (No Yr 2 students in 2011/12)	0					
Youth Care Worker Certificate	24	24	24	4	n/a	1
Youth Care Worker Diploma	24	24	24	4	n/a	1
TOTAL COMMUNITY SERVICES	424	424	346	57	0	19
INDUSTRIAL TRAINING						
Agricultural Machinery Technician Certificate	12	12	12	2	4	1
Auto Body Technician Certificate	14	14	14	2	4	1
Automotive Service Technician Certificate	52	52	52	9	16	3
Heavy Equipment and Truck and Transport Technician Certificate	52	52	52	9	16	3
Industrial Mechanics Certificate	28	28	28	5	8	1
Machine Shop Certificate	24	24	24	4	7	1
Parts Management Technician Certificate	13	13	13	2	n/a	1
Refrigeration and Air Conditioning Certificate	14	14	14	2	4	1
Welding Certificate	36	36	36	6	11	2
TOTAL INDUSTRIAL TRAINING	245	245	245	41	70	14

SIAST KELSEY CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
16.60%				30%	5%	
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs						
NURSING						
NEPS All Categories (Year 2) (Last intake was fall 2010)	199	199				
Occupational Health & Safety Practitioner Applied Certificate	20	20	20	3	n/a	1
Occupational Health & Safety Practitioner Certificate	20	20	20	3	n/a	1
Practical Nursing Diploma (Year 1)	28	56	28	5	n/a	1
Practical Nursing Diploma (Year 2)	28					
Saskatchewan Collaborative Bachelor of Science in Nursing (Year 1)	150	150	150	25	Not reserved	Not reserved
TOTAL NURSING	445	445	218	36	0	3
SCIENCE AND HEALTH						
Biotechnology Diploma (Year 1)	24	48	24	4	n/a	1
Biotechnology Diploma (Year 2)	24					
Chemical Technology Diploma (Year 1)	24	48	24	4	n/a	1
Chemical Technology Diploma (Year 2)	24					
Combined Laboratory and X-Ray Technology Diploma (Year 1)	20	40	20	3	n/a	1
Combined Laboratory and X-Ray Technology Diploma (Year 2)	20					
Continuing Care Assistant Certificate	27	27	27	5	n/a	1
Cytotechnology Diploma (Year 1)	4	8	4	1	n/a	0
Cytotechnology Diploma (Year 2)	4					
Medical Laboratory Assistant Applied Certificate	16	16	16	3	n/a	1
Medical Laboratory Technology Diploma (Year 1)	20	40	20	3	n/a	1
Medical Laboratory Technology Diploma (Year 2)	20					
Medical Radiologic Technology Diploma (Year 1)	20	40	20	3	n/a	1
Medical Radiologic Technology Diploma (Year 2)	20					
Primary Care Paramedic Certificate - Fall intake	32	64	32	5	n/a	2
Primary Care Paramedic Certificate - Winter intake	32					
Pharmacy Technician Certificate	24	24	24	4	n/a	1
Veterinary Technology Diploma (Year 1)	24	48	24	4	n/a	1
Veterinary Technology Diploma (Year 2)	24					
TOTAL SCIENCE AND HEALTH	403	403	267	44	0	13

SIAST KELSEY CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs				16.60%	30%	5%
TECHNOLOGY						
CAD/CAM Engineering Technology Diploma (Year 1)	24	48	24	4	7	1
CAD/CAM Engineering Technology Diploma (Year 2)	24					
Commercial Pilot Diploma (Year 1)	25	50	25	4	8	1
Commercial Pilot Diploma (Year 2)	25					
Computer Systems Technology Diploma (Year 1)	48	96	48	8	14	2
Computer Systems Technology Diploma (Year 2)	48					
Electrician Applied Certificate - First Fall intake	12	48	12	2	4	1
Electrician Applied Certificate - Second Fall Intake	12		12	2	4	1
Electrician Applied Certificate - First Winter intake	12		12	2	4	1
Electrician Applied Certificate - Second Winter Intake	12		12	2	4	1
Electronic Systems Engineering Technology Diploma (Year 1)	24	48	24	4	7	1
Electronic Systems Engineering Technology Diploma (Year 2)	24					
Electronics Technician	24	24	24	4	7	1
Mechanical Engineering Technology Diploma (Year 1)	36	72	36	6	11	2
Mechanical Engineering Technology Diploma (Year 2)	36					
Power Engineering Technician (Year 1) (Certificate exit optional)	36	36	36	6	11	2
Power Engineering Technology Diploma (Year 2)	36	36				
TOTAL TECHNOLOGY	458	458	265	44	81	14
KELSEY CAMPUS TOTAL	2023	2023	1389	230	151	66

SIAS T PALLISER CAMPUS				Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	16.60%	30%	5%
BUSINESS						
Business Accountancy Diploma	75	75	75	13	n/a	4
Business Administration Diploma	30	30	30	5	n/a	2
Business Certificate - Fall intake	120	150	120	20	n/a	6
Business Certificate - Winter intake	30		30	5	n/a	2
Business Information Systems Diploma (Year 1)	24		24	4	n/a	1
Business Information Systems Diploma (Year 2)	24		48			
Business Financial Services Diploma	30	30	30	5	n/a	2
Business Human Resources Diploma	20	20	20	3	n/a	1
Business Insurance Diploma	30	30	30	5	n/a	2
Business Marketing Diploma	30	30	30	5	n/a	2
Office Education Certificate	25	25	25	4	n/a	1
TOTAL BUSINESS	438	438	414	69	0	23
COMMUNITY SERVICES						
Professional Cooking Certificate	14	14	14	2	n/a	1
Short Order Cooking Applied Certificate	36	36	36	6	n/a	2
TOTAL COMMUNITY SERVICES	50	50	50	8	0	3
INDUSTRIAL TRAINING						
Automotive Service Technician Certificate	24	24	24	4	7	1
Carpentry Certificate	28	28	28	5	8	1
Welding Certificate	24	24	24	4	7	1
TOTAL INDUSTRIAL TRAINING	76	76	76	13	22	3
TECHNOLOGY						
Architectural Technologies Diplomas (Year 1 cored)	42	21	42	7	n/a	2
		21				
Architectural and Building Technology Diploma (Year 2)	21	42				
Architectural and Building Technology Diploma (Year 3)	21					
Architectural and Interior Technology Diploma (Year 2)	21					
Architectural and Interior Technology Diploma (Year 3)	21		42			
Civil Engineering Technology Diploma (Year 1)	24	72	24	4	7	1
Civil Engineering Technology Diploma (Year 2)	24					
Civil Engineering Technology Diploma (Year 3)	24					
Computer Engineering Technology Diploma (Year 1)	30	90	30	5	9	2
Computer Engineering Technology Diploma (Year 2)	30					
Computer Engineering Technology Diploma (Year 3)	30					

SIAST PALLISER CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs				16.60%	30%	5%
Electrical Engineering Technology Diploma (Year 1)	30	90	30	5	9	2
Electrical Engineering Technology Diploma (Year 2)	30					
Electrical Engineering Technology Diploma (Year 3)	30					
Electrician Applied Certificate	24	24	24	4	7	1
Electronics Engineering Technology Diploma (Year 3) (Suspended 2010/11; No yr 1 or yr 2 students in 2011/12)	30	30				
Engineering Design and Drafting Technology Diploma (Year 1)	24	72	24	4	7	1
Engineering Design and Drafting Technology Diploma (Year 2)	24					
Engineering Design and Drafting Technology Diploma (Year 3)	24					
Environmental Engineering Technology Diploma (Year 1)	24	72	24	4	n/a	1
Environmental Engineering Technology Diploma (Year 2)	24					
Environmental Engineering Technology Diploma (Year 3)	24					
Geomatics Engineering Technology Diploma (Year 1) (Suspended for 2010/11; reopened for 2011/12. No yr 2 students in 2011/12)	20	40	20	3	6	1
Geomatics Engineering Technology Diploma (Year 2)	0					
Geomatics Engineering Technology Diploma (Year 3)	20					
Instrumentation Engineering Technology Diploma (Year 1)	30	90	30	5	9	2
Instrumentation Engineering Technology Diploma (Year 2)	30					
Instrumentation Engineering Technology Diploma (Year 3)	30					
Water Resources Engineering Technology Diploma (Year 1)	24	72	24	4	7	1
Water Resources Engineering Technology Diploma (Year 2)	24					
Water Resources Engineering Technology Diploma (Year 3)	24					
TOTAL TECHNOLOGY	778	778	272	45	61	14
PALLISER CAMPUS TOTAL	1342	1342	812	135	83	43

SIAST WASCANA CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs				16.6%	30%	5%
BUSINESS						
Office Education Certificate - Fall intake	75	120	75	13	n/a	4
Office Education Certificate - Winter Intake	45		45	8	n/a	2
TOTAL BUSINESS	120	120	120	20	0	6
COMMUNITY SERVICES						
Aboriginal Police Preparation Applied Certificate	30	30	30	5	n/a	2
Early Childhood Education Certificate	36	36	36	6	n/a	2
Early Childhood Education Diploma	20	20	20	3	n/a	1
Educational Assistant Certificate	25	25	25	4	n/a	1
Graphic Communications Diploma (Year 1)	18	36	18	3	n/a	1
Graphic Communications Diploma (Year 2)	18					
New Media Communications Certificate	24	24	24	4	n/a	1
Victim Services Coordination Applied Certificate	20	20	20	3	6	1
TOTAL COMMUNITY SERVICES	191	191	173	28	6	9
INDUSTRIAL TRAINING						
Auto Body Technician Certificate - First Fall Intake	12	24	12	2	4	1
Auto Body Technician Certificate - Second Fall Intake	12		12	2	4	1
Machine Shop Certificate	24	24	24	4	7	1
Power Sports Equipment Technician Certificate	24	24	24	4	7	1
Welding Certificate	36	36	36	6	11	2
TOTAL INDUSTRIAL TRAINING	108	108	108	18	33	6
NURSING						
NEPS All Categories (Year 2) (Last intake fall 2010)	195	195				
Orientation to Nursing in Canada for Internationally Educated Nurses Applied Certificate	16	16	16	3	n/a	1
Perioperative Nursing/LPN Advanced Certificate - 1st Fall intake	3	10	3	1	n/a	0
Perioperative Nursing/LPN Advanced Certificate - 2nd Fall intake	4		4	1	n/a	0
Perioperative Nursing/LPN Advanced Certificate - Winter intake	3		3	1	n/a	0
Perioperative Nursing/RN Advanced Certificate - 1st Fall intake	9	26	9	2	n/a	1
Perioperative Nursing/RN Advanced Certificate - 2nd Fall intake	8		8	1	n/a	0
Perioperative Nursing/RN Advanced Certificate - Winter intake	9		9	2	n/a	1
Practical Nursing Diploma (Year 1)	28	56	28	5	n/a	1
Practical Nursing Diploma (Year 2)	28					
Practical Nursing Diploma (Online delivery) (Year 1 in 2011/12)	14	14	14	2	n/a	1
Practical Nursing (Kawacatoose First Nation) (Year 2 in 2011/12)	18	18				

SIAST WASCANA CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs				16.6%	30%	5%
Primary Care Nurse Practitioner Advanced Certificate (Year 1 - PT program)	15	45	15	3	n/a	1
Primary Care Nurse Practitioner Advanced Certificate (Year 2 - PT program)	15					
Primary Care Nurse Practitioner Advanced Certificate (Year 3 - PT program)	15					
Primary Care Nursing Practitioner Advanced Certificate (FT program)	10	10	10	2	n/a	1
Psychiatric Nursing Diploma (Year 1)	32	94	32	5	n/a	2
Psychiatric Nursing Diploma (Year 2)	32					
Psychiatric Nursing Diploma (Year 3)	30					
Saskatchewan Collaborative Bachelor of Science in Nursing (Year 1)	200	200	200	33	n/a	n/a
TOTAL NURSING	684	684	351	61	0	9
SCIENCE AND HEALTH						
Advanced Care Paramedic Diploma (Year 1)	20	40	20	3	n/a	1
Advanced Care Paramedic Diploma (Year 2)	20					
Continuing Care Assistant Certificate	28	28	28	5	n/a	1
Dental Assisting Certificate	65	65	65	11	n/a	3
Dental Hygiene Diploma (Year 1)	26	52	26	4	n/a	1
Dental Hygiene Diploma (Year 2)	26					
Health Information Management Diploma (Year 1)	22	44	22	4	n/a	1
Health Information Management Diploma (Year 2)	22					
Primary Care Paramedic Certificate - Fall intake	32	64	32	5	n/a	2
Primary Care Paramedic Certificate - Winter intake	32			32	5	n/a
TOTAL SCIENCE AND HEALTH	293	293	225	37	0	11
TECHNOLOGY						
Building Systems Technician Certificate	24	24	24	4	7	1
Electronics Technician Certificate	30	30	30	5	9	2
Computer Networking Technician Certificate	20	20	20	3	6	1
Telecommunications/Radio Systems Technician Advanced Certificate	12	12	12	2	4	1
TOTAL TECHNOLOGY	86	86	86	14	26	4
WASCANA CAMPUS TOTAL	1482	1482	1063	179	65	46

SIAST WOODLAND CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
25%				30%	5%	
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs						
BUSINESS						
Business Certificate	35	35	35	9	n/a	2
Entrepreneurship and Small Business Certificate	22	22	22	6	n/a	1
Office Education Certificate - Fall intake	25	50	25	6	n/a	1
Office Education Certificate - Winter intake	25		25	6	n/a	1
TOTAL BUSINESS	107	107	107	27	0	5
COMMUNITY SERVICES						
Aboriginal Police Preparation Applied Certificate	30	30	30	8	9	2
Addictions Counselling Diploma (Year 1)	15	30	15	4	n/a	1
Addictions Counselling Diploma (Year 2)	15					
Correctional Studies Diploma (Year 1)	45	90	45	11	n/a	2
Correctional Studies Diploma (Year 2)	45					
Digital Graphic Design Advanced Certificate	15	15	15	4	n/a	1
Dynamic Web Development Advanced Certificate	15	15	15	4	n/a	1
Early Childhood Education Certificate	32	32	32	8	n/a	2
Esthetician Certificate	12	12	12	3	n/a	1
Hairstylist Certificate - Fall intake	15	27	15	4	n/a	1
Hairstylist Certificate - Winter intake	12		12	3	n/a	1
Institutional Cooking Applied Certificate	12	12	12	3	n/a	1
Interactive Media Production Advanced Certificate	15	15	15	4	n/a	1
Media Arts Production Certificate	14	14	14	4	4	1
Media Arts Production Diploma	10	10	10	3	n/a	1
New Media Communications Certificate	12	12	12	3	n/a	1
Professional Cooking Certificate	36	36	36	9	n/a	2
Short Order Cooking Applied Certificate	12	12	12	3	n/a	1
Web Site Design and Development Applied Certificate	15	15	15	4	n/a	1
TOTAL COMMUNITY SERVICES	377	377	317	82	13	21
INDUSTRIAL TRAINING						
Carpentry Certificate	24	24	24	6	7	1
Industrial Mechanics Certificate	14	14	14	4	4	1
Welding Certificate	24	24	24	6	7	1
TOTAL INDUSTRIAL TRAINING	62	62	62	16	18	3

SIAST WOODLAND CAMPUS	Program Capacity by Year	Total Program Capacity	Intake Capacity 2011-12	Aboriginal Equity Seats	Female Equity Seats	Disabled Equity Seats
On-Campus Programs (Core & Cost-Recovery) & Off-Campus Core Programs				25%	30%	5%
NURSING						
Practical Nursing Diploma (Year 1) (at increased capacity)	10	24	10	3	n/a	1
Practical Nursing Diploma (Year 2) (at previous capacity)	14					
TOTAL NURSING	24	24	10	3	0	1
SCIENCE AND HEALTH						
Continuing Care Assistant Certificate	30	30	30	8	n/a	2
TOTAL SCIENCE AND HEALTH	30	30	30	8	0	2
TECHNOLOGY						
Electrician Applied Certificate - Fall intake	12	24	12	3	4	1
Electrician Applied Certificate - Winter intake	12					
Forest Ecosystem Technology Diploma (Year 1)	20	40	20	5	n/a	1
Forest Ecosystem Technology Diploma (Year 2)	20					
Geographic Information Science for Resource Management Certificate	15	15	15	4	n/a	1
Integrated Resource Management Diploma (Year 1)	20	40	20	5	n/a	1
Integrated Resource Management Diploma (Year 2)	20					
Resource and Environmental Law Diploma (Year 1)	25	50	25	6	n/a	1
Resource and Environmental Law Diploma (Year 2)	25					
TOTAL TECHNOLOGY	169	169	104	26	8	6
WOODLAND CAMPUS TOTAL	769	769	630	162	39	38

Appendix C – Apprenticeship Training 2011-12

The projected demand for apprenticeship training for 2011-12 is estimated to be 195,396 training days. This represents an estimated enrolment of

5,238 students in apprenticeship programs; an increase of 3.7 % over 2010-11. The largest increases are in Carpenter and Plumber.

APPRENTICESHIP TRAINING PROJECTED ACTIVITY LEVEL SUMMARY 2011-12							
Trade	Intakes	Seats	Training Days	Trade	Intakes	Seats	Training Days
Agricultural Machinery Technician (includes JD AgTech)	12	144	6,240	Machinist	7	84	2,868
Automotive Service Technician (includes GM ASEPT)	28	336	12,900	Motor Vehicle Body Repairer	11	104	3,264
Bricklayer	3	36	1,380	Partsperson	3	60	2,220
Carpenter	69	828	28,404	Plumber	55	770	27,888
Construction Craft Labourer	1	12	60	Refrigeration Mechanic	8	96	3,696
Cook (includes Day Release)	7	84	3,360	Roofer	3	36	1,080
Electrician	107	1,284	50,916	Sheet Metal Worker	15	180	6,912
Heavy Duty Equipment Mechanic	16	192	7,380	Steamfitter-Pipefitter	10	140	5,096
Industrial Instrument Mechanic	4	48	2,304	Steel Fabricator	3	36	1,392
Industrial Mechanics (Millwright)	26	312	11,520	Truck and Transport Mechanic	10	120	4,608
Ironworker	5	60	2,016	Welder	23	276	9,912
Total					426	5,238	195,396

Appendix D – Program Development 2011-12

PROGRAM DEVELOPMENT FUND PROJECTS 2011-12		
Division	Program	Project
BUSINESS	Associated Studies – Community Services	Course manual updates COM 101 – Food and Nutrition Management, Hotel and Restaurant Administration
	Associated Studies – Community Services	Course manual updates COM 105 – Early Childhood Education
	Associated Studies – Industrial Training	Course revisions to MATH 125 – Welding applied certificate
	Associated Studies – Industrial Training	Course pack for MATH 127 – Carpentry
	Associated Studies – Industrial Training	Course revisions to SCI 181 and SCI 281 – Plumbing Science Level 1 and 2
	Associated Studies – Science and Health	Course revisions to NUTR 262 – Dental Assisting
	Associated Studies – Technology	Development of Architectural project-related problems for ADM 257
	Associated Studies – Technology	Course pack for new Physics content – Geomatics Technology
	Business Administration	New course development - Project Management
	Business Administration	Curriculum validation
	Business Information Systems	Major curriculum revisions - development and revisions for 10 courses
	Business Marketing	Curriculum validation
	Business Marketing	Instructor guides and resources for MKTG 222, 223, 224, 225 and 226
	Entrepreneurship and Small Business	Course revisions to BUS 153
	Entrepreneurship and Small Business	Course integration and revisions to MKTG 154, 155 and 156
	Office Education	Distance delivery resources for COAP 115
	Office Education	Distance delivery resources for COAP 116
	Office Education	Distance delivery resources for COAP 138

PROGRAM DEVELOPMENT FUND PROJECTS 2011-12		
Division	Program	Project
COMMUNITY SERVICES	Human Services programs (Disability Support Worker, Educational Assistant, Therapeutic Recreation, Youth Care Worker)	Development of common learning resources for four course topic areas
INDUSTRIAL TRAINING	Agriculture Machinery Technician Certificate and Apprentices Levels 1 and 2	Develop exam bank, write course assessment plans and exam blueprints
	Bricklayer Apprentices Level 1	Course outline and course pack development based on program review
	Heavy Equipment Truck and Transport Apprentices Levels 1 to 4	Curriculum validation, course pack development, write assessments
	Industrial Mechanics Certificate and Apprentices Levels 1 to 4	Copyright clearance
	Industrial Mechanics Apprentices Levels 1 to 4	Course pack development and learning activities for new shop
	Ironworker Applied Certificate	Course outlines and course pack development with copyright clearance
	Machine Shop Apprentices Level 1	Curriculum revision of course pack and assessments based on program review
	Plumbing and Pipefitting Applied Certificate	Course outline and course pack development, write assessments
	Refrigeration and Air Conditioning Apprentices Levels 1 to 4	Curriculum validation, revision of course pack and assessments based on NOA change
	Refrigeration and Air Conditioning Certificate	Course pack development and assessments
	Sheet Metal Apprentices Levels 1 to 4	Curriculum validation
	Steamfitter/Pipefitter Apprentices Level 2	Course outline and course pack development, write assessments
	Steamfitter/Pipefitter Apprentices Level 4	Course outline and course pack development, write assessments
Welding Certificate, Applied Certificate, Apprentices Level 1, Production Line Welding	Curriculum revision of course pack and assessments based on program review	

PROGRAM DEVELOPMENT FUND PROJECTS 2011-12

Division	Program	Project
NURSING	Basic Critical Care Nursing	Curriculum validation, major curriculum revision, course development
	Occupational Health and Safety Practitioner Certificate	Development of 5 new courses
	Psychiatric Nursing	Development of mental health videos related to assessment and therapeutic relationships
	Psychiatric Nursing Re-entry	Program approval - incorporate recommendations, cross-reference curriculum with diploma program and revise/develop courses
	Saskatchewan Collaborative Bachelor of Science in Nursing	Development of 3 new course electives
SCIENCE AND HEALTH	Advanced Care Paramedic	Program review phase 2
	Biotechnology	Program review phase 2
	Dental Assisting	Program review phase 2
	Dental Hygiene Year 1	Program review phase 2
	Veterinary Technology Year 2	Program review phase 2
	Medical Laboratory Technology	Course alignment – Refresher
	Medical Radiologic Technology	Course alignment of clinical courses to new competencies and to accreditation recommendations
	Continuing Education	New course development – Community Paramedicine
TECHNOLOGY	Architectural and Building/Interior Technologies	Curriculum revisions based on program review
	CAD/CAM Engineering Technology	Course preparation for international project in India
	CAD/CAM Engineering Technology	New course development
	Civil/Environmental/Water Engineering Technologies	Major curriculum revisions based on program review
	Commercial Pilot	Program review including curriculum validation
	Computer Engineering Technology	Program review including curriculum validation

PROGRAM DEVELOPMENT FUND PROJECTS 2011-12		
Division	Program	Project
TECHNOLOGY	Computer Networking Technician	Curriculum revisions due to technology change
	Computer Systems Technology	Major curriculum revisions based on program review
	Electrician (Palliser Campus)	Course manual and course pack revisions due to new equipment
	Electrician (Woodland Campus)	Course pack and laboratory manual revisions
	Electronics Technician	Development of new laboratory activity to support learning outcomes
	Engineering Design and Drafting Technology	Program review including curriculum validation
	Geographic Information Science for Resource Management	Program review including curriculum validation
	Geomatics Technology	Major curriculum revisions based on program review
	Instrumentation Engineering Technology	Curriculum revisions based on program review
	Mechanical Engineering Technology	Course revisions to INST 288
	Mining Engineering Technology	Curriculum development for new program
	Power Engineering Technology	Major curriculum revisions based on program review
	Resource and Environmental Law	Course revisions to reflect new legislation
	Telecommunications/Radio Systems Technology	Curriculum revisions based on program review
Underground Mining	Course manual development – Blasting Methods	

Appendix E – Online and Televised Course Development 2011-12

ONLINE COURSE DEVELOPMENT PROJECTS 2011-12			
Division	Program	Course Code	Course Name
BUSINESS	Business Diplomas – Year 2	ADMN 224	Entrepreneurship
		MKTG 224	Design Concepts
	Entrepreneurship and Small Business	BKPG 142	Small Business Expenses
		CEXP 142	Discovering Entrepreneurship 1
		MKTG 153	Marketing Research
		MKTG 154	Four P's of Marketing
	MKTG 155	Marketing Strategy	
COMMUNITY SERVICES	Addictions Counselling	CDEP 155	Behaviour and Drug Dynamics
		CDEP 160	Family Systems
	Correctional Studies	CORR 134	Abnormal Behaviour
		CORR 175	Introduction to Corrections
INDUSTRIAL TRAINING	Parts Management Technician	PART 289	Vehicle Systems
		PART 291	Drive Train Components
		PART 292	Standard Inventory
NURSING	Occupational Health and Safety Practitioner	HLTH 188	Fundamentals of Industrial Hygiene I
	Orientation to Nursing in Canada for Internationally Educated Nurses	NRSG 224	Communications 1
		NRSG 225	Communications 2
		NRSG 226	Communications 3

ONLINE COURSE DEVELOPMENT PROJECTS 2011-12			
Division	Program	Course Code	Course Name
NURSING	Perioperative Nursing	NRSR 244	Surgical Environment
		NRSR 246	Surgical Equipment
SCIENCE AND HEALTH	Chemical Technology	CHEM 191	Organic Chemistry
	Health Information Management	HINF 260	Health Care Delivery and Epidemiology
		HINF 264	Selected topics in HIM
TECHNOLOGY	CAD/CAM Engineering Technology	PROJ 287	Project Management
	Computer Systems Technology	COSC XXX	Mobile Application Programming
		Various	Standardized Computer Curriculum Office 2010
	Continuing Education	ENGP 1800	Power Engineering, Fireman

TELEVISED COURSE DEVELOPMENT PROJECTS 2011-12			
Division	Program	Course Code	Course Name
BUSINESS	Business Certificate	STAT 120	Statistics
	Human Resources Management	HR 230	Recruitment and Selection
		HR 234	Employee Relations and Support
		HR 235	Collective Bargaining and Interest-based Negotiations
COMMUNITY SERVICES	Food Service Worker	NUTR 182	Nutrition

Appendix F – Skills Training Allocation Program Plan 2011-12

SKILLS TRAINING ALLOCATION 2011-12						
Program Name	Start Date	End Date	# of Weeks	Program Capacity	Eligible for Student Funding	Projected Cost
SIAS T Kelsey Campus, Saskatoon						
Carpentry – group 1	August/11	January/12	20	14	No	87,827
Carpentry – group 2	October/11	March/12	20	14	No	87,827
Carpentry – group 3	January/12	June/12	20	14	No	87,827
Early Childhood Education Level 1	January/12	March /12	12	16	Yes	60,650
Total Cost						324,131
SIAS T Palliser Campus, Moose Jaw						
Continuing Care Assistant	November/11	April/12	20	15	No	52,380
Carpentry	January/12	May/12	20	10	No	61,000
Welding	January/12	May/12	20	10	No	78,340
Total Cost						191,720
SIAS T Wascana Campus, Regina						
Career Development	4 /year		10	10	No	50,000
Carpentry	August/11	January/12	20	12	No	97,220
Early Childhood Education Level 1 (3 courses)	November/11	February/12	12	21	Yes	60,650
Short Order Cook	December/11	March/12	12	18	Yes	55,150
Stucco Applicator	February/12	May/12	10	12	Yes	59,442
Welding	January/12	June/12	20	12	No	109,617
Total Cost						432,079

SKILLS TRAINING ALLOCATION 2011-12						
Program Name	Start Date	End Date	# of Weeks	Program Capacity	Eligible for Student Funding	Projected Cost
SIAST Woodland Campus, Prince Albert						
Career Start	September/11	December/11	12	15	Yes	47,255
Career Start	April/12	June/12	12	15	Yes	47,255
Food and Beverage Service	February/12	May/12	12	15	Yes	62,320
Oil and Gas Production Operator	October/11	December/11	8	20	Yes	82,500
Plumbing and Pipefitting	October/11	January/12	17	12	No	93,000
Total Cost						332,330
Total Projected Cost – All Locations						\$1,280,260
Less Projected Tuition						249,872
TOTAL COST						\$ 1,030,388





1-866-goSIAST (467-4278)
www.goSIAST.com



Moose Jaw
SIAST Palliser Campus
Saskatchewan Street and 6th Avenue NW
P.O. Box 1420
Moose Jaw SK S6H 4R4
(306) 691-8200

Prince Albert
SIAST Woodland Campus
1100-15th Street East
P.O. Box 3003
Prince Albert SK S6V 6G1
(306) 765-1500

Regina
SIAST Wascana Campus
4500 Wascana Parkway
P.O. Box 556
Regina SK S4P 3A3
(306) 775-7300

Saskatoon
SIAST Kelsey Campus
Idylwyld and 33rd Street
P.O. Box 1530
Saskatoon SK S7K 3R5
(306) 659-4300

SIAST Administrative Offices
400-119 4th Avenue South
Saskatoon SK S7K 5X2
(306) 933-7331