

SIAS 2007-2008 Annual Report | **Growing Capacity**

SIAST is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for its expertise and innovation. Almost 12,000 students are registered in SIAST programs, which touch every sector of the economy; additionally, the organization draws more than 29,000 individual course registrations. It operates campuses in Moose Jaw, Prince Albert, Regina and Saskatoon, and provides a number of courses and programs through distance education.

#### **Moose Jaw**

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

#### **Prince Albert**

SIAST Woodland Campus  
1100 - 15<sup>th</sup> 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 33<sup>rd</sup> Street  
P.O. Box 1520  
Saskatoon SK S7K 3R5  
(306) 659-4300

#### **SIAST Administrative Offices**

400 - 119 4<sup>th</sup> Avenue South  
Saskatoon SK S7K 5X2  
(306) 933-7332

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## Growing Capacity

"Challenged to rapidly expand and diversify skills training... SIAST responded with ingenuity and flexibility in 2007-08."



**Neitha Dyck**, dean of the SIAST Nursing Division, received the 2008 Saskatchewan Registered Nurses' Association Elizabeth Van Valkenburg Millennium Award for Leadership in Nursing Education. Neitha was elected to the Canadian Nurses Association (CNA) Committee on Nominations.

**Tara Fournier**, program head, Health Information Management, assumed the role of chair of the Editorial Committee for the Canadian Health Information Management Association.

## Mission, Vision & Values

**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 our communities.

**Vision** SIAST is a leader in superior education, focused on students and lifelong learning – a catalyst for advancing the social and economic prosperity of Saskatchewan.

**Values** Individually and collectively, the SIAST community will achieve its vision by adhering to the following values and principles:

- Communication. We engage in communications with stakeholders in the pursuit of common goals.
- Involvement. We are involved meaningfully in decisions that affect us.
- Ethics. We adhere to high standards of ethical behaviour. We do the right thing based on sound principles, attributes of good character and caring for others.
- Innovation. We value and reward innovation and creativity that furthers the goals of the organization.
- Excellence. We promote excellence through high standards and expectations.
- Positive work environment. Together, we will create a work environment that is healthy, safe and balanced.
- Professionalism. We are committed to our practice, using our knowledge and skills to produce excellent results, and reflecting on our work to constantly improve ourselves and how we do things.
- Leadership. We engage in consultative, shared and supportive leadership that inspires informed and appropriate decision-making throughout the organization.
- Diversity. We strive for diversity among student and employee populations to enrich the learning experience and the working environment.
- Partnerships. We seek well-conceived partnerships that yield mutual benefits and expedite our mission.



## Letter of Transmittal

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

September 19, 2008

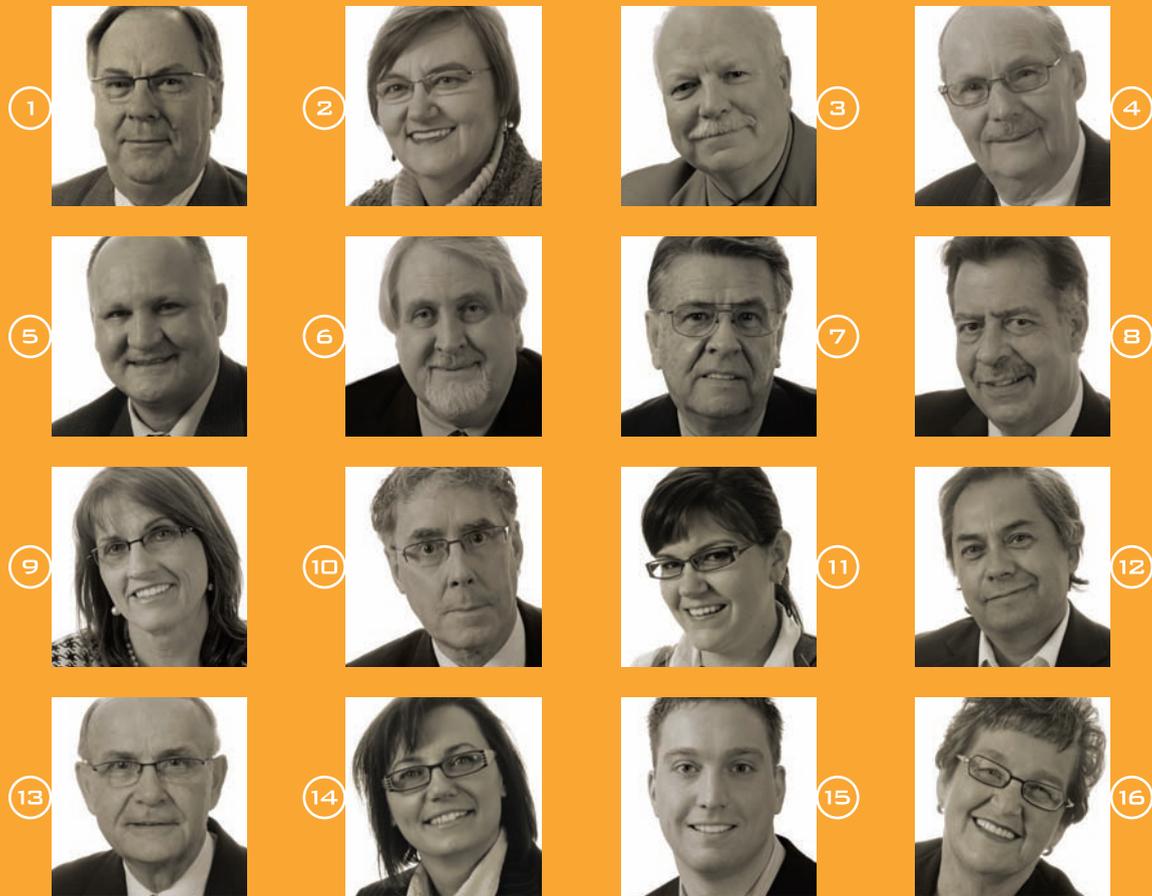
The Honourable Rob Norris  
Minister of Advanced Education, Employment and Labour  
Saskatchewan Advanced Education, Employment and Labour  
Regina, Saskatchewan  
S4S 0B3

Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST), and in accordance with the provisions of *The SIAST Act*, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2008.

Respectfully submitted,

Wil Olive, Q.C.  
Chair  
SIAST Board of Directors



## SIAST Board of Directors

- |   |  |   |   |
|---|--|---|---|
| ①<br>Wilson Olive, Q.C.<br>Chair<br>(appointed June 2006) | ②<br>Jean Morrison<br>Vice-Chair<br>(appointed April 2003) | ③<br>Dr. Robert McCulloch<br>President/CEO    | ④<br>Neil Buechler<br>(appointed November 2004) |
| ⑤<br>Louis Gardiner<br>(appointed April 2003)             | ⑥<br>Keith Hanson<br>(appointed June 2006)                 | ⑦<br>David Koester<br>(appointed June 2006)   | ⑧<br>Garry Kot<br>(appointed November 2004)     |
| ⑨<br>Sherry Magnuson<br>(appointed November 2004)         | ⑩<br>John McPhail<br>(appointed June 2007)                 | ⑪<br>Kendra Mountney<br>(appointed June 2007) | ⑫<br>Jim Norman<br>(appointed November 2004)    |
| ⑬<br>Gay Patrick<br>(appointed June 2006)                 | ⑭<br>Joan Popadyne<br>(appointed June 2006)                | ⑮<br>Leland Sommer<br>(appointed May 2005)    | ⑯<br>Violet Stanger<br>(appointed July 2001)    |



## Board Chair & President/CEO Message

SIAST's aptitude for innovative delivery and a can-do attitude served the organization well in 2007-08.

As demand for skills training and technical education increased pressure on our already at-capacity facilities, we were forced to reach beyond our campus footprints in search of new instructional space. Often that meant re-purposing space designed for other applications. Work began, for instance, on the conversion of a former SaskPower facility into classrooms and shops for construction trades and paramedic programming. As well, we secured lecture space in a municipal recreational facility. We expanded into downtown Saskatoon, and facilities adjacent to our Regina campus were renovated to accommodate students.

At the same time, we partnered with stakeholders to serve more students online, in their home communities and in urban neighbourhoods. And we expanded our mobile training fleet with partners to reach rural and remote locations.

We commend SIAST employees and students for adapting to the many inconveniences in their working and learning environments in 2007-08. Our facilities staff and our Ministry of Government Services colleagues performed admirably in their frequent scrambles to find administrative and academic space.

Innovation and good humour will only take us so far, however. Planning activities indicate that additional investment is required if SIAST is to keep pace with employer and student needs for skills and technical training.

Funding infrastructure development will be a key challenge in the years ahead.

Wil Olive, Q.C.  
Chair

Dr. Bob McCulloch  
President/CEO

Dr. Bob McCulloch  
President/CEO

Challenged to rapidly expand and diversify skills training during Saskatchewan's ongoing economic surge, SIAST responded with ingenuity and flexibility in 2007-08. Our efforts captured immediate opportunities while focusing on longer-term needs to build capacity. In all instances, initiatives were driven by the SIAST board of directors' strategic agenda and were supported by an ongoing commitment to organizational efficiency and effectiveness.

The board's strategic agenda responds to the needs of students and the province's labour market by focusing the organization on four strategic priorities. Board and management decisions are driven by a well-developed enterprise risk management process, along with current trends and projected needs and developments. Presented here are highlights from the year.

## Priority: Student-Centred Learning

In 2007-08, in response to increased demand from employers, SIAST increased capacity in a number of programs, especially in trades and nursing. Four new programs were developed or implemented, five underwent major revisions, and 31 underwent minor revisions.

We added 76 seats in Practical Nursing across the province through partnerships, online initiatives and expanded programming. The Nursing Education Program of Saskatchewan (NEPS) and its Second-Degree Entry Option expanded by 18 and 10 seats respectively, while we laid the groundwork for future growth.

We offered a new 28-seat Electrician program in Saskatoon, and we increased the Industrial Mechanics program by 14 seats and the Power Engineering second year by 18 seats. Apprenticeship training across trades increased by 500 seats or 17 percent. Our fleet of one mobile training lab expanded to three, enabling us to offer trades programming to 72 students in remote and rural locations through partnerships with regional colleges, the Dumont Technical Institute and the Saskatchewan Indian Institute of Technologies.

The newly named Business Information Systems diploma program, redesigned with the assistance of industry experts, launched with a capacity of 24 students.

Through distance delivery, 13 medical laboratory technologists, including six educated internationally, completed refresher courses required to qualify to practise in Canada.

Funding from Citizenship and Immigration Canada enabled the Language Instruction for New Canadians (LINC) program at SIAST Kelsey Campus to offer language instruction to 18 additional newcomers to Canada, an increase of 25 percent.

Applied Research efforts took an important step forward with the development of ethics and intellectual properties policies. The policies will enable SIAST to apply for Natural Science and Engineering Council of Canada (NSERC) funding. Applied Research will enrich the student learning experience while facilitating the commercialization of ideas within Saskatchewan.

Access to programming was enhanced through the development of 34 courses for online delivery, bringing to 175 the number of courses that SIAST can offer online. A \$30,000 advertising campaign was undertaken to raise awareness and promote the flexibility of online learning.

Additionally, 168 more courses were made available for credit challenge through prior learning assessment and recognition (PLAR). More than 100 programs now provide some level of PLAR.

The SIAST website was reengineered with assistance from IBM and was in test mode at the end of the year. The new site is scheduled for launch in the fall of 2008. The website re-engineering, at a cost of \$165,000, represents the first major overhaul of the SIAST website.

## Building Labour Force Capacity

SIAST continues to develop a student-centred learning environment that is increasingly responsive to student needs. Through programming that provides market-ready skills and services that support student success, SIAST meets employer needs.



The **Chemical Technology program** co-hosted the Canadian Society for Chemical Technology Western Student Symposium in Saskatoon. SIAST students won all four awards presented at the symposium.

**Barb Robinson** was re-elected president of the Canadian Addictions Counsellors Certification Federation. Barb was selected by the federation and the International Certification & Reciprocity Consortium to sit on an international committee to complete a Role Delineation study to validate the skills, knowledge and attitudes required to be a certified addictions counsellor. She was also selected by the IC&RC to be the Canadian delegate on a committee that designed and validated the new written exam required for international certification.



**Nancy Bateson**, program head, Dental Hygiene and Dental Assisting, was awarded an honorary lifetime membership to the Saskatchewan Dental Hygienists Association.

**Regan Balfour** and **Juliet Nielsen** presented at the Saskatchewan Library Conference/Manitoba Library Conference.

**Gerry Bonsal**, campus director at SIAST Kelsey Campus, was elected to the Saskatoon Chamber of Commerce.

Student success was supported through the expansion to all campuses of a new student orientation, following a pilot project at SIAST Kelsey Campus the previous year. Additionally, the Aboriginal Success in Trades and Technologies transition program was expanded to SIAST Woodland Campus and continued at SIAST Kelsey Campus. It drew 24 enrolments. Retention coordinators were hired to work with Aboriginal students in Early Childhood Education and Correctional Studies programs at SIAST Woodland Campus.

Future SIAST students were nurtured through a partnership with Skills Canada targeting students in grades 8 and 9. Three one-day workshops, each for 18 students, gave participants hands-on opportunities in Auto Body, Machine Shop and Industrial Mechanics. These Kids in the Shop (KITS) programs complement the Girls Exploring Trades and Technology (GETT) programs now held at all four campuses. Through GETT, 80 grade 8 girls attend one-week summer camps, during which they learn to apply math and physics concepts and learn from working women about a variety of technical occupations.

Opportunities for employers to connect with SIAST students were provided at all SIAST campuses. SIAST career fairs drew 225 employers, up 23 percent from the year previous.

Donor support for student awards continued to grow in 2007-08, resulting in the disbursement of 890 student scholarships and awards valued at more than \$1.07 million. With the continued support of donors and the Ministry of Advanced Education, Employment and Labour, the Centennial Merit Scholarship program continues to be a cornerstone of the SIAST student awards program.

Contributions from donations, special events, campaigns and other sources rose 29 percent to \$1.27 million. Significant cash donations for equipment purchases and gift-in-kind donations, with a combined value of \$602,000, reflect new and expanded partnerships between SIAST and employers.

More than 700 guests attended Business and Industry dinners held at SIAST Palliser, Wascana and Kelsey campuses, setting a record for annual total attendance at SIAST campus special events. A record was also set by the Change for the Better campaign, during which SIAST faculty, staff, students, volunteers and alumni donated more than \$51,000 to support student awards, a 38 percent increase over the prior year.

A new \$1.5 million simulation learning centre at SIAST Wascana Campus provides state-of-the-art, hands-on virtual learning experiences for nursing, continuing care and paramedic students.

Additional developments that respond to the needs of students and employers include:

- Basic Education across SIAST enhanced the potential for student success through special sessions on topics ranging from post-secondary options to life skills.
- The Science and Health Division provided a number of in-service training opportunities for employers, including a clinic cleaning workshop in partnership with Health Canada and a phlebotomy training course for employees of a Saskatoon biotech company.
- The Nursing Division held a three-day workshop for Filipino nurses to help them prepare for the Canadian National Registered Nurse Exam. The division also hosted a national conference on internationally educated nurses.



Instructor: Trina Hill  
Student: Ryan Baht  
SIM Lab - SIAST Wascana Campus



The SIAST Woodland Campus library won the Canadian Technical and College Libraries' Innovation Achievement award for 2007. This award, sponsored by ProQuest, was presented at the CACUL annual general meeting during the Canadian Library Association annual conference.

Stacey Brabant, the Aboriginal counsellor at SIAST Wascana Basic Education, was nominated for a National Aboriginal Award.

## Priority: Partnerships

We delivered the first year of Natural Resource Technologies programs in partnership with Montreal Lake Cree Nation, and the first year of Practical Nursing in partnership with Peter Ballantyne Cree Nation and Northlands College, in both instances reaching students in remote areas of the province.

The first 11 students to take Practical Nursing in Quinton through a partnership with Kawacatoose First Nation graduated in 2007-08.

In the fall, we signed an academic partnership agreement to share curriculum with the Saskatchewan Indian Institute of Technologies.

Through the year, we signed articulation agreements with the University of Regina, Memorial University, Medicine Hat College, Lethbridge College and the University of Saskatchewan. The articulation agreements enable SIAST graduates from a range of programs to apply for advanced standing in related degree programs. Students can obtain a diploma, which gives them marketable skills, and a degree often in as little as four years.

We continue to work with the K to 12 system, collaborating with three high schools in Regina and Saskatoon to establish high school programs that provide credit transfers to SIAST or apprenticeship programs. These include Automotive Service, Carpentry, Electrician, Parts Management and Continuing Care.

The successful extension of a joint project between the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC), and our Virtual Campus and Industrial Training Division resulted in the development of Partsperson Level 3 courses in an online format. All apprenticeship courses for the trade are now available online.

Development of Carpentry Upgrader online electronic resources was also completed. The online availability of these resources across four apprenticeship levels means tradespersons can better prepare for journeyman exams while maintaining job-site commitments.

SIAST is the managing partner in the Mount Royal Trades and Skills Centre project in Saskatoon, and we are a partner in the Regina Trades and Skills Centre project. Both projects seek to expand labour market participation by offering short programs targeted to meet specific employer needs. Through these initiatives, we delivered seven programs to help address the critical labour shortage in construction trades.

A successful partnership was established by the Nursing Division with the Saskatoon Regional Health Authority and the Ministry of Health. Through the partnership, expert health authority nurses provide clinical education for nursing students.

## Building Training System Capacity

SIAST continues to develop partnerships that enhance the effectiveness of the training system.



Myrna Yuzicapi, chair of the SIAST Aboriginal Council and a counsellor at the Aboriginal Activity Centre at SIAST Kelsey Campus, won the SIAST President's Award.

Roni Clubb, Practical Nursing faculty, SIAST Wascana Campus, was invited by the Canadian Patient Safety Institute to participate in the development of the Safety Competencies Framework, Canada's first comprehensive patient safety network.

Peter Lapointe, campus director at SIAST Palliser Campus, was named an honorary member for exceptional contributions to the Canadian Association for Cooperative Education.

Tamara Kubik, instructor in Medical Diagnostics, was awarded the Kelsey Student Association's Instructor Excellence Award.



The Industrial Mechanics class of 2008 at SIAST Woodland Campus won a SIAST Outstanding Citizenship Award.

Overseas, we signed a new memorandum of understanding with Charutar Vidya Mandal, increasing our fees for the continuing CAD/CAM extension brokerage program. Since January 2006, 242 students have registered in the program. In Vietnam, 246 students are currently taking the SIAST Business Administration diploma program at the Ho Chi Minh University of Industry in Ho Chi Minh City.

We completed the third year of the five-year, \$5 million Decentralized Management of Skills Training Project in Ukraine. Eight SIAST employees and four consultants were deployed to Ukraine. We also completed the fifth and final year of the Enhancing TVET Outcomes Project in Malawi, and we implemented the third year of the five-year Establishing the Wa Polytechnic project in Ghana.

Additional highlights include:

- Our Basic Education Division has engaged in local partnerships that support employment and literacy.
- The Biotechnology program partnered with a Saskatoon high school to develop laboratory exercises, then hosted high school experiments in the SIAST Kelsey Biotech lab.
- In collaboration with Health Canada, the Basic Diabetes Education program was delivered to 14 Aboriginal students through a combination of off-campus programming and print distance education.
- Chemical Technology alumni formed an association that will mentor students.





Many staff from the Industrial Division assisted at the National Skills Canada competition in Calgary. **Lee Glass** was recognized for his contribution to the success of the Outdoor Power Equipment competition.

**Kendra Mountney**, a Business Human Resources student, won a SIAST Outstanding Citizenship Award.

At the Association of Canadian Community Colleges annual conference, **Karla Halcro**, Correctional Studies, and **Brenda Sunby**, Associated Studies, delivered a presentation on an Aboriginal student retention initiative.

## Priority: **Employee Recruitment & Retention**

A strategic workforce planning approach has been developed to help assess and respond to human resource capacity needs. Steps taken thus far include data collection on at-risk positions. In addition, a structural reorganization of our Human Resources department included development of a unit dedicated to employee recruitment and retention strategies.

In response to Saskatchewan's changing demographics, a representative workforce consultant will help drive these initiatives and build relationships with Aboriginal communities. New provisions within the academic collective agreement further enhance opportunities for Aboriginal recruitment.

In response to an increasingly competitive labour market, we have implemented market stipends and offered bonuses when necessary to recruit.

Across SIAST, divisions and departments undertook professional development initiatives that enrich both the working and learning environments. In partnership with the Instructional Leadership and Development Centre (ILDC), Virtual Campus faculty trainers conducted more than 780 training sessions and workshops for faculty and staff.

SIAST's Faculty Certificate Program (FCP), developed in partnership with the University of Regina and provided by our ILDC to new instructors, drew 140 course registrations. The first group graduated from the three-year program in August 2007. ILDC offers a range of workshops, courses and orientation sessions for new and seasoned faculty. Additionally:

## Building Human Resource Capacity

SIAST continues to improve recruitment and retention of talented and diverse faculty, staff and administrators.



The **Architectural Building and Interior Technologies** class of 2008 won the SIAST Student Innovation Award.

The **Basic Education Relay for Life** team raised more than \$4,000 for the Canadian Cancer Society.

**Basic Education** students at SIAST Woodland Campus cleaned up all litter on and adjacent to the campus as part of Pitch-In Day, a joint effort between Tourism Prince Albert and the Municipality of Prince Albert.



**Dawn Fleming**, program head of Correctional Studies, won a SIAST Outstanding Service Award.

SIAST Marketing and Communications won two 2007 ACE Awards – a photography award for the Industrial Training Division's first mobile training lab and an internal communications award for the launch of the Human Resources department's Road to Wellville program. Key M&C contributors were **Tom Bartlett**, **Colleen Gallant**, **Quentin Karmark**, **Chris Maloney** and **Cal Thomas**. The ACE Awards program is a joint initiative by the Saskatchewan chapters of the International Association of Business Communicators and the Canadian Public Relations Society. SIAST's 2006-07 annual report, designed by Bradbury Design Inc. with photos by Tom Bartlett, was recognized in the first-ever Elevator Awards, presented by the Society of Graphic Designers of Canada, Saskatchewan North Chapter.

- The Office of Applied Research and Innovation conducted a Lunch and Learn series that introduced successful local entrepreneurs and scientists to employees across SIAST.
- The Nursing Division Teaching Scholarship Forum organized a Great Teacher's Workshop facilitated by David Gottshall at St. Michael's Retreat in Lumsden and attended by 37 Nursing Division faculty members.
- The Science and Health and Nursing divisions collaborated on a formal mentorship program that enhances student learning and supports employee development.
- Library Services has increased its number of instruction sessions by 67 percent over four years.
- The Virtual Campus sponsored Technology Innovation Fund (TIF) projects across SIAST. TIF encourages the use of educational technology both for classroom delivery and the creation of electronic teaching resources.



Pat Shaheen, Executive Assistant to the Dean of Business



## Priority: **Facilities**

Development of facility management processes continues to focus on best-in-class standards. We have begun implementing the use of room scheduling software to ensure optimal use of resources and to develop data to support planning. Full deployment at all campuses is targeted for 2009.

We also commissioned a master plan for SIAST Kelsey Campus, where we are under the most pressure to accommodate demand for increased training. Preliminary findings indicate that long-standing space shortages at SIAST Kelsey will continue even after expansions discussed below. The final master plan may drive further expansion at the campus. Master plans will ultimately be produced for all SIAST campuses.

At both SIAST Wascana and Kelsey campuses, Nursing Education Program of Saskatchewan (NEPS) expansion projects are under way to support increased capacity. Capital funds of \$7.3 million were received from the provincial government for these expansions.

In addition, \$2.4 million in capital was received for expansions to medical diagnostics programs at SIAST Kelsey Campus and to upgrade the x-ray laboratory with state-of-the-art digital equipment.

Work has begun on the Ontario Avenue project, which will be an expansion facility for SIAST Kelsey Campus. The building and land were procured and renovations are under way to accommodate several trades and paramedic programs. SIAST is funding \$6 million of the \$14-million project. The balance will be funded by the Ministry of Government Services.

Initial programming and facility modification planning commenced for the Saskatoon Trades and Skills Centre. Through this \$17-million project, funded by the Ministry of Advanced Education, Employment and Labour, Saskatoon's Mount Royal Collegiate is being renovated to house several SIAST Community Services programs and several post-secondary trades training programs, in addition to ongoing secondary school classes.

A major portion of the SIAST Palliser renovation project was completed in 2007-08. Instrumentation labs, classrooms, the campus nurse's office and fitness centre were renovated. An additional \$2 million in funding will be used to improve ventilation systems and exterior shops.



## Building Infrastructure Capacity

SIAST develops and upgrades facilities, equipment and technology essential to the effective delivery of programs and student support services that meet the changing needs of the labour market.

**Shellie Peacock**, Nursing Education Program of Saskatchewan faculty, SIAST Kelsey Campus, in connection with her studies through the University of Alberta, received the Social Sciences and Humanities Research Council Doctoral Fellowship, the Bereavement Society of Alberta Graduate Award, and the Alzheimer Society of Canada Research Trainee Award.

**Todd Schlamp**, Automotive Service Technician program, won a SIAST Palliser Campus Excellence in Teaching Award.



**Bonnie Meier**, program head of Pharmacy Technician, won a SIAST Outstanding Service Award. Bonnie was also the Saskatchewan representative on the Canadian Pharmacy Technician Educators Association Board.

## Efficiency & Effectiveness

In conjunction with SaskTel and Cisco, our Information Technology Services (ITS) group installed and configured 800 voice-over-internet-protocol (VoIP) phones in 2007-08. A full conversion to VoIP should be complete early in the fall of 2008. VoIP provides enhanced service and integrates voice mail with email. It also eliminates long-distance charges within the SIAST network. The conversion is expected to cost \$530,000; SIAST will recoup its investment in approximately two-and-a-half years.

As part of an overall ITS governance initiative, a portfolio management process was established to ensure that ITS initiatives align with and support SIAST goals and objectives. A portfolio management committee consisting of associate vice presidents was formed to evaluate and prioritize ITS projects budgeted at \$40,000 or more, or those requiring more than one-person month of effort.

The operational data store (ODS) software moved into production in 2007-08, providing enhanced access to data and ad hoc reporting capabilities. Initial planning for implementation of the enterprise data warehouse (EDW) software began in 2007-08 with final implementation to be coordinated with initiatives such as the accountability framework.

Increased use of online advertising, particularly for younger audiences, facilitated greater targeting and measurement of program promotions. Direct mail advertising based on postal code profiles also improved target marketing. Both tactics contributed to the success of the 2008 spring recruitment advertising campaign. During the eight-week period that approximately coincided with the campaign, applications to advertised programs increased 23.5 percent. Additionally during 2007-08, advertising in key publications by The Globe and Mail and Maclean's magazine helped build SIAST's national profile.

- Basic Education (BE)
- Apprenticeship (App)
- Certificate/diploma (C/D)
- Continuing education (CE)
- Credit course registrations (C-CR)
- Non-credit course registrations (N-CR)
- Future skills (FS)

## SIAST Student Statistics

### Enrolment figures by full-load equivalent (FLE) <sup>1</sup>

FLE enrolment	2004-05	2005-06	2006-07
<b>Program enrolment</b>			
Basic Education	1,111	1,219	1,150
Apprenticeship	2,512	2,678	2,970
Certificate/diploma	5,232	4,918	5,011
Continuing education credit programs <sup>2</sup>	1,310	1,257	1,402
<b>Total program enrolment</b>	<b>10,165</b>	<b>10,072</b>	<b>10,533</b>
<b>Course registration enrolment</b>			
Credit <sup>3</sup>	1,929	1,727	1,743
Non-credit	613	652	514
<b>Total course registration enrolment</b>	<b>2,542</b>	<b>2,379</b>	<b>2,257</b>
<b>Future Skills enrolment</b>			
Program FLE	323	212	321
FS credit course FLE	205	249	187
FS non-credit course FLE	89	101	71
<b>Total Future Skills enrolment</b>	<b>617</b>	<b>562</b>	<b>579</b>
<b>Total enrolment reported by FLE</b>	<b>13,324</b>	<b>13,103</b>	<b>13,369</b>

Number of graduates	2002-03	2003-04	2004-05	2005-06	2006/07
Diploma	750	866	893	796	788
Certificate <sup>4</sup>	3,126	3,042	3,427	2,947	2,926
<b>Total</b>	<b>3,876</b>	<b>3,908</b>	<b>4,320</b>	<b>3,743</b>	<b>3,714</b>

### SIAST programs

Number of programs <sup>5</sup>	2002-03	2003-04	2004-05	2005-06	2006/07
Diploma	52	51	52	52	49
Certificate <sup>4</sup>	112	114	121	112	108
Apprenticeship	27	27	27	26	28
<b>Total</b>	<b>191</b>	<b>192</b>	<b>200</b>	<b>190</b>	<b>185</b>

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

<sup>2</sup> SIAST certificate programs delivered through regional colleges are included in continuing education credit programs.

<sup>3</sup> Individual credit course registrations include students who have not been admitted to a SIAST credit program.

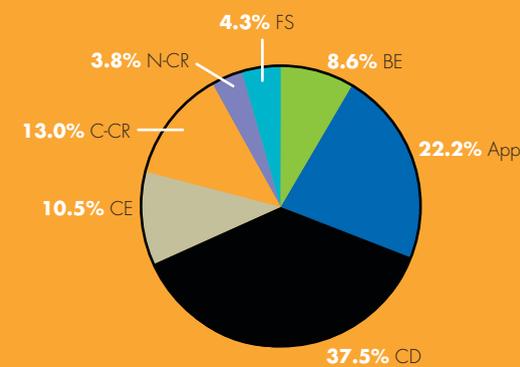
<sup>4</sup> Certificate programs include applied and advanced certificates.

<sup>5</sup> Total number of programs does not include the Nursing Education Program of Saskatchewan (NEPS) or the NEPS Second Degree Entry Option program.

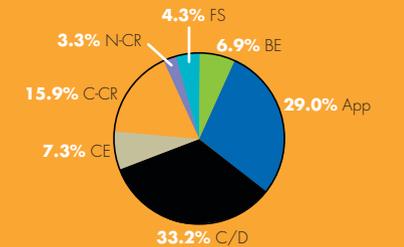
**Note:** In 2005, SIAST implemented an enrolment data mart to enhance reporting capabilities. During implementation, methods of defining and reporting student enrolment were refined to align with current business processes. The enrolment data mart was used to report 2006-07 FLE enrolment. In order to maintain consistency over a three-year trend period, FLE enrolment for the 2004-05 and 2005-06 academic years have been re-generated using the enrolment data mart and new reporting template.

**Note:** 2007-08 student statistics will be available on SIAST's website after November 1, 2008.

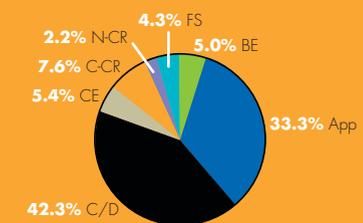
Program enrolment by FLE 2006-07  
SIAST FLE Total 13,369



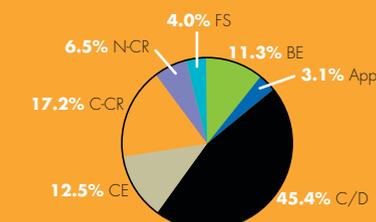
SIAST Kelsey Campus  
FLE Total 5,478



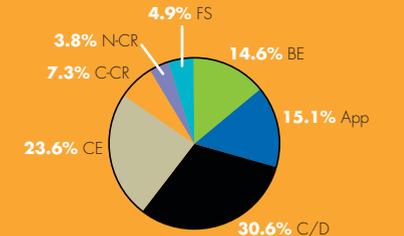
SIAST Palliser Campus  
FLE Total 2,947



SIAST Wascana Campus  
FLE Total 2,896



SIAST Woodland Campus  
FLE Total 2,048



**Brent Stewart**, program head, Emergency Health Care programs, SIAST Kelsey Campus, was elected president, Saskatchewan College of Paramedics.

**Ray Steele**, audio visual, won a SIAST Palliser Campus Sarah Staples Award for administrative services.



**Gertrude McGartland**, research officer, won a SIAST Outstanding Service Award.

## SIAST Student Statistics continued

### Education equity participation (% enrolment)

Designated groups of students	SIAST participation rates 2006/07	
	All programs*	Certificate/diploma programs**
Persons of Aboriginal ancestry	19.2%	16.8%
Persons with disabilities	5.3%	5.5%
Persons of visible minorities	2.3%	2.7%
Female students	42.6%	56.4%

\*Certificate/diploma, Basic Education and apprenticeship programs; includes continuing education

\*\*Includes continuing education programs delivered at regional colleges

## SIAST Workforce Statistics

### Full-time equivalent (FTE) totals

July 1, 2007, to June 30, 2008, and July 1, 2006 to June 30, 2007

	Academic		Professional Services		Out-of-Scope		Totals	
	2007/08	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08	2006/07
SIAST Kelsey	404.16	398.48	140.08	131.42	14.65	14.24	558.89	544.14
SIAST Palliser	184.50	195.6	79.64	82.68	11.45	10.29	275.59	288.57
SIAST Wascana	249.99	247.38	124.08	115.45	13.55	13.23	387.62	376.06
SIAST Woodland	148.77	151.01	80.64	80.28	10.82	10.14	240.23	241.43
SIAST Admin. Offices	4.43	1.77	58.44	51.9	45.47	39.92	108.34	93.59
<b>Totals</b>	<b>991.85</b>	<b>994.24</b>	<b>482.88</b>	<b>461.73</b>	<b>95.94</b>	<b>87.82</b>	<b>1,570.67</b>	<b>1,543.79</b>

2007/2008 **Financials**



**Tonie Denouden**, a first-year student in the Nursing Education Program of Saskatchewan, won a SIAST Outstanding Citizenship Award.

**Dan Danforth**, a program head in Basic Education at SIAST Wascana Campus, was on the board of the Regina Family Literacy Network. Dan was scheduled to present at the ESL/Literacy in Basic Education Summer Institute in Montreal.

**Diana Davidson Dick**, SIAST Nursing Division professional affiliate and former dean of Nursing, received the Order of Merit for Nursing Education from the Canadian Nurses Association.

## Management Discussion & Analysis

### Operating environment

Global demand for natural resources and a rebounding agricultural market have led to growth in most sectors of the Saskatchewan economy and set the scene for significant expansions to potash, uranium and oil and gas operations. Across Saskatchewan, employers already experiencing labour shortages have been scrambling to identify sources of skilled labour and technical personnel.

SIAST has a long history of responsiveness to technical education and skills training needs, and the organization has continued to meet these demands in recent years. Numerous initiatives have been undertaken to ensure SIAST services, programs and delivery methods are relevant and responsive. One of the most significant challenges facing the institution, however, has been pressure on facilities. Quite simply, the campuses are now either full or over capacity, and further off-campus expansions are not sustainable.

Planning activities have been undertaken to address SIAST's challenges, but the organization will be unable to continue responding to anticipated labour market demands without substantial and immediate investments in both infrastructure and ongoing operating funding requirements.

### Financial performance (dollars in thousands)

In 2007-08, SIAST experienced a surplus of \$5,844.

SIAST entered the year with the expectation of significant budgetary pressures, based on \$1,523 of grant funding that had been assumed in the budget but was not received. A contingency plan was established to reduce costs by a corresponding amount, largely through vacancy management. As the year progressed, a number of factors arose to bolster SIAST's bottom-line and make the savings generated through the contingency plan redundant. These factors included:

- A significant rebate of accommodations charges from the Ministry of Government Services;
- Confirmation of continuing funding for a number of initiatives in the March 2008 budget letter, allowing for the recognition of additional grant revenue;
- Increased demand for contractual and apprenticeship training during the year, resulting in increased revenue not fully offset by the additional costs of delivery; and,
- Decreased rates on several benefit plans and an unexpected rebate on prior years' CPP contributions.

In addition to these outside factors, the challenges of recruiting and retaining staff in a robust economy contributed significantly to excess vacancies in a number of divisions, resulting in salary savings beyond the targets set under the contingency plan. Revenues from investments and ancillary operations were also greater than expected.

This has resulted in a level of net operating assets considerably larger than envisioned under SIAST policy. However, these factors are either not expected to be ongoing or have been taken into account when developing SIAST's budget for 2008-09. SIAST anticipates a deficit of \$1,800 for 2008-09, which will bring the accumulated surplus closer to SIAST's long term target range. With similar deficits projected in subsequent years, SIAST's current level of operations are not sustainable over the long term unless increased funding is received. Further decisions on the use of the surplus will be made once funding levels for future years are known.

### Highlights: Actual 2008 compared to 2007 (dollars in thousands)

- Excess of revenue over expenses for 2008 was \$5,844, up \$8,728 from 2007.
- Grants increased by \$11,462 or 9.6% as a result of provincial government increases to the operating and facilities grants. The increases were largely required to fund increased salary costs resulting from the collective agreement. Portions of the increases also related to funding for targeted program expansions, particularly in the Nursing Division.
- Contractual services revenue increased by \$2,752 or 11.7% mainly from increased apprenticeship and other contractual training. Skills initiatives training and Language Instruction for Newcomers to Canada training also increased substantially from 2007.
- Tuition and fees revenue increased by \$1,004 or 5.0% due to an increase in core tuition rates combined with increased offerings of continuing education and cost recovery programming, particularly in the Business and Entrepreneurial Studies and Community Services divisions.
- Amortization of deferred capital contributions increased by \$787 or 32.9%. This is a result of a significant increase in spending on capital projects funded by the Ministry of Advanced Education, Employment and Labour (AEEL).



Tom Bartlett, photographer, won a SIAST Outstanding Service Award.

Eugene Arams, in Information Technology Services, won a SIAST Palliser Campus Sarah Staples Award for administrative services.

## Management Discussion & Analysis continued

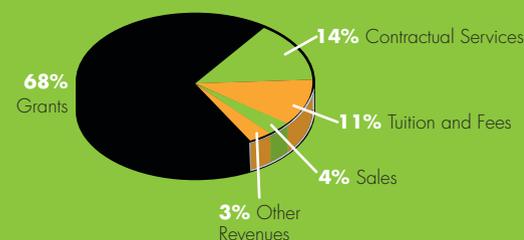
- Salaries and benefits expenses increased by \$7,705 or 6.7% mainly because of increased collective bargaining costs. Salaries relating to additional apprenticeship and contract training activity and to program expansions also contributed to this increase.
- Facilities rental expense increased by \$1,816 or 7.2% due to general rental rate increases and the acquisition of additional training space.
- Materials and supplies expense decreased by \$420 or 4.0%, as a result of price reductions in items purchased for resale, mainly attributable to the strong Canadian dollar.
- Services expense increased by \$1,112 or 10.1% due to increased agency fees for international projects, additional software and licensing costs related to the new VoIP phone system and bad debt expense related primarily to a single customer's unpaid training fees.
- Amortization expense increased by \$1,150 or 19.5% due to significant spending on new capital projects, largely funded by grants from AEEL.
- Equipment rental and repairs expense decreased by \$318 or 15.9% mainly as a result of one-time costs in the prior year, such as maintenance and upgrades to the new mobile training lab and contributed equipment purchases related to a project in the Business Development and International Partnership group.
- Total assets increased by \$13,610 or 15.8% due mainly to capital and special project funding and to the operating surplus in the current year.
- Total liabilities increased by \$7,705 or 11.3% mainly as a result of the deferral of the funding noted above.
- Net assets increased by \$5,905 or 32.5% due to the operating surplus in the current year.

### Highlights: Plan 2008 (dollars in thousands)

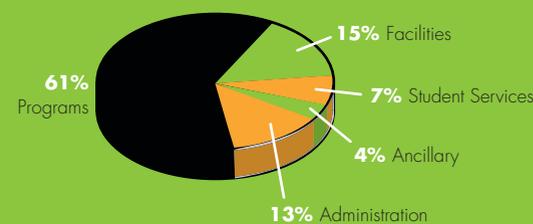
Excess of revenue over expenses for 2008 was \$5,844 compared to the planned surplus of \$140. The main areas of variation from the plan follow:

- Contractual services revenue exceeded plan by \$3,028 or 13.0% due to increased apprenticeship, international and continuing education training.
- Tuition and fees were \$444 or 2.2% greater than plan due to increased interest in continuing education programming, mainly in the Business and Entrepreneurial Studies and Community Services divisions. This was partially offset by enrolment shortfalls for core programming in those divisions, as well as in the Industrial Training Division.
- Sales revenues were \$770 or 11.9% greater than plan due to increased bookstore and cafeteria activity at all campuses, but primarily at SIAST Kelsey Campus. In addition, there were unbudgeted service sales increases in a number of areas, most notably for education equity tutorial services and for testing services.
- Amortization of deferred capital contributions was lower than budget by \$353 or 10.0% as a result of spending on grant-funded capital projects progressing more slowly than anticipated.
- Investment revenues were \$369 or 38.8% greater than plan as a result of higher than expected interest rates and increased cash balances resulting from increased provincial funding received during the year.
- Salaries and benefits were lower than plan by \$1,214 or 1.0%. Significant savings due to the contingency plan, additional vacancies and lower than anticipated benefit costs were partially offset by the costs of delivering significant additional apprenticeship and other contractual training.
- Facilities rentals were below plan by \$2,007 or 6.9% due mainly to a rental rebate from the Ministry of Government Services.
- Service expense exceeded plan by \$2,048 or 20.4% resulting mainly from a reduction in telephone cost savings due to delays in implementing the VoIP project as well as additional licensing and consulting fees largely relating to that project, higher than planned agency fees due to additional contractual activity in the Business Development and International Partnership group and bad debts related primarily to a single customer's unpaid training fees.

### Operating Revenues by Source



### Operating Expenses by Function



**Bob Fenner**, faculty, Emergency Health Care programs, SIAST Kelsey Campus, was appointed to the Council for the Saskatchewan College of Paramedics.

**Joanne Post**, program head, Biotechnology and Veterinary Technology, was asked to serve on the Bio Talent Canada initiative, which is developing skill assessment tools for internationally trained biotechnology professionals. She also served on the Saskatoon National Biotech Week Committee and was a guest judge at the Sanofi Aventis Biotech Challenge for high school students.



**Luke Pelletier**, a second-year Medical Radiology student, won a SIAST Outstanding Citizenship Award.

## Management Discussion & Analysis continued

### Highlights: Plan 2009 (dollars in thousands)

A deficit of \$1,800 is projected for 2009, while a \$140 surplus was projected for 2008. The main areas of anticipated change are:

- Operating and facility grants are projected to increase by \$5,756 or 4.4% as a result of the increases in the 2008-09 provincial budget.
- Contractual revenues are expected to increase by \$2,228 or 9.6% due to increased apprenticeship training and projects by the Business Development and International Partnership group.
- Tuition and fees are expected to increase by \$2,146 or 10.5% due to an increase in continuing education tuition-based offerings, seat expansions for core programs and an increase in core tuition rates, partially offset by tuition freezes in some core programs.

- Salaries and benefits are expected to increase by \$9,764 or 7.9% due to increased collective bargaining agreement costs, program expansions due to additional grant funding and other program and support enhancements.
- Services expense is expected to increase by \$1,508 or 15.0% due to the expected increase in apprenticeship training and Business Development and International Partnership group projects, as well as seat expansions in core programs and other program and support enhancements.
- Despite the projected \$1,800 deficit, operating net assets are expected to remain above the minimum 1.5% of total revenue as per policy.

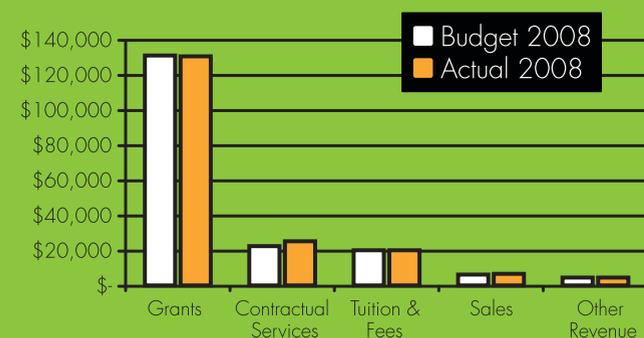
### Capital spending summary (dollars in thousands)

In 2007-08, SIAST made purchases of capital assets totaling \$14,640, which were funded via operating funds designated for capital replacement, provincial capital funding (including both capital funding as part of the annual provincial budget and additional provincial capital provided during 2007-08) and unspent mid-year funding received in 2006-07. The majority of the minor capital expenditures were made to replace equipment, technology and books. Major capital expenditures during the year were generally intended to enhance SIAST's capacity to deliver training to students and included the purchase and fit-up of two new mobile training labs, the creation of a simulation lab at SIAST Wascana Campus and the purchase and installation of a new Power Engineering boiler and expansion of the SIAST Kelsey Campus welding program.

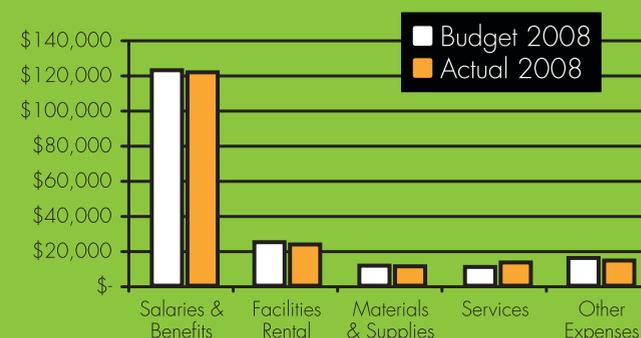
### Key performance measures framework

SIAST is currently drafting an institution-driven accountability framework. The acquisition of an operational data store/enterprise data warehouse, the analysis that occurs through SIAST's long-standing enterprise risk management framework, and the launch of a SIAST-wide long-term strategic visioning exercise in 2007-08 created an environment that is ideal for SIAST to take the next steps towards formalizing this process. Development of the accountability framework also responds to observations made in the 2007 Provincial Auditor's Report. In 2007-08 a draft discussion document was prepared that outlined the concepts of performance indicators and performance frameworks. It also proposed a model to help SIAST evaluate and report on institutional performance and effectiveness, and a staged plan for development and implementation. The document was vetted through various levels of management, the SIAST board of directors and AEEL. Subsequent to the endorsement of SIAST's long-term strategic direction resulting from the strategic visioning exercise, SIAST expects to proceed to the next stage in developing, finalizing and approving its new key performance measures and reporting framework.

### 2008: Operating Revenue: Budget vs. Actual



### 2008: Operating Expenses: Budget vs. Actual



## Management Discussion & Analysis continued

### Risk management

Risk management continues to be embedded in SIAST's culture, processes and structure to ensure SIAST is realizing its potential opportunities while managing adverse risks. Since 2002 SIAST has used an enterprise risk management approach. This framework was reviewed by the SIAST board of directors in 2007-08 to ensure that the methodology continues to be transparent, standardized, consistently communicated, proactive and value-added. In addition, the Provincial Auditor is currently reviewing and assessing SIAST's risk management processes as of June 30, 2008. Results of this audit are expected in the fall of 2008.

The SIAST board of directors and senior management re-prioritized its risk management classifications in early 2008. The re-prioritized areas where risk management resources and efforts are focused to ensure SIAST can carry out its strategic plan are:

- Student recruitment and retention
- Faculty and staff recruitment and retention
- Facility development
- Funding
- Partnerships
- Union relationships
- Governance
- Political
- Increasing reliance on information and technology
- Student and employee safety

### Key financial results and data (dollars in thousands)

	2007 Actual	2008 Plan	2008 Actual	2009 Plan
<b>Operations</b>				
Excess (deficiency) of revenue over expenses	\$ (2,884)	\$ 140	\$ 5,844	\$ (1,800)
Grants	119,283	130,782	130,745	136,538
Contractual services	23,571	23,295	26,323	25,523
Tuition and fees	19,954	20,514	20,958	22,660
Sales	7,260	6,478	7,248	6,559
Salaries and benefits	114,424	123,343	122,129	133,107
Facilities rental	25,056	28,879	26,872	28,916
Materials and supplies	10,416	9,683	9,996	10,239
Services	10,972	10,036	12,084	11,544
Amortization	5,909	7,324	7,059	8,429
Travel and professional development	3,882	4,086	3,768	4,127
<b>Financial Position</b>				
Operating net assets	\$ 2,955	\$ 2,426	\$ 8,773	\$ 7,031
Total assets	86,158	60,680	99,768	102,383
Total liabilities	67,993	42,375	75,698	80,113
Net assets	18,165	18,305	24,070	22,270

## Management Report

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

Management has ensured that the organization is in compliance with the provisions of legislation and related authorities.

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

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

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

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

**Dr. Robert G. McCulloch, President & CEO**  
**Marine Perran, Vice President, Administrative Services**  
**Cheryl McMillan, Associate Vice President, Financial Services**

August 1, 2008

## Auditors' Report

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

#### **TO THE MEMBERS OF THE LEGISLATIVE ASSEMBLY**

We have audited the consolidated statement of financial position of Saskatchewan Institute of Applied Science and Technology ("SIAST") as at June 30, 2008 and the consolidated statements of operations, changes in net assets and of cash flows for the year then ended. SIAST is responsible for preparing these financial statements for Treasury Board's approval. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of SIAST as at June 30, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

#### **Deloitte & Touche LLP Chartered Accountants**

Saskatoon, Saskatchewan  
August 1, 2008

#### **G. Fred Wendel Provincial Auditor**

Regina, Saskatchewan  
August 1, 2008

## Consolidated Statement of Financial Position

June 30, 2008, with comparative figures for 2007 (in thousands of dollars)

	2008	2007
<b>Assets</b>		
Current assets:		
Cash and cash equivalents (note 5)	\$ 46,050	\$ 41,734
Accounts receivable (note 6)	7,306	5,693
Inventories (note 7)	1,871	1,611
Prepaid expenses	352	632
	55,579	49,670
Investments (note 8)	1,957	1,776
Capital assets (note 9)	42,232	34,712
	\$ 99,768	\$ 86,158
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 5,767	\$ 6,589
Salaries and benefits payable	5,177	6,923
Unearned revenue (note 10)	4,947	5,858
Deferred grants (note 11)	13,061	9,869
Saskatoon Trades and Skills Centre funding (note 12)	17,693	17,181
Current portion of obligation under capital leases (note 13)	115	115
	46,760	46,535
Obligation under capital leases (note 13)	313	390
Deferred contributions (note 14):		
Capital	27,394	19,823
Scholarship and other trust funds	1,231	1,245
	75,698	67,993
Net assets:		
Net assets invested in capital assets	14,410	14,384
Net assets restricted for endowment (note 15)	887	826
Operating net assets	8,773	2,955
	24,070	18,165
	\$ 99,768	\$ 86,158

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

On behalf of the Board:  
Wilson Olive, Chair

Gay Patrick, Audit Committee Chair

## Consolidated Statement of Operations

Year ended June 30, 2008, with comparative figures for 2007 (in thousands of dollars)

	2008 Budget	2008 Actual	2007 Actual
<b>Revenue:</b>			
Grants	\$ 130,782	\$ 130,745	\$ 119,283
Contractual services	23,295	26,323	23,571
Tuition and fees	20,514	20,958	19,954
Sales	6,478	7,248	7,260
Amortization of deferred capital contributions	3,535	3,182	2,395
Investment income	951	1,320	1,314
Donations	560	577	506
Rentals	83	105	99
	186,198	190,458	174,382
<b>Expenses:</b>			
Salaries and benefits	123,343	122,129	114,424
Facilities rental	28,879	26,872	25,056
Materials and supplies	9,683	9,996	10,416
Services	10,036	12,084	10,972
Amortization	7,324	7,059	5,909
Travel and professional development	4,086	3,768	3,882
Equipment rental and repairs	1,727	1,677	1,995
Scholarships and awards	980	1,077	1,017
(Gain) loss on disposal of capital assets	-	(48)	21
	186,058	184,614	173,692
Excess of revenue over expenses before contribution to Province of Saskatchewan - General Revenue Fund	140	5,844	690
Contribution to Province of Saskatchewan - General Revenue Fund (note 17)	-	-	3,574
Excess (deficiency) of revenue over expenses	\$ 140	\$ 5,844	\$ (2,884)

See accompanying notes to consolidated financial statements.

## Consolidated Statement of Changes in Net Assets

Year ended June 30, 2008, with comparative figures for 2007 (in thousands of dollars)

	Invested in Capital Assets	Restricted for Endowment	Operating Net Assets	2008 Total	2007 Total
Balance, beginning of year	\$ 14,384	\$ 826	\$ 2,955	\$ 18,165	\$ 20,935
Excess (deficiency) of revenue over expenses	(3,829)	-	9,673	5,844	(2,884)
Endowment contributions	-	61	-	61	114
Invested in capital assets	3,855	-	(3,855)	-	-
Balance, end of year	\$ 14,410	\$ 887	\$ 8,773	\$ 24,070	\$ 18,165

See accompanying notes to consolidated financial statements.

## Consolidated Statement of Cash Flows

Year ended June 30, 2008, with comparative figures for 2007 (in thousands of dollars)

	2008	2007
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ 5,844	\$ (2,884)
Items not affecting cash:		
Amortization of capital assets	7,059	5,909
Amortization of deferred capital contributions	(3,182)	(2,395)
Change in non-cash working capital (note 20)	(1,368)	28,954
(Gain) loss on disposal of capital assets	(48)	21
Cash provided by operating activities	8,305	29,605
Financing and investing activities:		
Purchase of capital assets	(14,640)	(11,576)
Contributions for capital assets purchased	10,753	7,663
Increase in obligation under capital leases	44	527
Repayments of obligation under capital leases	(121)	(278)
Proceeds from sale of capital assets	109	37
Change in scholarship and other trust fund deferred contributions	(14)	169
Endowment contributions	61	114
Increase in investments	(181)	(133)
Cash used in financing and investing activities	(3,989)	(3,477)
Net increase in cash and cash equivalents	4,316	26,128
Cash and cash equivalents, beginning of year	41,734	15,606
Cash and cash equivalents, end of year	\$ 46,050	\$ 41,734

See accompanying notes to consolidated financial statements.

## Notes to Consolidated Financial Statements

**Year ended June 30, 2008** (in thousands of dollars)

### 1. Statutory Authority:

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

### 2. Significant Accounting Policies:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles, and include the following significant accounting policies:

- (a) **Basis of consolidation:**  
These consolidated financial statements include 50% of the assets, liabilities, revenue and expenses of the SIASST/PAGC Student Housing Corporation (note 1.8). This corporation is jointly controlled by SIASST and the Prince Albert Grand Council.
- (b) **Revenue recognition:**  
SIASST follows the deferral method of accounting for grants and other contributions. Grants and contributions for expenses of future periods are deferred and recognized as revenue in the year in which the related expense is incurred.
- Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.
- Contributions, including the related investment income, to scholarship and other trust funds are deferred and recognized as revenue in the year in which the conditions of the contribution are met.
- Endowment contributions are recognized as direct increases in net assets in the year received.
- Amounts received for tuition fees, contractual services, and sale of goods and services are recognized as revenue in the year that the goods are delivered or the services are provided.
- (c) **Cash and cash equivalents:**  
Cash and cash equivalents include cash and highly liquid securities with original terms to maturity of three months or less when purchased. Cash and cash equivalents are valued based on cost plus accrued income, which approximates fair value.
- (d) **Inventories:**  
Inventories consist of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Administrative and program supplies and library periodicals are not inventoried.

**Year ended June 30, 2008** (in thousands of dollars)

### 2. Significant Accounting Policies (continued):

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

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

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

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

### 3. Change in Accounting Policies:

Effective July 1, 2007, SIASST adopted the new recommendations of the Canadian Institute of Chartered Accountants (CICA) under CICA Handbook Section 3251, *Equity*, Section 3855, *Financial Instruments – Recognition and Measurement*, Section 3861, *Financial Instruments – Disclosure and Presentation* and Section 3865, *Hedges*. These new Handbook Sections, which apply to fiscal years beginning on or after October 1, 2006, provide requirements for the recognition, measurement and disclosure of financial instruments and on the use of hedge accounting.

Under Section 3855, all financial instruments are classified into one of five categories: held-for-trading, held-to-maturity investments, loans and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments are measured on the statement of financial position at fair value except for loans and receivables, held-to-maturity investments and other financial liabilities which are measured at amortized cost. Subsequent measurement and changes in fair value will depend on their initial classifications, as follows: held-for-trading financial assets are measured at fair value and changes in fair value are recognized as revenue or allocated to deferred contributions to the extent that

## Notes to Consolidated Financial Statements continued

**Year ended June 30, 2008** (in thousands of dollars)

### 3. Change in Accounting Policies (continued):

external restrictions require investment earnings to be deferred until used. Available-for-sale financial instruments are measured at fair value with changes in fair value resulting from unrealized gains and losses recorded directly in operating net assets, or allocated to deferred contributions to the extent that external restrictions require investment earnings to be deferred until used, until the instrument is derecognized or impaired. All derivative instruments, including embedded derivatives, are recorded on the statement of financial position at fair value unless they qualify for the normal sale and purchase exemption. All changes in their fair value are recognized as revenue, or allocated to deferred contributions to the extent that external restrictions require investment earnings to be deferred until used, unless cash flow hedge accounting is used. If hedge accounting is used, the effective portion of changes in the fair value of unrestricted derivative instruments is recorded directly in operating net assets.

SIAST does not use hedge accounting and at June 30, 2008, had no derivative instruments, either directly or embedded in contracts.

As permitted under CICA 3855, SIAST has designated its cash, cash equivalents and investments as held-for-trading financial assets. Accounts receivable are classified as loans and receivables. All of SIAST's financial liabilities are classified as other financial liabilities.

These standards have been applied prospectively; accordingly comparative amounts for the prior period have not been restated. As a result of the adoption of these standards, as at July 1, 2007, investments and deferred contributions - scholarship and other trust funds were increased by \$92. The adoption of these standards had no impact on SIAST's net asset position at June 30, 2007, and for the year ended June 30, 2008.

### 4. Future Accounting Policy Changes:

Four new accounting standards issued by the CICA will be adopted by SIAST effective July 1, 2008. The new standards will not have a material impact on SIAST's financial statements and primarily result in additional disclosure requirements.

(a) Financial instruments:

The CICA has issued two new standards, Section 3862, *Financial Instruments - Disclosures* and Section 3863, *Financial Instruments - Presentation*, which enhance the ability of users of financial statements to evaluate the significance of financial instruments to an entity, related exposures and the management of these risks. These two sections replace Section 3861, *Financial Instruments - Disclosure and Presentation*.

(b) Capital:

Section 1535, *Capital Disclosures*, requires disclosure of qualitative and quantitative information that enables users of financial statements to evaluate the entity's objectives, policies and processes for managing capital.

(c) Inventories:

Section 3031, *Inventories*, replaces Section 3030, *Inventories*, and introduces changes to the measurement and disclosure of inventory.

**Year ended June 30, 2008** (in thousands of dollars)

### 5. Cash and Cash Equivalents:

	2008	2007
Cash	\$ 2,876	\$ 1,729
Cash equivalents	43,174	40,005
	\$ 46,050	\$ 41,734

Cash equivalents consist of highly liquid securities maturing within three months. The weighted average effective interest rate on these securities is 2.68% (2007 - 4.26%).

Included in the cash and cash equivalents balance is \$17,693 (2007 - \$17,181) restricted for the development of the Saskatoon Trades and Skills Centre (note 12).

### 6. Accounts Receivable:

	2008	2007
Corporate	\$ 1,212	\$ 1,148
Federal government	892	1,138
Provincial government - General Revenue Fund	4,692	2,395
Student	134	136
Other	376	876
	\$ 7,306	\$ 5,693

### 7. Inventories:

	2008	2007
Bookstores	\$ 1,721	\$ 1,463
Food services	76	73
Shop and service supplies	74	75
	\$ 1,871	\$ 1,611

## Notes to Consolidated Financial Statements continued

**Year ended June 30, 2008** (in thousands of dollars)

### 8. Investments:

Investments consist of a diversified portfolio of mutual funds, individual equities, individual bonds, cash and cash equivalents. The portfolio is funded from endowment and long-term trust fund contributions. The rate of return for the portfolio in 2008 was negative 1.92% (2007 - positive 10.76%).

	2008	2007
Mutual funds	\$ 734	\$ 777
Equities	566	437
Bonds	495	447
Cash and cash equivalents	162	115
	\$ 1,957	\$ 1,776

### 9. Capital Assets:

	2008			2007
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment	\$ 17,223	\$ 13,345	\$ 3,878	\$ 3,947
Furniture	5,168	2,723	2,445	2,341
Industrial and heavy equipment	27,534	16,327	11,207	8,963
Land	104	-	104	-
Leasehold improvements	29,544	9,994	19,550	14,526
Office equipment, specialized equipment and library	15,479	11,436	4,043	4,119
Vehicles	4,106	3,101	1,005	816
	\$ 99,158	\$ 56,926	\$ 42,232	\$ 34,712

The net book value of assets under capital lease was \$474 (2007 - \$657).

### 10. Unearned Revenue:

	2008	2007
Contractual services	\$ 478	\$ 410
Grants - operations and rent	2,517	3,831
Tuition and fees	1,126	1,057
Other	826	560
	\$ 4,947	\$ 5,858

**Year ended June 30, 2008** (in thousands of dollars)

### 11. Deferred Grants:

	TEL	Skills Training	Capital Assets	2008 Total	2007 Total
Balance, beginning of year	\$ 1,014	\$ 436	\$ 8,419	\$ 9,869	\$ 1,586
Grants received	1,008	2,407	13,017	16,432	18,561
Recognized during the year	(1,150)	(2,064)	(10,026)	(13,240)	(10,278)
Balance, end of year	\$ 872	\$ 779	\$ 11,410	\$ 13,061	\$ 9,869

Technology enhanced learning (TEL) deferred grants represent the unspent portion of funding received from the Ministry of Advanced Education, Employment and Labour (AEEL) that is restricted to projects that extend access and enhance program quality in post-secondary education through effective use of technologies.

Skills training deferred grants represent unspent grants that are restricted to the skills training initiatives for which AEEL provides funding to enable SIAST to respond regionally to emerging skills shortages.

Capital assets deferred grants represent unspent funding restricted for the acquisition of capital assets.

### 12. Saskatoon Trades and Skills Centre Funding:

SIAST received \$17,000 in 2007 from AEEL for development of an integrated training facility at Saskatoon Public Schools' Mount Royal Collegiate. The contribution from AEEL, as well as any investment income earned on the funds is required to be used for the capital costs of renovating the facility. SIAST has been designated the managing partner of the project which also includes the involvement of Saskatoon Public Schools, Greater Saskatoon Catholic Schools, the Saskatchewan Indian Institute of Technologies, Dumont Technical Institute, the Saskatchewan Apprenticeship and Trade Certification Commission and the Saskatchewan Construction Association. On June 13, 2008, SIAST's board of directors endorsed the concept of forming a non-profit corporation for the activities of the Saskatoon Trades and Skills Centre. The formation of a non-profit corporation for the Saskatoon Trades and Skills Centre remains to be approved by the other partners in the project through their representation on the Saskatoon Trades and Skills Centre steering committee.

	2008	2007
Balance, beginning of year	\$ 17,181	\$ -
Grants received	46	17,000
Restricted investment income	674	181
Expenditures	(208)	-
Balance, end of year	\$ 17,693	\$ 17,181

## Notes to Consolidated Financial Statements continued

**Year ended June 30, 2008** (in thousands of dollars)

### 13. Obligation Under Capital Leases:

	2008	2007
Balance, beginning of year	\$ 505	\$ 256
Repayments during the year	(121)	(278)
Additions during the year	44	527
Total	428	505
Less current amount	115	115
Long-term amount	\$ 313	\$ 390

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

2009	\$143
2010	122
2011	118
2012	107
2013	1
Total minimum lease payments	491
Less amount representing future interest	(63)
Net obligation under capital leases	\$ 428

Interest rates on the leases range from 4.50% to 13.13%. Interest expensed during the year amounted to \$37 (2007 - \$18).

**Year ended June 30, 2008** (in thousands of dollars)

### 14. Deferred Contributions:

The balance is made up of the following:

(a) Capital:  
Deferred contributions related to capital assets represent the unamortized portion of grants expended for capital assets.

	2008	2007
Balance, beginning of year	\$ 19,823	\$ 14,555
Amortization of deferred capital contributions	(3,182)	(2,395)
Contributions for capital assets purchased	10,753	7,663
Balance, end of year	\$ 27,394	\$ 19,823

(b) Scholarship and other trust funds:  
Deferred scholarship and other trust fund contributions represent unexpended funds externally restricted for scholarships and other purposes.

	2008	2007
Balance, beginning of year	\$ 1,245	\$ 1,076
Change in accounting policy (note 3)	92	-
Contributions and investment income received during the year	913	794
Disbursements	(1,013)	(617)
Transferred to endowments	(6)	(8)
Balance, end of year	\$ 1,231	\$ 1,245

## Notes to Consolidated Financial Statements continued

**Year ended June 30, 2008** (in thousands of dollars)

### 15. Net Assets Restricted for Endowment:

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

	2008	2007
Balance, beginning of year	\$ 826	\$ 712
Endowment contributions	55	106
Transferred from deferred contributions	6	8
Balance, end of year	\$ 887	\$ 826

The rate of return on endowed assets in 2008 was negative 1.92% (2007 - positive 10.76%). Disbursements from endowments are funded by the investment income earned on endowed funds. Accumulated investment income in excess of disbursements made are included in deferred contributions - scholarship and other trust funds.

	2008	2007
Accumulated investment earnings on endowed assets, beginning of year	\$ 112	\$ 72
Disbursements	(56)	(46)
Investment (loss) earnings on endowed assets	(17)	86
Accumulated investment earnings on endowed assets, end of year	\$ 39	\$ 112

### 16. Commitments and Contingencies:

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

	Facilities	Equipment	Total
2009	\$ 28,314	\$ 684	\$ 28,998
2010	28,314	218	28,532
2011	28,314	96	28,410
2012	28,314	-	28,314
2013	28,314	-	28,314

**Year ended June 30, 2008** (in thousands of dollars)

### 16. Commitments and Contingencies (continued):

- (b) Capital projects:  
The estimated cost to complete major capital projects in progress at June 30, 2008, is approximately \$12,809 (2007 - \$5,872). Funds received, but not yet expended, for these projects is recorded in deferred grants (Note 11).
- (c) Outstanding legal claims:  
The nature of SIAST's activities are such that there may be litigation pending at any time. SIAST records a liability, on a case-by-case basis, if the expected loss is both probable and can be reasonably estimated.

As at June 30, 2008, a potential liability exists relating to a lawsuit filed on behalf of certain non-permanent employees claiming damages related to their non-participation in the Public Employees Pension Plan. SIAST along with a number of government entities, including the executive government, were named in this, or similar, lawsuits. The executive government settled their lawsuit on October 10, 2007. However, the other government entities, including SIAST, have not settled. It is the opinion of management that retroactive pension contributions to some current and former employees will be likely, however, the amount of the potential liability cannot be reasonably estimated as no settlement negotiations have begun. The expense related to this claim, if any, will be reflected in the statement of operations in the period in which the cost becomes reasonably determinable. If the government should fund the cost of the settlement, the cost to SIAST would accordingly be offset by grant revenue.

### 17. Contribution to Province of Saskatchewan - General Revenue Fund:

A project to renovate and expand SIAST Kelsey Campus was completed in 2007. SIAST capitalized costs of \$1,881 for the renovation portion of the project and made a contribution to the Province of Saskatchewan - General Revenue Fund of \$3,574 to fund the addition to a building leased from the Ministry of Government Services. No contribution by SIAST to the General Revenue Fund was made in 2008 and no further contributions are expected in the future.

## Notes to Consolidated Financial Statements continued

**Year ended June 30, 2008** (in thousands of dollars)

### 18. SIAST/PAGC Student Housing Corporation:

The SIAST/PAGC Student Housing Corporation is jointly controlled by SIAST and the Prince Albert Grand Council. It was formed in 2006 to develop and manage family housing for students from northern communities who are attending SIAST Woodland Campus. The corporation is incorporated under *The Non-Profit Corporations Act* of Saskatchewan.

On April 18, 2008, the directors of the corporation passed a resolution affirming that SIAST will own any land and buildings associated with the housing project and is responsible for its construction. Accordingly, all assets and liabilities held by the corporation for the planning and construction of the project have been transferred to SIAST.

SIAST's interest in the SIAST/PAGC Student Housing Corporation is proportionately consolidated in these financial statements as follows:

	2008	2007
Total assets	\$ -	\$ 126
Total liabilities	-	130
Revenue	22	2
Expenses	18	6
Excess (deficiency) of revenue over expenses	\$ 4	\$ (4)
Cash provided by operations	\$ (126)	\$ 126
Cash provided by financing and investing activities	-	-

### 19. Pension Plans:

SIAST employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are administered by the Ministry of Finance. Employer contributions of \$5,601 (2007 - \$4,527) were expensed during the year. Employer obligations associated with the defined benefits plans, with the exception of the Municipal Employee Pension Plan (MEPP), are the responsibility of the General Revenue Fund of the Government of Saskatchewan. MEPP is a multi-employer defined benefit plan, covering approximately 12,000 active members, of which 8 are employees of SIAST. The most recent annual actuarial valuation of the plan at December 31, 2006, indicated the plan is fully funded. The actuary does not attribute portions of the surplus to individual employers.

**Year ended June 30, 2008** (in thousands of dollars)

### 20. Change in Non-Cash Working Capital:

	2008	2007
Accounts receivable	\$ (1,613)	\$ (332)
Inventories	(260)	(431)
Prepaid expenses	280	(74)
Accounts payable and accrued liabilities	(822)	1,804
Salaries and benefits payable	(1,746)	126
Unearned revenue	(911)	2,397
Deferred grants	3,192	8,283
Saskatoon Trades and Skills Centre funding	512	17,181
	\$ (1,368)	\$ 28,954

### 21. Related Parties:

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

During the year, SIAST recognized grant revenue from the Ministry of Advanced Education, Employment and Labour (AEEL) for operations and rent in the amount of \$130,745 (2007 - \$119,283). Revenue of \$2,866 (2007 - \$2,100) was recognized in the year representing the amortization of deferred capital funding provided by AEEL.

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

	2008	2007
Non-grant revenue	\$ 23,110	\$ 19,254
Operating expenses	36,560	35,467
Capital asset additions	5,751	1,274
Accounts receivable	4,790	2,577
Accounts payable	2,869	1,390
Unearned revenue	2,805	3,991

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

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

## Notes to Consolidated Financial Statements continued

**Year ended June 30, 2008** (in thousands of dollars)

### 22. Expenses by Function:

	2008	2007
Programs	\$ 112,172	\$ 104,222
Facilities	28,567	26,261
Student services	12,870	12,380
Ancillary	6,662	6,732
Administration	24,343	24,097
	\$ 184,614	\$ 173,692

#### SIAST SENIOR MANAGEMENT COUNCIL:

**President and Chief Executive Officer**  
Dr. Robert G. McCulloch

**Senior Vice-President, Academic**  
David Walls

**Vice-President, Administrative Services**  
Marine Perran

#### ACADEMIC DIRECTORS:

**Applied Research**  
Dr. Shashi Pathak *(effective Oct. 9, 2008)*

**Business Development & International Partnership**  
David Harvey

**Instructional & Leadership Development Centre**  
Terry Gove

**Library Services**  
Heather West

**Registrar**  
Kathy Larsen

**Skills Initiatives**  
Barb Heise

**Student Development**  
Susan McIntyre

**Virtual Campus**  
David Francis

#### ADMINISTRATIVE AVPS AND DIRECTORS:

**Associate Vice-President, Financial Services**  
Cheryl McMillan

**Associate Vice-President, Human Resources**  
Rebecca Macaulay

**Associate Vice-President, Information Technology Services**  
Garth McCormick

**Controller**  
Patsy Gilchrist

**Donor and Alumni Relations**  
Pam McLellan

**Employee Relations**  
Don Soanes

**Facilities**  
Mark Fachada

**Financial Planning**  
Sean Engemoen

**Human Resource Advisory Services**  
Terence Carswell

**ITS Client & Infrastructure Services**  
Lawrence Boehm

**ITS Architecture, Applications & Data Services**  
Raymond Saunders

**People Strategies**  
Candace Laing

**Public Affairs**  
Patricia Gillies

#### CAMPUS DIRECTORS:

**Moose Jaw**  
**SIAST Palliser Campus**  
Peter Lapointe

**Prince Albert**  
**SIAST Woodland Campus**  
Larry Fladager

**Regina**  
**SIAST Wascana Campus**  
Bill Coulthard

**Saskatoon**  
**SIAST Kelsey Campus**  
Gerry Bonsal

#### DEANS COUNCIL:

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Dr. Barb Bremner

**Associate Vice-President, Student Affairs**  
Alison Pickrell

**Basic Education**  
Della Anaquod

**Business & Entrepreneurial Studies**  
Dan MacKay

**Community Services**  
Dr. Judy Harrower

**Industrial Training**  
Dennis Johnson

**Nursing**  
Neha Dyck

**Science & Health**  
Judy Layne

**Technology**  
Arnold Boldt



**SIAS**

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