

Comprehensive Institutional Plan 2017-2020



Cover Photo: Fall 2016 Calgary Hitmen Class outside of McGivney Hall with Vice-President Student Services, Bob Hann, and Vice-President Academic, Dr. Tara Hyland-Russell

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1. Executive Summary

Overview

St. Mary's University is a board-governed university operating as an Independent Academic Institution under the authority of the Minister of Advanced Education. St. Mary's University prides itself on being a dynamic liberal arts and sciences university open to all and dedicated to the principles of academic freedom. We welcome students from diverse backgrounds, traditions and cultures, recognizing that the intellectual interchange essential to a vibrant university education requires, and is enriched by, the presence and voices of diverse scholars and students in a community of critical thinkers. According to our mission statement, St. Mary's University 'prepares our students to become lifelong learners, engaged citizens and compassionate members of society.'

As south Calgary's only university, St. Mary's University provides Calgarians and Albertans with affordable access to high-quality academic programs. St. Mary's University is first and foremost a student-focused institution and our students enjoy rigorous intellectual inquiry, small class sizes, academic support, critical dialogue, a community atmosphere and affordable tuition rates. As a proud member of Campus Alberta, St. Mary's University collaborates with other institutions to ensure transferability of our courses within Alberta's post-secondary system.

St. Mary's University offers undergraduate courses in 34 academic disciplines. We currently confer Bachelor of Arts degrees in English, General Studies, History, Liberal Studies, and Psychology; a Bachelor of Science degree in Biology; and a two-year after-degree Bachelor of Education in Elementary Education. St. Mary's University also provides students with access to Business degrees through our two-year transfer program.

St. Mary's hopes to add a Bachelor of Arts in Social Justice and Catholic Studies; a Bachelor of Arts in International Studies; and an after-degree Bachelor of Education in Secondary Education to this vibrant roster of degrees. We also plan to create a BA/BSc direct entry pathway to our Bachelor of Education program, so that students who are admitted to their undergraduate degrees can carry on directly into Education once they have received their BA or BSc. Also in development is a graduate certificate in Animal-Assisted Learning and Wellness.

St. Mary's University also seeks approval to offer undergraduate diplomas and certificates that can ladder into baccalaureate degrees in disciplines where we are already mandated to offer three- and four-year degrees. This would allow us to bundle offerings to greatly enhance access, especially for non-traditional communities, for whom a major investment in a full degree might not be immediately possible.

Key Strategic Initiatives

St. Mary's University will continue to focus on providing Albertans with access to an affordable and high-quality post-secondary education. St. Mary's University is committed to ensuring student success by building pathway programs and transitional supports for high school students, as well as for underrepresented learners, such as Indigenous students and other learners who are economically disadvantaged and marginalized.

This is most clearly seen through the strong connections we have developed with First Nations communities in our region — in particular Tsuut'ina and Siksika — as well as through the important work of our Indigenous Initiatives Advisory Council and our Elders on Campus program. St. Mary's University has deliberately adopted a community-led model of working with Indigenous learners and communities. Our Indigenous Initiatives Advisory Council provides the leadership and decision-making for all major initiatives and we only develop initiatives in response to direct community invitations. We honour a relational model of respect, openness, reciprocity and accountability based on listening and dialogue.

St. Mary's University also remains committed the Humanities 101 program which delivers outstanding educational opportunities to the city's most disadvantaged learners.

In the end St. Mary's remains committed to accessibility, affordability, quality, coordination, and accountability and has demonstrated this commitment through all of our activities and initiatives.



Gerry Turcotte, PhD
President & Vice-Chancellor
St. Mary's University

2. Accountability Statement

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with the legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.



Don Verdonck, PEng, ICDD
Chair, Board of Governors

Approved by the Board of Governors
June 26, 2017

3. Institutional Context

St. Mary's University's Role in Campus Alberta

St. Mary's University is a proud member of Campus Alberta. As one of two Independent Academic Institutions in the Calgary region, St. Mary's University has carved out a unique niche, one that is not met by other providers in the system. We offer a personalized learning experience and a comprehensive, individualized focus on the whole person: mind, body and spirit. St. Mary's University is a Liberal Arts and Sciences institution that equips students for the real world.

The St. Mary's University community is committed to the following values:

- Ethics and integrity
- Social innovation and social responsibility
- Stewardship of the physical environment
- Accountability to stakeholders
- Academic freedom
- The Catholic intellectual tradition, that is:
 - A focus on the whole person: mind, body and spirit
 - Respect for diversity and commitment to inclusivity
 - Intellectual rigor
 - Freedom of thought and expression
 - Holistic approach to knowledge through interdisciplinary learning
 - Appreciation for diverse cultures, languages, and traditions

Mission

St. Mary's University is an innovative teaching and research university that provides affordable, accredited and highly valued degrees in the Liberal Arts, Sciences and Education. Through the pursuit of knowledge and service to the community, we prepare our students to become lifelong learners, engaged citizens and compassionate members of society.

4. Consultation Process

St. Mary's University consulted extensively with our internal and external stakeholders, as well as with other post-secondary institutions, school districts, community supporters and subject experts, in development of this plan.

Student Consultation

The CIP was developed in consultation with the Student Legislative Council by having open discussion on the goals at regular meetings of the Council. Discussions also took place at the Transitions Committee meetings.

Faculty and Staff Consultation

The consultation with student services staff involved planning sessions with the Director of Admissions and Recruitment, Registrar, Director of Indigenous Initiatives, Director of the Learning Centre, Sports Manager and the Fitness Centre Manager. There was also considerable internal consultation with Faculty and directors of academic programs through regular meetings and open discussion at Area Meetings, Dean's Council, Academic Council, and a day-long Faculty Retreat. Persons consulted included the Dean of Education, Area Chairs, the Director of Library Services, the Program Coordinator of Humanities 101, the Program Coordinator of Continuing Education, and various working committees and taskforces developing programs and initiatives.

Indigenous Partner Consultation

There was consultation with the Indigenous Initiatives Advisory Council on goals and initiatives related to recruitment of Indigenous students, the expansion of our Elders on Campus program, the carrying of a Tipi on campus, Traditional Native Teaching sessions and the formation of the Truth and Reconciliation Working Group.

External Consultation

The Community Advisory Council (CAC) discussed St. Mary's University planning at its April 5, 2017 meeting and a later survey was circulated to the CAC to enable members to share further thoughts. Externally, initiatives have been developed through consultation with Calgary Catholic School District, Tsuut'ina, Siksika, and through several meetings with the IAI sector regarding developing a framework for scholarly activity suitable for the Independent Academic Institutions. Extensive consortial meetings regarding the Library ILS system were undertaken. Collaborative resourcing across many of the Albertan PSIs was undertaken to secure the purchase of the Gale Primary Sources collection. There was also consultation with various community partners and potential supporters regarding the planned addition of a new varsity sport, indoor track.

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Development of the Social Justice and Catholic Studies degree entailed consultation with over 30 programs across North America with Catholic Studies and/or Social Justice programs regarding the challenges they face and the needs their programs serve and how best to offer the combined program effectively.

Internal and external surveys have been conducted to invite input into the development of the Continuing Education strategy and programming and stakeholder groups have been offering requests regarding program directions, many of which we have implemented.

5. Goals, Priority Initiatives and Expected Outcomes

ACCESSIBILITY		
Goal	Description	Expected Completion Date
Goal 1: Increase post-secondary participation	To increase enrolment to 700 FLEs in 2017-2018 with growth to 725 FLEs in 2018-2019 and 750 FLEs in 2019-20	March 31, 2020
Goal 2: Increase post-secondary participation for Indigenous students	To increase Indigenous enrolment to 5% of student population by 2019-2020 (38 FLEs)	March 31, 2020
Goal 3: Increase transition success and retention	Enhance the successful student transitions from secondary to post-secondary study by working closely with school administrators and counselors to implement success strategies directly in high schools. Add new transition supports and pathways for high school students and under-represented learners into post-secondary education and to support successful degree completion.	On-going
Goal 4: Improve accessibility on campus for students with physical and other disabilities	Enhance campus accessibility for students with physical and other disabilities so that all students can achieve their academic goals and reach their potential	On-going
Priority Initiatives		
Initiatives in support of Goal 1	<ul style="list-style-type: none"> • Target marketing campaign to local area and regional schools, especially those in Foothills, Calgary Board of Education (CBE), Calgary Catholic (CCSD), Christ the Redeemer, and Rocky View school districts • Develop certificates with one program developed in 2017-2018 • Have semi-annual partnership meetings with CCSD and CBE • Targeted Parish and Diocese marketing with guest speakers and bulletin inserts 	

	<ul style="list-style-type: none"> • Hire a contract full-time recruiter for the period August – December, 2017. Priority will be given to recent graduates of St. Mary's University • Add indoor track to our varsity athletic programming to attract more runners to the university • Promote the success of our athletics program to local high schools • Offer basketball camps in partnership with local high schools • Increase fundraising and athletic scholarships through a partnership with the Calgary Booster Club • Host two high school grade 12 retreats on campus in 2017-18 • Add diploma preparation course in Math and English to our pathway program in 2018-19, with a pilot offering in July 2018 • Develop a timetable policy that will enable the implementation of a future scheduling software package: this will allow us to continue to provide access to more students • Expand Spring and Summer offerings to increase varied access to accommodate students' programmatic, employment and family demands
<p>Initiatives in support of Goal 2</p>	<ul style="list-style-type: none"> • Build an Indigenous Centre as part of our campus expansion to provide dedicated space for teaching, ceremony, and community • Work in partnership with Tsuut'ina to offer a Teaching Assistant certificate for Teaching Assistants currently employed and for those who wish to enter the field: this certificate will be developed and board approved in 2017-18 • Establish a Truth and Reconciliation Working Group of students, faculty and staff to guide our response to the Calls to Action arising from the Truth and Reconciliation Commission Recommendations • Expand our Elders on Campus program from two to four Elders, including Elders from Tsuut'ina and Stoney-Nakoda • Engage Indigenous high school students by expanding basketball clinics in First Nations' community schools from two to four per year and establish an Indigenous student athlete ambassador program • Work under the guidance of Blackfoot Elder Randy Bottle, and in collaboration with the Calgary Board of Education and the Ghost River Rediscovery project, to carry a Tipi at St. Mary's University; we will raise the tipi in Summer 2017 • Establish an Indigenous Academic coach position to work with Indigenous learners

<p>Initiatives in support of Goal 3</p>	<ul style="list-style-type: none"> • High School equivalency courses, English 030 and Math 030, introduced as a pilot program in 2016-17 will become part of regular annual programming. The courses are recognized by other Campus Alberta universities as equivalent to high school courses for admissions purposes. • Add a Math booster course (Math 125) to help students gain confidence in university-level math and to prepare them for successful transition to the Bachelor of Science program • The Transitions Committee will expand its membership to include additional student representatives from local high schools and St. Mary's University. The committee determines what services and supports will help facilitate successful student transition from high school to university and makes recommendations for implementation. • Create a Virtual Learning Centre to provide on-line access to our Learning Centre resources by high school students. Create and launch eClass, a web-based hub of academic and learning resources to provide support for all St. Mary's University students and high school students. • Add a Level 1 Academic Success certificate that students can take while they are in high school; offer a pilot program with one local high school in 2017-18 • Launch a pilot of the 'Chat with a Professor' initiative, which will give students live access to a professor for assistance • Launch a series of financial health seminars in partnership with Money Mentors and build them into our Academic Success Seminar Series so they can be counted towards the certificate • Extend the hours of the Fitness Centre to accommodate student schedules • Offer Fitness orientations to all students starting in September 2017 • Offer basic food strategies and fitness challenges to all students to promote wellness • Explore a partnership that will allow us to offer psychometric testing on campus • Develop a three-year recreation and leisure plan in 2017-18 with a goal of 40% student participation by 2020 • Increase the number and diversity of recreation and leisure activities on campus with a goal of 20% of students participating in recreation and leisure activities • Partner with the Calgary Social Club and the Student Legislative Council to identify and implement recreational activities for students • Rename the Learning Centre to CLASS – Centre for Learning, Access and Student Success, to better reflect the nature of the centre as a place to help all students reach their full potential
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<p>Initiatives in support of Goal 4</p>	<ul style="list-style-type: none"> • Establish an Accessibility Committee to support the almost 10% of students* who identify as having one or more of the following disabilities: <ul style="list-style-type: none"> · physical (mobility and/or agility issues) · sensory (hearing and/or seeing) · cognitive (developmental and/or learning) · communication access (speech and/or understanding) · other (pain and/or psychological) • Renovate the Student Association Building and Administration Building to make them more accessible for students in wheelchairs • Partner with Canadian Mental Health Association (CMHA) to offer additional drop-in counselling support • Partner with CMHA to offer the Community Helper Program to improve support for students with mental illness or mental health challenges. <p><i>*2012 Canadian Survey on Disability, Statistics Canada</i></p>
<p>Expected Outcomes</p>	
<p>EO related to Goal 1</p>	<ul style="list-style-type: none"> • Increase in the number of applicants to St. Mary's University by 10% per year • Increase the conversion of applicants to registrants to 60% from 52% by 2020
<p>EO related to Goal 2</p>	<ul style="list-style-type: none"> • Increase in the number of Indigenous students attending St. Mary's University
<p>EO related to Goal 3</p>	<ul style="list-style-type: none"> • Lower attrition rates; higher graduation rates

Performance Measures	
PM for Goal 1	<ul style="list-style-type: none"> • Total number of applicants • Conversion rate by program
PM for Goal 2	<ul style="list-style-type: none"> • Percentage of Indigenous students enrolled
PM for Goal 3	<ul style="list-style-type: none"> • Attrition rates, graduation rates and graduate surveys
PM for Goal 4	<ul style="list-style-type: none"> • Engagement and satisfaction surveys

AFFORDABILITY		
Goal	Description	Expected Completion Date
Goal 5	To maintain affordable tuition rates and the financial sustainability of the institution	ongoing
Goal 6	To continue to expand the pool of bursaries and scholarships available to support students	ongoing
Priority Initiatives		
Initiatives in support of Goal 5	<ul style="list-style-type: none"> • Continue to promote affordability for students by minimizing tuition increases and keeping tuition in line with public Campus Alberta universities • Create an entrance bursary to cover any gaps between band funding and total costs for band-sponsored Indigenous students • Increase revenue-generation through new Continuing Education offerings • Continue to advocate for equitable funding to ensure tuition increases can be capped at CPI rates 	

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Initiatives in support of Goal 6	<ul style="list-style-type: none"> • Stewardship of existing donors to maintain their support • Identification and cultivation of new donors
Expected Outcomes	
EO related to Goal 5	<ul style="list-style-type: none"> • Maintenance of affordable tuition fees • Other sources of revenue will be investigated, including a suite of Continuing Education courses
EO related to Goal 6	<ul style="list-style-type: none"> • Increase the value of scholarships and bursaries awarded to 7% of total tuition and student fees by 2018-2019
Performance Measures	
PM for Goal 5	<ul style="list-style-type: none"> • St. Mary's remains affordable and financially sustainable
PM for Goal 6	<ul style="list-style-type: none"> • Value of scholarships and bursaries awarded as a percentage of total tuition and student fees

QUALITY		
Goal	Description	Expected Completion Date
Goal 7	To cultivate a vital academic environment that supports and promotes research, as well as scholarly and creative activity	ongoing
Goal 8	To support faculty in the development of collaborative and interdisciplinary research initiatives and projects that reflect the mission of St. Mary's and areas of institutional strength and expertise	ongoing
Goal 9	To increase the teaching and research capacities of the university	ongoing

Goal 10	To support the integration of research and learning and enhance the research training of students	ongoing
Goal 11	To ensure quality and relevance of existing programs and to develop new degrees and certificates in response to student demand and societal needs	ongoing
Priority Initiatives		
Initiatives in support of Goal 7	<ul style="list-style-type: none"> • Conduct a review and assessment of the current Institutional Research Plan beginning with a faculty survey • Implement research administrative systems that are easy, efficient, and effective • Develop and maintain the infrastructure that supports the growth of research and scholarship • Ensure effective communication about our successes through the better collection, organization, and dissemination of information about research activities and researchers • Explore implementing the E.L. Boyer model of scholarship into the assessment criteria used in Faculty Annual Reports and Promotion and Tenure policy • Develop dedicated program webpages to promote the breadth of scholarship across the University • Move Education curriculum lab into Library for greater access to materials and incorporation of research into course assignments • Implement a new Integrated Library System (ILS) with SAIL consortium partners: new system will be more robust and fully featured and will eliminate out-dated physical server infrastructure through cloud-based service 	
Initiatives in support of Goal 8	<ul style="list-style-type: none"> • Establish a Centre of Excellence for Social Justice • Seek funding opportunities to support interdisciplinary initiatives in the Liberal Studies degree, Indigenous Studies, and ethical business 	

<p>Initiatives in support of Goal 9</p>	<ul style="list-style-type: none"> • Increase capacity in the Library for holdings, research, and collaborative workspace through renovation funded by the Strategic Investment Fund (SIF) • Expand access to primary and secondary documents in fields pertinent to student and faculty research through purchase and promotion of the Gale Primary Sources collection • Increase safety and reliability of Chemistry laboratory through renovation funded by the Strategic Investment Fund (SIF) • Maintain the appropriate level of safety and increase research and teaching capacity in the Biological Sciences program through renovations to the Biology lab funded by the Strategic Investment Fund (SIF): this will allow us to become licensed to use pathogens, such as <i>Streptococcus spp.</i> and <i>Staphylococcus spp.</i>, significantly increasing the scope and robustness of research undertaken by professors and students • Create a Psychology Observation Lab and Resource Centre • Create a collection of Indigenous and Children's Literature in the Library to support teacher preparation in the BEd after-degree
<p>Initiatives in support of Goal 10</p>	<ul style="list-style-type: none"> • Increase access to, awareness of, and training in, Indigenous methodologies and content • Develop online library tutorials to support research instructional sessions • In light of the newly renovated Library space, review and revise current workflow, staffing, and service provision with a goal to improve service quality, efficiency, and depth, particularly to provide excellent research support to students and faculty • Improve quality of Inter-Library Loans service • Support the integration of faculty research, scholarship and creative work into St. Mary's University's teaching mission • Promote existing and create new courses that are research-focused and that feature the benefits of undergraduate research as part of learning • Create opportunities to partner with faculty in their research • Promote undergraduate research successes through coverage in <i>Illuminate</i>, on the web, and in other promotional materials such as the Viewbook

<p>Initiatives in support of Goal 11</p>	<ul style="list-style-type: none"> • Submit the proposal for a four-year BA with a Major in Social Justice and Catholic Studies to the Ministry and CAQC • Develop a four-year BA with a Major in International Studies • Develop a graduate certificate in Animal-Assisted Learning and Wellness • Create a BA/BSc direct entry pathway to BEd • Develop a BEd Secondary degree • Assess the value of the Liberal Arts Core as it is currently designed and its alignment with strategic priorities
<p>Expected Outcomes</p>	
<p>EO related to Goal 7</p>	<ul style="list-style-type: none"> • New webpages for each academic program live by December 2017 • Education curriculum lab catalogued and moved into Library by December 2017 • Implementation start date of ILS project Spring 2018 with expected completion Winter 2020
<p>EO related to Goal 8</p>	<ul style="list-style-type: none"> • Faculty will increase their collaboration • St. Mary's will have a Research Centre of Excellence for Social Justice

<p>EO related to Goal 9</p>	<ul style="list-style-type: none"> • Renovation of the Library including: <ul style="list-style-type: none"> · Installation of moveable shelving in Library to increase shelf capacity by 44% · Creation of a Special Collections Reading Room to enable use of rare and fragile manuscripts, books, and maps for scholarship and teaching · Redesign of Library space for efficient private and collaborative work and research space · Addition of a dedicated research librarian service point in redesigned Library · New front desk/processing area installation • Renovation of the Science labs including: <ul style="list-style-type: none"> · Windows replaced in Chemistry lab for temperature control · New Flooring installed in Chemistry lab for safe traction and proper drainage of fluids through steel channels · New windows installed in Biology wet and dry labs · Flood mitigation conducted around perimeter of building housing Biology lab • Purchase, installation and access to the Gale Primary Sources collection and training for faculty • Successful application for license to use pathogens with Level 2 Containment according to Canadian Biosafety Standards • Faculty will be able to pursue research agendas and projects • Increased knowledge transfer for research and teaching
<p>EO related to Goal 10</p>	<ul style="list-style-type: none"> • Increased student participation in faculty research • Enhanced skill preparation for students pursuing graduate studies • Increased real-life applications in courses
<p>EO related to Goal 11</p>	<ul style="list-style-type: none"> • St. Mary's University will maintain relevance and quality of its programs • Four-year BA with a Major in Social Justice Catholic Studies degree approved • Four-year BA with a Major in International Studies degree approved • Animal-assisted Learning and Wellness certificate approved

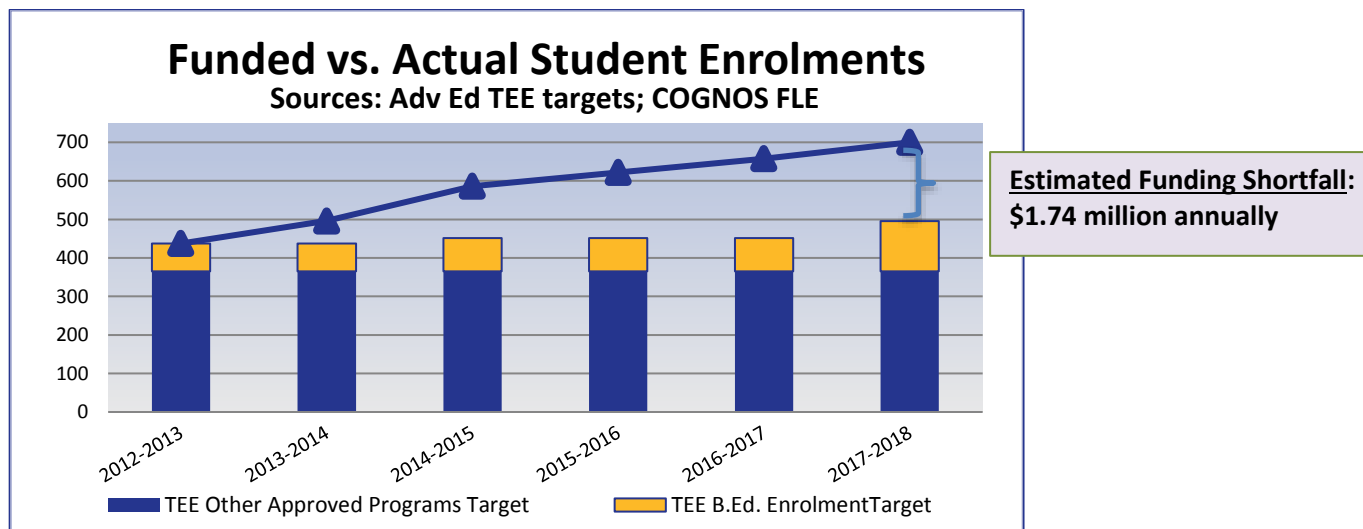
PERFORMANCE MEASURES	
PM for Goal 7	<ul style="list-style-type: none"> • Increased research productivity including publications, presentations and other scholarly activities • Increased faculty motivation and satisfaction with scholarship
PM for Goal 8	<ul style="list-style-type: none"> • Increased focus on and number of interdisciplinary collaborations and projects
PM for Goal 9	<ul style="list-style-type: none"> • Increased Library resources through expanded holdings and electronic and off-site access • Receipt of license to work with pathogens
PM for Goal 10	<ul style="list-style-type: none"> • Increased student satisfaction as indicated through course evaluations and graduate exit surveys • Student success in professional and graduate school acceptance • Student research output and appreciation for the connections between research and their learning as indicated through course evaluations and graduate exit surveys
PM for Goal 11	<ul style="list-style-type: none"> • Successful cyclical program reviews • Feedback from Community Advisory Council and other stakeholders

Appendix A: Financial and Budget Information

Plan for Financial Sustainability

The St. Mary's University Operating Budget for the 2017-2018 fiscal year is focused on balancing current year needs with long-term sustainability. In light of the extreme volatility in equity markets and the inherent uncertainty in annual donation streams, St. Mary's has reset the budget model to reduce dependence on donations and investment income to support operating expenses. Rather, the goal is for core revenues from tuition, grants and ancillary income to fully fund core operating expenses for compensation, materials and supplies, and core campus operations. While we continue to have support from many new and long-standing private donors, the goal is that these private contributions be directed to enhanced scholarship and bursary support for students, new academic programs and to fund our plans for major campus expansion.

St. Mary's appreciates the Targeted Enrolment Expansion (TEE) Funding that supported the doubling of students in the Bachelor of Education program in 2015-2016. This funding has been critical in responding to student demand. We are pleased to report that we have already exceeded the enrolment targets for 2017-2018 and look forward to having the funding rolled into our Campus Alberta base grant. Even with TEE funding restored, the total grant support from the Province does not fully recognize University enrolments and this funding shortfall is posing pressure and stress on already lean budgets.

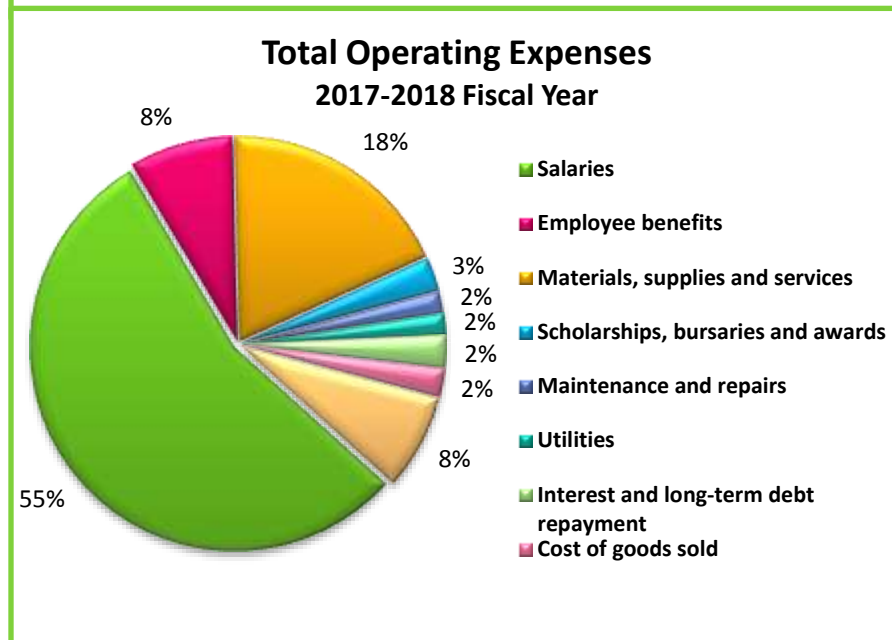
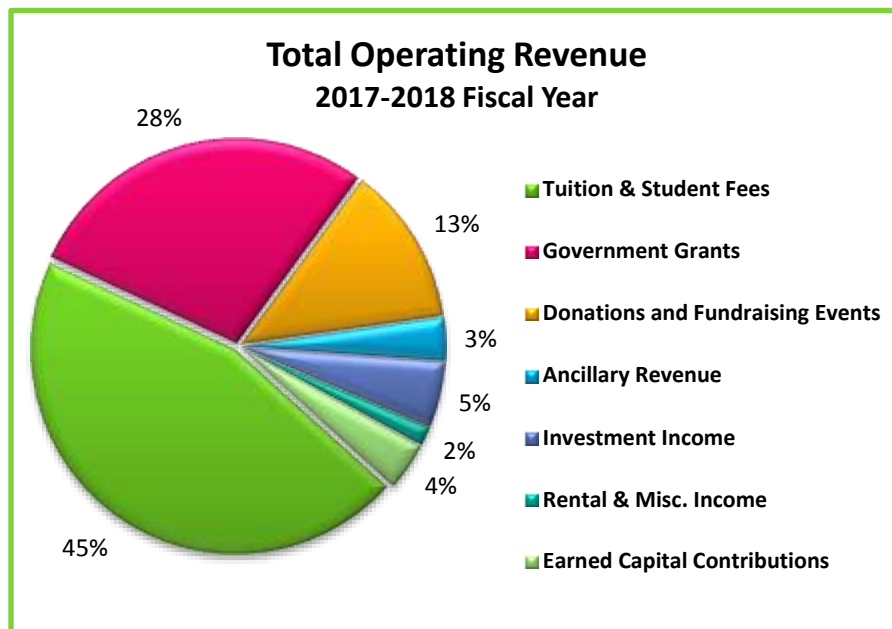


Operating Revenues and Expenses

The 2017-2018 operating budget is based on conservative revenue estimates and a commitment to financial sustainability. As an institution that benefits from private donations and investment income, St. Mary's University experienced economic challenges in late 2015 and 2016 due to volatility in equity markets and the continued downturn in the local economy. St. Mary's University took decisive action to reduce spending and reset the financial model to ensure long-term sustainability. As a result of these budget reductions and positive growth in stock markets, St. Mary's University was able to weather these financial challenges and reposition the University for growth and sustainability. The 2017-2018 approved budget includes restoration of salary increases, professional development and sabbaticals, while remaining committed to fiscal responsibility and the long term prosperity of the University.

Tuition and fee revenues are based on conservative growth in enrolments over the next three years. As noted in the tuition rate section, we will continue our commitment to affordability for students through an expansion of the scholarship and bursary pool. We appreciate the restoration of 2% increases to provincial base grants. This funding is absolutely critical to maintaining the high quality of our programs for the benefit of students. With growth in FLEs of more than 50% over the past five years, St. Mary's University has been a true champion of Advanced Education's goal of promoting access.

Over the past five to ten years, there has been a marked shift in which students fund a far greater proportion of their education as government grant funding has declined as a portion of revenue. Only seven years ago, revenue from Provincial grants was comparable to tuition revenue. With the lack of enrolment adjustments to Provincial grant funding levels, revenue from tuition and student fees is now 60% higher than Provincial grant revenues. We continue to make our case with the Ministry of Advanced Education for more equitable grant funding.



Revenue assumptions for unrestricted donations and investment income reflect more conservative estimates that consider continued economic challenges and low interest rates. Going forward, income from investments and endowments has been budgeted at an annual yield of 3.5%.

Ancillary revenue consists of bookstore sales and some fitness centre revenues. The Bookstore operates on a cost-recovery basis. In the longer term, St. Mary's University has plans for a student residence. As the campus grows in enrolments and facilities, it is expected that ancillary services will be a source of net revenue.

We are grateful to our faculty and staff for their outstanding commitment to St. Mary's, particularly this past year when a salary freeze was invoked and budgets were limited. While we foresee continued pressure on unrestricted donations and investment income, the budget model has been reset with the goal that core operating revenues (tuition, grants, ancillary revenue) fully fund core operating costs.

Budget projections include recruitment of a full-time faculty position in 2017-2018 to be appointed in July 2018 as well as additional staff resources for student recruiting, campus services, part-time faculty and lab support.

On the academic side, the timetable has been streamlined to better serve students while minimizing low-enrolled courses.

Budget Assumptions

The 2017-2018 operating budget and three-year plan to 2019-2020 maintain our commitment to growth and long-term sustainability. Revenue projections have been based on modest enrolment growth, minimal tuition fee increases, and conservative estimates for operating donations, fundraising events, investment income, endowment grants, and ancillary services.

St. Mary's University maintains a conservative approach to enrolment projections. For 2017-2018, tuition revenue is based on a 6% enrolment growth in our BA and BSc programs and full enrolment in our BEd program. Current application and registration trends indicate that St. Mary's University will exceed these enrolment projections.

On the expense side, cost estimates include the addition of a small number of new faculty and staff positions to support proposed new degree programs and targeted investments in student services, academics, communications and administrative areas. Key budget assumptions are as follows:

- Tuition revenue is based on tuition fee increases of 3% for the 2017-2018 academic year (BA and BSc programs only with a freeze for BEd fees); future tuition rate increases are forecasted at 3% for 2018-2019 and 2019-2020.
 - Enrolment estimates reflect continued growth in the BA and BSc degree programs and full enrolment in the BEd degree; enrolment projections reflect implementation of the new Bachelor of Arts, Major in Catholic Studies and Social Justice and BA Major in International Studies in 2018-2019 and 2019-2020 respectively
 - Expansion of the Continuing Education program array of course offerings will generate a modest revenue stream
- Government operating grants are based on 2% annual increases and the Targeted Enrolment Expansion funding rolling into base grants beginning in 2018-2019
- Revenues from unrestricted donations and fundraising events, while still ambitious, have been reduced to more conservative and achievable levels that reflect the continuing economic pressure in the energy sector and across Alberta
- Income from investments and endowments have been projected based on a 3.5% annual rate of return and conservative estimates of growth in invested funds
- After a general salary freeze in 2016, compensation projections are based on restoration of incremental steps and a modest cost-of-living increase of 1% for 2017-2018
- For budget purposes, interest and debt repayment includes both the principal and interest costs of long-term debt repayment
- Materials, supplies and services includes restoration of professional development funding for administrative staff and leadership, a new teaching award, additional professional services fees, and budgets for the 2018-2023 Strategic Planning process to commence in Fall 2017

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- Maintenance, repairs and utilities include provision for the new Heritage Centre that opened in Fall 2016 as well as anticipated costs of the new Carbon Tax Levy to be implemented beginning in 2017 and 2018

For budget planning purposes, the 2017-2020 projections do not include the impact of major capital expansion as the timing of this major initiative is not yet certain. Once funding is in place, budget estimates will be revised to reflect the full cost of construction, commissioning, implementation and program expansion. As an independent academic institution, St. Mary's University is not eligible for provincial capital grants and must raise all needed capital and maintenance funding from external contributions.

Statements of Expected Revenues and Expenses by Function

	Budget 2016-2017	Budget 2017-2018	Projection 2018-2019	Projection 2019-2020
<u>REVENUES</u>				
Tuition fees	\$5,193,000	\$5,971,350	\$6,475,000	\$6,875,000
Provincial government grants	3,595,000	3,714,000	3,788,000	3,860,000
Donations and fundraising events revenue	1,600,000	1,670,750	1,660,000	1,690,000
Ancillary services	463,000	444,900	446,000	467,000
Amortization of deferred capital contributions	450,000	500,000	520,000	525,000
Rental and miscellaneous revenue	214,000	204,200	225,000	238,000
Interest and investment income	660,000	684,800	713,000	745,000
TOTAL REVENUES	\$12,175,000	\$13,190,000	\$13,827,000	\$14,400,000
<u>EXPENSES</u>				
Academics and library	\$4,809,505	\$5,232,273	\$5,527,000	\$5,771,000
Student and campus services	1,987,240	2,176,089	2,300,000	2,422,000
Facilities and technology	1,139,534	1,206,654	1,251,000	1,293,000
Finance and administration	973,196	1,093,747	1,136,000	1,177,000
Amortization and accretion	950,000	1,000,000	1,050,000	1,100,000
Advancement and fundraising events	659,259	692,369	720,000	745,000
President's office and board	553,937	613,428	639,000	662,000
Ancillary services	414,223	456,381	472,000	486,000
Communications	352,106	383,996	398,000	410,000
Interest on long term debt	336,000	335,063	334,000	334,000
TOTAL EXPENSES	\$12,175,000	\$13,190,000	\$13,827,000	\$14,400,000
Net Operating Fund surplus/(deficit)	-	-	-	-

Statements of Expected Revenues and Expenses by Object

	Budget 2016-2017	Projection 2017-2018	Projection 2018-2019	Projection 2019-2020
<u>REVENUES</u>				
Tuition & Student Fees	\$5,193,000	\$5,971,350	\$6,475,000	6,875,000
Government Grants	3,595,000	3,714,000	3,788,000	3,860,000
Donations and Fundraising Events	1,600,000	1,670,750	1,660,000	1,690,000
Bookstore Revenue	463,000	444,900	463,000	485,000
Investment Income	660,000	684,800	713,000	745,000
Rental & Misc. Income	214,000	204,200	208,000	220,000
Earned Capital Contributions	450,000	500,000	520,000	525,000
TOTAL REVENUES	\$12,175,000	\$13,190,000	\$13,827,000	\$14,400,000
<u>EXPENSES</u>				
Salaries	\$6,864,727	\$7,233,330	\$7,635,000	\$8,000,000
Employee benefits	1,022,773	1,072,409	1,145,000	1,200,000
Materials, supplies and services	1,956,725	2,449,838	2,474,000	2,512,000
Scholarships, bursaries and awards	323,455	352,550	405,000	486,000
Maintenance and repairs	209,550	226,100	230,000	239,000
Utilities	212,520	221,510	230,000	239,000
Interest and long-term debt repayment	336,000	335,063	334,000	334,000
Cost of goods sold	299,250	299,200	324,000	340,000
Amortization and accretion	950,000	1,000,000	1,050,000	1,050,000
TOTAL EXPENSES	\$12,175,000	\$13,190,000	\$13,827,000	\$14,400,000
NET SURPLUS/(DEFICIT)	-	-	-	-

Statements of Cash Flow for the Current Budget Year

Budget 2017-2018	
OPERATING ACTIVITIES	
Excess of revenue over operating expense	\$ -
Add (deduct) non-cash items:	
Amortization and accretion	1,000,000
Amortization of deferred capital contributions	(500,000)
Realized and unrealized loss (gain) on investments	
Deferred contributions recognized in donation revenue	(290,735)
Future retirement obligation	60,000
Net change in non-cash working capital	-
	269,265
FINANCING ACTIVITIES	
Endowment contributions	250,000
Deferred contributions and grants received	250,000
Capital contributions	1,344,625
Repayment principal on long term debt	(192,372)
	1,652,253
INVESTING ACTIVITIES	
Acquisitions of capital assets	(2,094,625)
(Acquisitions) disposals of investments, net	170,000
Endowment investment income	404,800
Endowment grants to operations	(404,800)
	(1,924,325)
Increase (decrease) in cash	\$ (3,107)
CASH, BEGINNING OF YEAR	\$ 1,135,373
CASH, END OF YEAR	\$ 1,132,266

Future Accounting Changes

As an Independent Academic Institution, St. Mary's University follows *Accounting Standards for Not-for-Profit Organizations*. An Exposure Draft was issued by the Accounting Standards Board (AcSB) in February 2017 proposing changes to not-for-profit accounting standards for tangible capital assets, intangible assets, and collections. When and if these proposed changes are approved, we will incorporate them into our financial reporting processes. Upon our initial review, the impact of the proposed changes is not expected to have a significant impact.

Deficits

St. Mary's University has no plans to bring forth a budget deficit. Despite declining revenues from operating donations and investment income, we have approved a balanced budget through careful cost reductions.

Tuition and Mandatory Fees

While it is possible to approve significant tuition rate increases as others in our sector have done, we share the province's commitment to affordability for students to ensure that Albertans have access to high quality post-secondary learning opportunities at St. Mary's University. In prior years, private donations have made up the revenue shortfall and enabled the University to avoid significant tuition increases while awaiting an equity adjustment in provincial grants. As the local economy has experienced challenges, there has been a general decline in donation support for most local charities, including St. Mary's University. At the same time, we are encouraged by continued donor support for campus expansion to provide much-needed academic, recreational and residence facilities for the benefit of St. Mary's University and the community. As we work hard to balance our operating budgets and develop new facilities for students, we ask the Ministry to fully recognize our students with equitable funding so that we can continue to maintain low tuition rates and promote access for students to high quality post-secondary education and in support of the provincial goal of affordability for students.

For the 2016-17 academic year, the tuition and fee cost for a full 10-course load in Bachelor of Arts or Science program is \$7,635 (including all mandatory fees for Athletics and Campus Recreation, Computer Resources, Students' Association Fees, and Universal Transit Pass) compared to \$6,540 at the University of Calgary. However, when costs for parking are taken into consideration (free at St. Mary's University versus \$1,300 per annum at the University of Calgary), the total cost to attend St. Mary's University is slightly less (\$7,635 compared to \$7,840). St. Mary's University maintains a generous pool of scholarships and bursaries to support students in achieving their goals in post-secondary education. By 2019-2020, scholarships and bursaries will be almost \$500,000 or 7% of budgeted revenues from tuition and student fees.

Tuition Fees	2016-2017 (Actual)	2017-2018 (Actual)	2018-2019 (Estimated)	2019-2020 (Estimated)
Domestic students:				
Undergraduate – tuition per FLE	\$6,945	\$7,155	\$7,380	\$7,590
Bachelor of Education – tuition per FLE	\$9,240	\$9,525	\$9,810	\$10,110
International students:				
Undergraduate – tuition per FLE	\$13,890	\$14,310	\$14,760	\$15,180
Bachelor of Education – tuition per FLE	\$18,480	\$19,050	\$19,620	\$20,220
Mandatory fees for all students, per FLE:				
Athletics/Campus Recreation	\$200	\$200	\$205	\$210
Computer Resource Fee	\$140	\$140	\$140	\$150
Students' Association Fee	\$90	\$90	\$90	\$90

Appendix B: Enrolment Plan and Proposed Programming Changes

Enrolment Plan

Student Enrolment Counts
Actual FLEs to 2016-17 with Projections to 2019-2020

YEAR	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Total FLEs in Bachelor Programs	437	501	588	629	661	700	725	750

New programming

BA in Social Justice and Catholic Studies

St. Mary's University is uniquely positioned to address the ever more pressing social justice issues present in contemporary society and to take advantage of our existing institutional strengths to create a new interdisciplinary program that would be unique in Alberta. A Social Justice and Catholic Studies (SJCS) degree program focuses on facilitating encounters between students and a range of diverse cultures, histories, religious beliefs, and with the natural world. The degree will be the first in Canada to explicitly join together the academic fields of social justice and Catholic studies. It begins with encouraging students to listen to marginalized persons and those whose voices have been historically silenced, especially Indigenous peoples, and extends to understanding justice in all its political, economic and environmental contexts. This education in social justice is joined together with the rich and diverse life of Catholic intellectual tradition, which emphasizes solidarity with the poor and celebrates critical academic inquiry in a spirit of diversity and inclusivity. A SJCS degree embraces collaboration and interdisciplinarity among the many departments of the university while remaining grounded in the humanities. Students in SJCS learn the ways that non-sectarian Catholic humanism contributes to peace and justice in the world. Such an education provides students with the skills necessary to combat inequity and work toward compassionate engagement with society for the betterment of the common citizenry. The SJCS program truly educates students to meet the complex societal challenges of the 21st century.

This program will teach listening and engagement skills through direct encounters with communities, helping students to become advocates for change and social entrepreneurship. The experiential learning component of the program provides students with specific practical experience in service organizations to complement in-class learning with community-based experiences that future employers will see as a significant advantage. SJCS graduates will therefore be prepared for work that focuses on helping and leading

people: in non-profit and government organizations, in law enforcement, in businesses, in international development, in social work, as teachers and lawyers and journalists, as well as religious ministry and graduate work in religious studies.

BA in International Studies

An International Studies degree has a focus on giving students a well-rounded education on issues and concerns around the world. International Studies provides students with a wide variety of skills that are marketable for any profession, from business to education to government service. The benefit of an INTS degree is that it prepares a person for a wide world of opportunities without tying them down to a particular job. A graduate of this program will have versatility and a broad background in many different disciplines, the ability to write and communicate well, experience in research, the ability to present before an audience and practical experience (in the experiential learning component of our degree).

Such a degree provides a strong basis for a career that requires a greater level of international awareness, or for continuing education (such a professional degree in Education or Business or Law, for example) or for a graduate degree (such as a Master's degree in International Affairs). In an International Studies program, students focus on seeing and understanding the world from multiple perspectives. The emphasis is on presenting both the diversity and the similarity amongst the world's various countries, societies, cultures, economies, and political systems. An INTL degree embraces differences and commonalities in human beings and thus fits appropriately within the mission of St Mary's University to prepare students to become "engaged citizens and compassionate members of society."

St. Mary's provides a strong setting for a degree in International Studies. Despite the economic downturn since 2014, Alberta is still attracting a considerable amount of international migrants (in the 4th quarter of 2016 alone, over 8,000 people from outside Canada settled in this province, almost 20% of the overall international migration to Canada). Since many of these settle in Calgary, and with a surge in refugees to this city recently, the region continues to be steadily internationalized. Relatedly, the percentage of Albertans without English or French as their mother tongue is expected to rise from 18% in 2011 to almost 32% in 2036, less than twenty years from now. St. Mary's would be the only post-secondary institution in Calgary to offer a degree in International Studies. We have numerous courses in various disciplines that are focused on understanding and explaining the world outside Canada, from Geography ("Geography of World Affairs") to English ("World Literatures") to Psychology ("Cross-Cultural Psychology") to Politics ("Issues and Trends in World Politics") to History ("The World Since 1500") and many more. The INTL degree reflects St. Mary's on-going dedication to multidisciplinary learning and educating the whole person in the service of the larger community. Students in this program will be encouraged to become citizens of the world with a capacity to enhance understanding among the full diversity of cultures and traditions that comprise the social fabric of the world today. Moreover, this program will be the second program at St Mary's (after the currently developing Social Justice & Catholic Studies program) to specifically mandate from its origin the importance of

experiential learning and participation. Students will be required to undertake practical experiences with an international focus (such as a Study Abroad or an internship with sufficient global emphasis) during the program, which will build the applied learning emphasis in this degree.

International Studies at St. Mary's will utilize the already existing strengths of current faculty to create a dynamic academic program and there would be no significant expansion in the numbers of new courses associated with the degree (although some existing courses may be renamed or their descriptions altered slightly, depending on consultation and approval). The program will feature our small classroom environment, our emphasis on close mentoring and on building a collaborative approach to major global issues and problems. In sum, an INTL program would give St Mary's a unique marketing opportunity in the province of Alberta and beyond.

BEd (Secondary)

There is significant demand for a BEd (Secondary) degree to be offered at St. Mary's University. During our recent Cyclical Program Review of the After-Degree BEd (Elementary), the reviewers reported that "We heard from many stakeholder group members that they would like to see a secondary education program established at St. Mary's." The Superintendents of the local school districts have voiced a strong interest in seeing St. Mary's University offer a BEd (Secondary) as soon as possible. We have been in consultation with our stakeholders about the format of the degree and, building on the strengths of our BEd (Elementary) and our BSc and BA degrees, we plan to begin a BEd (Secondary) with Part A of the proposal going forward by Fall 2018.

Certificates

Graduate Certificate in Animal-Assisted Learning and Wellness

We are currently consulting with faculty about developing several graduate certificates that will complement students' BA, BSc or BEd degrees with specific, job-related skills to enhance employability and career options. One of the graduate certificates currently in development with the Psychology faculty is the certificate in Animal-Assisted Learning and Wellness. This certificate builds on the research expertise and publications in animal-assisted therapy, and working with children with social, emotional and behavioural difficulties. The certificate would be a pathway for graduates of the four-Year BA with a Major in Psychology, especially the Honours stream, and the BEd (Elementary) to continue specialised professional training. It will also provide a significant pathway for current professionals such as educators, psychologists, social workers or youth workers, to name just a few, to gain credentialing in a newly emerging field.

Undergraduate Certificates

If permitted to offer Ministry-approved undergraduate certificates, we are prepared to develop the following certificates with existing resources: Human Resources Management; Environmental Sustainability; Social Responsibility and Innovation; Youth Ministry; and

Aging and Wellness. The availability of these certificates will fill a need for short-term training and career options for learners who are unwilling or unable to commit to a three- or four-year degree in the current economic climate and will also provide a later pathway for these learners to continue degree studies.

Appendix C: Research, Applied Research and Scholarly Activities

St. Mary's University faculty are committed to research, including the scholarship of teaching. Institutionally, we are building the infrastructure needed to support research in key areas.

Research Centre of Excellence for Social Justice

In keeping with our motto, "In your light, we shall see light" St. Mary's University seeks to establish a beacon of research, teaching, and service that will illuminate the social issues and challenges of our times so that we might all join in the building of a more just society.

The Research Centre of Excellence for Social Justice seeks to consolidate current programs and provide the foundation and resources to further our commitment to advancing justice and the common good. The Centre promises to act as a catalyst for the integration of social justice into the breadth of the life of St. Mary's and to serve as a hub through which students, faculty and staff engage in community based learning and research, service and volunteerism, activism and advocacy.

Library Enhancements to Increase Research Capacity

The Gale Primary Sources Collection

The Gale Primary Sources Collection is a collection of 69 unique online digital collections acquired by post-secondary and public library members of The Alberta Library (TAL) on behalf of the province of Alberta on behalf of all Albertan. The collection's extensive resources include primary resources related to First Nations and Indigenous peoples, the Associated Press Collections, Smithsonian Collection Online, Archives of Human Sexuality and Gender, Sabin Americana, and 25 titles from the Gale Virtual Reference Library, to name but a few.

Access to the Gale Primary Sources Collection will be invaluable for our faculty and students as a dramatically enhanced resource for primary and secondary documents for teaching, learning, and scholarship.

Laboratory Enhancements

We will enhance the physical infrastructure of the Biology and Chemistry laboratories to improve safety, temperature control, and containment of microbes. These renovations, funded by the Strategic Investment Fund (SIF), will increase research and teaching capacity in the Biological Sciences program and will allow us to become licensed at a Level 2 Containment according to Canadian Biosafety Standards. This enhanced ability to use pathogens, such as *Streptococcus spp.* and *Staphylococcus spp.*, will significantly

increase the scope and robustness of research undertaken by professors and students. The improvements to the Chemistry labs will enable laboratory experiments currently unfeasible due to extreme temperature variations.

Psychology Observation Lab and Resource Centre

Plans are in development to build a Psychology observation lab and resource centre to support and extend the research currently underway by Psychology faculty in the areas of Child Development, Educational and Clinical Psychology, animal-assisted wellness and learning, and social, emotional and behavioural difficulties in children.

Indigenous and Children's Literature Collection

We will be acquiring a substantial collection of Indigenous materials and children's literature to support the teaching and research objectives of the university. The newly renovated Library has expanded its holdings capacity by 44% in order to support acquisitions management for new and developing research and teaching areas. A key focus is Indigenous history and education, in line with the forthcoming new Teacher Quality Standards relevant to the BEd after-degree program.

Appendix D: Community Outreach and Underrepresented Learners

Transitions / Pathways

Upgrading

Math 030 and English 030 was developed and offered as a pilot and is now part of our regular program offering in the summer. We will add a Math Booster course for 2017-18 so students can re-engage with the math concepts and practice required for success in Science and Psychology courses.

Transitions

Approximately 8.5% of our total student population receive accommodations as a result of documented learning disabilities. We also have a number of students with physical limitations. The number of accommodated students is increasing as is the complexity of cases presented. St. Mary's University co-organizes the annual Calgary area Transitions Conference for Persons with Disabilities, sponsored by the Calgary area Campus Alberta post-secondary institutions. The conference attracts approximately 200 prospective students and parents. This has led to a significant increase in interest in our university, so we expect our number of accommodated students to increase. We will be increasing the availability of Learning Strategists and other specialized supports for accommodated students, including adoption of the latest advancements in assistive technology.

Humanities 101

Humanities 101 is a strength-based educational program designed to help low-income Calgarians address barriers getting in the way of their capacities and skills. Participants learn about the stories that connect them to others and the world around them through studies in Literature, History, Music, Cultural Studies, Philosophy and Art History.

Humanities 101 students are people who face challenges such as poverty, being immigrants, experience with violence, prior negative education experience, addiction recovery, homelessness, and other interruptions to learning. Participants in Humanities 101 learn how to increase their capacity to engage in a life reflective of their unique gifts and abilities, while deepening their skills of learning, communicating and analysis. Classes meet two days a week for four months and study a variety of texts and ideas. Teachers and facilitators, from among St. Mary's University faculty, students and alumni, are passionate about learning and create a profoundly safe and welcoming space where adults with a diverse range of life and educational experiences are all welcome. The program equips students with skills to create more hope for the future.

The program is provided free of charge to participants and eliminates barriers caused by poverty and marginalization. Participants receive free tuition, course materials, hot nutritious meals, childcare remuneration, transit subsidies and access to cultural events.

Graduates from the program have gone on to further education, volunteer placements, employment and have otherwise increased their capacities and social capital. St. Mary's University plans to continue to offer this transformative program again in Fall 2017 and beyond.

Humanities 101 is committed to continue working with community partners, such as United Active Living, create rich programming that offers a variety of experiences to students and to continue creating connections between St. Mary's University and the broader community. With guidance from the Community Advisory Committee, Humanities 101 aims to strengthen its outreach to make sure that the program is well-known, offer a summer course and create an off-site Humanities 101 course for underrepresented learners in their communities, such as at Tsuut'ina Nation or at the Calgary Correctional Centre.

Appendix E: Internationalization

Since St. Mary's University does not currently have on-campus residence facilities, the recruitment of international students has been a lower priority to date. Once the residence described in Appendix F is built, it is anticipated that the percentage of international students will increase; however, in tandem with the development of an internationalization plan, we have been negotiating community partnerships that will provide accommodation for international students until we have residences on campus. St. Mary's has already developed a number of international agreements with post-secondary institutions — Ukrainian Catholic University, Katholische Universität Eichstätt-Ingolstadt in Germany, and Zambia Catholic University — as well as developing Study Abroad opportunities in France, Italy, Morocco, and Taiwan and plans to continue to pursue other opportunities.

St. Mary's University has created ten scholarships that waive international tuition fees for athletes participating on St. Mary's University ACAC teams. These scholarships will be available to three male basketball players, three female basketball players, two male cross country runners and two female cross country runners. The scholarships will allow athletes from outside of Canada to pay the same tuition fees as an Alberta resident. This initiative will attract new international students to St. Mary's University and greatly increase the talent level on our athletic teams. It should be noted that the students attracted to St. Mary's University by this program would not have otherwise attended our institution as they are exceptional athletes and could have accepted positions at other post-secondary institutions that offer larger programs. Once alumni, these students will promote St. Mary's University in their countries of origin.

Appendix F: Capital Plan

As an Independent Academic Institution, St. Mary's University is not eligible for capital grants from the provincial government. As a result, we must raise all needed resources for capital expansion and maintenance from private contributions. Thanks to support from many generous individuals, St. Mary's University has built an impressive campus with well-maintained facilities.

In the coming year, there will be modernizations of several buildings thanks to support from the Federal Strategic Infrastructure Fund (SIF). St. Mary's received support for two SIF projects:

- i. Library infrastructure renewal including installation of movable shelving, construction of a new special collections room, new carpeting and furniture, and modernization of the air conditioning system;
- ii. Science infrastructure renewal including modernization of heating, ventilation and air conditioning equipment in the Classroom Building, foundation repairs to flood-proof the biology lab in the Administration Building, installation of new windows and flooring in the chemistry lab.

St. Mary's also received Canada 150 grants to raise a tipi on campus and to upgrade the air conditioning system in the Fitness Centre.

Thanks to support from private donors, St. Mary's will be redeveloping the Glassblower's space adjacent to the historic Le Fort Centre to enable us to relocate the bookstore. This will allow for the doubling of the campus café and will provide much-needed study space for students. Over the next few years, we will be putting plans in place for further campus expansion plan to be fully funded by private contributions and grants.

Later this year, work will begin to restore the historic nearly 100-year-old Water Tower for use as a small gallery and teaching space. Funded by private contributions, we expect this project to be completed by summer 2018, adding a very unique and signature space for student seminars and community gatherings.

Given the space crunch on campus, the immediate priority for the next three years is expansion of teaching space. We are exploring options to expand the Library.

St. Mary's plans to increase our current physical plant in two main phases, one of which is complete:

Phase 1 has been the construction of the Heritage Centre, an addition to the rear of the Water Tower that added 167 sq. m. of multipurpose hall space.

Phase 2 will be the construction of Mary's Central, a larger complex containing three wings that could be built independently as funding is achieved:

Academic Wing

- Classrooms
- Open spaces configurable for study or breakout and dedicated breakout rooms for study.
- Administrative offices and boardroom

Residences

- Space for approximately 100 residents in varying configurations (quad, double, single units) with individual kitchens and washrooms. There is potential for summer accommodation and conference rentals.
- Lounge area on each floor

Gymnasium

- Meeting ACAC specifications, including supporting infrastructure
- Retractable seating for 500 people
- Mezzanine level contains Broadcast Booth and communications infrastructure
- Suitable for large campus gatherings including Convocation
- When space is available, community use will be encouraged

Appendix G: Information Technology

System Renewal and Cloud

We continue to expand our use of financial and fundraising systems to streamline processes and enhance efficiencies. On the finance side, we are using a new budget system to automate budget entry and variance reporting and in Fall 2017, we will be upgrading the payroll system to enable a cloud platform that includes workflows, employee interaction, and enhanced reporting. We are in the planning stages to convert the existing fundraising and finance systems as well to cloud-based platforms to enhance functionality, enable mobile access and gain access to new system features.

The Power Campus student registration and payment system was installed in 2008. While the system continues to meet our current needs, we are beginning to explore possible options to replace this system over the next three to five years. As St. Mary's University has grown, we foresee the need to augment system functionality to include a timetabling system, more mobile options for students, and streamlined processes for student registration and payments.

IT Infrastructure and Security

The issue of IT security and data protection is a high priority. St. Mary's University will take steps to augment system security including:

- Employee education program to identify phishing and attempted breaches
- Two factor authentication for key systems and contacts
- Disabling of administrator access for all user desktops
- Removal of all macro-enabled attachments in incoming emails
- Creation of an on-site redundant server located in a remote building on campus
- Cyber security insurance policy coverage

We appreciate the support of other educational institutions, including the University of Calgary, who are providing their time and advice to guide our system enhancements to safeguard systems and data.

We are looking forward to further collaboration opportunities through the Share IT initiative. We have been pleased to represent the Independent Academic Institution Sector in early governance discussions.

Institutional Dashboard

We continue to develop and expand the University Dashboard as a source of information and trends on admissions, retention, demographics, academic indicators, financial ratios, facilities utilization and research outcomes. In particular, the Strategic Enrolment

Management Committee works closely with the IT Department to expand and further refine metrics and measures to monitor trends in enrolments and support evidence-based decision making.