



ST MARY'S

UNIVERSITY

ANNUAL REPORT TO

ALBERTA ADVANCED

EDUCATION

2018-2019



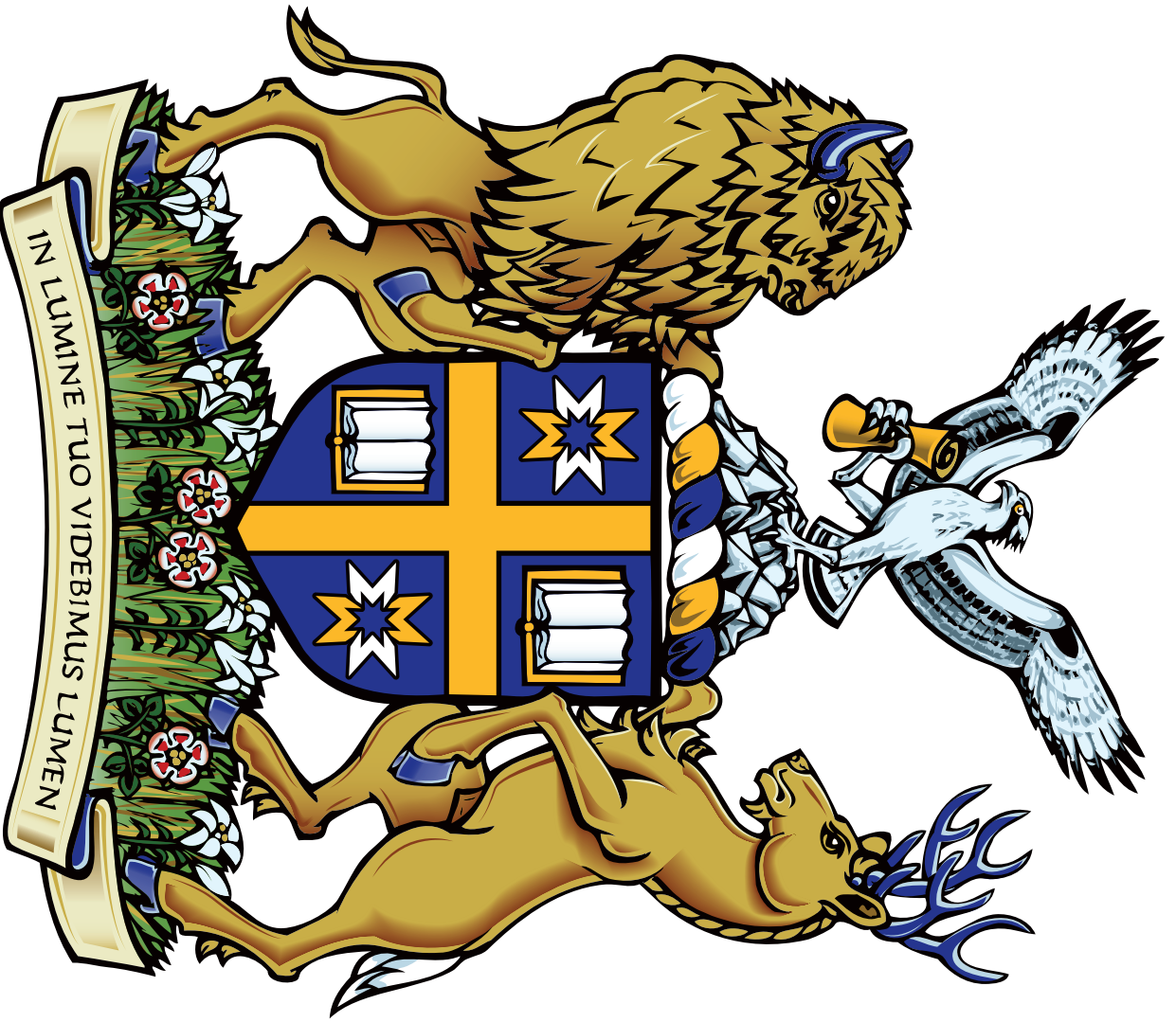




Table of Contents

Table of Contents	1
1.0 Accountability Statement.....	1
2.0 Management's Responsibility for Reporting.....	1
3.0 Message from the President.....	2
4.0 Public Interest Disclosure (Whistleblower Protection) Act.....	4
5.0 Operational Overview.....	4
6.0 Goals, Expected Outcomes and Performance Measures.....	5
Access and Quality	5
7.0 Financial and Budget Information	41
8.0 Enrolment Plan and Program Changes	47
9.0 Research, Applied Research and Scholarly Activities	51
10.0 Community Outreach and Underrepresented Learners	57
11.0 Internationalization.....	58
12.0 Capital Plan	59
13.0 Information Technology.....	60
Appendix 1 - Audited Financial Statements	62

The St. Mary's University
14500 Bannister Road SE
Calgary, Alberta, Canada T2X 1Z4
Phone: 403-531-9130
Fax: 403-531-9136

1.0 Accountability Statement

The St. Mary's University's Annual Report for the year ended March 31, 2019 was prepared under the Board's direction in accordance with ministerial guidelines. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of this report.



Mr. Don Verdonck, P.Eng, ICD.D
Chair, Board of Governors
September 30, 2019

2.0 Management's Responsibility for Reporting

St. Mary's University's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report including the financial statements, performance results, and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Annual Report has been approved by the Board of Governors and is prepared in accordance with ministerial guidelines.



Dr. Gerry Turcotte
President
September 30, 2019



3.0 Message from the President

Founded over thirty years ago as a Catholic institution and focusing on the development of the whole person — mind, body, and spirit — St. Mary's has become one of the fastest growing post-secondary institutions in Alberta. It's growth and popularity can be attributed, in large part, to our commitment to a unique mandate: modelled on the values embedded in a 2000-year-old Catholic Intellectual tradition. St. Mary's is committed to small class sizes at an affordable cost; is open to all; and is dedicated to helping students develop educational skills and academic excellence that can be applied in the real world. As the only university in the deep south east of Calgary, St. Mary's has also come to be known as 'Your University in south Calgary.' This is another reason for our growth and success: because of the way, in the words of our MLA Richard Gottfried, we 'provide the best learning experience possible, while broadly serving over 1/3 of Calgary's population living South of Anderson Road.'

St. Mary's University offers undergraduate courses in 35 academic disciplines. We confer Bachelor of Arts degrees in English, General Studies, History, Liberal Arts Studies, and Psychology; a Bachelor of Science degree in Biology; and a two-year after-degree Bachelor of Education in Elementary Education. A third cohort to the after-degree Bachelor of Education in Elementary Education was added in 2018 and it filled immediately. We have such a strong demand for our programs that we have applied for a Bachelor of Education after-degree in Secondary Education, and we are anxiously awaiting Ministerial approval to deliver this important program. As our application for this program makes clear, there is a strong demand for what is now one of the most successful Education programs in the province, a claim that can be measured, in part, by the success of our first year teachers who continue to be hired in great numbers by the local school boards and who have continued to "scoop the pool" in nominations for Best First Year teacher. (This year alone, nine out of nine Calgary Catholic's nominations for the Edwin Parr Award went to a St. Mary's graduate.)

To ensure accessibility and affordability — and to remain competitive with the public universities — we have kept our tuition levels at comparable levels, which is extremely difficult for St. Mary's when we remain among the lowest-funded post-secondary institutions by FLE. Despite this conspicuous disadvantage, we remain committed to offering a premier education that provides students with critical reading and writing in every course; seminars, oral presentations, and research throughout their degree, beginning in the first year; frequent and on-going feedback to ensure skills development; and hands-on experiential learning to make them job-ready at graduation. We ensure student success by keeping classes small enough for individual mentoring, building pathway programs and transitional supports for high school students, incorporating on-going success seminars, offering programs for underrepresented and disadvantaged learners, and partnering with Indigenous communities. The latter has created initiatives with Tsuut'ina and Siksika to develop curriculum with their teachers, and to provide professional development training for Educational Assistants.



St. Mary's University has used the previous year to build important initiatives based on our newest Strategic Plan, and at the forefront of this has been the completion of a robust Academic Plan. This will map out the university's future directions, identify opportunities, and build a strategic path for our small university to continue to flourish. Part of this ambitious plan is to identify and attract a stronger contingent of international students. In the past we have maintained these levels at the 2% mark — going forward we recognize that we will need to increase this number significantly, while also staying true to our pedagogical model. Our push for internationalization has already seen us establish exchanges with Australia, the United Kingdom, Taiwan, China, Belize, Ukraine, Peru and several others through MOUs. We continue to increase the number of students we host from these countries and to explore productive partnerships.

St. Mary's continues to deliver its multi-award-winning Humanities 101 program for Calgary's most economically disadvantaged citizens. Humanities 101 is a strength-based and trauma-informed transformative learning program that has had a profound impact in offering university-level education to low-income adults who have experienced dislocation, interrupted or negative education, poverty, homelessness, substance abuse, violence, and war. The program has seen its students escape homelessness and move into further education or employment. The program was recognized with several major awards including a Life of Learning (LOLA) Award from Calgary Learns and the Inclusion Award from the Developmental Disabilities Resource Centre of Calgary. St. Mary's was also the recipient of the prestigious Premier's Council on the Status of Persons with Disabilities Award from the Province of Alberta, another example of the commitment we have made to resourcing and supporting those in need, even though this comes at a significant cost to the institution. To put this in perspective, St. Mary's grant for Disability Services last year was \$40,000 — barely enough to support the services needed for only one hearing disabled student.

On a more positive note, the President's Volunteer Team (PVT) is entering its third year as an initiative that attracts hundreds of students to join the President in supporting numerous charities on a monthly basis, from Feed the Hungry to the Mustard Seed, Field of Crosses to Inn from the Cold. St. Mary's is a community focused university and we expect our students to use opportunities from within our community to engage in community service learning to expand their vision.

St. Mary's university will continue to be a niche provider and focus on what we do well. We will continue to serve learners who want excellence in academic training, coupled with personalized attention in small-class environments.

Sincerely,

Gerry Turcotte, PhD



4.0 Public Interest Disclosure (Whistleblower Protection) Act

Section 1 (k) of this Act states that a “public entity” means any agency, board, commission, Crown corporation or other entity designated as a public entity in the regulations.

As an Independent Academic Institution, St. Mary's does not fall under this definition, but supports and endorses the concepts in the Act.

5.0 Operational Overview

St. Mary's University is inspired both by the current Government focus on fiscal responsibility and by the message conveyed through the recent Mackinnon report, because it is our view that we have modelled exactly the type of behavior and return on investment that is being called for at present. St. Mary's remains among the lowest-funded post-secondary institutions in Alberta, this despite its consistent growth. We have maintained a tuition level comparable to that of the public universities, we have incredibly low costs dedicated to senior administration, and we direct all of our Government funding into supporting students at our institution.

The current environment suggests that some recognition for the university's good citizenship might be in order, and in light of the significant return on investment that our institution provides, we hope that some additional support may be possible to ensure a level playing field.

St. Mary's will continue to champion quality education through rigorous programs, evidence-based pedagogy, and relevant scholarship. Our graduates emerge ready for employment, graduate school, and professional programs. We equip and challenge students to be contributing members of society and shape the future leaders and innovators of Alberta.

St. Mary's is focused on strategic growth in a number of our signature areas. As we await Government approval of our Bachelor of Education (Secondary) degree, we are increasing our Work Integrated Learning opportunities, and we are preparing to launch an exciting Internationalization strategy. With the delivery of our new Strategic Plan and the accompanying Academic Plan, St. Mary's is ready to embrace a new chapter in the dynamic role it already plays as a member of the Campus Alberta system.



6.0 Goals, Expected Outcomes and Performance Measures

Access and Quality

Table 1: 2018-2019 Student Enrolment (FLE)

	CIP enrolment projection 2018-19	Actual enrolment 2018-19
Total FLEs	753	782.15
International FLEs		10,800



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 1: To increase enrolment to 753 FLEs in 2018-2019 with growth to 785 FLEs in 2019-2020 and 785 FLEs in 2020-21					
G1 – Priority Initiative 1	Create additional cohort of 40 for BEd After-Degree for Fall 2018 entrance Build two new classrooms to accommodate additional BEd cohort		Completed	An additional cohort of 40 students was admitted to the BEd (Elementary) in Fall 2019, for a program total of 240 students. Two new classrooms were opened in fall 2018 to accommodate the additional cohort.	
G1 – Priority Initiative 2	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	March 31, 2020	Ongoing	St. Mary's University posters and collateral shared and promoted in local area and regional schools. Geo-targeted social media advertising aimed at local and area schools.	



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 3	Develop certificates with one program developed in 2018-2019	March 31, 2020	Pending notice of provincial government decision on TACT funding	Social Entrepreneurship certificate was proposed for the provincial Technology funding envelope. The project is on hold pending updates from the government about the funding.	Unknown pending funding notification
G1 – Priority Initiative 4	Have semi-annual partnership meetings with CCSD and CBE	March 31, 2020	Completed	Met with both school boards regarding partnership initiatives including dual-credit courses, leadership courses for educators, continuing education courses, and a Secondary program for StMU's Education degree. March 2019 Advisory Meeting with CBE, CCSD, CTR to discuss Education program growth.	
G1 – Priority Initiative 5	Have semi-annual partnership meeting with Old Sun Community College	March 31, 2020	Completed	Two meetings this year to discuss BED Pathways (Dec 21 and March 19). Met with Old Sun Community College 4 times over the year to develop student pathways, identify courses to offer Old Sun students, offer advising for students, and consult about possible partnership opportunities for Indigenous Studies and Education.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 6	Targeted Parish and Diocese marketing with guest speakers and bulletin inserts	March 31, 2020	Ongoing	All pertinent events shared with Diocese communications officer and/or posted on Diocese website event listings.	
G1 – Priority Initiative 7	Hire a full-time contract recruiter for the period August – December 2018. Priority will be given to recent graduates of St. Mary's University	March 31, 2020	Completed	We hired an StMU 4 year BSc grad for the recruitment contract from August – December 2018.	
G1 – Priority Initiative 8	Host Cross-Country meet on campus and include a high school and/or community race in the event	Ongoing	Ongoing	Meeting and working with High school cross country convenor for the 2020-2021 season. Also will be looking to host ACAC event for the 2020-2021 season.	
G1 – Priority Initiative 9	Promote the success of our athletics program to local high schools	March 31, 2020	In progress	Strategies are being developed to increase our athletics presence in local high schools. An exhibition game has been arranged at Foothills Composite for October 2020.	September 2020



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 10	Offer basketball camps in partnership with local area organizations	March 31, 2020	Ongoing	Working with local area basketball clubs to partner with and run camps is on-going. Varsity teams have played against CBA Club teams in 2019-2020 preseason exhibition and will be playing against Edge prep school. This is the first step to building this partnership. Will also be looking to engage community sport programs to build relationships and run some host camps. StMU's lack of a gym affects ability to host as the rental gym availability conflicts with varsity teams' and coaches' schedules.	
G1 – Priority Initiative 11	Increase fundraising and athletic scholarships through a partnership with the Calgary Booster Club	March 31, 2020	Completed	In April of 2019 Calgary Booster Club provided scholarship money for Male and Female athlete of the year award winners. Partnership will continue annually.	
G1 – Priority Initiative 12	Host two high school grade 12 retreats on campus in 2018-2019	March 31, 2020	Completed	In May and June 2019 we hosted grade 12 retreat days for St. Mary's HS and Father Lacombe HS. We also hosted the grade 9 retreat day for St. Jean Brebeuf HS.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 13	Add diploma preparation course in Math and English to our pathway program in 2018-2019, with a pilot offering in July 2018	March 31, 2020	Under review	We are evaluating changes in market demand to ensure there is a market before proceeding.	
G1 – Priority Initiative 14	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	March 31, 2020	Draft Completed and Piloted	A draft Timetable Policy was completed for the 2018-2019 timetabling. Feedback to the process was gathered from Deans, Area Chairs, and Registrar. Registrar is currently completing the policy to go to Academic Council for approval.	November 2019
G1 – Priority Initiative 15	Expand Spring and Summer offerings to increase varied access to accommodate students' programmatic, employment and family demands	March 31, 2020	Ongoing	Education Wellness Institute is planned for Summer 2019. Two Education hybrid delivery leadership courses are planned for Summer 2019 enrolment Additional courses were made available in both Spring and Summer sessions. Further courses will be added for the next timetabling round. Academic Council formally approved timing for intersession blocks to enable future course expansion across a four month May-August term.	



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 16	Expand Success Seminar Series to at least one additional Catholic Board High School and award certificate of completion at one High School	March 31, 2019	Under revision	Invitations were sent to counselors with no response. The program is temporarily on hold for redesign and staffing needs.	2019-2020
G1 – Priority Initiative 17	Meet and establish St. Mary's presence (Poster and Viewbooks) at Nelson Mandela High School, Joanne Cardinal Schubert High School, and All Saints High School		Ongoing	In June 2019 we visited these key schools to speak with the guidance counsellors, drop off some viewbooks and our new posters. Relationship building with these schools is ongoing via meetings on their campuses, classroom presentations from recruitment and faculty and information booths.	
G1 – Priority Initiative 18	Increase recruitment presence outside of the Calgary area and use contract recruitment position and increased travel budget to maximum benefit		Ongoing	Our contract recruiter participates in the full ELAA circuit (minus two weeks in Fort Macleod and Northern Alberta) with travel in and around Calgary, Southern Alberta, Western Alberta, Central Alberta, Edmonton and area, and the Kootenays.	
Goal 1 Expected Outcomes and Indicators	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			256 applications for BEd program for 120 spaces. For Arts & Sciences, in 2018 we had 723 applicants and 371 registrants – 51% conversion.	Increase conversion to 60% by September 2022



Goal 2: To increase Indigenous enrolment to 5% of student population by 2020-2021 (38 FLEs)					
G2 – Priority Initiative 1	Build an Indigenous Centre as part of our campus expansion to provide dedicated space for teaching, ceremony, and community		On hold	The Indigenous Centre will be part of the Campus Development planning to be commenced in 2019-2020.	Dependent on funding
G2 – Priority Initiative 2	Continue to 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 proposed to Tsuut'ina Education in 2018-2019	Ongoing	Ongoing	Tsuu'Tina meetings Sept 25, Oct 12, Apr 24 to discuss BED and Certificate pathways and support professional development.	
G2 – Priority Initiative 3	Work in partnership with Old Sun Community College to develop block course transfer by 2019	2019	Completed	Block transfer agreement transferring Siksika Knowledge Courses was signed in February 2019.	
G2 – Priority Initiative 4	Explore viability of offering a BED cohort on Siksika Nation in partnership with Old Sun Community College	Ongoing	Ongoing	Meetings with Old Sun and Education Dec 21 and March 19: the Dean of Education and VPA of StMU have had several conversations with the President, Registrar and Faculty at Old Sun.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G2– Priority Initiative 5	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. Hold Sacred Circles twice per year with our Elder, Doreen Spence		Working Group has been established On-going	Education meeting with Elders and Task Force booked for Oct 19, Feb 12, March 26, May 7, June 28, July 5, July 9. Pipe ceremony Aug 16 to begin reconciliation process with new course development.	
G2– Priority Initiative 6	Expand our Elders on Campus program from two to four Elders, including Elders from Tsuut'ina and Stoney-Nakoda and host Reconciliation Talks on campus once per month with a different Elder each month		Ongoing engagement	Hosted Elders on Campus Sept, Oct, Nov, Jan, Feb, Mar and Reconciliation Talks throughout academic year.	
G2– Priority Initiative 7	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		In Progress	Establishing relationships with partner schools.	May 2021



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G2 – Priority Initiative 8	Worked under the guidance of Blackfoot Elder Randy Bottle, and in collaboration with the Calgary Board of Education and the Ghost River Rediscover project, to carry a Tipi at St. Mary's university		Completed	We raised the tipi in Summer 2017 and painted the tipi liner with Elder guidance Spring 2018.	Completed
G2 – Priority Initiative 9	Establish an Indigenous Academic coach position (ad hoc) to work with Indigenous learners	2019	Completed	We contracted an Indigenous Academic coach and established regular hours. There was no interest from Indigenous learners to access the resource person. We will make a coach available on as-needed basis.	Completed
Goal 2 Expected Outcomes and Indicators	Increase in the number of Indigenous students attending St. Mary's University	Ongoing	Ongoing	Fall 2018/19 enrollment was 24 self-identified Indigenous learners	Ongoing



Goal 3: 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

G3 – Priority Initiative 1	Consolidate the High School equivalency courses, English 030 and Math 030, the MATH Booster and the Academic Writing Institute into the Continuing Education portfolio. The courses are recognized by other Campus Alberta universities as equivalent to high school courses for admissions purposes	Ongoing	Completed	Both courses were successfully offered in summer 2018.	Ongoing
G3 – Priority Initiative 2	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	Ongoing	Ongoing Completed	The Transitions Committee will resume in 2019-20 after a delay in its meetings due to the extended medical leave of the VP Student Services. Held one meeting of the committee with participation from high school students.	2019
G3 – Priority Initiative 3	Implement eCLASS, a Virtual Learning Centre to provide on-line access to our academic readiness resources by high school and StMU students	Ongoing	Ongoing	Increased online resources.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G3 – Priority Initiative 4	Add a Level 1 Academic Success certificate that students can take while they are in high school; offered a pilot program with one local high school in 2017-2018; award certificate at two schools in 2018-2019	March 31 2019	Pilot Completed Program under revision	Success seminars were offered at two local high schools counting towards the level 1 Academic Success Certificate.	Completed
G3 – Priority Initiative 5	Expand the 'Chat with a Professor' initiative, which will give students live remote access to a professor for assistance	Ongoing	In progress	Consolidated English courses and academic writing online support.	Ongoing
G3 – Priority Initiative 6	Recognizing that physical activity and wellness contribute to a successful transition to university, additional support for Fitness and training have been made available	Ongoing	Completed & Ongoing	The Fitness Centre hours extended Fitness Centre offerings and services expanded. Increased communication strategies implemented to encourage participation, including around wellness and nutrition.	Ongoing
G3 – Priority Initiative 7	Develop a three-year recreation and leisure plan in 2017-2018 with a goal of 40% student participation by 2020	Ongoing	Under Review	Researching opportunities to enhance recreational plan that will get student body participation. Presently 40% of student participation will be difficult to achieve. Would suggest 2019-2020 is seeing around 5% of student body participation. 40% is not likely obtainable with our current facilities.	When new facilities are available on campus



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G3 – Priority Initiative 8	Create the Assessment Services unit to offer psychoeducational testing on campus	Ongoing	In progress	Acquired two assessment tests and identifies Psychology faculty to lead assessments.	2020
G3 – Priority Initiative 9	Conduct a review on student success evidence-based practices, adjust existing services and explore new programs at the Centre for Learning Access and Student Success - CLASS	2019	Ongoing	Completed a survey of research on student success evidence-based practices.	Ongoing
G3 - Priority Initiative 10	Establish advising curriculum to teach new students how to be active in their course planning and more aware of university services – first iteration of advising package ready to hand out at New Student Orientation 2018		Completed	An advising syllabus was created and distributed at Fall 2018 NSO for all new students. As part of the Student Success presentation, the syllabus was reviewed and given explanation. For 2019 we planned to have a specific advising presentation incorporated into NSO.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G3 - Priority Initiative 11	Create and promote transferability options so students know that they can take pre-professional program requirement courses and other transfer opportunities by starting at StMU. Have 5 pre-professional promotion info sheets ready for September 2018, and have update meeting with business program partners at U of C, MRU, and U of L		Ongoing	5 professional program information sheets were created for Fall 2018 – Medicine, Masters of Counselling, Secondary Education, Veterinary Medicine, and Pharmacy. These are used for advising purposes and distributed to students who inquire about transferring into, or applying to these programs post-graduation. Meetings with UofL, MRU and UofC regarding our Business transfer routes were completed in June. Recommendations to improve transferability were then given to our Enrolment Management Team.	



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 3 Expected Outcomes and Indicators	Lower attrition rates higher graduation rates	Ongoing	In Progress	We placed priority on obtaining a .5 FTE position for an Institutional Researcher in order to begin gathering and analysing data to track enrolment, retention, and attainment trends. To this point, we have not had any institutional research resources and so do not have sufficient data to track these rates. A half time Institutional Researcher has been hired to begin in September 2019.	Benchmark data will begin to be captured in 2019-2020



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 4: Enhance campus accessibility for students with physical and other disabilities so that all students can achieve their academic goals and reach their potential					
G4 – Priority Initiative 1	<p>Establish an Accessibility Committee to support the almost 10% of students* who identify as having one or more of the following disabilities:</p> <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) <p><i>*2012 Canadian Survey on Disability, Statistics Canada</i></p>	Ongoing	Ongoing	Improved facilities based on recommendations from the committee (e.g. Automatic doors, ramps and accessible washrooms, among others).	Ongoing
G4 – Priority Initiative 2	Renovate the Student Association Building and Administration Building to make them more accessible for students in wheelchairs	Ongoing	Deferred Pending funding	Without access to capital funding, we are unable to make the Student Association Building accessible.	Deferred Pending funding
G4 – Priority Initiative 3	Renovate the washrooms in the Library to make them more accessible for students in wheelchairs		Completed	Two fully accessible washrooms were completed in September 2018 in the Library through a federal SIF grant. Students in large electric wheelchairs are able to readily use the facilities.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G4 – Priority Initiative 4	Partner with Canadian Mental Health Association (CMHA) to offer additional drop-in counselling support	Ongoing	Ongoing	Had a practicum intern offering additional drop-in counselling support.	Completed
G4 – Priority Initiative 5	Provide Sexual Violence First Responder training to advisors and other select front line staff in 2019	2019	On hold	We provide Calgary Communities Against Sexual Abuse (CASA) information on campus and direct students to CASA when appropriate.	TBD
G4 – Priority Initiative 6	Train two Sexual Violence investigators in 2018-2019	2019	On hold	We provide CASA information on campus and direct students to CASA when appropriate.	TBD
G4 – Priority Initiative 7	Create the Assessment Services unit to offer psychoeducational testing on campus, starting with assessment of potential learning disabilities and ADHD	Ongoing	In progress	Acquired two assessment tests and identifies Psychology faculty to lead assessments.	2020
Goal 4 Expected Outcomes and Indicators	Lower attrition rates; higher graduation rates				



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 5: To maintain affordable tuition rates and the financial sustainability of the institution					
G5 – Priority Initiative 1	Continue to promote affordability for students by minimizing tuition increases and keeping tuition in line with public Campus Alberta universities	Ongoing	Ongoing, pending Government directions	Tuition for Full load BA/BSc undergraduate students was \$7,590.00 with fees \$8,322.00. Full load BEd \$9,908.00 with fees \$10,640.00.	Ongoing
G5 – Priority Initiative 2	Create an entrance bursary to cover any gaps between band funding and total costs for band-sponsored Indigenous students		Ongoing	In development and seeking a sponsor.	Ongoing
G5 – Priority Initiative 3	Increase revenue-generation through new Continuing Education offerings	Ongoing	In progress	Developed trial partnerships with community organizations such as Robogarden and Sacred Arts Guild Alberta.	Ongoing
G5 – Priority Initiative 4	Continue to advocate for equitable funding to ensure tuition increases can be capped at CPI rates	Ongoing	Ongoing	Met with Minister of Advanced Education and MLA to advocate for equitable funding with other PSIs in Alberta.	Ongoing



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G5 – Priority Initiative 5	Increase number of successful grant applications to foundations and government agencies to cover initiatives	Ongoing	Ongoing	<p>Education faculty partnered with Alberta Education grant on Students' Social and Emotional Wellbeing Jan 2019-Aug 2020.</p> <p>Received SSHRC Indigenous Connections Grant.</p> <p>Applied for two Alberta Education Grants and were successful in both: "Holistic, Community, and Land-Based Indigenous Curriculum Development" and "St. Mary's University Post-Graduate Studies in Education Leading to Leadership Quality Standard Certification".</p> <p>Applied for two Alberta Advanced Education TACT grants: Social Entrepreneurship and Digital Media Lab.</p> <p>Applied for and received Horizons Seniors Grant for Writing Words: Intergenerational Life Writing Project.</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 5 Expected Outcomes and Indicators	Maintenance of affordable tuition fees; Other sources of revenue will be investigated, including a suite of Continuing Education courses; Equitable government funding	Ongoing	Ongoing, pending Government review of tuition policy		
Goal 6: To continue to expand the pool of bursaries and scholarships available to support students					
G6 – Priority Initiative 1	Stewardship of existing donors to maintain their support	Ongoing	Ongoing	The Advancement Office continues its implementation and management of recognition and stewardship activities. Ongoing activities include developing and maintaining ongoing recognition and stewardship activities to include events and donor tailored stewardship reports for programs and initiatives. Eight Donor Stewardship reports are planned for the 2019-2020 fiscal year and five stewardship/recognition events.	Ongoing



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the last 12 Months	Revised Expected Completion Date
G6 – Priority Initiative 2	Identification and cultivation of new donors	Ongoing	Ongoing	<p>The Advancement Office strives to build and enhance a culture of philanthropy for St. Mary's University, broadening the base for support with individuals, corporations, government, foundations and organizations. The Office supports fundraising programs and initiatives to include ongoing Donor cultivation, recognition and stewardship activities and events, annual giving campaigns, grant strategies, fundraising newsletters, prospect research and campus expansion strategies. This office also helps to support the promotion of philanthropic activities for the University through fundraising events such as the annual President's Dinner, Golf Tournament, and Multicultural Events.</p> <p>In recent years, great success has been achieved with an active and growing grant and proposals pipeline totaling \$1,035,000 in identified opportunities, \$417,000 in grant proposals to be submitted by March 31, 2020, and \$18,500 received since May 2019. St. Mary's continues to seek to identify and cultivate new donors and external grants to enhance the student experience, fund programs and initiatives.</p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 6 Expected Outcomes and Indicators	Increase the value of scholarships and bursaries awarded to 7% of total tuition and student fees by 2018-2019; Securing new donors		Ongoing	This year, we will award 126 scholarships at a value of \$229,858 and 68 Bursaries at a value of \$93,450 to St. Mary's students. Scholarships and Bursaries continue to be of great interest to our donors and supporters. We are continually increasing the value and number of scholarships and bursaries offered to students and as such are securing new donors and maintaining/enhancing current donor's contributions to scholarships and bursaries.	The annual Awards Ceremony will take place on Wednesday, October 30, 2019. Ongoing
Goal 7: To cultivate a vital academic environment that supports and promotes research, as well as scholarly and creative activity					
G7 – Priority Initiative 1	Continue the review and assessment of the current Institutional Research Plan based on the faculty survey completed in 2017-2018	Ongoing	Ongoing	Faculty were surveyed about their research needs and projects. A new Institutional Research Plan will be undertaken in 2019-20 based on the new Academic Plan and Faculty feedback.	
G7 – Priority Initiative 2	Restructure VPA/Dean of Arts & Sciences role to create two Deans (Education and Arts & Sciences) for 2018-2019	2018-2019	Completed	Dean of Arts & Sciences role was created for fall 2018.	



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 3	Develop and maintain the infrastructure that supports the growth of research and scholarship	Ongoing	Ongoing	Completed construction of Research Lab for Psychology and Education. Researched and committed to capital plan for AV recording equipment. Added to Library holdings on Indigenous research methods.	
G7 – Priority Initiative 4	Develop on-line course evaluations by 2020 for faster access to data as well as more rigorous comparative data	2020	Pilot completed	Piloted on-line course evaluations for Education in Winter 2019 and all courses in Spring/Summer 2019. New .5 FTE Institutional Researcher will assess and advise on project in 2019-2020.	
G7 – Priority Initiative 5	Ensure effective communication about our successes through the better collection, organization, and dissemination of information about research activities and researchers	Ongoing	Ongoing	VPA and Communications Office working closely together to collect information on research opportunities. The new Institutional Researcher will develop on-line forms for submission of Annual Reports, including scholarly activity. <i>Illuminate</i> , the publication of Faculty Research and scholarly activity, was expanded to accommodate expanded information, collected, and disseminated.	
G7 – Priority Initiative 6	Explore implementing the E.L. Boyer model of scholarship into the assessment criteria used in Faculty Annual Reports	Completed	Completed	Scholarship of discovery and integration emphasized for faculty in Research stream; application and teaching and learning for faculty in Teaching stream.	Completed



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 7	Develop dedicated program webpages for Biology and English to promote the breadth of scholarship across the University in 2018; complete program webpages for Liberal Studies, Education, and History in 2019-2020	2018 and 2019-2020	English and Biology pages completed	English and Biology pages were updated. Liberal Studies, Education, and History pages will be updated in 2019-2020.	
G7 – Priority Initiative 8	Education curriculum lab moved into Library in 2018 for greater access to materials and incorporation of research into course assignments; complete cataloging of current materials by 2019	2019	Completed	Education Curriculum Lab has been moved to the Library, catalogues, and is fully functioning with many more math and science manipulatives and increased FNMI teaching resources.	
G7 – Priority Initiative 9	New Integrated Library System (ILS) implemented with SAIL consortium partners in 2018: new system will be more robust and fully featured and will eliminate outdated physical server infrastructure through cloud-based service. Train all Library staff in new system	2019	Completed	New ILS system was fully implemented in Winter 2019. St. Mary's University was the first consortial partner to be fully functioning. All Library staff are trained in the new system.	



Type	Description	Expected Completion Date (from	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
	New webpages for all academic programs live by 2020				
Goal 7 Expected Outcomes and Indicators	Education curriculum lab catalogued and moved into Library Implementation start date of ILS project met in Spring 2018; expected completion Winter 2019 Online course evaluations implemented by 2020		In Progress	Education lab completed.	
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					
G8 – Priority Initiative 1	Establish a Centre of Excellence for Social Justice by 2020	2020	Ongoing	Case for support is being developed.	2021
G8 – Priority Initiative 2	Seek funding opportunities to support interdisciplinary initiatives in the Liberal Studies degree, Indigenous Studies, and ethical business	Ongoing	Ongoing	Education secured funding to develop Holistic, Land-Based Pedagogy from provincial government.	
G8 – Priority Initiative 3	Mentor Faculty in effective collaborative research practices and recognize collaborative knowledge production through tenure and promotion processes	Ongoing	Ongoing	Workshop held on grant applications. Individual mentorship of faculty. Collaborative and interdisciplinary research focus in Institutional Research plan.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G8 – Priority Initiative 4	Facilitated successful cross-disciplinary application for Horizons Seniors Grant for inter-generational life writing project with community seniors, senior active living centre, and StMU students and faculty from English and Psychology	2019	Completed	A hard cover book was published with memoirs gathered through partnerships between StMU students and local seniors. 3 readings and an associated art exhibit were held.	
G8 – Priority Initiative 5	Foster cross-disciplinary dialogue about teaching, research, and scholarship through academic conferences hosted at StMU, the Inspiring Conversations series, and public book launches of Faculty work	Ongoing	Ongoing	In May 2019 STMU hosted the annual conference of the Canadian Association of American Studies. Inspiring Conversations hosted several public lectures and three book launches.	Ongoing
G8 – Priority Initiative 6	Recognise community-university collaborations as part of Faculty service load	Ongoing	Ongoing	Faculty involvement in collaborations with United Active Living and Fish Creek Provincial Park were recognized as part of Faculty service load in 2018-2019.	Ongoing
Goal 8 Expected Outcomes and Indicators	Faculty will increase their collaboration St. Mary's will have a Research Centre of Excellence for Social Justice	2020	In Progress	The implementation of the Social Justice Catholic Studies degree in fall 2019 is providing momentum for developing a donor case for the Research Centre of Excellence for Social Justice.	2021
Goal 9: To increase the teaching and research capacities of the university					



St. Mary's University
Annual Report 2018-2019

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 1	Strategic Investment Fund (SIF) project to increase capacity in the Library for holdings, research, and collaborative workspace through renovation of Library and creation of Special Collections Reading Room was completed in 2018	2018	Completed	Strategic Investment Fund (SIF) project to increase capacity in the Library for holdings, research, and collaborative workspace through renovation of Library and creation of Special Collections Reading Room was completed in 2018.	
G9 – Priority Initiative 2	Expand access to primary and secondary documents in fields pertinent to student and faculty research expanded in 2018 through purchase and promotion of the Gale Primary Sources collection	2018	Completed	Gale Primary Sources collection was purchased, installed and promoted.	
G9 – Priority Initiative 3	Safety and reliability of Chemistry laboratory increased through renovation funded by the Strategic Investment Fund (SIF): new windows and HVAC for temperature regulation; new flooring with stainless steel drains – completed in 2018	2018	Completed	Safety and reliability of Chemistry laboratory increased through renovation funded by the Strategic Investment Fund (SIF): new windows and HVAC for temperature regulation; new flooring with stainless steel drains – completed in 2018.	



Type	Description	Expected Completion Date (from	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 4	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); new windows; flood remediation completed 2018	2018	Completed	Safety has been improved and research and teaching capacity increased in the Biological Sciences program through renovations to the Biology lab funded by the Strategic Investment Fund (SIF). There is now no cross-contamination or risk of spread of microbes during experiments.	
G9 – Priority Initiative 5	Become licensed to use pathogens, such as Streptococcus spp. and Staphylococcus spp., by 2021, significantly increasing the scope and robustness of research undertaken by professors and students	2021	Application process and requirements under review	<p>Renovations supported by the SIF grant prepared the lab for proper handling of Risk Group 1 microbes and were a necessary and useful step towards licensing for Risk Group 2 pathogens.</p> <p>Renovations made to the bio lab were necessary preconditions to be able to apply for a license to handle certain pathogens, though not sufficient in themselves for some of the pathogens.</p> <p>Risk Group 1 pathogens: Work with Streptococcus salivarius is possible in our current, upgraded laboratory without any need for licensing.</p> <p>Risk Group 2 pathogens: For work with Staphylococcus spp., licensing and small changes to our space are required. Because of the possibility of aerosolization, we need Inward Directional Airflow.</p>	2021



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 6	Create a Psychology Observation Lab and Resource Centre by 2020	2020	In progress	Physical room has been constructed and furnished. Wiring and data lines have been run and AV equipment has been ordered. Faculty are writing the policy for capture and storage of data.	2020
G9 – Priority Initiative 7	Create a collection of Indigenous and Children's Literature in the Library to support teacher preparation in the BEd after-degree by 2019 to support the new TQS	2019	Completed	In consultation with Education faculty and discipline experts, significant acquisitions to build the Indigenous and Children's Literature collections have been made and catalogued.	
G9 – Priority Initiative 8	Apply for Alberta Education funding for FNMI TQS development for Indigenous Curriculum and Faculty training in 2018	2018	Completed	Granted. New framework for land-based learning course developed in collaboration with Director of Indigenous Initiatives and Elders.	
G9 – Priority Initiative 9	Apply for Alberta Education funding for Leadership Quality Standards course development in 2018	2018	Completed	Granted. Two new LQS leadership courses developed and piloted with D2L e-learning platform.	
G9 – Priority Initiative 10	Consult with Indigenous communities and develop Indigenous curriculum for BEd (Elementary) After-Degree and proposed BEd (Secondary) to meet new TQS standards for implementation in 2019	2019	Completed	Continued consultation with Elders – Aug 16 – Pipe Ceremony Oct 19 – Elders meeting Feb 12 – Task Force StMU March 26 – Lunch with Elders May 7 - Elders Meeting June 28 – Elders Meeting	July 5 & July 9 – Elders Meeting



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 9 Expected Outcomes and Indicators	<p>Renovation of the Library including: 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</p> <ul style="list-style-type: none"> New front desk/processing area installation; Purchase, installation and access to the Gale Primary Sources collection and training for faculty. Because of these changes, faculty will be able to pursue broader range of research; Increase knowledge dissemination of research and scholarship of teaching, broaden recognition of faculty scholarship and teaching excellence and expertise 		Completed		



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 10: To support the integration of research and learning and enhance the research training of students					
G10 – Priority Initiative 1	Increase access to, awareness of, and training in, Indigenous methodologies and content	Ongoing	In progress	SSHRC Indigenous Connections Grant for Research was awarded in 2018. Project “Grief, Loss and Reconciliation: Seeking Healing Medicine for Traumatized Indigenous Youth and Learners” was completed and a position paper based on the research and principles of Indigenous research was submitted to SSHRC Feb 2019. March 2019, faculty, VPA and Director Indigenous Initiatives attended SSHRC Conference in Ottawa.	
G10 – Priority Initiative 2	Develop online library tutorials to support research instructional sessions	Completed	Completed	The online library tutorials have been transitioned from HTML based guides to Google Sheets guides. These are now live @ http://library.stmu.ca/?page_id=2274 . Two new tutorial guides have been created and launched with directions for Email forwarding (library.stmu.ca/?page_id=1386) and for printing from Web (http://library.stmu.ca/?page_id=3917)	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 3	In light of the newly renovated library space, staffing was restructured in 2018 and two highly qualified librarians were hired with a goal to improve service quality, efficiency, and depth, particularly to provide excellent research support to students and faculty	Ongoing	In progress	New Library staff have significantly improved the service levels of the university including library instruction, and research support to faculty and students.	
G10 – Priority Initiative 4	Using newly acquired staff expertise in the library, develop acquisition policy and direction for 2018-2021; Special Collections Reading Room protocol for acquisitions and collections conservation and management	2021	In progress	These policies have been drafted and submitted to Library Committee for approval at the next committee meeting.	2021
G10 – Priority Initiative 5	Improve quality of Inter-Library Loans (ILL) service	Ongoing	Ongoing	The Library has implemented OCLC WorldShare ILL client services to help with ILL discover and processing. This service is being funded by a Library & Archives Canada grant.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 6	Support the integration of faculty research, scholarship and creative work into St. Mary's University's teaching mission	Ongoing	Ongoing	<p>As an institution committed to providing the highest quality of learning experience to our students, we believe that an integral relationship exists between teaching and research. An active program of research ensures that the material presented in the classroom is current and that instructors are able to draw upon concrete examples and applications from their own research. At St. Mary's University, student work and understanding contribute to faculty research in several programs. In Psychology, for example, the new Psychology lab enables instructors to involve students in their current research and to participate in research first hand. The capstone course and project in our Biology program provides an opportunity for senior students in their final year of study to work alongside a faculty member in their research, present their research at an end of year conference, and very often, participate in co-publications and presentations. In the past year, St. Mary's received a grant to pursue a life-writing project with United Active Living. This project brought together faculty with an interest in life writing with students and seniors and resulted in the publication of Weaving Words of Wisdom: Intergenerational Life Writing (St. Mary's University Press, 2019).</p> <p>The cohort model that our Bed program is organized around supports the development of community and engagement and compassion between and among students.</p> <p>Research endeavours are oriented to understanding student teacher professional practices and the manner in which teacher educators can assist them in their learning goals.</p> <p>In Science the faculty research on Procedural Knowledge along with the foundations in Substantive Knowledge promotes a more holistic understanding of this subject in our in-service teachers. This in turn equips our teachers in training, to pass on a more holistic approach to Science to the children they teach in their elementary classrooms.</p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 7	Promote existing and create new courses that are research-focused and that feature the benefits of undergraduate research as part of learning	Ongoing	Ongoing	Conferences for capstone undergraduate courses in Biology, English, History, Liberal Studies and Psychology were hosted at StMU to promote student research. Field research Tropical Zoology course was held in Belize. Two students were hired to work in the Belize Bird-Banding Station based on their skills demonstrated during the course.	
G10 – Priority Initiative 8	Create opportunities for students to partner with faculty in their research	Ongoing	Ongoing	A total of 16 students in the Arts and Sciences participated in faculty research: 11 in Biology, 2 in English, 2 in History, and 3 in Psychology.	Ongoing
G10 – Priority Initiative 9	Seek funding for students travelling to present research at conferences		Completed	Provided 5 bursaries for Education students at WESTCAST 2019. Faculty advocated for addition of new budget line to support student presentation of their research at conferences. Budget was approved and student research dissemination supported.	
G10 – Priority Initiative 10	Promote undergraduate research successes through coverage in Illuminate, on the web, and in other promotional materials such as the Viewbook	Ongoing	Ongoing	Student scholarly success is being promoted in Illuminate, on the web, and in other promotional materials. Senior students have received publication credits and visibility through their work in producing <i>Writing Words of Wisdom: Intergenerational Life Writing</i> , a hardcover book of memoirs published through St. Mary's University Press.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 10 Expected Outcomes and Indicators	Increased student participation in faculty research Enhanced skill preparation for students pursuing graduate studies Increased real-life applications in courses		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					
G11 – Priority Initiative 1	Proposal for a four-year BA with a Major in Social Justice and Catholic Studies was submitted to the Ministry and CAQC in 2018 for an expedited review	Completed	Completed	BA with a major in Social Justice and Catholic Studies was approved by Minister in October 2018. First students were admitted to the program for September 2019.	Complete
G11 – Priority Initiative 2	Develop a four-year BA with a Major in International Studies		Deferred	Awaiting completion of five year Academic plan.	2020
G11 – Priority Initiative 3	Develop a graduate certificate in Animal-Assisted Learning and Wellness		Deferred	Program deemed not feasible at this time. Developing an Animal Assisted Therapy Course.	
G11 – Priority Initiative 4	BA/BSc direct entry pathway to BEd was launched in 2018; continue to promote new pathway and hold information sessions for students registered in the pathway	Ongoing	In progress	BEd information session was held for all students Sept 27, 2018. Direct Entry pathway was broadly publicized and applications are increasing.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G11 – Priority Initiative 5	Develop a BEd Secondary degree and submit to the Ministry and CAQC by 2019	2019	Completed	Submitted and completed System Coordination Review. Proposal has been referred to CAQC. An expedited review has been requested.	Fall 2020 Implementation
G11 – Priority Initiative 6	Assess the value of the Liberal Arts Core as it is currently designed and its alignment with strategic priorities: Faculty retreat on the Liberal Arts Core was held in Spring 2017. Connect this work with learning outcomes retreat planned for August 2018	2018	Completed	Faculty learning outcomes retreat situated the liberal arts core in the mission of the university. There is broad faculty support to maintain the Liberal Arts core.	
Goal 11 Expected Outcomes and Indicators	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				

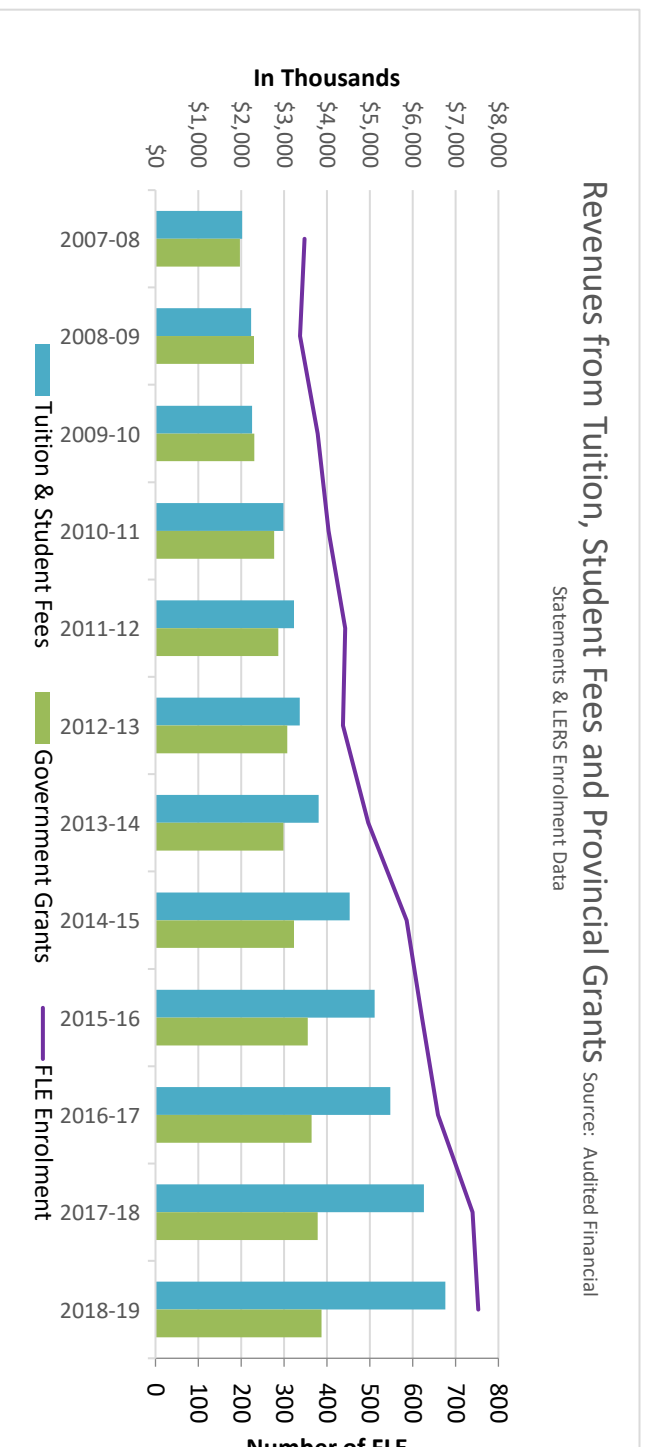


7.0 Financial and Budget Information

Through their focus on financial sustainability over the past years, St. Mary's has strengthened the fiscal operating model, significantly reducing dependence on donations and investment income from several years ago. Enrolments have grown by 33% over the past five years, due to strong demand from new applicants and increased retention of current students. As St. Mary's reputation has grown, enrolments in many programs have surpassed goals and expectations, providing a strong basis to predict future enrolment and program growth.

Through the Operational Performance Reporting Model, St. Mary's has reduced dependence on donations to fund core operating expenses. On the revenue side, St. Mary's remains one of the most under-funded universities in Alberta on a per-student basis. We understand that the recent Provincial Funding Model Review confirmed serious funding inequities for St. Mary's and are hopeful that measures will be taken soon to address this funding shortfall. Through the operational performance-reporting model, core operations are funded through tuition revenue, grants, and ancillary revenues, enabling donations to be directed to fund campus expansion projects, new programs and initiatives, and additional scholarships for students.

Despite serious inequities in grant funding, St. Mary's remains committed to affordable tuition fees for students. However, our prudent fiscal budget management and cost control, a conservative budget model, and commitment from faculty and staff to fiscal responsibility, cannot be stretched any further without damage to the quality of education we provide.



Statement of Operations

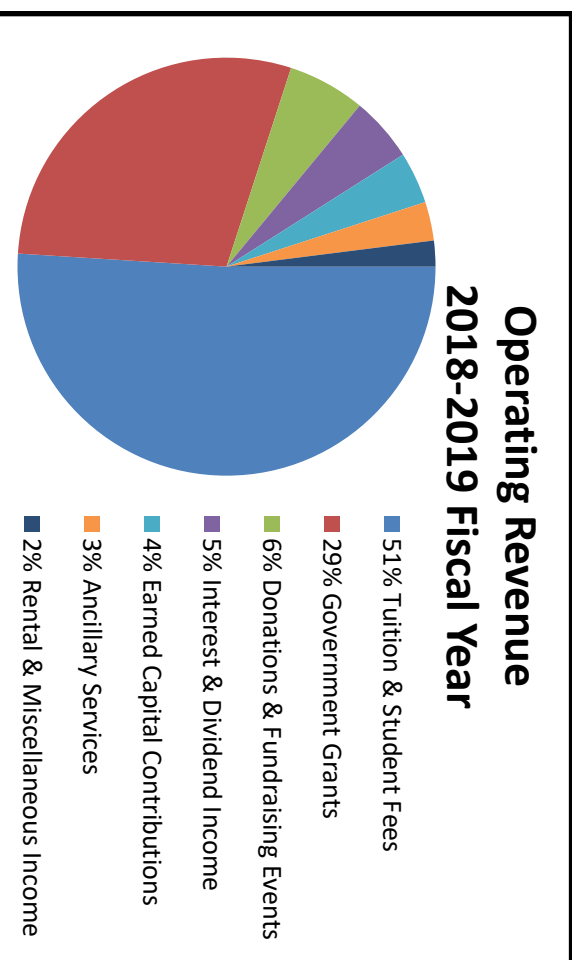
Total operating revenues were \$13,729,628 in the 2018-2019 fiscal year, excluding capital gains and non-cash increases in the market value of adjustments. This was a decrease of 0.1% over the approved budget and an increase of 3.3% compared to the prior year. With the steady and sustained increases in student enrolment over the past six years, there has been a marked shift in which tuition revenue now far surpasses government grants, thus passing on a greater share of costs to students. Over the past seven years, revenue from tuition has grown to be a full ~146% of total grant revenue as students fund a much higher proportion of their tuition. We are optimistic that the funding model review currently underway will consider the needs of growing institutions and reflect sustained enrolment changes in the new model.

For the 2018-2019 fiscal year, St Mary's reported an Excess of Revenue over Expenses Before other Items of \$482,679. With capital gains and fair value adjustment, the Excess of Revenue over Expenses was \$877,460.

Highlights of the 2018-2019 fiscal year are provided in the following commentary.



Revenue



Tuition revenue grew to \$6,946,899 representing 50.6% of total revenue. With enrolment growth of 6.5% over the prior year, revenue from tuition and fees exceeded the approved budget by 2.7%. In addition to the enrolment growth, tuition revenue grew based on the approved 3% tuition rate increase in the 2018-2019 fiscal year. The modest tuition rate increase is in line with our long-standing commitment to competitive tuition fees for undergraduate arts and sciences baccalaureate programs. The premium tuition rate for the two-year Bachelor of Education program reflects the niche nature of this baccalaureate program and its greater delivery costs.

Government grant revenue of \$3,986,578 represents 29.0% of total revenue. The increase of 5.1% to the prior year was related to 2% cost of living allowance received through the Campus Alberta Grant as well as new provincial and federal grants, including a Mental Health Grant, an Indigenous Mental Health Grant, a New Horizons for Seniors Grant, a SSHRC Indigenous Connections Grant and two new grants (Teaching Quality Standard and Teaching Leadership Standard) for the Bachelor of Education program.



Revenue from **operating donations and fundraising events** fell short of budget targets by \$367,787 or 42.6%, and decreased by 59.2% from the prior year. While unrestricted donations did not achieve budget projections, the restricted donations of \$100,900, restricted grants of \$57,500, and endowment funds of \$97,700 have been secured to fund the Humanities 101 program, art and capital projects and scholarship payments.

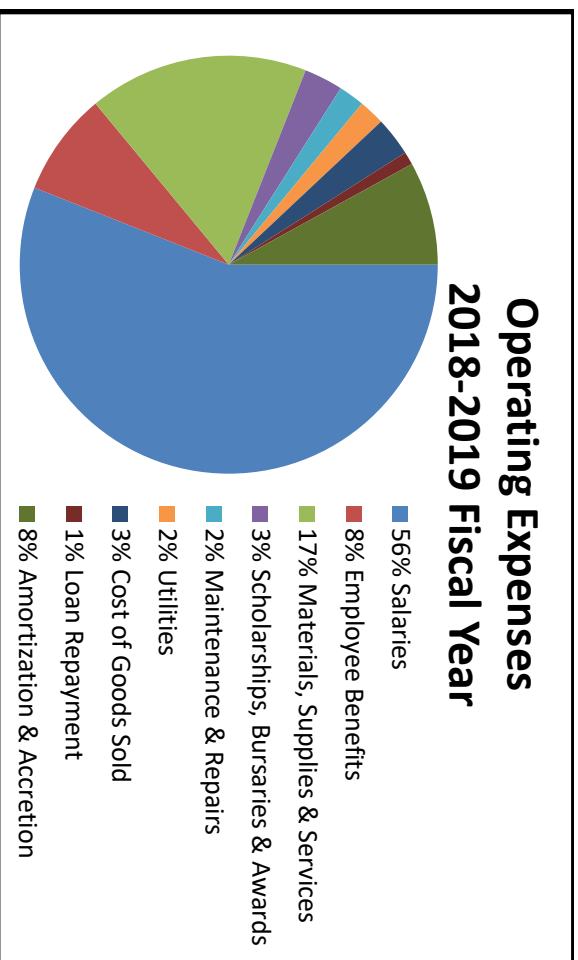
Total **investment income** from interest, dividends and endowment grants was \$695,705, which represents an increase of 3.6% from the prior year. While yields from interest and dividends remained steady, there was significant volatility in the market value of investments during the fiscal year resulting in capital gains and fair value adjustments of \$394,781. These unrealized gains enhance the overall financial position of the University, but do not provide a source of cash. The yield focus provides a much smoother source of income for operations and shields the University from swings in market returns over time.

Revenue from **ancillary services and miscellaneous sources** exceeded the budget by \$69,609 or 25.2% mainly due to revenue growth in external research grants and professional workshops revenue. Revenue from **bookstore** sales is declining compared to the budget (a decrease of 2.7%), and compared to the prior year (a decrease of 4.1%). While **rental revenue** has been an increasing source of revenue in prior years, the ongoing growth in student enrolment has limited the space available for external rentals.

Earned capital contributions are within the budget and increased by 5.8% over the prior year. The increase over the 2017-2018 fiscal year mainly represents the impact of private donations invested in two additional 40-seat classrooms in the Library building and renovation of the historical Water Tower which was transformed into the Mauro Art Gallery.

Expenses

Total expenses for the 2018-2019 fiscal year were \$13,246,949 representing a savings of 4.0% from the approved budget and an increase of 3.6% from the prior year.



Salaries and benefits represent the major university expense at 64.2% of the operating budget. To address the strategic priority “People First,” several initiatives occurred during the year. A collective bargaining process between the St. Mary’s University Faculty Association and the University was finalized by spring 2018 and annual salaries for all faculty have been adjusted and placed in a new grid that is covered by the Collective Agreement. In addition, an extensive analysis of St. Mary’s administrative staff salary grid was performed during the year by a leading Canadian Salary Survey Consulting Firm. The results of that analysis will be incorporated in the 2019-2020 fiscal year.

St. Mary’s recorded salaries and employees benefits of \$8,506,579 represents a savings of \$225,000 or 2.6% from the approved budget due to several unanticipated medical leaves; and an increase of \$190,000 or 2.2% to prior year as a result of faculty additions for growing enrolment, a new Mental Health Support position and several small staffing enhancements to address workload issues.

St. Mary’s is unable to meet market compensation, but does its best to provide full compensation packages to attract and retain high quality faculty and staff. In addition, St. Mary’s provides an employee benefits plan including coverage for insurance, disability, health and dental and a health spending account. There are no changes to the employee benefit plan during the year.



The annual expense for **materials, supplies and services** was \$2,295,405, a savings of \$247,841 or 9.7% from budget, and an increase of \$161,513 or 7.0% from the prior year. Increase from the prior year is a result of additional resources required for the third cohort in the Bachelor of Education program, two international student travel study trips to Italy and the Tropical Ecology Travel Study course field lab in Belize, and mental health support initiatives. Savings to budget are mainly related to vacancies and funding limitations for a few programs.

Scholarships, bursaries and awards were comparable to the prior year and to budgeted amounts. St. Mary's is committed to expanding the array of scholarships, bursaries and awards to support students in their post-secondary studies, as well as to continue providing support to St. Mary's athletes and Indigenous students. In terms of funding, over 67% of scholarships, bursaries and awards were funded through donor-funded endowments, providing a reliable source of support for students.

The annual **utilities, maintenance and repairs** expenses were higher than budgeted by 17.5% and higher than the prior year by 19.1% mainly due to increases in cleaning services, fire equipment maintenance, electricity and sewer. With the positive increases in enrolment and campus expansion, facility maintenance is a key priority in ensuring a productive and pleasant learning environment for students.

In December 2014, St. Mary's secured a 20-year loan from the City of Calgary to satisfy development levies on the Bannister Road site. The annual budget for **loan repayment** of \$336,000 in the Comprehensive Institutional Plan represents the cash outlay for both interest and principal repayment. However, the audited financial statements report only the interest expense of \$134,581 due to a year-end audit adjustment to reclassify the principal portion of payments to reduce the balance of long-term debt.

The cost of goods sold in the bookstore of \$312,500 was in line with approved budget, but lower than the prior year by 8.1%. The decrease in cost of goods sold to prior year reflects the decline in textbook sales. With the rising cost of education and the onset of electronic resources, the St. Mary's Bookstore has put a greater emphasis on campus merchandise to complement instructional materials sales and to promote the University.

The annual **amortization expense** of \$1,063,126 was higher than budget by 3.2% and higher than the prior year by 6.1% and reflects capital investments in Library Classrooms expansion and renovation of the Water Tower by converting it into the Mauro Art Gallery.



Statement of Financial Position

St. Mary's maintained a strong financial position, ending the year with total assets of \$51.2 million, which represents a slight decline to the prior year of \$120,000 or 0.2%. The decline in Net Assets reflects the decrease in cash that was used to pay a short-term liability owned to Fr. Lacombe Care Society (FLCS) for the cost of lighting, roadway and utility improvements along Providence Way SE (south boundary of the campus) needed for improvements related to the FLCS.

Despite the decline in Net Assets there was an increase in Investments to \$23.1 million, an increase of \$176,000 over the prior year and in Capital Assets to \$27.0 million, an increase of \$259,000 over the prior year.

Total liabilities of \$14.5 million declined by \$1.3 million over the prior year, related to long-term loan payable, short-term development cost payable and other short-term operational liabilities decreases.

8.0 Enrolment Plan and Program Changes

Enrolment Plan

Student Enrolment Counts

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	782	
Projected							753	750

Actual FLEs to 2016-17 with Projections to 2019-2020



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 was developed to facilitate encounters between students and a range of diverse cultures, histories, religious beliefs, and with the natural world. The degree is 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. The SJCS degree embraces collaboration and interdisciplinarity among the many departments of the university while remaining grounded in the humanities. Students in the 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.

This unique program has accepted students and will be implemented in fall 2019.

Education (Secondary) After-Degree

The BEd Secondary specialization proposal is currently under review with CAQC, with program implementation targeted for Fall 2020 of 30 students. The BEd (Secondary) will be a cohort-based model, building on the success of the BEd (Elementary) program. Depending on the timing of Ministry approval, we expect to be able to admit between 20 and 40 students for the fall of 2020 implementation.



The single-pathway, two-degree approach that we launched last year has enabled us to project, in advance, additional growth for both BEd programs. The addition of a third cohort last year now provides the flexibility to accommodate balanced registration in both the BEd Elementary to the BEd Secondary once the latter is implemented. Our single entry pathway has received a total of 65 applications for the BA/BSC BEd pathway with 21 students meeting the admission requirements and conditionally admitted.

We have made significant progress in the development of an Indigenous Foundations course for the BEd Secondary, based on Land based learning in close consultation with our Treaty 7 and Métis Elders.

The BEd Elementary program has successfully recruited a full time, tenure track Assistant Professor in Science Education. To meet our growth of a third full cohort, we have hired a full time Practicum Coordinator, a designated Education Enrolment Officer, and a part-time Education Specialist.

Leadership Quality Certification

We received funding from Alberta Education to develop two leadership courses for educational administrators. The two new LQS Leadership courses were successfully developed and designed to be delivered through a new on-line e-learning platform called BrightSpace, an upgrade of our learning platform to enhance the ability to offer these courses in both blended and on-line formats and create broad accessibility for future administrators from across the province.

The two courses will comprise the leadership module of a post-baccalaureate certificate which will ladder into a diploma and MEd. Now that the BEd (Secondary) is submitted, we will focus on developing the program submission for the MEd.



Certificates

As part of our Academic Planning, 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.

Undergraduate Certificates

Social Entrepreneurship Certificate and Diploma: Business with Purpose and Social Value

Through the provincial government's technology funding, we proposed a Social Entrepreneurship certificate and a two-year Social Entrepreneurship diploma ladder into a Social Entrepreneurship degree. This project is on hold pending funding from the government.

St. Mary's University is uniquely positioned to foster creative and multidisciplinary approaches to innovative technology development and to help students develop solutions to real world problems. Based on high demand for this program, focus groups with students and feedback about program needs from students, community and business partners, this proposal addresses a clear need for programming that connects St. Mary's University's foundational Liberal Arts & Sciences core curriculum to social entrepreneurship, social justice and innovation. The staged credentialing model supports re-skilling and ladder, while offering multiple access points to a range of learners. Social media literacy and work-integrated learning are core components of the proposal.

We propose a Social Entrepreneurship certificate and a two-year Social Entrepreneurship diploma. The Social Entrepreneurship program reflects St. Mary's University's vision and mission as an institution committed to developing the whole person (body, mind, and spirit), and preparing its students to live with integrity, compassion, and confidence as lifelong learners and engaged citizens dedicated to the service to the community and the making of a better world. This is a unique multidisciplinary program that encourages critical reflection on the economic, social, and environmental issues that face society and the development of the management and leadership skills needed to achieve effective development and innovation grounded in social responsibility and sustainability. Drawing upon the theories and practices of a wide range of different disciplines, this program equips students with the critical, analytical, and ethical skills necessary to live and work responsibly in an increasingly integrated global community.

This program is a good fit for those students who want to think critically about business and to use business enterprises and business thinking to improve society and change the world. The diploma gives students a holistic approach, examining the intersection of business and social value through the provision of theoretical foundations, study of current issues and approaches, and experiential learning in extended learning, while the certificate offers the opportunity to master the essentials and get right into the workforce.



Research, Applied Research and Scholarly Activities

Structural Reorganisation

In 2018-2019, the position of Vice-President Academic & Dean was restructured to create a separate Dean of Arts & Sciences position comparable to the existing Dean of Education role. The Deans are responsible for mentoring faculty in their areas, especially in individual research and scholarship. The VPA leads overall research incubation, development, and funding and works closely with the Deans to develop a detailed, long-term research and scholarship plan to encourage, enhance, and support Faculty scholarship.

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 Centre 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 will extend the research and scholarship of the Social Justice Catholic Studies degree, the Humanities 101 program, and the CWL Chair for Catholic Studies. The Centre will provide the foundation and resources to further our commitment to advancing justice and the common good; will act as a catalyst for the integration of social justice into St. Mary's; and will serve as a hub through which students, faculty and staff engage in community-based learning and research, service and volunteerism, activism and advocacy.

Psychology Observation Lab and Resource Centre

The facilities have been built for the 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. The lab is adjacent to a classroom and will enable video and audio capture of class instruction, and skills such as interviewing and testing. The resource centre houses the testing materials and demonstration models used for classroom instruction, as well as computers and software used to capture and analyse data. A two-way mirror between the resource centre and the classroom allows for observation. The Program Coordinator for Psychology has worked closely with colleagues in the field and the Director of IT to identify the appropriate technology and software for the project, as well as develop the appropriate policies for capture and storage of data. Technology and software will be installed by winter 2020, funded by the university and a SSHRC Insight Grant received by a Psychology faculty member.



Indigenous and Children's Literature Collection

We have acquired 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 identified was Indigenous history and education, in line with the new Teacher Quality Standards relevant to the BEd After-Degree program. Children's literature was also identified as a target collections area by the Education Cyclical Review. The newly hired Acquisitions and Collections Specialist brings extensive collections management and purchasing experience within the school system, with a specialty in children's literature, and consulted closely with the Faculty to identify collection needs in this area. The Alberta Education grant received by Education to fund TQS development significantly supported these acquisitions.



Grants	
Internal Grants	
St. Mary's Professional Development Grants (28)	\$44,983
St. Mary's Research Grants (3)	\$7,500
St. Mary's Teaching Innovation Grant	\$2,500
External Grants	
Alberta Conservation Association	\$9,985
TD Friends of the Environment Foundation	\$6,900
University of Tennessee	\$899
Alberta Education TQS Grant	\$76,891
Alberta Education LQS Grant	\$47,800
Horizons Seniors Grant	\$17,547
United Active Living – Choir Concert	\$1,000
Social Sciences Humanities Research Council Indigenous Connections Grant	\$49,224
Research Partnerships Program	\$45,122
Calgary Foundation – Indigenous Initiatives	\$7,500
ATB Financial – Indigenous Initiatives	\$5,000
Suncor Foundation – Indigenous Initiatives	\$15,000
Community Initiatives Program (CIP) 2018 – Inspiring Conversations	\$32,500
Jarislowsky, Fraser Limited Foundation	\$25,000
Total	\$395,351
Scholarship	
Books authored, co-authored	-
Books edited or co-edited	6
Articles in peer reviewed journals/book chapters	21
Other Peer Reviewed Scholarly Activity	5
Non-peer Reviewed Scholarly Activity	10
Peer reviewed journal article – co-authored	1
Peer reviewed journal articles	2
Conference Presentations	45
Conference Attendance (In addition to conferences noted above)	7
Peer-Reviewed Publications by Student Authors	2
Peer-Reviewed Publications Submitted	24
Scholarly Service	29
Total	152



Research Goal 1: To create an academic environment that supports and promotes research, as well as scholarly and creative activity.

1. Supporting the conduct of innovative research by its faculty

- Published Fall 2018 issue of *Illuminate*, a biannual newsletter on teaching and research.
- Awarded Dr. Paolina Seitz, Assistant Professor of Education, the Dr. David Lawless Award for Scholarly Achievement, \$1000.00.
- Awarded St. Mary's Research Grants to:
 - Dr. Gary Grothman, "Online Database of Public-Domain Publications Relating to Tardigrades"
 - Dr. Scott Lovell, "Vocal, Morphological, and Ecological Interactions Between White-Crowned Sparrow Subspecies in Secondary Contact"
 - Dr. Mary Ann McLean, "Evaluating possible vectors for the spread of invasive plant *Thesium ramosum*"
 - Dr. Mary Ann McLean, "Digitizing the StMU Herbarium Collection"
 - Dr. Gayle Thrift, "Canada's Cold War Initiative: Peacekeeping, A Moral Imperative in an Immoral World"
 - Dr. Cory Wright-Maley, "Teacher Training and Learning Related to Simulations"
- Awarded 28 Professional Development Grants worth \$44,983.00 to support faculty conference attendance and research.
- Awarded Dr. Lourdes Arciniega Teaching Innovation Grant for "Immersive Theatre Practices" \$2500



2. Celebrating the vital relationship between teaching and research

- Teaching Innovation Grant (\$2500.00.)
- To support the integration of research and education and enhance the research training of students:
 - Student Laboratory Assistant employed to assist in capital equipment and chemical inventories. May - July 2018
 - Student Laboratory Assistant employed to catalogue and digitize Herbarium collection. May - August 2018
 - Dr. Mary Ann Maclean, Associate Professor of Biology, employed two Student Research Assistants for her continued project on *Thesium ramosum* May - August 2018
 - Service learning practicums incorporated into BIOL 451 Biological Conservation.
 - HIST 391: Public History: Memory and Method: Student intern placements at Military Museums, the Archives of the Roman Catholic Diocese of Calgary.
 - Each of the degree programs at St. Mary's requires the completion of a major research paper or project under the supervision of a faculty advisor and the presentation of the findings at an end-of-year student conference.
 - Exemplary student papers are published annually in *The Attic*, a journal of student academic work that covers all disciplines.



3. Facilitating collaborative and interdisciplinary research initiatives

- St. Mary's hosted the annual meeting of the Canadian Association of American Studies in October 2018.
- St. Mary's researchers partnered with Indigenous Elders and community organization in Edmonton on SHHRC funded project "Grief, Loss and Conciliation: Are we Ready yet for (Re)Conciliation? Seeking Healing Medicine through the Arts for Traumatized Indigenous Youth and Learners"

4. Serving the welfare of humanity

- To promote the exploration and dissemination of knowledge for the benefit of society, the *Inspiring Conversations* series continues to create a link between the University and the wider community by offering a free public forum to guests of outstanding intellectual and ethical vigour to address topics of broad community interest.
- Illuminating Letters: Traditional and Contemporary (1 Full-Day Workshop with Suzanne Moore) Date: Sat., November 10, 2018
- Spiritual Wellness: The gift of a companion in our search for meaning. Dr. Charles Pottie-Pate, sj February 2019
- St. Mary's University Press published *Writing Words of Wisdom: Intergenerational Life Writing*
- Drama Production: first-year collective entitled *A Walk in the Park*; the second year/student directed play *Green Space*; and the Mainstage production of *Cocktails at Pam's* by Stewart Lemoine, March 2018.



10.0 Community Outreach and Underrepresented Learners

Transitions / Pathways Upgrading

Math 030 and English 030 were developed and offered as pilot programs and are now part of our regular program offering in the summer. We added a Math Booster course in 2017-2018 so students can re-engage with the math concepts and practice required for success in Science and Psychology courses and continue to attract students to these offerings.

Considerable discussion among Faculty and members of the Strategic Enrolment Management Team has centered on how best to support students entering post-secondary studies with relative weakness in academic writing, research, and citation skills. Our Academic Writing Institute, offered over the past several years in August, has proven successful in preparing students for the rigour of academic writing. Building on this curriculum, we developed a 3-credit academic writing course that was offered for the first time in 2018-2019. The Registrar completed an extensive review and analysis of students who were admitted on probation or placed on academic probation, warning, or suspension while at St. Mary's. Based on these findings, and in consultation with Faculty, the academic writing course has been made mandatory for students who meet admission criteria, but who have low scores in ENGL 30. This motion passed through Academic Council for implementation in Fall 2019. We will track student progress with this new pathway.

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 annually, although we receive little to no funding to continue this initiative.



11.0 Internationalization

"Diversity, Inclusivity and the formation of the whole person: mind, body and spirit with international awareness" forms the core of StMU's international vision. StMU encourages and promotes global citizenship and awareness and enhances its international relevance as an institution of higher learning. These ideas resonate in most everything we do at StMU, from encouraging global citizenship to engaging with an international community of scholars (Faculty, Staff, and Students.) Our community of scholars are innovators at a high level; always thinking "out-of-the-box" and nurturing a creative boldness. During 2018-2019 we pushed forward to develop our international research collaborations and thinking about how we could better transfer our knowledge internationally. The proposition of building international capacity at StMU led us to develop our International Strategy to be launched in 2020.

St. Mary's has already developed a number of international agreements with post-secondary institutions — Ukrainian Catholic University, Katholische Universität Eichstätt-Ingolstadt in Germany, University of Notre Dame in Australia, Daye University in Taiwan, Universidad Catolica San Pablo in Peru, and Zambia Catholic University — as well as developing Study Abroad and Practicum opportunities in France, Italy, Morocco, China, UK, and Taiwan and plans to continue to pursue other opportunities.

Beginning in 2020, we are committing resources to travel overseas to undertake site visits with potential partner universities, negotiate agreements, and build relationships to support student and Faculty exchanges, collaborations, and research development. Trips are planned to Mexico, Brazil, and India for 2020-21. We have also been working with the French Consulate in Calgary regarding potential opportunities connected with experiential learning in France and have been approached by universities in Australia and Morocco for students and Faculty exchanges. In January 2019, StMU renewed its membership with CBIE. CBIE is the national voice advancing Canadian international education by creating and mobilizing expertise, knowledge, opportunity and leadership.

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 has attracted 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. These students will promote St. Mary's University when they return to their countries of origin.



12.0 Capital Plan

As an Independent Academic Institution, St. Mary's University is not eligible for capital grants from the provincial government and must raise all needed resources for capital expansion and maintenance from private contributions.

Over the past year, St. Mary's created a Psychology Demonstration Room/ Research Lab in one of the existing classrooms to enhance the psychology department. This project supports research opportunities for students and faculty while also remaining a multi-functional space for other departments. St. Mary's has also completed painting and carpet repairs in classrooms within the 2018-2019 year that has enhanced the learning environment for students.

In an effort to maintain campus safety and security, St. Mary's upgraded the security alarm and fire monitoring systems for all seven buildings on campus. This project included new touchscreens for building codes and upgraded hardware for all buildings and was completed in December 2018. St. Mary's also added several more exterior building cameras to improve campus safety, resulting in a total of 37 exterior cameras on site.

In November 2018, St. Mary's introduced a new Facilities Management System to support the increasing demand of our building equipment and structures. This system has proven invaluable in regard to preventative maintenance for the building equipment and for addressing office and building requests from faculty and staff. The system is also a tool for tracking our mechanical assets.

Thanks to generous donations from private donors, St. Mary's was able to complete the Mauro Gallery project in the 2018-2019 year. This unique Art Gallery housed in the historic Water Tower, offers an engaging space to showcase artists and preserves the meaningful history of St. Mary's. Alongside this project, St. Mary's has also restored the Heritage doors on the Le Fort building to match the historic look of the building.

St. Mary's is an inclusive space for all students, staff, and faculty, and as such, has taken measures to improve accessibility on campus including new accessible washrooms in the library, sidewalk and ramp repairs, and additional and upgraded accessibility door openers in many buildings to support the accessibility needs of our campus. These items were identified as campus priorities through the Accessibility Committee, consisting of Staff and Students with a variety of Accessibility needs. This committee meets regularly to review the campus and test every aspect of access from sidewalks to doors to soap dispensers.



Due to a shortage in capital funds, the budget request to modernize the 60+ year old elevator in the Administration Building was deferred once again in the 2018-2019 budget process. However, the elevator repairs can no longer be deferred given that the elevator has been out of commission for a year. St. Mary's applied for a grant to modernize the elevator; as the grant was not approved, capital funds are being allocated for this project. Parts have been ordered and the project is expected to be completed in January 2020.

With our growing student body, St. Mary's has identified a need to increase the amount of parking available to students, staff, and faculty in the 2018-2019 budget year. This project will be deferred to this spring of 2020 as we continue to wait for development permits from the city.

In the 2018-2019 budget year, funds were allocated for an LED sign at the base of Bannister Road. This project has been deferred to the 2019-2020 budget year as the scope of work is weather dependent.

13.0 Information Technology

System Renewal and Cloud

We continue to look for opportunities to streamline processes and systems to enhance efficiencies. We migrated all users to Microsoft Office 365 over the summer of 2018. This new platform supports increased collaboration and offsite access to files.

On the finance side, we completed the successful implementation of a new payroll system in January 2018. The new system provides employees with online access to paystubs, vacation balances and facilitates payroll processing in a more effective and reliable platform. 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.

St. Mary's just completed implementation of a new Library system in collaboration with the Southern Alberta Integrated Library consortium. The new platform will enhance library access and search functionality for students and faculty.

The Power Campus student registration and payment system was installed in 2008. The system had been heavily customized to meet our growing needs. Given the age of the program and changes in Government processes and reporting, our IT team completed an overhaul of the Power Campus program. As St. Mary's University grows, 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. In early 2018, St. Mary's engaged CGI to complete an IT Security Health Check identifying opportunities for St. Mary's to make further investments to safeguard University systems and data. Guided by the recommendations of the report, we will be moving forward with the following measures as resources permit:

- Draft a formal University IT security policy and framework
- Implement a mandatory employee education program to mitigate the risk of IT security breaches
- Enhanced system monitoring tools
- Creation of an on-site redundant server located in a remote building on campus
- Increased cyber security insurance coverage

We are looking forward to further collaboration opportunities through AAHEIT. The opportunity to share expertise, best practices, and possibly group procurement opportunities has the potential to generate significant benefits across Campus Alberta, and particularly to St. Mary's as a small institution.

IT Committee

The St. Mary's University IT Committee has representation from Faculty and administrative staff across campus departments. The Committee meets several times a year to identify opportunities for enhanced technology, discuss and review IT security priorities, and gather feedback from across campus areas.

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.



Financial Statements

For the years ended March 31, 2019 and March 31, 2018



Crowe MacKay LLP

Elveden House
1700, 717-7 Avenue SW
Calgary, AB T2P 0Z3
+1.403.294.9292 Tel
+1.403.294.9262 Fax
+1.866.599.9292 Toll Free
www.crowemackay.ca

Independent Auditors' Report

To the Board of Governors of St Mary's University

Opinion

We have audited the financial statements of St Mary's University ("the University"), which comprise the statements of financial position as at March 31, 2019 and March 31, 2018 and the statements of operations, changes in net assets and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2019 and March 31, 2018, and its financial performance and its cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises:

- Annual Report to Alberta Advanced Education

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The other information is expected to be made available to us after the date of this auditors' report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Independent Auditors' Report (continued)

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Canada
July 4, 2019


Chartered Professional Accountants




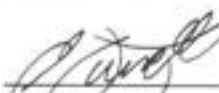
Statements of Financial Position

For the years ended March 31, 2019 and March 31, 2018

	As at March 31, 2019	As at March 31, 2018
ASSETS		
Current assets		
Cash	\$ 818,233	\$ 1,259,794
Accounts receivable	35,405	91,477
Prepaid Expenses	204,978	274,445
Inventory	80,083	67,615
Short-term investments - Note 3	1,789,305	1,542,447
	2,928,004	3,235,778
Investments - Note 3	21,318,951	21,389,805
Property, plant and equipment - Note 4	26,976,224	26,717,112
	\$ 51,223,179	\$ 51,342,695
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	\$ 400,848	\$ 839,668
Accrued vacation pay	194,289	177,103
Deferred revenue	888,468	942,311
Current portion of long term loan - Note 5	204,004	198,103
Current portion of development costs payable - Note 6	104,424	208,848
Deferred contributions - Note 8	277,279	942,309
	2,069,312	3,308,342
Long term loan - Note 5	3,901,229	4,105,233
Long term development costs payable - Note 6	104,424	208,847
Future retirement obligations - Note 7	589,824	529,908
Deferred contributions - Note 8	320,010	281,782
Deferred capital contributions - Note 9	7,535,285	7,415,310
	14,520,084	15,849,422
NET ASSETS		
Unrestricted	9,461,287	8,921,067
Invested in capital assets	15,181,191	14,843,951
Restricted for endowment purposes - Note 10	12,060,617	11,728,255
	36,703,095	35,493,273
	\$ 51,223,179	\$ 51,342,695

Approved by the Board of Governors:


Chair, Board of Governors


President



Statements of Operations and Change in Unrestricted Net Assets
For the years ended March 31, 2019 and March 31, 2018

	2019	2018
REVENUE		
Tuition fees	\$ 6,946,899	\$ 6,259,241
Government grants	3,986,578	3,784,998
Donations and fundraising events	864,013	1,375,306
Ancillary services and miscellaneous revenue	706,444	687,550
Interest and investment income - Note 3	695,705	670,781
Amortization of deferred capital contributions - Note 9	529,989	499,333
	13,729,628	13,277,209
OPERATING EXPENSES		
Salaries	7,436,929	7,293,780
Employee benefits	1,069,650	1,021,929
Materials, supplies and services	2,295,405	2,133,892
Scholarships, bursaries and awards	389,568	407,295
Maintenance and repairs	291,606	220,295
Utilities	253,584	220,655
Interest on long term debt	134,581	141,033
Cost of goods sold	312,500	337,847
Amortization and accretion	1,063,126	997,758
	13,246,949	12,774,484
EXCESS OF REVENUE OVER EXPENSE BEFORE OTHER ITEMS	482,679	502,725
Capital gains (losses) and fair value adjustment - Note 3	394,781	306,078
EXCESS OF REVENUE OVER EXPENSE	877,460	808,803
Investment in capital assets	(870,377)	(1,071,408)
Net amortization of capital assets	533,137	498,425
CHANGE IN UNRESTRICTED NET ASSETS FOR THE YEAR	540,220	235,820
UNRESTRICTED NET ASSETS, BEGINNING OF YEAR	8,921,067	8,685,247
UNRESTRICTED NET ASSETS, END OF YEAR	\$ 9,461,287	\$ 8,921,067



Statements of Changes in Net Assets

For the years ended March 31, 2019 and March 31, 2018

	2019			2018		
	Unrestricted	Invested in Capital Assets	Endowment Fund	Total	Total	Total
NET ASSETS, BEGINNING OF YEAR	\$ 8,921,067	\$ 14,843,951	\$ 11,728,255	\$ 35,493,273	\$ 34,294,567	
Excess of revenue over operating expense	1,410,597	(533,137)	-	877,460	808,803	
Transfer from deferred contributions - Note 8	-	-	22,810	22,810	44,289	
Endowment investment income - Note 10	-	-	646,700	646,700	575,062	
Endowment grants to operations - Note 10	-	-	(434,820)	(434,820)	(416,735)	
Endowment contributions - Note 10	-	-	97,672	97,672	187,287	
Investment in capital assets	(870,377)	870,377	-	-	-	
NET ASSETS, END OF YEAR	\$ 9,461,287	\$ 15,181,191	\$ 12,060,617	\$ 36,703,095	\$ 35,493,273	

The accompanying notes are part of these financial statements



Statements of Cash Flows

For the years ended March 31, 2019 and March 31, 2018

	2019	2018
Operating Activities		
Excess of revenue over operating expense	\$ 877,460	\$ 808,803
Add (deduct) non-cash items:		
Amortization and accretion	1,063,126	997,758
Amortization of deferred capital contributions	(529,989)	(499,333)
(Gain) loss on investments	(19,605)	13,853
Unrealized (gain) loss on investments	(780,479)	(319,931)
Deferred contributions recognized in donation revenue	(337,399)	(294,029)
Future retirement obligation	59,916	60,000
Net change in non-cash working capital ¹	(449,909)	890,424
	(116,879)	1,657,545
Financing activities		
Endowment contributions	97,672	187,287
Deferred contributions and grants received	370,995	239,347
Capital contributions	(8,771)	1,503,617
Repayment of long term debt	(198,103)	(192,372)
	261,793	1,737,879
Investing activities		
Acquisitions of property, plant and equipment - Note 12	(1,301,091)	(2,187,310)
Payables relating to capital acquisitions	(121,344)	143,098
Disposals (acquisitions) of investments, net	624,080	(1,385,118)
Endowment investment income	646,700	575,062
Endowment grants to operations	(434,820)	(416,735)
	(586,475)	(3,271,003)
(Decrease) increase in cash	(441,561)	124,421
CASH, BEGINNING OF YEAR	\$ 1,259,794	\$ 1,135,373
CASH, END OF YEAR	\$ 818,233	\$ 1,259,794

¹Net change in non-cash working capital:

	2019	2018
Decrease (increase) in accounts receivable	\$ 56,072	\$ (2,323)
Decrease (increase) in prepaid expenses	69,467	(54,395)
(Increase) decrease in inventory	(12,468)	43,907
(Decrease) increase in accounts payable and accrued liabilities, net of amounts for capital	(317,476)	328,060
Increase (decrease) in accrued vacation pay	17,186	(4,707)
(Decrease) increase in development costs payable	(208,847)	417,695
(Decrease) increase in deferred revenue	(53,843)	162,187
	\$ (449,909)	\$ 890,424

**Notes to Financial Statements**

For the years ended March 31, 2019 and March 31, 2018

1. Nature of Operations

St. Mary's College was established by an Act of the Alberta Legislature in 1986. In 2014, permission was granted from the Province of Alberta to change the institution's name to St. Mary's University effective September 18, 2014. St. Mary's University ('St. Mary's') offers undergraduate degree programs and graduate certificate programs to students of all faith traditions. St. Mary's is a registered charity and is exempt from income tax pursuant to Section 149 of the Income Tax Act (Canada).

The financial statements have been prepared in accordance with Accounting Standards for Non-for-Profit Organizations.

2. Significant Accounting Policies**(a) Revenue recognition**

St. Mary's uses the deferral method of accounting for contributions. Restricted contributions, designated for specific purposes, are recognized as revenue in the year in which the related expense is incurred. Unrestricted contributions are recognized as revenue or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Revenue from fundraising events is recognized when the contributions are received. Revenue from fundraising events and advance ticket sales are recognized in the period in which the event occurs.

Contributions restricted for the purchase of capital assets that will be amortized are deferred and recognized as revenue on the same basis as the amortization expense related to the acquired capital assets. Contributions restricted for the purchase of capital assets that will not be amortized are recognized as direct increases to the invested in capital assets balance.

Endowment contributions are recognized as direct increases in the endowments balance. Annual spending allocations from endowments are recognized as investment income in the year in which the related expenditures are incurred. Investment earnings on endowed funds in excess of the annual spending allocation are reported as direct increases in the endowments balance.

Revenue from sales in the bookstore is recognized at the time of sale. Revenue from rental of facilities is recognized in the period in which the facility is rented to an external party.

Amounts received for tuition fees and government grants are recognized as revenue in the period the related instructional services are provided.

(b) Investments and investment income

All investments are recorded at fair value based on quoted market bid prices at the close of business on the statement of financial position date. Contributions of publicly-traded securities are recorded at the closing market value on the date upon which they are transferred to St. Mary's. Investment income, including interest, dividends, income distributions, and realized and unrealized gains and losses, is recorded as earned. Short-term investments include restricted and unrestricted cash balances, short-term deposits and interest receivable.

**2. Significant Accounting Policies (continued)****(c) Property, plant and equipment**

Purchased property, plant and equipment are recorded at cost. Contributed property, plant and equipment are recorded at fair market value when fair market value is reasonably determinable. Property, plant and equipment are regularly assessed for impairment and re-valued as necessary. Amortization is provided on a straight-line basis over the estimated service of the lives of the assets, which are as follows:

Buildings	25 years
Library books and materials	10 years
Furniture and equipment	10 years
Computer equipment	5 years
Land and collections	Not amortized
Assets under construction	Not amortized

Property, plant and equipment are tested for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its recoverable value.

(d) Donations-in-kind, pledges and contributed services

Donated materials are recognized in the financial statements at their estimated fair market value if determinable.

Pledges from donors are recorded when payment is received by St. Mary's or the transfer of property is completed. Volunteers contribute an indeterminable number of hours each year to assist St. Mary's in carrying out its mission of post-secondary and graduate education. The fair value of these services is not determinable and accordingly is not included in the financial statements.

(e) Future retirement obligation

A liability has been established for the estimated future value of post-retirement benefits for executives based on the terms of employment contracts. Under the terms of the contract, post-retirement benefits will be paid over several years following retirement.

(f) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of useful lives of capital assets for amortization, the amortization of deferred capital contributions, development costs payable, expected costs for asset restoration obligations, future employee benefits, and provisions for contingencies. Actual results could differ from those estimates.

**Notes to Financial Statements**

For the years ended March 31, 2019 and March 31, 2018

2. Significant Accounting Policies (continued)**(g) Financial instruments***Measurement*

St. Mary's initially measures its financial assets and financial liabilities at fair value.

Subsequent to initial recognition, St. Mary's measures its financial assets and financial liabilities at amortized cost, except for cash, cash equivalents, equity securities quoted in an active market and any other financial asset or liability that St. Mary's elected to measure at fair value upon initial designation which are subsequently measured at fair value. Financial assets measured at amortized cost include accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, accrued vacation pay and the long term loan. All transactions costs for financial assets and liabilities are expensed when incurred.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in the statement of operations. When the events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized up to the amount of the previously recognized impairment.

(h) Credit, Currency, Market and Liquidity Risk*Credit Risk*

Credit risk is the risk that counterparty will default on its contractual obligations resulting in a financial loss to St. Mary's. St. Mary's is exposed to credit risk on cash deposits and receivables from students and third parties. St. Mary's holds its cash deposits in a large Canadian financial institution. Delinquent accounts are monitored and contacted on a monthly basis. Credit risk for tuition is managed through strict payment deadlines, restriction of enrolment activities for students with delinquent balances and standard collection procedures.

Currency Risk

St. Mary's is exposed to currency risk on investments that are denominated in foreign currencies. St. Mary's held cash and securities denominated in US currency of \$4,261,989 (CAD \$5,695,580) as of March 31, 2019 (2018 \$4,143,171 (CAD \$5,343,032)). St. Mary's does not use derivative instruments to reduce its exposure to foreign currency risk. This risk is managed through the investment portfolio managers by using as risk management policies and practices as per the approved investment policy.

Market Risk

St. Mary's is exposed to market risk in investment earnings and long-term investment values from fluctuations and volatility in publicly-traded equity markets and foreign currencies. Market risk consists of price risk, foreign currency risk and interest rate risk. To manage market risk, St. Mary's has established a target mix of investment types designed to achieve the optimal returns with reasonable risk tolerances through diversity in holdings.

Under the terms of the long-term loan, St. Mary's must maintain unrestricted investments in a pledge account equal to the principal balance of the loan at all times. St. Mary's must confirm holdings on a quarterly basis. St. Mary's is exposed to market fluctuations in the value of pledged securities and maintains an excess balance to ensure compliance with borrowing covenants.



Notes to Financial Statements

For the years ended March 31, 2019 and March 31, 2018

2. Significant Accounting Policies (continued)

Liquidity Risk

St. Mary's maintains a short-term line of credit with a major Canadian chartered bank that is designed to ensure sufficient available funds to meet current and forecasted financial requirements. As at March 31, 2019, St. Mary's has available borrowing facilities of \$500,000 (2018 - \$500,000), none of which had been drawn. St. Mary's must maintain a market value of \$1,000,000 (2018 - \$1,000,000) in unrestricted investments at all times as security for this credit facility.

Under the terms of a long term loan agreement with the City of Calgary, St. Mary's must maintain unrestricted securities in a pledged account equal to the principal amount of the loan at all times during the 20 year repayment period. St. Mary's continues to earn investment income from pledged securities and actively manages cashflows to minimize liquidity risk.

(i) Inventories

Inventories are recorded at the lower of cost and net realizable value. Inventories that have been previously written-down are reversed if the economic circumstances have changed to support an increase in inventory value. Inventories recognized as an expense in the fiscal year ended March 31, 2019 are \$312,500 (2018 - \$337,847)

(j) Capital Management

St. Mary's ensures its continuing ability to pay current and future liabilities through maintaining a prudent base of capital, ensuring adequate liquidity, investment policies, spending policies and cash management procedures. St. Mary's must comply with externally-imposed covenants on its credit facilities and long term loan. St. Mary's is in compliance with all requirements as at and for the fiscal year ended March 31, 2019.

(k) Accrued Vacation Pay

Vacation entitlement is recorded as an expense at the time is earned by employees. Vacation entitlement is not accrued and reported for academic faculty members as they use all available entitlement on an annual basis.

(l) Disclosure of Allocated Costs by Not-For-Profit Organizations

St. Mary's does not allocate general support and fundraising costs among functions.

(m) Disclosure of Related Party Transactions

The Roman Catholic Bishop of the Diocese of Calgary is the Chancellor of St. Mary's University. The Roman Catholic Diocese of Calgary made donations to St. Mary's University of \$115,732 in the fiscal year ended March 31, 2019 (2018 - \$114,652).



Notes to Financial Statements

For the years ended March 31, 2019 and March 31, 2018

3. Investments and Investment Income (Loss)

	2019	2018
Cash and cash equivalents	\$ 1,171,579	\$ 1,017,130
Bonds and interest receivable	3,725,854	3,924,796
Publicly traded equities	17,889,290	17,692,730
Life insurance policy	321,533	297,596
	23,108,256	22,932,252
Less amounts reported as short-term investments	(1,789,305)	(1,542,447)
	\$ 21,318,951	\$ 21,389,805

Long-term investments include externally restricted contributions received for endowment purposes of \$12,335,742 (2018 - \$11,731,774) and restricted donations for specific capital and operating initiatives of \$889,723 (2018 - \$1,438,165). Bonds consist of government and corporate bonds with average effective yield of 5.9% (2018 - 5.5%). Short-term investments include cash balances and bonds maturing in the next fiscal year. The original cost of investments is \$20,324,589 (2018 - \$20,464,992).

Investment income (loss)

	2019	2018
Interest and dividend income:		
Interest and dividend	\$ 331,625	\$ 322,095
Transaction costs	(69,740)	(68,049)
Endowment grants to operations	433,820	416,735
	695,705	670,781
Capital gains (losses) and fair value adjustment:		
Capital gains (losses)	57,932	(13,853)
Fair value adjustment	336,849	319,931
	394,781	306,078
Balance, end of year	\$ 1,090,486	\$ 976,859

The fair value adjustment is comprised of market fluctuations on investment portfolios.



Notes to Financial Statements

For the years ended March 31, 2019 and March 31, 2018

4. Property, plant and equipment

2019			
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 13,726,119	\$ -	\$ 13,726,119
Buildings	18,883,000	7,368,317	11,514,683
Library books and collections	2,409,139	1,784,677	624,462
Furniture and equipment	2,707,043	1,780,101	926,942
Computer equipment	1,934,782	1,750,764	184,018
Balance, end of year	\$ 39,660,083	\$ 12,683,859	\$ 26,976,224

2018			
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 13,726,119	\$ -	\$ 13,726,119
Buildings	17,759,699	6,607,210	11,152,489
Work in progress	218,918	-	218,918
Library books and collections	2,323,123	1,737,417	585,706
Furniture and equipment	2,485,418	1,625,978	859,440
Computer equipment	1,824,568	1,650,128	174,440
Balance, end of year	\$ 38,337,845	\$ 11,620,733	\$ 26,717,112

5. Long Term Loan

Under the terms of the loan, St. Mary's is required to make semi-annual payments of \$161,949 which include interest at a stated rate of 2.957% over a twenty year term in addition to an annual administration fee of 0.25% of the principal balance to the City of Calgary. Interest payable of \$37,883 (2018 - \$39,711) as of March 31, 2019 is included in accounts payable and accrued liabilities

The loan is secured by unrestricted long term investments in a pledged account equal to the principal amount of the loan. St. Mary's must confirm the market value of the pledged account to the City of Calgary on a quarterly basis. The aggregate amount of principal repayments required in each of the next five years and thereafter is as follows:



Notes to Financial Statements

For the years ended March 31, 2019 and March 31, 2018

5. Long Term Loan (continued)

2020	\$	204,004
2021		210,081
2022		216,339
2023		222,783
2024		229,420
Thereafter		3,022,606
Balance, end of year	\$	4,105,233
Less current portion		204,004
Long term loan balance, March 31, 2019	\$	3,901,229

6. Development costs payable

On November 2017 St. Mary's has been notified of development costs payable to the Father Lacombe Care Society in the amount of \$417,695 for a portion of costs previously incurred for surface and utility improvements adjacent to the University boundary. St. Mary's has engaged an independent expert to review the cost calculations, supporting documentation, and allocations to provide an opinion on whether they are accurate and fair. St. Mary's finalized an agreement with the repayment schedule for amount owing to the Father Lacombe Care Society. In the 2018-2019 fiscal year amount of \$208,848 was paid and remaining balance will be paid by November 30, 2020.

	2019		2018	
Current portion of development costs payable	\$	104,424	\$	208,848
Long term development costs payable		104,424		208,847
Balance, end of year	\$	208,848	\$	417,695

7. Future Retirement Obligations

A liability has been established for the estimated post-retirement benefits for executive administrative leave and a Supplemental Executive Retirement Plan. Under the terms of the employment contract, post-retirement benefits will be paid over several years following retirement subject to vesting provisions. A whole life insurance policy is held to provide life insurance coverage during the executive's active tenure and assist in funding future retirement obligations.

	2019		2018	
Balance, beginning of year	\$	529,908	\$	469,908
Retirement benefits paid		-		-
Accrued for future obligations		59,916		60,000
Balance, end of year		589,824		529,908
Long term retirement obligations	\$	589,824	\$	529,908



Notes to Financial Statements

For the years ended March 31, 2019 and March 31, 2018

8. Deferred Contributions

Deferred contributions represent unspent externally restricted contributions and grants. The changes in the deferred contributions balance are as follows:

		2019		2018
Balance, beginning of year	\$	1,224,091	\$	1,127,719
Grants, contributions, and donations received		362,224		1,742,964
Grants, contributions, and donations - in kind		21,147		8,722
Recognized as revenue		(337,399)		(294,029)
Transferred to endowment fund - Note 10		(22,810)		(44,289)
Transferred to unamortized deferred capital contributions - Note 9		(649,964)		(1,316,996)
Balance, end of year		597,289		1,224,091
Less short-term deferred contributions		(277,279)		(942,309)
Long term deferred contributions, end of year	\$	320,010	\$	281,782

The balance consists of funds externally restricted for:

	2019		2018	
	Current	Long Term	Current	Long Term
Capital	\$ 25,250	179,497	\$ 763,788	84,768
Education program	124,294	-	3,565	-
Scholarships and program enhancements	127,735	140,513	174,956	197,014
Balance, end of year	\$ 277,279	320,010	\$ 942,309	\$ 281,782

9. Deferred Capital Contributions

Deferred capital contributions represent unamortized donations used to fund capital acquisitions. The amortization of deferred capital contributions is recorded as revenue in the statement of operations. The changes in deferred capital contributions balance are as follows:

		2019		2018
Balance, beginning of year	\$	7,415,310	\$	6,597,647
Additions from deferred contributions - Note 8		649,964		1,316,996
Amortization to revenue		(529,989)		(499,333)
Balance, end of year	\$	7,535,285	\$	7,415,310



Notes to Financial Statements

For the years ended March 31, 2019 and March 31, 2018

10. Endowment Fund

Endowments consist of permanently restricted donations to St. Mary's, the principal of which is required to be maintained intact in perpetuity (externally restricted), as well as internal allocations by the Board of Governors (internally restricted). The investment income generated from endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. A formal policy has been established with the objective of protecting the real value of the endowments by limiting the amount of spending allocations and reinvestment of unexpended income.

The composition of endowment is as follows:

	2019	2018
Balance, beginning of year	\$ 11,728,255	\$ 11,338,352
Endowment contributions	97,672	187,287
Transferred from deferred contributions - Note 8	22,810	44,289
	11,848,737	11,569,928
Endowment investment income:		
Interest and dividend income	325,351	317,030
Capital gains (losses)	(38,699)	(4,011)
Fair value adjustment	443,378	343,989
Less commissions	(83,330)	(81,946)
Total endowment investment income	646,700	575,062
Endowment funds before transfer to operations	12,495,437	12,144,990
Endowment transfer to operations	(434,820)	(416,735)
Balance, end of year	\$ 12,060,617	\$ 11,728,255

11. Fundraising Expenses

As required under the Charitable Fundraising Act of Alberta, St. Mary's incurred expenses of \$685,347 (2018 - \$663,905) for the purposes of soliciting contributions. Of these expenditures, \$452,275 (2018 - \$440,800) was paid as remuneration to employees of St. Mary's whose primary duties involve fundraising.

12. Donated property, plant and equipment

The statement of cash flows does not include donated property, plant and equipment of \$21,147 (2018 - \$8,722).

13. Comparative Figures

Certain prior year figures have been reclassified to conform to the current year financial statement presentation. There was no impact on the excess (deficiency) of revenues over expenses as a result of these reclassifications.



Supplemental Schedule of Revenues and Expenses by Function

For the years ended March 31, 2019 and March 31, 2018

13. Comparative Figures (continued)

	2019	2018
REVENUE		
Tuition fees	\$ 6,946,899	\$ 6,259,241
Provincial government grants	3,986,578	3,784,998
Interest and investment income - Note 3	695,705	670,781
Amortization of deferred capital contributions - Note 9	529,989	499,333
Ancillary services	429,835	449,251
Rental and miscellaneous revenue	276,609	238,299
	12,865,615	11,901,903
OPERATING EXPENSES		
Academics and library	5,266,757	4,638,173
Student and campus services	2,214,556	2,194,045
Facilities and technology	1,281,938	1,231,509
Amortization and accretion	1,063,125	1,307,113
Finance and administration	1,012,214	997,758
President's office and board	652,370	611,279
Communications	450,249	489,128
Ancillary Services	485,812	500,541
Interest on long-term debt	134,581	141,033
	12,561,602	12,110,579
Excess (shortfall) of revenue over expense excluding fundraising and other	304,013	(208,676)
Capital gains and fair value adjustment - Note 3	394,781	306,078
Excess of revenue over expense excluding fundraising	\$ 698,794	\$ 97,402
Donations and fundraising events revenue	864,013	1,375,306
Advancement and fundraising events expenses	(685,347)	(663,905)
Excess excess of revenue over expense	\$ 877,460	\$ 808,803

Supplemental Schedule of Net Proceeds from Fundraising Activities

For the years ended March 31, 2019 and March 31, 2018

	2019	2018
Proceeds from donations and fundraising events	\$ 792,186	\$ 1,171,225
Endowment fund contributions	97,672	187,287
Deferred donations	360,751	1,166,945
Less expenses for development office and fundraising events	(685,347)	(663,905)
Net proceeds from fundraising activities	\$ 565,262	\$ 1,861,552