



**St. Mary's University
Comprehensive
Institutional Plan
2015-2018**

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1. Executive Summary

Overview

St. Mary's University is a board-governed university operating as an Independent Academic Institution under the authority of the Minister of Innovation and Advanced Education. According to our mission statement, St. Mary's "prepares our students to become lifelong learners, engaged citizens and compassionate members of society." St. Mary's prides itself on being a dynamic liberal studies university open to all and dedicated to the principles of academic freedom. As the only university in the south of Calgary, we address an important community need; however, as our booming enrolments show, Calgarians and indeed Albertans more widely, have embraced the institution because of our commitment to small class sizes and a dynamic liberal education, and our focus on Social Justice issues. We distinguish our programs by cultivating a student-focused environment, a community atmosphere and an international ethos.

St. Mary's offers undergraduate courses in 34 academic disciplines and offers Bachelor of Arts degrees in English, General Studies, History, Liberal Studies, and Psychology. We also offer a Bachelor of Science degree in Biology, and an after-degree Bachelor of Education in Elementary Education which is in such demand that it grew last year by 44%, and is on track to grow again by 23% this year. As a proud member of Campus Alberta, we collaborate with other institutions to ensure transferability of our courses within Alberta's post-secondary system.

Our Comprehensive Institutional Plan (CIP) makes clear just how effective the university has been in translating its core values and strategic plans into action. As such, we feel we have exceeded many of the benchmarks that we set, and have delivered on key priority areas recommended and identified by the Ministry. The CIP is a collaborative, university-authored document that speaks to an institution committed to equity and access for students, health and well-being for all its employees, and leadership and dynamism for the Albertan community.

Key Strategic Initiatives

In meeting our Key Strategic Initiatives, St. Mary's has focused on maintaining and growing the strength and rigour of our academic programs. This has included developing new, in-demand, degrees; strengthening the support mechanisms for students enrolled in the university to improve retention as well as the student experience; and expanding support for faculty research, teaching and innovation. In keeping with our focus on Social Justice, the university has successfully developed connections with First Nations, Métis and Inuit (FNMI) communities, establishing an FNMI Advisory program, an Elders on Campus initiative and an FNMI Scholars on Campus program.

Our work with marginalized communities continues to be ground breaking, with the growth and success of Humanities 101 setting new benchmarks. Humanities 101 offers education to Calgary's most disadvantaged learners, providing free tuition, childcare, food and transportation to some of the city's most economically disadvantaged citizens. Indeed, last year alone, three participants lived in and travelled from the Homeless Shelter to participate in the program. St. Mary's has also made important progress on developing dual credit opportunities and bridging programs with key providers in the community to provide more comprehensive access to our stakeholders. And of course we continue to focus on developing and attracting the high achieving students in the city, through dynamic programs and targeted scholarships.

In line with our Social Justice ethos, we encourage the university community's participation in volunteering and are proud to say that one-fifth of the student population volunteers in some capacity. We will further develop this important dimension by developing an interdisciplinary Social Justice degree and by launching the first courses in our Service Learning strategy. Post graduation, St. Mary's wants its students to be pro-active, caring and work ready.

St. Mary's University has also reached an important stage in its growth. We have virtually outgrown our existing physical plant. As such, and after two years of consultation and deliberation, the university is preparing to move forward with comprehensive Strategic and Building plans to address needs created by the record-breaking student growth we are experiencing. Coordinated by project-management group Pivotal Projects, with designs by GEC Architecture, St. Mary's has developed key building plans that will allow for an interim multi-purpose space to be built by the end of 2016, and a major building complex that will provide residences, a gymnasium and additional classroom and administrative space — a plan, in other words, that will double the university's current footprint.

In summary, St. Mary's University is student- and people-centred in all respects. Our plans, as identified below, are based not on having already reached and exceeded previously stated goals, but also on our deep commitment to ensuring that the university continues to be a cutting edge, values-based institution for learners everywhere.

2. Accountability Statement

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

A handwritten signature in blue ink that reads "James T. McCoy". The signature is written in a cursive style with a large, stylized initial "J".

James T. McCoy
Chair, Board of Governors

Approved by the Board of Governors
June 8, 2015

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3. Institutional Context

St. Mary's Role in Campus Alberta

St. Mary's University is a proud member of the Campus Alberta. As one of two Independent Academic Institutions in the Calgary region, St. Mary's provides fully accredited university degrees in the Liberal Arts and Sciences, and in Education. St. Mary's also provides students with access to Business degrees through our two-year transfer program.

St. Mary's has become an increasingly influential force in the Calgary post-secondary environment, and in part, this has resulted in the university being better connected to both the local and provincial network of post-secondary institutions. The President was part of the six-person steering committee of an informal council of Alberta post-secondary presidents and has now been elected to the Executive of the newly formed Council of Post-Secondary Presidents of Alberta. In this role he, and St. Mary's, will play a significant part in developing sector policy for the post-secondary institutions and for their work with the Ministry and Campus Alberta. Moreover, all of the St. Mary's Vice-Presidents now sit on provincial committees representing their areas within the post-secondary sector.

St. Mary's President also meets regularly with the Presidents of all of the Calgary post-secondary institutions and he is Chair of the Independent Academic Institutions helping to ensure that the sector works collaboratively and energetically with each other and with Campus Alberta.

St. Mary's is committed to fulfilling its mission:

Mission

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

St. Mary's will continue to promote an understanding of, and respect for, the uniqueness and inherent dignity that defines each one of us. We will continue to champion social justice initiatives, to achieve the highest principles of academic achievement, and to protect and advance the human dignity and cultural heritage of our communities through cutting edge research, teaching and service to local, national and international communities.

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4. Plan Development

Consultation and Internal Approval

St. Mary's University used a broad consultative process to develop our 2015-2018 Comprehensive Institutional Plan. In all of our planning, St. Mary's relies on feedback that we receive from our internal and external stakeholders, as well as community members. St. Mary's has forged very strong connections with local high schools to determine the needs of incoming students and how to make the transition to post-secondary education for them more seamless. St. Mary's has collaborated with both the Calgary Catholic School District and the Calgary Board of Education to develop innovative dual credit programs. St. Mary's administrators also have very good working relationships with staff members in the Ministry of Innovation and Advanced Education and do not hesitate to contact them for advice and feedback on programmatic and other planning.

Ideas for and feedback on initiatives related to student recruitment and retention, as well as student support services, were gathered from students at the bi-weekly Student Legislative Council meetings attended by the Vice-President Student Services. St. Mary's is very fortunate to have a highly engaged student body that also provides valuable input via the many student representatives on advisory councils and committees, including on the university's Academic Council.

The first draft of the Comprehensive Institutional Plan was produced by the University Leadership Team comprising the President, the VP Academic, the VP Business and Finance, the VP Student Services, the VP Advancement and the University Secretary. It was then reviewed by the Interim Dean of Arts & Sciences and the Dean of Education and by all Area Chairs, full-time faculty and student representatives from the Student Legislative Council. All planning related to FNMI programming was considered by the FNMI Advisory Council. The Humanities 101 Advisory Council also offered valuable input.

Once all feedback and commentary was considered and incorporated, the final draft of the Comprehensive Institutional Plan was presented to St. Mary's Academic Council on May 19, 2015, before being considered by the Board of Governors at its June 8, 2015 meeting.

Internal policy and planning documents that informed St. Mary's Comprehensive Institutional plan include the *St. Mary's University Strategic Plan* which lays out the values that inform all planning:

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

- Ethics and integrity
- Social justice and social responsibility
- Stewardship of the physical environment
- Accountability to stakeholders

- Academic freedom
- The Catholic intellectual tradition:
 - Focus on the whole person: mind, body and spirit
 - Diversity and inclusivity
 - Intellectual rigor
 - Freedom of thought and expression
 - Holistic approach to knowledge through interdisciplinary learning
 - Appreciation for diverse cultures, languages, and traditions

The Campus Expansion and Development Plan which includes the following principles:

- Preserve and promote the historical, natural, spiritual, and academic character and identity of St Mary's University.
- Cultivate community through hospitable spaces (physical, cultural, sacred) that promote use and pride of ownership of the campus by members of the university and the broader community.
- Ensure that the campus development maintains spiritual, historical and environmental integrity and sustainability.
- Recognize the importance of wellness and the development the whole person by providing spaces for physical, spiritual, and cultural activities.
- Create a sense of community where students feel engaged through physical spaces that enhance their corporeal, intellectual, spiritual, emotional, and social well-being.
- Create indoor and outdoor gathering spaces that are conducive to cross-cultural experiences, while respecting the natural environment.
- Respect and enhance pedestrian circulation by regulating and simplifying car traffic flow and parking.
- Recognize the importance of clear and attractive signage for improved way-finding, safety, and accessibility.

5. Environmental Scan

Demographic Trends

St. Mary's University is situated in an area of dynamic population growth in the centre of the Calgary service region. The *2014 Campus Alberta Planning Resource* states that the population of Calgary will increase by 25% by 2023 to a total of 1,864,840. Although the growth may be slowed somewhat by the recent economic downturn, it will still be significant and other institutions in the Calgary service region have indicated that they anticipate an increase in turn-aways for the fourth consecutive year (MRU Report to SSSO Roundtable).

Of the seven Campus Alberta institutions located in the Calgary region, St. Mary's University remains the only one located in south Calgary, conveniently located on the LRT line for city commuters and near Highway 22X, Stoney Trail and the QEII Highway, providing ready access for rural populations located to the south and southeast/southwest of Calgary. The area of Calgary south of Fish Creek Provincial Park, adjacent to St. Mary's, will continue to see dynamic population and commercial growth in the coming decades. A major city hospital, opened in late 2012, and new schools will contribute to the continued expansion of this area of the city.

The surrounding communities will also continue to grow. In the fall of 2012, the Town of Okotoks removed its population cap and has initiated an annexation process to acquire more residential land, hoping to annex 2,136 hectares (5,280 acres) from the surrounding Municipal District of Foothills. There are projections that Okotoks's population will eventually grow to 60,000 to 80,000 from 27,331 in 2014. Okotoks has experienced rapid growth since 2008 when its population was only 17,145. St. Mary's is a convenient and short 25 km drive from Okotoks, while other Calgary post-secondary institutions are much farther away.

In addition to population growth, the Calgary region has the second highest rate of high school completion in the province, with a five-year graduation rate of 84.3% (*2014 Campus Alberta Planning Resource*). The post-secondary participation rate, however, remains low at only 18% in 2013, compared with a national average of 24%. We feel that our close partnerships with high schools will help increase participation, especially if post-secondary participation becomes a priority for the K-12 sector.

Since St. Mary's currently draws over 90% of its students from high schools in Calgary and the surrounding region, there are some local demographic trends that must be considered. While students have a number of baccalaureate degree-granting institutions and degree programs in the Calgary region from among which to choose, some of the public institutions in the region have taken steps in recent years to limit access for new students in undergraduate programs where St. Mary's has capacity to grow. If recent cuts to grants

made by the former government are not repealed, the public universities may look to increasing enrolments to make up for revenue shortfalls.

St. Mary's is increasingly an option for high-achieving students, and the introduction of the President's Circle Scholarship has helped us recruit the top students from local schools. Last year 44% of our incoming students had high school averages of 80% or higher on the courses required for admission.

While post-secondary institutions from outside the service region, including from within Alberta and from as far away as the Maritimes and the United States, have increased efforts to attract Calgary students to their institutions in the past few years, St. Mary's continues to increase its profile in the community, ensuring that people are aware of our high-quality, affordable academic programs available right here in Calgary. St. Mary's will continue to increase recruitment efforts within the city, while expanding our reach to regions and under-represented groups which have not been traditional sources of students.

Students who have chosen to attend St. Mary's have consistently demonstrated high levels of satisfaction with their learning experience, and word-of-mouth is one of the reasons why our enrolment increased by virtually 20% in each of the past two years. This year our applications are higher than for the same period last year, though not by as significant a margin. This may be due to uncertainty in the marketplace, the rapidly changing economic climate and the delay by some universities in communicating admissions to applicants. St. Mary's is affected by delays, deferrals or denials elsewhere since a significant number of applicants (65%) apply to other institutions.

Additionally, St. Mary's continues to partner with high schools to explore joint recruitment opportunities that will help us attract international students in a cost-effective manner. We are also exploring dual-credit options with Calgary's two largest school districts, the Calgary Board of Education and the Calgary Catholic School District, to help facilitate a successful transition to university for high school students.

A major constraint on the recruitment of students from outside the Calgary region, including international students, has been the lack of a student residence on campus. The new site plan has identified the need for student accommodations as a priority for Phase 1B of construction.

Participation and Transition Rates

Province-wide, enrolment in post-secondary education has steadily increased over the past ten years, with an average annual increase of 2.7%. Although the Campus Alberta Planning Resource document projects that there will be smaller increases in the next few years, it predicts that post-secondary enrolments will remain somewhat stable.

Patterns of enrolment can be significantly influenced by changing economic circumstances which are not always predictable. As we have seen in the past, post-secondary enrolments have tended to grow during periods of economic downturn and uncertainty. The recent economic downturn may generate more demand for access to programs, although this will be felt mostly in trades and technical programs. The extent to which this uncertainty impacts employment and population growth is yet to be determined, but there could be a direct impact on post-secondary enrolment patterns in the coming year or two.

To achieve stable and increased enrolments, St. Mary's will continue to prioritize both recruitment efforts and the development of programs designed to facilitate the transition between high school and post-secondary education.

First Nations, Métis and Inuit (FNMI) Partnerships

The location of St. Mary's University provides easy access for students from two major First Nations communities: Siksika and Tsuu T'ina. According to the *2014 Campus Alberta Planning Resource*, the population of Aboriginal people will increase at a far greater rate than for non-Aboriginal people and the Aboriginal population is considerably younger with a median age of 28 years, compared with a median age of 41 for non-Aboriginals. St. Mary's has consulted broadly to build a positive learning environment for Aboriginal students and has been working closely with First Nations communities and urban Aboriginal groups to encourage enrolments. Both the Alberta government and Universities Canada (UNIVCAN) (formerly the Association of University and Colleges of Canada [AUCC]) have identified increased access to post-secondary education for Aboriginal peoples as a high priority.

The small, supportive community-based learning environment at St. Mary's provides an excellent resource for FNMI students wishing to make the transition to post-secondary studies. St. Mary's is devoting increased attention to the development of services and supports that will foster greater participation and success of FNMI learners. St. Mary's has strengthened consultation with FNMI partners, particularly our partners in the Siksika and Tsuu T'ina communities. We are working together to identify the kind of programming and support that is needed to address the needs of potential FNMI students. St. Mary's has implemented a comprehensive FNMI Strategic Plan. In December 2013, the Calgary Foundation approved a grant of \$50,000 to support our FNMI initiatives in 2014-15. The grant was used to hire a FNMI Liaison Specialist, develop an "Elders on Campus" program, and implement a "FNMI Scholars on Campus" program. The development and implementation of the FNMI Strategic Plan is guided by a recently formed FNMI Advisory Council made up of leaders from surrounding FNMI communities.

Changing Demands and Expectations

Expectations regarding post-secondary education are rapidly changing. Both governments and parents have increasingly insisted that access to post-secondary education be made available. A post-secondary credential has progressively replaced the traditional high school diploma as the key to entry into the labour market. There is a growing expectation that post-secondary education teaches not just critical thinking skills and increased knowledge, but also the type of practical skills and experience needed to secure employment. As a result, there is a growing demand for experiential learning opportunities, such as service learning, practica, co-op programs, and internships, as well as international study abroad opportunities and exchanges.

Facilities & Resources

At present, St. Mary's has sufficient classroom space to meet the needs of current programs and enrolment for the 2015-16 academic year, but with increasing enrolment projected for the next few years, additional classroom and office space will be needed.

St. Mary's is experiencing other constraints on future growth. Our library is at near capacity and has limited study space in relation to the growth in student enrolments, and St. Mary's does not have a gymnasium in which to host Alberta Colleges Athletics Conference (ACAC) home games.

In 2013, as a result of these growing constraints on future development, St. Mary's undertook a significant site planning exercise, with the assistance of the Urban Lab at the University of Calgary. This process established principles for development as described in section 4 above, and resulted in a site plan which provides for the development of a buildings to house classrooms, faculty offices, and a theatre; athletic facilities that meet ACAC competition standards; expanded food services; and a student residence.

At the end of 2014, a project management group, Pivotal Projects, was engaged to manage the day-to-day interaction with technical teams, including architect and cost estimators as design work proceeded. Oversight has been provided by CADET (**C**Ampus **D**esign **E**xecution **T**askforce), a team that has representatives from senior administration and the Board of Governors, as well as facilities, administrative, Student Services, and Athletics staff members. A competition for architects was held with proposals coming in from across Canada. GEC Architecture of Calgary was awarded the contract. GEC used the work done by St. Mary's to date to produce building plans that aligned with the design principles established in the initial site planning exercise. The Board of Governors has begun planning for a major capital campaign to fund the construction of these facilities.

Since Independent Academic Institutions do not receive capital funding from the government for facility development, St. Mary's is highly dependent on its ability to raise funds from donors for the full amount. St. Mary's has been fortunate to have had strong

donor support since its founding. However, economic uncertainties during the past several years have had an impact on donor-giving for the entire non-profit sector. As a result, there has been increased competition among non-profit agencies, including educational institutions, to attract and maintain donor support at the necessary levels. St. Mary's will therefore need to invest a greater amount of attention and resources on identifying and securing alternative sources for funding its facility development. To this end a Vice-President Advancement has been hired.

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6. Goals, Priority Initiatives, Expected Outcomes and Performance Measures

Access and Quality

Goal 1: Recruit and Retain Well-Qualified Students with the Aim of Increasing Enrolment to a Stable Minimum of 725 FLE Students by 2017-18.

Objectives

St. Mary's University will achieve a level of enrolment growth that allows us to build our current programs to a sustainable level, undertake strategically selected development of new programs in response to student and market demand, and ensure increased access to post-secondary programs for students in the Calgary service region.

The immediate goal is to increase enrolment to a stable minimum of at least 725 FLE students by 2017-18. In 2014-15, St. Mary's achieved an enrolment of 588 FLEs, which exceeds the minimum threshold necessary to qualify for membership in UNIVCAN. St. Mary's looks forward to joining UNIVCAN once we have maintained this threshold number for three years, as per UNIVCAN requirements.

Priority Initiatives

- a. Establish Strategic Enrolment Management goals with annual goals for recruitment and retention. The recruitment goals for 2016-17 will be developed by August 31, 2015, in time for the start of the next recruitment season.
- b. Conduct ongoing evaluation and improvement of institutional recruitment strategies and activities, including student surveys to gather feedback from students on their experience, and to identify areas of high student demand for future degree program development.
- c. Focus student marketing and recruitment in our defined geographic market within the City of Calgary and its periphery, including the thriving communities of Okotoks, High River, Strathmore, Chestermere, Turner Valley and Black Diamond, Nanton and Claresholm. Our Fall 2016 recruitment plan will reflect this focus and will result in less travel.
- d. Build strong collaborative relationships with ten strategically selected secondary schools within our region, including establishing stronger connections with local high school principals, counsellors, teachers and parent groups. There will be a minimum of three visits per year to the targeted schools. We will build extensive school profiles to help us better understand the local market and needs.
- e. Continue to implement the FNMI Strategic Plan and programs to attract and support FNMI students, with a goal of doubling our FNMI student population by 2018.
- f. Support a unique and defined marketing campaign to highlight our programs and build awareness of the unique benefits of attending St. Mary's University, with emphasis on the whole person, affordability and quality. Over the next year, we will develop a new marketing video which can be segmented for different media and

- social media recruitment purposes. We will also develop a new Viewbook that will focus on our strengths, and incorporate student and prospective student feedback.
- g. Increase the number of science education programs such as Discovering Science, targeted at Junior and High School students, to develop a greater interest in post-secondary education at an earlier age. We will offer a Discovery Science Summer day camp in 2016 with a goal of 25 participants.
 - h. Offer one dual-credit course in 2015-16 and two dual credit courses in 2016-17 in partnership with the Calgary Board of Education (CBE).
 - i. Review and streamline admissions, registration, and financial aid procedures, and enhance the range and availability of online, self-serve options. The objective for 2015-16 is to have conditional admission status communicated to an applicant within 48 hours of receiving the application. This is especially important since 65% of our applicants apply to other universities.
 - j. Development a comprehensive communications plan for applicants with a goal of improving the conversion rate of 'offered admissions' to 'enrolled' from the current rate of 57% for Liberals Arts programs (2014 ASI submission) to 65% by 2018.

Expected Outcomes and Performance Indicators

From these initiatives, we expect to see an overall increase in the number of student inquiries, admissions and course registrations, resulting in an increase in new students of 10% in 2015-16 and a further 10% in 2016-17; enrolments of 25 students in a dual-credit course in partnership with the Calgary Board of Education; and 30 FNMI students who have self-declared FNMI status.

Goal 2: Improve Student Retention and Success through the Enrichment of the Student Learning Experience and Provision of Enhanced Student Supports

Objectives

St. Mary's University will continue to strengthen and expand programs and initiatives designed to enhance the student learning experience and provide a supportive environment that encourages student success.

Priority Initiatives

- a. Streamline course registration, program planning and timetable planning to eliminate barriers that unnecessarily impede or complicate program completion times. By September 2016, we will have Program Planning Guides that can be used for program and course planning and will assist in timetable and course rotation planning.
- b. Offer an Academic Writing Institute (pilot course August 2015) for incoming students to help ensure successful high school to university transitions with a goal of 25 participants.
- c. Expand on-campus access to transition and bridging programs (High School courses, Diploma Preparation courses, English for Academic Purposes (EAP), transition

- seminars, and concurrent transition courses) in partnership with local program providers, such as Chinook Learning Services and St. Anne Academic Centre.
- d. Develop annual retention plans for each degree program.
 - e. Strengthen the student advising program to provide a higher level of service to students at all stages of their academic career, including a greater emphasis on career planning and career transition. For 2015-16, career planning will be a standard part of the advising process to help ensure a match between career goal and education plan. Also, the pilot mentoring project will be launched for all students in their graduating year. In this program, a student is matched with a professional in the community.
 - f. Expand the number and topics for student academic success seminars to ensure students acquire the skills necessary to be successful in their academic programs.
 - g. Increase the number of opportunities for student participation in experiential learning projects and study abroad options.
 - h. Celebrate the accomplishments of our students through reports to the community, expanded academic award ceremonies, and increased media presence.

Expected Outcomes and Performance Indicators

From these initiatives, we expect to see increased student participation in on-campus activities; a 10% increase in year-over-year retention; and increased levels of student satisfaction with their learning experience.

Goal 3: Increase Access and Support for Under-Represented Student Populations

Objectives

St. Mary's University will continue to strengthen and expand programs and initiatives designed to increase access and support for under-represented student populations such as FNMI students, students requiring accommodations, and non-traditional learners who experience barriers to learning, with a focus on low-income and vulnerable people. Some program offerings will be available to support all students on campus, while others will be tailored to the needs of specific student groups.

Priority Initiatives

- a. Expand the FNMI Advisory Council to include Inuit and Stoney representatives.
- b. Expand our "Elder on Campus" program to four Elders, with a new Elder from each of Tsuu T'ina and Morley.
- c. Expand the Peer Mentor program to include a mentor in each academic discipline.
- d. Offer an Indigenous Knowledge Camp in Summer 2015 involving faculty, staff and students. The goal is to evaluate the camp for potential as a 3-credit course in 2016.
- e. Create an inclusive and supportive learning environment for students with disabilities through (i) increased faculty and staff awareness of policies and services related to students with disabilities; (ii) enhancing the availability of adaptive technologies; and (iii) providing support for accessing individual disability support grants.

- f. Develop and offer a non-academic seminar series of at least four seminars per year focussed on health and wellness. These seminars will be free for students and will include topics on achieving wellness in six key areas: mental, social, intellectual, spiritual, financial and physical health.
- g. Implement a comprehensive mental health strategy in partnership with the Canadian Mental Health Association, Calgary Office, utilizing tools available through the Canadian Association of College and University Student Services (CACUSS).
- h. Expand our on-campus counselling services by having a licensed counsellor on campus for one full day a week.
- i. Continue offering the Humanities 101 Program designed to give a university-level experience to disadvantaged and marginalized populations for two sessions per year.

Expected Outcomes and Performance Indicators

From these initiatives, we expect to see an increase in the number of FNMI students who persist to degree completion, with a goal of six graduates in 2016. Increased faculty awareness of the learning support needs of students with disabilities will ensure students with disabilities are able to access the support services necessary to ensure their academic success. We also anticipate that the number of Humanities 101 completers who transition to university study will increase to 10%.

Goal 4: Enhance Student Engagement in Campus Community Life

Objectives

St. Mary's University is committed to the development of programs and facilities that promote the development of a sense of community and student engagement in all aspects of student life.

Priority Initiatives

- a. Support the continuing development of the drama and choral programs through the funding of academic programs and regular public performances.
- b. Expand our personal fitness training services by utilizing practicum students from programs at other universities.
- c. Adopt the *Exercise is Medicine on Campus* program to expand student-led activities.
- d. Develop a comprehensive recreation plan for students that will expand the type and frequency of offerings with a goal of engaging an additional 20% of students in recreation and wellness activities.
- e. Support the expansion of student clubs through involvement with the administration of the Student Legislative Council. The goal for 2015-16 is two new student clubs.
- f. Engage students in the development and implementation of the university expansion plans and Comprehensive Institutional Plans.
- g. Offer a one-day orientation session for the incoming Student Council, with training in Leadership skills and planning.

- h. Promote Campus Ministry activities through annual social justice themes and expanded options for student and staff participation in community service activities.

Expected Outcomes and Performance Indicators

From these initiatives, we expect to see increased student participation in campus activities in the areas of community service, athletics, and the fine arts; higher student satisfaction rates with their St. Mary's experience; and higher student retention rates. We expect to have two new student clubs on campus and a more engaged Student Council.

Goal 5: Promote Program Renewal and Development

Objectives

St. Mary's had previously proposed to develop a broad slate of new programs to be implemented in the Fall of 2016 if approved by the Ministry and CAQC. However, new program development has been put on hold because of uncertainty about provincial funding. We will proceed with the following select priority program initiatives and may proceed with other initiatives described in our 2014-2017 Comprehensive Institutional Plan depending on what directions and priorities are set by the new provincial government. St. Mary's University will continue to review existing degree programs in order to ensure that our programs are of high academic quality and meet student demand and needs.

Priority Initiatives

- a. Develop a 120-credit BA in Social Justice and Catholic Studies degree with a planned implementation date of September 2016.
- b. Develop a MEd in Catholic Education Leadership that ladders on the current Graduate Certificate Education Leadership with a planned implementation date of September 2016.

Expected Outcomes and Performance Indicators

We expect these initiatives to meet current demand from students to build on areas of interest that do not currently lead to a degree outcome. The former builds on the university's two key strengths: Catholic Studies and Social Justice. The initiative will help make these areas, for which we have made major hires, more robust and dynamic.

The MEd is long overdue. St. Mary's is currently the go-to institution for teachers in the Calgary Catholic School District wishing to upgrade their skills in order to position themselves for promotion to Principal or Superintendent. At a recent leadership training day on campus for CSSD participants, 148 of the 150 participants had previously studied at St. Mary's in some capacity. The initiative, therefore, will strengthen our role in supporting this sector and lead to an increase in student numbers; in the level of student satisfaction in program options available to them; and in an enhanced level of satisfaction in the student learning experience.

Goal 6: Encourage Excellence in Teaching and Learning

Objectives

A central commitment of St. Mary's University is the promotion of excellence in teaching by all faculty members and the creation of a positive and supportive learning environment for all students. As a primarily teaching-focused institution, St. Mary's is committed to ensure that faculty are well resourced to develop and showcase best-practice examples of their work within their discipline. As part of the university's redevelopment of our support initiatives, St. Mary's created a Teaching and Learning Committee in 2012-2013 to identify opportunities for growth and development; and recognize and celebrate examples of teaching excellence. To encourage excellence and innovative teaching practices, a Teaching Innovation Grant was instituted in 2014 and awarded to the first recipient. In 2014-15, St. Mary's hired four new faculty in Biology, History, Catholic Studies, and Political Science to ensure that students are primarily taught by tenured and tenure-track instructors.

Priority Initiatives

- a. Employ the recently formed Teaching and Learning Committee to continue to identify strategies for encouraging and promoting excellence in teaching and scholarship at St. Mary's University.
- b. Provide professional development opportunities for faculty to enhance their teaching and scholarship.
- c. Encourage an informal mentoring system for the development and improvement of teaching.
- d. Recognize faculty members for their excellence in teaching through the establishment of an award for teaching excellence and continued awarding of a grant to encourage to innovation in teaching.
- e. Find new ways to highlight and celebrate the contributions of faculty members in teaching and scholarship.
- f. Encourage the integration of research into courses and enhance the research training of students.

Expected Outcomes and Performance Indicators

From these initiatives, we expect to see increased faculty participation in activities related to teaching excellence; increased retention of highly qualified faculty members; and increased student satisfaction with classroom learning experience.

Enrolment Plan

St. Mary's has been one of the few institutions to achieve steady growth in enrolments over the last three years. Table 1 below shows the increase of almost 35% in FLEs between 2012-13 and 2014-15 (up over 150 FLEs in this time). Given that the first double cohort in the BEd program will be moving into second year, with a second double cohort entering first year and that course registrations for 2015-2016 have been tracking at an even higher rate than

the previous year, we are projecting a steady increase in enrolment for each of the next three years.

Since St. Mary's University does not currently have on-campus residence facilities, the recruitment of international students has been a lower priority. However, the university is currently undertaking a site planning process which will include the building of a residence facility as well as expanded student services on campus. Thus, by the 2016-2017 we anticipate that we will begin to see a more significant growth in international student enrolments, with the eventual aim to have about 10% of the student body composed of international students.

**Table 1: Student Enrolment Counts
Actual FLEs to 2014-2015 with Projections to 2017-2018**

YEAR	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Total FLEs	437	501	588	675	700	725
International FLEs	16	12	15	20	30	35

Research, Applied Research and Scholarly Activities

St. Mary's Commitment to Research and Scholarship

Background

As a small, undergraduate, liberal arts and sciences university, St. Mary's University seeks to create and sustain a strong culture of academic inquiry and innovation by celebrating the vital relationship between teaching and research, supporting the creation of high quality research by its faculty, adhering to the highest ethical standards, upholding academic freedom, facilitating collaborative and interdisciplinary research initiatives, and serving the welfare of humanity.

Despite the current uncertain provincial fiscal environment, St. Mary is committed to fulfilling the objectives of the *Alberta Research and Innovation Plan* by continuing to build research capacity among its faculty that focuses on targeted areas that fall within our institutional vision and mission and that contribute to developing dynamic learning and innovation that serves the welfare of society and furthers the understanding of our world. In keeping with the *Campus Alberta Strategic Plan* St. Mary's University is committed:

- to a learner-enabling system that empowers the learner
- to delivering value for investment and,
- to advancing knowledge that serves societal and economic objectives.

Research Goals and Strategies

The St. Mary's University Institutional Research Plan, approved in November 2011, identified four strategic goals to ensure that research is aligned with the broader mandate and mission of the University. These goals are:

1. To create an academic environment that supports and promotes research, as well as scholarly and creative activity;
2. 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;
3. To support the integration of research and education and enhance the research training of students;
4. To promote the exploration and dissemination of knowledge for the benefit of society.

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

To fulfill this goal, St. Mary's created a **Director of Research and Grants position**. Dr. Norman Knowles assumed this position on January 1, 2014 and in that time coordinated a wide range of initiatives to enhance the research culture. This included:

- producing the first annual report on the state of research at St. Mary's for distribution among faculty, donors, supporters of the University, potential sponsors of research and the wider community;
- organizing a workshop for faculty on preparing and submitting manuscripts for academic presses and journals;
- organizing a workshop for faculty on SSHRC grant submissions;
- maintaining and updating a research information and resource file on the Faculty S-Drive; consulting with the Development Office on the launch of a new St. Mary's website and the inclusion of faculty profiles and research page; and much else which will be itemized in the university's Annual Report.

One major initiative involved the creation of a **Faculty Research Grant** specifically designed as seed funding for research, to encourage grant applications and to champion publication efforts. Going forward the university will:

- identify and grow funding opportunities for research projects;
- prepare and distribute a regular faculty research newsletter;
- establish a dedicated Research page on the web;
- enhance training opportunities for faculty in grant writing, publication opportunities and collaborative projects.

Developing Centres of Excellence

A major project for the next few years will be the development of two **Centres of Excellence** that draw on the university's areas of strength. These will be:

The Centre for Leadership in Catholic Education

and

The Centre for Social Justice in the Liberal Arts & Sciences.

Both centres will allow St. Mary's to focus on areas of strength.

The Centre for Leadership in Catholic Education will be housed in our Education Program and help to develop and expand our work supporting educational innovation, especially in relation to the provision of training for teachers and administrators in Catholic Education. The Centre will focus on scholarship in this area, but will also help us to consolidate the graduate teaching that we are already providing through, for example, our Graduate Certificate in Educational Leadership (GCEL). The Centre will help us to develop grant and fundraising opportunities, build on our existing expertise and meet the demand for training that we are already experiencing in the sector.

The Centre for Social Justice in the Liberal Arts and Sciences will be housed in the Faculty of Liberal Arts and Sciences and will provide a robust organizing structure for the work that our faculty produce in what is an area of focus and expertise for the institution. The Centre will help us to coordinate the significant work currently being produced in the area of Social Justice, including research connected to key signature programs such as the Humanities 101 initiative, which delivers free education to Calgary's most economically disadvantaged community members; and First Nations, Métis and Inuit programs.

Expected Outcomes and Performance Indicators

The success of these initiatives will be measured through:

- an increase in published research
- an increase in funding for research projects and initiatives
- an increase in research-related conferences and symposia

Research Goal 2: 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.

To further these goals, St. Mary's looks forward to several events that promise to provide forums to present research, to network with colleagues, and to strengthen external partnerships.

- St. Mary's successfully applied to host the Pacific North West Conference of the American Academy of Religion in May of 2017. This conference will bring together

- scholars in Biblical Studies, Theology, Religious Studies, Cultural Studies and History to St. Mary's from across the Pacific North West and provide an opportunity for our faculty to present their research and network with scholars in their fields.
- St. Mary's has joined with Ambrose University, Mount Royal University and the University of Calgary in organizing a series of lectures and symposia exploring the legacy of the Reformation on the occasion of its 500th anniversary in 2017.
 - Several faculty members have secured relationships with overseas institutions during upcoming sabbaticals. During the winter of 2016, Dr. Tara Hyland Russell will be pursuing her research interests in adult education among disadvantaged communities in collaboration with a colleague at the University of Canterbury in England. During his sabbatical in 2016, Dr. Norman Knowles will serve as a Visiting Fellow at Newman University in Manchester, England while carrying out research on indigenous missionaries employed by the Church Missionary Society in Rupert's Land between 1830 and 1900.

Next Steps:

- continue to organize and host conferences, workshops, meetings and symposia at St. Mary's that bring together scholars from across the city, province, nation and world;
- establish teaching and research exchanges with other institutions to further faculty research, growth, networking and partnerships.

Expected Outcomes and Performance Indicators

The success of these initiatives will be measured through:

- an increase in collaborative projects centred on university initiatives
- productive study leaves that further incentivize research and teaching.

Research Goal 3: To support the integration of research and education and enhance the research training of students.

St. Mary's has prioritized the support of this initiative. Having already dedicated a major faculty retreat to the development of these initiatives, St. Mary's University will intensify these strategies and is developing a major Faculty Retreat session for November 2015 to develop the University Research Centre Plan.

Next Steps:

- continue to use the annual faculty retreat as an opportunity for professional development that allows faculty to reflect on their role as instructors and the integration of teaching and research;
- continue to encourage faculty to include the use of student research assistants in applications for both internal and external funding;
- seek out new sources of external funding to support student research assistants;
- establish a Service Learning component within all four-year degree programs that provides majors with practical, hands-on experience in their disciplines.

Expected Outcomes and Performance Indicators

The success of these initiatives will be measured through:

- an increase in the number of students employed as research assistants
- an increase in funding for student research projects
- an increase in the number of students participating in service learning opportunities

Research Goal 4: To promote the exploration and dissemination of knowledge for the benefit of society.

St. Mary's University has already invested in redesigning its Website and publications, work that will continue and be further refined in 2015–16. In the next stages of this development the university will:

- Assist faculty in developing research web sites, blogs and similar research communications for general audiences.
- Post the Annual Research Report on the St. Mary's web site.

Expected Outcomes and Performance Indicators

The success of these initiatives will be measured through:

- an increase in the number of faculty disseminating their research findings
- an increase in awareness of research being undertaken at St. Mary's

Community Goals

Objectives

St. Mary's University is committed to increasing our involvement in collaborative projects and networks with other Campus Alberta institutions as well as local and regional, and partners.

Priority Initiatives

- a. Build on current social justice initiatives, in collaboration with the campus ministry office, to create service opportunities for our students through such agencies as Families and Schools Together Canada, the Bannister Patch family outreach program of the Hull Child and Family Services, the Youth at Risk Program (with the Calgary Police Services) and Our Lady Queen of Peace Ranch, a charitable facility and program located in Bragg Creek, Alberta dedicated to helping less fortunate young people and families.
- b. The Service Learning Coordinator will develop forms, policies, and assessment framework to support the above community social justice initiatives and to assist faculty in integrating the service learning opportunities within their academic programs in order for students to gain academic recognition for these activities.

- c. Guide efforts to develop collaborative initiatives with FNMI communities using St. Mary's recently developed, comprehensive FNMI Strategic Plan.
- d. Expand the 'Elders in Residence' Program and FNMI 'Scholars on Campus' Program. FNMI Liaison Specialist will continue to develop collaborative relations with First Nations communities.
- e. Continue offering two sessions of Humanities 101 per year, a program designed to give a university level experience to disadvantaged and marginalized populations.
- f. Seek to identify future areas of possible partnerships in program and course offerings, as well as academic conferences, with other Independent Academic Institutions.
- g. Continue building relationships with the University of Lethbridge's Management Program in Calgary and the University of Calgary's Haskayne School of Business regarding the transfer of our Business Management students into their programs.
- h. Strengthen existing partnerships with community organizations such as Friends of Fish Creek Provincial Park and the Canadian Parks and Wildlife Society (CPAWS) in the development of course offerings in environmental management.

Expected Outcomes and Performance Indicators

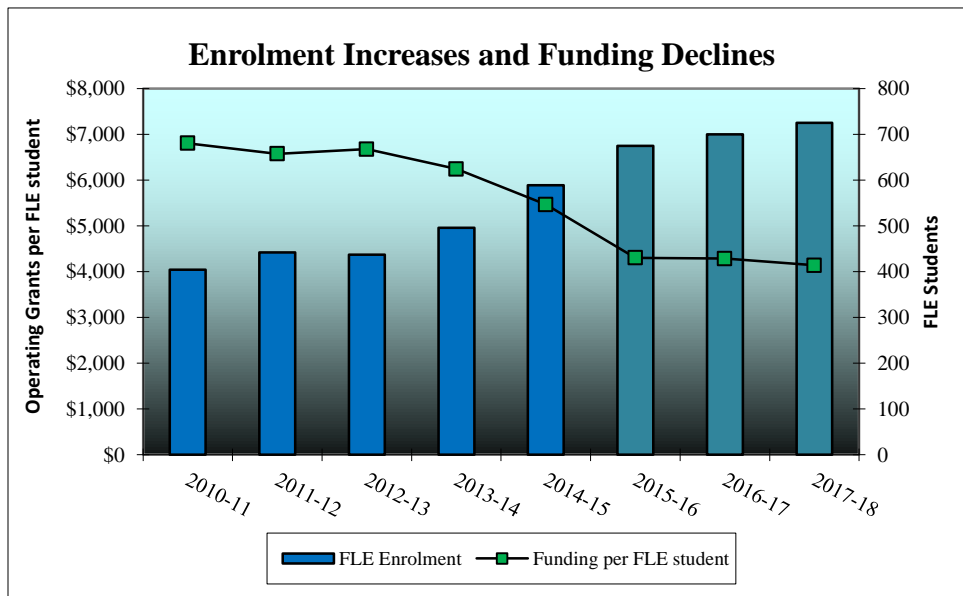
From these initiatives, we expect to see: an increased number of collaborative agreements signed with other institutions; an increased number of faculty and students participating in exchanges between post-secondary institutions; and an increased number of students participating in social justice and community service opportunities.

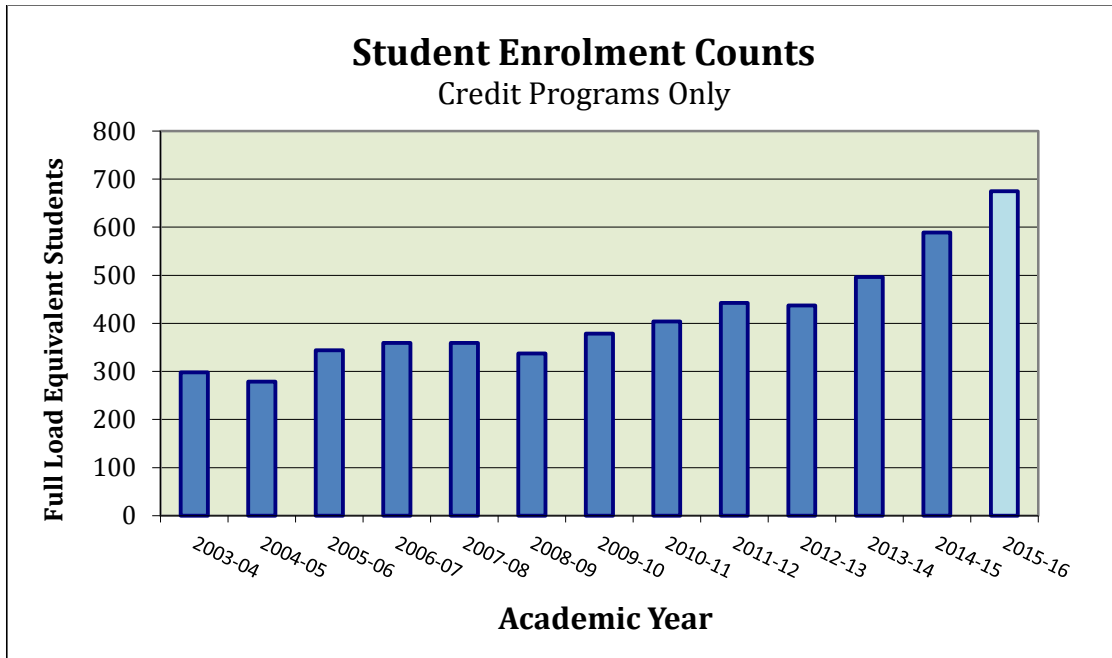
7. Plan for Financial Sustainability

The St. Mary's University Operating Budget for the 2015-2016 fiscal year has grown to \$12,132,000, an increase of 11.1% from the previous year. Despite a devastating cut to government operating grants, we have achieved a break-even budget that allows us to maintain the high quality of academic programs.

The most critical risk to financial sustainability is the very serious government funding inequity that exists across Campus Alberta in which base operating grants bear no relation to enrolment levels at universities and colleges. Given the very serious inequities that now exist in base funding allocations, we look to the Government of Alberta to ensure that students who choose St. Mary's for their studies receive their fair share of operating support.

Over the past ten years, St. Mary's has grown at a record pace as it provided access to university degrees for a growing number of Alberta students. However, despite meeting the Government of Alberta goals of increasing access, there have been no increases to base operating grants to fund the cost of the additional students. In fact, St. Mary's – the fastest growing institution in Alberta – is now the lowest funded of all 26 Campus Alberta institutions on a per-student basis.





Expansion funding awarded for doubling enrolments then eliminated

The Ministry had recognized the extraordinary growth in the BEd program through Targeted Enrolment Expansion funding of \$250,000 in 2014-2015. However, rather than growing to \$493,000 as committed in a funding letter, all TEE funding for St. Mary's was completely eliminated in the initial 2015 funding letter, despite the fact that enrolment targets had already been achieved and the program was clearly meeting employment demand as evidenced by extraordinary hiring rates for graduates. Thanks to fiscal prudence and private donations, St. Mary's has been able to maintain the high quality of academic programs. However, this disparity in funding cannot continue. We encourage the Ministry to link performance targets to funding allocations for a more equitable distribution of funding. This would further incentivize institutions to meet demand from students rather than penalizing universities that meet Provincial goal of expanding post-secondary access for students. We need predictable and equitable funding allocations that recognize institutions that open their doors to meet demand for university programs. The award of funding one year, to be doubled the next, only to be eliminated instead, puts serious financial pressure on St. Mary's at a time when we have overwhelming demand from students.

Revenue

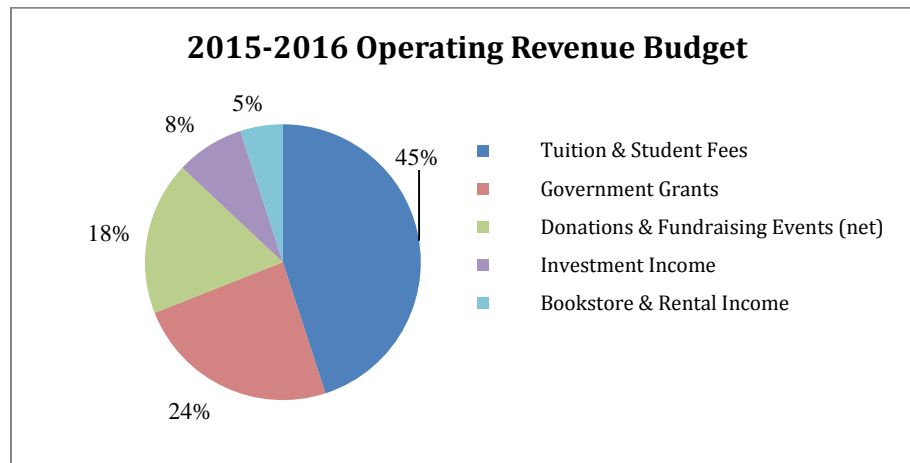
The 2015-2016 revenue budget for tuition and student fee revenue has grown by more than 26% as a result of enrolment growth and a modest increase to tuition rates. For 2015-2016, tuition revenue is based on 7% enrolment growth in BA and BSc programs and 30% growth in BEd program with the full doubling of the cohort. The follows on the heels of an 18% enrolment increase in the 2014-2015 academic year.

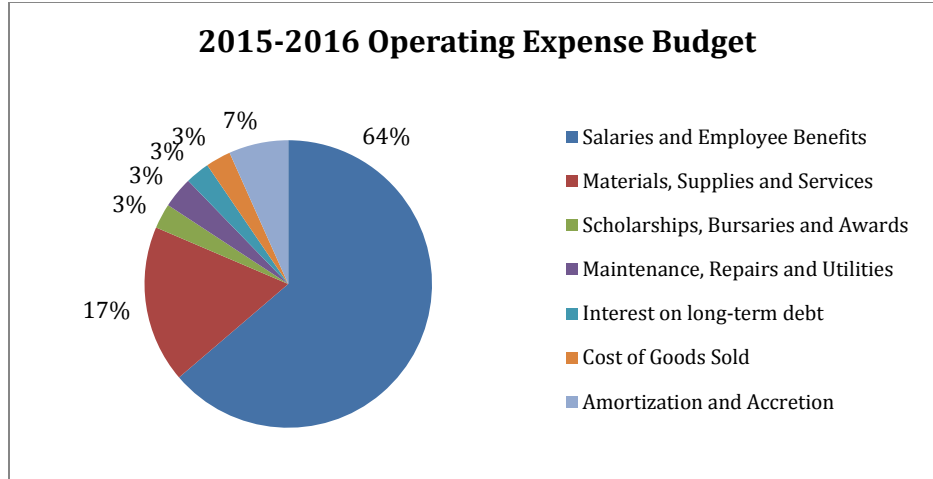
As previously noted, all Targeted Enrolment Expansion (TEE) funding for St. Mary's was eliminated in the 2015-2016 original budget letter. Rather than receiving the previously reported increase to \$3,471,000 (an increase of \$243,000 or 7.5% in TEE funding) to recognize growth in the BEd program, the St. Mary's grant for 2015-2016 was reduced to \$2,905,792, a decline of 16%. This is an unprecedented cut to a single institution and with the announcement in late March 2015, it has caused enormous financial pressure at a time when we are working toward the Government of Alberta's goal of financial sustainability. The cut is all the more ironic as St. Mary's is the fastest growing of all 26 Campus Alberta universities and colleges.

Revenue from donations and fundraising events is projected to remain steady although the current economic conditions have made fundraising more challenging. Historical trends indicate that the annual target of \$2 million is an ambitious, yet achievable, target.

Investment income is derived from unrestricted reserves, restricted contributions and endowed funds. Budget estimates are based on projected returns of 5.0% at current funding levels. Over the past five years, the endowment fund has grown to \$10.3 million. This trend suggests that the revenue projections in this area are conservative and provide some risk mitigation for swings in market returns in the long term.

Ancillary revenue consists of bookstore sales and some fitness centre revenues. Budget projections are based on historical trends and projected enrolment growth. The Bookstore operates on a cost-recovery basis. Parking is currently provided at no charge and an external provider runs the cafeteria on a contract basis. In the longer term, St. Mary's has plans for a student residence. As the campus grows in enrolments and facilities, it is expected that ancillary services will be a source of net revenue.





Budget projections for operating expenses are based on continuing investments in new faculty and staff positions to support expansion of academic programs. St. Mary's now offers BA degrees with Majors in English, psychology, history and liberal studies, along with BA concentrations in English, psychology, history and general studies. The first Bachelor of Science degree in biology has strong demand along with the two year BEd program. New Bachelor of Arts degrees are currently in development for Majors in Catholic Studies and Social Justice, and in Philosophy, Political Science and Economics, and a BEd, Secondary program. However given the enormity of our funding cut, all program development has been placed on hold pending direction from the Government on future funding intentions.

Three new tenure track appointments were made in early 2015 to start July 1st, 2015 based on the TEE funding commitment. Following the budget release, all plans to make further appointments were put on hold. The ongoing success of St. Mary's has been the result of the passion and dedication of many highly-qualified faculty and staff. Given the rapid pace of enrolment growth, there is a critical need for additional faculty and staff in several areas however given budget the cut to government grants, we are unable to make further additions at this time.

As an independent academic institution that is ineligible for capital grants, St. Mary's has a history of cautious fiscal planning to ensure long-term sustainability. In keeping with conservative budget practices, St. Mary's has worked hard to build up a solid fiscal foundation from which to launch a major campus expansion initiative. In the absence of capital funding, the presence of unrestricted net assets provides a basis from which to raise private contributions, plan for future operating costs and facilitate debt financing if needed.

Major Capital Expansion

Plans for campus expansion are well underway with two distinct projects. First, an expansion to the historic water tower will provide a learning and performance facility for

110 students. Pending financial support from private contributions, we anticipate the opening in late 2016.

On a larger scale, conceptual planning and costing is in place for a new St. Mary's Central complex that would double the number of classrooms, expand student dining and gathering space, add a gymnasium, and a 100-bed residence facility. Planning is underway for a major comprehensive fundraising campaign over the next two years to provide funding for the project.

Budget Assumptions

The 2015-2016 annual operating budget reflects significant growth in student enrolment and program investment. Revenue projections reflect the historical pattern of enrolment growth, modest tuition fee increases, and modest increases to donations and fundraising, investment income and ancillary services.

St. Mary's maintains a conservative approach to budget where budget projections are based on cautious enrolment estimates. For 2015-2016, tuition revenue is based on 7% enrolment growth in BA and BSc programs and 30% growth in BEd program with the full doubling of the cohort. Current application and registration trends indicate that we are on track to meet these goals.

On the expense side, cost estimates include the addition of several new faculty and staff positions to support continued program expansion including new degree programs and targeted investments in student services, information technology, finance and administration, and communications. Key budget assumptions are as follows:

- Tuition revenue is based annual fee increases of 4% for the 2015-2016 academic year with estimated increases of 3% for 2016-2017 and 2017-2018
- Combined enrolment growth of 18% for 2015-2016 following on an 18% enrolment increase achieved in the 2014-2015 academic year
 - Enrolment projections are based on existing programs and implementation of a new Bachelor of Arts, Major in Catholic Studies and Social Justice in 2016
- Programs currently under development in the following areas have been deferred:
 - Bachelor of Education, Secondary
 - Bachelor of Arts, Major in Philosophy, Political Science, and Economics
 - Bachelor of Management to replace current transfer program
- Government operating grants are based on the initial funding letter although it appears that the related budget may not be passed
- Fundraising revenue projections have been based on historical giving patterns
- Investment income is projected on a 4.6% annual rate of return and conservative estimates of growth in invested funds

St. Mary's University Comprehensive Institutional Plan 2015-2018

- Compensation estimates include annual merit increases with provision for three new tenure-track positions in 2015-2016, two in 2016-2017 and one in 2017-2018
 - Projected cost of living increases are 2% for 2015-2016 and 2.25% to 2018
- Interest on long-term debt reflects servicing costs of existing long-term debt
- Materials, supplies and services are based on anticipated increases of 6% for 2015-2016 rising to 8-10% through to 2018 in anticipation of campus expansion

For budget planning purposes, major capital expansion has been projected to begin in 2017 with the opening of the new facility in 2018

- All capital expenditures are funded from private contributions

Statements of Expected Revenues and Expenses

	Budget 2014-2015	Budget 2015-2016	Projection 2016-2017	Projection 2017-2018
REVENUES				
Tuition & Student Fees	\$ 4,163,300	\$ 5,280,770	\$ 5,876,000	\$ 6,253,000
Government Grants	3,200,000	2,940,776	2,940,000	3,220,000
Donations and Fundraising	1,972,200	2,036,844	2,000,000	1,800,000
Bookstore Revenue	414,500	484,300	504,000	524,000
Investment Income	867,000	904,450	924,000	952,000
Rental & Misc. Income	98,000	159,860	168,000	171,000
Earned Capital Contributions	325,000	325,000	350,000	375,000
TOTAL REVENUES	\$11,040,000	\$12,132,000	\$12,762,000	\$13,295,000
EXPENSES				
Salaries	\$ 6,166,645	\$ 6,809,801	\$ 7,085,000	\$ 7,200,000
Employee benefits	900,724	1,028,678	1,062,000	1,080,000
Materials, supplies and services	2,047,131	2,005,211	2,166,000	2,383,000
Scholarships, bursaries and awards	310,000	346,310	367,000	389,000
Maintenance and repairs	258,500	235,500	260,000	286,000
Utilities	193,800	196,600	208,000	229,000
Long-term debt repayment	-	336,000	336,000	335,000
Cost of goods sold	301,200	348,900	378,000	393,000
Amortization and accretion	862,000	825,000	900,000	1,000,000
TOTAL EXPENSES	\$11,040,000	\$12,132,000	\$12,762,000	\$13,295,000
NET SURPLUS/(DEFICIT)	-	-	-	-

Deficits

St. Mary's has no plans to bring forth a budget deficit.

Tuition and Mandatory Fees

St. Mary's has maintained tradition of affordable tuition fees for students. After implementing a tuition rate freeze in 2014-2015, the Board of Governors approved a modest tuition rate increase of 4% for Bachelor of Arts and Bachelor of Science programs for the 2015-2016 academic year. This increase maintains competitive tuition rates with local public universities for similar programs. In fact, when the full cost to students is considered, the total fees at St. Mary's are very favourable as we have only minimal non-academic mandatory fees and students enjoy access to free on-campus parking.

The two-year Bachelor of Education (BEd) after-degree program has a premium tuition fee to recognize the higher costs inherent in the program. The BEd program has seen extraordinary demand from students since it was launched in 2008 and the incoming cohort was doubled to 80 students in 2014 to meet demand. The BEd program is widely considered to be among the finest Education programs in Alberta and many local school districts have advanced their hiring processes so as to attract a strong number of our BEd graduates to their teaching ranks. St. Mary's provides access to an extensive array of financial awards to assist students in their education. On average, one in six students receives a scholarship or bursary.

St. Mary's has a growing number of international students. The tuition premium for international students stands at 2.0 times the domestic tuition rates for the 2015-2016 academic year. While this premium remains lower than some of the larger universities, it provides a meaningful revenue differential that maintains affordability for international students while recovering the additional costs of programming for international students.

Future tuition increases will be minimized to the extent possible in keeping with the institutional commitment to access and affordability. At the same time, there is a need to provide for annual inflationary increases to University costs. While inflation has generally remained low in recent months, the trend has been increasing with the most recent Consumer Price Index release showing an annual increase for Alberta of 3.9% (March 2013 to March 2014). For purposes of planning, tuition projections have been based on annual tuition increases of 3% with no anticipated increase to mandatory instructional fees for the 2015-2016 and 2016-2017 fiscal years.

Table 3: Tuition and Student Fees

Tuition Fees	2014-2015 (Tuition Freeze)	2015-2016 (Actual)	2016-2017 (Est 3% increase)	2017-2018 (Est 3% increase)
Domestic students:				
Undergraduate – tuition per FLE	\$6,405	\$6,675	\$6,900	\$7,100
Bachelor of Education – tuition per FLE	\$8,880	\$9,240	\$9,500	\$9,785
International students:				
Undergraduate – tuition per FLE	\$12,810	\$13,350	\$13,800	\$14,200
Bachelor of Education – tuition per FLE	\$17,760	\$18,480	\$19,000	\$19,570
Mandatory fees for all students, per FLE:				
Athletics/Campus Recreation*	\$200	\$208	\$214	\$220
Computer Resource Fee*	\$140	\$146	\$150	\$154
Students' Association Fee*	\$90	\$90	\$90	\$90

*For full-time students. Fees are prorated for those taking less than full-time studies; note that the Calgary Transit Universal Transit Pass is not included

8. Internationalization

As a Catholic liberal arts university, St. Mary's University is part of a global network of Catholic post-secondary institutions that stretches to all parts of the world. As St. Mary's evolves into a more fully developed and mature post-secondary institution, it will be well placed to build on these networks in order to enhance its internationalization efforts. Internationalization at St. Mary's is necessarily in its early formation, though important work has been undertaken to prepare the university for a larger role in helping Campus Alberta to attract dynamic international participants.

To enhance internationalization St. Mary's will undertake the following initiatives:

- a. Collaborate with Innovation and Advanced Education to become a Canadian Immigration and Citizenship (CIC)-designated school. This designation will help to expedite the study visa approval process for international students applying to St. Mary's and will facilitate more open communications between CIC and St. Mary's.
- b. Create ten scholarships that waive international tuition fees for athletes participating on St. Mary's ACAC teams. These scholarships would 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 provide them with a waiver that will allow them to pay the same tuition fees as an Alberta resident. This initiative will attract new international students to St. Mary's and greatly increase the talent level on our athletic teams. It should be noted that the students attracted to St. Mary's by this program would not have otherwise attended our institution as they are exceptional athletes and could accept positions at other post-secondary institutions who offer such a program. Once alumni, these students will promote St. Mary's in their country of origin.
- c. Build on its participation in the International Federation of Catholic Universities to develop new collaborative partnerships and networks.
- d. Continue development of exchange opportunities for both faculty and students with institutions with which we have recently signed memorandums of agreement such as St. Mary's University, Twickenham, England, the Ukrainian Catholic University in Lviv, Ukraine, and the Zambian Catholic University.
- e. Develop a 120 credit BA in Social Justice and Catholic Studies to focus on the study Catholicism as a global phenomenon. In support of this program, a growing number of service learning opportunities abroad will be developed.
- f. Continue to develop professional training and practicum opportunities between the Education program and Catholic educational institutions in Taiwan, Ukraine, and Zambia.
- g. Provide increased funding to faculty to enable them to participate in international academic conferences in order to promote the development of international collaborative networks.
- h. Establish a faculty task force in 2015-2016 to develop a comprehensive Internationalization Strategic Plan for a more systematic approach to incorporating

global perspectives in both the regular academic curricula as well as in co-curricular activities.

9. Information Technology

St. Mary's has made a commitment to providing students, faculty and staff with the technology they need to be successful. Technology resources support research and teaching through a wide array of online library and journal resources. The Power Campus student registry system provides students with access to online registration, transcripts, and financial records enabling them to submit or change registrations, make payments and monitor grades from their home computer or mobile device.

On the administrative side, St. Mary's continues to expand functionality in the Raisers' Edge and Financial Edge system platforms. On the fundraising side, St. Mary's recently adopted mobile technology to permit a more convenient donation option for donors. In the Financial Edge system, a new budgeting module will be deployed in the coming year that provides budget managers with greater tools and input to the budget system.

St. Mary's has made many important enhancements in technology with additional investments in the following areas.

Additional Staff Resources

A new Network Administrator position was added in the 2014-2015 budget to add a third staff member to the Technology Services team. This position has oversight for technology infrastructure across campus including network security, data security and integrity and data redundancy.

Educational Resources

Funding has been approved through the Access to the Future grants to renew audio-visual resources across campus including new classroom technology (projectors, computers, document cameras). In addition, funding from the Targeted Enrolment Expansion One-time Grants has been directed to fund investments in Smartboards, and customized Google Chromebooks for the BEd program. Students in the BEd program have benefited from exposure to current learning technologies in their program and many have gone on to become the technology experts in their schools. Funding from One-time Grants is also directed to implement video-conferencing technology in Summer 2015. This will be a great resource for the University in providing a platform for e-Learning opportunities.

In the Library, we continue to expand the selection of online journals and library resources to support learning and research.

Enhanced Wireless Access

Funds have been approved to implement a new Wi-Fi system across campus to enhance coverage, security management, and internet speed. With the huge increase in mobile devices, it is more important than ever that we have robust, reliable and responsive access to wireless internet services for our students, staff and faculty.

Infrastructure Upgrades

The 2015-2016 budget has set aside internal funds to implement improved back-up systems. With the advance of virtualization technology more options are now feasible to adopt 'backup to the cloud' strategies. This will allow for better data protection, improved restoration time and lead to enhanced disaster recovery services.

Bandwidth Upgrades

St. Mary's will be sourcing a new fibre internet connection to the campus. With higher demand from students and elevated use of technology in the classrooms, demand for more bandwidth has increased substantially over the last few years. A bigger and dedicated 'pipe' to the Campus will help facilitate enriched learning for years to come.

Institutional Dashboard

Work is continuing on the development of a full set of key performance indicators that compile data from various systems to generate indicators and measures on a variety of topics including student recruitment and retention, financial ratios, facilities utilization and research outcomes. In 2012, St. Mary's purchased the Argos Enterprise Reporting System, a companion product of our Power Campus Student Registry system, as the platform for institutional analysis. With support and guidance from the Strategic Enrolment Management Committee, work is continuing on a number of new dashboards to support evidenced-based decision making and enable the University to better monitor trends and performance.

10. Capital Plan

Although St. Mary's University is not eligible to receive capital funding from the government, the university is nevertheless committed to providing facilities both for its internal community as well as for the larger community of South Calgary.

St. Mary's extraordinary growth over the last three years has meant that we are now experiencing space issues. As described earlier in this plan, our library is at capacity, there are limited student study and mingling spaces on campus, there is no gymnasium in which to host ACAC home games, and there is no residence for international or out-of-town students.

St. Mary's now has a plan to double its current physical plant. The Board of Governors at its April 27, 2014 meeting approved the plans developed by the CADET, its advisors and design consultants to move forward with two projects, in two phases.

Phase 1 will be the construction of the Heritage Centre, an addition to the rear of the Water Tower which will add 167 sq. m. of multipurpose hall space that:

- Accommodates theatre, drama, choir & education classes
- Develops FNMI area to accommodate increasing First Nations relationships
- Provides elegant gathering space for formal and informal functions
- Provides a gallery space for exhibitions
- Provides student gathering and meeting spaces
- Potential for external rentals
- Leads to outdoor courtyard and seating area
- Design complements heritage buildings

Phase 2 will be the construction of Mary's Central, a larger complex containing:

- 10 classrooms with 350 seats
- Open spaces configurable for study or breakout, and dedicated breakout rooms for study.
- Administration offices and boardroom
- Residences
 - Space for approximately 100 residents in varying configurations (quad, double, single units), with individual kitchens and washrooms. There is potential for summer accommodation and conference rentals.
 - Lounge area on each floor
- Gymnasium
 - Meets ACAC specifications, including supporting infrastructure
 - Retractable seating for 500 people
 - Mezzanine level contains Broadcast Booth, and communications infrastructure
 - Suitable for large campus gathering including convocation.
- Concessions/cafeteria