  
**ST MARY'S**  
UNIVERSITY  
**ANNUAL REPORT TO  
ALBERTA ADVANCED  
EDUCATION  
2017-2018**





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## **1.0 Accountability Statement**

The St. Mary's University's Annual Report for the year ended March 31, 2018 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.

A handwritten signature in blue ink, appearing to read "Don Verdonck".

**Mr. Don Verdonck, P.Eng, ICD.D**  
Chair, Board of Governors  
September 24, 2018

## **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.

A handwritten signature in blue ink, appearing to read "Gerry Turcotte".

**Dr. Gerry Turcotte**  
President  
September 24, 2018



### 3.0 Message from the President

St. Mary's University is a board-governed Independent Academic Institution in Calgary that follows a model of collegial governance. St. Mary's continues to be one of the fastest-growing post-secondary institutions in Alberta, having grown by 70% in the last five years alone. As south Calgary's only university, St. Mary's takes seriously its role to be an accessible and affordable institution, open to all. We welcome students from diverse backgrounds, traditions and cultures, recognizing that an intellectual and cultural interchange is the very definition of what a vibrant university community should be. To ensure accessibility and affordability, we have maintained tuition levels that are comparable to the public institutions, a move that is extremely difficult for St. Mary's when we remain the lowest funded post-secondary institution by FLE. The differential, as the Government knows and recognizes, is significant, such that smaller universities receive substantially more funding than St. Mary's. This puts pressure on us to raise tuition, which we are reluctant to do. Here too, however, current government policy penalizes St. Mary's for its support of students by not offering tuition backfill, as it does for the already well-funded public universities.

Our Bachelor of Education (Elementary) After-Degree has grown in popularity and will admit a third cohort into the first year of the degree, beginning in Fall 2018. The success of the B. Ed. Program can be measured by the significant number of students who are hired by graduation, estimated at close to 80%. In addition, St. Mary's continues to produce many of the new teachers who have gone on to be nominated for, or to win, the prestigious Edwin Parr Award for first year teachers. In the last year, eight out of eleven province-wide nominations were from St. Mary's, and in the last four years, three of the overall winners were graduates.

We continue to be community focused, and expect our students to use opportunities for study abroad or engage in community service learning to expand their vision. We have developed the President's Volunteer Team (PVT) to model the importance of giving back to the community. The PVT is extra-curricular, but it has seen hundreds of students joining the President in supporting diverse charitable needs, from Feed the Hungry to Habitat for Humanity. We have similarly encouraged excellence in athletic achievement and our most conspicuous success on this front is seen in the news that our Women's Basketball Team won the Gold medal and the Championship in the prestigious and highly competitive ACAC league. Despite being the only university or college in Canada that does not have its own gym, and where players leave campus for Home games, the St. Mary's Lightning beat out universities and polytechnics of 20,000 to 30,000 students to win the silver medal two years in a row, and this year the Gold, in only their fourth year in the League. This achievement is in spite of the fact that St. Mary's does not receive any infrastructure or capital funding from the Government.

St. Mary's has maintained its commitment to the highest quality academic values, as well as to labour- and cost-intensive programs to promote access to disadvantaged learners, First Nations communities, disabled students and non-traditional learners. Our approach, on all levels, is to work from the grassroots with community partners. This has resulted in demonstrable success in relationships with First



Nations communities, most recently with Tsuut'ina and Siksika where we are developing curriculum with their teachers, and providing professional development training for Educational Assistants. Our partnership extends to many key activities on campus, from having the honour of carrying our own tipi, to working with our own Elders Council on key teaching, learning and artistic endeavours. Most recently, St. Mary's led in the preparation of a report on the Truth and Reconciliation Calls to Action of the 22 Catholic Colleges and Universities in Canada. The report was coordinated by the President of St. Mary's, then Chair of the Association of Catholic Colleges and Universities in Canada (ACCUC), and was launched by former TRC Commissioner Senator Murray Sinclair in Ottawa. This speaks to the disproportionate impact that St. Mary's has as a leader in Indigenous reconciliation nationally.

Finally, the university has maintained its support for non-traditional learners through the continuation of its multi-award-winning Humanities 101 program offered free of charge for Calgary's most economically disadvantaged citizens. Humanities 101, which can see as many as thirty participants per term, 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. Humanities 101 seeks to build capacity in learners to pursue further education, employment, and volunteer opportunities, and to become more engaged citizens. The program has been the recipient of 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. Despite the importance of this program, we have been unsuccessful in attracting Government support for this program and may need to cancel it going forward.

St. Mary's was also recently 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 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 was raised last year from \$10,000 a year to \$40,000. While the increase is welcomed, the funding does not offer enough to support one single student for a full year.

This Annual Report details many of our initiatives including dual credit partnerships with high schools, collaborations with other post-secondary institutions, and innovations in cross-program and cross-institutional programming. Together with our expanding experiential learning programs and the completion of a new Strategic Plan in the next few months, St. Mary's is prepared to embark on another remarkable chapter. As always, St. Mary's University remains committed to accessibility, affordability, quality, coordination, and accountability, and has demonstrated this commitment through all of our activities and initiatives. We only hope that the government can address the clear funding discrepancy that is now holding St. Mary's back from even more dynamic initiatives and opportunities.

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

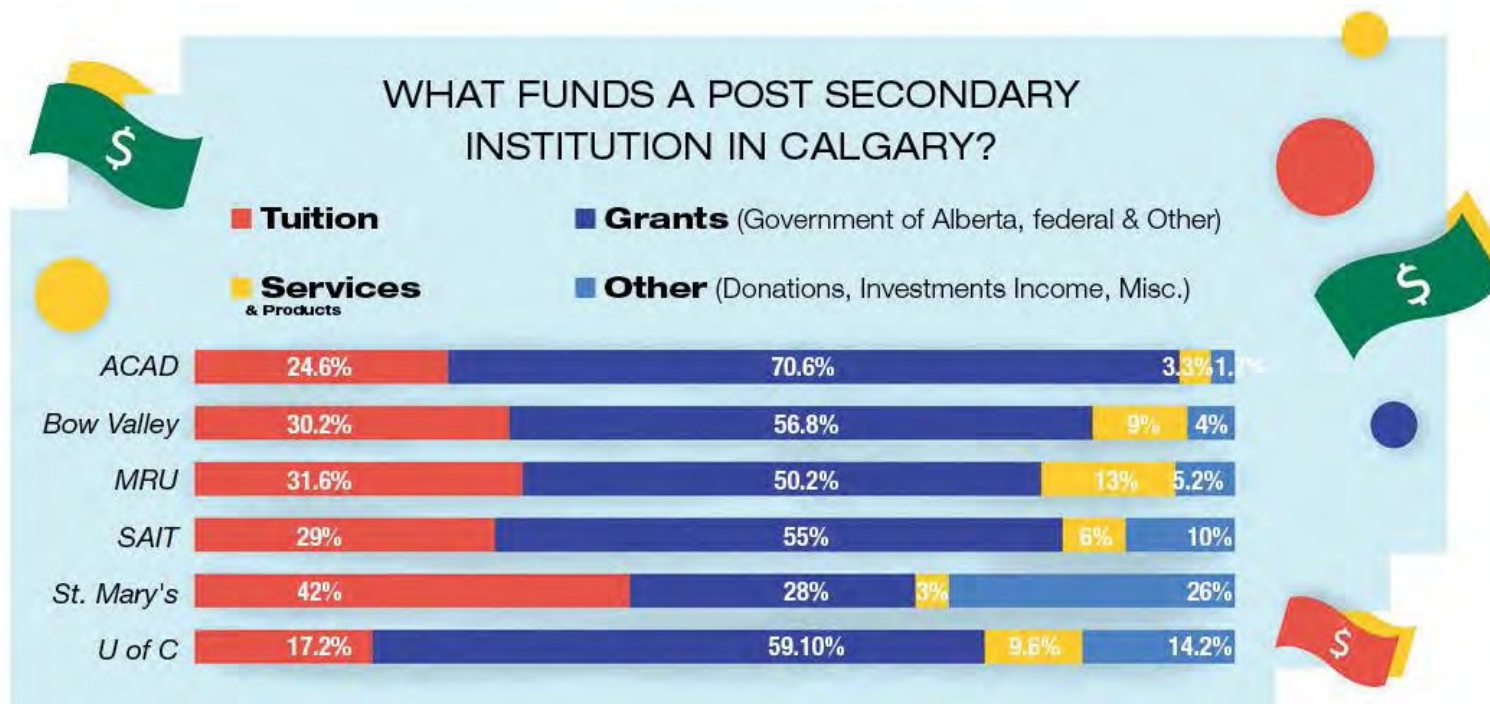
Our major challenge remains one of funding. Despite being the fastest-growing University in Alberta, we are also the lowest funded per FLE of all 26 post-secondary institutions in Alberta. Our growth has put significant pressure on our ability to accommodate additional students as our available space on campus for teaching opportunities becomes acutely overloaded.

Given the significant funding disadvantage that St. Mary's faces relative to all the other institutions in Alberta (including universities that are smaller than us), we have developed initiatives to generate additional revenue that will allow us to support our students. We have frozen mandatory fees, but were forced to increase our tuition by 3%. This increase in tuition will still be in line with the University of Calgary (though our free parking greatly reduces the cost burden for students). We are continuing to expand our Continuing Education courses that, over time, will help bridge a small part of the funding shortfall. This new revenue stream, however, is limited by scale and availability of space on campus.

Given the critical role we have played in working with non-traditional learners and in providing successful learner pathways, St. Mary's University has asked the Minister for approval to offer undergraduate diplomas and certificates that can ladder into baccalaureate degrees in disciplines where we are already mandated to offer three- and four-year degrees. St. Mary's is mandated to offer post-graduate degrees in all of these areas, and it is our view that the absence of an undergraduate certificate and diploma mandate was merely an oversight. Ministerial approval for this would be easy to approve and entirely cost-neutral. Given the recent announcements of significant mandate changes for Red Deer College, ACAD and Grand Prairie College, our request is comparatively simple and would improve, at no additional cost, access opportunities for learners. As was noted in our previous CIP, this simple change would allow us to bundle offerings to greatly enhance access to those wishing to phase into a full degree.



In the end, St. Mary's University, the university of south Calgary, prides itself on focusing on what we do well. We celebrate our mandate of being a niche provider, unique in the Campus Alberta model, where we serve learners who want excellence in academic training, coupled with small-class, personalized attention.



The graph, produced by Avenue Magazine, demonstrates the severe disparity in funding to St. Mary's University. Despite this, St. Mary's University maintains low tuition rates, comparable to the public universities, but without the attendant backfill funding.





## 6.0 Goals, Expected Outcomes and Performance Measures

### Access and Quality

**Table 1: 2017-2018 Student Enrolment (FLE)**

	<b>CIP enrolment projection 2017-18</b>	<b>Actual enrolment 2017-18</b>
<b>Total FLEs</b>	700	738.15
International FLEs		69



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
<b>Goal 1: To increase enrolment to 700 FLEs in 2017-2018 with growth to 725 FLEs in 2018-2019 and 750 FLEs in 2019-2020</b>					
G1 – Priority Initiative 1	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	Increased and increasing	Increased Glacier poster advertising in selected high schools in Calgary and area schools	August 2017
G1 – Priority Initiative 2	Develop certificates with one program developed in 2017-2018	March 31, 2020	In development	Requested Ministry approval to offer certificates and diplomas	We are waiting for a response from the Ministry
G1 – Priority Initiative 3	Have semi-annual partnership meetings with CCSD and CBE	March 31, 2020	Ongoing	Several meeting held with each school district on topics related to transition and dual credit	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
G1 – Priority Initiative 4	Targeted Parish and Diocese marketing with guest speakers and bulletin inserts	March 31, 2020	Ongoing	Monthly Packages are compiled and mailed to a Parish Mailing list and to the Diocese of Calgary offices. These packages include info on St. Mary's events such as Inspiring Conversations Speakers Series events, Continuing Education Courses and Workshops and Ongoing events and initiatives that align well with these audiences. Electronic communication is also sent to a News and Events subscriber base of 2000+ and to the Diocese and Parishes	
G1 – Priority Initiative 5	Hire a contract full-time recruiter for the period August – December, 2017. Priority will be given to recent graduates of St. Mary's University	March 31, 2020	Completed	Contract recruiter hired and added to the recruitment efforts in the busy fall semester	Dec 2017
G1 – Priority Initiative 6	Add indoor track to our varsity athletic programming to attract more runners to the university	March 31, 2020	Completed	Indoor Track team started competition in the 2017-18 Season	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 7	Promote the success of our athletics program to local high schools	March 31, 2020	Ongoing	Sent St. Mary's Award winners documents to the high schools that they attended recognizing their achievements	
G1 – Priority Initiative 8	Offer basketball camps in partnership with local high schools	March 31, 2020	Ongoing	Been in discussion with local area club and high school coaches about partnership of basketball camps. Offered one camp in 2017-18	
G1 – Priority Initiative 9	Increase fundraising and athletic scholarships through a partnership with the Calgary Booster Club	March 31, 2020	Ongoing	Been in discussion with the Calgary Booster Club about partnership	
G1 – Priority Initiative 10	Host two high school grade 12 retreats on campus in 2017-18	March 31, 2020	Completed	Hosted Father Lacombe High School and Bishop McNally High school grade 12 retreat events. Also hosted St. Jean Brebeuf grade 9 retreat	May 2017
G1 – Priority Initiative 11	Add diploma preparation course in Math and English to our pathway program in 2018-19, with a pilot offering in July 2018	March 31, 2020	In development	Pilot deferred to July 2019	March 31, 2020



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1– Priority Initiative 12	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	Ongoing	<p>Efforts to standardize our time tabling procedures have been on-going for the last two-years</p> <p>Research is ongoing. We plan to provide a set of operational definitions and norms that enable more efficient productions of timetables by October 2019. By December 2018 review current timetabling procedures and begin development of a policy to be presented to Dean's Council by March 2019 and then to Academic Council in May 2019</p>	May 2019
G1 – Priority Initiative 13	Expand Spring and Summer offerings to increase varied access to accommodate students' programmatic, employment and family demands	March 31, 2020	<p>Completed</p> <p>Ongoing</p>	<p>Addition of more senior level courses, so students could stay on targeted completion date with a reduced load in fall and winter semesters</p> <p>Intersession blocks will be formally ratified at Academic Council in Spring 2018 to enable year round scheduling. We continue to expand the number and variety of Spring and Summer courses</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
<b>Goal 1 Expected Outcomes and Indicators</b>	<p><b>Increase in the number of applicants to St. Mary's University by 10% per year</b></p> <p><b>Increase the conversion of applicants to registrants to 60% from 52% by 2020</b></p>		Ongoing	Development of Communication Plan two years ago is helping convert applicants to registrants. Conversion improved to 56% in 2017-18	
<b>Goal 2: To increase Indigenous enrolment to 5% of student population by 2019-2020 (38 FLEs)</b>					
G2 – Priority Initiative 1	Build an Indigenous Centre as part of our campus expansion to provide dedicated space for teaching, ceremony, and community	March 31, 2020	Ongoing	Some planning to add additional space which will house the centre	2020
G2 – Priority Initiative 2	Work in partnership with Tsuut'ina to offer a Teaching Assistant certificate for Teaching Assistants currently employed and for those who wish to enter the field: this certificate will be developed and board approved in 2017-18	March 31, 2020	In progress	Draft proposal created and met with Director of Education at Tsuut'ina – there is demand for the certificate, locating funding and support from Chief and Council is being investigated by Val McDougall, School District Superintendent	2020



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G2– Priority Initiative 3	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	March 31, 2020	Completed/ Ongoing	The Working Group is established and there is a regular training offered for new members each year by Elder Doreen Spence. Monthly meetings and events will commence in 2018/19 school year	
G2– Priority Initiative 4	Expand our Elders on Campus program from two to four Elders, including Elders from Tsuut'ina and Stoney-Nakoda	March 31, 2020	Ongoing	Our Elders program has broadened its' scope to include many different Elders from different Nations who support learning opportunities and student supports on campus, including Tsuut'ina Elder, Alex Crowchild and Stoney Elders Sykes Powderface and Paul Daniels	
G2– Priority Initiative 5	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	March 31, 2020	Ongoing	Looking at ways to increase basketball clinics for community	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G2 – Priority Initiative 6	Work 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; we will raise the tipi in Summer 2017	March 31, 2020	Completed		
G2 – Priority Initiative 7	Establish an Indigenous Academic coach position to work with Indigenous learners	March 31, 2020	Modified	This position was created and not utilized, indicating that our Indigenous student population does not require this support right now. We are offering it on an ad hoc basis/as needed	
<b>Goal 2 Expected Outcomes and Indicators</b>	<b>Increase in the number of Indigenous students attending St. Mary's University</b>		Ongoing	22 Self-identified students for fall 2017	





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
<b>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</b>					
G3 – Priority Initiative 1	High School equivalency courses, English 030 and Math 030, introduced as a pilot program in 2016-17 will become part of regular annual programming. The courses are recognized by other Campus Alberta universities as equivalent to high school courses for admissions purposes	Ongoing	Completed	Both courses were successfully offered on Summer 2017	Ongoing
G3 – Priority Initiative 2	Add a Math booster course (Math 125) to help students gain confidence in university-level math and to prepare them for successful transition to the Bachelor of Science program	Ongoing	Completed	Successfully offered on Summer 2017	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
G3 – Priority Initiative 3	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	Held one meeting of the committee	
G3 – Priority Initiative 4	Create a Virtual Learning Centre to provide on-line access to our Learning Centre resources by high school students. Create and launch eClass, a web-based hub of academic and learning resources to provide support for all St. Mary's University students and high school students	Ongoing	In progress	Basic page structure has been designed	Ongoing
G3 – Priority Initiative 5	Add a Level 1 Academic Success certificate that students can take while they are in high school; offer a pilot program with one local high school in 2017-18	Ongoing	In progress	Target high school has been identified and we will be able to offer certificates in 2018-19	2019



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
G3 – Priority Initiative 6	Launch a pilot of the ‘Chat with a Professor’ initiative, which will give students live access to a professor for assistance	Ongoing	In progress	Pilot was launched, will be revised and offered again	Ongoing
G3 – Priority Initiative 7	Launch a series of financial health seminars in partnership with Money Mentors and build them into our Academic Success Seminar Series so they can be counted towards the certificate	Ongoing	Completed	Financial wellness seminars were offered in both semesters	Ongoing
G3 – Priority Initiative 8	Extend the hours of the Fitness Centre to accommodate student schedules	Ongoing	Ongoing	Have maintained hours during school of Monday-Thursday 7-7, Friday 7-5	
G3 – Priority Initiative 9	Offer Fitness orientations to all students starting in September, 2017	Ongoing	Ongoing		
G3 – Priority Initiative 10	Offer basic food strategies and fitness challenges to all students to promote wellness	Ongoing	Ongoing		
G3 – Priority Initiative 11	Explore a partnership that will allow us to offer psychometric testing on campus	Ongoing	In progress	Acquired WAIS-IV to assess potential Learning Disabilities. Recruited registered psychologist StMU professor to lead assessments	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G3 -Priority Initiative 12	Develop a three-year recreation and leisure plan in 2017-18 with a goal of 40% student participation by 2020	Ongoing	Ongoing	Partnering with SLC about student engagement and areas of growth	
G3 -Priority Initiative 13 & 14	Partner with the Calgary Social Club and the Student Legislative Council to identify and implement recreational activities for students	Ongoing		No students joined activities or registered at the Social Club	
G3 -Priority Initiative 15	Rename the Learning Centre to CLASS – Centre for Learning, Access and Student Success, to better reflect the nature of the centre as a place to help all students reach their full potential	Ongoing	Completed	Successfully rebranded	Ongoing
<b>Goal 3 Expected Outcomes and Indicators</b>	<b>Lower attrition rates higher graduation rates</b>				



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
<b>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</b>					
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"> <li>• Physical (mobility and/or agility issues)</li> <li>• Sensory (hearing and/or seeing)</li> <li>• Cognitive (developmental and/or learning)</li> <li>• Communication access (speech and/or understanding)</li> <li>• Other (paid and/or psychological)</li> </ul> <p><i>*2012 Canadian Survey on Disability, Statistics Canada</i></p>	Ongoing	Ongoing	<p>One FTE Director, Counsellor Services hired</p> <p>Decrease in levels of stress, worry, depression, and other mental health conditions for students</p> <p>Faculty and staff have a format and flowchart as to how to identify mental health challenges, and when to refer to Counselling Services</p> <p>Increased campus awareness and accessibility to counselling</p>	<p>2018/2019</p> <p>Fall 2018</p> <p>Ongoing</p>
G4 – Priority Initiative 2	Renovate the Student Association Building and Administration Building to make them more accessible for students in wheelchairs	Ongoing			



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
G4 – Priority Initiative 3	Partner with Canadian Mental Health Association (CMHA) to offer additional drop-in counselling support	Ongoing	Completed	St. Mary's hired one FTE Director of counselling  One counselling intern to provide counselling from September to April	Completed  Ongoing
G4 – Priority Initiative 4	Partner with CMHA to offer the Community Helper Program to improve support for students with mental illness or mental health challenges	Ongoing	Completed	Students can call or text to make appointments with counselling individual, couples, family counselling provided Café conversations, wellness seminars, in-services Website to include a page for Counselling Services	Completed  Ongoing  Ongoing  2018/2019
<b>Goal 4 Expected Outcomes and Indicators</b>					
<b>Goal 5: To maintain affordable tuition rates and the financial sustainability of the institution</b>					
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		Tuition increases limited to 3% in 2017-18	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
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	2019
G5 – Priority Initiative 3	Increase revenue-generation through new Continuing Education offerings	Ongoing		Offered 4 successful Indigenous Voices series in 2017-18	
G5 – Priority Initiative 4	Continue to advocate for equitable funding to ensure tuition increases can be capped at CPI rates	Ongoing			
<b>Goal 5 Expected Outcomes and Indicators</b>	<b>Maintenance of affordable tuition fees; Other sources of revenue will be investigated, including a suite of Continuing Education courses</b>	<b>Ongoing</b>		<b>We continue to offer tuition rates comparable to the public universities, with a 3% increase in 2017-18</b>	
<b>Goal 6: To continue to expand the pool of bursaries and scholarships available to support students</b>					
G6 – Priority Initiative 1	Stewardship of existing donors to maintain their support	Ongoing			
G6 – Priority Initiative 2	Identification and cultivation of new donors	Ongoing			
<b>Goal 6 Expected Outcomes and Indicators</b>	<b>Increase the value of scholarships and bursaries awarded to 7% of total tuition and student fees by 2018-2019</b>				



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
<b>Goal 7: To cultivate a vital academic environment that supports and promotes research, as well as scholarly and creative activity</b>					
G7 – Priority Initiative 1	Conduct a review and assessment of the current Institutional Research Plan beginning with a faculty survey	Ongoing	Completed  In progress	Faculty survey was completed in Winter 2018 to gather data on current and planned research, successful projects, and supports needed to expand faculty research programs  Updated Institutional Research Plan is currently underway and will be completed by January 2019	January 2019
G7 – Priority Initiative 2	Implement research administrative systems that are easy, efficient, and effective	Ongoing	Ongoing	Clear processes to sign off on grant agreements, administer grant funds, and create reports to granting bodies have been developed through consultation between the VPAs Office, Human Resources, and Finance  The next step will be to create a Research Administration process guide for Faculty and Staff	Spring 2019





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
G7 – Priority Initiative 3	Develop and maintain the infrastructure that supports the growth of research and scholarship	Ongoing	<p>Completed</p> <p>Completed</p>	<p>Application to the 2018-19 Research Support Fund was completed. Institutional organisation was restructured effective August 2018 to include Dean of Arts &amp; Sciences and Dean of Education, which allows the Vice-President Academic role to focus more on supporting faculty research and scholarship</p> <p>St. Mary's first collective agreement was negotiated through 2017-18 and expected to be ratified in June 2018. The CA establishes a new teaching stream; clear guidelines and supports for research and scholarship, including the Scholarship of Teaching and Learning (SoTL); and the structure for teaching release buy-out for recipients of major grants</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 4	Ensure effective communication about our successes through the better collection, organization, and dissemination of information about research activities and researchers	Ongoing	Ongoing	<p>Two issues of <i>Illuminate</i>, St. Mary's newsletter on Research and Teaching, were produced and circulated in print and electronic format broadly internally and externally to stakeholders and donors.</p> <p>Annual Scholarly Reports on Faculty activities were collated for ready access to data to be communicated through the Communications Department</p> <p>Vice-President Academic and Dean worked closely with the Communications department to publicise faculty scholarship, including successful grants, publications, research projects, and fellowships.</p> <p>Advancement &amp; Communications filmed a National Panel on Poverty, Social Justice, and Corrections in March 2018 and distributed the video internally and externally</p> <p>Advancement &amp; Communications filmed the lecture "Foundations of a Catholic University" by Dr. Michael Duggan, CWL Chair in Catholic Studies, in February 2018 for broad distribution. The text of the lecture was published in <i>Illuminate</i></p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 5	Explore implementing the E.L. Boyer model of scholarship into the assessment criteria used in Faculty Annual Reports and Promotion and Tenure policy	Ongoing	Completed	<p>The Promotion and Tenure policy has been revised as part of the Collective Agreement development. The criteria used in the Boyer Model are reflected in the eligible activities for promotion and tenure within the newly created Teaching-Service Stream</p> <p>Components of the Boyer Model have been broadly discussed at Dean’s Council, Area Meetings, Academic Council, and faculty retreat. Dr. Linda Henderson wrote “A Research Note on the Scholarship of Teaching and Learning” for the fall 2018 issue of <i>Illuminate</i></p>	
G7 – Priority Initiative 6	Develop dedicated program webpages to promote the breadth of scholarship across the University	Ongoing	Ongoing	<p>Vice-President Academic’s office and Communications have determined the architecture for website development of dedicated Scholarship and Research webpages. The content will be written during 2018-19 and posted to the website</p> <p>Faculty research has been updated on their web profiles and through links to degree programs on the StMU website</p>	Spring 2019



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 7	Move Education curriculum lab into Library for greater access to materials and incorporation of research into course assignments	Ongoing	Pending	Main Collection has been shifted to allocate shelf space for Education curriculum Education curriculum materials have been moved into the Library and are awaiting processing: cataloguing of these materials is anticipated to begin mid-September 2018: note that items have been prioritized to support courses offered in the 2018 fall term	August 2019
G7 – Priority Initiative 8	Implement a new Integrated Library System (ILS) with SAIL consortium partners: new system will be more robust and fully featured and will eliminate outdated physical server infrastructure through cloud-based service	Ongoing	Completed	New ILS has been installed: the administrative backend (ALMA) and the user interface (PRIMO) are up and running Currently trouble shooting minor implementation issues and adjusting to the new system One Library staff has been certified in ALMA	Anticipated to be completed by August 2019  ALMA certification of remainder of Library Staff to be completed by August 2019



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
Goal 7 Expected Outcomes and Indicators	New webpages for each academic program live by December, 2017				
	Education curriculum lab catalogued and moved into Library by December, 2017				
	Implementation start date of ILS project Spring 2018 with expected completion Winter 2020				
<b>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</b>					
G8 – Priority Initiative 1	Establish a Centre of Excellence for Social Justice	Ongoing	Ongoing	Centre of Excellence for Social Justice plan has been developed and approved through Academic Council. Operational details and funding proposal will be developed in 2018-19 for launch of Centre to coincide with implementation of new Social Justice Catholic Studies degree in fall 2019	Fall 2019
G8 – Priority Initiative 2	Seek funding opportunities to support interdisciplinary initiatives in the Liberal Studies degree, Indigenous Studies, and ethical business	Ongoing	Ongoing		



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
Goal 8 Expected Outcomes and Indicators	Faculty will increase their collaboration St. Mary's will have a Research Centre of Excellence for Social Justice				
<b>Goal 9: To increase the teaching and research capacities of the university</b>					
G9 – Priority Initiative 1	Increase capacity in the Library for holdings, research, and collaborative workspace through renovation funded by the Strategic Investment Fund (SIF)	Ongoing	Completed	<p>SIF renovations were completed during the Summer of 2017 to improve the library's holdings capacity as well as study and workspace areas</p> <p>Mobile shelving was installed to create more room for print collections acquisitions; a special collections room was created; the front desk service area has been re-aligned; and new group study tables and study carrels have been installed</p> <p>The library collection was shifted to highlight general reserve materials, and a weeding project was initiated to clear non-circulating and dated materials to strategically maximize collection space to support incoming research and teaching materials</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 2	Expand access to primary and secondary documents in fields pertinent to student and faculty research through purchase and promotion of the Gale Primary Sources collection	Ongoing	Purchase Completed  Promotion ongoing	Gale Primary Sources Collection has been purchased and is accessible via the library website and The Alberta Research Portal Orientation sessions will be held for faculty in the Fall 2018 term Orientation sessions for students are being designed	Orientation sessions for faculty will be held in October 2018 Student orientation sessions will be held in Fall 2019 term
G9 – Priority Initiative 3	Increase safety and reliability of Chemistry laboratory through renovation funded by the Strategic Investment Fund (SIF)	Ongoing	Completed	SIF renovations were completed in summer of 2017: new windows to regulate temperature in laboratory and ensure stability of experiments; new flooring and stainless steel drains installed for classroom safety and appropriate disposal of chemical waste	
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): this will allow us to become licensed to use pathogens, such as <i>Streptococcus spp.</i> And <i>Staphylococcus spp.</i> , significantly increasing the scope and robustness of research undertaken by professors and students	Ongoing	Completed	SIF renovations completed: new windows were installed and flood remediation was completed to contain spores carried by water seepage and create a sterile laboratory environment in which faculty and students can conduct research related to microbes and fungi	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 5	Create a Psychology Observation Lab and Resource Centre	Ongoing	Pending	Research/Observation lab has been designed in consultation with the Psychology department and the building permit has been obtained. Construction begins in fall 2018	Winter 2019
G9 – Priority Initiative 6	Create a collection of Indigenous and Children's Literature in the Library to support teacher preparation in the Bed after-degree	Ongoing	In Progress	Initial purchase of Indigenous resources and Children's Literature is complete Most of these titles have been catalogued and are currently in circulation	Winter 2019







Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<b>Goal 10: To support the integration of research and learning and enhance the research training of students</b>					
G10 – Priority Initiative 1	Increase access to, awareness of, and training in, Indigenous methodologies and content	Ongoing	Ongoing	<p>Students and faculty were invited to be part of the traditional protocol for carrying a tipi, led by Blackfoot Elder Randy Bottle. From harvesting the lodge poles on the land to the women panting the tipi liner under the guidance of Elder Anita Eagle Bear, the community learned together through Indigenous teachings about the meanings, relevance, and responsibilities of carrying a lodge at St. Mary's University. Throughout 2017-18, various teachings were held in the tipi and across campus by Elders and Knowledge-Holders about Indigenous ways of knowing and methodology</p> <p>The Education program specifically incorporated Indigenous methodology by bringing Elders into classes to deepen students' understanding of First Nations, Metis and Inuit knowledge, particularly within Treaty 7</p> <p>The Dean of Education and the full-time Education faculty travelled to Winnipeg to visit the Museum for Human Rights and the National Centre for Truth and Reconciliation to deepen their understanding of the issues surrounding integrating Indigenous methodology and content into university curriculum</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 2	Develop online library tutorials to support research instructional sessions	Ongoing	Completed	Online tutorial modules have been revised to match the user interface new library system (PRIMO)	
G10 – Priority Initiative 3	In light of the newly renovated Library space, review and revise current workflow, staffing, and service provision with a goal to improve service quality, efficiency, and depth, particularly to provide excellent research support to students and faculty	Ongoing		Library staffing and workflow has been restructured and two new staff have been hired with expertise in Special Collections materials and management, Collections Development, Education, and Children's Literature. Library is currently developing a service provision strategic plan designed to provide excellent research support to faculty and students	
G10 – Priority Initiative 4	Improve quality of Inter-Library Loans (ILL) service	Ongoing	Ongoing	A spreadsheet tracking module was designed and tested during the 2016/17 year for the tracking of costs and expenditures for services related to incoming ILL requests. ILL design changes implemented in 2017-18 to track user data	Fall 2019



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 5	Support the integration of faculty research, scholarship and creative work into St. Mary's University's teaching mission	Ongoing	Ongoing	<p>All faculty are expected to integrate their research, scholarship, and creative work in their courses. Associate Dean, Arts &amp; Sciences and Dean of Education met individually with faculty through Annual Reviews and collectively within programs to discuss how best to support the integration of faculty research, scholarship and creative work. A Teaching Innovation Grant established in 2016 supports this initiative, celebrates exceptional teaching and is awarded annually at Convocation</p> <p>Vie-President Academic &amp; Dean worked with Biology faculty to structure the Biology capstone projects to support and facilitate faculty research and integrate that research into the course content</p> <p>Dr. Norman Knowles contributed an article, "Integrating Teaching and Research" to the Spring 2017 issue of <i>Illuminate</i></p> <p>Dr. Matthew Clay contributed an article, "I Teach Chemistry," focused on his work to provide a flipped model of teaching chemistry, to the Fall 2018 issue of <i>Illuminate</i></p> <p>Dr. Linda Henderson contributed "A Research Note on the Scholarship of Teaching and Learning" to the Fall 2018 issue of <i>Illuminate</i></p> <p>Experiential Learning Coordinator supports faculty integration of research into the community service learning and travel study components of courses</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 6	Promote existing and create new courses that are research-focused and that feature the benefits of undergraduate research as part of learning	Ongoing	Ongoing	<p>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. Conferences are open to the public and the St. Mary's learning community</p> <p>Two Biology courses feature research-intensive travel study labs: BIOL 317: Introduction to Marine Biology and BIOL 417: Tropical Biology and Biodiversity with data collection occurring on Vancouver Island and Belize respectively</p> <p>Students learn about appropriate data collection, handling, and analysis, including the consequences of imprecise data capture or coding. Extensive photography of these courses was taken and video presentations created to promote the undergraduate research experience</p> <p>BSc – 3 students were lab assistants in the Biology and Chemistry labs, setting up and taking down chemistry and biology experiments, preparing chemical solutions, and undertaking routine laboratory maintenance and cleaning</p> <p>In Summer 2017, Biology student completed inventory of Biology and Chemistry labs, including hazardous materials equipment and updated safety lab documentation</p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 7	Create opportunities to partner with faculty in their research	Ongoing	Ongoing	<p>Biology capstone sequence (BIOL 491 and BIOL 493) requires students to partner with faculty on a research project connected with on-going faculty research. Several students are listed as co-authors on conference papers and submissions to academic journals.</p> <p>Dr. Jennifer Garrison (English) employed a student research assistant as part of her SSHRC Insight Grant, “Confessing Masculinity: Gender, Penance, and Futurity in Medieval English Literature.” The senior English degree student presented a paper at the International Medieval Congress at Western Michigan University with Dr. Garrison</p> <p>Dr. Mary Ann McLean and Eric McLeod employed 2 student laboratory and 2 student research assistants for projects in <i>Thesium</i> research, hazardous materials in the chemistry and biology labs</p> <p>Dr. Linda Henderson (Soerology) employed 2 research assistants through a StMU Research grant for her Investigation of Mixed-Sex Experiences of Equestrians</p> <p>A senior History student transcribed oral interviews and organized a collection of letters as part of HIST 391: Public History: Memory and Method practicum. Another history student conducted archival research into the historic water tower on St. Mary’s campus and authored <i>A Tower of Strength</i></p>	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion
G10 – Priority Initiative 8	Promote undergraduate research successes through coverage in <i>Illuminate</i> , on the web, and in other promotional materials such as the Viewbook	Ongoing	Ongoing	Senior Biology and Management Studies student Justin Fry was profiled in an article that appeared in the Spring 2017 <i>Illuminate</i> , “Student Develops Business Plan to Acquire Live Materials for Labs.” Exemplary student papers are published annually in <i>The Attic</i> , a journal of student academic work that covers all disciplines	
<b>Goal 10 Expected Outcomes and Indicators</b>	<p><b>Increased student participation in faculty research</b></p> <p><b>Enhanced skill preparation for students pursuing graduate studies</b></p> <p><b>Increased real-life applications in courses</b></p>				
<b>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</b>					
G11 – Priority Initiative 1	Submit the proposal for a four-year BA with a Major in Social Justice and Catholic Studies to the Ministry and CAQC	Ongoing	Ongoing	Program proposal will be submitted to Alberta Advanced Education for System Co-ordination review in April 2018 for implementation date of Fall 2019	Spring 2018
G11 – Priority Initiative 2	Develop a four-year BA with a Major in International Studies		Deferred		



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G11 – Priority Initiative 3	Develop a graduate certificate in Animal-Assisted Learning and Wellness	Ongoing	Ongoing	<p>Review of existing programs completed</p> <p>Given the diversity in the types of programs that are offered, the program development taskforce is discerning best the option for St. Mary's</p> <p>Consultation meetings with have occurred with Carrie Watson who has a program, "Whispering Equines," outside of Calgary and has an interest in developing regulated programs for individuals who want to work with animals in health and wellness settings</p> <p>Psychology program is currently developing a PSYC course on the use of animal- assisted activities/therapies in a variety of settings to gauge the level of interest in a certificate</p>	Fall 2019
G11 – Priority Initiative 4	Create a BA/BSc direct entry pathway to BEd	Ongoing	Completed	Following consultation with CAQC, the new direct entry pathway was implemented for admissions into fall 2018 BA/BSc programs	





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	Ongoing	In progress	<p>Degree proposal has been drafted and is entering consultation stage with stakeholders. An Alberta Education grant is funding the development of FNMI curriculum for the BEd Secondary degree</p> <p>We have applied for an Alberta education grant for “Holistic, Community, and Land-Based Indigenous Curriculum Development” for the BEd Secondary program</p>	Submission to CAQC expected by Winter 2019
G11 – Priority Initiative 5	Assess the value of the Liberal Arts Core as it is currently designed and its alignment with strategic priorities	Ongoing	In progress	<p>Faculty retreat focusing on the value of the Liberal Arts Core was held in May 2017.</p> <p>Current strategic planning is evaluating the value of the Liberal Arts Core</p>	Fall 2018
<b>Goal 11 Expected Outcomes and Indicators</b>	<p><b>St. Mary's University will maintain relevance and quality of its programs</b></p> <p><b>Four-year BA with a Major in Social Justice Catholic Studies degree approved</b></p> <p><b>Four-year BA with a Major in International Studies degree approved</b></p> <p><b>Animal-assisted Learning and Wellness certificate approved</b></p>				



## 7.0 Financial and Budget Information

Through a focus on fiscal sustainability over the past years, St. Mary's has strengthened the fiscal operating model, significantly reducing dependence on donations and investment income from three years ago. With record levels of enrolment growth in recent years, tuition revenue now far exceeds Provincial grants as the major source of revenue. At the same time, the University is approaching capacity of the current campus buildings. Through continued fiscal prudence, the 2017-2018 budget provided resources needed for current programs and students while building the fiscal foundation from which to launch major campus expansion to meet the demands of the next phase of the University's development. Having successfully come through the recent fiscal challenges, St. Mary's is now better positioned to begin planning for major expansion.

In the fall of 2015, St. Mary's faced serious revenue challenges with a sharp drop in investment markets and pressure on donations from challenges in the local economy, all at a time of heightened competition for students. Having recognized the challenges early on, immediate action was taken to reduce operating expenses to weather the financial storm. It's fitting that the first priority for the 2017-2018 budget was the restoration of salary increases and professional development funding for faculty and staff. St. Mary's over the course of the year made an important investment in compensation increases for faculty and staff, targeted investments to support areas of strategic importance, including investments in student services to augment recruiting and counselling resources, enhanced support for athletics teams, and set aside provisions to respond to the request for collective bargaining from the faculty; and major investment in capital projects through the support of private donors and Federal infrastructure grants.

### Statement of Operations

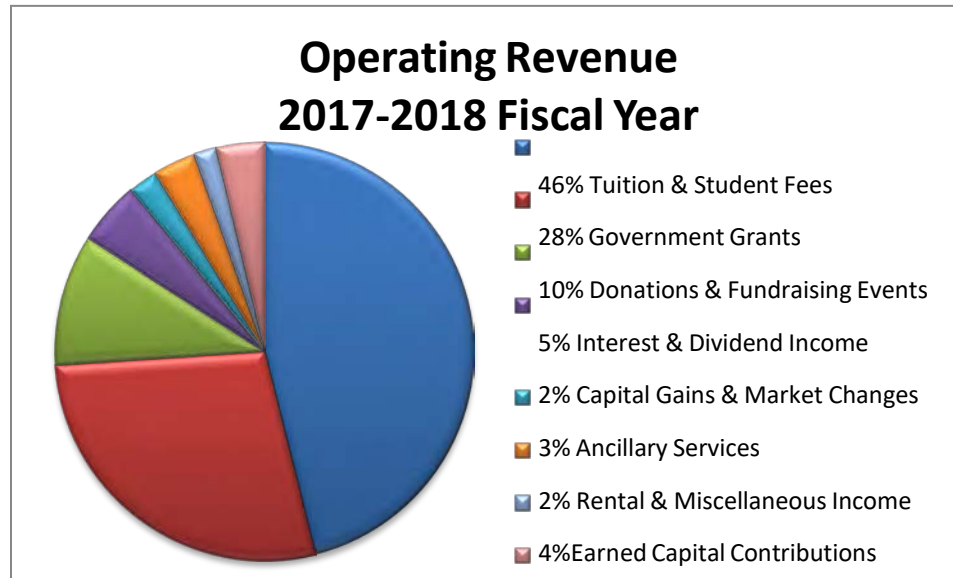
Total operating revenues were \$13,277,209 in the 2017-2018 fiscal year, excluding capital gains and non-cash increases in the market value of adjustments. This was an increase of 0.7% over the approved budget and an increase of 8.2% compared to the prior year. With the steady and sustained increases 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 150% 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 2017-2018 fiscal year, St Mary's reported an Excess of Revenue over Expenses Before other Items of \$502,725. With capital gains and fair value adjustment, the Excess of Revenue over Expenses was \$808,803.

Highlights of the 2017-2018 fiscal year are provided in the following commentary.



## Revenue



**Tuition revenue** grew to \$6,259,241 representing 46.1% of total revenue. With enrolment growth of 13.6% over the prior year, revenue from tuition and fees exceeded the approved budget by 4.8%. In addition to the enrolment growth, tuition revenue grew based on the approved 3% tuition rate increase in the 2017-2018 fiscal year. Tuition rate increase is in line with a 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.

**Government grant** revenue of \$3,784,998 met grant expectations, surpassing the budget by 1.9%. The increase over the budget was related to the increased funding to support students with disabilities of \$42,750 (increase from \$10,624), and approved Apply Alberta Provincial Approach to Student Information (PASI) grant of \$104,037. PASI grant was partially used in the 2017-2018 fiscal year. In addition to base allocations, grants included \$493,000 in Targeted Enrolment Expansion Funding (approved in 2014), Indigenous Career Scholarships grant, Canada Summer Jobs and a grant to support High Speed Network.

Revenue from **operating donations and fundraising events** fell short of budget targets by \$295,444 or 17.7%, and an increase of 4.1% from the prior year. While unrestricted donations did not achieve budget projections, the restricted donations of \$1.2 million and restricted grants of \$0.6 million have been secured to fund Strategic Infrastructure Renewal project, Library Reading Room, Library Expansion project, the Mauro Tower Gallery and other St. Mary's projects.



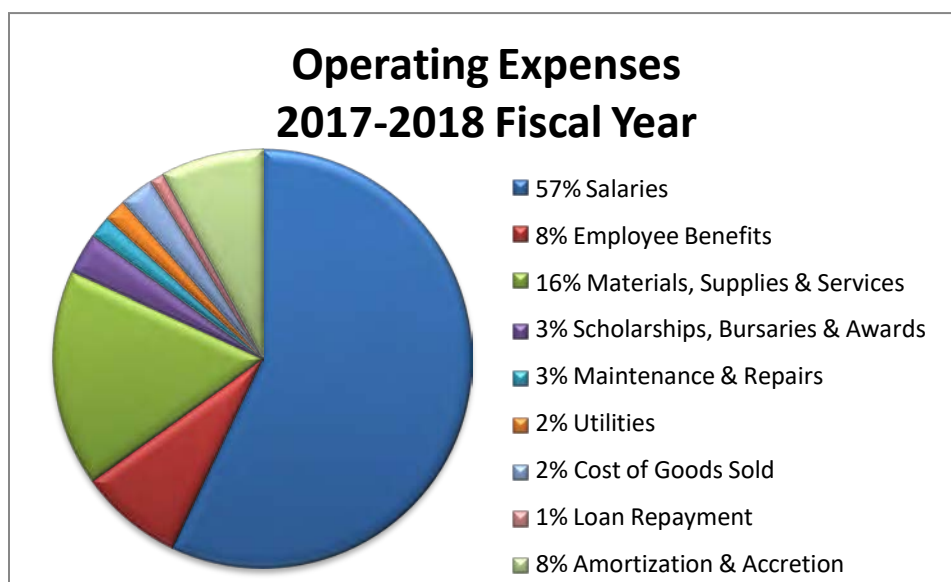
Total **investment income** from interest, dividends and endowment grants was \$670,781, falling short of budget by 2.0%. This slight decrease is mainly due to the fact that St. Mary's investment accounts have been moved to discretionary management which led to the increase of commission fees. While yields from interest and dividends remained steady, there was considerable volatility in the market value of investments during the fiscal year resulting in capital gains and fair value adjustment of \$306,078.

Revenue from **ancillary services and miscellaneous sources** exceeded budget by \$38,450 or 5.9% due to revenue growth in external exam proctoring and external research grants. Revenue from **bookstore** sales is slightly higher compared to budget (an increase of 2.7%), and compared to prior year (an increase of 1.2%). 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 9.6% over the prior year. The increase over the 2016-2017 fiscal year mainly represents the impact of private donation and government grants invested in the Science Infrastructure Renewal project and restoration of Glass Blower for Bookstore and Bistro.

### Expenses

Total expenses for the 2017-2018 fiscal year were 12,774,484 resulting in savings of 3.2% from the approved budget.





**Salaries and benefits** represent the major annual expense at 65.1% of the operating budget. In December 2016, the Board of Governors approved recommendations of the Compensation Committee to award a 1% cost of living on July 1, 2017 as well as annual increments for full-time faculty and administrative staff (within range). After the salary freeze in place for the past year, the restoration of compensation increases for faculty and staff was the highest priority for the 2017-2018 operating budget.

During the year, St. Mary's recorded salaries and employees benefits of \$8,315,709 which is in line with the approved budget and represents an increase of \$562,700 or 7.3% from the prior year. In addition to salary increases in the 2017-2018 fiscal year, St. Mary's made several small staffing enhancements to address strategic priorities and workload issues. Unique among the independent academic institution sector, St. Mary's maintains a commitment to market compensation to attract and retain the highest quality of faculty and staff. In addition, St. Mary's provides a competitive employee benefits plan including generous vacation provisions and full 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 \$2,133,892, a savings of \$315,946 or 12.9% from budget (an increase of \$220,293 from the prior year). The budget services savings are related to saving on legal counsel and on faculty framework discussion services. In February 2017, the St. Mary's University Faculty Association voted to proceed with collective bargaining. As the University responded to this request, a provision for a significant investment of human and financial resources was made. In addition, in Fall 2016, St. Mary's was served with notice of a complaint to the Alberta Human Rights Commission. With advice from legal counsel, St. Mary's submitted a response and made a provision to enable the University to fully respond to this matter. This case have been resolved with budget savings. The increase to the prior year includes the restoration of faculty sabbatical leaves and restoration of professional development funding for administrative staff.

**Scholarships, bursaries and awards** rose to \$407,295, an increase of \$54,745 or 15.5% due to increased number of students eligible for the President's Circle Entrance Awards, as well as Athletic awards, including international students. St. Mary's is committed to expanding the array of scholarships, bursaries and awards to support students in their post-secondary studies. In terms of funding, over 44% of scholarships, bursaries and awards are funded through donor-funded endowments, providing a perpetual source of support for students.

The annual **utilities, maintenance and repairs** expenses are within the budgeted funds (an increase of 2.1% from the prior year). With the positive increases in enrolment, facility maintenance is a key priority in ensuring a productive and pleasant learning environment for students. Several of the campus facilities are Provincially- designated Historic Resources, requiring that we work closely with Alberta Heritage Management to protect and maintain the historic aspects of these unique buildings. St. Mary's has taken steps to reduce its exposure to volatility in utility costs through participation in fixed rate contracts through a consortium of independent schools.



In December 2014, St. Mary's secured a 20-year loan from the City of Calgary to fully 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 \$141,033 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 \$337,847 exceeded the approved budget by 12.9% due to cost increases for textbooks, particularly those sourced internationally. 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 and promote the University.

The annual **amortization expense** of \$997,758 is within the budget and reflects investments in the Strategic Infrastructure Renewal project, restoration of Glass Blower for Bookstore and Bistro, and Water Tower Gallery.

### Statement of Financial Position

St. Mary's maintained a strong financial position, ending the year with total assets of \$51.3 million, an increase of \$3.0 million. This growth was driven by:

- Completion of two capital projects fully funded by Federal Strategic Infrastructure Fund (SIF) matching grant and private donations. (The Library Infrastructure Renewal project and The Science Infrastructure Renewal Project).
- Growth in the market value of investments to \$22.9 million, an increase of \$1.7 million over the prior year.

Total liabilities of \$15.9 million, an increase of \$1.8 million over the prior year, is mainly due to deferred contributions reclassification to Deferred Capital Contributions, having been invested to fund Strategic Infrastructure Renewal projects and restoration of Glass Blower for Bookstore and Bistro.

The growth in Net Assets was driven primarily by the current year excess of revenue over expenses and strong investment income in the Endowment Fund.



## 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
<b>Total FLEs in Bachelor Programs</b>	437	501	588	629	661	700	725	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 focuses on facilitating encounters between students and a range of diverse cultures, histories, religious beliefs, and with the natural world. The degree will be the first in Canada to explicitly join together the academic fields of social justice and Catholic studies. It begins with encouraging students to listen to marginalized persons and those whose voices have been historically silenced, especially Indigenous peoples, and extends to understanding justice in all its political, economic and environmental contexts. This education in social justice is joined together with the rich and diverse life of Catholic intellectual tradition, which emphasizes solidarity with the poor and celebrates critical academic inquiry in a spirit of diversity and inclusivity.

A SJCS degree embraces collaboration and interdisciplinarity among the many departments of the university while remaining grounded in the humanities. Students in SJCS learn the ways that non-sectarian Catholic humanism contributes to peace and justice in the world. Such an education provides students with the skills necessary to combat inequity and work toward compassionate engagement with society for the betterment of the common citizenry. The SJCS program truly educates students to meet the complex societal challenges of the 21st century.

This program will teach listening and engagement skills through direct encounters with communities, helping students to become advocates for change and social entrepreneurship. The experiential learning component of the program provides students with specific practical experience in service organizations to complement in-class learning with community-based experiences that future employers will see as a significant advantage. SJCS graduates will therefore be prepared for work that focuses on helping and leading people: in non-profit and government organizations, in law enforcement, in businesses, in international development, in social work, as teachers and lawyers and journalists, as well as religious ministry and graduate work in religious studies.



## BA in International Studies

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

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

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





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

### **BEd (Secondary)**

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

### **Certificates**

#### ***Graduate Certificate in Animal-Assisted Learning and Wellness***

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

#### ***Undergraduate Certificates***

If permitted to offer Ministry-approved undergraduate certificates, we are prepared to develop the following certificates with existing resources: Human Resources Management; Environmental Sustainability; Social Responsibility and Innovation; Youth Ministry; and Aging and Wellness. The availability of these certificates will fill a need for short-term training and career options for learners who are unwilling or unable to commit to a three- or four-year degree in the current economic climate and will also provide a later pathway for these learners to continue degree studies.



## 9.0 Research, Applied Research and Scholarly Activities

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

### Research Centre of Excellence for Social Justice

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

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

### Library Enhancements to Increase Research Capacity

#### The Gale Primary Sources Collection

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

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



### Laboratory Enhancements

We will enhance the physical infrastructure of the Biology and Chemistry laboratories to improve safety, temperature control, and containment of microbes. These renovations, funded by the Strategic Investment Fund (SIF), will increase research and teaching capacity in the Biological Sciences program and will allow us to become licensed at a Level 2 Containment according to Canadian Biosafety Standards. This enhanced ability to use pathogens, such as *Streptococcus spp.* and *Staphylococcus spp.*, will significantly increase the scope and robustness of research undertaken by professors and students. The improvements to the Chemistry labs will enable laboratory experiments currently unfeasible due to extreme temperature variations.

### Psychology Observation Lab and Resource Centre

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

### Indigenous and Children's Literature Collection

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

In keeping with the goals established in our Institutional Research Plan, St. Mary's University continues to maintain a strong culture of academic inquiry and innovation by: 1) supporting the conduct of innovative research by its faculty, 2) celebrating the vital relationship between teaching and scholarship, 3) adhering to the highest ethical standards and upholding academic freedom, 4), facilitating collaborative and interdisciplinary research initiatives, and 5) serving the welfare of humanity.



The results of these efforts are evident in the significant increase in faculty scholarship and research support evident in the table below.

<b>Grants</b>	
Internal Grants	
St. Mary's Professional Development Grants	28 (\$44,266.00)
St. Mary's Research Grants	3 (\$7,500.00)
St. Mary's Teaching Innovation Grant	1 (\$2,500.00)
Total	
External Grants	
Alberta Conservation Association	1 (\$9,985.00)
Maskwasis Education	1 (\$11,000.00)
Social Sciences and Humanities Research Council Insight Grant	1 (\$11,400.00)
TD Friends of the Environment Foundation	1 (\$6,900.00)
Tsuu' Tina Education	2 (\$2,9500.00)
Total	\$123,051.00
<b>Scholarship</b>	
Books authored, co-authored	3
Books edited or co-edited	1
Articles in peer reviewed journals/book chapters	23
Other Peer Reviewed Scholarly Activity	-
Non-peer Reviewed Scholarly Activity	14
Conference Presentations	32
Conference Attendance (In addition to conferences noted above)	7
Peer-Reviewed Publications by Student Authors	-
Peer-Reviewed Publications Submitted	24
Scholarly Service	45
Total	149



**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 2017 issue of *Illuminate*, a biannual newsletter on teaching and research.
- Awarded Dr. Jennifer Garrison, Associate Professor of English, the Dr. David Lawless Award for Scholarly Achievement, \$1000.00.
- Awarded St. Mary's Research Grants to:
  - Dr. Tim Harvie, Associate Professor of Philosophy and Ethics, "Embodied Hope: Eschatology and the Evolved Flesh," \$2500.00
  - Dr. Jocelyn Williams, Associate Professor of English, "Disarmed Pedagogy," \$2500.00
  - Dr. Cory Wright-Maley, Associate Professor of Education, "An Exploration of StarPower Simulation's Impact on Preservice Teachers Views of Power and Inequality," \$2500.00
- Awarded 28 Professional Development Grants worth \$44,266.00 to support faculty conference attendance and research.



## 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. 7 May 2018-27 July 2018 (\$6976.00).
  - Student Laboratory Assistant employed to catalogue and digitize Herbarium collection. 7 May 2018-27 August 2018 (\$9560.00)
  - Dr. Mary Ann Maclean, Associate Professor of Biology, employed two Student Research Assistants for her project on *Thesium ramosum* 7 May 2018-20 August 2018 (\$8939.65)
  - 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. Adhering to the highest ethical standards and upholding academic freedom

- In 2017, Academic Council ratified an updated Research Ethics Policy, in keeping with the Tri-Council Ethical Conduct for Research Involving Humans.

### 4. Facilitating collaborative and interdisciplinary research initiatives

- St. Mary's co-sponsored a speaker's series, 'The Reformation at 500: Luther and the Birth of Protestantism Re-visited' with Ambrose University, Mount Royal University, and the University of Calgary. Speakers included ark Konnert, Professor of History, University of Calgary; Dr. Mark McGowan, Professor of History, University of Toronto; Dr. Christopher Boyd Brown, Professor of Music, Boston University; Dr. Robert Kolbe, Professor of Theology, Concordia University, St. Louis.
- St. Mary's is preparing to host the annual meeting of the Canadian Association of American Studies in October 2018.

### 5. 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.
- Dr. Michael Duggan, "The Mission of a Catholic University in the 21<sup>st</sup> Century," 15 February 2018.
- "From Cell to Sanity: National Panel on Corrections, Mental Health, Poverty, and Social Justice" featuring Howard Sapers, Independent Advisor on Corrections Reform to the Ontario Government; Kim Pate, Senator and advocate for marginalized youth, men and women; Tim Richter, President & CEO of the Canadian Alliance to End Homelessness; and Frank Cattoni, Executive Director SORCe.
- St. Mary's University Press published *From Cell to Sanity: A Memoir* by Paul LaPointe with Susan Scott. Account of one man's journey with undiagnosed bi-polar disorder, incarceration and homelessness before he journeyed to health.
- Drama Production: *the Rimers of Eldritch*, by Langford Wilson. March 2018. A portrait of a former mining town, where sin hides behind a façade of Christian morality and people who don't conform to their neighbours standards live in isolation.



## 10.0 Community Outreach and Underrepresented Learners

### Transitions / Pathways Upgrading

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

### Transitions

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

St. Mary's was also recently 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 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 was raised last year from \$10,000 a year to \$40,000. While the increase is welcomed, the funding does not offer enough to support one single student for a full year.

### 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.

Humanities 101 has been the recipient of 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.

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

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

## **11.0 Internationalization**

Since St. Mary's University does not currently have on-campus residence facilities, the recruitment of international students has been a lower priority to date. Once a residence is built, it is anticipated that the percentage of international students will increase; however, alongside the development of an internationalization plan, we have been negotiating further community partnerships that will provide accommodation for international students until we have residences on campus. St. Mary's has already developed a number of international agreements with post-secondary institutions — Ukrainian Catholic University, Katholische Universität Eichstätt-Ingolstadt in Germany, and partnerships with agencies facilitating partnership development: Calgary Study Abroad and Reliable Recruitment. Two homestay providers have been secured to provide local accommodations for incoming international students at reasonable rates and with appropriate safety protocols in place. Study Abroad opportunities have been developed in France, Italy, Morocco, Taiwan, and the UK, with plans to continue to pursue other opportunities.

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



## **12.0 Capital Plan**

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

In the 2017-2018 fiscal year, there were modernizations of several buildings thanks to support from the Federal Strategic Infrastructure Fund (SIF). St. Mary's received support for two SIF projects:

- i. The Library Infrastructure Renewal project involved a complete renovation of the Library including new movable shelving, construction of a Reading Room to house special collections (including the Saint John's Bible), new flooring and replacement of the air conditioning system.
- ii. Science infrastructure renewal included modernization of heating, ventilation and air conditioning equipment in the Classroom Building, foundation repairs to flood-proof the biology lab in the Administration Building, installation of new windows and flooring in the chemistry lab.

Both projects were fully funded by the Federal Strategic Infrastructure Fund (SIF) and private donations.

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

Thanks to support from private donors, St. Mary's redeveloped the Glassblower's space adjacent to the historic Le Fort Centre to enable us to relocate the bookstore. This allowed for the doubling of the campus café and provides much-needed study space for students.

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

In addition, we installed wayfinding system (building and campus directional signs) on campus that was funded from donations on hand in the Capital Donation fund.

Investments were made to technology, classrooms, and buildings to enhance the teaching and learning environment on campus and support student success.

Given the space crunch on campus, the immediate priority for the next three years is expansion of teaching space. We began the work on the Library expansion to add two new classrooms and accessible washrooms with project completion in the Fall 2018.



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

## 13.0 Information Technology

### System Renewal and Cloud

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

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

### IT Infrastructure and Security

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

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

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

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



### **Institutional Dashboard**

We continue to develop and expand the University Dashboard as a source of information and trends on admissions, retention, demographics, academic indicators, financial ratios, facilities utilization and research outcomes. In particular, the Strategic Enrolment Management Committee works closely with the IT Department to expand and further refine metrics and measures to monitor trends in enrolments and support evidence-based decision making.



**Financial Statements**

For the years ended March 31, 2018 and March 31, 2017

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**Independent Auditors' Report****To the Board of Governors of  
St. Mary's University:**

We have audited the accompanying financial statements of St. Mary's University, which comprise the statements of financial position as at March 31, 2018 and 2017 and the statements of operations, changes in net assets and cash flows for the years then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these 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 these financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of St. Mary's University as at March 31, 2018 and 2017, and results of its operations and its cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Statements of Financial Position

For the years ended March 31, 2018 and March 31, 2017

	As at March 31, 2018	As at March 31, 2017
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	\$ 1,259,794	\$ 1,135,373
Accounts receivable	91,477	89,154
Prepaid Expenses	274,445	220,050
Inventory	67,615	111,522
Short-term investments - Note 4	1,542,447	1,219,932
	3,235,778	2,776,031
<b>Investments - Note 4</b>	21,389,805	20,021,124
<b>Property, plant and equipment - Note 5</b>	26,717,112	25,518,838
	\$ 51,342,695	\$ 48,315,993
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 839,668	\$ 368,510
Accrued vacation pay	177,103	181,810
Deferred revenue	942,311	780,124
Current portion of long term loan - Note 6	198,103	192,372
Development costs payable - Note 8	417,695	-
Deferred contributions - Note 10	942,309	719,835
	3,517,189	2,242,651
<b>Long term loan - Note 6</b>	4,105,233	4,303,336
<b>Future retirement obligations - Note 9</b>	529,908	469,908
<b>Deferred contributions - Note 10</b>	281,782	407,884
<b>Deferred capital contributions - Note 11</b>	7,415,310	6,597,647
	15,849,422	14,021,426
<b>NET ASSETS</b>		
<b>Unrestricted</b>	8,921,067	8,685,247
<b>Invested in capital assets</b>	14,843,951	14,270,968
<b>Restricted for endowment purposes - Note 12</b>	11,728,255	11,338,352
	35,493,273	34,294,567
	\$ 51,342,695	\$ 48,315,993

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, 2018 and March 31, 2017

	2018	2017
<b>REVENUE</b>		
Tuition fees	\$ 6,259,241	\$ 5,479,724
Government grants	3,784,998	3,644,932
Donations and fundraising events	1,375,306	1,321,721
Ancillary services and miscellaneous revenue	687,550	704,165
Interest and investment income - Note 4	670,781	666,944
Amortization of deferred capital contributions - Note 11	499,333	455,492
	<u>13,277,209</u>	<u>12,272,978</u>
<b>OPERATING EXPENSES</b>		
Salaries	7,293,780	6,764,629
Employee benefits	1,021,929	988,380
Materials, supplies and services	2,133,892	1,913,599
Scholarships, bursaries and awards	407,295	357,171
Maintenance and repairs	220,295	229,670
Utilities	220,655	202,056
Interest on long term debt	141,033	146,948
Cost of goods sold	337,847	321,340
Amortization and accretion	997,758	954,101
	<u>12,774,484</u>	<u>11,877,894</u>
<b>EXCESS OF REVENUE OVER EXPENSE BEFORE OTHER ITEMS</b>	502,725	395,084
Revision to asset restoration obligation - Note 2	-	72,175
Capital gains (losses) and fair value adjustment - Note 4	306,078	708,128
<b>EXCESS (SHORTFALL) OF REVENUE OVER EXPENSE</b>	808,803	1,175,387
Investment in capital assets	(1,071,408)	(348,074)
Net amortization of capital assets	498,425	498,609
<b>CHANGE IN UNRESTRICTED NET ASSETS FOR THE YEAR</b>	235,820	1,325,922
<b>UNRESTRICTED NET ASSETS, BEGINNING OF YEAR</b>	8,685,247	7,359,325
<b>UNRESTRICTED NET ASSETS, END OF YEAR</b>	\$ 8,921,067	\$ 8,685,247

*The accompanying notes are part of these financial statements*





Statements of Changes in Net Assets  
For the years ended March 31, 2018 and March 31, 2017

	2018			2017	
	Unrestricted	Invested in Capital Assets	Endowment Fund	Total	Total
<b>NET ASSETS, BEGINNING OF YEAR</b>	\$ 8,685,247	\$ 14,270,968	\$ 11,338,352	\$ 34,294,567	\$ 32,114,354
Excess (shortfall) of revenue over operating expense	1,307,228	(498,425)	-	808,803	1,175,387
Transfer from deferred contributions - Note 10	-	-	44,289	44,289	20,214
Endowment investment income - Note 12	-	-	575,062	575,062	1,308,907
Endowment grants to operations - Note 12	-	-	(416,735)	(416,735)	(374,721)
Endowment contributions - Note 12	-	-	187,287	187,287	50,426
Investment in capital assets	(1,071,408)	1,071,408	-	-	-
<b>NET ASSETS, END OF YEAR</b>	\$ 8,921,067	\$ 14,843,951	\$ 11,728,255	\$ 35,493,273	\$ 34,294,567

The accompanying notes are part of these financial statements



## Statements of Cash Flows

For the years ended March 31, 2018 and March 31, 2017

	2018	2017
<b>Operating Activities</b>		
Excess (shortfall) of revenue over operating expense	\$ 808,803	\$ 1,175,387
Add (deduct) non-cash items:		
Amortization and accretion	997,758	954,101
Amortization of deferred capital contributions	(499,333)	(455,492)
Loss (gain) on investments	13,853	(82,596)
Unrealized (gain) loss on investments	(319,931)	(625,532)
Deferred contributions recognized in donation revenue	(294,029)	(204,394)
Future retirement obligation	60,000	81,038
Revision to asset restoration obligation	-	(72,175)
Net change in non-cash working capital <sup>2</sup>	890,424	25,070
	1,657,545	795,407
<b>Financing activities</b>		
Endowment contributions	187,287	50,426
Deferred contributions and grants received	239,347	341,684
Capital contributions	1,503,617	307,883
Repayment of long term debt	(192,372)	(186,807)
	1,737,879	513,186
<b>Investing activities</b>		
Acquisitions of property, plant and equipment <sup>1</sup>	(2,187,310)	(3,037,051)
Payables relating to capital acquisitions	143,098	(35,956)
(Acquisitions) disposals of investments, net	(1,385,118)	1,373,469
Endowment investment income	575,062	1,308,907
Endowment grants to operations	(416,735)	(374,721)
	(3,271,003)	(765,352)
<b>Increase (decrease) in cash</b>	124,421	543,241
<b>CASH, BEGINNING OF YEAR</b>	\$ 1,135,373	\$ 592,132
<b>CASH, END OF YEAR</b>	\$ 1,259,794	\$ 1,135,373

**Non-cash transaction:**<sup>1</sup>The statement of cash flows does not include donated property, plant and equipment of \$8,722 (2017 - \$40,725).<sup>2</sup>Net change in non-cash working capital:

	2018	2017
(Increase) in accounts receivable	\$ (2,323)	\$ (55,873)
(Increase) in prepaid expenses	(54,395)	(19,459)
Decrease (increase) in inventory	43,907	(29,036)
Increase in accounts payable and accrued liabilities, net of amounts for capital	328,060	51,217
(Decrease) in accrued vacation pay	(4,707)	(21,528)
(Decrease) in future retirement obligations	-	(8,801)
Increase in development costs payable	417,695	-
Increase in deferred revenue	162,187	108,550
	\$ 890,424	\$ 25,070



## 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. Change in Accounting Estimate

St. Mary's reviewed its estimates of the asset restoration obligation related to the existence of asbestos in a number of its facilities. Upon review, management determined that there is no liability for asset restoration obligation as of March 31, 2017. Although not a current health hazard, upon renovation or demolition of these facilities, St. Mary's may be required to take appropriate remediation procedures to remove the asbestos. As St. Mary's has no legal obligation to remove the asbestos in these facilities as long as the asbestos is contained and does not pose a public health risk, the fair value of the obligation cannot be reasonably estimated due to the indeterminate timing and scope of the removal. The asset restoration obligation for these assets will be recorded in the period in which there is certainty that the capital project will proceed and there is sufficient information to estimate the fair value of the obligation. For the year ended March 31, 2017, the effect of the change in estimate is to increase the excess of revenues over expenditures by \$72,175, to reduce the asset restoration obligation to \$nil, to reduce building capitalized costs included in property plant and equipment by \$269,987 and to reduce accumulated amortization of buildings included in property plant and equipment by \$150,215.

This change in estimate will provide financial statement users with more reliable, accurate and comparable information so as to assess the St. Mary's performance. St. Mary's has applied these changes prospectively in the financial statements.

## 3. 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.



**3. Significant Accounting Policies (continued)**

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.

**(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.



**3. Significant Accounting Policies (continued)**

**(e) Asset restoration obligation**

The fair value of an obligation for asset restoration is recorded in the period in which a legal obligation is incurred for the restoration of the asset arising from the acquisition, construction, development, and/or normal use thereof. The estimated asset restoration costs are capitalized as part of the carrying amount for the long-lived asset and amortized in accordance with the amortization policy of the asset. The value of the obligation is adjusted at the end of each fiscal period to reflect the passage of time and changes in the estimated future cash flows underlying the obligation. Actual costs incurred on settlement of the obligations are charged against the liability with any remaining difference recognized as a gain or loss to earnings in that period.

**(f) 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.

**(g) 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.

**(h) 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.



**3. Significant Accounting Policies (continued)**

**(i) 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 \$4,143,171 (CAD \$5,343,032) as of March 31, 2018 (2017 - \$3,377,213 (CAD \$4,491,473)). 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.

*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, 2018, St. Mary's has available borrowing facilities of \$500,000 (2017 - \$500,000), none of which had been drawn. St. Mary's must maintain a market value of \$1,000,000 (2017 - \$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.

**(j) 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, 2018 are \$337,847 (2017 - \$321,340)



Notes to Financial Statements

For the years ended March 31, 2018 and March 31, 2017

3. Significant Accounting Policies (continued)

(k) 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, 2018.

(l) 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.

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

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

(n) 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 \$114,652 in the fiscal year ended March 31, 2018 (2017 - \$113,308). In addition, the Diocese holds a Restrictive Covenant on the University campus land title.

4. Investments and Investment Income (Loss)

	2018	2017
Cash and cash equivalents	\$ 1,017,130	\$ 893,693
Bonds and interest receivable	3,924,796	4,740,969
Publicly traded equities	17,692,730	15,327,495
Life insurance policy	297,596	278,899
	22,932,252	21,241,056
Less amounts reported as short-term investments	(1,542,447)	(1,219,932)
	\$ 21,389,805	\$ 20,021,124

Long-term investments include externally restricted contributions received for endowment purposes of \$11,731,774 (2017 - \$11,339,690) and restricted donations for specific capital and operating initiatives of \$1,438,165 (2017 - \$1,196,143). Bonds consist of government and corporate bonds with average effective yield of 5.5% (2017 - 11.4%). Short-term investments include cash balances and bonds maturing in the next fiscal year. The original cost of investments is \$20,464,992 (2017 - \$18,850,532).



## Notes to Financial Statements

For the years ended March 31, 2018 and March 31, 2017

**4. Investments and Investment Income (Loss) (continued)**

Investment income (loss)	2018		2017	
Interest and dividend income:				
Interest and dividend	\$	322,095	\$	317,243
Transaction costs		(68,049)		(23,346)
Endowment grants to operations		416,735		373,047
		670,781		666,944
Capital gains (losses) and fair value adjustment:				
Capital gains (losses)		(13,853)		82,596
Fair value adjustment		319,931		625,532
		306,078		708,128
<b>Balance, end of year</b>	<b>\$</b>	<b>976,859</b>	<b>\$</b>	<b>1,375,072</b>

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

**5. Property, plant and equipment**

	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
<b>Balance, end of year</b>	<b>\$ 38,337,845</b>	<b>\$ 11,620,733</b>	<b>\$ 26,717,112</b>

	2017		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 13,726,119	\$ -	\$ 13,726,119
Buildings	15,764,950	5,891,035	9,873,915
Work in progress	232,679	-	232,679
Library books and collections	2,292,307	1,687,371	604,936
Furniture and equipment	2,355,558	1,481,461	874,097
Computer equipment	1,770,200	1,563,108	207,092
<b>Balance, end of year</b>	<b>\$ 36,141,813</b>	<b>\$ 10,622,975</b>	<b>\$ 25,518,838</b>





## Notes to Financial Statements

For the years ended March 31, 2018 and March 31, 2017

**6. Long Term Loan**

Under the terms of the loan, St. Mary's is required to make semi-annual payments of \$161,949.35 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 \$39,711 (2017 - \$41,486) as of March 31, 2018 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. The market value of the pledged account was \$5,462,100 as of March 31, 2018 (2017- \$5,377,566) and is included in Investments (Note 4). St. Mary's intends to seek permission to withdraw a portion of the excess for transfer to an unrestricted account. The aggregate amount of principal repayments required in each of the next five years and thereafter is as follows:

2019	\$	198,103
2020		204,004
2021		210,081
2022		216,339
2023		222,783
Thereafter		3,252,026
<b>Balance, end of year</b>	<b>\$</b>	<b>4,303,336</b>
Less current portion		198,103
<b>Long term loan balance, March 31, 2018</b>	<b>\$</b>	<b>4,105,233</b>

**7. Asset Restoration Obligations**

The estimated undiscounted costs to settle the asset restoration obligations is approximately \$NIL (2017 - \$NIL). In prior years, a risk free rate of 2.49% and an inflation rate of 2% have been used to calculate the fair value of the obligations.

	2018	2017
<b>Balance, beginning of year</b>	\$ -	\$ 187,649
Accretion expense	-	4,299
Revision to estimate - Note 2	-	(191,948)
<b>Balance, end of year</b>	<b>\$ -</b>	<b>\$ -</b>

**8. Development costs payable**

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. Pending finalization of the amount owing, an agreement will be made regarding the terms of repayment.



## Notes to Financial Statements

For the years ended March 31, 2018 and March 31, 2017

**9. 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.

	2018	2017
<b>Balance</b> , beginning of year	\$ 469,908	\$ 397,671
Retirement benefits paid	-	(8,801)
Accrued for future obligations	60,000	81,038
<b>Balance</b> , end of year	529,908	469,908
<b>Long term retirement obligations</b>	\$ 529,908	\$ 469,908

**10. Deferred Contributions**

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

	2018	2017
<b>Balance</b> , beginning of year	\$ 1,127,719	\$ 3,308,557
Grants, contributions, and donations received	1,742,964	649,567
Grants, contributions, and donations - in kind	8,722	40,725
Recognized as revenue	(294,029)	(204,394)
Transferred to endowment fund - Note 12	(44,289)	(20,214)
Transferred to unamortized deferred capital contributions - Note 11	(1,316,996)	(2,646,522)
<b>Balance</b> , end of year	1,224,091	1,127,719
Less short-term deferred contributions	(942,309)	(719,835)
<b>Long term deferred contributions</b> , end of year	\$ 281,782	\$ 407,884

The balance consists of funds externally restricted for:

	2018		2017	
	Current	Long Term	Current	Long Term
Capital	\$ 763,788	84,768	\$ 514,238	151,268
Education program	3,565	-	4,940	-
Scholarships and program enhancements	174,956	197,014	200,657	256,616
<b>Balance</b> , end of year	\$ 942,309	281,782	\$ 719,835	\$ 407,884



## Notes to Financial Statements

For the years ended March 31, 2018 and March 31, 2017

**11. 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:

	2018	2017
<b>Balance</b> , beginning of year	\$ 6,597,647	\$ 4,406,617
Additions from deferred contributions - Note 10	1,316,996	2,646,522
Amortization to revenue	(499,333)	(455,492)
<b>Balance</b> , end of year	\$ 7,415,310	\$ 6,597,647

**12. 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:

	2018	2017
<b>Balance</b> , beginning of year	\$ 11,338,352	\$ 10,333,526
Endowment contributions	187,287	50,426
Transferred from deferred contributions - Note 10	44,289	20,214
	11,569,928	10,404,166
Endowment investment income:		
Interest and dividend income	317,030	285,032
Capital gains (losses)	(4,011)	173,314
Fair value adjustment	343,989	899,555
Less commissions	(81,946)	(48,994)
Total endowment investment income	575,062	1,308,907
Endowment funds before transfer to operations	12,144,990	11,713,073
Endowment transfer to operations	(416,735)	(374,721)
<b>Balance</b> , end of year	\$ 11,728,255	\$ 11,338,352



Notes to Financial Statements

For the years ended March 31, 2018 and March 31, 2017

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**13. Fundraising Expenses**

As required under the Charitable Fundraising Act of Alberta, St. Mary's incurred expenses of \$663,905 (2017 - \$638,632) for the purposes of soliciting contributions. Of these expenditures, \$440,800 (2017 - \$439,888) was paid as remuneration to employees of St. Mary's whose primary duties involve fundraising.

**14. 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, 2018 and March 31, 2017

	2018	2017
<b>REVENUE</b>		
Tuition fees	\$ 6,259,241	\$ 5,479,724
Provincial government grants	3,784,998	3,644,932
Interest and investment income - Note 4	670,781	666,944
Amortization of deferred capital contributions - Note 11	499,333	455,492
Ancillary services	449,251	453,110
Rental and miscellaneous revenue	238,299	251,055
	<b>11,901,903</b>	<b>10,951,257</b>
<b>OPERATING EXPENSES</b>		
Academics and library	4,638,173	4,670,670
Student and campus services	2,194,045	1,957,511
Facilities and technology	1,231,509	1,116,745
Finance and administration	1,307,113	940,244
Amortization and accretion	997,758	954,101
President's office and board	611,279	558,797
Communications	489,128	450,969
Ancillary Services	500,541	443,277
Interest on long-term debt	141,033	146,948
	<b>12,110,579</b>	<b>11,239,262</b>
<b>(Shortfall) of revenue over expense excluding fundraising and other</b>	<b>(208,676)</b>	<b>(288,005)</b>
Revision to asset restoration obligation - Note 2	-	72,175
Capital gains (losses) and fair value adjustment - Note 4	306,078	708,128
<b>Excess (shortfall) of revenue over expense excluding fundraising</b>	<b>\$ 97,402</b>	<b>\$ 492,298</b>
Donations and fundraising events revenue	1,375,306	1,321,721
Advancement and fundraising events expenses	(663,905)	(638,632)
<b>Excess (shortfall) excess of revenue over expense</b>	<b>\$ 808,803</b>	<b>\$ 1,175,387</b>

## Supplemental Schedule of Net Proceeds from Fundraising Activities

For the years ended March 31, 2018 and March 31, 2017

	2018	2017
Proceeds from donations and fundraising events	\$ 1,171,225	\$ 1,176,612
Endowment fund contributions	187,287	50,426
Deferred donations	1,166,945	495,059
Less expenses for development office and fundraising events	(663,905)	(638,632)
<b>Net proceeds from fundraising activities</b>	<b>\$ 1,861,552</b>	<b>\$ 1,083,465</b>