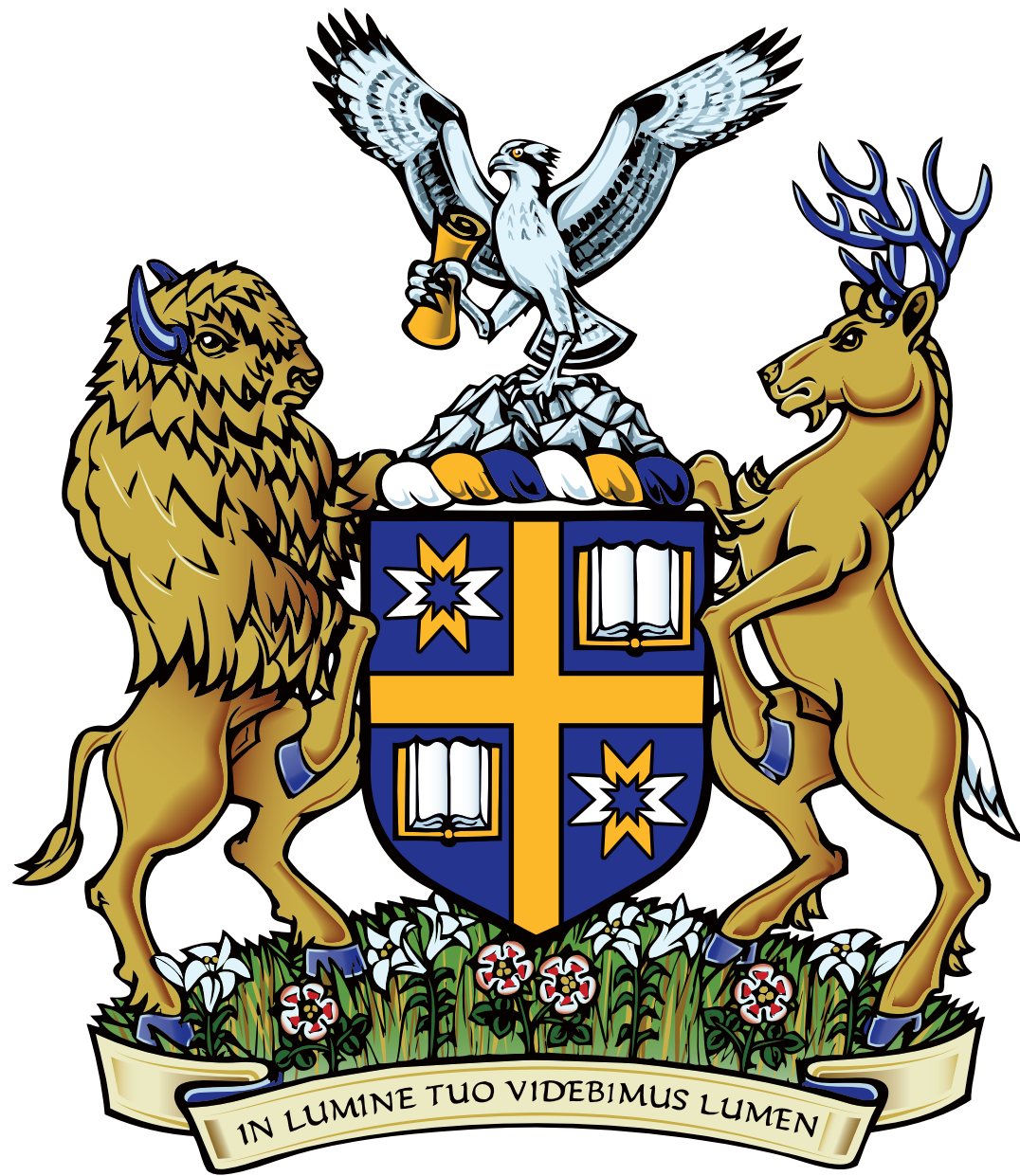




# ANNUAL REPORT TO ALBERTA ADVANCED EDUCATION 2020-2021









## Table of Contents

Table of Contents .....	i
1.0 Accountability Statement.....	1
2.0 Management’s Responsibility for Reporting.....	1
3.0 Message from the President.....	2
4.0 Public Interest Disclosure (Whistleblower Protection) Act.....	4
5.0 Operational Overview.....	4
6.0 Goals, Expected Outcomes and Performance Measures.....	5
Access and Quality .....	5
7.0 Financial and Budget Information .....	45
8.0 Enrolment Plan and Program Changes .....	47
9.0 Research, Applied Research and Scholarly Activities .....	49
10.0 Community Outreach and Underrepresented Learners .....	54
11.0 Internationalization.....	55
12.0 Capital Plan .....	56
Appendix 1 - Audited Financial Statements .....	57

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

## 1.0 Accountability Statement

The St. Mary's University's Annual Report for the year ended March 31, 2021 was prepared under the Board's direction in accordance with ministerial guidelines. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of this report.



**Mr. Gary Strother**  
Chair, Board of Governors  
October 12, 2021

## 2.0 Management's Responsibility for Reporting

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

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



**Dr. Gerry Turcotte**  
President  
October 12, 2021



### 3.0 Message from the President

As the only university located in Calgary's deep south, we continue to model our unique university with values embedded in a 2000-year-old Catholic Intellectual tradition. Our focus has been and will continue to be on offering small class sizes at an affordable cost, open to all and dedicated to helping students develop valuable skills and academic excellence that will provide them with a solid core as they graduate into the workforce. Even in this time of COVID, St. Mary's has continued to be one of the fastest growing post-secondary institutions in Alberta and our enrolments continue to climb. One reason for this is that we have worked hard to build-in work ready opportunities for our Liberal Arts and Education students, an initiative that is now driving Government priorities as outlined in Alberta 2030 report. As such, St. Mary's is delighted to work with the Government to expand our programs to meet or even exceed the Work-Integrated Learning (WIL) targets.

St. Mary's University offers undergraduate courses in 36 academic disciplines. We confer Bachelor of Arts degrees in English, General Studies, History, Liberal Arts Studies, and Psychology; a Bachelor of Science degree in Biology; and a two-year after-degree Bachelor of Education in Elementary Education. With the strong demand for our Education programs, we applied to the ministry for a Bachelor of Education after-degree in Secondary Education, and were successful. In 2021, we launched the second year of our BEd Secondary program. As a point of interest, there continues to be a strong demand for what is now one of the most successful Education programs in the province. The success of the programs can be measured, in part, by the success of our graduates who continue to be hired in great numbers by the local school boards. Our first year teachers continue to "scoop the pool" in nominations for Best First Year teacher in the well-known Edwin Parr Awards.

St. Mary's continues to be the lowest funded post-secondary institution by FLE and as a result of the continued reduction in funding from the Ministry, we were forced to increase our tuition rates in 2021. We are, however, continuing to remain competitive with the public universities. This conspicuous financial disadvantage has not diminished our commitment to offering a premier education that provides students with critical reading and writing in every course; seminars, oral presentations, and research throughout their degree, beginning in the first year; frequent and on-going feedback to ensure skills development; and hands-on experiential learning to make them job-ready at graduation. We ensure student success by keeping classes small enough for individual mentoring, building pathway programs and transitional supports for high school students, incorporating on-going success seminars, offering programs for underrepresented and disadvantaged learners, and partnering with Indigenous communities.

With COVID-19 influencing the way we run our campus, St. Mary's has continued to be versatile in the method of delivery for our course curriculums. We continue to follow the mandates set out by government and our robust Academic Plan to ensure we meet the targets identified in our Strategic Plan. We continue to identify new opportunities and build additional WIL aspects into our programs.



We are continuing to plan for a more expanded International program, but due to COVID we have been unable to fully realize a significant growth despite a promising beginning. We are continuing to pursue additional partnerships that will be in place when it is feasible to allow students to travel to and from Canada. To-date we currently have exchange agreements with Australia, the United Kingdom, Taiwan, China, Belize, Ukraine, Peru and several others.

Despite COVID, we have continued to offer our multi-award-winning Humanities 101 program for Calgary's most economically disadvantaged citizens, with only minor interruptions. Humanities 101 is a strength-based and trauma-informed transformative learning program that has had a profound impact in offering university-level education to low-income adults who have experienced dislocation, interrupted or negative education, poverty, homelessness, substance abuse, violence, and war. The program has seen its students escape homelessness and move into further education or employment.

Even during the concerns and restrictions put into place due to COVID, the St. Mary's President's Volunteer Team (PVT) has continued to attract hundreds of students to join the President in supporting numerous charities, albeit in a modified manner, from Feed the Hungry to the Mustard Seed, Field of Crosses to Inn from the Cold. St. Mary's expects our students to use their education and opportunities to engage in community service learning to expand their vision.

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

Sincerely,

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

**Gerry Turcotte, PhD**



#### 4.0 Public Interest Disclosure (Whistleblower Protection) Act

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

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

#### 5.0 Operational Overview

St. Mary's University is committed to following the direction of the government's Alberta 2030 initiatives including the need to encourage more WIL components in our course offerings. St. Mary's strongly believes that we have modelled exactly the type of behavior and return on investment that is being called for at present. St. Mary's remains among the lowest-funded post-secondary institutions in Alberta, this despite its consistent growth. We have maintained a tuition level comparable to that of the public universities, we have incredibly low costs dedicated to senior administration, and we direct all of our Government funding into supporting students at our institution.

It is important to remember the deep funding imbalance between Calgary and Edmonton post-secondary institutions, and the even more extreme funding disadvantage that St. Mary's University experiences compared to virtually every other institution. It is useful as well to remember that the government provides less than \$4,480 dollars per FLE and provides zero capital or infrastructure funding. St. Mary's far exceeds the Government's goal to reduce operational costs. As such, some recognition for the university's good citizenship should be in order, and in light of the significant return on investment that our institution provides, we hope that additional funding support may be possible to ensure a level playing field.

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

St. Mary's is focused on strategic growth in a number of our signature areas, including increasing our WIL opportunities, and once we are able, we are preparing to launch our exciting Internationalization strategy. Guided by our dynamic Strategic Plan and accompanying Academic Plan, St. Mary's is ready to embrace a new chapter in the dynamic role it already plays as a member of the Campus Alberta system.



## 6.0 Goals, Expected Outcomes and Performance Measures

### Access and Quality

**Table 1: 2020-2021 Student Enrolment (FLE)**

	<b>CIP enrolment projection 2020-21</b>	<b>Actual enrolment 2020-21</b>
<b>Total FLEs</b>	753	882
International FLEs		13





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<b>Goal 1: To increase enrolment to 753 FLEs in 2018-2019 with growth to 785 FLEs in 2019-2020 and 785 FLEs in 2020-21</b>					
G1 – Priority Initiative 1	Create additional cohort of 40 for BEd After-Degree for Fall 2018 entrance Build two new classrooms to accommodate additional BEd cohort		Completed	An additional cohort of 40 students was admitted to the BEd (Elementary) in Fall 2019, for a program total of 240 students. Two new classrooms were opened in Fall 2018 to accommodate the additional cohort.	
G1 – Priority Initiative 2	Target marketing campaign to local area and regional schools, especially those in Foothills, Calgary Board of Education (CBE), Calgary Catholic (CCSD), Christ the Redeemer, and Rocky View school districts	March 31, 2020	Ongoing	All St. Mary's marketing campaigns are aimed at our core demographic and influencers and cover all Calgary and area schools. This is achieved through traditional and digital marketing. Specific Geo-Targeted digital marketing has been implemented that covers all major high schools in Calgary and area.  Traditional media such as radio and print have also been implemented to support these digital efforts and has seen expansion in scope over the previous year.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 3	Develop certificates with one program developed in 2018-2019	March 31, 2020	Ongoing	<p>Social Entrepreneurship certificate was proposed for the provincial Technology funding envelope. The project was on hold as government TACT funding was not forthcoming.</p> <p>Throughout Spring and Summer 2021, a curriculum team has been meeting to develop the Social Entrepreneurship program. Complete curriculum will be ready for review October 31, 2021.</p> <p>Funding received to develop Urban Agro-Ecology Certificate. Complete curriculum will be ready for review October 31, 2021 for implementation Spring 2022.</p>	Spring 2022
G1 – Priority Initiative 4	Have semi-annual partnership meetings with CCSD and CBE	March 31, 2020	Ongoing	<p>Met with both school boards regarding partnership initiatives including dual-credit courses, leadership courses for educators, continuing education courses, and a Secondary program for St. Mary's Education degree.</p> <p>March 2019 Advisory Meeting with three school boards to discuss Education program growth. Ongoing conversations with both boards regarding dual-credit opportunities.</p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 5	Have semi-annual partnership meeting with Old Sun Community College	March 31, 2020	Ongoing	Two meetings this year to discuss BEd Pathways (Dec 21 and March 19). Met with Old Sun Community College four times over the year to develop Indigenous student pathways, identify courses to offer Old Sun students, offer advising for students, and consult about possible partnership opportunities for Arts & Sciences, Indigenous Studies and Education.	Ongoing
G1 – Priority Initiative 6	Targeted Parish and Diocese marketing with guest speakers and bulletin inserts	March 31, 2020	Ongoing	All pertinent events shared with Diocese communications officer and/or posted on Diocese website event listings.  Parish mailouts containing relevant guest speakers, marketing collateral shared.  Event posters, digital event invites also shared with the Diocese and Parishes for distribution.	Ongoing
G1 – Priority Initiative 7	Hire a full-time contract recruiter for the period August – December. Priority will be given to recent graduates of St. Mary's University	March 31, 2020	Completed	We hired a St. Mary's 4-year BSc grad for the recruitment contract from August – December.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 8	Host Cross-Country meet on campus and include a high school and/or community race in the event	Ongoing	Ongoing	Last year in COVID, St. Mary's worked with the community to host one Age Class cross country meet and the Age Class Provincial Championships.	Complete and Ongoing
G1 – Priority Initiative 9	Promote the success of our athletics program to local high schools	March 31, 2020	In progress	Strategies are being developed to increase our athletics presence in local high schools. An exhibition game was arranged at Foothills Composite for October 2020.	September 2020
G1 – Priority Initiative 10	Offer basketball camps in partnership with local area organizations	March 31, 2020	Ongoing	Due to COVID we did not offer any basketball camps this previous season. On June 25 <sup>th</sup> and 26 <sup>th</sup> we held Identification Camps for Men's basketball allowing local area players the opportunity to try out and showcase their talents. We have set up exhibition games with Edge Prep School for Oct 29 <sup>th</sup> and 30 <sup>th</sup> of this year as we continue to build this partnership in the community.	Postponed and ongoing





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 11	Increase fundraising and athletic scholarships through a partnership with the Calgary Booster Club	March 31, 2020	Completed	We received funding even in our COVID year for two athletes that were awarded scholarship money after submitting an application and essay. They were picked by a panel of St. Mary's staff. This partnership with Calgary Booster Club will continue and be an ongoing venture with Athletics.	Ongoing
G1 – Priority Initiative 12	Host two high school grade 12 retreats on campus in 2018-2019	March 31, 2020	Completed	In May and June 2019 we hosted grade 12 retreat days for St. Mary's High School and Father Lacombe High School. We also hosted the grade 9 retreat day for St. Jean Brebeuf High School.  Retreats were not held in winter 2021 due to COVID and campus closure.	
G1 – Priority Initiative 13	Add diploma preparation course in Math and English to our pathway program in 2018-2019, with a pilot offering in July 2018	March 31, 2020	Under review	We are evaluating changes in market demand to ensure there is a market before proceeding.	Review complete Spring 2022
G1 – Priority Initiative 14	Develop a timetable policy that will enable the implementation of a future scheduling software package: this will allow us to continue to provide access to more students	March 31, 2020	Completed	A Timetable Policy was completed for the 2018-2019 timetabling. Feedback to the process was gathered from Deans, Area Chairs, and Registrar. Registrar completed the policy and brought it through Academic Council for approval.	Winter 2021



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G1 – Priority Initiative 15	Expand Spring and Summer offerings to increase varied access to accommodate students’ programmatic, employment and family demands	March 31, 2020	Ongoing	<p>Academic Council formally approved timing for intersession blocks to enable course expansion across a four-month May-August term. A significant number of additional courses were made available in both Spring and Summer sessions with expectation of increased enrolment.</p> <p>Education Wellness Institute was piloted, with mixed success. Further market demand analysis will be undertaken before next timetabling.</p> <p>Two Education hybrid delivery leadership courses were offered during Spring/Summer.</p>	Ongoing
G1 – Priority Initiative 16	Expand Success Seminar Series to at least one additional Catholic Board High School and award certificate of completion at one High School	March 31, 2019	Under revision	<p>Invitations were sent to counselors with no response. The program is temporarily on hold until after COVID for redesign and staffing needs.</p>	Spring 2023



G1 – Priority Initiative 17	Meet and establish St. Mary's presence (Poster and Viewbooks) at Nelson Mandela High School, Joanne Cardinal Schubert High School, and All Saints High School		Ongoing	Relationship building with these schools is ongoing via meetings on their campuses, classroom presentations from recruitment and faculty and information booths. In-person visits and partnership building has been significantly impacted by CVOID and social restrictions.	Ongoing
G1 – Priority Initiative 18	Increase recruitment presence outside of the Calgary area and use contract recruitment position and increased travel budget to maximum benefit		Ongoing	Our contract recruiter participates in the full ELAA circuit (minus two weeks in Fort MacLeod and Northern Alberta) with travel in and around Calgary, Southern Alberta, Western Alberta, Central Alberta, Edmonton and area, and the Kootenays.	Ongoing
<b>Goal 1 Expected Outcomes and Indicators</b>	<b>Increase in the number of applicants to St. Mary's University by 10% per year Increase the conversion of applicants to registrants to 60% from 52% by 2020</b>			<b>778 applications received, with 677 offered admission. 384 attended: a 57% conversion rate, despite the challenges of COVID</b>	<b>Increase conversion to 60% by September 2022</b>



Goal 2: To increase Indigenous enrolment to 5% of student population by 2020-2021 (38 FLEs)					
G2 – Priority Initiative 1	Build an Indigenous Centre as part of our campus expansion to provide dedicated space for teaching, ceremony, and community		On hold	The Indigenous Centre will be part of the Campus Development planning to be commenced in 2022-2023 with the arrival of the new President.	Dependent on funding
G2 – Priority Initiative 2	Continue to work in partnership with Tsuut'ina to offer a Teaching Assistant certificate for Teaching Assistants currently employed and for those who wish to enter the field: this certificate will be developed and proposed to Tsuut'ina Education in 2018-2019	Ongoing	Ongoing	Tsuu'Tina meetings were held to discuss BEd and Certificate pathways and support professional development. Process delayed due to COVID.	Ongoing
G2 – Priority Initiative 3	Work in partnership with Old Sun Community College to develop block course transfer by 2019	2019	Completed	Block transfer agreement transferring Siksika Knowledge Courses was signed in February 2019.	
G2 – Priority Initiative 4	Explore viability of offering a BEd cohort on Siksika Nation in partnership with Old Sun Community College	Ongoing	Ongoing	Meetings with Old Sun and Education were paused during COVID.	Ongoing





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G2– Priority Initiative 5	Establish a Truth and Reconciliation Working Group of students, faculty and staff to guide our response to the Calls to Action arising from the Truth and Reconciliation Commission Recommendations. Hold Sacred Circles twice per year with our Elder, Doreen Spence		Working Group has been established  Ongoing	Circles were held virtually during COVID.	Ongoing
G2– Priority Initiative 6	Expand our Elders on Campus program from two to four Elders, including Elders from Tsuut'ina and Stoney-Nakoda and host Reconciliation Talks on campus once per month with a different Elder each month		Ongoing engagement	Hosted Elders on Campus and Reconciliation Talks throughout academic year virtually as needed during COVID.	Ongoing
G2– Priority Initiative 7	Engage Indigenous high school students by expanding basketball clinics in First Nations' community schools from two to four per year and establish an Indigenous student athlete ambassador program		In Progress	Establishing relationships with partner schools. On hold during COVID.	May 2022



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G2 – Priority Initiative 8	Worked under the guidance of Blackfoot Elder Randy Bottle, and in collaboration with the Calgary Board of Education and the Ghost River Rediscover project, to carry a Tipi at St. Mary's University		Completed	We raised the tipi in Summer 2017 and painted the tipi liner with Elder guidance in Spring 2018.	
G2 – Priority Initiative 9	Establish an Indigenous Academic coach position (ad hoc) to work with Indigenous learners	2019	Completed	We contracted an Indigenous Academic coach and established regular hours. There was no interest from Indigenous learners to access the resource person. We will make a coach available on an as-needed basis.	
<b>Goal 2 Expected Outcomes and Indicators</b>	<b>Increase in the number of Indigenous students attending St. Mary's University</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>2020/21 enrolment was 38 self-identified Indigenous learners, 23% increase over 5 years</b>	<b>Ongoing</b>



<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	Consolidate the High School equivalency courses, English 030 and Math 030, the MATH Booster and the Academic Writing Institute into the Continuing Education portfolio. The courses are recognized by other Campus Alberta universities as equivalent to high school courses for admissions purposes	Ongoing	Completed	Both courses were successfully offered in summer 2018 and included in the ACAT transfer guide.	Ongoing
G3 – Priority Initiative 2	The Transitions Committee will expand its membership to include additional student representatives from local high schools and St. Mary's University. The committee determines what services and supports will help facilitate successful student transition from high school to university and makes recommendations for implementation	Ongoing	Ongoing	Transitions Committee was paused during a lengthy medical leave by the VPSS and then COVID interruptions. A consolidation of Student Services and Academics is prompting an evaluation of this committee.	Spring 2022
G3 – Priority Initiative 3	Implement eCLASS, a Virtual Learning Centre to provide on-line access to our academic readiness resources by high school and StMU students	Ongoing	Ongoing	Increased online resources were launched prior to COVID. An assessment of the uptake of resources is planned.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G3 – Priority Initiative 4	Add a Level 1 Academic Success certificate that students can take while they are in high school; offered a pilot program with one local high school in 2017-2018; award certificate at two schools in 2018-2019	March 31 2019	Pilot Completed Program under revision	Success seminars were offered at two local high schools counting towards the level 1 Academic Success Certificate. Program paused during COVID and under evaluation moving forward.	Completed/ Under evaluation
G3 – Priority Initiative 5	Expand the 'Chat with a Professor' initiative, which will give students live remote access to a professor for assistance	Ongoing	Completed	Consolidated English courses and academic writing online support with reports of some uptake and success. Being evaluated.	Ongoing
G3 – Priority Initiative 6	Recognizing that physical activity and wellness contribute to a successful transition to university, additional support for Fitness and training have been made available	Ongoing	Completed & Ongoing	With COVID restrictions the fitness center had to pivot throughout the year but still recognized that physical activity and wellness contribute to successful transitions to university. Virtual 1 on 1 training initiatives were created for students, staff and faculty to access. Enhanced safety measures were created and the fitness center was able to stay open throughout COVID. New booking systems were created and additional communication messages were sent to the StMU Community during this time. New strategies including social media and incentives are being introduced for the 2021-2022 school year to welcome students to the fitness center and take advantage of these benefits.	Ongoing





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G3 – Priority Initiative 7	Develop a three-year recreation and leisure plan in 2017-2018 with a goal of 40% student participation by 2020	Ongoing	Under Review	COVID restrictions have greatly affected this goal and recreation and leisure plans had to be suspended. These are being re-evaluated at this time.	When new facilities are available on campus and COVID restrictions fully lifted
G3 – Priority Initiative 8	Create the Assessment Services unit to offer psychoeducational testing on campus	Ongoing	Completed	Acquired two assessment tests and identified Psychology faculty to lead assessments.	
G3 – Priority Initiative 9	Conduct a review on student success evidence-based practices, adjust existing services and explore new programs at the Centre for Learning Access and Student Success - CLASS	2019	Ongoing	Completed a survey of research on student success evidence-based practices. Collecting data for further service and program evaluation.	Ongoing
G3 – Priority Initiative 10	Establish advising curriculum to teach new students how to be active in their course planning and more aware of university services – first iteration of advising package ready to hand out at New Student Orientation 2018		Completed	An advising syllabus was created and distributed at New Student Orientation (NSO) for all new students. As part of the Student Success presentation, the syllabus was reviewed and given explanation. 2020 NSO was held both in-person and virtually due to COVID restrictions. Student Services leaders met in a March 2021 retreat to review initiatives, assess their effectiveness, and plan supports for 2021-2022.	



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



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<p><b>Goal 3 Expected Outcomes and Indicators</b></p>	<p><b>Lower attrition rates; higher graduation rates</b></p>	<p><b>Ongoing</b></p>	<p><b>Completed/ In Progress</b></p>	<p><b>We placed priority on obtaining a .5 FTE position for an Institutional Researcher in order to begin gathering and analysing data to track enrolment, retention, and attainment trends. To this point, we have not had any institutional research resources and so do not have sufficient data to track these rates.</b></p> <p><b>A half-time Institutional Researcher was hired in September 2019. Benchmark data began to be captured in 2019-2020.</b></p> <p><b>With the upgrading of the Student Information System, completed in fall 2019, we have more robust systems capable of tracking data and generating reports for analysis by the Institutional Researcher.</b></p> <p><b>5 years of Retention data and graduation rates will be collated and analysed by Spring 2022.</b></p>	<p><b>Spring 2022</b></p>



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<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 (pain and/or psychological)</li> </ul> <p><i>*2012 Canadian Survey on Disability, Statistics Canada</i></p>	Ongoing	Committee established	<p>Committee meets twice yearly for comprehensive site inspection and detailed report.</p> <p>Improved facilities based on recommendations from the committee (e.g. Automatic doors, ramps and accessible washrooms, among others).</p>	Ongoing
G4 – Priority Initiative 2	Renovate the Student Association Building and Administration Building to make them more accessible for students in wheelchairs	Ongoing	Deferred Pending funding	We continue to make improvements to accessibility as finances allow. We will continue to make accessibility improvements to these building a priority in our capital planning.	Deferred Pending funding
G4 – Priority Initiative 3	Renovate the washrooms in the Library to make them more accessible for students in wheelchairs		Completed	Two fully accessible washrooms were completed in September 2018 in the Library through a federal SIF grant. Students in large electric wheelchairs are able to readily use the facilities.	





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G4 – Priority Initiative 4	Partner with Canadian Mental Health Association (CMHA) to offer additional drop-in counselling support	Ongoing	Completed	Partnership agreement with CMHA supported two part-time practicum interns offering additional drop-in counseling support.	
G4 – Priority Initiative 5	Provide Sexual Violence First Responder training to advisors and other select front line staff in 2019	2019	On hold	After assessment, we determined we do not have the appropriate people resources. We provide Calgary Communities Against Sexual Abuse (CASA) information on campus and direct students to CASA when appropriate.	Under consideration for future
G4 – Priority Initiative 6	Train two Sexual Violence investigators in 2018-2019	2019	On hold	We provide CASA information on campus and direct students to CASA when appropriate.	Under consideration for future
G4 – Priority Initiative 7	Create the Assessment Services unit to offer psychoeducational testing on campus, starting with assessment of potential learning disabilities and ADHD	Ongoing	Completed	Acquired two assessment tests and identified Psychology faculty to lead assessments.	
<b>Goal 4 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 Date
<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	Ongoing, pending Government directions	Tuition for Full load BA/BSc undergraduate students was \$7,590.00 with fees \$8,322.00. Full load BEd \$9,908.00 with fees \$10,640.00.	Ongoing
G5 – Priority Initiative 2	Create an entrance bursary to cover any gaps between band funding and total costs for band-sponsored Indigenous students		Ongoing	In development and seeking a sponsor.	Ongoing
G5 – Priority Initiative 3	Increase revenue-generation through new Continuing Education offerings	Ongoing	In progress	Summer Camps were developed but cancelled due to COVID. Anti-racism and Indigenous Voices series have been highly successful and over-subscribed.	Ongoing
G5 – Priority Initiative 4	Continue to advocate for equitable funding to ensure tuition increases can be capped at CPI rates	Ongoing	Ongoing	Met with Minister of Advanced Education and MLA to advocate for equitable funding with other PSIs in Alberta.	Ongoing



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



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 5 Expected Outcomes and Indicators	Maintenance of affordable tuition fees; Other sources of revenue will be investigated, including a suite of Continuing Education courses; Equitable government funding	Ongoing	Ongoing, pending Government review of tuition policy		
<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	Ongoing	<p>The Advancement Office continues its implementation and management of recognition and stewardship activities. Ongoing activities include developing and maintaining ongoing recognition and stewardship activities to include events and donor tailored stewardship reports for programs and initiatives.</p> <p>Donor Stewardship event planning and tailored donor reports are in development for the 2021/22 fiscal year including the publication of the Heart of St. Mary's report, and Annual Report to Community. We are hosting a Planned Giving event to steward and provide estate and financial planning information to our donors. Many recognition events are planned to include the 2022 CWL Recognition event to celebrate the CWL Chair, The St. John's Bible Lecture and Mauro Gallery exhibition donor stewardship event. Dedication to memorialize and honour long time St. Mary's supporters as well as individual recognition events for donors to the university.</p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G6 – Priority Initiative 2	Identification and cultivation of new donors	Ongoing	Ongoing	<p>The Advancement Office strives to build and enhance a culture of philanthropy for St. Mary's University, broadening the base for support with individuals, corporations, government, foundations and organizations. The Office supports fundraising programs and initiatives to include ongoing Donor cultivation, recognition and stewardship activities and events, annual giving campaigns, grant strategies, fundraising newsletters, prospect research and campus expansion strategies. This office also helps to support the promotion of philanthropic activities for the University through fundraising events such as the annual President's Dinner, Golf Tournament, and Multicultural Events.</p> <p>In the last three years, great success has been achieved with an active and growing grant and proposals pipeline of 45+ grant opportunities totaling \$3,000,000 in identified opportunities. St. Mary's continues to seek to identify and cultivate new donors and external grants to enhance the student experience, fund programs and initiatives.</p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<p><b>Goal 6 Expected Outcomes and Indicators</b></p>	<p>Increase the value of scholarships and bursaries awarded and continue to secure new donors</p>		<p>Ongoing</p>	<p>Donors to the St. Mary's Awards Program receive regular communication with respect to award recipients and the current value of funds in endowments. Award criteria and the number and values of awards are reviewed annually. As endowments grow through additional donations and investment income, awards are increased (number and/or value). Supporters of the Awards Program have an opportunity to participate in the annual Awards Ceremony and many receive personal notes of thanks from the students who benefit from their support.</p> <p>Funds raised through special events and mailings are designated to support the Awards Program.</p> <p>In 2020-2021, additional funds were raised to support \$32,300 in bursaries for tuition relief for 60 students impacted by COVID-19.</p> <p>Increases in the total value of President's Circle Scholarships year over year demonstrates that St. Mary's continues to attract excellent students.</p> <p>This past year, 261 students received 410 awards totaling \$516,875. Scholarships and Bursaries continue to be of great interest to our donors and supporters.</p> <p>We are continually increasing the value and number of scholarships and bursaries offered to students and as such are securing new donors and maintaining/enhancing current donor's contributions to scholarships and bursaries.</p>	<p>The annual Awards Ceremony will take place February 9, 2022.</p> <p>Ongoing</p>



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<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	Continue the review and assessment of the current Institutional Research Plan based on the faculty survey completed in 2017-2018	Ongoing	Ongoing	Faculty were surveyed about their research needs and projects. A new Institutional Research Plan scheduled to be undertaken was deferred due to enormous workload on faculty during COVID.	2022-2023
G7 – Priority Initiative 2	Restructure VPA/Dean of Arts & Sciences role to create two Deans (Education and Arts &	2018-2019	Completed	Dean of Arts & Sciences role was created for Fall 2018. External Dean hired to start Fall 2021.	





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 3	Develop and maintain the infrastructure that supports the growth of research and scholarship	Ongoing	Ongoing	<p>Completed construction of Research Lab for Psychology and Education. Researched and committed to capital plan for AV recording equipment. Added to Library holdings on Indigenous research methods.</p> <p>Research webpage was launched in 2020.</p> <p>Applications for funding eligibility were submitted in December 2020 to CIHR and NSERC.</p> <p>Collective agreement includes provisions for faculty course buyout with research grants over \$30,000 in a year.</p> <p>Archival technician hired in 2020 for Library, along with archival software, to catalogue for scholarly use the Canada Parks and Wilderness Society (CPAWS) collection.</p> <p>The Library has continued to make acquisitions in the areas of indigenous research methods and interdisciplinary studies, as well as establishing an online reference collection of updated psychology handbooks. Additionally, we were able to leverage free resources from vendors during COVID-19 – specifically expanded access to JSTOR resources.</p>	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 4	Develop on-line course evaluations by 2020 for faster access to data as well as more rigorous comparative data	2020	Completed	Piloted online course evaluations for Education in Winter 2019 and all courses in Spring/Summer 2019. Institutional Researcher assessed pilot and submitted analysis to Teaching & Learning Committee. Decision made to continue on-line evaluations in all courses.	
G7 – Priority Initiative 5	Ensure effective communication about our successes through the better collection, organization, and dissemination of information about research activities and researchers	Ongoing	Ongoing	Online forms for submission of Annual Reports, including scholarly activity, implemented in 2020-2021.  <i>Illuminate</i> , the publication of Faculty Research and scholarly activity, was expanded to accommodate expanded information, collected, and disseminated.  Research webpage launched in 2020 and features faculty research.	Ongoing
G7 – Priority Initiative 6	Explore implementing the E.L. Boyer model of scholarship into the assessment criteria used in Faculty Annual Reports	Completed	Completed	Scholarship of discovery and integration emphasized for faculty in Research stream; application and teaching and learning for faculty in Teaching stream.	
G7 – Priority Initiative 7	Develop dedicated program webpages for Biology and English to promote the breadth of scholarship across the University in 2018; complete program webpages for Liberal Studies, Education, and History in 2019-2020	2018 and 2019-2020	English and Biology pages completed	English and Biology pages were updated. Liberal Studies, Education, and History pages will be updated next.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G7 – Priority Initiative 8	Education curriculum lab moved into Library in 2018 for greater access to materials and incorporation of research into course assignments; complete cataloguing of current materials by 2019	2019	Completed	Education Curriculum Lab has been moved to the Library, catalogued, and is fully functioning with many more math and science manipulatives and increased FNNI teaching resources. Expansion of the Education Curriculum Lab continued with the addition of Secondary Education and Teaching Quality Standards materials.	
G7 – Priority Initiative 9	New Integrated Library System (ILS) implemented with SAIL consortium partners in 2018: new system will be more robust and fully featured and will eliminate outdated physical server infrastructure through cloud-based service. Train all Library staff in new system	2019	Completed	New ILS system was fully implemented in Winter 2019. St. Mary's University was the first consortial partner to be fully functioning. All Library staff are trained in the new system. Continued to take advantage of the ILS automation integrations. Transitioned to OpenAthens External Authentication for offsite resource access which allows for a more seamless user experience (less logging in, only one password).	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
Goal 7 Expected Outcomes and Indicators	<p>New webpages for all academic programs live by 2020</p> <p>Education curriculum lab catalogued and moved into Library</p> <p>Implementation start date of ILS project met in Spring 2018; expected completion Winter 2019</p> <p>Online course evaluations implemented by 2020</p>		In Progress	Education lab completed.	
<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 by 2020	2020	Ongoing	Case for support is being developed.	2022
G8 – Priority Initiative 2	Seek funding opportunities to support interdisciplinary initiatives in the Liberal Studies degree, Indigenous Studies, and ethical business	Ongoing	Ongoing	Education secured funding to develop Holistic, Land-Based Pedagogy from provincial government.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G8 – Priority Initiative 3	Mentor Faculty in effective collaborative research practices and recognize collaborative knowledge production through tenure and promotion processes	Ongoing	Ongoing	Workshop held on grant applications. Individual mentorship of faculty. Collaborative and interdisciplinary research focus in Institutional Research plan.	Ongoing
G8 – Priority Initiative 4	Facilitated successful cross-disciplinary application for Horizons Seniors Grant for inter-generational life writing project with community seniors, senior active living centre, and St. Mary's students and faculty from English and Psychology	2019	Completed	A hard cover book was published with memoirs gathered through partnerships between St. Mary's students and local seniors. Three (3) readings and an associated art exhibit were held.	
G8 – Priority Initiative 5	Foster cross-disciplinary dialogue about teaching, research, and scholarship through academic conferences hosted at St. Mary's, the Inspiring Conversations series, and public book launches of Faculty work	Ongoing	Ongoing	A number of in-person and virtual events were held, including: "Science and Blackfoot Metaphysics," with Dr. Leroy Littlebear, "Bats: evolutionary enigmas facing environmental challenges" as part of Darwin Day celebrations, "The Role of Women in Healing the Church" and "Healing the Church from the Clergy Abuse Crisis" with speaker and internationally known author Sr. Nuala Kenny, and a collaborative art exhibit and artist's talk with Lise Melhorn-Boe: "Ripe with Possibility: Redefining the Book Through an Artist's Eyes" using items from University of Calgary's Special Collections.	Ongoing



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G8 – Priority Initiative 6	Recognise community-university collaborations as part of Faculty service load	Ongoing	Ongoing		Ongoing
<b>Goal 8 Expected Outcomes and Indicators</b>	<b>Faculty will increase their collaboration St. Mary's will have a Research Centre of Excellence for Social Justice</b>	<b>2020</b>	<b>In Progress</b>	<b>The implementation of the Social Justice Catholic Studies degree in fall 2019 is providing momentum for developing a donor case for the Research Centre of Excellence for Social Justice.</b>	<b>2022</b>
<b>Goal 9: To increase the teaching and research capacities of the university</b>					
G9 – Priority Initiative 1	Strategic Investment Fund (SIF) project to increase capacity in the Library for holdings, research, and collaborative workspace through renovation of Library and creation of Special Collections Reading Room	2018	Completed	Strategic Investment Fund (SIF) project to increase capacity in the Library for holdings, research, and collaborative workspace through renovation of Library and creation of Special Collections Reading Room was completed in 2018.	
G9 – Priority Initiative 2	Expand access to primary and secondary documents in fields pertinent to student and faculty research to be expanded in 2018 through purchase and promotion of the Gale Primary Sources collection	2018	Completed	Gale Primary Sources collection was purchased, installed and promoted.	
G9 – Priority Initiative 3	Safety and reliability of Chemistry laboratory increased through renovation funded by the Strategic Investment Fund (SIF): new windows and HVAC for temperature regulation; new flooring with stainless steel drains	2018	Completed	Safety and reliability of Chemistry laboratory increased through renovation funded by the Strategic Investment Fund (SIF): new windows and HVAC for temperature regulation; new flooring with stainless steel drains – completed in 2018.	



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





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 6	Create a Psychology Observation Lab and Resource Centre by 2020	2020	Completed	Physical room has been constructed and furnished. Wiring and data lines have been run and AV equipment installed. Policy approved for capture and storage of data. Faculty and students have been using the lab for research.	
G9 – Priority Initiative 7	Create a collection of Indigenous and Children's Literature in the Library to support teacher preparation in the BEd after-degree by 2019 to support the new TQS	2019	Completed	In consultation with Education faculty and discipline experts, significant acquisitions to build the Indigenous and Children's Literature collections have been made and catalogued. The Library has continued to expand upon the initial purchase of 214 fiction and nonfiction titles for curriculum lab acquiring resources in the areas of Indigenous YA fiction, Indigenous teaching stories, and Indigenous graphic novels for all ages.	
G9 – Priority Initiative 8	Apply for Alberta Education funding for FNMI TQS development for Indigenous Curriculum and Faculty training in 2018	2018	Completed	Granted. New framework for land-based learning course developed in collaboration with Director of Indigenous Initiatives and Elders.	
G9 – Priority Initiative 9	Apply for Alberta Education funding for Leadership Quality Standards course development in 2018	2018	Completed	Granted. Two new LQS leadership courses developed and piloted with D2L e-learning platform.	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G9 – Priority Initiative 10	Consult with Indigenous communities and develop Indigenous curriculum for BEd (Elementary) After-Degree and proposed BEd (Secondary) to meet new TQS standards for implementation in 2019	2019	Completed	Continued consultation with Elders	
Goal 9 Expected Outcomes and Indicators	<p><b>Renovation of the Library including:</b></p> <p><b>Installation of moveable shelving in Library to increase shelf capacity by 44%</b></p> <p><b>Creation of a Special Collections Reading Room to enable use of rare and fragile manuscripts, books, and maps for scholarship and teaching</b></p> <p><b>Redesign of Library space for efficient private and collaborative work and research space</b></p> <p><b>Addition of a dedicated research librarian service point in redesigned Library</b></p> <ul style="list-style-type: none"> <li>• <b>New front desk/processing area installation; Purchase, installation and access to the Gale Primary Sources collection and training for faculty</b></li> <li>• <b>Because of these changes, faculty will be able to pursue broader range of research; Increase knowledge dissemination of research and scholarship of teaching, broaden recognition of faculty scholarship and teaching excellence and expertise</b></li> </ul>		Completed		



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	Faculty considering research involving Indigenous individuals per communities are being asked to take the First Nations OCAP training. To-date, several faculty have completed the training.	Ongoing
G10 – Priority Initiative 2	Develop online library tutorials to support research instructional sessions	Completed	Completed	The online library tutorials have been transitioned from HTML-based guides to Google Sheets guides. These are now live @ <a href="http://library.stmu.ca/?page_id=2274">http://library.stmu.ca/?page_id=2274</a> . Two new tutorial guides have been created and launched with directions for Email forwarding (library.stmu.ca/?page_id=1386) and for printing from Web ( <a href="http://library.stmu.ca/?page_id=3917">http://library.stmu.ca/?page_id=3917</a> )	



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 3	In light of the newly renovated Library space, staffing was restructured in 2018 and two highly qualified librarians were hired with a goal to improve service quality, efficiency, and depth, particularly to provide excellent research support to students and faculty	Ongoing	In progress	<p>New Library staff have significantly improved the service levels of the university including library instruction, and research support to faculty and students.</p> <p>Library has created a vision statement that guides its work.</p> <p>The Library continues to review and adjust staffing levels in order to deliver services in the areas of greatest need. An Archives Technician was hired to oversee archives and special collections.</p>	Ongoing
G10 – Priority Initiative 4	Using newly acquired staff expertise in the Library, develop acquisition policy and direction for 2018-2021; Special Collections Reading Room protocol for acquisitions and collections conservation and management	2021	In progress	These policies have been drafted and submitted to Library Committee for approval at the next committee meeting.	2021



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 5	Improve quality of Inter-Library Loans (ILL) service	Ongoing	Ongoing	<p>The Library has implemented OCLC WorldShare ILL client services to help with ILL discover and processing. This service is being funded by a Library &amp; Archives Canada grant.</p> <p>The Library is in the process of transitioning away from manual and email based submissions for ILL requests through the implementation of an integrated ILL request feature in the PRIMO interface. Initial testing has been completed, and we are currently resolving some small bugs to meet a go-live date of October 2021.</p>	Ongoing



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



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G10 – Priority Initiative 7	Promote existing and create new courses that are research-focused and that feature the benefits of undergraduate research as part of learning	Ongoing	Ongoing	Conferences for capstone undergraduate courses in Biology, English, History, Liberal Studies and Psychology were hosted at St. Mary's to promote student research. Field research Tropical Zoology course to be held in Belize was cancelled due to COVIC travel restrictions.	Ongoing
G10 – Priority Initiative 8	Create opportunities for students to partner with faculty in their research	Ongoing	Ongoing	Increasing number of students are participating in faculty research through funded research projects.	Ongoing
G10 – Priority Initiative 9	Seek funding for students travelling to present research at conferences		Completed	Funding was available but conference travel was cancelled during COVID.	
G10 – Priority Initiative 10	Promote undergraduate research successes through coverage in <i>Illuminate</i> , on the web, and in other promotional materials such as the Viewbook	Ongoing	Ongoing	Student scholarly success is being promoted in <i>Illuminate</i> , on the web, and in other promotional materials.	Ongoing
<b>Goal 10 Expected Outcomes and Indicators</b>	<b>Increased student participation in faculty research</b>  <b>Enhanced skill preparation for students pursuing graduate studies</b>  <b>Increased real-life applications in courses</b>		<b>Ongoing</b>		





Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
<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	Proposal for a four-year BA with a Major in Social Justice and Catholic Studies was submitted to the Ministry and CAQC in 2018 for an expedited review	Completed		BA with a major in Social Justice and Catholic Studies was approved by Minister in October 2018. First students were admitted to the program for September 2019.	
G11 – Priority Initiative 2	Develop a four-year BA with a Major in International Studies		Under evaluation	Other programs being developed in place of this degree.	
G11 – Priority Initiative 3	Develop a graduate certificate in Animal-Assisted Learning and Wellness		Deferred	Program deemed not feasible at this time. Developing an Animal Assisted Therapy Course.	
G11 – Priority Initiative 4	BA/BSc direct entry pathway to BEd was launched in 2018; continue to promote new pathway and hold information sessions for students registered in the pathway	Ongoing	In progress	Significant interest in this stream has resulted in a strong applicant group. The first group of single-entry students is eligible to begin the BEd program in Fall 2022.	
G11 – Priority Initiative 5	Develop a BEd Secondary degree and submit to the Ministry and CAQC by 2019	2019	Completed	First cohort of BEd Secondary began in Fall 2020	Fall 2020 Implementation



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in the Last 12 Months	Revised Expected Completion Date
G11 – Priority Initiative 6	Assess the value of the Liberal Arts Core as it is currently designed and its alignment with strategic priorities: Faculty retreat on the Liberal Arts Core was held in Spring 2017. Connect this work with learning outcomes retreat planned for August 2018	2018	Completed and ongoing	Faculty learning outcomes retreat situated the Liberal Arts Core in the mission of the University. There is broad faculty support to maintain the Liberal Arts Core.  New Dean Arts & Sciences is undertaking dialogue with faculty about the core, in light of Cyclical Program reviews.	2022-2023
<b>Goal 11 Expected Outcomes and Indicators</b>	<b>St. Mary's University will maintain relevance and quality of its programs</b> <b>Four-year BA with a Major in Social Justice Catholic Studies degree approved</b> <b>Four-year BA with a Major in International Studies degree approved</b> <b>Animal-assisted Learning and Wellness certificate approved</b>				



## 7.0 Financial and Budget Information

For the year ended March 31, 2021, the University ran a surplus on operations of \$431,799 (3.2% of total expenditures). The surplus on operations was better than the 2020-2021 balanced budget due to:

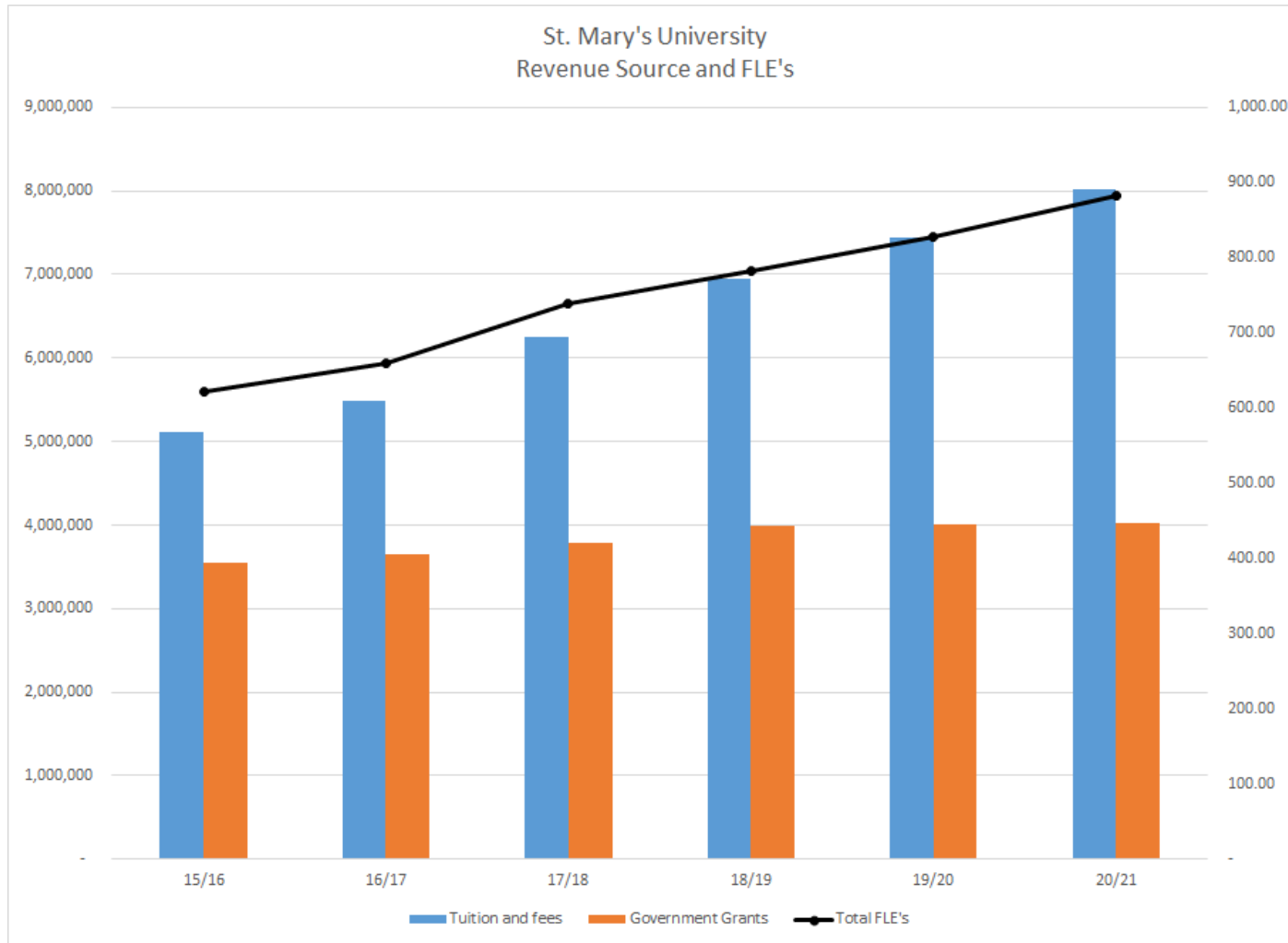
- Lower than budgeted revenues of approximately \$400K as a result of (see Revenue chart below):
  - o Donations and Fundraising lower than budget by \$550K;
  - o Rental Income lower than budget by \$150K; and,
  - o Tuition revenue higher than budget by \$300K.
  
- Lower than budgeted expenditures of approximately \$850K as a result of (See Expenditure chart below):
  - o Salaries and Benefits lower than budget by \$300K; and
  - o Materials, Supplies and Services lower than budget by \$550K.

The budget differences were more significant than normal due to operating the University in a pandemic for a full year. Given the complications of moving our instructional delivery model almost totally online and continuing to operate with very little interruption, a number of adjustments to the budget had to be made during the year to address lost revenue that resulted from the pandemic.

The University's Operating and Program Support – Base Grant was reduced by 1.1% for fiscal 2020-2021. Despite the fact that on a per FLE basis, St. Mary's is the lowest funded university in the province, St. Mary's remains committed to affordable tuition fees for students and increased tuition and student fees less than 2% for the 2020-2021 year and scholarships, bursaries and awards to students have increased at double the rate of tuition growth.

As St. Mary's student count continues to grow (an average FLE growth rate of over 7% per year over the past five years), the University continues to work on adding new programs and expanding our campus. The challenge for the University is our ability to raise funds for these purposes during a pandemic and economic downturn in the province, with no access to capital funding from the government.

Despite these financial challenges, St. Mary's University continues its tradition of prudent fiscal budget management and cost control, a conservative budget model, and commitment from faculty and staff to fiscal responsibility to ensure we provide the best possible educational experience to our students, which will prepare them for the careers of tomorrow.



### Statement of Operations

Total operating revenues were \$14.07 million in 2020-2021 fiscal year. This was a decrease of 2.5% over the approved budget and essentially flat (an increase of 0.3%) compared to the prior year. The global pandemic and the move to predominantly online courses resulted in lower than budgeted revenues. Tuition and Student fees made up just over 57% of revenues in 2020-2021 versus just over 43.4% five years prior. Government grants made up 28.6% of revenues in 2020-2021 versus 30.2% of revenues in 2015-2016.



## 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	782	
<b>Projected</b>							753	750

Actual FLEs to 2016-2017 with Projections to 2019-2020

### New Programming

#### BA in Social Justice and Catholic Studies

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



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

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

### **Education (Secondary) After-Degree**

The BEd Secondary specialization proposal was launched in Fall 2020 with four streams: Language Arts, Sciences, Mathematics, and Social Studies. A cohort of 38 was admitted, with a second cohort expected to begin in Fall 2021.

### **Leadership Quality Certification**

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

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

### **Certificates**

As part of our Academic Planning, we are currently consulting with Faculty about developing several graduate certificates that will complement students' BA, BSc or BEd degrees with specific, job-related skills to enhance employability and career options.

### **Undergraduate Certificates**

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

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



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

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

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

## **Research, Applied Research and Scholarly Activities**

### **Structural Reorganisation**

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





### **Research Centre of Excellence for Social Justice**

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

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

### **Psychology Observation Lab and Resource Centre**

The facilities have been built for the Psychology observation lab and resource centre to support and extend the research currently underway by Psychology Faculty in the areas of Child Development, Educational and Clinical Psychology, animal assisted wellness and learning, and social, emotional and behavioural difficulties in children. The lab is adjacent to a classroom and will enable video and audio capture of class instruction, and skills such as interviewing and testing. The resource centre houses the testing materials and demonstration models used for classroom instruction, as well as computers and software used to capture and analyse data. A two-way mirror between the resource centre and the classroom allows for observation. The Program Coordinator for Psychology has worked closely with colleagues in the field and the Director of IT to identify the appropriate technology and software for the project, as well as develop the appropriate policies for capture and storage of data. Technology and software will be installed by Winter 2020, funded by the University and a SSHRC Insight Grant received by a Psychology faculty member.

### **Indigenous and Children’s Literature Collection**

We have acquired a substantial collection of Indigenous materials and children’s literature to support the teaching and research objectives of the University. The newly renovated Library has expanded its holdings capacity by 44% in order to support acquisitions management for new and developing research and teaching areas. A key focus identified was Indigenous history and education, in line with the new Teacher Quality Standards relevant to the BEd After-Degree program. Children’s literature was also identified as a target collections area by the Education Cyclical Review. The newly hired Acquisitions and Collections Specialist brings extensive collections management and purchasing experience within the school system, with a specialty in children’s literature, and consulted closely with the Faculty to identify collection needs in this area. The Alberta Education grant received by Education to fund TQS development significantly supported these acquisitions.



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



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

**1. Supporting the conduct of innovative research by its faculty**

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



## 2. Celebrating the vital relationship between teaching and research

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

## 3. Facilitating collaborative and interdisciplinary research initiatives

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



#### 4. Serving the welfare of humanity

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

### 10.0 Community Outreach and Underrepresented Learners

#### Transitions / Pathways

##### Upgrading

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

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



### **Humanities 101**

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

Humanities 101 students are people who face challenges such as poverty, being immigrants, experience with violence, prior negative education experience, addiction recovery, homelessness, and other interruptions to learning. Participants in Humanities 101 learn how to increase their capacity to engage in a life reflective of their unique gifts and abilities, while deepening their skills of learning, communicating and analysis. Classes meet two days a week for four months and study a variety of texts and ideas.

Teachers and facilitators, from among St. Mary's University Faculty, students and alumni, are passionate about learning and create a profoundly safe and welcoming space where adults with a diverse range of life and educational experiences are all welcome. The program equips students with skills to create more hope for the future.

The program is provided free of charge to participants and eliminates barriers caused by poverty and marginalization. Participants receive free tuition, course materials, hot nutritious meals, childcare remuneration, transit subsidies and access to cultural events. Graduates from the program have gone on to further education, volunteer placements, employment and have otherwise increased their capacities and social capital. St. Mary's University plans to continue to offer this transformative program annually, although we receive little to no funding to continue this initiative.

### **11.0 Internationalization**

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



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

Beginning in 2020, we are committing resources to travel overseas to undertake site visits with potential partner universities, negotiate agreements, and build relationships to support student and Faculty exchanges, collaborations, and research development. Trips are planned to Mexico, Brazil, and India for 2020-2021. We have also been working with the French Consulate in Calgary regarding potential opportunities connected with experiential learning in France and have been approached by universities in Australia and Morocco for students and Faculty exchanges. In January 2019, StMU renewed its membership with CBIE. CBIE is the national voice advancing Canadian international education by creating and mobilizing expertise, knowledge, opportunity and leadership.

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

## **12.0 Capital Plan**

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

Over the past year, St. Mary's capital plan has primarily focused on investments in technology, primarily to accommodate the move to online delivery of courses as a result of the pandemic. Additionally, the University continues to invest in Capital projects which enhance and improve our current facilities.

In an effort to maintain campus safety and security, St. Mary's has continued upgrading the security alarm and fire monitoring systems for all seven buildings on campus. St. Mary's also added several more exterior building cameras to improve campus safety.

St. Mary's is an inclusive space for all students, staff, and faculty, and as such, has taken measures to improve accessibility on campus including new accessible washrooms, sidewalk and ramp repairs, and additional and upgraded accessibility door openers in many buildings to support the accessibility needs of our campus. Additionally, the elevator in our Administration Building was modernized this year to ensure accessibility.



**Financial Statements**

For the years ended March 31, 2021 and March 31, 2020

---





**Crowe MacKay LLP**

Elveden House  
1700, 717 - 7<sup>th</sup> Avenue SW  
Calgary, AB T2P 0Z3

Main +1(403) 294-9292  
Fax +1(403) 294-9262

[www.crowemackay.ca](http://www.crowemackay.ca)

## **Independent Auditors' Report**

To the Board of Governors of St Mary's University

### **Opinion**

We have audited the financial statements of St Mary's University ("the University"), which comprise the statements of financial position as at March 31, 2021 and March 31, 2020 and the statements of operations, changes in net assets and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2021 and March 31, 2020, and its financial performance and its cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

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

### **Other Information**

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

- Annual Report to Alberta Advanced Education

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

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

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

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

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

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

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

### **Auditors' Responsibilities for the Audit of the Financial Statements**

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

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

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

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

*Crowe Mackay LLP*

**Calgary, Canada  
June 29, 2021**

**Chartered Professional Accountants**



Statements of Financial Position

For the years ended March 31, 2021 and March 31, 2020

	As at March 31, 2021	As at March 31, 2020
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	\$ 2,281,372	\$ 2,068,345
Accounts receivable	181,111	81,248
Prepaid Expenses	234,233	195,501
Inventory	93,401	75,507
Short-term investments - Note 3	1,522,357	1,008,932
	4,312,474	3,429,533
<b>Investments - Note 3</b>	23,599,974	19,657,007
<b>Property, plant and equipment - Note 4</b>	25,990,564	26,749,543
	\$ 53,903,012	\$ 49,836,083
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities - Note 6	\$ 548,064	\$ 719,667
Deferred revenue	1,038,643	952,157
Current portion of long term loan - Note 5	216,339	210,081
Deferred contributions - Note 8	269,367	263,024
	2,072,413	2,144,929
<b>Long term loan - Note 5</b>	3,474,809	3,691,148
<b>Future retirement obligations - Note 7</b>	709,824	649,824
<b>Deferred contributions - Note 8</b>	326,713	296,795
<b>Deferred capital contributions - Note 9</b>	6,609,370	7,090,835
	13,193,129	13,873,531
<b>NET ASSETS</b>		
<b>Unrestricted</b>	10,826,536	8,776,126
<b>Invested in capital assets</b>	15,533,538	15,600,971
<b>Restricted for endowment purposes - Note 10</b>	14,349,809	11,585,455
	40,709,883	35,962,552
	\$ 53,903,012	\$ 49,836,083

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, 2021 and March 31, 2020

	2021	2020
<b>REVENUE</b>		
Tuition fees	\$ 8,024,555	\$ 7,448,261
Government grants	4,023,492	4,009,546
Donations and fundraising events	404,738	766,540
Ancillary services and miscellaneous revenue	474,031	620,811
Interest and investment income - Note 3	641,299	662,505
Amortization of deferred capital contributions - Note 9	500,668	519,471
	<b>14,068,783</b>	<b>14,027,134</b>
<b>OPERATING EXPENSES</b>		
Salaries	8,110,652	7,960,806
Employee benefits	1,195,179	1,136,929
Materials, supplies and services	1,684,950	2,280,838
Scholarships, bursaries and awards	518,311	437,986
Maintenance and repairs	330,475	328,108
Utilities	243,412	254,577
Interest on long term debt	121,319	128,284
Cost of goods sold	318,666	286,160
Amortization and accretion	1,114,020	1,115,046
	<b>13,636,984</b>	<b>13,928,734</b>
<b>EXCESS OF REVENUE OVER EXPENSE BEFORE OTHER ITEMS</b>	<b>431,799</b>	<b>98,400</b>
Fair value adjustment and capital gains - Note 3	1,551,178	(363,781)
<b>EXCESS OF REVENUE OVER EXPENSE</b>	<b>1,982,977</b>	<b>(265,381)</b>
Investment in capital assets	(545,919)	(1,015,355)
Net amortization of capital assets	613,352	595,575
<b>CHANGE IN UNRESTRICTED NET ASSETS FOR THE YEAR</b>	<b>2,050,410</b>	<b>(685,161)</b>
<b>UNRESTRICTED NET ASSETS, BEGINNING OF YEAR</b>	<b>8,776,126</b>	<b>9,461,287</b>
<b>UNRESTRICTED NET ASSETS, END OF YEAR</b>	<b>\$ 10,826,536</b>	<b>\$ 8,776,126</b>



Statements of Changes in Net Assets  
For the years ended March 31, 2021 and March 31, 2020

	2021				2020	
	Unrestricted	Invested in Capital Assets	Endowment Fund	Total	Total	Total
<b>NET ASSETS, BEGINNING OF YEAR</b>	\$ 8,776,126	\$ 15,600,971	\$ 11,585,455	\$ 35,962,552	\$ 36,703,095	
Excess of revenue over expense	2,596,329	(613,352)	-	1,982,977	(265,381)	
Transfer from deferred contributions - Note 8	-	-	7,956	7,956	-	
Endowment investment income (loss) - Note 10	-	-	3,021,979	3,021,979	(334,848)	
Endowment grants to operations - Note 10	-	-	(436,551)	(436,551)	(427,820)	
Endowment contributions - Note 10	-	-	170,970	170,970	287,506	
Investment in capital assets	(545,919)	545,919	-	-	-	
<b>NET ASSETS, END OF YEAR</b>	\$ 10,826,536	\$ 15,533,538	\$ 14,349,809	\$ 40,709,883	\$ 35,962,552	



## Statements of Cash Flows

For the years ended March 31, 2021 and March 31, 2020

	2021	2020
<b>Operating Activities</b>		
Excess of revenue over operating expense	\$ 1,982,977	\$ (265,381)
Add (deduct) non-cash items:		
Amortization and accretion	1,114,020	1,115,046
Amortization of deferred capital contributions	(500,668)	(519,471)
(Gain) on investments	(572,996)	(103,598)
Unrealized (gain) loss on investments	(3,792,135)	1,023,552
Deferred contributions recognized in donation revenue	(218,980)	(269,713)
Future retirement obligation	60,000	60,000
Net change in non-cash working capital - Note 12	(207,256)	(72,463)
	(2,135,038)	967,972
<b>Financing activities</b>		
Endowment contributions	170,970	287,506
Deferred contributions and grants received	260,147	275,293
Capital contributions	20,200	2,200
Repayment of long term debt	(210,081)	(204,004)
	241,236	360,995
<b>Investing activities</b>		
Acquisitions of property, plant and equipment	(352,988)	(858,594)
Payables relating to capital acquisitions	(34,350)	20,044
Disposals (acquisitions) of investments, net	(91,261)	1,522,363
Endowment investment income	3,021,979	(334,848)
Endowment grants to operations	(436,551)	(427,820)
	2,106,829	(78,855)
<b>Increase in cash</b>	213,027	1,250,112
<b>CASH, BEGINNING OF YEAR</b>	\$ 2,068,345	\$ 818,233
<b>CASH, END OF YEAR</b>	\$ 2,281,372	\$ 2,068,345



Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

**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).

*Covid-19 Pandemic*

In March 2020, the World Health Organization declared coronavirus COVID-19 a global pandemic. This contagious disease outbreak, which has continued to spread, and any related adverse public health developments, has adversely affected workforces, economies, and financial markets globally, potentially leading to an economic downturn. The University's activities have been deemed an essential business and it continues to operate in regions where local governments have closed non-essential services. Courses continue to be delivered to students using remote delivery during times of government restrictions. The University will assess its operational needs on a continual basis as new information regarding the pandemic is received but does not expect any significant impact to the delivery of its programs for the coming year. The University plans to move face-to-face classes in September 2021.

**2. Significant Accounting Policies**

**(a) Revenue recognition**

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

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



Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

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

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

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

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

**(b) Investments and investment income**

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

**(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.





Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

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

**(e) Future retirement obligation**

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

**(f) Use of estimates**

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

**(g) Financial instruments**

*Measurement*

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

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

*Impairment*

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

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

*Credit Risk*

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

*Currency Risk*

St. Mary's is exposed to currency risk on investments that are denominated in foreign currencies. St. Mary's held cash and securities denominated in US currency of \$6,343,529 (CAD \$7,976,770) as of March 31, 2021 (2020 \$4,242,876 (CAD \$5,991,615)). 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.



Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

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

*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.

*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, 2021, St. Mary's has available borrowing facilities of \$500,000 (2020 - \$500,000), none of which had been drawn. St. Mary's must maintain a market value of \$1,000,000 (2020 - \$1,000,000) in unrestricted investments at all times as security for this credit facility.

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

**(i) Inventories**

Inventories are recorded at the lower of cost and net realizable value. Inventories that have been previously written-down are reversed if the economic circumstances have changed to support an increase in inventory value. Inventories recognized as an expense in the fiscal year ended March 31, 2021 are \$318,666 (2020 - \$286,160)

**(j) Capital Management**

St. Mary's ensures its continuing ability to pay current and future liabilities through maintaining a prudent base of capital, ensuring adequate liquidity, investment policies, spending policies and cash management procedures. St. Mary's must comply with externally-imposed covenants on its credit facilities and long term loan. St. Mary's is in compliance with all requirements as at and for the fiscal year ended March 31, 2021.

**(k) Accrued Vacation Pay**

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

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

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

**(m) Disclosure of Related Party Transactions**

The Roman Catholic Bishop of the Diocese of Calgary is the Chancellor of St. Mary's University. The Roman Catholic Diocese of Calgary made donations to St. Mary's University of \$15,978 in the fiscal year ended March 31, 2021 (2020 - \$100,000). Also, Board of Governors donated \$45,700 in the fiscal year ended March 31, 2021 (2020 - \$12,935).



## Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

**3. Investments and Investment Income (Loss)**

	<b>2021</b>	<b>2020</b>
Cash and cash equivalents	\$ 938,781	\$ 400,885
Bonds and interest receivable	3,696,346	3,894,334
Publicly traded equities	20,125,142	16,028,415
Life insurance policy	362,062	342,305
	<u>25,122,331</u>	<u>20,665,939</u>
Less amounts reported as short-term investments	(1,522,357)	(1,008,932)
	<u>\$ 23,599,974</u>	<u>\$ 19,657,007</u>

Long-term investments include externally restricted contributions received for endowment purposes of \$14,541,423 (2020 - \$11,724,919) and restricted donations for specific capital and operating initiatives of \$499,158 (2020 - \$620,115). Bonds consist of government and corporate bonds. Short-term investments include cash balances and bonds maturing in the next fiscal year. The original cost of investments is \$19,753,989 (2020 - \$19,576,732).

**Investment income (loss)**

	<b>2021</b>	<b>2020</b>
Interest and dividend income:		
Interest and dividend	\$ 272,088	\$ 302,750
Transaction costs	(67,340)	(68,065)
Endowment grants to operations	436,551	427,820
	<u>641,299</u>	<u>662,505</u>
Fair value adjustment and capital gains:		
Capital gains	228,223	1,517
Fair value adjustment	1,322,955	(365,298)
	<u>1,551,178</u>	<u>(363,781)</u>
<b>Net Investment Income</b>	<u>\$ 2,192,477</u>	<u>298,724</u>

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



## Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

**4. Property, plant and equipment**

	2021		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 13,726,119	\$ -	\$ 13,726,119
Buildings	19,433,813	8,929,561	10,504,252
Library books and collections	2,518,815	1,873,716	645,099
Furniture and equipment	2,938,960	2,115,450	823,510
Computer equipment	2,283,789	1,992,205	291,584
<b>Balance, end of year</b>	<b>\$ 40,901,496</b>	<b>\$ 14,910,932</b>	<b>\$ 25,990,564</b>

	2020		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 13,726,119	\$ -	\$ 13,726,119
Buildings	19,327,800	8,146,422	11,181,378
Library books and collections	2,497,010	1,831,873	665,137
Furniture and equipment	2,847,842	1,945,438	902,404
Computer equipment	2,147,684	1,873,179	274,505
<b>Balance, end of year</b>	<b>\$ 40,546,455</b>	<b>\$ 13,796,912</b>	<b>\$ 26,749,543</b>

**5. Long Term Loan**

Under the terms of the loan, St. Mary's is required to make semi-annual payments of \$161,949 which include interest at a stated rate of 2.957% over a twenty year term in addition to an annual administration fee of 0.25% of the principal balance to the City of Calgary. Interest payable of \$34,062 (2020 - \$36,160) as of March 31, 2021 is included in accounts payable and accrued liabilities.

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

2022	\$ 216,339
2023	222,783
2024	229,420
2025	236,254
2026	243,292
Thereafter	2,543,060
<b>Balance, end of year</b>	<b>\$ 3,691,148</b>
Less current portion	216,339
<b>Long term loan balance, March 31, 2021</b>	<b>\$ 3,474,809</b>



## Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

**6. Accounts payable and accrued liabilities**

	<b>2021</b>	<b>2020</b>
Accounts payable and accrued liabilities	\$ 419,473	\$ 371,011
Accrued vacation pay	128,591	244,232
Development cost payable	-	104,424
<b>Accounts payable and accrued liabilities, end of year</b>	<b>\$ 548,064</b>	<b>\$ 719,667</b>

**7. Future Retirement Obligations**

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

	<b>2021</b>	<b>2020</b>
<b>Balance, beginning of year</b>	<b>\$ 649,824</b>	<b>\$ 589,824</b>
Accrued for future obligations	60,000	60,000
<b>Balance, end of year</b>	<b>709,824</b>	<b>649,824</b>
<b>Long term retirement obligations</b>	<b>\$ 709,824</b>	<b>\$ 649,824</b>

**8. Deferred Contributions**

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

	<b>2021</b>	<b>2020</b>
<b>Balance, beginning of year</b>	<b>\$ 559,819</b>	<b>\$ 597,289</b>
Grants, contributions, and donations received	280,347	277,493
Grants, contributions, and donations - in kind	2,053	29,771
Recognized as revenue	(218,980)	(269,713)
Transferred to endowment fund - Note 10	(7,956)	-
Transferred to unamortized deferred capital contributions - Note 9	(19,203)	(75,021)
<b>Balance, end of year</b>	<b>596,080</b>	<b>559,819</b>
Less short-term deferred contributions	(269,367)	(263,024)
<b>Long term deferred contributions, end of year</b>	<b>\$ 326,713</b>	<b>\$ 296,795</b>



## Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

**8. Deferred Contributions (continued)**

The balance consists of funds externally restricted for:

	2021		2020	
	Current	Long Term	Current	Long Term
Capital	\$ -	159,955	\$ -	159,404
Education program	20,212	-	94,687	-
Scholarships and program enhancements	249,155	166,759	168,337	137,391
<b>Balance, end of year</b>	<b>\$ 269,367</b>	<b>326,714</b>	<b>\$ 263,024</b>	<b>\$ 296,795</b>

**9. Deferred Capital Contributions**

Deferred capital contributions represent unamortized donations used to fund property, plant and equipment. 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:

	2021	2020
<b>Balance, beginning of year</b>	\$ 7,090,835	\$ 7,535,285
Additions from deferred contributions - Note 8	19,203	75,021
Amortization to revenue	(500,668)	(519,471)
<b>Balance, end of year</b>	<b>\$ 6,609,370</b>	<b>\$ 7,090,835</b>

**10. Endowment Fund**

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



## Notes to Financial Statements

For the years ended March 31, 2021 and March 31, 2020

**10. Endowment Fund (continued)**

The composition of endowment is as follows:

	2021	2020
<b>Balance</b> , beginning of year	\$ 11,585,455	\$ 12,060,617
Endowment contributions	170,970	287,506
Transferred from deferred contributions - Note 8	7,956	-
	<b>11,764,381</b>	<b>12,348,123</b>
Endowment investment income:		
Interest and dividend income	303,783	310,794
Capital gains	344,655	102,036
Fair value adjustment	2,468,300	(658,010)
Less commissions	(94,759)	(89,668)
<b>Total endowment investment income</b>	<b>3,021,979</b>	<b>(334,848)</b>
Endowment funds before transfer to operations	14,786,360	12,013,275
Endowment transfer to operations	(436,551)	(427,820)
<b>Balance</b> , end of year	<b>\$ 14,349,809</b>	<b>\$ 11,585,455</b>

**11. Fundraising Expenses**

As required under the Charitable Fundraising Act of Alberta, St. Mary's incurred expenses of \$624,048 (2020 - \$806,970) for the purposes of soliciting contributions. Of these expenditures, \$532,437 (2020 - \$514,465) was paid as remuneration to employees of St. Mary's whose primary duties involve fundraising.

**12. Net changes in non-cash working capital**

The statement of cash flows does not include donated property, plant and equipment of \$2,053 (2020 - \$29,771).

	2021	2020
(Increase) in accounts receivable	\$ (99,863)	\$ (45,843)
(Increase) decrease in prepaid expenses	(38,732)	9,477
(Increase) decrease in inventory	(17,894)	4,576
Increase (decrease) in accounts payable and accrued liabilities, net of amounts for capital	82,812	(49,881)
(Decrease) increase in accrued vacation pay	(115,641)	49,943
(Decrease) in development costs payable	(104,424)	(104,424)
Increase in deferred revenue	86,486	63,689
	<b>\$ (207,256)</b>	<b>\$ (72,463)</b>

**13. Subsequent Events**

On May 3, 2021, University administration were made aware that our investment positions in Bridging Finance Inc. funds, was put into receivership by the Ontario Securities Commission (OSC). The University's total position invested in Bridging's funds is approximately \$285,000, which makes up 1% of our total consolidated portfolio. At this point we are unable to estimate the impairment in value, if any, to this investment.

**Supplemental Schedule of Revenues and Expenses by Function**

For the years ended March 31, 2021 and March 31, 2020

	<b>2021</b>	<b>2020</b>
<b>REVENUE</b>		
Tuition fees	\$ 8,024,555	\$ 7,448,261
Provincial government grants	4,023,492	4,009,546
Interest and investment income - Note 3	641,299	662,505
Amortization of deferred capital contributions - Note 9	500,668	519,471
Ancillary services	429,397	405,967
Rental and miscellaneous revenue	44,635	214,844
	<b>13,664,046</b>	<b>13,260,594</b>
<b>OPERATING EXPENSES</b>		
Academics and library	5,816,162	5,871,777
Student and campus services	2,018,948	2,053,171
Facilities and technology	1,350,900	1,369,883
Amortization and accretion	1,114,020	1,115,046
Finance and administration	941,278	918,439
President's office and board	607,478	649,881
Communications	503,082	480,638
Ancillary Services	539,750	534,644
Interest on long-term debt	121,319	128,284
	<b>13,012,937</b>	<b>13,121,763</b>
<b>Excess (shortfall) of revenue over expense excluding fundraising and other</b>	<b>651,109</b>	<b>138,831</b>
Fair value adjustment and capital gains - Note 3	1,551,178	(363,781)
<b>Excess of revenue over expense excluding fundraising</b>	<b>\$ 2,202,287</b>	<b>\$ (224,950)</b>
Donations and fundraising events revenue	404,738	766,540
Advancement and fundraising events expenses	(624,048)	(806,971)
<b>Excess excess of revenue over expense</b>	<b>\$ 1,982,977</b>	<b>\$ (265,381)</b>

**Supplemental Schedule of Net Proceeds from Fundraising Activities**

For the years ended March 31, 2021 and March 31, 2020

	<b>2021</b>	<b>2020</b>
Proceeds from donations and fundraising events	\$ 380,706	\$ 644,898
Endowment contributions - Note 10	170,970	287,506
Deferred donations	279,248	277,458
Less expenses for development office and fundraising events	(624,048)	(806,971)
<b>Net proceeds from fundraising activities</b>	<b>\$ 206,876</b>	<b>\$ 402,891</b>