



ANNUAL REPORT

2015 - 2016



The Board of Governors
Concordia University of Edmonton
October 1, 2016



ANNUAL REPORT

to

Alberta Advanced Education

For the Year Ended March 31, 2016

Approved by Board of Governors

October 1, 2016



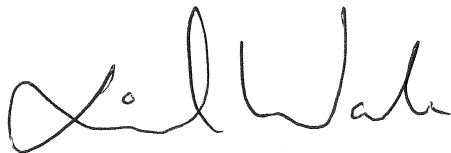
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1. STATEMENT OF ACCOUNTABILITY

Concordia University of Edmonton's Annual Report for the year ended March 31, 2016, 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. Mike Wade
Chair, Board of Governors
Concordia University of Edmonton
October 1, 2016

2. MANAGEMENT'S RESPONSIBILITY FOR REPORTING

Concordia University of Edmonton'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; transactions 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. Gerald S. Krispin
President and Vice-Chancellor
Concordia University of Edmonton
October 1, 2016

3. MESSAGE FROM THE PRESIDENT AND BOARD CHAIR

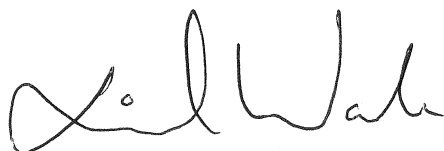
The 2015-16 Annual Report confirms Concordia University of Edmonton's commitment to its stated goals and its capacity to fulfill its mission and mandate. The highlight of this report is a balanced operational budget that includes some revenue to address critical infrastructure and maintenance needs. It is a report that demonstrates: prudent management, innovative administration, and expert fiscal oversight by its Board of Governors.

The Annual Report also provides some insights into the steps taken by the institution relative to last year's CIP and the stated goals of Alberta Advanced Education to provide affordable and accessible post-secondary education. The data in this report affirms Concordia's continued success in delivering programs that are crucial for the building of a civil society and graduating students known for their "...knowledge, skill, integrity, and wisdom" who will contribute to Alberta's present and future economy.

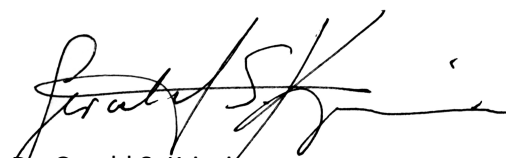
Additionally, the Report will show that while there are limits to the ability of a smaller independent institution to advance its goals expeditiously, advancement is evident in every aspect of Concordia's academic, administrative, and governance operations. This report highlights that Concordia has become one of Edmonton's most dynamic and innovative post-secondary institutions, delivering exceptional value for a relatively modest investment of public funds.

In summary, the Board and Concordia's administration have focused on its students' learning environment in order to give them a university education of the highest quality. The governance reforms undertaken over the past two years continue to bear fruit in an expanded Board of Governors that draws members from industry, business, other post-secondary institutions, as well as former government and current community leaders. The expertise located in the new Board will enable Concordia to meet the significant challenges that we anticipate, while continuing to excel as a smaller world-class university. As this report demonstrates, Concordia has the will and determination to accomplish all of this and more, despite the constrictions imposed by limited resources, reduced human capital, and external challenges.

Concordia's Board of Governors, along with its President and Vice-Chancellor, are committed to Concordia's advancement as a superior smaller university in Alberta in two ways: by maintaining efficient and effective operations, and by actively seeking and embracing change for the better. Together, we are committed to remaining responsive and collaborative members of Campus Alberta. We are also committed to maintaining Concordia's unique mission, vision, and values, all in order to provide exceptional educational opportunities and ultimately the foundation for a meaningful life for all our current students and future graduates.



Mr. Mike Wade
Chair, Board of Governors
Concordia University of Edmonton



Dr. Gerald S. Krispin
President and Vice-Chancellor
Concordia University of Edmonton



4. PUBLIC INTEREST DISCLOSURE (*WHISTLEBLOWER PROTECTION ACT*)

No disclosures have been made to the designated chief officer.



5. OPERATIONAL OVERVIEW

Mission

Concordia University of Edmonton is a community of learning grounded in scholarship and academic freedom, preparing students to be independent thinkers, ethical leaders, reflective servants in their occupations, and citizens for the common good.

Vision

Concordia University of Edmonton will be recognized nationally and internationally for its graduates' knowledge, skill, integrity, and wisdom.

*(From Mission /Vision/
Values approved by Board
November 27, 2015)*

Strategic Goals

FOSTER A DYNAMIC INTELLECTUAL ENVIRONMENT...

...marked by students engaged in learning both inside and outside the classroom, by faculty dedicated to excellence in teaching, mentoring, and professional achievement, and by a rich blend of rigorous undergraduate programs complemented by select graduate and professional programs.

DELIVER A DISTINCTIVE EDUCATION...

...that integrates fields of study, connects theory to practice, combines liberal with professional education, and promotes interaction between campus life and classroom learning in order to form men and women who will flourish in an increasingly diverse and interconnected world.

PROVIDE AN ENRICHING STUDENT EXPERIENCE...

...with programs and facilities that enhance students' capacity to lead socially, culturally, and physically satisfying lives, and that develops leaders, promotes service, and builds community.

MODEL THE BEST IN HIGHER EDUCATION THAT EMBRACES DIALOGUE...

... on differing approaches to faith, reason, and meaning in the lives of students, thereby enabling them to become ethical and responsible citizens, and by continuing to lead the conversation in our independent sector in terms of the value it brings to post-secondary offerings of Campus Alberta.

PURSUE CONCORDIA'S HISTORIC COMMITMENT TO THE PUBLIC GOOD THROUGH ENHANCED VISIBILITY AND ACCESSIBILITY IN EDUCATION FOR ALL SEGMENTS OF SOCIETY...

... by enhancing strategies to recruit and retain a diverse student body, especially students from northern, rural, minority, indigenous, and under-represented communities (such as those with disabilities), that is both multicultural and international, so as to ensure that Concordia is proactive in meeting the educational needs of a changing Canadian society.

CONFIGURE CAMPUS SPACES THOUGHTFULLY AND AESTHETICALLY...

... so as to enhance learning, build community, and radiate hospitality.



This overview describes significant changes in the institutional environment from the projections made for the first year 2015-16 of the 2015-18 CIP, with particular reference to significant changes with respect to our response to international, national, provincial, and regional demographic, social, economic, and workforce trends.

INSTITUTION

1. In November 2015, the Board of Governors of Concordia University of Edmonton approved new mission, vision and values statements for the institution. The primary changes were the removal of references to the Christian faith and the inclusion of statements regarding academic freedom. This reflects the dissolution of the relationship between the University and Lutheran Church Canada. The revised mission, vision, and values statements better represent the diversity present at this now secular institution.
2. Concordia has commissioned a report by Dr. David Marshall entitled “Private or Public? The Concordia Dilemma”. The report explores various issues that would arise if Concordia pursued conversion to a public institution, along with the risks and benefits of such a move. Concordia’s Board will use this report in deliberations at an upcoming special meeting.
3. Consultations with Ruffalo Noel-Levitz were completed and recommendations to improve student services on campus are now being implemented. Among other things, improved technology for online student access to enrolment services was put into place during this academic year. Data Central is now fully utilized by academic and non-academic departments to facilitate the exchange of important information across campus on the Alfresco information-sharing platform.
4. Collective bargaining with Concordia’s Faculty Association has proceeded. While the goal was to complete negotiations by June 2016, this process will continue into the coming academic year and will include discussions for an agreement with ‘out-of-scope’ employees. The relationship with support staff has been stable and has included increased opportunities for staff and supervisor training.

ACADEMIC PROGRAMS

1. Concordia will submit the full proposal (Parts A and B) for the Doctorate in Psychology to the CAQC after the Comprehensive Institutional Review of the institution’s capacity to offer graduate-level programming scheduled for late November/early December 2016. A Master of Education in School Leadership has been submitted to the Ministry for system coordination review and approval. The full proposal will soon be forwarded to the CAQC.
2. A schedule of program reviews has been implemented, with the intent being that Concordia will catch up on 5-year cyclical reviews for the CAQC in all program areas by 2018. The programs under review in this year are those in the Departments of Fine Arts (Drama and Music) and Social Sciences (Sociology, History and Political Economy). External site visits are planned for these programs for fall 2016 with final reviews to be completed by April 2017.
3. An internal program evaluation of the French Concentration resulted in the reinstatement of the 3-year Bachelor of Arts program which will be offered again effective July 1, 2016. A faculty member has been hired and the initiatives to update the program are underway.
4. The Religious Studies (Applied Emphasis) major and minor were suspended in 2015-16.



5. As of May 26, 2015 Concordia has offered a major in Psychology in the 4-year Bachelor of Arts program to complement the existing Psychology (Applied Emphasis) major. Concordia has experienced a significant enrolment in the 4-year Psychology major, with 103 unique students having declared this major in 2015-2016, as compared with 39 students having declared a Psychology (Applied Emphasis) major.

PERSONNEL

1. Dr. Tim Loreman was appointed Vice President Academic and Provost.
2. In addition to his role of Vice President International, Dr. Manfred Zeuch was appointed Vice President Research.
3. Dr. Patrick Kamau was appointed to the post of Dean of Science.
4. New faculty hires were made in English, French, Drama, and Management.

ENROLMENT 2015-2016

Concordia's enrolment data provided below is based on Learner and Enrolment Reporting Systems (LERS). Since LERS data is restricted to learners active in the latter part of each term, our census day numbers are slightly higher than last year's numbers.

Our combined 2015-16 enrolment for Spring/Summer 2015, Fall 2015, and Winter 2016 data totaled the full-load equivalent (FLE) of 1433.88 including 83.05 for non-credential students. The 2015-16 numbers reflect an overall increase of 14.6% over the 2014-15 year, including an 18.2% increase in new students and a 13.3% increase in continuing students.

Because of the increased number of incoming students, Concordia University of Edmonton anticipates a significant increase in upcoming years as students move from first to second year, and so on through the programs. Retention is improving and Concordia is prepared to manage the increased numbers in the senior years.

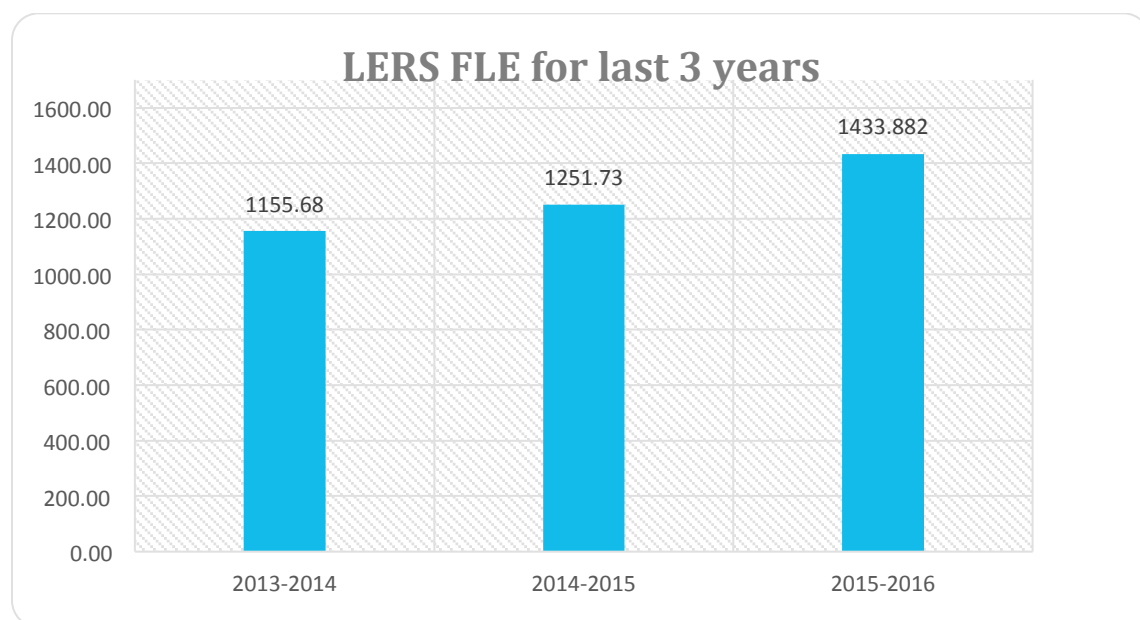
Some of the increase over the last few years has been due to increased graduate level enrolment. In 2011-12, 3.5% of Concordia's enrolment FLE were graduate level; this increased to 7.4% in 2015-16. Most of these FLE are associated with Concordia's MISSM program.

The primary source of the enrolment increase between 2014-15 and 2015-16 was the new Psychology major in the 4-year Bachelor of Arts program. Of the 182 additional FLE, 65.6 FLE are attributable to this new major. Other programs with significant increases were the Bachelor of Management program (30.4 FLE), the MISSM program (16.75 FLE), and the Psychology concentration in the 3-year Bachelor of Arts program (13.4 FLE). Open Studies enrolment also increased by a significant 19.85 FLE.

Because of these increases in the Psychology Department, Concordia is planning to add an additional full-time permanent faculty member during 2016-17. While the MISSM program will use these enrolment increases to move to a competitive admissions strategy, the Bachelor of Management has the resources to continue to increase enrolment.

Enrolment (FLE) 2015-2016

<i>By Program Band</i>	<i>LERS Totals</i>	<i>Individual (unique) students</i>
Business	154.65	194
Education	138.00	141
Health Sciences	344.80	454
Language, Social Sciences, Arts & Humanities	427.58	730
Physical, Natural & Applied Sciences	368.85	499
Total for Degree Programs	1433.88	1937



Contributing to the increases in enrolment is increased activity in the Student Recruitment Department. Each fall, Concordia partners with the Educational Liaison Association of Alberta, which plans a comprehensive high school recruitment schedule across Alberta, British Columbia, and Saskatchewan. In the span of 54 days between September and November 2015, Concordia's recruitment team travelled 18,000 km and visited 155 schools to provide presentations, set up booth displays, meet students one-on-one, and attend community-run events.

In Winter 2016, Concordia engaged in its most aggressive recruitment strategy to date with a particular emphasis on rural Alberta. The team undertook 4 separate recruiting trips and attended 6 teachers' conventions (including conventions held in Red Deer and Grande Prairie), continued visiting local high schools in the greater Edmonton area, facilitated on-campus tours, processed Student-for-a-Day requests, and hosted recruitment events. Concordia's graduate recruitment strategy continues to develop. This year included attendance at graduate and career fairs of other Alberta universities, including University of Alberta, MacEwan University, Mount Royal University and University of Calgary.



Concordia's recruitment department also coordinates 3 major on-campus events each year: Open House (October), Counsellors' Brunch (December), and Program Information Nights (March). October's Open House promoted all faculties and programs and had 561 attendees (up 16% from 2014); 149 applications were submitted (up 30% from 2014). Since March 2014, Concordia hosted two Program Information Nights which offered undecided prospective high school students a smaller version of our Fall Open House. These events focused on our Bachelors of Arts, Management, and Science programs. These information nights had a total of 170 attendees (up 15% from 2015) and generated 105 applications (up 36% from last year).

Lastly, Concordia recruiters fielded campus tours for individuals and groups, advised prospective students, and fulfilled Student-for-a-Day requests: this program is designed for high school students to experience a day in the life of a Concordia student. Concordia hosted over 175 tailored activities for prospective students. Of the 134 students in Grade 12 who completed the Student-for-a-Day program, 71% applied to Concordia for Fall 2016. The recruitment department is currently developing and implementing strategies for recruiting indigenous, undergraduate international, and IB/AP students.

STUDENTS AND STUDENT SERVICES

1. In the 2016 Canadian University Survey Consortium Survey of First-Year Students, Concordia students reported a high perception of professors' knowledge and teaching ability, a high satisfaction with the quality of teaching at Concordia, and a common consensus that their courses are interesting.
2. The purpose of Student Life and Learning is to enhance the quality of the academic enterprise and the educational experience of students. In 2015-16, the Student Life and Learning strategic plan continued to progress by guiding planning and service delivery. The six guiding principles of the strategic plan articulate the values upon which student services are designed, delivered and assessed at Concordia. These values provide a framework for student-services providers to use in delivering their programs and services, and are the driving forces for student services throughout the university.
3. 2015-16 was the fifth year for Concordia's Behavioural Support and Intervention (BSIT) Team. The BSIT provided coordinated management of potentially endangering behaviour in the campus community. The team continued protocols for engagement techniques and strategies, and it tracked "red flags" to detect patterns, trends, and disturbances in individual or group behaviour. The team deployed its own resources as well as those in the broader community, and coordinated follow-ups.
4. Concordia continued to offer Academic Strategies 100 to meet the needs of students identified as being at academic risk. It also provided on-going academic support to individual students upon request. The academic strategists further developed the online tutor training module, with a series of videos and resources to support the tutor training process. A number of tutors participated in this online training throughout 2015-16.
5. The Student Life and Learning office continued with the improvement of Orientation and Welcome Week, the on-boarding of new students, and the engagement of all students within the Concordia community. These changes resulted in higher numbers of first-year students (over 90%) participating in Orientation and Welcome Week activities. Faculty-student mixers were organized to facilitate the student experience on campus and promote student retention.



6. Counselling Services and Career Services delivered a wide variety of student workshops and presentations on topics such as exam anxiety, study skills, career planning, resume writing, and cover letters. Career Services prioritized student awareness of campus services that resulted in increased connection and engagement between students and faculty. Counselling Services worked to increase the wellness of students and collaborated with the Concordia Students' Association to reduce the stigma around mental health issues.
7. Learning Accommodation Services (LAS) supports students with a variety of disabilities including those with learning disabilities, attention deficit hyperactivity disorders, psychiatric issues, physical impairments, visual impairments, and those who are deaf or hard of hearing. The period from July 2015 - June 2016 saw an increase of 27.5% in the number of students accessing these services.
8. LAS increased from 91 students in 2014-15 to a total of 116 students in 2015-16. The number of students requiring a double-time extension for exams continues to grow. In 2015-16, LAS accommodated 1572 exams, which is up from 1172 in 2014-15.
9. Shared use of the LAS Testing Centre by the CELPIP English language testing program eliminated the need for a small number of laptop computers to be transported to and from the Testing Centre. The number of students using assistive technology and word processing software has increased well beyond the number of computers that were formerly available. Almost half of all LAS-approved students are eligible to use a computer for their answer responses.
10. Due to the increasing demand for audio versions of exams for students with disabilities, a free version of text-to-speech software was installed on all desktop computers in the Testing Centre. Although use of the software has its limitations and challenges, it has provided better overall access to audio support for students requiring it.
11. The priority areas for the Student Life and Learning team in 2015-16 were mental health and sexual violence reduction. To that end, a Mental-Health Task Force comprised of students, faculty, and staff was created to facilitate discussions and strategies to support awareness of mental health and wellbeing. A Sexual Violence Policy and Procedures were developed to provide the framework for Concordia's sexual violence reduction strategy. The three-fold strategy will be implemented in the 2016-17 academic year and consists of consent education; Enhanced Assess, Acknowledge, Act (EAAA) Sexual Assault Resistance Education Program; and Bringing in the Bystander program. Concordia is the first Canadian university to implement the EAAA, the only program currently promising to reduce the sexual violence of young women.
12. Concordia developed "Concordia Talks" initiatives aimed at raising awareness about topics such as mental health, addictions, safe partying, sexual violence, Indigenous culture, and issues faced by the LGBTQ community. The first Concordia Talks event was held in March 2016, and focused on sexual violence awareness. Several Concordia Talks events are planned for the 2016-17 academic year.



LEARNING ENHANCEMENT

1. The Writing Centre provides writing and learning support to students through one-on-one consultations and in-class workshops. In the 2015-16 academic year, eTutor Alberta (a collaborative online tutoring service operated by Alberta colleges and universities and offered through eCampus Alberta) expanded its services from writing support to include math tutoring. During the academic year, students utilized the physical Writing Centre, eTutor Writing, and eTutor Math to support their learning.
2. Concordia is committed to providing a personal education for each student, and the Early Alert program is a key part of this vision. When an instructor is concerned about the academic performance of a particular student, the Early Alert program can assess the situation, offer support, and provide referrals to a variety of resources available on campus.
3. Institutional commitment to the persistence and retention of students was the primary focus of the Retention Task Force. The institutional retention plan was initiated in 2013-14, and during the 2015-16 academic year, the Retention Task Force continued to prioritize institutional efforts on retention. The Task Force identified current retention and persistence data, gathered student feedback through surveys, integrated retention-initiatives with other programs and services, and developed intrusive and intentional supports and services for students. These efforts resulted in increased student retention for the 2015-16 year.
4. Concordia Students' Association, in collaboration with Student Life and Learning, continued the student-directed and student-funded Supplemental Instruction program. Supplemental Instruction (SI) is a form of co-curricular academic assistance that supports high-risk courses rather than high-risk students. As a non-remedial approach available to all students enrolled in selected courses, weekly peer-facilitated study sessions were offered to help students compare notes, develop learning strategies, and prepare for exams. These sessions were facilitated by "SI Leaders" (trained undergraduate students who have successfully completed the course, and attend lectures, connect with students, and act as role models).
5. The Freshman Challenge, formerly known as First-Year Learning Communities (FLCs), continued from its inception in 2011. The Freshman Challenge involves small groups of first-year students, led by peer mentors and faculty advisors who support student transition to university studies and the Concordia community through a variety of academic, service-learning, and recreational activities.
6. Concordia continues to participate in the Washington Center program for internships supported by Alberta Innovation and Advanced Education.
7. Concordia participated on the Steering Committee of the Study Abroad Program of the Alberta-Saxony Initiative.
8. Concordia participated in the initial meetings of the Edmonton Local Immigration Partnership (ELIP), and it collaborated with other Edmonton post-secondary institutions, community service providers, and the federal and provincial governments to support the arrival of Syrian refugees.
9. Concordia is committed to providing services and programs to assist international students attending university. We offer a diverse assortment of services and cultural/social activities that strive to nurture student engagement and development, and to create a sense of community for students while at Concordia and in Canada. This includes international student pre-arrival follow-up, international student orientation, support for internal and external processes, and regular gatherings and social activities.
10. Concordia's English for Academic Purposes (EAP), accredited by Languages Canada, is a 13-week comprehensive program designed to prepare academically qualified students whose native



language is not English for admission to undergraduate or graduate programs at Concordia. The Intensive English Summer Program (IESP) is a 5-week intensive and comprehensive summer course designed to provide international newcomers to Canada with a memorable first Canadian experience.

LIBRARY

During this reporting period Concordia library continued work on the five key priorities articulated in Concordia's 2012-2018 Academic Plan.

CREATING A DISTINCTIVE ENVIRONMENT: The library began the year with a retrospective exhibit and celebration of 20 years of library service within the Arnold Guebert Library building. To honour this legacy of service it continued to develop more spaces for student learning. In spring 2016, basement renovations were completed and new furnishing introduced to promote social learning and collaboration. In addition, all library signage was replaced and an improved online booking system for group study space was implemented.

DELIVERING QUALITY ACADEMIC PROGRAMS: In September 2015 a new discovery interface was launched to enhance student research experiences. Throughout the year library staff members developed dozens of videos, screencasts, handouts, blog posts, and posters that collectively reached over 3,300 students in more than 120 classroom sessions – all designed to support student autonomy and success. To support the Concordia Writing Centre, the library developed a collection of writing resources and implemented an online advisor appointment booking system. Responsive access to services was continued through the demand-driven acquisition program where students can initiate e-book purchases for the library. Wireless printing was implemented by Concordia IT Services, and the library also enhanced the security of online information transmission in collaboration with the U of A and IT Services.

ENGAGING STUDENTS: Partnering with the Faculty of Education, the CSA Student Health Initiative, and Student Life and Learning, Concordia library organized a “De-Stress and Study” night to promote healthy study habits and provide service supports. The annual library Student Satisfaction Survey provided meaningful feedback from students on all aspects of library operations and informed planning for the year ahead. 457 students from all programs and years of study provided evidence of high levels of library use and satisfaction.

CREATING SOCIETAL CONNECTIONS THROUGH SCHOLARSHIP: The library added detailed periodical holdings to its central database to enable scholars from across the world to discover its collections and make interlibrary loan requests. Concordia's digital archive continues to develop with most in-house, born-digital publications being ingested, described with appropriate meta-data, and preserved for long-term access. In March the library received a \$10,000 grant from Alberta Open Educational Resources to pilot an open-access textbook adoption program.

ATTRACTING AND DEVELOPING FACULTY AND STAFF: Staff cross-training continued as part of the evolution of the integrated service desk, and brown bag lunch-and-learn sessions were organized to share expertise in a timely way. The library hosted a three-week practicum placement student from Southern Alberta Institute of Technology as well as a month-long placement from MacEwan. The library also lent support to the Concordia Lutheran Seminary in their recruitment of a new librarian.



6. GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

This section highlights the progress made towards achieving Concordia's goals, strategic priorities, expected outcomes, and associated performance measures, along with related benchmarks outlined for the year 2015-16 in the 2015-18 CIP. A change in process to improve the planning and reporting cycle at the institution was initiated in 2016. Therefore, this annual report represents a transition period between the previous process and the new process that will be implemented in 2017.

Type	Description	Status	Expected completion date	Progress 2015-16
Goals				
G1	Concordia will continue to be student-centred.	Complete	2016	Concordia was able to award \$1.6M in financial support scholarships and bursaries for students in 2015-16.
		Complete	2016	Tuition levels were not increased in 2015-16 in order to remain competitive in Campus Alberta. Mandatory fees were increased by only \$6 and the CSA increased its fees slightly.
		Complete	2016	The period from July 2015 - June 2016 saw an increase of 27.5% in the number of students accessing Learning Accommodation Services.
		Complete	2016	Concordia's first Indigenous Strategy is complete and prepared for implementation.
G2	Concordia will be of sufficient size to prosper and be able to weather major demographic variables.	Complete	2016	The 2015-16 enrolment represents an increase of 14.6%, including an 18.2% increase in new students and a 13.3% increase in continuing students. The total FLE is 1433.882, including 83.050 for non-credential students.
		Ongoing	2018	The Retention Task Force identified current retention and persistence data, gathered student feedback through surveys, integrated retention-initiatives with other programs and services, and developed intrusive and intentional supports and services for students. Student retention increased in 2015-16.

Type	Description	Status	Expected completion date	Progress 2015-16
G3	Concordia will distinguish itself through the development and implementation of superior program designs and program delivery.	Initiated Ongoing Proposed Underway Underway	2017 2018 2018 2017 2017	Shift from Concordia Core course requirements to Concordia Core Learning Outcomes. Encourage students and faculty to undertake international opportunities. Increase the recognition of MISSM degree in the Canadian academic context. Propose Alberta's first PsyD credentialed program. Propose an MEd in school leadership to fill a need in the Alberta public and Catholic school systems.
G4	Concordia will seek out and initiate collaborations in areas where clear mutual benefit can be demonstrated.	Ongoing Complete Underway	2018 2016 2016	Focusing international agreements (study abroad and exchange). Two students participated in the Washington Center program in Fall 2015 term and both were featured in the Government of Alberta Annual Report, with other Alberta students. Concordia Library received a \$10,000 grant from Alberta Open Educational Resources to pilot an open-access textbook adoption program.
G5	Concordia will encourage and support research by all faculty and academic staff as well as by individual and groups of students when appropriate.			Infrastructure assistance, as well as administrative coordination is provided through the Office of Research and the Office of Faculty Development. Internal support for research is available through project funding along with time-release support for research purposes and sabbatical leaves. Concordia conducts grant-based and sponsored research, is Tri-Council eligible, and holds a SSHRC Canada Research Chair in Philosophy of Science and Natural Theology. 2015-2016 research results include the following:

Type	Description	Status	Expected completion date	Progress 2015-16
				<p>Publications</p> <ul style="list-style-type: none"> Books authored/co-authored (includes chapters in books): 27 Books edited/co-edited: 4 Articles in refereed journals: 68 Articles (and equivalents) in non-refereed publications: 52 Works in progress: 130 <p>Presentations</p> <ul style="list-style-type: none"> Conference presentations: 64 Public presentations: 48 Media appearances: 6 <p>Research Grants</p> <ul style="list-style-type: none"> Reduction in teaching assignment awards: 15 Internal research grants: 16 grants External research grants: 13 grants Student research grants: 18 grants <p>Additional Activity</p> <ul style="list-style-type: none"> Faculty receiving awards: 10
G6	Concordia will provide a foundation of intellectual integrity that supports a scholarly community based on acceptance and respect.	Complete	2016	Institutional vision and mission changed to reflect secular nature of the institution.
G7	Concordia will establish, maintain, and review administrative and policy structures that satisfy the criteria of Campus Alberta for the efficient and	Complete	2016	Sexual Violence Policy and Procedures were developed to provide the framework for Concordia's sexual violence reduction strategy. The three-fold strategy will be implemented in the 2016-17 academic year, and consists of Consent Education; Enhanced Assess, Acknowledge, Act Sexual Assault Resistance Education Program (EAAA); and Bringing in the Bystander program.



Type	Description	Status	Expected completion date	Progress 2015-16
	successful operation of a post-secondary institution.	Complete	2016	Implementation of Faculty Councils for Arts, Science, Management, Education and Graduate Studies were developed and implemented. These will be operational in 2016-17 academic year.
Priority Initiatives				
PI1	Master in Public Health Practice	Ongoing	2018	A full proposal was submitted to CAQC who evaluated it and requested revisions. These revisions are currently underway.
PI2	Doctor of Psychology	Ongoing	2017	The CAQC has initiated an institutional review after which a submission of a full proposal will occur.
PI3	Doctor of Optometry	Ongoing	2018	Discussions are ongoing between the Board of Governors, various stakeholder groups, and potential university partners.
PI4	Institute for Christian Studies and Society	Complete	2016	First year of the institute had a full year's program of innovative researchers presenting their work to the academic community and general public.
Expected Outcomes				
EO1	Creation of a distinctive environment.	Underway	2017	Realignment of the Concordia Core with VMV and development of Concordia Core Learning Outcomes.
EO2	Delivering quality academic programs.	Ongoing	2018	A schedule of program reviews has been implemented to complete cyclical reviews of all programs by 2018. Fine Arts and Social Sciences under review in 2015-16.
EO3	Engaging students.	Complete	2016	Higher numbers of first-year students (over 90%) participated in Orientation and Welcome Week activities.
		Complete	2016	In 2015-2016, the CSA increased student engagement, hired an Executive Director, and donated \$10,000 to the Ralph King Athletic Centre for new bleachers.
		Underway	2017	Developed a pilot program for a University Entry Program aimed at supporting higher risk, first-year students.
		Ongoing	2018	Improved student study and gathering spaces on campus.
EO4	Attracting and developing faculty and staff.	Complete	2016	Faculty of Management hired two faculty including a new chair for the Department of Management.

Type	Description	Status	Expected completion date	Progress 2015-16
EO5	Creating societal connections through scholarship.	Complete	2016	<p>Concordia placed more than 150 students in the community through its internships and practicum placements.</p> <p>Concordia created the Edmonton Institute for Community Research (EICR). The EICR works to promote research across all disciplines and it seeks to link Concordia scholars with community-based industries and agencies, primarily in the areas of social importance and community relevance.</p>
Performance Measures				
PO1	Graduate outcome surveys demonstrate high satisfaction.	Complete	2016	In the 2016 Canadian University Survey Consortium Survey of First-year Students, Concordia students reported a high perception of professors' knowledge and teaching ability, and a high satisfaction with the quality of teaching at Concordia. The students also found their courses interesting.
PO2	Cyclical program reviews planned and implemented.	Ongoing	2018	A schedule of program reviews has been implemented, with the goal being that Concordia will have completed the 5-year cyclical reviews for all program areas by 2018.



7. FINANCIAL AND BUDGET INFORMATION

FINANCIAL HIGHLIGHTS

Revenue in 2015-16 has increased by \$1.5 million, and totals \$29.144 million. This is considerably more than the budgeted revenue of \$27.244 million. The increase is driven largely by enrolment growth. Revenue is offset by expenses of \$27.263 million resulting in a \$1.881 million operating surplus at fiscal year-end. The distribution of revenue and expenses is shown below.

TABLE 1: SOURCES OF REVENUE 2015-16

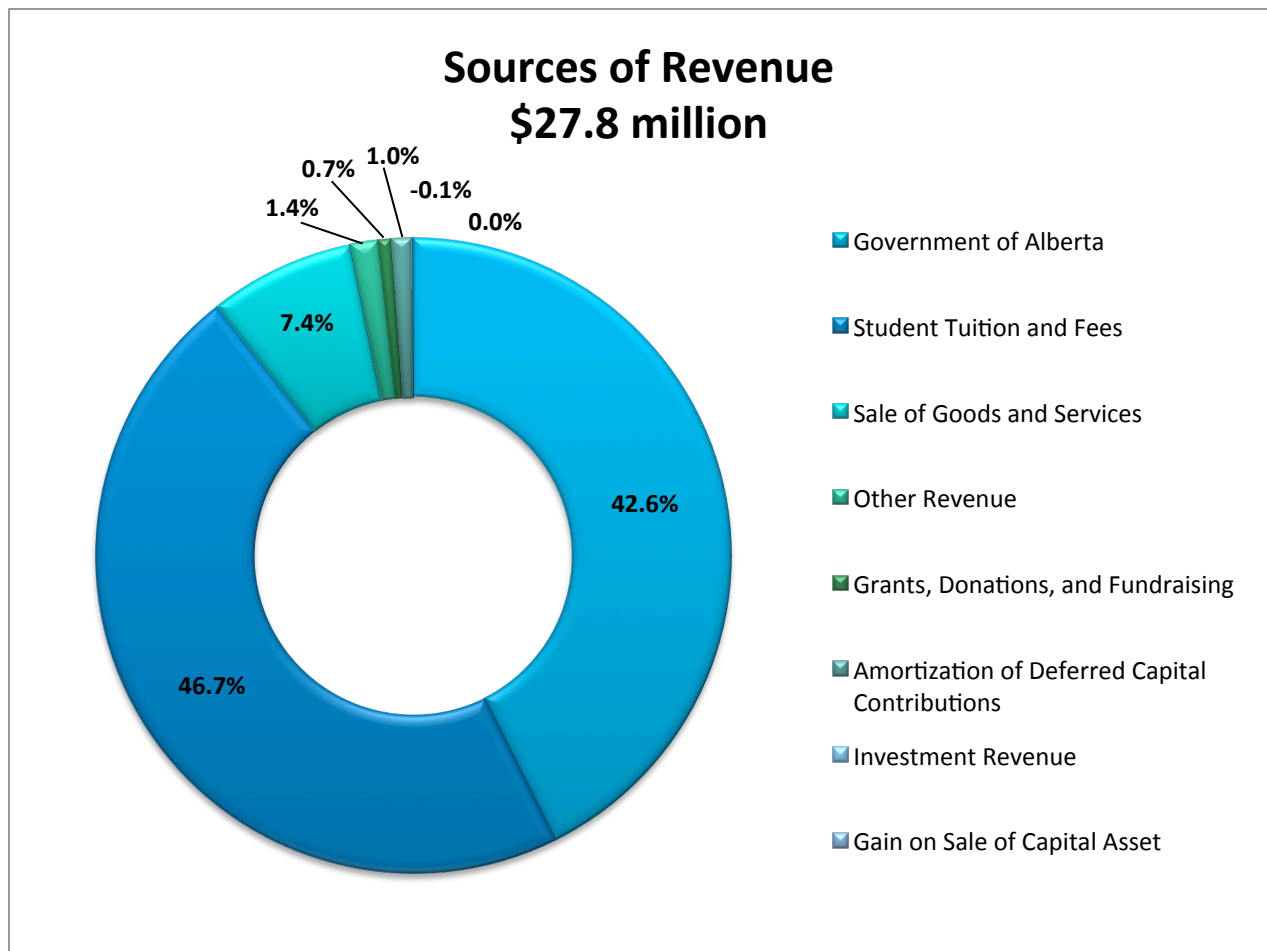


TABLE 2: EXPENSE BY OBJECT 2015-16

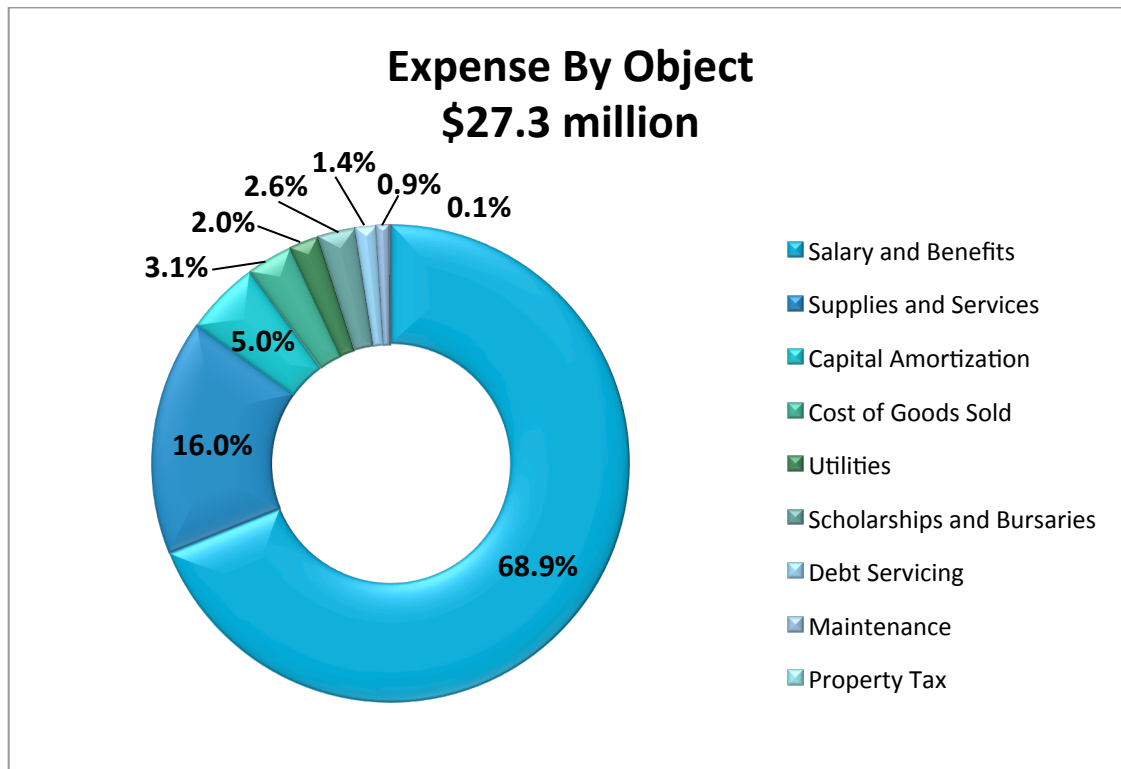
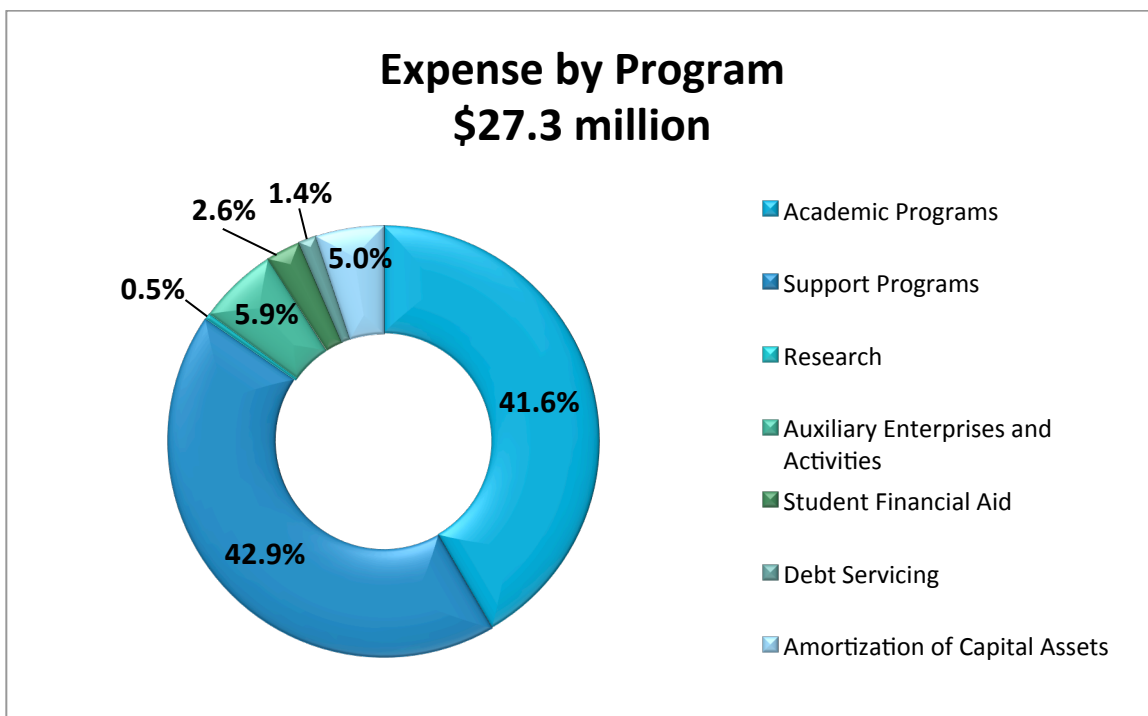


TABLE 3: EXPENSE BY PROGRAM 2015-16



REVENUE

The largest source of revenue (46.7%) is from student tuition and fees totalling \$13.645 million. This represents a 12 % increase from 2014-15 revenue and significantly higher than the budget forecast of \$12.194 million. This is remarkable because most of Concordia's student tuition fees were frozen in 2015-16. The revenue increase results from unprecedented foreign and domestic enrolment increases. Concordia remains committed to limiting tuition increases to those established by provincial government guidelines.

Revenue from the Government of Alberta is 42.6% of total revenue. Concordia benefited greatly from a 2% increase in the operating grant from the provincial government in 2015-16 that was not part of the original budget assumption. Unlike public universities, Concordia received no subsidy to offset the effect of frozen undergraduate tuition fees. Funding from the provincial government continues to form a significant part of Concordia's total revenue.

Other revenue increases were modest. The sale of university goods and services resulted in a slight increase, by \$49 thousand, to \$2.165 million. This increase was largely due to sustained revenue from CELPIP English language proficiency testing contracted through Paragon Testing Enterprises, and from summer English language programs. Modest increases in revenue from the university bookstore and student residence also helped to augment this revenue.

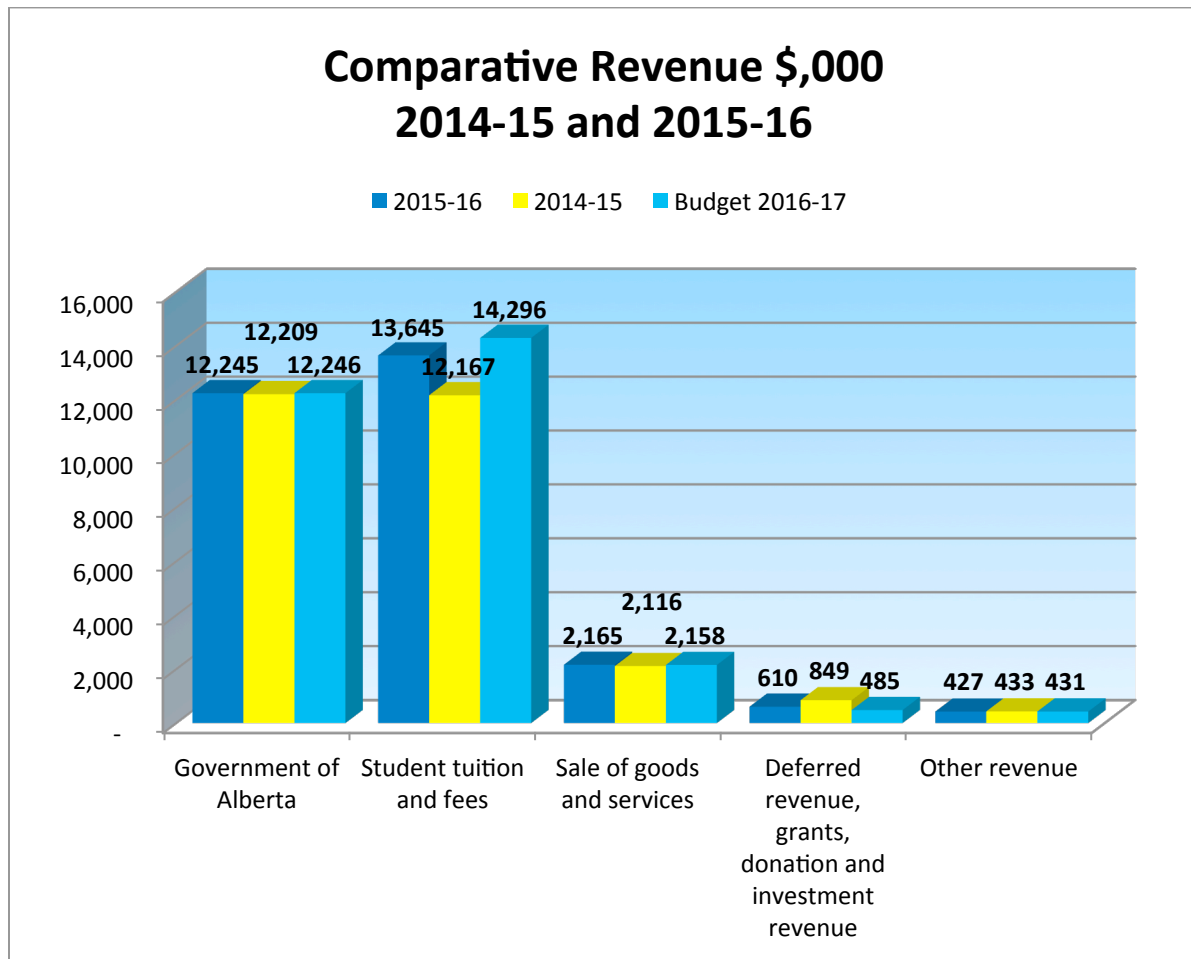
Revenue from other grants and donations also declined. Part of the reason for this is that Concordia no longer receives an annual grant from Lutheran Church Canada. Investment losses of \$23,861 were the result of unstable financial markets during 2015-16. Losses were curtailed by restructuring the financial portfolio. Going forward, volatility in financial markets dictates that Concordia must take a cautious approach to how it manages its investments.

Total revenue for 2015-16 was well in excess of the budget forecast revenue of \$27.244 million in 2015-16.

Comparative revenues for 2014-15 and 2015-16 are shown on the next page.



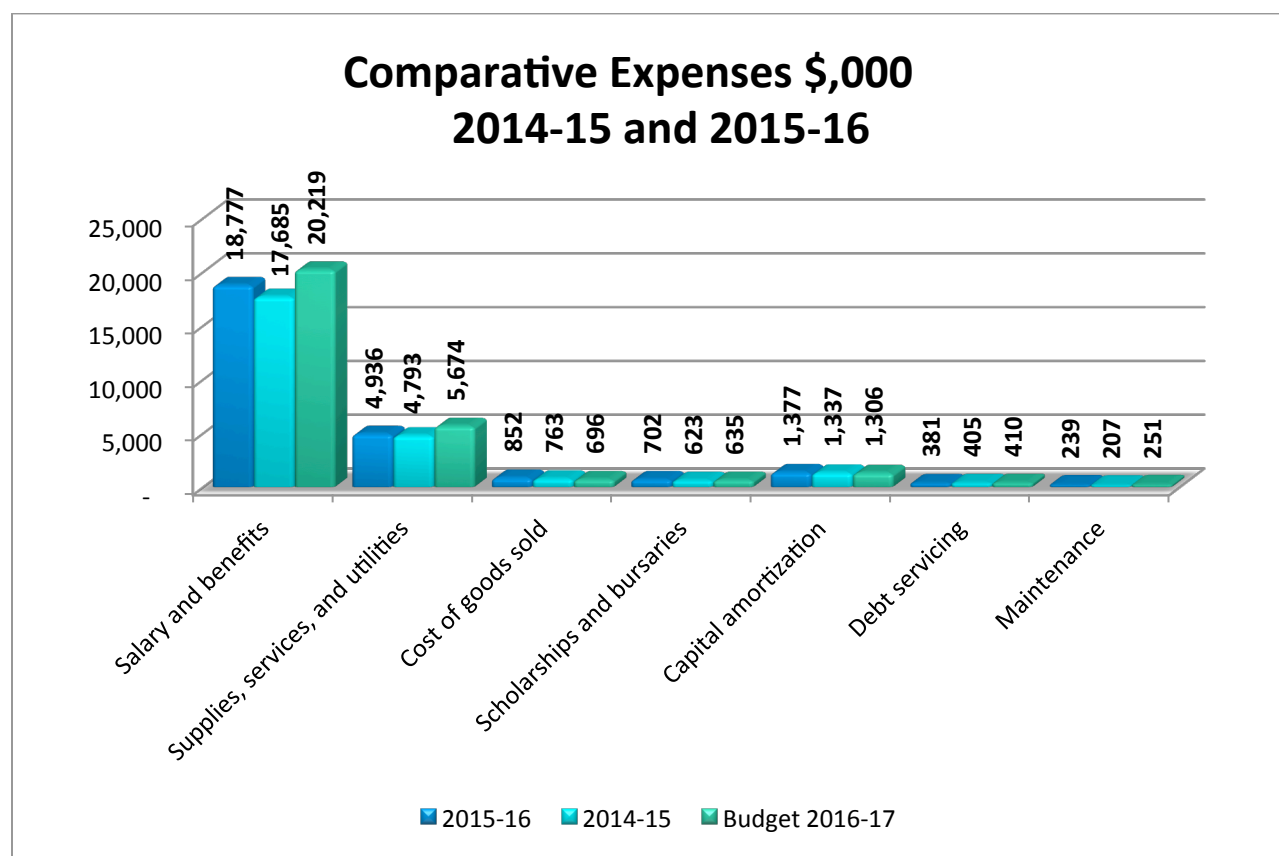
TABLE 4: COMPARATIVE REVENUE 2014-15 AND 2015-16



EXPENSES

Expenses for the entire university totalled \$27.263 million for 2015-16. This falls within the budget of \$27.299 million and represents a 3.9% increase over the expenses of 2014-15. Most of the increase is attributed to compensation increases and to hiring staff to fill vacant positions. Comparative expenses for 2014-15 and 2015-16 are shown graphically below.

TABLE 5: COMPARATIVE EXPENSES 2014-15, 2015-16 (BY OBJECT)



Salary and benefits account for 68.9% of total expenses, and amount to \$18.777 million for the fiscal year 2015-16. This is an increase of 6.2% over the salary and benefit costs in 2014-15. The increase is attributed to normal salary and step increments of approximately 3.5%, classification adjustments to operating staff, and hiring to fill a number of vacant staffing positions. Included in this increase is an adjustment totalling \$178 thousand to make provision for cumulative administrative leaves that are part of some senior administration salary contracts.

The expense of supplies, services, and utilities increased modestly from \$4.793 million in 2014-15 to \$4.936 million in 2015-16, but remained within budget provisions.

Other expenses remain close to budget. The cost of goods sold for merchandise in the bookstore amounted to \$852 thousand, which was higher than \$763 thousand expensed in 2014-15. This is a reflection of the decreased value of the Canadian dollar and increased student purchases at the bookstore.

Scholarships and bursaries were increased by \$80 thousand to \$702 thousand in 2015-16. Capital amortization was \$1.377 million. Debt servicing costs amounted to \$381 thousand, and maintenance costs were \$257 thousand.

CHALLENGES AND RISKS: DONOR SUPPORT

Concordia's Development & Legacy Giving Office will continue to support and strengthen Concordia's Strategic/Academic plan. This will involve working in partnership with the President, Board of Governors, Alumni Association and fundraising volunteers.

During 2015-16, Concordia hired a new Director of Development. This position had been vacant for several months, with the result that donor support was significantly less in 2015-16 than in previous years.

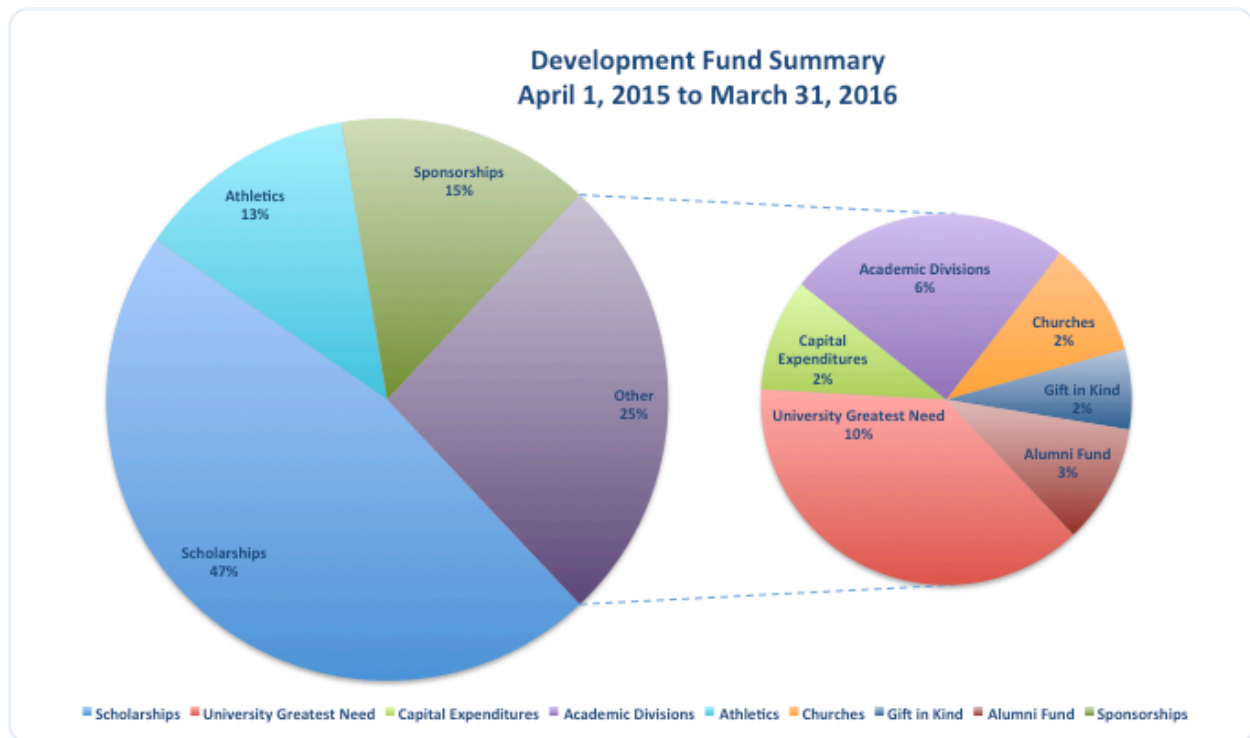
Our Objectives:

- Meet or exceed fundraising goals.
- Empower others to spread our mission to their friends.
- Align alumni relations activities more closely with fundraising and profile raising.
- Deepen commitment of interested and involved alumni.
- Deepen commitment of campus community.

TABLE 6: DEVELOPMENT FUND SUMMARY FOR APRIL 1, 2015 TO MARCH 31, 2016

Scholarships	\$143,896.92
University Greatest Need	\$30,373.83
Capital Expenditures	\$7,864.05
Academic Divisions	\$19,865.00
Athletics	\$39,388.96
Churches	\$8,097.50
Gift in Kind	\$5,590.82
Alumni Fund	\$8,323.04
Sponsorships	\$45,200.00
	\$308,600.12

TABLE 7: PROPORTION OF DONOR SUPPORT 2015-16



Total donor support declined significantly in 2015-16 to a level that was approximately 60% of what it was in the previous year. This leaves a significant gap in donor support needed to help Concordia transition to an internationally recognized university.

8. INTERNATIONALIZATION

The International Office at Concordia underwent major changes in the second half of the 2015-16 academic year. At this time, the position of International & Student Life Coordinator was divided into two positions: 1) International Officer, who deals primarily with agent management, international partnerships, and outgoing student issues; and 2) International Students Officer, who addresses issues concerning incoming international students, English language programs, and Chinese partnerships.

The International Office launched a new Chinese-Canadian postsecondary partnership called “Centre for Chinese Studies.” The objective of this centre is to fill an existing gap in the educational development of Chinese language teachers in North America, particularly in Canada.

Apart from Chinese partnerships, Concordia’s International Office is also exploring the possibility of developing new partnerships with European and Australian universities. Two Erasmus+ partnerships have been signed between Concordia and the University of Malaga and the University of Porto, both of which promote student and staff exchanges and cooperation.

In the past year, Concordia also executed numerous partnership agreements for study abroad and exchange opportunities. See <http://international.concordia.ab.ca/international-partnership/>.

In 2015 Concordia faculty members participated in two important research and teaching projects with partner universities in Brazil. One Concordia professor, for example, taught at the graduate level in the areas of Information Systems Security at Pontifical Catholic University of Rio Grande do Sul (PUCRS); another faculty member conducted research in biology at the same university for a two-month period. This collaboration resulted in the joint publication of several scientific papers.

Another Concordia faculty member spent time at the University of the Basque Country (UPV) on an Erasmus+ scholarship; this new relationship resulted in research cooperation with peers in education and wellness.

The number of Concordia students applying to study abroad and being accepted at foreign universities for one or two semesters is growing. In 2015/2016, for instance, two Concordia students were accepted to study at the University of Basque Country, Spain.

Concordia has also developed a new approach for dealing with active recruitment agents when unfruitful partnerships have been cancelled. Concordia started developing a new information package for agents, which included a Concordia handbook and promotional videos, to enable recruitment agents to promote Concordia more extensively.



9. INFORMATION TECHNOLOGY

During the 2015-16 year, Concordia's IT Services department:

1. Developed online registration facilities for various summer programs, including the International English Summer Program, Canadian Summer Seminar, and Singspiration.
2. Modernized the implementation of the Moodle Learning Management System.
3. Refreshed our content management system.
4. Introduced online applications for select scholarships.
5. Introduced automation to a number of workflows involved in scholarship and bursary administration.
6. Expanded the use of Concordia's IT Service Management platform to support application development needs.
7. Enhanced Concordia's Online Services to streamline program progress reports, program changes, and enrolment verification, and to provide other self-service opportunities for students.
8. Modernized the central database management system.
9. Implemented a single sign-on system, integrated with the Canadian Access Federation's federated single sign-on services.
10. Replaced the use of the ApplyAlberta transcript toolkit with an internal implementation of electronic transcripts fully integrated with our central database.
11. Deployed 10-gigabit single mode fibre optic cabling between key buildings on campus.
12. Established a new switch room dedicated to fibre optic switching.
13. Deployed 10-gigabit-capable switches in a number of buildings.
14. Enhanced wireless networking and enhanced overall network capacity in Concordia's residence buildings.
15. Participated in the establishment of a revitalized IT Steering Group to enhance IT transparency and strategic alignment.



10. CAPITAL PLAN

There are two capital projects pending. The first is a \$15.5 million Science, Research, and Innovation facility. This proposed facility will house the Edmonton Institute for Community Research (EICR), senior research laboratories, spaces for industry incubators and commercial collaborations, the Indigenous Centre for Engagement with social and scientific research, information systems security laboratories, a Training and Testing Centre, and Concordia's Centre for Clinical Psychology.

The second project is a proposed \$9 million student residence that will accommodate residence spaces for approximately 100 students. This cannot proceed until funding is in place and is not likely to proceed before 2019.

CAPITAL EXPENDITURES

Expenditures in 2015-16 totalled \$1.089 million on capital renovations to facility, site improvements, and purchase of capital assets. These are summarized below.

TABLE 8: CAPITAL EXPENDITURES 2015-16

Summary of Capital Expenditures 2015-16	Amount
Academic equipment and technology	\$170,609.00
Lab renovation G102	103,821.81
Campus technology	233,078.00
HVAC Alumni Hall	135,528.39
Library renovation and books	196,549.35
New signage with name change	62,602.00
Eberhardt roof and residence furnishings	52,335.52
All other	135,458.93
Total	\$1,089,983.00





APPENDIX

Audited Financial Statements

For the Year Ended March 31, 2016



AUDITED FINANCIAL STATEMENTS

Year Ending March 31, 2016





August 19, 2016

Independent Auditor's Report

**To the Board of Governors of
Concordia University of Edmonton**

We have audited the accompanying financial statements of Concordia University of Edmonton, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net assets and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

*PricewaterhouseCoopers LLP
TD Tower, 10088 102 Avenue NW, Suite 1501, Edmonton, Alberta, Canada T5J 3N5
T: +1 780 441 6700, F: +1 780 441 6776*

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Concordia University of Edmonton as at March 31, 2016 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Financial Position

March 31, 2016, with comparative figures for March 31, 2015

	March 31, 2016	March 31, 2015
Assets		
Current		
Cash and cash equivalents	\$ 3,580,519	\$ 5,659,003
Investments (Note 3)	7,537,048	3,431,063
Accounts receivable	647,452	619,591
Bookstore inventory	181,776	137,013
Prepaid expenses	267,458	247,277
	12,214,253	10,093,947
Capital assets (Note 4)	21,142,282	21,462,859
Total Assets	\$33,356,535	\$ 31,556,806
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 6)	\$ 926,274	\$ 868,445
Deferred revenue (Note 7)	3,959,451	3,620,291
Specially designated funds (Note 8)	524,865	456,183
Demand loans (Note 9)	1,107,316	1,288,566
Current portion of capital loan	-	817
Current portion of term loan (Note 10)	304,202	288,523
	6,822,108	6,522,825
Long Term		
Term loan (Note 10)	6,250,046	6,554,575
Unamortized deferred capital contributions (Note 12)	5,033,851	5,124,777
Employee future benefits (Note 13)	2,358,535	-
	13,642,432	11,679,352
Total Liabilities	20,464,540	18,202,177
Net Assets		
Endowments	768,918	766,835
Internally restricted net assets	3,969,771	2,538,881
Invested in capital assets	8,446,867	8,205,601
Unrestricted net assets	(293,561)	1,843,312
Net Assets	12,891,995	13,354,629
Total Liabilities and Net Assets	\$ 33,356,535	\$ 31,556,806

Approved by:




CONCORDIA UNIVERSITY OF EDMONTON

Statement of Operations

Year ended March 31, 2016, with comparative figures
for the year ended March 31, 2015

	Year ended March 31, 2016	Year ended March 31, 2015
Revenue		
Gifts and grants		
Government of Alberta grants (Note 7)	\$ 12,245,231	\$ 12,209,442
Government of Canada grants (Note 7)	202,084	84,639
Designated fees, gifts, and grants	159,551	202,604
Operations gifts and grants	36,225	137,095
Amortization of deferred capital contributions (Note 12)	289,313	263,975
	12,932,404	12,897,755
Student tuition and fees, and other revenue		
Student tuition and fees (Note 7)	13,644,780	12,166,982
Auxiliary enterprises and activities (Schedule 1)	2,164,628	2,115,859
Student activities	241,711	238,251
Investment (loss) income (Note 3)	(23,861)	125,127
Gain on disposal of capital assets	4,965	6,805
Miscellaneous	180,191	214,904
	16,212,414	14,867,928
Total revenue	29,144,818	27,765,683
Expenses		
Academic programs (Schedule 2)	11,349,288	10,636,926
Support programs (Schedule 2)	11,703,253	11,216,734
Research	133,736	36,818
Auxiliary enterprises and activities (Schedule 1)	1,617,713	1,571,952
Student financial aid	702,120	608,135
Interest on long term liabilities	381,242	404,561
	25,887,352	24,475,126
Excess of revenue over expenses from operations before the undernoted	3,257,466	3,290,557
Amortization of capital assets	1,376,553	1,336,851
Impairment of capital assets	-	434,946
Excess of revenue over expenses	\$ 1,880,913	\$ 1,518,760

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Changes in Net Assets

Year ended March 31, 2016, with comparative figures
for the year ended March 31, 2015

	Net Assets Available for Operations	Invested in Capital Assets	Internally Restricted	Endowments	Total Net Assets March 31, 2016	Total Net Assets March 31, 2015
Net assets, beginning of year	\$ 1,843,312	\$ 8,205,601	\$ 2,538,881	\$ 766,835	\$ 13,354,629	\$ 11,832,077
Excess (deficiency) of revenue over expenses	2,963,188	(1,082,275)	-	-	1,880,913	1,518,760
Employee future benefits opening balance (Note 13)	(2,286,630)	-	-	-	(2,286,630)	-
Employee future benefits re-measurements (Note 13)	(59,000)	-	-	-	(59,000)	-
Endowment contributions	-	-	-	2,083	2,083	3,792
Transfers						
For internally restricted purposes	(1,430,890)	-	1,430,890	-	-	-
For capital additions	(1,089,983)	1,089,983	-	-	-	-
Proceeds from disposal of capital assets	38,972	(38,972)	-	-	-	-
Capital contributions (Note 13)	198,387	(198,387)	-	-	-	-
Repayment of loans	(470,917)	470,917	-	-	-	-
Net assets, end of year	\$ (293,561)	\$ 8,446,867	\$ 3,969,771	\$ 768,918	\$ 12,891,995	\$ 13,354,629

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Cash Flows

Year ended March 31, 2016, with comparative figures
for the year ended March 31, 2015

	Year ended March 31, 2016	Year ended March 31, 2015
Net inflow (outflow) of cash related to the following activities		
Operating		
Excess of revenue over expenses	\$ 1,880,913	\$ 1,518,760
Items not involving cash:		
Employee future benefits	12,905	-
Amortization of capital assets	1,376,553	1,336,851
Gain on disposal of capital assets	(4,965)	(6,805)
Amortization of deferred capital contributions	(289,313)	(263,975)
Impairment of capital assets	-	434,946
Unrealized loss (gain) in value of investments	28,444	(60,961)
	3,004,537	2,958,816
Change in non-cash working capital:		
(Increase) decrease in accounts receivable	(27,861)	1,998
Increase in bookstore inventory	(44,763)	(13,576)
Increase in prepaid expenses	(20,181)	(10,421)
Increase (decrease) in accounts payable and accrued liabilities	57,829	(147,744)
Increase in deferred revenue	339,160	744,856
Increase (decrease) in specially designated funds	68,682	(8,150)
	3,377,403	3,525,779
Investing		
Investments purchased	(5,418,229)	(482,001)
Proceeds from sale of investments	1,283,800	-
Capital assets purchased	(1,089,983)	(793,856)
Proceeds from disposal of capital assets	38,972	33,035
	(5,185,440)	(1,242,822)
Financing		
Increase in deferred capital contributions	198,387	233,612
Endowment contributions	2,083	3,792
Repayment of demand loans	(181,250)	(181,250)
Repayment capital loan	(817)	(4,343)
Repayment of term loan	(288,850)	(275,407)
	(270,447)	(223,596)
(Decrease) increase in cash and cash equivalents	(2,078,484)	2,059,361
Cash and cash equivalents, beginning of year	5,659,003	3,599,642
Cash and cash equivalents, end of year	\$ 3,580,519	\$ 5,659,003

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2016

1. STATUS AND PURPOSE OF THE ORGANIZATION

Concordia University of Edmonton (the "University") was incorporated Dec 11, 2015 by a special act of the Legislative Assembly of Alberta. The University was formerly known as Concordia University College of Alberta. It is an independent educational institution and a registered charity under the Income Tax Act. As such it is exempt from corporate income taxes.

2. SUMMARY OF ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations and are prepared using the deferral method of accounting for contributions and grants. The following policies are considered significant:

(a) Revenue recognition

Restricted contributions are deferred when received and recognized in the year in which the related expenses are incurred. Student tuition and fees for academic programs and courses are recognized as revenue when the programs and courses are taken throughout the academic semester. Government grants for specific programs are recognized when actual program-related expenses are incurred. Province of Alberta operating grants are recognized in the fiscal year for which the funding is intended.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted investment income is recognized as revenue when earned. Income from the investment of restricted assets is included in deferred revenue in the statement of financial position. Revenue derived from auxiliary enterprises and activities is recognized when the service is performed and collection is reasonably assured.

Externally restricted capital contributions are recorded as deferred capital contributions until the amount is invested to acquire capital assets. Amounts invested representing externally funded capital assets are then transferred to unamortized deferred capital contributions.

Unamortized deferred capital contributions are amortized into revenue on a straight line method at a rate corresponding with the amortization rate for the related capital asset.

(b) Cash and cash equivalents

Cash and cash equivalents include cash and liquid short-term guaranteed investment certificates with maturity less than three months.

(c) Bookstore inventory

Inventory is stated at the lower of cost and net realizable value. Cost is determined using the first-in first-out method. Cost of purchased inventory includes the purchase price, shipping and net tax. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated selling costs. When circumstances which previously caused inventories to be written down no longer exist, the previous impairment is reversed. Inventory represents textbook inventory.

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2016

2. SUMMARY OF ACCOUNTING POLICIES (continued)

(d) Capital assets

Capital assets acquired prior to June 1, 1955 are recorded at appraised values. Subsequent additions are recorded at cost. Donated capital assets are recorded at the fair market value on the date of the receipt of the gift. Amortization, which is based on the recorded value less the residual value over the useful life of the asset, is computed using the straight-line method at the following annual rates:

Buildings	
Trailers	10%
Wood structures	5%
Brick structures	2.5%
Concrete	2%
Equipment	10-25%
Improvements other than buildings	5-20%
Library resources	10%
Vehicles	20%

(e) Impairment of long-lived assets

When a long-lived asset no longer has any service potential to the University, the excess of the net carrying amount over any residual value is recognized as an expense.

(f) Use of estimates

The preparation of these financial statements, in conformity with Canadian accounting standards for not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant estimates included in the financial statements include the allowance for doubtful accounts, provision for amortization, impairment of capital assets, accrued liabilities and employee future benefits. Actual results could differ from those estimates.

(g) Internally restricted net assets

Internally restricted net assets consist of amounts which are not available for use without the approval of the Board of Governors.

(h) Endowments

Endowed contributions from external sources are recognized as direct increases in net assets in the year received. The income from endowments designated for student aid is included in deferred revenue.

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2016

2. SUMMARY OF ACCOUNTING POLICIES (continued)

(i) Financial instruments

Financial instruments consist of cash and cash equivalents, investments, accounts receivable, accounts payable and accrued liabilities, demand loans and term loan.

Cash and cash equivalents and all investments are recorded at fair value with changes in fair value recognized in the statement of operations.

Accounts receivable are initially recognized at fair value and subsequently measured at amortized cost. Accounts payable and accrued liabilities, demand loans, capital loan, and term loan are initially recognized at fair value net of transaction costs and subsequently measured at amortized cost using the straight-line interest rate method.

Risk management:

The University periodically monitors the principal risks assumed in its investments. The risks that arise from transacting financial instruments include credit risk, liquidity risk, and price risk. Price risk arises from changes in interest rates, foreign currency exchange rates and market prices. The University does not use derivative financial instruments to alter the effects of these risks. The University manages these risks using risk management policies and practices, including various approved asset mix strategies and risk management limits.

Changes in interest rates and credit ratings are the main cause of changes in the fair value of government securities and corporate bonds resulting in a favourable or unfavourable variance compared to book value. Credit risk is mitigated by investing in securities with a rating of BBB or better and diversifying the securities between government, government backed and corporate issuers. Interest rate risk is mitigated by managing maturity dates and payment frequency. The University is exposed to credit risk related to the accounts receivable arising from student fees and auxiliary activities. Delinquent accounts are monitored and contacted on a monthly basis. Any accounts delinquent in excess of 120 days are referred to a collection agency. The University's long-term interest bearing debts are at fixed rates to mitigate the effects to cash flow that interest rate changes could have.

(j) Contributed materials and services

Contributed materials and services are only recognized when the fair value can be reasonably measured at the date of contribution. This is done using market or appraised value. For contributed materials that are normally purchased, fair market is determined in relation to the purchase of similar materials or services.

(k) Employee future benefits

The University accrues its obligations for its defined benefit pension plan as the employees render the services necessary to earn the pension benefits. The accrued benefit obligation for the defined benefit pension plan is determined based on an actuarial valuation prepared for funding purposes. For the University's post-retirement benefit plan, the accrued benefit obligation is determined based on an actuarial valuation prepared for accounting purposes using the accumulated benefit

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2016

2. SUMMARY OF ACCOUNTING POLICIES (continued)

method. The University recognizes the net amount of the accrued benefit obligation and the fair value of plan assets in the statement of financial position. Re-measurements, which include the difference between the actual return on plan assets and the return calculated using the discount rate used to determine the defined benefit obligation, actuarial gains and losses, valuation allowances, past service costs and gains and losses arising from settlements and curtailments, are recognized directly in net assets.

3. INVESTMENTS

The University has a managed portfolio with holdings of guaranteed interest certificates, fixed income, and equity securities. Investment transactions regularly occur within this portfolio, based on the recommendation of the portfolio advisor, and approved by management.

Investments are comprised of the following:

	March 31, 2016	March 31, 2015
Interest bearing deposits	\$ 4,168,874	\$ 950,612
Pooled funds	2,471,252	-
Foreign equities	7,460	871,427
Domestic equities	316,808	557,480
Bonds and preferred shares with average stated yields of approximately 3.1% (2015 – 4.5%)	572,654	1,051,544
	\$ 7,537,048	\$ 3,431,063

Investment (loss) income is comprised of the following:

	Year ended March 31, 2016	Year ended March 31, 2015
Interest and dividends	\$ 190,499	\$ 100,834
Unrealized (loss) gain in value of investments	(28,444)	60,961
Realized (loss) gain on sale of investments	(101,675)	53,212
Transaction costs and administration fees	(19,993)	(26,735)
Deferred for designated purposes (Note 7)	(64,248)	(63,145)
	\$ (23,861)	\$ 125,127

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2016

4. CAPITAL ASSETS

			March 31, 2016	March 31, 2015
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 1,842,248	\$ -	\$ 1,842,248	\$ 1,842,248
Buildings	26,828,941	9,615,309	17,213,632	17,491,458
Equipment	3,270,516	1,927,538	1,342,978	1,274,749
Improvements other than buildings	573,454	343,299	230,155	252,491
Library resources	1,286,812	805,661	481,151	572,543
Vehicles	50,142	18,024	32,118	29,370
Total	\$ 33,852,113	\$ 12,709,831	\$ 21,142,282	\$ 21,462,859

5. BANK INDEBTEDNESS

The University has approval for a revolving demand loan to a maximum of \$2,500,000 (2015 - \$2,500,000), which includes the standby letters of credit, to assist with operating cash flow requirements. This facility revolves in multiples of \$50,000 and is convertible from a floating rate to a fixed rate at any time. The interest rate on borrowings under this loan facility is prime rate plus one-half percent, payable monthly in arrears. Subject to the bank's right to demand payment at any time, advances must be repaid within 395 days from the date of the advance. The facility is secured by assets of the University under the general security agreement (note 10). This credit facility was not accessed at March 31, 2016.

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	March 31, 2016	March 31, 2015
Accrued vacation and administrative leave payable	\$ 561,378	\$ 382,519
Accrued salaries payable	7,918	7,758
Trade payables and accrued liabilities	329,141	446,268
Government remittances payable	27,837	31,900
	\$ 926,274	\$ 868,445

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2016

7. DEFERRED REVENUE

	Balance, March 31, 2015	Receipts	Revenue recognized	Balance, March 31, 2016
Tuition and fees	\$ 2,130,074	\$ 14,042,240	\$ 13,644,780	\$ 2,527,534
Scholarships and bursaries	843,885	376,173	151,281	1,068,777
Government of Canada grants	28,924	200,955	202,084	27,795
Government of Alberta grants	430,000	11,973,151	12,245,231	157,920
Other income	124,263	30,274	41,360	113,177
Deferred investment income (Note 3)	63,145	64,248	63,145	64,248
	<u>\$ 3,620,291</u>	<u>\$ 26,687,041</u>	<u>\$ 26,347,881</u>	<u>\$ 3,959,451</u>

Deferred revenue includes pre-registration fees, deposits, restricted donations, and designated grants received but unused.

8. SPECIALLY DESIGNATED FUNDS

Specially designated funds consist of resources in the amount of \$524,865 (2015 - \$456,183) that have been placed with the University for specific purposes that are not part of the operations of the University.

9. DEMAND LOANS

	March 31, 2016	March 31, 2015
Demand loan non-revolving at bank prime rate plus 1%, payable in monthly installments of \$12,500 plus interest, amortized over 10 years.	\$ 600,000	\$ 750,000
Demand loan non-revolving at bank prime rate plus 1% payable in monthly installments of \$2,604 plus interest amortized over 20 years.	507,316	538,566
	<u>\$ 1,107,316</u>	<u>\$ 1,288,566</u>

The University has two demand loan non-revolving credit facilities. These facilities may be converted to fixed rate term loans ("FRTL") at any time for terms of 1 to 10 years. If a fixed rate term is selected, no prepayments will be permitted.

The first facility is secured by a bank guaranteed investment certificate of \$787,968. Additional security for the demand loan is described in note 10.

The second facility was used to purchase two residential properties at 7305 112 Avenue and 7309 112 Avenue, Edmonton, AB. The loan represents 100% of the purchase price of the properties.

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2016

9. DEMAND LOANS (continued)

Combined outstanding principal payments are scheduled as follows:

2017	\$ 181,250
2018	181,250
2019	181,250
2020	181,250
2021	31,250
Thereafter	351,066
	<u>\$ 1,107,316</u>

10. TERM LOAN

	March 31, 2016	March 31, 2015
5.0% fixed rate term loan, maturing on May 31, 2017, payable in blended monthly installments of \$52,091, amortized over 25 years	\$ 6,554,248	\$ 6,843,098
Repayments scheduled within the next 12 months	(304,202)	(288,523)
	<u>\$ 6,250,046</u>	<u>\$ 6,554,575</u>

The demand loans (note 9) and term loan are secured by a general security agreement providing a first charge over all accounts receivable, inventory, and equipment and by a first collateral mortgage in the amount of \$11,500,000 over the property described as Concordia University of Edmonton.

Outstanding principal payments are scheduled as follows:

2017	\$ 304,202
2018	319,766
2019	336,126
2020	352,600
2021	371,362
Thereafter	4,870,192
	<u>\$ 6,554,248</u>

11. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent unspent externally restricted capital grants and donations. Changes in the deferred contributions balances are as follows:

	March 31, 2016	March 31, 2015
Balance, beginning of year	\$ -	\$ -
Grants and donations received	198,387	233,612
Transfer to unamortized deferred capital contributions (Note 12)	(198,387)	(233,612)
Balance, end of year	<u>\$ -</u>	<u>\$ -</u>

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2016

12. UNAMORTIZED DEFERRED CAPITAL CONTRIBUTIONS

The changes in the unamortized deferred capital contributions balance are as follows:

	March 31, 2016	March 31, 2015
Balance, beginning of year	\$ 5,124,777	\$ 5,155,140
Deferred capital contributions (Note 11)	198,387	233,612
Amortization to revenue	(289,313)	(263,975)
Balance, end of year	<u>\$ 5,033,851</u>	<u>\$ 5,124,777</u>

13. EMPLOYEE FUTURE BENEFITS

	March 31, 2016
Accrued benefit obligation	\$ 30,915,734
Fair value of plan assets	30,233,199
Plan deficit	\$ 682,535
Post-retirement benefit plan	1,676,000
	<u>\$ 2,358,535</u>

In the prior year, the University participated in a contractual single-employer pension plan that had multiple employers with the Lutheran Church of Canada (LCC). On December 3, 2015, the University exited this pension plan and transferred its portion of the pension assets and liabilities to a successor pension plan sponsored by the University that includes the same terms and conditions as the LCC plan. From April 1, 2015 to December 3, 2015, contributions to the LCC pension plan were expensed totaling \$1,018,910 (2015 - \$1,627,029).

In the transfer, the University took over its portion of the defined benefit pension plan and post-retirement benefit plan. The defined benefit pension plan is a contributory, final average earning pension plan. The defined benefit pension plan was closed to new members on January 1, 2012. The most recent funding valuation used in determining the defined benefit obligation was completed as at January 1, 2015.

The post-retirement benefit plan is an unfunded plan that includes medical, dental and death benefits provided to employees who retired prior to July 1, 2012.

The opening pension obligation of \$2,286,630 was recognized directly in net assets as a past service cost. From December 3, 2015 to March 31, 2016, current service and finance costs of \$327,827 have been recognized in expenses and re-measurement losses of \$59,000 have been recognized in net assets.

The University also took over its portion of the defined contribution pension plan on December 3, 2015. The defined contribution pension plan is funded by employer and employee contributions. Employees contribute 4% of earnings and the University contributes 6% of employees' earnings. Pension expense under the defined contribution pension plan for the period December 3, 2015 to March 31, 2016 was \$201,504.

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2016

14. COMPARITIVE INFORMATION

Certain comparative information has been reclassified to conform with the current years presentation.

CONCORDIA UNIVERSITY OF EDMONTON

Schedule of Auxiliary Enterprises and Activities

Year ended March 31, 2016,
with comparative figures year ended March 31, 2015

	Year ended March 31, 2016	Year ended March 31, 2015
Revenue		
University stores	\$ 973,307	\$ 926,632
Food services	21,323	28,836
Student housing	346,585	336,088
Conventions and other	823,413	824,303
	2,164,628	2,115,859
Expenses		
University stores	923,305	876,374
Food services	50,058	144,997
Student housing	208,456	217,430
Conventions and other	435,894	333,151
	1,617,713	1,571,952
Net revenue	\$ 546,915	\$ 543,907
Net revenue (expenses)		
University stores	\$ 50,002	\$ 50,258
Food services	(28,735)	(116,161)
Student housing	138,129	118,658
Conventions and other	387,519	491,152
	\$ 546,915	\$ 543,907

CONCORDIA UNIVERSITY OF EDMONTON

Schedule of Expenses by Department

Year ended March 31, 2016,
with comparative figures for the year ended March 31, 2015

	Year ended March 31, 2016	Year ended March 31, 2015
<i>Academic programs</i>		
Management and professional education	\$ 1,832,984	\$ 1,811,724
Natural science and public health	2,760,974	2,528,623
Arts, social science and religious studies	4,260,121	4,139,189
Education	1,219,786	1,070,871
	10,073,865	9,550,407
Academic services	1,275,423	1,086,519
	<u>\$ 11,349,288</u>	<u>\$ 10,636,926</u>
<i>Support programs</i>		
Facility maintenance	\$ 3,366,043	\$ 3,177,348
Institutional support	1,572,259	1,580,839
Student services	2,100,990	2,048,023
Library and archives	1,134,811	1,055,537
General administration	2,608,778	2,459,495
Student activities	920,372	895,492
	<u>\$ 11,703,253</u>	<u>\$ 11,216,734</u>

Schedule 3

CONCORDIA UNIVERSITY OF EDMONTON
Schedule of Revenue and Expenses by Object
Year ended March 31, 2016,
with comparative figures for the year ended March 31, 2015

Revenue	Year ended March 31, 2016	Year ended March 31, 2015
Revenue from Government of Alberta		
General operating grant	\$ 12,245,231	\$ 12,080,942
		98,500
Recognized revenue APAS grant	-	
Total Government of Alberta operating funding	12,245,231	12,179,442
Other Government of Alberta Grants	-	30,000
Government of Canada Grants	202,084	84,639
	12,447,315	12,294,081
Student sources of revenue		
Tuition for accredited courses	11,391,375	10,188,100
Foreign student differential fees	743,924	617,756
Miscellaneous fees and student charges	1,439,035	1,288,871
Total tuition and fees for accredited programs	13,574,334	12,094,727
Tuition and fees for non-accredited programs	70,446	72,255
	13,644,780	12,166,982
Other grants, donations, and fundraising	195,776	339,699
Sale of goods and services (Schedule 1)	2,164,628	2,115,859
Investment (loss) income (Note 3)	(23,861)	125,127
Gain on disposal of capital assets	4,965	6,805
Other revenue	421,902	453,155
Amortization of deferred capital contributions (Note 13)	289,313	263,975
Total revenue	29,144,818	27,765,683
Expenses		
Salary and wages		
Salaries and wages	15,328,890	14,439,326
Employee benefits	3,448,578	3,245,881
	18,777,468	17,685,207
Utilities		
Gas	117,879	127,251
Electricity	333,025	320,492
Other	94,838	95,017
	545,742	542,760
Maintenance	238,951	206,765
Property tax	17,842	17,421
Supplies and services	4,372,331	4,232,384
Scholarships and bursaries	702,120	622,935
Cost of goods sold	851,656	763,093
Impairment of capital assets	-	434,946
Interest	381,242	404,561
Amortization of capital assets	1,376,553	1,336,851
Total expenses	27,263,905	26,246,923
Net Surplus	\$ 1,880,913	\$ 1,518,760

