



CONCORDIA
UNIVERSITY
OF EDMONTON



Annual Report 2016/2017

For fiscal year ended March 31, 2017

The Board of Governors
Concordia University of Edmonton
Submitted October 2, 2017

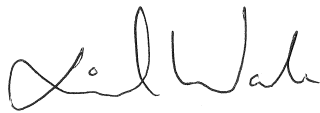
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Accountability Statement

The University of Concordia of Edmonton's Annual Report for the year ended March 31, 2017 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
September 27, 2017

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, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, 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. Tim Loreman
President and Vice-Chancellor
Concordia University of Edmonton
September 27, 2017

Message from the President and Board Chair

The past 3 years have been a time of most profound change at Concordia University of Edmonton, and yet our Mission and Vision continue to guide our work. Our student enrolment is the highest it has ever been, we are now a much more inclusive and welcoming place than in the past, and we are well managed even as we currently feel some pressures. Concordia University of Edmonton is, overall, in a very good position. Our continued focus remains on providing a robust and supportive student experience. We are making beneficial adjustments to our academic programs, turning our focus more towards outcomes and careers, and our services that support students on campus have seen enhancements that make this feature of our university second to none.

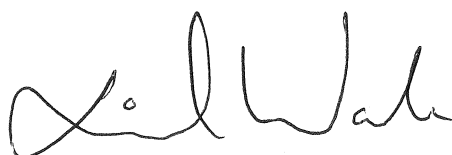
We are seeing an improving trend in our research and scholarly activities, which will be further enhanced by the completion of our new Centre for Science, Research, and Innovation this year. This building will transform the way we work, bringing our research and teaching closer together and providing both students and faculty with opportunities for research that were simply not possible in the past.

Concordia University of Edmonton is aiming to build on our traditional strength as a smaller university combining teaching with quality, meaningful research. We value our connections to the community and industry in our research work, but most important of all we value the academic freedom that our faculty have to pursue lines of inquiry in their areas of expertise wherever they may lead.

Our financial position is very good overall, but as with all post-secondary institutions we are vulnerable and this area needs to be monitored and responded to as we face a more uncertain future.

Our international relationships have taken shape and are demonstrating concrete results, with improvements in undergraduate international student enrolment and early signs of increased interest from our students in studying abroad. Mutual visits with international partners by students, faculty, and staff are multiplying, enhancing everyone's global experience and contributing to enrichment that is academic, cultural, and personal.

One way of looking at our Mission and Vision is that it challenges us to become Canada's pre-eminent small university, and the trajectory we are on puts that within reach. This annual report reflects yet another successful year in our long history.



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



Dr. Tim Loreman
President and Vice-Chancellor
Concordia University of Edmonton



Public Interest Disclosure (Whistleblower Protection) Act

No disclosures have been made to the designated chief officer.



Operational Overview



VISION

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



MISSION

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

GOALS

1. Enhance Concordia's community reputation.
2. Enhance internationalization on Concordia's campus.
3. Increase financial security and independence.
4. Increase academic collaboration across the campus.
5. Promote a changing research culture on campus.
6. Increase social, cultural and financial supports for students.

PRIORITY INITIATIVES

1. Implement Concordia's Indigenous Strategy.
2. Continue to require accountability in academic programming.
3. Enhance professional programming and associated applied research.
4. Integrate institutional information technology to improve efficiency.



INSTITUTION

1. Concordia's Board of Governors is supportive of Concordia becoming a public, growth and quality orientated university. Concordia is currently exploring with Government of Alberta what a change in status to a public institution might look like.
2. While Concordia is situated within the independent Academic Institutions in the six-sector model it continues to make adjustments to align with best practices and the Post- Secondary Learning Act (PSLA). Its main goal being to become Canada's pre-eminent small university specializing in liberal arts and professional programming.
3. A new Faculty Collective Agreement was signed by Concordia's Board of Governors and the Faculty Association. The new agreement includes increased opportunities for workload distribution in recognition of research activities and formalized terms and conditions of employment for Academic Service Officers. Both parties view the collective agreement as mutually beneficial, fair, and reasonable.
4. Concordia University of Edmonton and the Edmonton Catholic School District (ECSD) entered into a long-term partnership through a Memorandum of Understanding that will see the two institutions conduct collaborative community-driven research. As part of the MOU Concordia University will also provide psychological services within the school district. A brand new applied psychology research centre and clinic are expected to open at Concordia in 2018. The centre will be housed in the Centre for Science, Research, and Innovation, which is currently under construction.



ACADEMIC PROGRAMS

1. Concordia has proposed two graduate level programs under development: Doctorate in Psychology (PsyD) and Master of Education in School Leadership (MEd). The proposed PsyD builds on the 4 year B.A. in Applied Psychology providing advanced education in the critical areas of clinical psychology. The MEd builds on the Bachelor of Education (after degree) and is designed for practicing teachers who desire profession development in educational leadership. As part of the Campus Alberta Quality Council (CAQC) review process for the newly proposed graduate programs, Concordia successfully underwent an institutional organization review in spring 2016. The PsyD will undergo external reviewer site visits in 2017-18 and submit proposal and reviewer documents to CAQC. The MEd in School Leadership (MEd) proposal successfully underwent the Ministry system coordination review, and a full proposal was submitted to CAQC.
2. A schedule of program cyclical reviews is in place, with the intent being that Concordia will catch up on 5-year cyclical reviews in all program areas by 2018-19. In 2016-17 cyclical reviews from the Departments of Fine Arts (Drama and Music) and Social Sciences (Sociology, History and Political Economy) were completed and submitted to CAQC. Cyclical reviews in progress are Education, English and Chemistry.
3. The faculties of Management and Science partnered to create a new dual degree in Management and Science, which commences in fall 2017.
4. The Department of Literature and Languages continues to focus attention on integrating current course offerings across the campus and introducing other options for students who desire language learning, such as the inclusion of Mandarin and Arabic.
5. An internal program evaluation of the French concentration resulted in the reinstatement of the 3-year Bachelor of Arts program which has now been offered to students since July 1, 2016. A new faculty member was hired for the program.
6. Since 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 continues to experience significant enrolment in the 4-year Psychology major, with a record 178 unique students having declared this major in 2016-17, as compared with 45 students having declared a Psychology (Applied Emphasis) major during this period.



PERSONNEL

1. Dr. Tim Loreman was appointed as the new President and Vice-Chancellor.
2. Dr. Valerie Henitiuk was appointed Vice-President Academic and Provost.
3. Mr. Stephen Mandel was announced as Chancellor effective fall 2017.
4. Dr. Barbara van Ingen was appointed Vice-President Student Life and Learning.
5. Dr. Colin Neufeldt was appointed to the post of Dean of Graduate Studies.
6. New faculty hires were made in Fine Arts, Psychology, Chemistry, Education and Management.

ENROLMENT OVERVIEW 2016-2017

Concordia's enrolment data provided below are based on the Learner and Enrolment Reporting Systems (LERS). Concordia's 2016-17 Full Load Equivalent (FLE) enrolment was 1,604 (Table 1) and the total headcount during this period was 2,164.

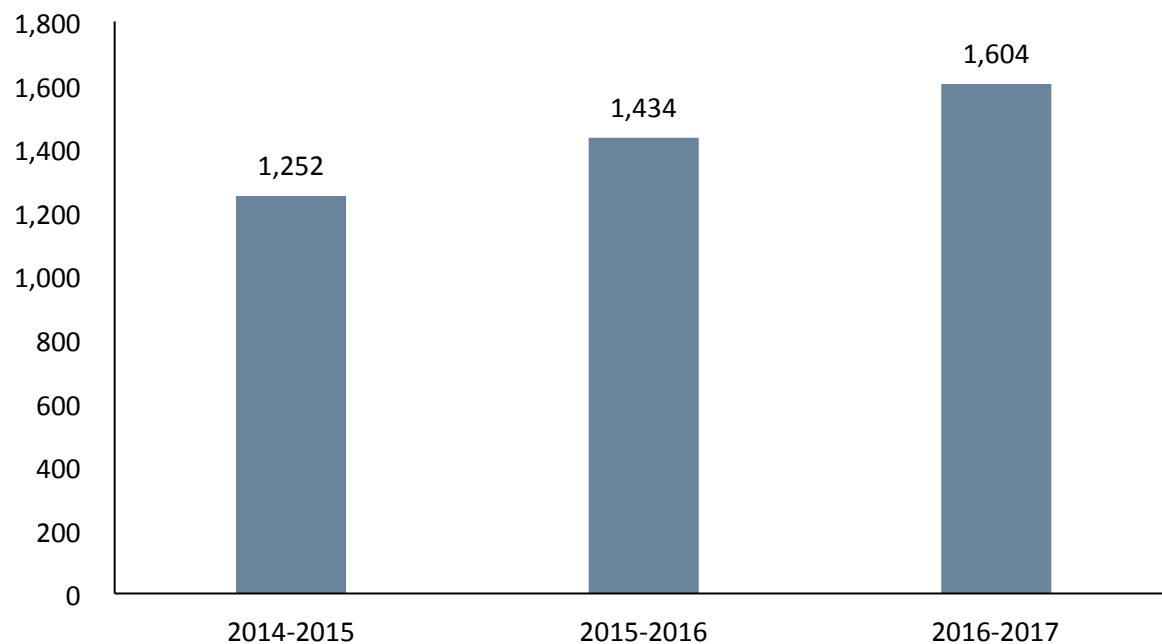
Table 1: Concordia enrolment FLE by program band, 2016-17

Program Band	Full Load Equivalent (FLE)	Headcount (Unique Students)
Business	166	214
Education	141	141
Health Sciences	377	495
Languages, Social Sciences, Arts & Humanities	486	794
Physical, Natural & Applied Sciences	434	571
Total	1,604	2,164

Figure 1 shows LERS FLE enrolment from 2014 to 2017. Substantial enrolment growth (FLE) of 14.6% and 11.8% was observed in 2015-16 and 2016-17 respectively. The primary sources of the enrolment increases from 2015-16 to 2016-17 were the 4-year Bachelor of Arts (76.9 FLE increment representing a 37% increase) and both the 3- and 4-year Science programs (combined 57.6 FLE increment representing a 22% increment): 4-year (42.2 FLE increment representing a 21% increase) and 3-year degree (15.4 FLE increment representing a 24% increase).



Figure 1: LERS Concordia Enrolment FLE by year, 2014-17



More specifically this growth is due to the intake of students into the 4-year Bachelor of Arts Psychology major which was successfully introduced in 2014-15 and the Bachelor of Science in Biology and Environmental Science. Due to the increased number of incoming students, Concordia University of Edmonton anticipates an 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.

Contributing to the increases in enrolment is increased activity in the Student Recruitment Office. The Office attended approximately 250 off-campus events during the year, advancing Concordia University of Edmonton's reputation and profile to prospective students and parents, high school teachers, career practitioners and counsellors, and other stakeholders across Alberta and into British Columbia and Saskatchewan. Most significantly, Concordia is a member of the Educational Liaison Association of Alberta (ELAA), a network of student recruitment professionals. Membership in ELAA gives access to a province-wide schedule of events at high schools and community centres and takes places during ten weeks in the fall each year.



Concordia is responding to the Truth and Reconciliation Commission in all aspects of campus, including student recruitment. Student recruitment actively engages Indigenous learners in communities across the province through networks like Alberta Aboriginal Recruitment Network (AARN) in order to increase Indigenous enrollment at Concordia.

International recruitment has become a priority for the university as well. Last fall, a recruiter was sent to Europe visiting IB/AP International Schools. As Concordia is enhancing its international profile by focusing on Europe, China and Brazil, the student recruitment office is focusing its strategy on these regions to complement the university's internationalization goals.

Off-campus activities are supplemented with many on-campus opportunities for prospective students and parents to learn more about Concordia. Events like Open House and Faculty Info Nights are geared for the public to come and learn about our program offerings and meet current students, staff, and faculty. The annual Counsellor Update allows Concordia to engage high school stakeholders with updates and changes to the institution. To complement these large-scale events the student recruitment office also runs campus tours, Student for a Day, and hosts various groups on campus allowing prospective students to experience campus in a more individualized setting.



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 2016-17 in the 2016-19 Comprehensive Institutional Plan (CIP).

Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
GOALS				
G1	Enhance Concordia's community reputation by:			
	<ul style="list-style-type: none"> Implementation of the Centre for Innovation and Applied Research (CIAR) formerly Edmonton Centre for Community Research (EICR) 	Complete	2016	The Centre for Innovation and Applied Research (CIAR), formerly EICR, was launched in September 2016. CIAR encourages entrepreneurship, commercialization and business incubation in cooperation with partners.
	<ul style="list-style-type: none"> Increasing community outreach through Concordia's Schools and Institutes 	Ongoing	2016-17	The CIAR is currently working on over 40 projects that involve faculty from Concordia schools/Institutes collaborating with community partners.
	<ul style="list-style-type: none"> Increasing support for under-represented learners through the University Entrance Program (UEP). 	Complete	2016	The University Entrance Program (UEP) was revised to best support Concordia students and renamed the Bounce Back Program (BBP). The BBP is proposed as a one-year academic intervention program that supports undergraduate students who are required to withdraw to re-establish satisfactory academic standing. The BBP will begin in January 2018.
G2	Enhance internationalization on Concordia's campus by:			
	<ul style="list-style-type: none"> Increasing the students going abroad to 10% of head count 	Ongoing	2019	In the last 2 years the number of students going abroad has increased from 1 to 12 students a year.
	<ul style="list-style-type: none"> Increasing international students to 10-12% of undergraduates 	Ongoing	2017	Undergraduate international students are between 5% and 6% of the total undergraduate students. International recruitment remains a priority and focused on Europe, China and Brazil.



Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
	<ul style="list-style-type: none"> Encouraging faculty research partners abroad 	Ongoing	2018	Faculty research cooperation has been increasing in Brazil and Europe. Concordia has been increasingly active with partners in the European Union' Erasmus+ program, having signed specific agreements with Universities in Germany, Spain and Portugal. An agreement with Poland is underway.
	<ul style="list-style-type: none"> Developing the Centre for Chinese Studies (CCS). 	Complete	2017	The Centre for Chinese Studies (CCS) was launched in September 2016. The centre encourages Concordia students, faculty and staff to study the Chinese language, be involved in intercultural discussions, and develop cross-cultural competencies. In 2016-17 CCS began offering continuing education in Mandarin language and Chinese culture courses.
G3	<p>Increase financial security and independence by:</p> <ul style="list-style-type: none"> Heightening activity in Office of Development & Alumni Relations 	Underway and ongoing	2016-17	The Office of Development in collaboration with the President's Office is working to develop a strong 'case for support' and planning to expand annual giving through key touch points with current students and alumni to foster support for the University's priorities. The Office is also working toward pursuing funding and partnership opportunities by connecting faculty with community stakeholders and research supporters.
	<ul style="list-style-type: none"> Encouraging entrepreneurship and commercial collaboration through the CIAR (formerly EICR) 	Ongoing	2018	In an effort to encourage research and entrepreneurship, Concordia has increased (almost tripled) the number of hours of teaching time release for the faculty members who are involved in conducting research. This represents a shift in Concordia culture and is anticipated to result in increased research outputs.
	<ul style="list-style-type: none"> Increasing internationalization on campus 	Ongoing	2016-19	Internationalization is growing as we have sent our first groups of students to South America and other countries. Existing partnerships are currently being reviewed with a view towards renewal.



Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
	<ul style="list-style-type: none"> Increasing funded research of the faculty. 	Ongoing	2016-19	Infrastructure assistance, as well as administrative coordination is provided through the Office of Research. Concordia has seen an increase in Tri-council grant applications.
G4	Increase academic collaboration across the campus by:	Complete	Fall 2017	A dual degree in Management and Science was launched in Fall 2017.
	<ul style="list-style-type: none"> Developing a dual degree in Science and Management 	Ongoing	Fall 2018	A dual degree in Arts and Management is currently under consideration.
	<ul style="list-style-type: none"> Developing a dual degree in Arts and Management 	Underway and ongoing	2016-17	Language learning continues to be merged into the international hub with Mandarin and Arabic language courses being offered. Concordia is developing introductory Cree language training in partnership with the Nechi Institute.
G5	Promote a changing research culture on campus by:	Ongoing	2016-17	Concordia has increased the research portfolio by hiring a full-time, qualified Research Officer who helps the VP International and Research with identifying potential research funding, reviewing our internal grants structure, aligning it with Tri-Council procedures and setting up a solid support program for researchers who apply for external grants.
	<ul style="list-style-type: none"> Encouraging access to funding for professional development, research projects, and international collaborations 	Underway and ongoing	2016-17	The Research Office is developing best practice policies and internal workshops for faculty on areas such as research grant writing, Tri-council opportunities and research supervision. Workshops will be held in fall 2017.
	<ul style="list-style-type: none"> Developing research supervision best practices policy and provide learning opportunities for supervisors 	Ongoing	2017-18	To ensure accountability Concordia is developing key impact assessment measures to monitor and evaluate research progress and impact.
	<ul style="list-style-type: none"> Increasing accountability for research resourcing by ensuring distribution of research outcomes. 			



Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
G6	Increase social, cultural, and financial supports for students by: <ul style="list-style-type: none"> Encouraging access to scholarship and financial aid 	Ongoing	2016-17	Concordia was able to award \$899 thousand in financial support scholarships and bursaries in 2016-17. Tuition fees were frozen for 2016-17.
	<ul style="list-style-type: none"> Implementing the University Entrance Program (UEP) 	Complete	2016	The University Entrance Program (UEP) was revised to best support Concordia students and renamed the Bounce Back Program (BBP). The BBP is proposed as a one-year academic intervention program that supports undergraduate students who are required to withdraw to re-establish satisfactory academic standing. The BBP will begin in January 2018.
	<ul style="list-style-type: none"> Ensuring compliance with campus diversity initiatives (e.g. gender, consent, tolerance, and mental health projects) 	Ongoing	2016-17	Continued implementation of the Sexual Violence Reduction Strategy and creation of the Mental Health Strategy that will be launched in September 2018.
	<ul style="list-style-type: none"> Implementing results of Student and enrolment services project. 	Underway and ongoing	2016-17	Implemented a kiosk for scheduling, queuing and way finding in enrolment services. Introduced a centralized Service Desk system.
Priority Initiatives				
PI1	Implement Concordia's Indigenous Strategy by: <ul style="list-style-type: none"> Developing the Concordia Indigenous Centre 	Underway and ongoing	2019	The Indigenous Knowledge and Resource Centre will be launched in 2018 and housed in the Centre for Innovation and Applied Research (CIAR) which is currently under construction with an anticipated opening in April 2018.
	<ul style="list-style-type: none"> Identifying a task force and hiring a lead for indigenous issues 	Complete	2016-17	The following were appointed: A task force, a lead for Indigenous issues and a new Indigenous Student Council.
	<ul style="list-style-type: none"> Integrating Indigenous study in curriculum and management of programs across campus 	Underway and ongoing	2017-18	The Education After Degree program has developed a process for the integration of Indigenous knowledge throughout the curriculum. Other faculties are working to incorporate Indigenous content in courses using the After-Degree Education model.



Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
	<ul style="list-style-type: none"> Hiring a faculty specialist in Indigenous teaching and research. 	Proposed	2017-18	A faculty specialist in Indigenous teaching and research will be hired in the coming year.
PI2	Continue to require accountability in academic programming by: <ul style="list-style-type: none"> Maintaining the Data Central information portal 	Ongoing	2016-19	Migrating documents onto Data Central as the main record and information-sharing platform is on ongoing.
	<ul style="list-style-type: none"> Redeveloping learning outcomes at faculty, department, program and course levels 	Underway and Ongoing	2018	Redevelopment and articulation of learning outcomes at various levels is underway. Institutional learning outcomes will also be developed.
	<ul style="list-style-type: none"> Delivering annual departmental reports 	Ongoing	2016-19	Annual departmental reports are being developed. These are intended to provide information on the continuing quality of programs, student demand, and needed investments in time for the annual budgetary planning cycles.
	<ul style="list-style-type: none"> Undertaking regular cyclical reviews 	Ongoing	2018	A schedule of program cyclical reviews has been developed and is being implemented and managed by the newly hired a Director of Institutional Research and Program Development. Concordia aims to complete the 5-year cyclical reviews for all program areas by 2018-19.
	<ul style="list-style-type: none"> Completing Institutional Organizational Evaluation of Graduate-Level Programming. 	Complete	2016	Institutional Organizational Evaluation was successfully completed in December 2016.
PI3	Enhance professional programming and associated applied research by: <ul style="list-style-type: none"> Implementing the Master of Education (School Leadership) 	Ongoing	2017-18	A full proposal including external reviewers' comments was submitted to CAQC.
	<ul style="list-style-type: none"> Implementing the Doctor of Psychology (Clinical Psychology) 	Ongoing	2017-18	An institutional review was successfully completed. A full proposal will be submitted to CAQC.
	<ul style="list-style-type: none"> Attaining Chemical Institute of Canada accreditation 	Complete	2016-17	Chemistry programs achieved accreditation by the Chemical Institute of Canada (CSC) in early 2017.



Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
	<ul style="list-style-type: none"> Partnering with Alternative Dispute Resolution Institute of Alberta (ADRIA) 	Complete	2016-17	A minor in Conflict Resolution was developed in consultation with ADRIA.
	<ul style="list-style-type: none"> Building the Concordia Science, Research and Innovation Facility. 	Underway and ongoing	2016-18	Construction of the new Centre for Science Research and Innovation began in 2016. The building will be completed in 2018.
PI4	<p>Integrate institutional information technology to improve efficiency by:</p> <ul style="list-style-type: none"> Implementing effective structures for internal communications and workflows between students, faculty and staff 	Underway and ongoing	2016-19	A coordinated and centralized service management platform was adopted to improve the timeliness of delivering on student requests. Online services have been enhanced to reduce the number of processes requiring in-person student visits and manual processing. Migrated to a new public website. Alfresco is being used by faculty, administration and staff as the main internal communication platform – housing information on course, budgets and academic outcomes for use in departmental annual reporting process.
	<ul style="list-style-type: none"> Improving external connectivity by focusing effort on Internet, mobile platforms, research networks, and aligning business processes with established frameworks. 	Underway and ongoing	2016-19	Modernized the following: Concordia's telephony infrastructure, Concordia's central database platform to increase security as well as introduce newer functionality and enhance productivity. Launched a new improved public website.
Expected Outcomes				
EO1	Concordia's community reputation as a quality educational institution increases in the community, with research partners, internationally, and through our students	Ongoing	2016-19	Concordia research, academic, community and student outreach initiatives through for example the CIAR, Institute of Christian Studies and Society (CICSS), international and local university, partners and student services have been enthusiastically received by students and the public.
EO2	Concordia's financial future is further secured through increased student recruitment and retention, development fundraising, and research grants and commercialization opportunities.	Ongoing	2016-2019	Considerable increases in student recruitment and retention were observed in 2016-2017. To date, the CIAR has been involved with 45 applied research projects and initiatives resulting in over \$3.6M of faculty-led grant submissions.



Type	Description	Status	Expected Completion Date (from CIP)	Progress Made in Last 12 Months
E03	Concordia's institutional efficiency is enhanced through effective application of integrated information technology, student services, funds development, and academic collaboration.	Ongoing	2016-19	Student Life and Learning representation on the IT Steering Committee to address student IT needs. Student Life and Learning supports Concordia's academic mission, and works closely with all operational units.
Performance Measures				
PO1	Concordia's student body increases steadily towards the long-term target of 3000 FLE at least at the sustainable rate of 5% per year growth.	Ongoing	2016-19	Concordia's student body experienced a significant increase of 11.6% (FLE) and 9.6% (headcount) mainly due to an increase in enrolment in the 4-year BA degree and the BSc 3and 4-year degrees.
PO2	Concordia's faculty access to resources for professional development and research grows steadily towards an interim target of 60% of faculty accessing such resources and reporting on deliverables.	Ongoing	2016-19	Faculty are accessing professional development resources. Research resources (e.g., grant writing workshops) continue to expand with a steady increase in faculty member participation.
PO3	Concordia's student satisfaction is increased above the 2015 graduate survey results in those areas identified as challenges (timely degree completion, housing, food services and IT support).	Ongoing	2016-19	The 2016 Canadian University Survey Consortium (CUSC) focused on first-year students, and results of student satisfaction were positive. Majority (92%) of first-year students felt Concordia met or exceeded their expectations. Challenges remain in student housing, IT services and parking. Renovations to the fitness centre in the summer of 2017 are intended to improve student satisfaction with fitness facilities.



ACCESS AND QUALITY

This section describes program initiatives that have been taken to maintain and enhance access and quality.

STUDENTS AND STUDENT SERVICES

1. The purpose of Student Life and Learning is to enhance the quality of the academic enterprise and the educational experience of students. In 2016-17, 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.
2. The priority areas for the Student Life and Learning team in 2016-17 were mental health and sexual violence reduction. In 2015, a Mental-Health Action Team was created, comprised of students, faculty, staff, and alumni to facilitate discussions and strategies to support awareness of mental health and wellbeing. The President hosted a fundraising breakfast in April 2017 to raise funds for mental health initiatives planned for 2017-18. In 2016-2017, approximately 7.1 % of Concordia's students accessed counseling services and 7.4% of students accessed MY Wellness online resources for mental health through the Central Students Association (CSA) Benefit plan.
3. A Sexual Violence Policy and Procedures document was also developed in 2016 to provide the framework for Concordia's sexual violence reduction strategy. The three-fold strategy was initiated in the 2016-17 academic year and consisted of consent education; Enhanced Assess, Acknowledge, Act (EAAA) Sexual Assault Resistance Education Program; and Bringing in the Bystander program, a bystander intervention program. Concordia is the first Canadian university to implement the EAAA, the only program currently promising to reduce sexual violence against young women.
4. "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 Lesbian Bisexual Transgender and Questioning (LGBTQ) community continued from the previous year. Concordia Talks events included a Consent Café, a fentanyl presentation by the Edmonton Police Service, a "Movies for Mental Health" event, and Concordia's first Pride Day.
5. 2016-17 was the sixth 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.



6. 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 training module for tutors, with a series of videos and resources to support the tutor training process. A number of tutors participated in this online training throughout 2016-17.
7. 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.
8. 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. To improve access and remove barriers to both counselling services and career services, on-line booking options were made available to students. 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 have difficulty hearing. The period from July 2016 - June 2017 saw an increase of 16.4% in the number of students accessing these services.
9. Learning Accommodation Services (LAS) increased from 116 students in 2015-16 to a total of 135 students in 2016-17. The number of students requiring a double-time extension for exams continues to grow. In 2016-17, LAS accommodated 1735 exams, which is up from 1572 in 2015-16. Shared use of the LAS Testing Centre by the Canadian English Language Proficiency Index Program (CELPPI) 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.



LIBRARY

1. Concordia's Library participated in a functional design process led by Peter Milne and Barb Shipman of Resource Management Consultants which outlined high-level needs for staff workspace redevelopment in the Concordia Library, Student Life and Learning, and Student Enrolment Services. This plan is being implemented as budget allows beginning with the development of the Student Success Centre. The library also contributed to the development of a conceptual outline for a new "Concordia University of Edmonton Centre for Diversity" to support the Department of Language and Literature, the International Office and Office of Research. Removal of outdated materials and compression of the physical book collection cleared space to spread out second floor carrels, improving student work areas. The Library hosted several art exhibits, campus workshops, and other student and faculty events.
2. To support Concordia's academic programs the library initiated a new demand-driven e-book acquisitions partnership with JSTOR. The library also migrated the majority of its e-book content from Ebrary to ProQuest EBook Central and split our approval profiles to better map to program needs. The library developed a systematic process to review all Concordia syllabi and order recommended readings. The library also developed a procedure for acquiring, renewing, and cancelling e-resources, to clarify responsibilities and improve accountability. Concordia played a supporting role in the provincial licensing of the Gale Primary Sources databases, licensed for access by all Albertans based on geo-authentication.
3. In close collaboration with the Concordia Student's Association, the Concordia Library developed a Memorandum of Understanding outlining three main areas of shared interest: student employment, study space access, and learning spaces. This led to the addition of 21 hours of operation per week and two new student positions. The library also received over 600 responses to its annual Student Satisfaction Survey and will use this invaluable feedback to inform plans for the year ahead. The Library communication team ran a student email campaign, sharing timely reminders of key library services and providing relevant information related to student academic milestones.
4. The library continues to maintain and develop its relationship with Edmonton Public Library through the L-Pass agreement, which provides Concordia researchers and students with access to Lynda.com and Mango Languages. It continued work on developing the ContentDM institutional repository, adding hundreds of historical documents and developing permission forms to begin hosting student work. An MOU with the University of Alberta was drafted to explore partnering on hosting of research publications and datasets.
5. Lunch and learn sessions were held throughout the year for all staff, with specific training on front-line service and diversity sensitivity.



ENROLMENT PLAN

This section compares the Comprehensive Institutional Plan's (CIP) 2016-17 fall census projected/estimated enrolments by program with the actual census data enrolment for 2016-17 (Table 2). For the 2016-17 period the overall projected percentage increase in enrolment was 5.4% (CIP). This projected increase is close to actual enrolment increase of 6.9% for this period. Programs that experienced a significantly higher than projected increase were Open Studies (27.1%), graduate studies (19.3%), B.A. (8.2%), and B.Sc. (7.4%).

Table 2: Comparison of projected (CIP) and actual enrolment FLE by program for 2016-17

Degree Type	Projected Fall 2016	Actual Fall Census 2016	Percentage Difference: Projected and Actual FLE, 2016
B. A.	339.6	367.3	8.2
B. Sci.	150.7	161.9	7.4
B. Mgmt.	83.8	81.5	-2.8
B. Ed. (After degree)	74.8	70.5	-5.7
B.E.H. (After degree)	17.4	16.5	-5.2
Graduate	52.8	63.0	19.3
Open Studies	39.6	50.4	27.1
Totals	758.7	811.0	6.9

RESEARCH, APPLIED RESEARCH AND SCHOLARLY ACTIVITIES

1. The Centre for Innovation and Applied Research (CIAR) was launched in September of 2016 and will move into the Centre for Science Research and Innovation (CSRI), currently under construction to be opened in spring 2018. CIAR functions as a coordinating hub for applied research using the faculty and student research talents of all areas. It works to empower innovation by facilitating Concordia industry-driven collaboration, promoting faculty applied research, encouraging student applied research, innovation and entrepreneurship, and enabling Edmonton Capital Region enrichment through outreach activities.



2. The CSRI is currently mediating over 40 projects including the first student-led business innovation project. Functioning as a “Concordia-Tech”, along the model of many of our Brazilian partners with their techno-parks, rather than merely duplicating existing collaborations it will establish specific projects that look to community building, but also attract industrial partners from abroad to Edmonton and create opportunities abroad for Edmonton companies.
3. To date, the CIAR has been involved with 45 applied research projects and initiatives resulting in over \$3.6M of faculty-led grant submissions, CIAR/Concordia initiatives, and sponsored research opportunities. The CIAR has been contributing to the efforts of the capital campaign for the CSRI by participating in various meetings and presentations.

Concordia's most promising student entrepreneur, Irshad Shariff competed in a province-wide business pitch competition in Calgary against 14 other promising post-secondary student entrepreneurs. He won his division and placed within the top 5 most promising student entrepreneurs in the province. The CIAR along with A100 members continue to provide mentorship assistance to Irshad, who intends to officially launch his business in fall 2017.

4. The CIAR has begun to strategically market customized training solutions to industry. Alberta Health Services (AHS) has expressed interest in Advanced Hazard Analysis and Critical Control Points (HACCP) and Enterprise Risk Management Training.
5. Under current research enhancements (e.g., teaching release time for research) Concordia faculty have authored 20 books (including book chapters), 41 refereed publications, 34 non-refereed publications, edited 8 books and were involved in over 118 conference presentations.

COMMUNITY

This section describes progress made towards enhancing learner outcomes and increasing the efficiency and effectiveness of programs and services.

1. The Writing Centre provides writing and learning support to students through one-on-one consultations and in-class workshops. Tutoring services are in high demand, so a limited number of free tutoring sessions were provided to students in order to remove financial barriers for students seeking academic support.
2. Concordia is committed to providing an individual-focused 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 practices related to 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 2016-17 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 2016-17 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. The final year this program being run by the institution was 2016-17 because the Freshman Challenge is currently solely operated by the Concordia Students' Association.
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. Concordia provided, at no cost, three terms of English for Academic Purposes to 10 Syrian Newcomers.



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.



Financial and Budget Information

FINANCIAL RESULTS (YEAR END 2015-16, FORECAST 2016-17)

Concordia ended the 2016-17 fiscal year with an operating surplus of \$2.758 million. Operating revenue totaled \$31.639 million. Expenses were \$28.881 million. A \$1.090 million re-measurement gain in relation to employee future benefit plans was included with net revenue this past year, and this was an extraordinary non-cash item. Net operating surplus excluding future benefits re-measurement is \$1.668 million, consistent with year-end results for the previous two years. The distribution of revenue and expenses is shown below in Figures 2 to 4.

Figure 2: Sources of Revenue 2016-17

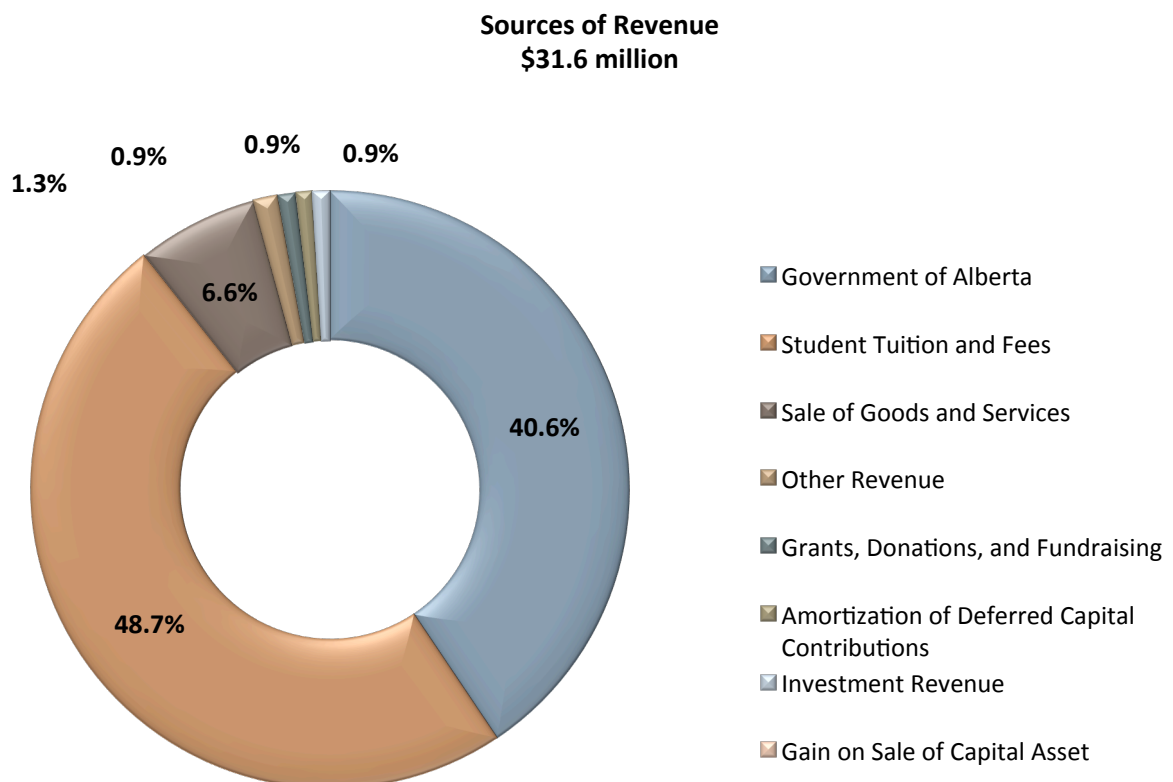


Figure 3: Expense by Object 2016-17

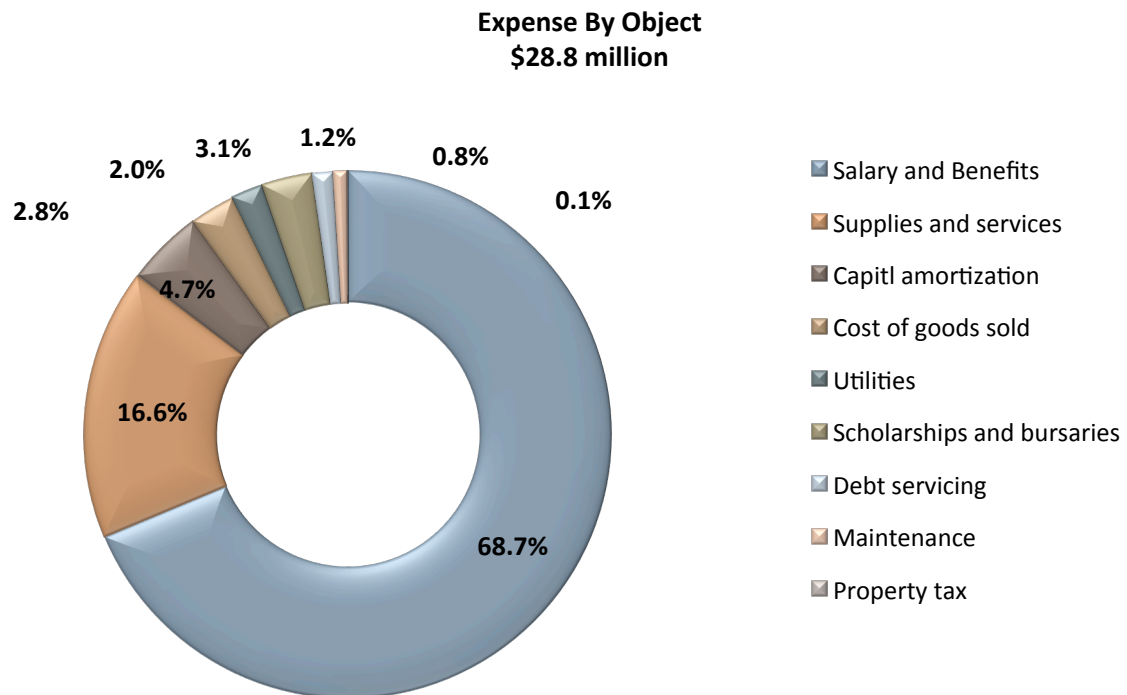
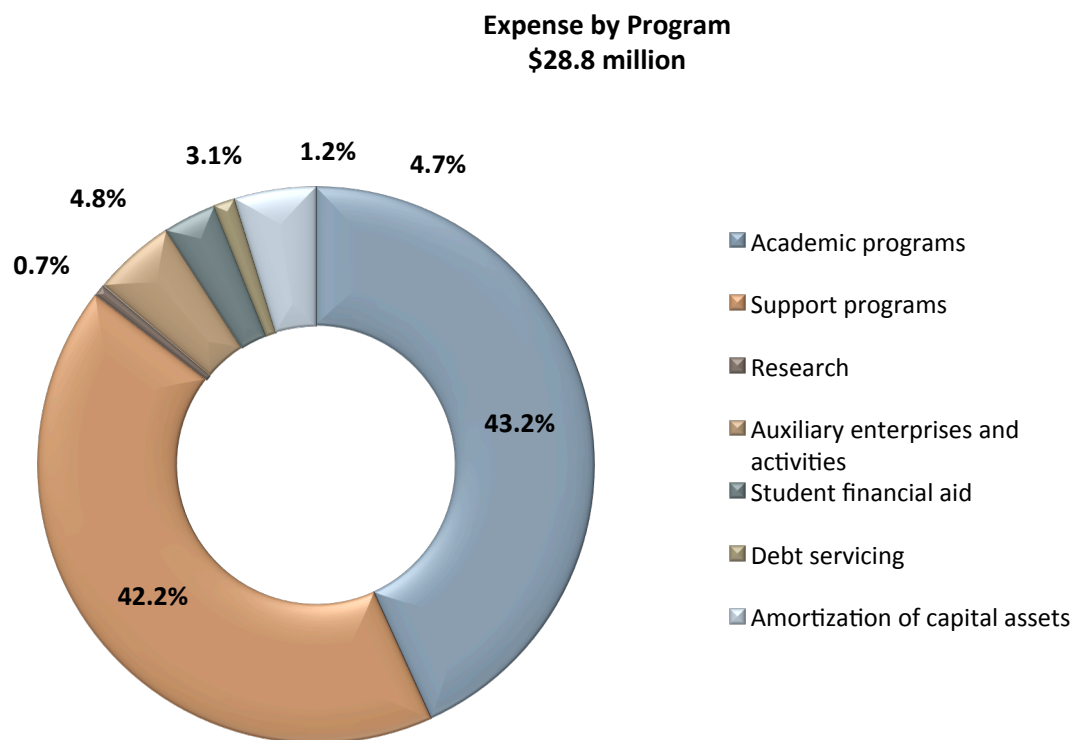


Figure 4: Expense by Program 2016-17



REVENUE

Revenue growth of \$2,494 million was driven largely by increasing enrollment and not increases in fees. Tuition and fees rates were largely frozen in 2015-16. Tuition fees totaled \$15.416 million, representing 48.7% of all revenue, and this was a 13% increase over revenue from student tuition and fees in 2014-15.

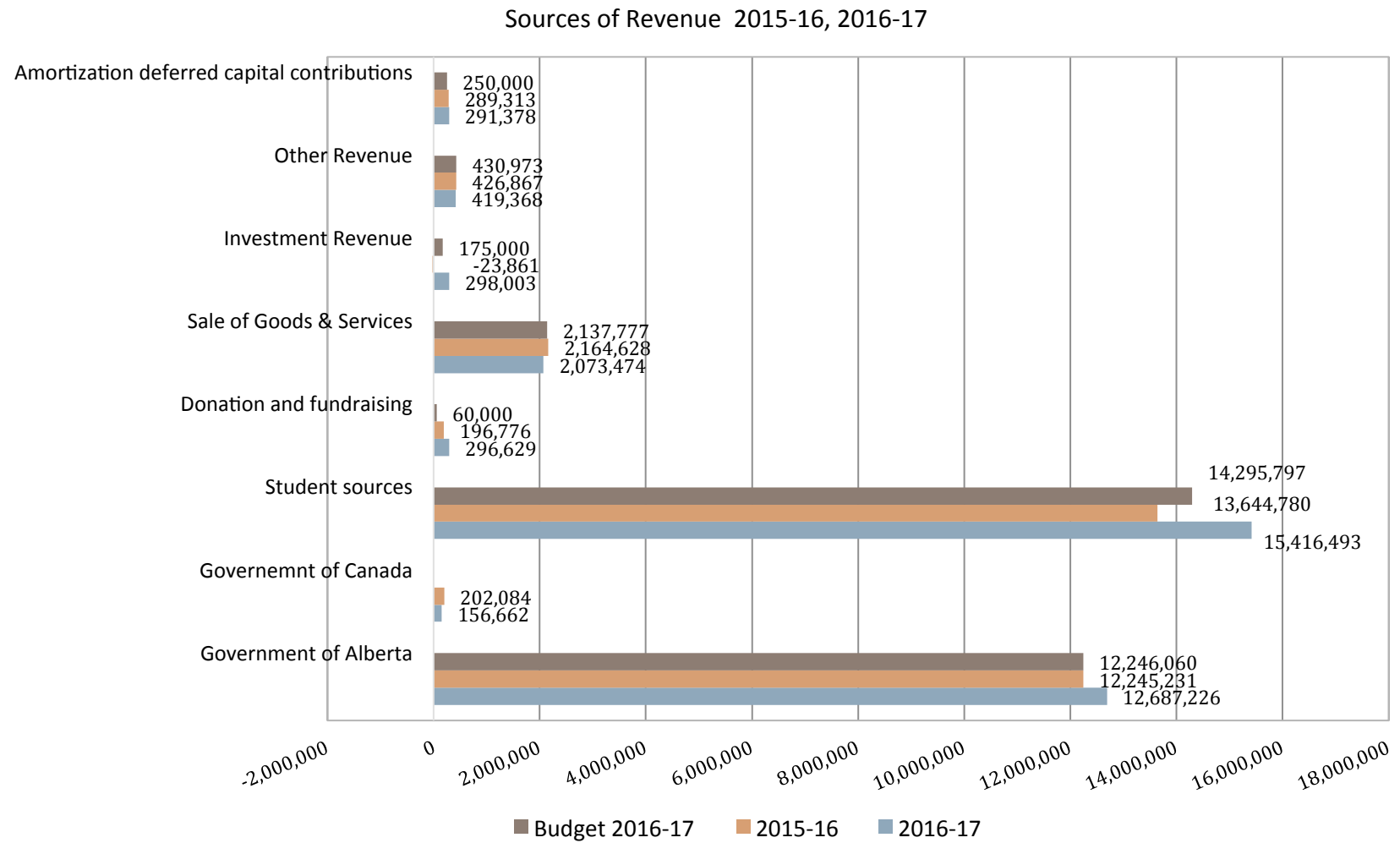
Government operating funding also grew by 2%, as a result of an increase in the operating grant from the provincial government. Funding from the provincial government continues to form a significant proportion of total revenue, although, proportionally, government funding has declined to 40.6% of the total compared to 42.6% of total revenue in 2015-16.

Investment income was \$298 thousand, compared to a loss of \$23.9 thousand in 2015-16. This amount does not include earnings of \$72.141 thousand distributed to endowment and scholarship funds for student financial aid.

Some revenue categories actually declined. For example, revenue from the sale of ancillary services was down by approximately \$91 thousand, largely as a result of declining revenue from CELPIP English language preparation program. Comparative revenues over the two fiscal years are shown in Figure 5.



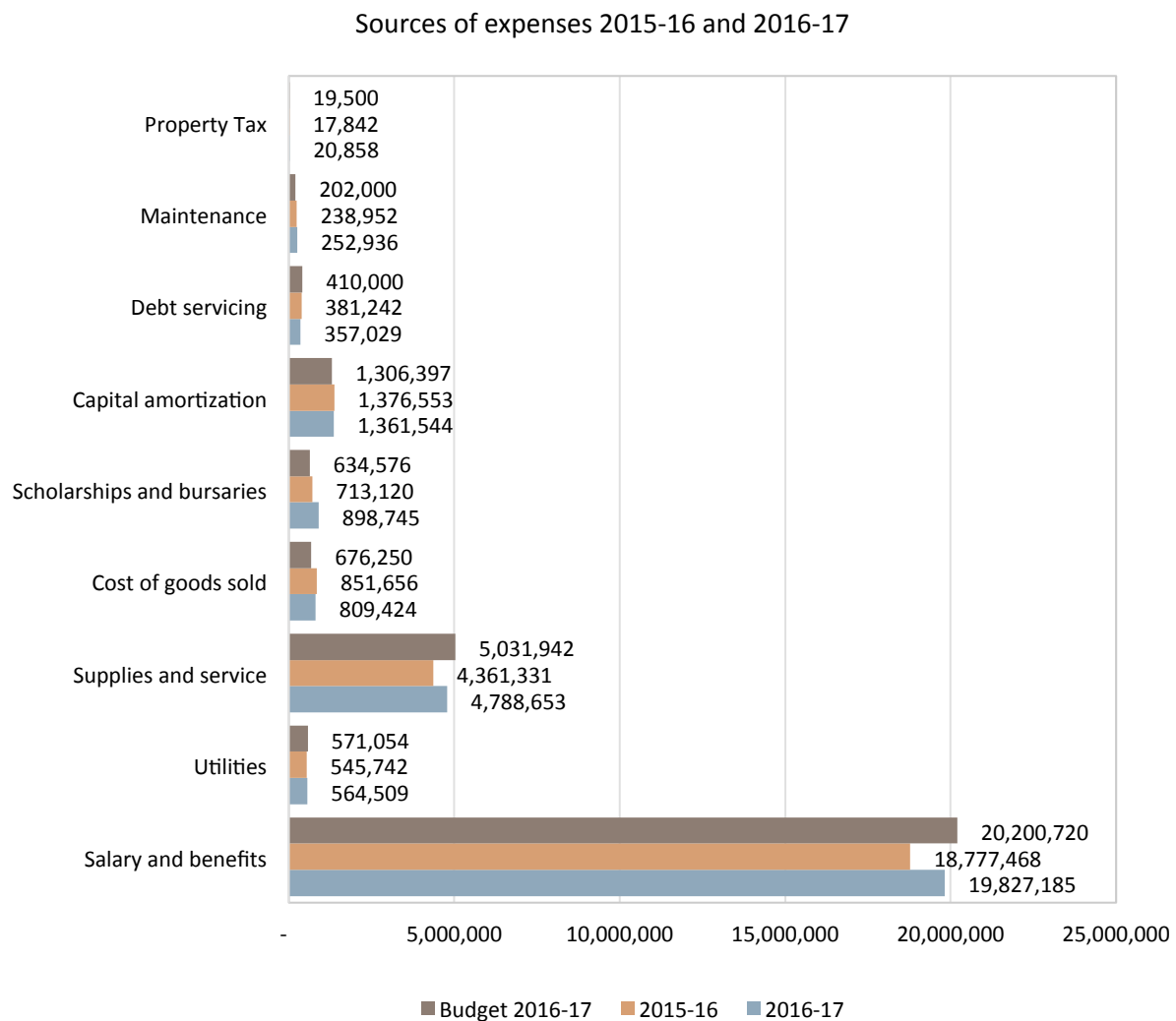
Figure 5: Comparative Revenue 2015-2016 and 2016-2017



EXPENSES

Total expenses for 2016-17 were \$28.8 million. This is an increase of 5.95% over expenses in 2015-2016. Salary and benefits account for 68.7% of all operational expenses. Other significant expense categories are supply and services (16.6%), capital amortization (4.7%), cost of goods sold (2.0%), utilities (3.1%), debt servicing (1.2%), and maintenance (.8%). Figure 6 above presents comparative expenses for 2015-16 and 2016-17.

Figure 6: Comparative Expenses 2015-16 and 2016-17



Compensation

Total compensation increased by \$1.049 million (5.59%); however, cost of salary and wages increased by \$1.857 million (12%), while benefit costs actually decreased by \$808 thousand. Benefit cost decrease was largely as a result of a favorable non-cash actuarial re-valuation of pension obligation of \$1.09 million. Increases in salaries and wages are driven both by increases in staffing and increases in compensation. During the course of the year, a total of 9 FTE faculty and instructional positions were added, in addition to 7.5 FTE support staff positions. Some of the faculty hires were in response to increasing workload attributed to new programs and new student enrollment. Others were in response to longstanding vacant positions not filled in 2015-16. As these positions were hired through the course of the year the full value of their salaries was not actually realized during the year. The total cost to Concordia of these new hires in 2016-17 was \$965 thousand. The full annual cost of these new hires is \$1.35 million, which will not be realized until fiscal year 2017-18.

Cost of compensation increases for faculty and all other staff was \$488 thousand. A collective agreement with faculty was also ratified in spring 2017, with compensation paid retrospectively to June 1, 2016. There were one time incremental costs associated with this agreement in addition to cost of living increase of 1.5% and normal step increments.

Staff vacancy rates are also very low, in comparison to prior years. In addition, with search for new President and VPA and appointment of Deans for Faculties of Arts and Science there was some duplication of salary and market adjustments. Total cost of decreased vacancy rate, transitional salary compensation, and market adjustments was approximately \$403 thousand.

Employee benefits

Benefit costs declined last year largely as a result of a \$1.09 million favorable valuation of the defined benefit pension and post-retirement benefit plans. Benefit costs include costs of a legacy defined benefit pension plan, grandfathered post-retirement benefit plan, defined contribution pension plan, and group insurance.



Supply and services

Supply and service costs in 2016-2017 totaled \$4.789 million, and this is an increase of \$410 thousand over those in 2015-16. This is consistent with the 2016-2017 budget provisions. Included in this category are an array of expense categories that include travel, hospitality, professional fees, office supplies, teaching aids, minor equipment, institutional memberships, playoff expenses, telephone, postage, legal fees, advertising, and night security.

Scholarships and bursaries

Expense for scholarships and bursaries was \$899 thousand. This is an increase of \$176 thousand over expenses in 2015-16. The largest portion of these scholarships and bursaries are funded through operation. Donor designated scholarship and bursary expenses were \$181,558.

CHALLENGES AND RISKS

Areas of financial risks to Concordia include the following: fluctuating student enrollment; changes in government funding; cost of future pension benefits; and, need for capital funding and increased donor funding. These are further discussed below.

Fluctuating student enrollment

For the past year and previous four years Concordia has benefited from enrollment growth ranging from 10-12 % per year. Tuition rates have been largely frozen. Growth in revenue comes largely from enrollment growth and this rate of growth is likely not sustainable.

Concordia's growth is atypical of growth trend at most other colleges and universities. Demographic patterns suggest a decline in the 18-14 age cohort of students that would normally attend university. If enrollment growth is curtailed Concordia will be challenged to meet its existing operating commitments from existing sources of revenue.

Changes in government funding

Concordia relies heavily on government funding as 40.6% of its funding comes from the provincial government. Although there is modest recovery in the Alberta economy, the provincial government continues to face a mounting budget deficit as oil prices linger below \$50 per barrel. As the deficit



accumulates, there is concern that the government may not be able to sustain current level of funding to the post-secondary sector.

The government is also contemplating a change to funding formulas in the post-secondary sector that may change the way funding is distributed among colleges and universities. It is unknown as to how changes in the funding structure might affect Concordia. Because of this uncertainty, Concordia needs to prepare for the possible contingency of reduced government funding.

Cost of future pension benefits

On January 1, 2013 Concordia transitioned to a defined contribution (DC) pension plan from a defined benefit (DB) plan for its employees. Concordia retains an obligation to fund the accumulated DB retirement obligation for these employees accrued before this time.

As of January 1, 2015 Concordia's DB plan carries an unfunded solvency test deficiency of \$10.895 million. Recent performance of the pension fund suggest that this obligation may be somewhat reduced with the next valuation January 1, 2018. This notwithstanding, if pension regulations are fully enforced, the solvency test deficiency must be amortized over 5 years. Currently Concordia contributions to the plan significantly exceed the minimum required to fund going concern deficiency, but fall short of required funding for solvency test deficiency amortization.

Concordia has applied to the pension regulator for exemption from funding solvency test deficiency amortization, consistent with requirement for other government funded entities in Alberta. If granted exemption from solvency test deficiency amortization Concordia would see pension expenses decrease by approximately \$400 thousand per year. If not granted, annual pension expenses could increase by as much as \$1.446 million.

Need for capital and donor funding

Unlike its public-sector counterparts, Concordia receives no capital funding from the provincial government. Major capital projects must be funded through debt financing, donor funding, operating revenue, or federal government grants and Concordia has trouble securing the funding needed for major capital projects. Recent growth of the university creates a need for expanded office, classroom, research, and residence space.



Donor Support

Concordia's strategic academic plans are in part continuously supported and strengthened by Concordia's Development and Legacy Giving Office. This involves partnerships with the President, Board of Directors, Alumni Association, and fundraising volunteers, just to mention a few. The Development and Legacy Giving Office pursues the objectives outlined below.

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

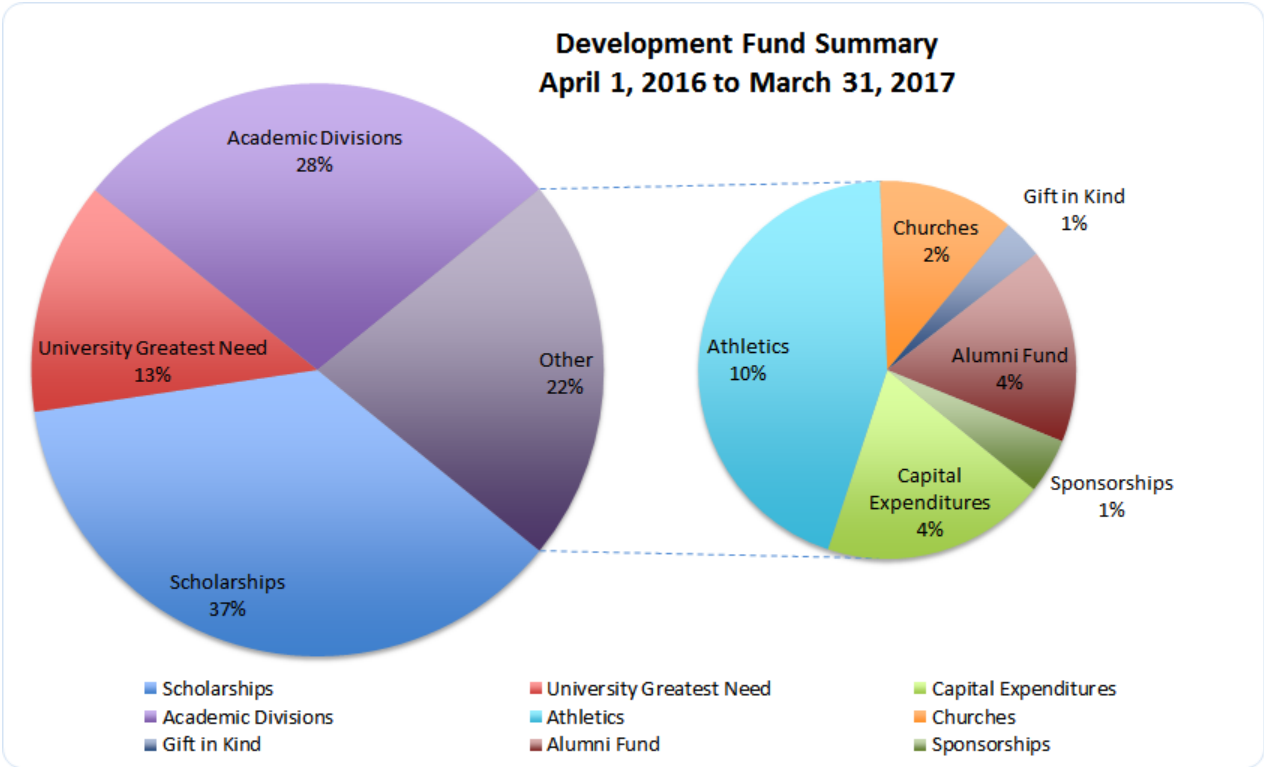
Total donor support of \$502,509 reflects a 63% increase from the 2015-16 total donor support of \$308,600 (Table 3). This indicates a strong rebound of donor funding to 2014-15 levels, however, robust donor support is needed to assist Concordia transition into Canada's pre-eminent university with international recognition.

Table 3: Development Fund Summary for April 1, 2016 to March 31, 2017

Description	Amount
Scholarships	\$184,822
University Greatest Need	\$66,118
Capital Expenditures	\$20,991
Academic Divisions	\$142,276
Athletics	\$48,432
Churches	\$12,764
Gift in Kind	\$3,722
Alumni Fund	\$18,234
Sponsorships	\$5,150
Total	\$502,509



Figure 7: Proportion of Donor Support 2016-17



Internationalization

Concordia continues to work on the key areas identified in its International Strategic Plan (2012): People, Ideas, Places, Programs and Global Awareness.

PEOPLE

Mutual mobility/visits of faculty, staff and students with our international partners have multiplied in terms of student exchanges, although we began with a weak general exchange balance ratio of 10:1 (incoming international students vs. outgoing Concordia students). We have seen growth in Concordia students going abroad as reflected by the new ratio of 3:1 (incoming international students: outgoing Concordia students to our partner institutions). Student exchange has occurred between Concordia and universities in the following countries: Germany, France, Spain, Portugal, Denmark, Iceland, United Kingdom, Barbados, Brazil and Japan.

Through our European Union Erasmus+ partnerships, Concordia staff and faculty have been able to participate in training in Germany and Portugal. An increasing number of faculty members and senior administrators has gone abroad on Erasmus+ scholarships to Spain and Portugal. The University of Portugal is becoming one of our strongest partners in Europe. Sharing best practices in university administration and establishing research cooperation have been the main goals of these missions. The areas of research cooperation that have been established with our international partners are in Wellness, Education and Indigenous Studies. Of special note is the development of a research consortium that includes Concordia and partnering institutions from Brazil, Portugal and the US that have come together on an indigenous research study and will jointly host the Model UN Banff 2017 conference. Outside of the Erasmus+ partner agreements, Concordia faculty have travelled abroad for teaching and research cooperation: professors have been to Japan and Thailand (Management), Brazil (IT Security and Management), Germany and India (Education), and New Zealand (English). Senior administrators have travelled to India, Brazil and China deepening Concordia international business.

IDEAS

The Centre for Chinese Studies (CCS), launched in September of 2016 – a partnership between Concordia and Hanban headquarters in China, with a special relationship and partnership with Qilu Normal University, has successfully carried out its initial activities, namely teaching free Mandarin classes for



students, staff and faculty, with positive results in the Hanyu Shuiping Kaosh (HSK) test, holding workshops and summer classes in teacher development, introducing Mandarin classes of various levels as new credit courses starting in September of 2017. A partnership with Capital Normal University, Beijing, will bring 36 students to the CCS for a 7-week credit program in teacher development in summer 2017. A new group from a Japanese partner, Tohoku Fukushi University (TFU), comprising 2 professors and 6 students, will participate in our Canadian Summer Seminar, where English and Public Health are taught for 2 weeks. With all these summer programs, cultural tours are offered in and around Edmonton with weekend trips to the Alberta Rockies.

The Centre for Innovation and Applied Research (CIAR) was also launched in September 2016. The CIAR concept was inspired by our partner universities in Brazil with their tech-industry connections.

PLACES

Concordia has established new international partnerships with the Faculdades Rio Branco in São Paulo, Brazil, the University of Southern Queensland in Australia and the University of Strasbourg in France (Science Politiques). Concordia is also assessing and revising older agreements with a view towards renewing or terminating inactive MOUs. Concordia's solid web of partnerships continues to be of great value in terms of increased visibility, bridge building and offering global opportunities for all Concordians. Several universities are becoming strategic for Concordia due to factors such as the type of specific research cooperation, number of Erasmus+ agreements and the growing number of mobility between these institutions and Concordia. The following are Concordia's key strategic partners: in Brazil, the Pontifical Catholic University of Rio Grande do Sul (PUCRS), the Univates University, and Unilasalle University; in Europe, University of Porto (Portugal) and Université de Bretagne-Sud (France); in China, the Capital Normal University (CNU) and Beijing Foreign Studies University (BSFU). In 2017 Concordia together with four sister PSIs entered an agreement to facilitate internships and study abroad with the Ost-West Lippe (OWL) group in Germany. The OWL group is composed of four universities, of which the University of Bielefeld is the largest partner.



PROGRAMS

Concordia is working on our two first double degree projects: a 2+1 with the Université de Bretagne-Sud (UBS) in French (BA + Licence ès Lettres) for Concordia students. The VP International and Research is visiting UBS in September to discuss next steps in the process. With Beijing Foreign Affairs University (BFSU), we are working on a 1+2+1 double degree in Management for Concordia students. We are starting to look for program cooperation at the undergraduate level in Science and Management with our partner Institut Supérieur de Gestion (ISG), Paris, which the Vice President, International and Research (VPIR) will visit in fall 2017. The graduate programs MISSM and MISAM continue to search for potential program cooperation matches (the ones previously signed with Nigeria (AUN) and Russia (Altai) are yet to be fruitful). A new partner, the School of Political Sciences at the University of Strasbourg (France) has expressed interest in exploring program cooperation with our Department of Public Health. The VPIR will also be visiting this University in fall 2017.

GLOBAL AWARENESS

Establishing comprehensive internationalization at Concordia has the elements of creating a campus culture and awareness that includes increasing otherness and diversity, fostering mutual learning, cross and intercultural dialogue and experiences. International visits have enriched our campus life, our student exchange and the study abroad strategy. In addition, it has broadened cultural opportunities for Concordia. For example Concordia's Concert Choir traditionally visited Europe through partnerships with churches. In more recent times the Concert Choir has also partnered with Concordia's international university partners. In 2014 the Choir went on a concert tour in three states in Brazil, with 8 different university partners. In 2017 the choir in partnership with our university partners toured France and Germany, and performed in the following cities: Paris, Strasbourg, Saxony, Hessen and Baden Wuerttemberg. Another growing component is the Annual International Days, now called Intercultural Days, which take place in January. A growing number of Edmonton cultural associations are present on campus and host exhibits and cultural performances, celebrating Canada's and Concordia's diversity and intercultural friendship. We are enhancing the Intercultural Days for 2018 by seeking greater student participation, organizing the days around a general theme and inviting internal and external speakers.



Information Technology

This section reports on the information technology resources obtained to support Concordia's operations during 2016-17.

1. Participated in inter-institution discussions concerning shared datacenters.
2. Further enhanced our online registration and other online services.
3. Increased the availability of video delivery and online participation facilities to all instructors.
4. Enhanced our Moodle-based Learning Management System (LMS) encouraged increasingly - meaningful instructor use of the LMS.
5. Established a standard internal homepage for more effective organizational communication with faculty and staff.
6. Participated in the "ShareIT" initiative, and taking part in the shared purchasing arrangements that resulted from the initiative.
7. Established dedicated multi-gigabit fiber connectivity to CyberaNet and to national and global research networks.
8. Enhanced our Student Information System to improve workflows related to transfer credit assessment and degree progress reports.
9. Implemented a portfolio-based approach to managing strategic IT services and projects to enhance alignment with institutional goals through a revitalized IT Steering Group.
10. Actively supported an institutional orientation toward business process maturity and the adoption of best practices where appropriate, including public sources of guidance and best practice as well as industry-specific sources such as the Alberta Post-Secondary ITM Control Framework.
11. Modernized our telephony infrastructure.
12. Implemented an ITSM solution to assist in the automation of service delivery and enhance the support experience



Capital Plan

Concordia is building a Centre for Science, Research, and Innovation with estimated cost of \$15.9 million. This project is contingent on a grant from the federal government Post-Secondary Institutions Strategic Infrastructure Fund of \$6.3 million, leaving an internal obligation of \$9.6 million. With a \$5.5 million of bank financing and some donor assistance, Concordia is able to fund this initiative.

A second project is a 100-bed residence building that will cost \$9 million. Concordia's internal reserves are not sufficient to fund this and other capital requirements. Concordia will need more donor funding and bank financing if other projects are to proceed. Inability to raise needed capital funding may curtail expansion of infrastructure needed to support the growing student body.

CAPITAL EXPENDITURES

Capital asset acquisitions in 2016-17 totaled \$3.385 million. The most significant portion of these pertain to construction of a new CSRI building totaling \$2.15 million. The total cost of the CSRI building is expected to be \$15.9 million with estimated completion date March 31, 2017. Other expenses were related to facility renovations, instructional technology, information technology, major equipment, and furnishings. A breakdown of capital expenditures is provided in Table 4 below.

Table 4: Capital Expenditures Summary 2016-17

Description	Amount
Renovations – Ralph King Athletic Centre	\$50,647
Guild Hall controls	55,664
Campus information technology	58,278
Green room renovation	101,731
Urban Fibre Connectivity Project - Cybera	103,784
Instructional technology (various)	297,929
Residence 111 Avenue with improvements	345,323
CSRI building construction	2,149,713
All other	221,777
Total	\$3,384,846





CONCORDIA
UNIVERSITY
OF EDMONTON



Audited Financial Statements

For the Year Ending March 31, 2017



August 25, 2017

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, 2017 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.

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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, 2017 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

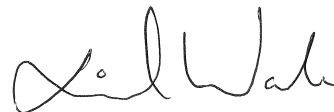
CONCORDIA UNIVERSITY OF EDMONTON

Statement of Financial Position

March 31, 2017, with comparative figures for March 31, 2016

	March 31, 2017	March 31, 2016
Assets		
Current		
Cash and cash equivalents	\$ 3,424,009	\$ 3,580,519
Investments (Note 3)	7,910,334	7,537,048
Accounts receivable	709,807	647,452
Bookstore inventory	174,922	181,776
Prepaid expenses	343,702	267,458
	12,562,774	12,214,253
Employee future benefits (Note 13)	1,174,600	-
Capital assets (Note 4)	23,126,677	21,142,282
Total Assets	\$ 36,864,051	\$ 33,356,535
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 6)	\$ 1,666,754	\$ 926,274
Deferred revenue (Note 7)	4,057,816	3,959,451
Specially designated funds (Note 8)	466,735	524,865
Demand loans (Note 9)	926,066	1,107,316
Current portion of term loan (Note 10)	319,805	304,202
	7,437,176	6,822,108
Long Term		
Term loan (Note 10)	5,929,469	6,250,046
Unamortized deferred capital contributions (Note 12)	4,998,861	5,033,851
Employee future benefits (Note 13)	1,707,000	2,358,535
	12,635,330	13,642,432
Total Liabilities	20,072,506	20,464,540
Net Assets		
Endowments	819,718	768,918
Internally restricted net assets	3,958,491	3,969,771
Invested in capital assets	10,952,476	8,446,867
Unrestricted net assets	1,060,860	(293,561)
Net Assets	16,791,545	12,891,995
Total Liabilities and Net Assets	\$ 36,864,051	\$ 33,356,535

Approved by:

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Operations

Year ended March 31, 2017, with comparative figures
for the year ended March 31, 2016

	Year ended March 31, 2017	Year ended March 31, 2016
Revenue		
Gifts and grants		
Government of Alberta grants (Note 7)	\$ 12,687,226	\$ 12,245,231
Government of Canada grants (Note 7)	156,662	202,084
Designated fees, gifts, and grants	295,219	159,551
Operations gifts and grants	1,410	36,225
Amortization of deferred capital contributions (Note 12)	291,378	289,313
	13,431,895	12,932,404
Student tuition and fees, and other revenue		
Student tuition and fees (Note 7)	15,416,493	13,644,780
Auxiliary enterprises and activities (Schedule 1)	2,073,474	2,164,628
Student activities	210,278	241,711
Investment income (loss) (Note 3)	298,003	(23,861)
Gain on disposal of capital assets	466	4,965
Other	208,624	180,191
	18,207,338	16,212,414
Total revenue	31,639,233	29,144,818
Expenses		
Academic programs (Schedule 2)	12,481,845	11,349,288
Support programs (Schedule 2)	12,195,121	11,703,253
Research	197,206	133,736
Auxiliary enterprises and activities (Schedule 1)	1,389,392	1,617,713
Student financial aid	898,746	702,120
Interest on long term liabilities	357,029	381,242
	27,519,339	25,887,352
Excess of revenue over expenses from operations before the undernoted	4,119,894	3,257,466
Amortization of capital assets	1,361,544	1,376,553
Excess of revenue over expenses	\$ 2,758,350	\$ 1,880,913

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Changes in Net Assets

Year ended March 31, 2017, with comparative figures
for the year ended March 31, 2016

	Net Assets Available for Operations	Invested in Capital Assets	Internally Restricted	Endowments	Total Net Assets March 31, 2017	Total Net Assets March 31, 2016
Net assets, beginning of year	\$ (293,561)	\$ 8,446,867	\$ 3,969,771	\$ 768,918	\$ 12,891,995	\$ 13,354,629
Excess (deficiency) of revenue over expenses	3,828,050	(1,069,700)	-	-	2,758,350	1,880,913
Employee future benefits opening balance (Note 13)	-	-	-	-	-	(2,286,630)
Employee future benefits re-measurements (Note 13)	1,090,400	-	-	-	1,090,400	(59,000)
Endowment contributions	-	-	-	50,800	50,800	2,083
Transfers						
For internally restricted purposes	11,280	-	(11,280)	-	-	-
For capital additions	(3,384,846)	3,384,846	-	-	-	-
Proceeds from disposal of capital assets	39,373	(39,373)	-	-	-	-
Capital contributions (Note 11)	256,388	(256,388)	-	-	-	-
Repayment of loans	(486,224)	486,224	-	-	-	-
Net assets, end of year	\$ 1,060,860	\$ 10,952,476	\$ 3,958,491	\$ 819,718	\$ 16,791,545	\$ 12,891,995

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Cash Flows

Year ended March 31, 2017, with comparative figures
for the year ended March 31, 2016

	Year ended March 31, 2017	Year ended March 31, 2016
Net inflow (outflow) of cash related to the following activities		
Operating		
Excess of revenue over expenses	\$ 2,758,350	\$ 1,880,913
Items not involving cash:		
Employee future benefits	(735,735)	12,905
Amortization of capital assets	1,361,544	1,376,553
Gain on disposal of capital assets	(466)	(4,965)
Amortization of deferred capital contributions	(291,378)	(289,313)
Unrealized (gain) loss in value of investments	(316,032)	28,444
	2,776,283	3,004,537
Change in non-cash working capital:		
Increase in accounts receivable	(62,355)	(27,861)
Decrease (increase) in bookstore inventory	6,854	(44,763)
(Increase) in prepaid expenses	(76,244)	(20,181)
Increase in accounts payable and accrued liabilities	740,480	57,829
Increase in deferred revenue	98,365	339,160
(Decrease) increase in specially designated funds	(58,130)	68,682
	3,425,253	3,377,403
Investing		
Investments purchased	(57,254)	(5,418,229)
Proceeds from sale of investments	-	1,283,800
Capital assets purchased	(3,384,846)	(1,089,983)
Proceeds from disposal of capital assets	39,373	38,972
	(3,402,727)	(5,185,440)
Financing		
Increase in deferred capital contributions	256,388	198,387
Endowment contributions	50,800	2,083
Repayment of demand loans	(181,250)	(181,250)
Repayment capital loan	-	(817)
Repayment of term loan	(304,974)	(288,850)
	(179,036)	(270,447)
Decrease in cash and cash equivalents	(156,510)	(2,078,484)
Cash and cash equivalents, beginning of year	3,580,519	5,659,003
Cash and cash equivalents, end of year	\$ 3,424,009	\$ 3,580,519

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2017

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, 2017

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 structures	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, 2017

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 method. The University recognizes the net amount of the accrued benefit obligation and the fair

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2017

2. SUMMARY OF ACCOUNTING POLICIES (continued)

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, 2017	March 31, 2016
Interest bearing deposits	\$ 4,299,175	\$ 4,168,874
Pooled funds	2,673,810	2,471,252
Foreign equities	83,504	7,460
Domestic equities	318,107	316,808
Bonds and preferred shares with average stated yields of approximately 3.5% (2016 – 3.1%)	535,738	572,654
	\$ 7,910,334	\$ 7,537,048

Investment (loss) income is comprised of the following:

	Year ended March 31, 2017	Year ended March 31, 2016
Interest and dividends	\$ 84,777	\$ 190,499
Unrealized gain (loss) in value of investments	316,032	(28,444)
Realized gain (loss) on sale of investments	2,305	(101,675)
Transaction costs and administration fees	(32,970)	(19,993)
Deferred for designated purposes (Note 7)	(72,141)	(64,248)
	\$ 298,003	\$ (23,861)

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2017

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	March 31, 2017 Net Book Value	March 31, 2016 Net Book Value
Land	\$ 2,042,248	\$ -	\$ 2,042,248	\$ 1,842,248
Buildings	27,180,684	10,296,906	16,883,778	17,213,632
Construction in progress	2,149,712	-	2,149,712	-
Equipment	3,766,627	2,423,743	1,342,884	1,342,978
Improvements other than buildings	690,840	406,514	284,326	230,155
Library resources	1,313,776	920,372	393,404	481,151
Vehicles	54,165	23,840	30,325	32,118
Total	\$ 37,198,052	\$14,071,375	\$ 23,126,677	\$21,142,282

The construction in progress of \$2,149,712 is not being amortized as the assets are not available for use.

5. BANK INDEBTEDNESS

The University has approval for a revolving demand loan to a maximum of \$2,500,000 (2016 - \$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, 2017.

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	March 31, 2017	March 31, 2016
Accrued vacation and administrative leave payable	\$ 823,468	\$ 561,378
Accrued salaries payable	136,340	7,918
Trade payables and accrued liabilities	676,833	329,141
Government remittances payable	30,113	27,837
	\$ 1,666,754	\$ 926,274

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2017

7. DEFERRED REVENUE

	Balance, March 31, 2016	Receipts	Revenue recognized	Balance, March 31, 2017
Tuition and fees	\$ 2,527,534	\$ 15,572,491	\$ 15,416,493	\$ 2,683,532
Scholarships and bursaries	1,068,777	228,243	138,027	1,158,993
Government of Canada grants	27,795	133,669	156,662	4,802
Government of Alberta grants	157,920	12,529,306	12,687,226	-
Other income	113,177	100,965	75,794	138,348
Deferred investment income (Note 3)	64,248	72,141	64,248	72,141
	<u>\$ 3,959,451</u>	<u>\$ 28,636,815</u>	<u>\$ 28,538,450</u>	<u>\$ 4,057,816</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 \$466,735 (2016 - \$524,865) 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, 2017	March 31, 2016
Demand loan non-revolving at bank prime rate plus 0.5%, payable in monthly installments of \$12,500 plus interest, amortized over 10 years.	\$ 450,000	\$ 600,000
Demand loan non-revolving at bank prime rate plus 0.5% payable in monthly installments of \$2,604 plus interest amortized over 20 years.	476,066	507,316
	<u>\$ 926,066</u>	<u>\$ 1,107,316</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 \$796,759. 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.

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2017

Combined outstanding principal payments for current financing are scheduled as follows:

2018	\$	181,250
2019		181,250
2020		181,250
2021		31,250
2022		31,250
Thereafter		319,816
	\$	<u>926,066</u>

In addition to these demand loans, the University obtained three additional demand credit facilities for construction of the new Centre for Science, Research and Innovation (CSRI). The University has not yet accessed funding through any of these credit facilities as at March 31, 2017. Details of the credit facilities are as follows:

\$1,000,000 demand loan, non-revolving, at a rate of prime plus 0.75% to provide short term bridge financing pending receipt of Strategic Infrastructure Funds from the Government of Canada.

\$5,500,000, demand loan, non-revolving, at a rate of prime plus 0.75% to assist with construction of the CSRI facility. The funding available for draw down under the construction facility is the lesser of \$5,500,000 or 33% of the construction cost estimated at \$16.5 million.

\$5,500,000, demand loan, non-revolving, at a rate of prime plus 0.75% or a fixed term loan at a rate ranging between 2.62% to 4.06% depending on term of the loan between one and 10 years. The purpose of the loan is to provide take out financing upon completion of construction, and provide long term financing for the new CSRI building. This financing will replace financing that is received during the course of construction.

10. TERM LOAN

	March 31, 2017	March 31, 2016
5.00% fixed rate term loan, maturing on May 31, 2017. Subsequent to year-end, the loan was renewed and is payable in blended monthly instalments of \$41,410 with interest at 2.53%. The loan is due May 31, 2018 and is amortized over 15 years.	\$ 6,249,274	\$ 6,554,248
Repayments scheduled within the next 12 months	(319,805)	(304,202)
	<u>\$ 5,929,469</u>	<u>\$ 6,250,046</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.

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2017

10. TERM LOAN (Continued)

Outstanding principal payments are scheduled as follows:

2018	\$	319,805
2019		351,072
2020		359,694
2021		369,264
2022		378,715
Thereafter		4,470,724
	\$	<u>6,249,274</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, 2017	March 31, 2016
Balance, beginning of year	\$ -	\$ -
Grants and donations received	256,388	198,387
Transfer to unamortized deferred capital contributions (Note 12)	(256,388)	(198,387)
Balance, end of year	<u>\$ -</u>	<u>\$ -</u>

12. UNAMORTIZED DEFERRED CAPITAL CONTRIBUTIONS

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

	March 31, 2017	March 31, 2016
Balance, beginning of year	\$ 5,033,851	\$ 5,124,777
Deferred capital contributions (Note 11)	256,388	198,387
Amortization to revenue	(291,378)	(289,313)
Balance, end of year	<u>\$ 4,998,861</u>	<u>\$ 5,033,851</u>

13. EMPLOYEE FUTURE BENEFITS

a. Employee future benefit asset

	March 31, 2017	March 31, 2016
Fair value of plan assets	\$ 33,934,800	\$ -
Accrued benefit obligation	32,760,200	-
Plan surplus	<u>\$ 1,174,600</u>	<u>\$ -</u>

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2017

b. Employee future benefit liability

	March 31, 2017	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 deficit	1,707,000	1,676,000
	<u>\$ 1,707,000</u>	<u>\$ 2,358,535</u>

The University employee pension plan consists of a defined benefit plan, post-retirement benefit plan and a defined contribution pension 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.

For the 2017 fiscal year total employer contributions to the retirement plans were \$920,727 (2016 - \$290,922). Current service and finance costs of \$184,992 (2016 - \$327,828) have been recognized in expenses and re-measurement gains of \$1,090,400 have been recognized in net assets (2016 - \$59,000 loss).

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 2017 was \$666,032 (2016 - \$201,504).

CONCORDIA UNIVERSITY OF EDMONTON

Schedule of Auxiliary Enterprises and Activities

Year ended March 31, 2017,
with comparative figures year ended March 31, 2016

	Year ended March 31, 2017	Year ended March 31, 2016
Revenue		
University stores	\$ 964,546	\$ 973,307
Food services	43,184	21,323
Student housing	349,636	346,585
Conventions and other	716,108	823,413
	2,073,474	2,164,628
Expenses		
University stores	887,954	923,305
Food services	48,763	50,058
Student housing	187,878	208,456
Conventions and other	264,797	435,894
	1,389,392	1,617,713
Net revenue	\$ 684,082	\$ 546,915
Net revenue (expenses)		
University stores	\$ 76,592	\$ 50,002
Food services	(5,579)	(28,735)
Student housing	161,758	138,129
Conventions and other	451,311	387,519
	\$ 684,082	\$ 546,915

CONCORDIA UNIVERSITY OF EDMONTON

Schedule of Expenses by Department

Year ended March 31, 2017,
with comparative figures for the year ended March 31, 2016

	Year ended March 31, 2017	Year ended March 31, 2016
<i>Academic programs</i>		
Management and professional education	\$ 2,117,168	\$ 1,832,984
Natural science and public health	2,741,918	2,760,974
Arts, social science and religious studies	4,550,396	4,260,121
Education	1,292,388	1,219,786
	10,701,870	10,073,865
Academic services	1,779,975	1,275,423
	<u>\$ 12,481,845</u>	<u>\$ 11,349,288</u>
<i>Support programs</i>		
Facility maintenance	\$ 3,597,568	\$ 3,366,043
Institutional support	1,614,452	1,572,259
Student services	2,195,929	2,100,990
Library and archives	1,151,976	1,134,811
General administration	2,650,030	2,608,778
Student activities	985,166	920,372
	<u>\$ 12,195,121</u>	<u>\$ 11,703,253</u>

Schedule 3

CONCORDIA UNIVERSITY OF EDMONTON
Schedule of Revenue and Expenses by Object
Year ended March 31, 2017,
with comparative figures for the year ended March 31, 2016

Revenue	Year ended March 31, 2017	Year ended March 31, 2016
Revenue from Government of Alberta		
General operating grant	\$ 12,489,306	\$ 12,245,231
Other grants	197,920	-
Total Government of Alberta operating funding	12,687,226	12,245,231
Government of Canada Grants	156,662	202,084
	12,843,888	12,447,315
Student sources of revenue		
Tuition for accredited courses	12,826,592	11,391,375
Foreign student differential fees	915,291	743,924
Miscellaneous fees and student charges	1,612,640	1,439,035
Total tuition and fees for accredited programs	15,354,523	13,574,334
Tuition and fees for non-accredited programs	61,970	70,446
	15,416,493	13,644,780
Other grants, donations, and fundraising	296,629	195,776
Sale of goods and services (Schedule 1)	2,073,474	2,164,628
Investment (loss) income (Note 3)	298,003	(23,861)
Gain on disposal of capital assets	466	4,965
Other revenue	418,902	421,902
Amortization of deferred capital contributions (Note 13)	291,378	289,313
Total revenue	31,639,233	29,144,818
Expenses		
Salary and wages		
Salaries and wages	17,186,723	15,328,890
Employee benefits	2,640,461	3,448,578
	19,827,184	18,777,468
Utilities		
Gas	127,651	117,879
Electricity	339,366	333,025
Other	97,492	94,838
	564,509	545,742
Maintenance	252,936	238,951
Property tax	20,858	17,842
Supplies and services	4,788,653	4,372,331
Scholarships and bursaries	898,746	702,120
Cost of goods sold	809,424	851,656
Interest	357,029	381,242
Amortization of capital assets	1,361,544	1,376,553
Total expenses	28,880,883	27,263,905
Net Surplus	\$ 2,758,350	\$ 1,880,913



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