

Annual Report 2018/19

For fiscal year ended March 31, 2019



CONCORDIA
UNIVERSITY
OF EDMONTON

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Accountability Statement

Concordia University of Edmonton's Annual Report for the year ended March 31, 2019 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.

Original Document Signed by

Mr. Russ Morrow

Chair, Board of Governors, Concordia University of Edmonton, September 13, 2019

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.

Original Document Signed by

Dr. Tim Loreman

President and Vice-Chancellor, Concordia University of Edmonton, September 13, 2019





Board of Governors, as of August 2018

Back row (L to R): Ron Glen, President Tim Loreman, Russ Morrow, Jonathan Strand. 2nd row: Daniel Lindsay, Rizwan Kanji, Charles Muskego, Joe Ruggiero. 3rd row: David Keppler, Ashish Thomas, Al Lyons, Karen Leibovici, Jennifer Kruse, John Acheson. Front row: Nicole Dedeluk, Uttkarsh Goel, Mike Wade, Judy Kruse.

Message from the President and Board Chair

In reflecting on Concordia University of Edmonton's accomplishments in fiscal 2018-19, we have much to celebrate and be proud of.

Among this past year's achievements is the creation of our new Academic Plan 2018-2023, which articulates our aspirations and charts our path forward to becoming Canada's pre-eminent small university. It was created through the generous, creative, and thoughtful input of our internal members and external stakeholders. We are grateful for the contributions of our entire community in supporting the development of this plan.

We expanded our academic programming through the development of new programs, including our new four-year Bachelor of Science major in Information Technology, that will prepare our students for new and emerging careers in industries disrupted by rapidly evolving technologies. We increased our research capacity and engagement among faculty and students, with increasing numbers applying for and receiving internal and external sources of funding. We also continued to expand supports for our students, such as the Concordia Commitment. This program is unique to Alberta and provides enhanced supports to ensure that our students succeed throughout their entire university experience and beyond.

The opening of the Allan Wachowich Centre for Science, Research, and Innovation is a landmark achievement. This new facility provides a dedicated research building with state-of-the-art laboratories to support applied research and innovation, along with University and industry collaborations. It also houses our Centre for Innovation and Applied Research, where ideas can be put to the test and transitioned into viable business ventures. It is also home to our new Indigenous Knowledge and Research Centre, that provides a vibrant hub for Indigenous and non-Indigenous students to engage in social and scientific research, and take part in events that cultivate an understanding and respect for Indigenous ways of knowing and being.

This past year saw record enrolment, bringing our student headcount to 2,613, an increase of 14 per cent from the previous year. To keep pace with our growing and increasingly diverse student body, we have expanded our faculty and staff complement. Five new faculty positions were created to support our growing and evolving programs. Among them is our first professor of Indigenous Studies. We also welcomed our first manager of the Indigenous Knowledge and Research Centre.

While we embrace the growth and prosperity our institution is experiencing, and the change that has come with it, and has yet to come, we remain committed to honouring and retaining the best elements of our 100-year history, while continuing the transition to our new identity as a boutique university.

Original Document Signed by

Mr. Russ Murrow
Chair, Board of Governors

Original Document Signed by

Dr. Tim Loreman
President and Vice-Chancellor



Public Interest Disclosure (Whistleblower Protection) Act

No disclosures have been made to the designated chief officer.





Orientation September 2018

Operational Overview

Concordia University of Edmonton (CUE) is currently the largest member of the Independent Academic Institutions in the Campus Alberta six-sector model and is on a path of sustained growth. The institution is experiencing record enrolment, attracting increasing numbers of both domestic and international students. While this growth affords institutional sustainability, supporting CUE's Vision and Mission, it also presents challenges. In responding to these challenges and fulfilling its institutional goals and priorities, CUE continues to pursue its aim of being Canada's pre-eminent small university, specializing in liberal arts and professional programming, providing high quality academic programs, and offering the right balance between teaching and research. This annual report highlights the activities undertaken by CUE and notable achievements for the past year, April 1, 2018 to March 31, 2019.

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.

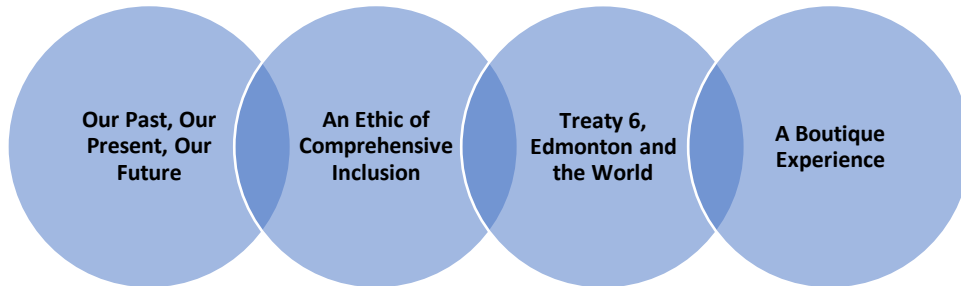
Enrolment Growth

CUE is currently experiencing a period of growing enrolments, and the university is well on its way towards reaching its long-term goal of 3000 Full Load Equivalents (FLEs). In the past year, CUE's FLE enrolment reached 1,878, an increase of 13 per cent from the previous year, and exceeded the projected four per cent increase. Over this period, domestic student enrolment grew by eight per cent, while international student enrolments increased by 66 per cent. International students accounted for almost 13 per cent of total FLEs. We also saw more international students enrolling in undergraduate programs. In the past year, over three-quarters of international students were studying at an undergraduate level, compared to 36 per cent in 2014-15.



Academic Plan

A new Academic Plan was approved by CUE's General Faculties Council in Fall 2018. The new plan guides the university's overall academic goals through to 2023. The four themes of the Academic Plan provide each unit across campus with direction as they set their own objectives, including faculty, program, and course objectives.



Academic Programs

CUE's five faculties of Arts, Science, Management, Education and Graduate Studies offer 40 degree programs, plus four graduate level diploma and certificate programs. CUE undertakes regular program reviews to ensure that programs deliver relevant, quality content to students; to identify opportunities to align academic programming with current and emerging industry demands; and to explore new pathways for education and research.

In Fall 2018, CUE welcomed its first cohort of students to its new Master of Education in Educational Leadership program and launched two new international dual degrees programs: one with Beijing Foreign Studies University through the Faculty of Management, and the other with the Université de Bretagne Sud through the Faculty of Arts.

In Fall 2019, CUE will welcome its first group of students into the new four-year Bachelor

CUE Program Offerings in 2018-19

Arts

- 4-year degree with 7 majors
- 3-year degree with 10 concentrations

Science

- 4-year degree with 5 majors
- 3-year degree with 4 concentrations

Management

- 4-year degree with 7 emphases

Dual Degrees

- 5-year degree leading to a Bachelor of Science (Chemistry) & Management
- International dual degrees in Management and Arts

After-Degree Programs

- 2-year Bachelor of Education
- 15-month Bachelor of Environmental Health

Graduate Degree Programs

- Master of Education in Educational Leadership
- Master of Information Systems Assurance Management
- Master of Information Systems Security Management

Other Graduate Programs

- Graduate Diploma in Information Assurance
- Graduate Diploma in Information Security
- Graduate Certificate and Diploma in Psychological Assessment
- Graduate Diploma in Environmental Public Health Practice



of Science major in Information Technology. This much-anticipated program was approved in the period covered by this report. The program responds to the demand for professionals with the skills and knowledge needed to work in industries disrupted by rapidly evolving technologies. It also builds on CUE's minor in Information Technology and Computing Science (ITCS) and serves as a foundational, preparatory degree for admission into CUE's Master of Information Systems Assurance Management (MISAM) and Master of Information Systems Security Management (MISSM) programs.

Indigenous Knowledge

CUE strives to cultivate an environment in which Indigenous ways of knowing and being are understood, respected, and incorporated into activities across campus, and beyond. Over the past year, CUE advanced this aspiration in many ways. Two key examples of CUE's commitment to this priority initiative are the founding of the Indigenous Knowledge and Research Centre (IKRC), which opened in Fall 2018, and the hiring of the IKRC's manager, a Métis woman and CUE alumna.

Research and Scholarship

This past year, CUE made considerable progress in enhancing support for faculty and students to pursue research and scholarship, and in enhancing institutional capacity for research. A highly significant achievement is the completion of the Allan Wachowich Centre for Science, Research, and Innovation (AWC), named in honour of CUE's first Chancellor. This 30,000 square-foot facility, opened in Fall 2018, provides state-of-the-art infrastructure for innovative research collaborations with industry and international partners. The BMO Centre for Innovation and Applied Research (BMO-CIAR), housed in the AWC, also supports the commercialization of innovative technologies. In addition, the AWC is the home for CUE's Indigenous Knowledge and Research Centre (IKRC), Design Thinking Space, and Office of Research Services (ORS).

The ORS has undertaken many initiatives to strengthen support for research and to assist with the development of strategies for increasing research capacity. To support this work, a full-time Research Officer position was created in 2017. The impact of these efforts is already evident. Over the past year, CUE made significant achievements in securing competitive Tri-Council and other external research funding, and in increasing internal research funding. The ORS also played a major role in the development of CUE's new Strategic Research Plan, to be approved and implemented in 2019-20.



The Concordia Commitment

Student services play an important role in helping students achieve their learning and career goals. The Concordia Commitment Program, launched in September 2018, is a noteworthy initiative offered through CUE's Student Life and Learning Centre. Any qualifying student who does not secure career-related employment within six months of graduation, or has not moved on to graduate studies, is eligible to return to CUE for another year of undergraduate classes free of charge. The program is unique in Alberta, and aims to support students through to successful employment or further study following graduation.

Fund Development

The Office of Community Relations and Fund Development (External Affairs) plays a key role in advancing CUE's institutional and academic goals. To support capital development projects, CUE set a goal of \$5 million to come through community fundraising, and reached \$1.5 million in the first year. Most of the support came from our corporate partner BMO, who donated \$500,000 towards the new Centre for Innovation and Applied Research, as well as individual donations from CUE's long-time supporters. The Fund Development strategic plan includes ongoing activities and fundraising efforts to support this campaign, and the estimated completion date for the campaign is December 2021.

Personnel

In 2018-19, CUE created five new faculty positions, including:

- Two Assistant Professors in the Faculty of Education.
- An Associate Professor in the Faculty of Arts (Psychology).
- An Assistant Professor in the Faculty of Arts (Indigenous Studies), who will be developing an Indigenous Studies program.
- A Director of Clinical Research and Program Development in the Faculty of Arts (Psychology).

CUE also created nine new staff positions, including the Manager of the Indigenous Knowledge and Research Centre.





CUE Thunder Athletics

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

This section highlights the progress made towards achieving CUE’s goals, strategic priorities, expected outcomes, and associated performance measures, along with related benchmarks outlined for the year 2018-19 in CUE’s 2018/19-2020/21 Comprehensive Institutional Plan (CIP).

Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
GOALS						
G1	Increase social, cultural, and financial supports for students by:					
	<ul style="list-style-type: none"> Improving student satisfaction with food services through ongoing engagement of the Food Services User Group 	2018-21	Ongoing	The Food Services User Group, comprised of undergraduate and graduate students, staff, and administration, met monthly to improve student satisfaction with food services.		Accessibility, Quality, Affordability, Accountability
	<ul style="list-style-type: none"> Improving student use and satisfaction with athletic facilities and recreational facilities through the Athletics Advisory Committee 	2018-21	In progress	Athletics and Campus Recreation worked with the Alberta Colleges Athletic Conference to develop standards for the Advisory Committee. Canadian University Survey Consortium results show increased usage of and satisfaction with athletics and recreational facilities.		Accessibility, Quality, Accountability
	<ul style="list-style-type: none"> Improving student satisfaction with the residence through increased programming and services 	2018-21	Ongoing	A questionnaire was used to aid with roommate assignments, and a variety of new programs and services were offered, as requested, and led by students in residence. Positive student satisfaction was identified through campus residence surveys.		Accessibility, Quality, Affordability, Accountability
	<ul style="list-style-type: none"> Establishing fundraising goals for the construction of a new residence building 	2019-20	Not started	The establishment of fundraising goals are on hold as CUE continues to explore options for expanding student residence spaces.		Accessibility, Affordability, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
	<ul style="list-style-type: none"> Reviewing results of the 2018 Library Student Satisfaction Survey to identify areas for improvement and work to make changes to address student concerns 	2018-20	Complete	The CUE Library administered both a Student Satisfaction Survey and a Faculty Satisfaction Survey in Q3 2019. Results have been analyzed, areas for improvement have been identified, and changes have been incorporated into the CUE Library Academic Plan Implementation 2018-2023.		Accessibility, Quality
	<ul style="list-style-type: none"> Continuing implementation of the Mental Health Strategy, focusing on five new priority initiatives for 2018-19 	2018-21	Ongoing	Implemented all five priority strategies, in addition to the previous three priorities to move CUE's mental health strategy forward. See section 10 for details.		Accessibility, Affordability, Quality, Accountability
G2	Enhance internationalization on Concordia's campus by:					
	<ul style="list-style-type: none"> Increasing the numbers of students going abroad and decreasing the ratio of incoming-to-outgoing students from 4:1 to 3:1 	2018-20	In progress	Ratio reduction goals were not met, although we continue to work to strengthen relations in new destinations of interest for our students.		Accessibility, Quality
	<ul style="list-style-type: none"> Increasing undergraduate international students to 15 per cent of student population 	2021	In progress	CUE is on track to meet this goal. The undergraduate international student population increased to 12.9 per cent, up from 8.8 per cent the year before.		Accessibility, Quality
	<ul style="list-style-type: none"> Continuing to encourage faculty to engage with research partners abroad 	2019	Ongoing	CUE is strengthening its faculty-led research and study abroad partnerships and programs. See sections 10 and 11 for details.		Accessibility, Quality
	<ul style="list-style-type: none"> Continuing to develop the Centre for Chinese Studies, with the first programs starting in the summer of 2018 	2021	Ongoing	The Centre for Chinese Studies is offering, for the third year, successful courses and activities for Alberta and Chinese students and teachers. See section 11 for details.		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
G3	Enhance Concordia's community reputation by:					
	<ul style="list-style-type: none"> Continuing support for Centre for Innovation and Applied Research (BMO-CIAR) activities 	2018-19	Ongoing	CUE supported the relocation of the BMO-CIAR to the new AWC building with dedicated lab, office, meeting places and business incubation units. BMO-CIAR has also implemented a framework for industry engagement that includes an application process, related agreements, and cost for services and space rental.		Accessibility, Affordability
	<ul style="list-style-type: none"> Encouraging Concordia faculty and students to actively pursue the commercialization of research outcomes 	2018-21	Ongoing	BMO-CIAR offered presentations and workshops to the CUE community on "Intellectual Property" (IP) and entrepreneurship. BMO-CIAR mediated the first IP ownership transfer to CUE for commercialization. BMO-CIAR also provided a draft of CUE's Intellectual Property policy to legal counsel for review. It is anticipated that the IP policy will be presented to the broader CUE community by Fall 2019 and approved by Winter 2020.		Accessibility, Quality
	<ul style="list-style-type: none"> Increasing community outreach through Concordia's Schools and Institutes 	2018-20	Ongoing	CUE supported the continued activity of its 10 research clusters and Institutes, which are engaged in research and dissemination activities.		Accessibility, Quality
	<ul style="list-style-type: none"> Increasing support for underrepresented learners through the Bounce Back Program 	2018-21	Ongoing	All of students enrolled in the <i>Bounce Back 198</i> course successfully completed program requirements and were admissible to degree programs.		Accessibility, Quality
	<ul style="list-style-type: none"> Implementing the Concordia Commitment Program 	2018-19	Ongoing	The program was launched in September 2018. The first cohort was assigned faculty advisors and tasked with participating in both academic sessions and engagement activities.		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
G4	Promote a changing research culture on campus by:					
	<ul style="list-style-type: none"> Identifying research priorities and developing a new Strategic Research Plan 	2018-19	In progress	CUE developed a draft of the 2019-2024 Strategic Research Plan.		Accessibility, Quality
	<ul style="list-style-type: none"> Increasing research capacity and growing external research funding revenue, particularly from tri-council 	2018-21	Ongoing	CUE submitted six applications for Tri-Council funding and was awarded two SSHRC Insight Development Grants, one with a CUE faculty member as the Principal Investigator and one with a CUE faculty as Co-Principal Investigator. CUE also applied for and was awarded a SSHRC Institutional Grant (SIG), which allows CUE to provide SIG-Explore and SIG-Exchange grants to CUE faculty members through an internally-adjudicated process.		Accessibility, Quality
	<ul style="list-style-type: none"> Continuing to provide internal research supports that will enhance research culture 	2018-21	Ongoing	CUE's Office of Research Services provided continuous and specialized information, guidance, and training to support application preparations.		Affordability, Quality
	<ul style="list-style-type: none"> Developing a strong research culture by enhancing research infrastructure, resources, and expertise required to develop and promote increased research revenue and high-quality research activity 	2018-21	Ongoing	The Office of Research Services administered the CUE Internal Research Grants competition with three calls to faculty for research proposals. A call to undergraduate and graduate students to submit applications for research funding was also administered.		Accessibility, Affordability, Quality
G5	Increase academic collaboration across the campus by:					
	<ul style="list-style-type: none"> Developing a Bachelor of Science in Information Technology (BScIT) 	2018-19	Complete	The program was approved by CAQC in January 2019.		Accessibility, Affordability, Quality, Coordination
	<ul style="list-style-type: none"> Developing a Doctor of Psychology (PsyD) program 	2018-19	In progress	CUE submitted the full proposal to CAQC.		Accessibility, Affordability, Quality, Coordination



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
	<ul style="list-style-type: none"> Developing dual degrees in Arts and Management 	2018-20	In progress	CUE initiated development of dual degrees in the Arts and Management faculties.		Accessibility, Affordability, Quality, Coordination
	<ul style="list-style-type: none"> Exploring offering dual credit courses 	2019-20	Ongoing	CUE entered into a Dual Credit partnership with the Edmonton Catholic School District and offered the first dual credit course in Choral Music.		Accessibility, Quality
	<ul style="list-style-type: none"> Adding Indigenous language(s) to the international language hub (French, Spanish, German, Mandarin, Arabic) 	2018-20	In progress	Cree 101 and 102 courses were developed and will be offered in 2019-2020 by the Literature and Language department.		Accessibility, Affordability, Quality
	<ul style="list-style-type: none"> Developing an Online Learning Strategic Plan 	2018-19	Complete	CUE's Online Strategic Plan was developed, and work is underway to implement it.	2019-20	Accessibility, Quality
G6	Increase financial security and independence by:					
	<ul style="list-style-type: none"> Heightening activity in the Office of Development and Alumni Relations 	2017-19	Ongoing	CUE's new Director of Fund Development attended Alumni Association meetings, worked on establishing relationships with alumni representatives, and assisted with the creation of an annual engagement event for alumni members.		Accessibility, Affordability, Accountability
	<ul style="list-style-type: none"> Encouraging entrepreneurship and commercial collaboration through the BMO-CIAR 	2018	Ongoing	<p>The BMO-CIAR offered an increased number of presentations and workshops to the CUE community on IP and entrepreneurship.</p> <p>BMO-CIAR went to Brazil in 2019 on a fact-finding mission with five South Brazilian partners, and conversations about international business acceleration were initiated.</p> <p>Students supported by BMO-CIAR participated in regional competitions / conferences, including Inventures and Innovation Rodeo.</p>		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
	<ul style="list-style-type: none"> Increasing internationalization on campus 	2017-20	Ongoing	CUE hosted a variety of culturally-themed events, signed new exchange program agreements, and opened its first two international dual degrees programs for the fall of 2019. See section 11 for details.		Accessibility, Quality
	<ul style="list-style-type: none"> Increasing faculty funded research 	2017-20	Ongoing	CUE increased the envelope for Internal Research Grants by 25 per cent. See section 9 for details.		Accessibility, Quality



Students studying in Tegler Student Centre



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
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PRIORITY INITIATIVES

Pi1	Implement Concordia's Indigenous Strategy by:					
	<ul style="list-style-type: none"> Increasing recruitment, retention, and success of Indigenous students across academic programs of study, and programming that supports transition and pathways to university 	2018-21	Ongoing	<p>CUE's self-identified Indigenous FLE student enrolment increased by 26.9 per cent from 2017-18.</p> <p>CUE increased its visibility to the Indigenous community through programming in the Indigenous Knowledge and Research Centre and the work of its Manager.</p> <p>CUE built strong partnerships with Indigenous communities to recruit students. CUE is tracking the impact of these efforts on student retention.</p>		Accessibility, Quality
	<ul style="list-style-type: none"> Maintaining a warm, welcoming, and respectful learning environment and sense of place 	2018-19	Ongoing	The recently opened Indigenous Knowledge and Research Centre was well-received and well-used by CUE's Indigenous community.		Accessibility
	<ul style="list-style-type: none"> Ensuring stable, institutional support for Indigenous student services 	2018-21	Ongoing	A Manager of the Indigenous Knowledge and Research Centre was hired to provide services and supports to Indigenous students.		Accessibility
	<ul style="list-style-type: none"> Providing opportunities to recognize Indigenous students' identity 	2018-21	Ongoing	Numerous activities and events were held to celebrate Indigenous culture, traditions, and ways of knowing and being, including a Round Dance, a Tea Dance, and a day of remembrance for missing and murdered Indigenous people.		Accessibility
	<ul style="list-style-type: none"> Increasing the recruitment, retention, and success of Indigenous staff 	2018-21	Ongoing	CUE recruited and hired a Manager for the Indigenous Knowledge and Research Centre in August 2018.		Accessibility
	<ul style="list-style-type: none"> Providing professional development opportunities and recognition to non-Indigenous staff and faculty to foster understanding of Indigenous culture and history 	2018-21	Ongoing	CUE faculty and staff were provided with more than 30 opportunities to engage with Indigenous culture and history.		Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
	<ul style="list-style-type: none"> Supporting and recognizing research through the Indigenous Knowledge and Research Centre 	2018-21	Ongoing	Five Research series sessions were held in the Indigenous Knowledge and Research Centre to profile the research of internal and community researchers.		Accessibility
	<ul style="list-style-type: none"> Further developing opportunities for Concordia students to gain a better understanding of Indigenous peoples, histories, and cultures, and the impact of colonization 	2018-21	Ongoing	<p>Programs were provided through the Indigenous Knowledge and Research Centre, including the strong presence of the Elders' Council. In-class presentations were also provided.</p> <p>Engagement and incorporation of Indigenous content in courses and programs were encouraged and supported, with all faculties identifying implementation goals as part of CUE's new 2018-2023 Academic Plan.</p> <p>The Faculty of Arts initiated development of an Indigenous Studies program.</p> <p>The Faculty of Education provided extensive professional learning to students, faculty, and staff in relation to foundational knowledge of Indigenous historical and cultural teachings.</p>		Accessibility, Quality
Pi2	Implement the Sexual Violence Reduction Strategy by:					
	<ul style="list-style-type: none"> Continuing to raise awareness about sexual violence and a culture of consent at Concordia through a variety of methods, including the Enhanced Assess, Acknowledge, Act (EAAA) Sexual Assault Resistance Education Program, Upstander Training, and the annual Respect Day 	2018-21	Ongoing	A number of awareness-raising campaigns occurred, including multiple presentations about CUE's sexual violence policy, consent education, the EAAA program, Upstander Training, and the annual Respect Day.		Accessibility
	<ul style="list-style-type: none"> Promoting broad-based training and guidance on compliance with policy and legislative requirements through the creation of the Policy Coordination Committee and educational programming 	2018-21	Ongoing	CUE's sexual violence policy and procedures were revised, and broad-based training was provided to campus community members.		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
Pi3	Implement Concordia's Mental Health Strategy by:					
	<ul style="list-style-type: none"> Strengthening targeted mental health supports and enhanced programming for Indigenous students through the Indigenous Student Centre 	2018-21	Ongoing	Programming through the Indigenous Knowledge and Research Centre strengthened targeted mental health supports for Indigenous students.		Accessibility
	<ul style="list-style-type: none"> Collaborating with fellow Edmonton Regional Post-Secondary Mental Health Committee members to offer Inquiring Minds programming to students, faculty, and staff to build personal resilience and wellness, and promote academic and professional success 	2018-21	Ongoing	Two CUE staff received Inquiring Minds training, and workshops were delivered to campus community.		Accessibility, Quality
	<ul style="list-style-type: none"> Enhancing support during critical transition times for all members of the campus community through collaboration with Edmonton Regional Post-Secondary Mental Health Committee (ERPSMHC) partners 	2018-21	Ongoing	CUE led the ERPSMHC and worked closely with all members to ensure supports during critical transition times.		Accessibility, Quality
Pi4	<ul style="list-style-type: none"> Promoting web-based self-screening programs for students, faculty, and staff via the My Wellness Student Plan and Life Works 	2018-21	Ongoing	CUE promoted web-based resources to meet students 'where they are at' and to provide ready access to mental health supports and resources.		Accessibility
	Continue to require accountability in academic programming by:					
	<ul style="list-style-type: none"> Maintaining the Data Central information portal 	2018-21	Ongoing	CUE staff continued to use and update the Data Central site as the main record and information-sharing platform.		Accessibility
	<ul style="list-style-type: none"> Redeveloping learning outcomes at faculty, department, program and course levels 	2018	Ongoing	New institution-wide learning outcomes were approved and published in the 2018-23 Academic Plan. Each department is now working towards matching program outcomes to Faculty Learning Outcomes and the CUE Institutional Learning Outcomes. Learning outcomes are also subject to an annual review by departments.		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
	<ul style="list-style-type: none"> Delivering annual departmental reports 	2016-19	Ongoing	An annual departmental report template was developed to support provision of information on the continuing quality of programs and budget preparations. Departmental implementation of the new report commenced this year.		Quality, Accountability
	<ul style="list-style-type: none"> Undertaking regular cyclical reviews 	2018-21	Ongoing	CUE continues to undertake program cyclical reviews on a five-year rotation.		Quality, Accountability
Pi5	Enhance professional programming and associated applied research by: <ul style="list-style-type: none"> Implementing the Master of Education (Educational Leadership) 	2018-19	Complete	CUE's proposed Master of Education in School Leadership (MEd) commenced in July 2018.		Accessibility, Quality, Coordination
	<ul style="list-style-type: none"> Developing the Doctor of Psychology (Clinical Psychology) 	2018-21	In progress	CUE submitted the full proposal to CAQC.		Accessibility, Quality, Coordination
	<ul style="list-style-type: none"> Developing the Bachelor of Science in Information Technology 	2018-19	Complete	The program was approved by CAQC in January 2019.		Accessibility, Quality, Coordination
	<ul style="list-style-type: none"> Attaining relevant program accreditation 	2018-21	Ongoing	The Bachelor of Management Program received Chartered Professionals in Human Resources (CPHR) Alberta Accreditation in July 2018.		Accessibility, Quality
	<ul style="list-style-type: none"> Building the Concordia Science, Research and Innovation Facility 	2018-21	Complete	The Allan Wachowich Centre for Science, Research, and Innovation opened in Fall 2018.		Quality
	<ul style="list-style-type: none"> Developing a strong institutional entrepreneurship culture 	2018-21	Ongoing	The BMO-CIAR developed an implementation plan for the development of a business incubator and global business accelerator to serve the entrepreneurship needs of students, faculty, and the community.		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
PI6	Integrate institutional information technology to improve efficiency by:					
	<ul style="list-style-type: none"> Implementing effective structures for internal communications and workflows between students, faculty, and staff 	2018-20	Ongoing	A process management system was implemented, and work began to bring existing workflows into this system.		Accessibility, Quality, Coordination
	<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 	2018-20	Ongoing	Inter-network connectivity improvements were implemented, including enhanced connectivity to research networks. Process alignment activities were undertaken and are continuing.		Accessibility, Coordination
	<ul style="list-style-type: none"> Adopting a coordinated approach to workflow management to enhance service delivery, transparency, efficiency and uniformity of service 	2018-20	Ongoing	As noted above, a process management system was implemented, and work was initiated to bring existing workflows into this system.		Quality, Coordination, Accountability



A gathering in the Indigenous Knowledge & Research Centre



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
EXPECTED OUTCOMES						
EO1	<ul style="list-style-type: none"> • Concordia's community reputation as a quality educational institution increases in the community, with community and industry outreach and research partners, internationally, and through our students 	2018-21	Ongoing	CUE's government and community relations were strengthened with the hiring of a director of community relations and the creation of CUE's protocol policy, established in collaboration with Alberta Protocol. CUE created a newsletter for industry partners connected to BMO-CIAR and Centre for Applied Artificial Intelligence.	2023	Accessibility, Accountability, Quality, Coordination
EO2	<ul style="list-style-type: none"> • Concordia's financial future is further secured through increased student recruitment and retention, development fundraising, and research grants, and commercialization opportunities 	2018-21	In progress	CUE's FLE enrolment, and external and internal research funding increased, and activities were undertaken to support student persistence, commercialization, and fund development. CUE progressed towards meeting its fundraising goal of \$5 million by December 2021, having raised \$1.5 million in the first year. BMO-CIAR is leading the development of a commercialization framework that will be linked to CUE's forthcoming IP policy.		Accessibility, Accountability, Affordability, Quality
EO3	<ul style="list-style-type: none"> • Concordia's institutional efficiency is enhanced through effective application of integrated information technology, student services, fund development, and academic collaboration 	2018-21	Ongoing	CUE undertook the following to increase institutional efficiency: expansion of its online course selection system to include graduate programs and extension offerings; introduction of an enhanced single sign-on service to include multi-factor authentication options and enhancing security; and enhancement of campus WiFi infrastructure to accommodate increased student demand for wireless services and bandwidth.		Accessibility, Accountability, Affordability, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
PERFORMANCE MEASURES						
PO1	<ul style="list-style-type: none"> Concordia's student body increases steadily towards the long-term target of 3000 FLE at least at the sustainable rate of 4 per cent per year 	2018-21	In progress	CUE's FLE enrolment increased 13 per cent from last year.		Accessibility, Accountability, Quality, Coordination
	<ul style="list-style-type: none"> Increase the numbers of students going abroad by decreasing the ratio of incoming to outgoing students to 2:1 by 2021 	2018-21	In progress	Ratio reduction goals were not met, although we continue to work to strengthen relations in new destinations of interest for our students.		Accessibility, Accountability, Quality, Coordination
PO2	<ul style="list-style-type: none"> Concordia's faculty access to resources for professional development and research grows steadily towards an interim target of 60 per cent of faculty accessing such resources and reporting on deliverables 	2016-19	Ongoing	In total, 32 applications for CUE's internal research grants were processed. Twenty-nine per cent of all faculty members submitted at least one application. Of those who applied, 61 per cent received at least one award.	2019-20	Accessibility, Affordability, Quality
	<ul style="list-style-type: none"> An increase of research grant applications to Tri-Council and other external agencies by 20 per cent in 2018-21 	2018-21	Complete	CUE surpassed the target for increased applications for external funding by 80 per cent in the first year, and doubled the number applications received from 2017-18 to 2018-19.		Accessibility, Affordability, Quality
PO3	<ul style="list-style-type: none"> Concordia's student satisfaction is increased above the 2017 middle year student survey results in those areas identified as challenges (timely degree completion, housing, food services, and IT support) 	2017-21	Complete	The annual CUSC survey showed an increase in student satisfaction in the identified areas.		Accessibility, Affordability, Accountability, Quality
	<ul style="list-style-type: none"> Recruiting, training, and supporting five students as peer supports annually (Mental Health Strategy) 	2018-21	Ongoing	Five peer support team members were recruited, trained, and supported.		Accessibility, Quality
	<ul style="list-style-type: none"> Mental Health First Aid training for 60 faculty and staff 	2018-19	Complete	Seventy-one faculty and staff completed Mental Health First Aid training.		Accessibility, Quality



Type	Description	Expected Completion Date (from CIP)	Status	Progress Made in Last 12 Months	Revised Expected Completion Date	Adult Learning System Principles
	<ul style="list-style-type: none"> Hosting Movies for Mental Health each Fall term with a minimum of three short films created by Concordia students on an annual basis 	2018-21	Ongoing	Movies for Mental Health was hosted in December 2018; however, CUE received only one film submission from a student.		Accessibility, Quality
	<ul style="list-style-type: none"> Increase Concordia's self-identified Indigenous student population by two per cent 	2018-21	Ongoing	Self-identified Indigenous student FLEs increased by 26.9 per cent from 2017-18.		Accessibility, Quality
	<ul style="list-style-type: none"> Train 60 female students in the EAAA sexual assault resistance education program 	2018-21	Ongoing	Enrollments in EAAA were lower than expected, and as a result the target of 60 was not reached. This is an ongoing goal, and the EAAA program will continue in the upcoming academic year.		Accessibility, Quality
	<ul style="list-style-type: none"> Increase participation in the annual Concordia Pride Day celebration 	2018-21	Ongoing	The third annual Pride Day was held in March 2019. It was a tremendous success with the inclusion of a drag show.		Accessibility, Quality



Pride Week celebrations in Tegler Student Centre





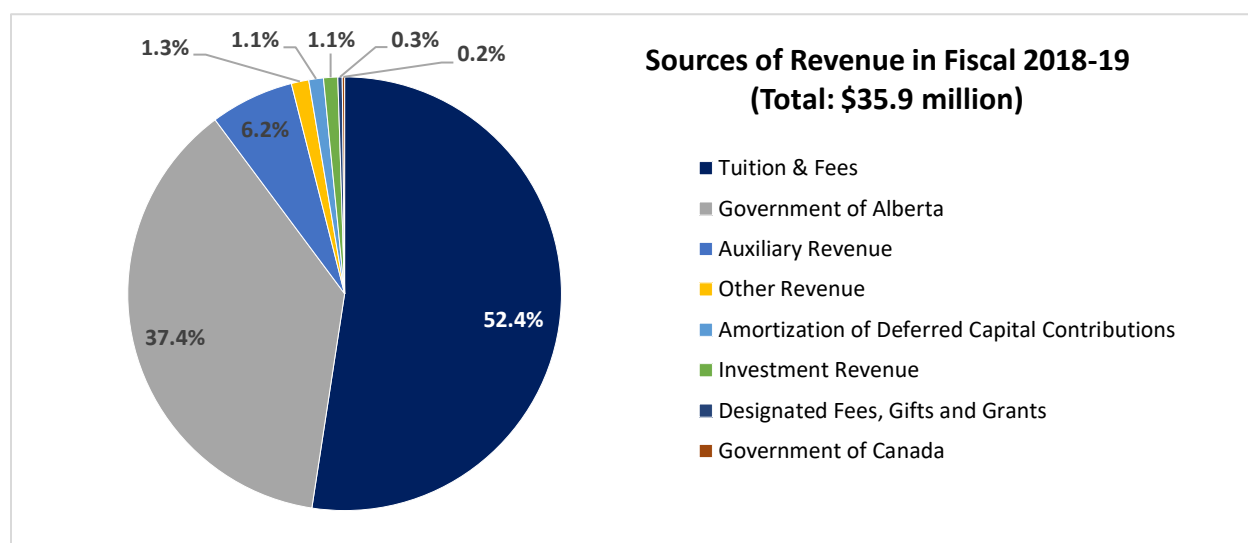
Hole Academic Building

Financial and Budget Information

Financial Results

CUE's operating surplus for the year ended March 31, 2019 was \$4.8 million, compared to the prior year's surplus of \$1.7 million. Total FLE increased by 13.2 per cent to 1,878 for the year ended March 31, 2019, from 1,660 for the year ended March 31, 2018. Capital expenditures decreased from the prior year due to the completion of the Centre for Science, Research, and Innovation Building, inaugurated as the Allan Wachowich Centre in fiscal 2018-19.

Revenue



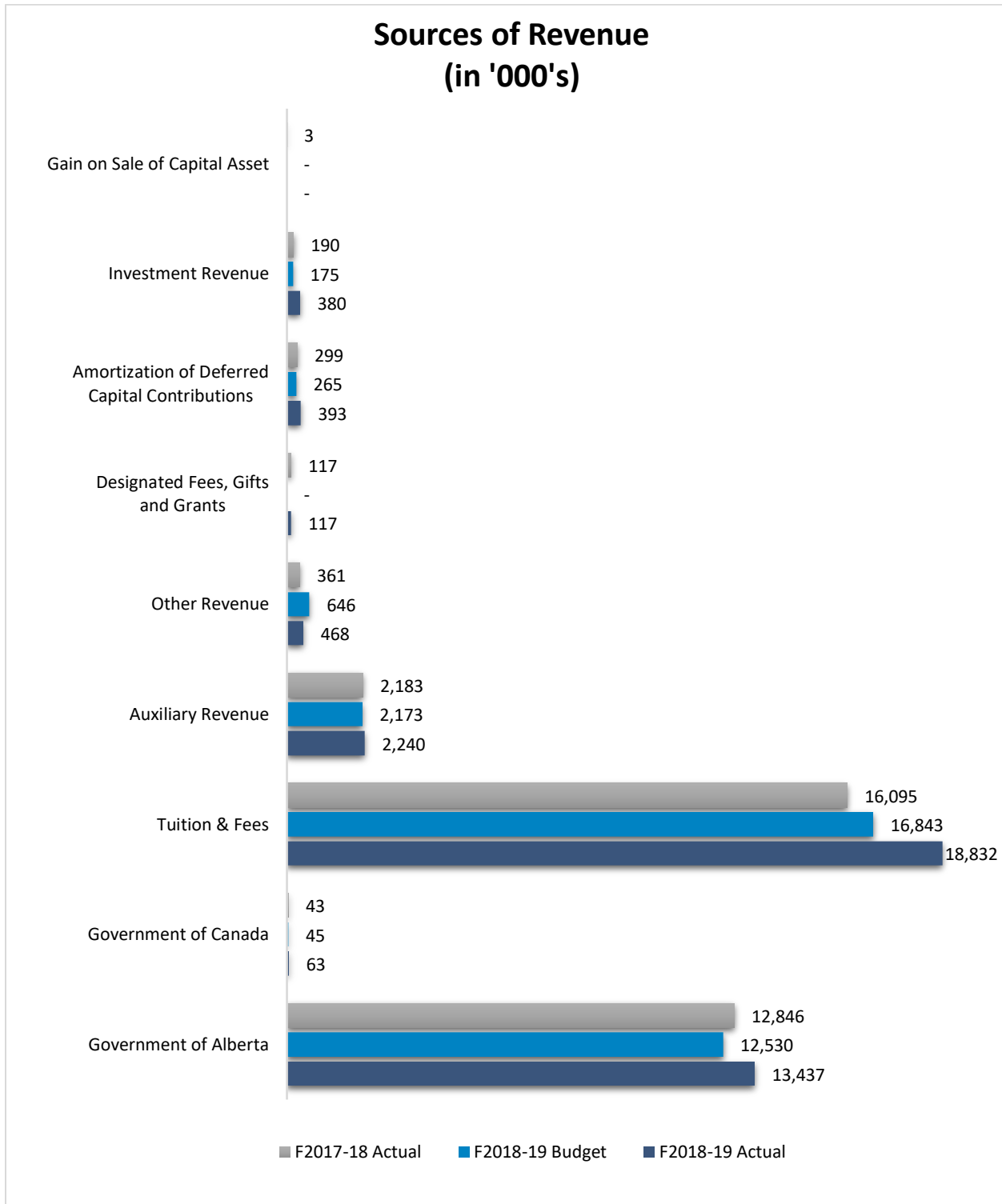
CUE had a 17 per cent increase in total tuition revenue (2019: \$18.8 million; 2018: \$16.1 million), resulting from increased enrolment and increased tuition. Tuition was frozen during the year ended March 31, 2018; however, tuition increases were in place for the 2018-2019 academic year. Total revenue increased by \$3.8 million or 11.8 per cent for the year ended March 31, 2019 from the prior year (2019: \$35.9 million; 2018: \$32.1 million), and \$3.2 million or 10 per cent above budget (2019 budget: \$32.7 million).

The 4.6 per cent increase in the Government of Alberta grants in the year ended March 31, 2019 was related to additional Government of Alberta grants, such as the mental health grant and multiple grants received from the Ministry of Education. CUE also saw a two per cent increase in the Government of Alberta's operating grant for the year ended March 31, 2019, compared to the prior year.

The 31.3 per cent increase in amortization of deferred capital contributions is due to the completion of the Allan Wachowich Centre, resulting in the recognition of the deferred capital contributions for the project in revenue.

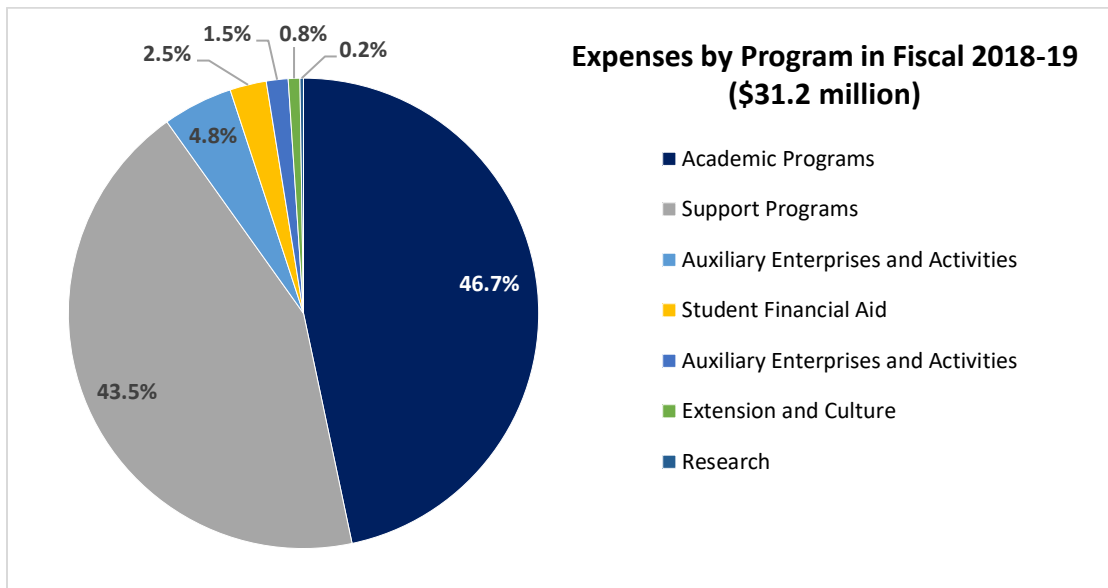
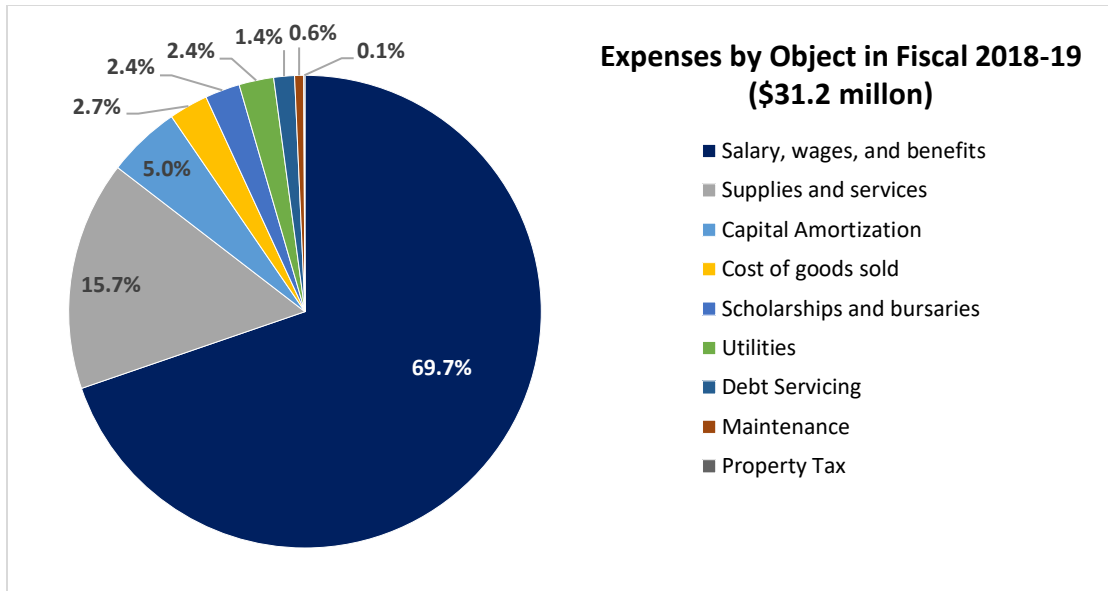


Investment revenue increased by \$189,000 during the year ended March 31, 2019, compared to the year ended March 31, 2018. This is a result of higher interest earned and unrealized gains earned during this fiscal year.



Expenses

The following charts illustrate the distribution of expenses for the fiscal 2019 year.



Overall, fiscal 2019 saw a 2.5 per cent increase in total expenditures from fiscal 2018, and saw a decrease of 4.6 per cent compared to budget (F2019 actual: \$31.2 million, F2018 actual: \$30.4 million, F2019 budget: \$32.7 million). Debt servicing and capital amortization accounted for the majority of the increase in expenses for fiscal 2019 when compared to fiscal 2018. Capital amortization is higher because the Allan Wachowich Centre was brought into use, resulting in an increase in capital amortization expenses.



Salary, Wages, and Benefits

The total cost of salaries and wages increased 3.2 per cent, while benefit costs decreased by 16 per cent, resulting in a net change of 0.4 per cent increase (as shown above). The benefit cost decrease was largely the result of a decreased administrative leave expense in fiscal 2019, which was due to the timing of retirements.

Increases in salaries and wages were driven both by increases in staffing and in compensation. In fiscal 2019, non-faculty received a one per cent cost of living adjustment and a one-step movement on the salary grid, while faculty received a one-step movement on the grid.

During the course of the year, a total of nine positions were filled. As these positions were hired throughout the course of the year, the full value of their salaries and wages will be realized in fiscal 2020.

Supplies and Services

Supplies and services expenses, which account for 15.7 per cent of total expenses for the year ended March 31, 2019, increased by 3.6 per cent from the previous year and by 2.5 per cent compared to budget (F2019 actual: \$4.9 million, F2018 actual: \$4.7 million, F2019 budget: \$4.8 million). This category includes an array of expense categories such as: travel, hospitality, professional fees, office supplies, teaching aids, minor equipment, institutional memberships, playoff expenses, telephone, postage, legal fees, advertising, and security.

Utilities

Utilities saw a 10.8 per cent increase in expenses over the prior year. This is due to the finalization of construction of the Allan Wachowich Centre and fiscal 2019 being the first year in which the Allan Wachowich Centre came into use.

Debt Financing

Debt financing increased by \$231,000 or 108.8 per cent compared to the prior year. The increase in the debt servicing expense is due to the increase in CUE's term loan for the construction of the Allan Wachowich Centre.

Scholarships and Bursaries

Expenses for scholarships and bursaries totaled \$744,000. These scholarships and bursaries are largely funded through operations.



Net Assets

Net assets for the year ended March 31, 2019 total \$19.9 million. This represents an increase of \$1.4 million from the previous year. The increase is due to the \$4.8 million operating surplus, which was offset by the \$3.4 million unfavourable employee future benefit re-measurement.

Challenges and Risks

Fluctuating Student Enrollment

Growth in revenue comes largely from enrollment growth. For the past year, and for the previous five years, CUE has benefited from significant enrollment growth. CUE's growth is atypical of growth trends at most other colleges and universities. Demographic patterns suggest a decline in the 18-24 age cohort of students who would normally attend university. If enrollment growth is curtailed, CUE will be challenged to meet its existing operating commitments from existing sources of revenue.

Government Funding

CUE relies heavily on government funding; 37.4 per cent of its funding comes from the provincial government. The change in government may result in a change to funding distributed among colleges and universities. It is unknown as to how changes in the funding structure might affect CUE, as the government budget will be released in fall 2019. Due to this uncertainty, CUE needs to prepare for the possible contingency of reduced government funding.

Cost of Future Pension Benefits

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

The decrease in employer contributions from \$952,000 in fiscal 2018 to \$737,000 in fiscal 2019 is due to the fact that in fiscal 2019, CUE requested and was granted that the CUE Pension Plan be treated as a publicly funded pension plan (in the same way as an employer covered by the Public Sector Pension Plans Act or the Teachers' Pension Plan, as regulated under the Teachers' Pension Plans Act). This designation requires no funding of the solvency deficiency.



Because the accrued benefit obligation exceeds the fair value of the plan assets as of March 31, 2019, there is a net employee benefit liability of \$488,000, compared to a net asset of \$2.1 million as of March 31, 2018.

Post-Retirement Benefits

CUE also provides a post-retirement medical/dental plan to employees who retired from CUE prior to July 1, 2012 and who meet certain requirements, and to employees who attained the age of 60 and have 15 years of service as of July 1, 2010. This obligation is unfunded, but it is limited to a \$50,000 lifetime maximum per retiree.

Capital Funding

Unlike its public sector counterparts, CUE receives no capital funding from the provincial government. Major capital projects must be funded through debt financing, donor funding, operating surplus, or federal government grants. CUE may have difficulty securing the funding needed for major capital projects.

Recent growth of the university creates a pressing need for expanded office, classroom, research, and residence space.

A second project is a 109-bed residence building that will cost \$10 million. CUE's internal reserves are not sufficient to fund this project and other capital requirements. CUE will need more donor funding and bank financing if other projects are to proceed. Inability to raise needed capital funding may curtail the expansion of infrastructure needed to support a growing student body.

Capital asset purchases in fiscal 2019 totaled \$3.7 million. The most significant portion of these pertain to the completion of the new Allan Wachowich Centre, including furniture and equipment, representing \$3.1 million of total purchases. Other capital purchases were related to facility renovations, instructional and information equipment, and furnishings.





Tegler Student Centre

Enrolment Plan and Program Changes

Enrolment

CUE's Full Load Equivalent (FLE) enrolment increased by 13.2 per cent from 2017-18 to 2018-19, exceeding the projected level of growth of 4.0 per cent reported in the institution's Comprehensive Institutional Plan 2018/2019 - 2020/2021¹. Across most programs, 2018-19 enrolments either increased or were stable relative to the previous year. The Bachelor of Science three-year program had the largest proportionate increase in enrolment (54.1 per cent; 49.7 FLE) and variance from projected enrolments (40.0 per cent). All other programs that experienced growth in enrolments had an increase ranging from two per cent to 16 per cent. Only the two-year Environmental Health After-Degree Program saw a notable decrease in student enrolment. The decrease is due to a lower than expected Fall intake and no intake offered to the program in the Fall term. Enrolment in two-year programs, like Environmental Health, tends to be subject to greater fluctuation than enrolments in CUE's three- and four-year programs, and is therefore more difficult to predict.

FLE enrolment by program, 2017-2018 and 2018-2019

Program	2017-2018 Actual	2018-2019 Projected	2018-2019 Actual	Variance (Projected vs Actual)
UNDERGRADUATE				
Bachelor of Arts	329.4	348.5	374.7	26.2
Bachelor of Arts (3-year)	449.3	457.3	500.2	42.9
Bachelor of Education After Degree	144.9	157.9	165.8	7.9
Bachelor of Environmental Health After Degree	42.7	42.8	30.8	-12.1
Bachelor of Management	162.8	174.2	186.1	11.9
Bachelor of Science	260.2	265.1	292.0	26.8
Bachelor of Science (3-year)	92.0	101.1	141.7	40.5
Open Studies (non-credential)	119.2	120.3	122.5	2.2
GRADUATE				
Master of Arts in Biblical and Christian Studies	2.2	0.9	0.8	-0.1
Master of Education			3.7	3.7
Master of Information Systems Assurance Management	11.3	11.4	13.1	1.7
Master of Information Systems Security Management	45.9	46.3	46.9	0.6
Total	1659.7	1726.0	1878.1	152.1

¹ Enrolments reflect Ministry of Advanced Education approved programs only and are derived from the Ministry's Learner and Enrolment Reporting System (LERS).

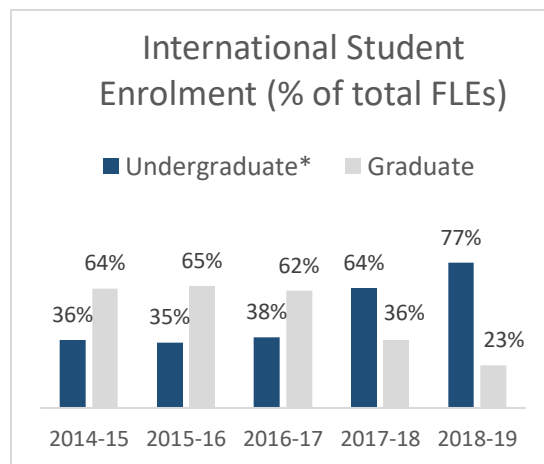
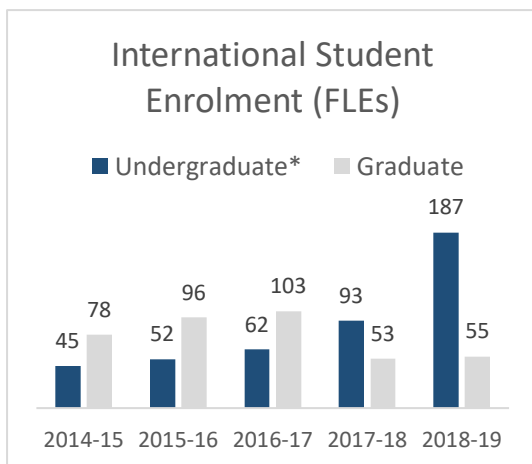


International student enrolment (FLE) increased 66.3 per cent from 2017-18 to 2018-19. International students made up 12.9 percent of all enrolments in 2018-19. The two Management graduate programs continued to draw high numbers of international students. Of the 13.1 FLE in the Master of Information Systems Assurance Management program, 87.0 per cent were international, which is on par with the 87.4 per cent split projected for 2018-19. International students made up an even higher proportion of overall enrolment in the Master of Information Systems Security Management program. International students accounted for 93.2 percent of the 46.9 FLEs in the program, which is higher than the projected 85.1 per cent split. Other programs with a high proportion of international enrolments were the three-year Bachelor of Science program and the Open Studies program. The three-year Bachelor of Science program had a more than 300 per cent increase from the previous year, increasing the proportion of international students in the program from 11 per cent to 47 per cent. In the Open Studies program, international students accounted for 31.9 per cent of total program enrolments in 2018-19, compared to 11 per cent one year earlier.

Actual and projected international student enrolment for all programs, 2016-2018

	2017-2018 Actual	2018-2019 Projected	2018-2019 Actual	Variance (Projected vs Actual)
Total FLE	1659.7	1726.0	1878.1	152.1
Total International FLE	145.8	156.0	242.4	86.4
% International FLE	8.8%	9.0%	12.9%	3.9%

In 2017-18, there was a shift in the distribution of international student enrollments by program, with more enrolled in an undergraduate program than in a graduate level program, and this pattern continued in 2018-19. In 2018, over three-quarters of international students were studying at an undergraduate level, compared to just over one-third in the three years leading up to 2017-18.



* In keeping with the Ministry's LERS definitions, "Undergraduate" includes after-degree programs.



Program Changes

- CUE's Master of Education in Educational Leadership (MEd) commenced in July 2018. The program builds on CUE's Bachelor of Education (after degree) program and is designed for practicing teachers seeking professional development in educational leadership.
- CUE continued to work closely with Campus Alberta Quality Council (CAQC) toward obtaining approval of its first doctoral-level degree, Doctor of Clinical Psychology (PsyD). This program will build on CUE's four-year Bachelor of Arts in Applied Psychology by providing advanced education in the critical area of clinical psychology.
- CUE's Bachelor of Science in Information Technology (BSc IT) was approved, with the first intake of students scheduled for Fall 2019. The program is a new major within CUE's existing Bachelor of Science four-year degree programs, and will serve as an internal pathway for students to enter CUE's Masters in Information Systems Security Management (MISSM).
- The proposed Master of Science in Information Technology (MSc IT) is in the final stages of review by CAQC. If approved, the program will provide laddering opportunities for students registered in CUE's BSc IT and other BSc programs. The program will also provide complementary graduate-level course offerings for students currently studying in the MISSM and MISAM programs.
- CUE maintains a schedule of program cyclical reviews, with programs reviewed every five to seven years. In 2018-19, cyclical reviews were completed for undergraduate programs in Chemistry, English, and French. By the end of the reporting year, CUE's Management undergraduate program and two Masters programs (Information Systems Security Management (MISSM) and Information Systems Assurance Management (MISAM)) were in the final stages of review, and external evaluations had been completed for all three programs. Self-studies were completed for the Environmental Science, Biology, and Psychology undergraduate programs with site visits and external evaluations planned for Fall 2019.
- Because of low enrolments, an internal review of the Masters in Biblical and Christian Studies program was undertaken and new enrolments were suspended. As a result of the review, a decision was made to terminate the program. A formal request to the Ministry to terminate the program is forthcoming. CUE will continue to provide course offerings to students who were registered in the program prior to its suspension to ensure they are able to complete the program as intended.





Research Forum 2018

Research, Applied Research, and Scholarly Activities

Over the past year, CUE has undertaken several activities aimed at developing a strong research culture that facilitates collaboration, increases partnership agreements, and supports successful external research grants. Located in Edmonton, a traditional meeting place for many Indigenous peoples, CUE places particular emphasis on culturally respectful, community-engaged scholarship. CUE's Indigenous Knowledge and Research Centre (IKRC) fosters Indigenous knowledge production and increases capacity for Indigenous scholarship. The IKRC also focuses on increasing CUE engagement with the wider community. Key activities undertaken by the IKRC are highlighted in section 6, as well as below. In this section, the research and innovation projects undertaken through the Office of Research Services (ORS) and the BMO Centre for Innovation and Applied Research (BMO-CIAR) are highlighted.

Office of Research Services

- The Office of Research Services (ORS) promotes research at Concordia by assisting faculty in securing sponsored research funding, delivering programming and funding agency information, and facilitating grant proposals and submissions to Tri-Council programs. CUE's first dedicated Research Officer was hired in the spring of 2017, enabling CUE to provide support for research capacity development. The Research Officer works directly with faculty members with the objective of developing and facilitating successful research proposals to external funding agencies. For example, with assistance provided by the ORS, CUE obtained two SSHRC Insight Development Grants (IDG) and a SSHRC Institutional Grant. The Research Officer met frequently with Drs. Catherine Caufield and Brent Bradford to provide guidance regarding the submission of their successful IDG applications. To better assist members of CUE, in Fall 2018, the ORS office relocated to the Allan Wachowich Centre for Science, Research, and Innovation (AWC), which serves as a vibrant hub for research activity at Concordia.
- The ORS strives to increase CUE's research and scholarship profile on the national and international stage by continuing to facilitate increases in externally sponsored research project proposals, particularly to Canada's Tri-Council. Within the last 12 months, CUE faculty successfully secured almost \$96,000 in external Tri-Council funding for projects across a variety of disciplines. This is more than double the value of Tri-Council funds secured in the previous year, amounting to an increase of 135 per cent. In terms of total external funds secured from all sources, CUE faculty awards increased by 89 per cent from the previous year.
- The ORS continues to promote an institution-wide culture of scholarship and seeks to build research capacity at CUE by strengthening the institution's internal research



administration infrastructure. Faculty researchers accessed internal grant funding to support research dissemination at national and international academic conferences, as well as research collaborations with both regional and international partners. In the last 12 months, a total of 32 applications to the Internal Research Grant funds, and the CUE-administered SSHRC Explore and Exchange Program was developed. Compared to the previous year, CUE increased its internal funding earmarked for research by 25 per cent for 2018-19.

- The ORS supports the activities of interdisciplinary research clusters and research networks, which further enhance research capacity at CUE through academic-community collaborations. Through these research clusters and networks, CUE focuses on areas of research strength while respecting individual research agendas. Currently, there are 10 active research clusters and Institutes; the most recent addition was a research cluster focusing on Machine Learning and Artificial Intelligence. The Information Systems Security and Assurance Management cluster was very productive during the 2018-2019 year, producing a total of 21 publications. Also, the work of CUE's Centre for Applied Artificial Intelligence was recently highlighted in the media. CUE is also leveraging existing partnerships with post-secondary institutions abroad to pursue projects with the potential for collaboration with industry and public-sector partners.

BMO Centre for Innovation and Applied Research (BMO-CIAR)

- The mission of the BMO Centre for Innovation and Applied Research's (BMO-CIAR) is to advance industry and community interests by building and strengthening connections between CUE and external partners to turn knowledge and ideas into solutions. The BMO-CIAR connects external stakeholders with multi-departmental research activities through project collaborations, research commercialization, and business incubation and acceleration services. Over the past year, BMO-CIAR has facilitated 10 Memoranda of Understanding (MOUs), nine non-disclosure agreements (NDAs), and connections with more than 30 industry and community players to discuss their research needs and customized training requirements. The BMO-CIAR is currently implementing a plan for the development of a business incubator and global business accelerator to serve the entrepreneurship needs of students, faculty, and the community. The business incubator and accelerator will be modeled after the tech parks of CUE's Brazilian partners. Following this model, the project will focus on community needs, work to attract industry partners from abroad to Edmonton, and create opportunities abroad for Edmonton-based companies.



- To date, the BMO-CIAR has been involved in more than 70 projects and initiatives, resulting in over \$12 million in faculty-led grant submissions, BMO-CIAR/CUE initiatives, and industry-applied research opportunities and projects. BMO-CIAR also assisted CUE faculty in securing \$185,500 in funding from public sources.
- BMO-CIAR organized interactive “lunch-and-learn” workshops on topics such as the basics of intellectual property, challenges for women entrepreneurs, and the Kaggle online data science community. The topics for these workshops are aligned with the current needs of CUE students, faculty, and staff, and thus, the workshops have been well-received by the CUE community in general. In Winter 2019, an average of 25 students attended each workshop. Speakers from local groups, such as Businesslink AB, Alberta Women Entrepreneurs, and the Canadian Intellectual Property Office, volunteered their time for these sessions.
- BMO-CIAR co-hosted the Indigenous industry summit along with Businesslink AB. The event was attended by more than 80 businesses and local service providers. Additionally, BMO-CIAR co-hosted the Discovery lab business pitch event, in which two CUE-based start-ups presented their business ideas to a panel of expert advisors and investors. Such events are important for CUE because they enable CUE to showcase its capabilities and resources. These events also promote CUE to innovation partners who are contributing to Edmonton’s diversifying economy.
- After consultation with industry and community partners, BMO-CIAR has developed several customized training programs. These programs have covered topics such as: design thinking; advanced hazard analysis of critical control points for environmental health officers; environmental health management; public health leadership; public health and vulnerable populations; strategic communications for public health professionals; and ethics for outreach and healthcare. With support from government grants, these workshops have been offered to CUE students and community members for free. In future years, BMO-CIAR plans to offer these workshops on an ongoing basis with a minimal commitment fee for cost recovery.
- BMO-CIAR organized the first three-minute business pitch competition for students to propose their business idea to a panel of expert advisors. The competition followed the model of Three Minute Thesis (3MT)[®] competition developed at the University of Queensland. All Alberta post-secondary students and recent graduates were eligible to participate. Participants submitted three-minute videos explaining their business ideas, the problems which they aimed to solve, and the potential impact of their ideas. Five applications were received, and two winners were sponsored to attend the Inventures 2019 event in Calgary.



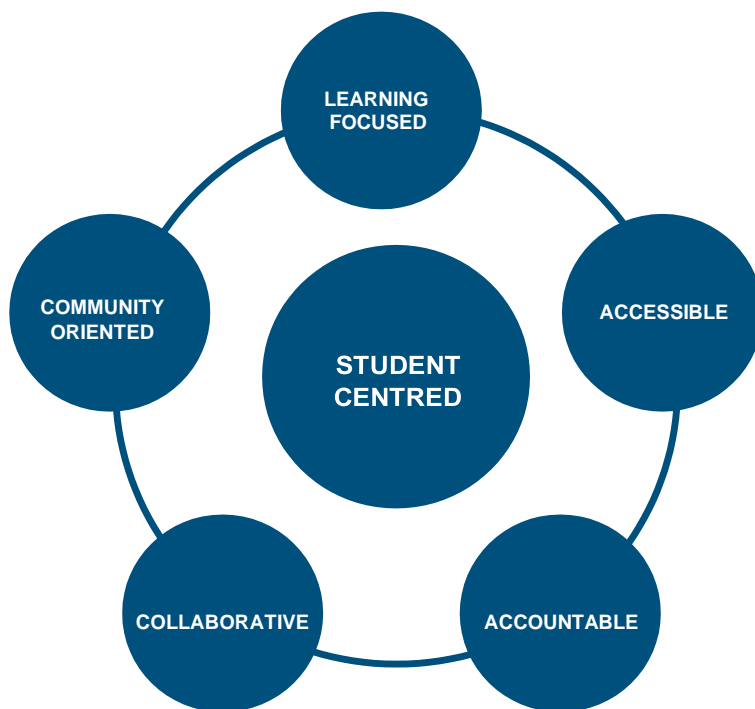


Student Success Centre

Regional Stewardship, Foundational Learning, Underrepresented Learning

CUE continues to offer services and implement initiatives that enhance learner outcomes and increase the efficiency and effectiveness of its programs and services. Highlighted below are many of the supports, services, and initiatives implemented at CUE to support personal and academic growth of students, and to provide a safe and enriching learning environment. These programs aim to support the diverse and particular needs of our student body, including those of Indigenous learners, students with disabilities, and students who may require foundational learning supports to help them succeed.

Many of these supports are delivered through CUE's Student Life and Learning Centre. The purpose of Student Life and Learning is to enhance the quality of the academic enterprise and the educational experience of students. In 2018-19, the Student Life and Learning strategic plan continued to guide 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 CUE. These values offer a framework for service providers to use in delivering programs and services to students, and they are the driving force for student services throughout the university. In 2018-19, Student Life and Learning also undertook its first administrative self-study, highlighting strengths and identifying areas for improvement.



The following outlines the Student Life and Learning team's activities in 2018-19 related to student learning, mental health, sexual violence prevention, and diversity and equity policies.

Academic Supports

- The Writing Centre provides writing and learning supports to students through one-on-one consultations. Tutoring services are in high demand, and a limited number of free tutoring sessions were provided to remove financial barriers for students seeking academic support.
- CUE is committed to providing support 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.
- The primary focus of the Retention Task Force was CUE's institutional commitment to promoting persistence among students and retaining students. The institutional retention plan was initiated in 2013-14, and during the 2018-19 academic year, the Retention Task Force continued to prioritize institutional efforts on retention.
- The student-directed and student-funded Supplemental Instruction program continued in 2018-19. Supplemental Instruction (SI) is a form of co-curricular academic assistance that provides support in high-risk courses, rather than to 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." Session leaders are trained under-graduate students who have successfully completed the course. Their role is to attend lectures, present the class with examples and questions relevant to class material and guide the class through effective problem-solving strategies while encouraging group collaboration and active learning. The goal is not for the leader to act as a tutor but rather to help students develop productive studying techniques that will maximize their academic success.
- 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 number of students working with LAS increased from 141 students in 2017-18 to 173 students in 2018-19. The number of students requiring separate space accommodation for exams continues to grow and presents space challenges. LAS processes continued to be streamlined to simplify requirements and steps for students and faculty.



- Since its August 2018 opening, the Indigenous Knowledge and Research Centre (IKRC) engaged more than 1,500 participants in more than 30 programs. The five Research Series sessions held in the IKRC saw an average of 20 participants, and regular feasts had an average of 28 participants. The Round Dance and Tea Dance Ceremonies had the highest attendance, with approximately 500 and 150 participants, respectively. Other events included sweat lodge ceremonies and sharing circles, with over 80 participants in attendance.
- The Concordia Commitment, launched in September 2018, had an initial intake of 18 students. The Concordia Commitment is a one-of-a-kind program in Alberta, and provides additional support throughout a student's program of studies to help them achieve academic and career success. If a student completes all requirements of the Concordia Commitment program, has a GPA of 2.3 at graduation, and does not secure career-related employment within six months of graduation, or move on to a professional program or graduate studies, then they are eligible to return to CUE for one year of undergraduate classes at no cost. Eleven students completed all year one program requirements and will move into year two of the program. In 2019-20, a new cohort of students will be accepted into year one. The inaugural Concordia Commitment Lecture was delivered by President Tim Loreman in October 2018.
- The Bounce Back Program, a one-year academic intervention program that supports undergraduate students who are required to withdraw to re-establish satisfactory academic standing, continued into its second year. Sixty-nine per cent of students in the Bounce Back 197 course, which is offered in the first term of the program, continued into the second term. Additionally, one hundred per cent of the students in the Bounce Back 198 course successfully completed the program and were eligible for re-admission into their respective degree programs.
- The Student Life and Learning Centre continues to improve CUE's Orientation and Welcome Week and the on-boarding of new students. Orientation includes faculty-student mixers to facilitate student connections on campus and to promote student retention.
- Counselling Services and Career Services delivered a wide variety of student workshops and presentations on topics such as exam anxiety, study skills, career planning, and resume and cover letter writing. Career Services prioritized student awareness of campus services, which resulted in increased opportunities to make connections 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.



Student Mental Health

- In 2015, the Mental Health Action Team (MHAT), comprised of students, faculty, staff, and alumni, was created to facilitate discussions and develop strategies to raise awareness of mental health issues and to support health and wellbeing. MHAT created CUE's mental health strategy, and oversees ongoing program efforts. The strategy has six key priorities: increased mental health awareness, identification of at-risk students, life-skills development, social network creation, adequate and accessible mental health services, and a supportive campus environment. Three ongoing initiatives are mental health first-aid training for staff and faculty, the peer support team, and a Movies for Mental Health event with short films created by CUE students.
- The President hosted the annual fundraising breakfast in May 2018 to raise funds for mental health initiatives planned for 2018-19. CUE gratefully received additional funds for mental health initiatives, and implemented five new priorities from the Mental Health Strategy. Additionally, CUE chaired the Edmonton Regional Post-Secondary Student Mental Health Committee.
- In this past academic year, five students with lived experience with mental health issues, were trained to support other students. In highlighting the power of peer support, one team member noted:

"I have learned that there are many roads to wellness, and the simplest, most insignificant thing can be a catalyst for change in someone. I have learned that I am NOT alone, and that there are others who are in my corner encouraging me to go on. I have also learned that by serving, by helping, by listening, that there is healing for me. It is kind of a selfish thing, but when you help others, you are in fact, helping yourself."

Sexual Violence Prevention

- A Sexual Violence Policy and Procedures was developed in 2016 to provide the framework for CUE's sexual violence reduction strategy. A three-fold strategy was initiated in the 2016-17 academic year. It consisted of: (1) consent education; (2) the Enhanced Assess, Acknowledge, Act (EAAA) Sexual Assault Resistance Education Program; and (3) the Bringing in the Bystander program, which is a sexual violence prevention program that teaches women and men how to intervene safely and effectively in cases of sexual violence. CUE is the first Canadian university to implement the EAAA. The Sexual Violence Policy and Procedures were updated in 2018, and approved by the Board of Governors.



Diversity and Equity

- A new Discrimination, Harassment, and Accommodation policy was approved by the Board of Governors in August 2018. This policy and related procedures align well with other existing policies, and demonstrate CUE's commitment to fostering a respectful environment for work, study and living that supports the dignity and equality of all members of the campus community.
- The "Concordia Talks" initiative continued from the previous year and aimed to raise awareness about topics such as mental health, addictions, domestic violence, sexual violence, Indigenous culture, and CUE's LGBTQ2S+ community. Concordia Talks events included the annual Consent Café, "Movies for Mental Health," Bell Let's Talk Day, and CUE's third annual Pride Day.
- Concordia's Behavioral Support and Intervention (BSIT) Team provided coordinated management of potentially endangering behaviors in the campus community. The team continued to implement protocols for engagement techniques and strategies, and track "red flags" to detect patterns, trends, and disturbances in individual or group behavior. The team deployed its own resources, as well as those in the broader community, and coordinated follow-ups.





International Days 2018

Internationalization

In the past year, CUE expanded supports for faculty, staff, and students to engage in international academic and research activities. This section details the outcomes and impact of new and on-going international engagement activities undertaken by CUE's Office of External Affairs and International Relations.

Places

CUE signed seven new international partnerships in 2018-19 and continued to maintain its pre-established relationships. The new partnerships are with institutions in Brazil, China, Czech Republic, India, Russia, and Spain. CUE also explored new industry connections with strategic partners in Brazil, China, Europe, and India. No partnerships were terminated this year, and CUE continues to work with almost 70 institutions in 25 countries.

New international partnerships were signed between CUE and the following post-secondary institutions:

- Donghua University in Shanghai, China
- Guangzhou University, China
- Maharaja Ranjit Singh Punjab Technical University in Bathinda, India
- Pontifical University of Salamanca in Salamanca, Spain
- The University of South Bohemia in Ceske Budejovice, Czech Republic
- Unochapeco in Santa Catarina, Brazil
- Ural Federal University, Russia

Countries with Signed Partnerships

Argentina	Czech republic	Germany	Macedonia	Portugal
Barbados	Denmark	Iceland	Mexico	Russia
Brazil	Dominican Republic	India	Netherlands	Spain
China	Finland	Italy	Norway	Switzerland
Colombia	France	Japan	Poland	United Kingdom



Academic and Research Collaboration

Three key areas for outreach established by CUE are Brazil, Europe and Asia. The following highlights CUE's accomplishments in those areas.

Brazil

- A new partnership was signed with the Unochapeco University, bringing the total number of partnerships with Brazilian universities to fifteen.
- CUE strengthened faculty-led study abroad to this region. Eleven students accompanied a professor to Brazil. In addition, two faculty members, one from the Faculty of Arts (Music) and one from the Faculty of Science (Math), went to teach as guests with partner universities in Brazil in 2019, and a professor from Psychology is also reaching out to a new Brazilian partner for cooperation in research, aiming for CAPES-Print funds from Brazil.
- In 2019, representatives from CUE's Centre for Innovation and Applied Research (BMO-CIAR) went to Brazil on a fact-finding mission with five south Brazilian partners, and first conversations toward international business acceleration are under way. A videoconference between CUE and Unilasalle was held to discuss next steps.
- CUE continued to promote and enhance participation at the federal Emerging Leaders in the Americas Program (ELAP). In the last year, CUE had approximately 50 applications to the ELAP program and successfully admitted eight students.

Europe

- CUE continued to deepen research and program cooperation with its 30 existing European institutional partners, and signed three new partnerships. The new partnerships were signed with the University of South Bohemia in the Czech Republic, Ural Federal University in Russia, and Pontifical University of Salamanca in Spain, bringing the total number of partnerships in the area to 33.
- CUE continued to develop European partnerships via the Erasmus+ program. The growing number of invitations from institutions in the region is evidence of the strong relationships that CUE has built with its European partners. For Erasmus+ students, this can result in a semester-long trip abroad, while for faculty and staff, it may allow them to travel for a week or longer to establish research connections and/or share best administrative practices with European colleagues.
- A special internship and study abroad partnership signed between CUE, University of Alberta, MacEwan University, NAIT and four universities in the German region, Ost Westphalen-Lippe (OWL) was commemorated. A signing ceremony was held on



April 18, 2018 in Edmonton with the German Ambassador to Canada and representatives from all members of the Edmonton consortium. The event launched with a panel discussion on “The Future of German-Canadian Research Cooperation.” In the upcoming year, CUE’s Vice President External and International will visit OWL to facilitate industry connections between these universities and CUE’s BMO-CIAR.

- CUE’s Faculty of Arts developed an International Dual Degrees Bachelor of Arts Program in French. This three-year program is being offered as a 2+1 agreement which allows students to begin their first two years of study at CUE and complete their last year of study at Université Bretagne Sud (UBS) in France. Upon successful program completion, students receive degrees from both universities, a Bachelor in Arts/French and a License en Lettres Modernes from UBS. CUE is also exploring the creation of additional dual degrees programs in Arts, Management, and Science.

Asia

- CUE maintained its 11 existing partnerships with Asian institutions, which include six in China, three in Japan, and two in India. In 2018-19, three additional partnerships were signed. CUE established new agreements with Donghua University and Guangzhou University in China, and with Maharaja Ranjit Singh Punjab Technical University in India, bringing the total number of partnerships in the area to 14.
- CUE’s Office of Extension and Culture had a busy and successful year. CUE’s Centre for Chinese Studies (CCS) was very involved in promoting academic and research connections with international partners. The CCS hosted a visiting scholar and a visiting instructor, and helped to organize more than a dozen academic presentations, given both at partner institutions by CUE scholars and at CUE by visiting scholars.
- CUE’s Centre for Chinese Studies (CCS) worked with the Faculty of Management to promote and launch an International Dual Degrees Program in Management. This program allows students to take their first- and fourth-year courses at Concordia University of Edmonton, and their second- and third-year courses at Beijing Foreign Studies University (BFSU); upon program completion, students receive a Bachelor of Management from each university. The program is the first of its kind in Canada.
- Additionally, each summer the Centre for Chinese Studies works with the Faculty of Education, Faculty of Arts, Faculty of Science, and Faculty of Management to offer credited courses to Chinese students from CUE’s partner universities. The purpose of the program is for visiting Chinese students and local CUE students to experience higher education in an international setting, where they may take a variety of undergraduate courses, and experience social and cultural life in Alberta. In 2018,



33 students participated in the six-week program. This program is expected to grow in future years.

Education and Study Abroad

Over the past year, CUE implemented a new awareness strategy and initiated a social media campaign. CUE also held a number of international events on campus to raise awareness of international study abroad opportunities. These events also enabled CUE students to meet the International Office team. The events included CUE's Intercultural Days 2019 (which had the largest attendance to date from the heritage associations) and a series of ethnic festivals for the CUE community, including Holi, Chinese New Year, and Diwali.

CUE offers more than 35 options for student exchange on three continents. In the past year, CUE helped six students go abroad to study at post-secondary institutions in Poland, Spain, and the United Kingdom. At the same time, CUE welcomed 34 in-bound exchange students in Fall 2018 and 25 more in Winter 2019, with the majority coming from Brazil, France, Germany, and the United Kingdom. As a result of the increasing number of in-bound exchange students relative to those going abroad, CUE did not improve the exchange student ratio as hoped. The International office will continue to identify strategies and supports to help increase the number of study abroad opportunities available to CUE students.

Internationalization of Curriculum

CUE fosters intercultural understanding through its international exchange programs, language programs, and wide array of cultural events. CUE strives to further cultivate intercultural competence by integrating international components into CUE curricula and programs. Achievements made over the past year toward this goal include:

- The delivery of a brand new course, Demography of China (SOC 290), offered through the Faculty of Arts. This course provides students with an understanding of contemporary Chinese society, as well as the social, political, and economic processes that have led to China's transformation into a global power. It was first offered in the Fall 2018 term.
- The signing of a Memorandum of Understanding between CUE's Centre for Chinese Studies (CCS) and Edmonton Public Schools' Institute for Innovation in Second Language Education (IISLE). This MOU strengthens collaboration between Edmonton Public Schools and CUE's CCS in promoting and developing excellence in Chinese language education, including professional learning for language educators in Chinese linguistics, assessment, pedagogy, and leadership.



Internationalization is also embedded in the new institution-wide learning outcomes articulated in CUE's 2018-2023 Academic Plan:

"Concordia University of Edmonton is a community of learners engaged in a process of continuous and mutually supportive learning that recognizes the importance of academic knowledge, information literacy, engagement with Indigenous peoples and perspectives, international awareness, and wellness."

While the new academic plan lays out broad-based institutional benchmarks, it was designed to support implementation "from the bottom up," rather than in a top-down manner, and evolve on an annual basis, with each unit establishing and carrying out their own implementation plans. Two "internationalization" goals identified as part of the first round of plan implementation were the delivery of training sessions regarding cross-cultural communication in the classroom and the offering of an online AFS Global Competency Certificate Program to faculty, staff, and students. As unit-level plans evolve, CUE expects more goals and targets regarding global competence to be set.





**Allan Wachowich Centre
for Science, Research, and Innovation**

Capital Plan

As an Independent Academic Institution, CUE is not eligible for capital grants from the Government of Alberta. Funding sources for CUE's capital expansion and capital maintenance come from operations, investment income, Government of Canada grants, and generous donors.

Increased student enrolment has created capacity issues, resulting in a need for more faculty, staff, classrooms, labs, and research space. Most capital expenditures are related to normal upgrades, improvements, and renovations to meet the needs of a growing university and to maintain the aging CUE facility.

Construction of the new \$16.3 million Allan Wachowich Centre began in January 2017 and was completed in October 2018. The facility supports a number of new research initiatives at CUE and is supported by a Federal Government Strategic Initiatives Fund (SIF) grant for \$6.7 million. CUE must cover the remaining portion of the building cost with residual reserves, bank financing, and fund-raising.

CUE anticipates the need to build a new student residence, either on the property that CUE owns along 112 Avenue, or on the Northlands site north of the CUE campus. Further planning and construction has been postponed until funding for the residence is secured.

Budgeted capital expenditures for the 2019-2020 year and forecasted capital expenditures for the following two years are detailed in the table below.

Capital Expenditures	Budget 2020	Forecast 2021	Forecast 2022
Capital upgrades and maintenance	\$830,000	\$200,700	\$200,700
Renovations	\$500,000	\$32,000	\$32,000
Equipment	\$328,221	\$582,720	\$582,720
Total capital expenditures	\$1,658,221	\$815,420	\$815,420

The schedule above does not include the new residence building.





A Masters of Information Security class

Information Technology

Information technology plays an increasingly important role at CUE. The institution continues to look for ways to maintain and improve critical infrastructure, improve process automation and workflow management, and enhance supports and self-service opportunities for our students.

In 2018-19, CUE's Information Technology team undertook a number of projects and obtained a variety of resources to support CUE's operations, including:

- An expanded online course selection system, which includes graduate programs and extension offerings.
- An enhanced single sign-on service with multi-factor authentication options to enhance security.
- Significant upgrades to campus WiFi infrastructure to accommodate increased student demand for wireless services and bandwidth.
- The implementation of network infrastructure to support the Allan Wachowich Centre for Science, Research, and Innovation.
- The replacement of CUE's core hypervisor cluster, which expands the university's capacity to host workloads in on-campus virtual servers.
- The re-architecture of CUE's campus storage network to increase flexibility and performance.
- Extensive upgrades to campus computing labs and in-class presentation equipment.

Appendix A: Audited Financial Statements





Independent auditor's report

To the Board of Governors of Concordia University of Edmonton

Our opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Concordia University of Edmonton (the University) as at March 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

What we have audited

The University's financial statements comprise:

- the statement of financial position as at March 31, 2019;
 - the statement of operations for the year then ended;
 - the statement of changes in net assets for the year then ended;
 - the statement of cash flows for the year then ended; and
 - the notes to the financial statements, which include a summary of significant accounting policies.
-

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

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

Independence

We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Responsibilities of management and those charged with governance for the financial statements

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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



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

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Edmonton, Alberta
August 23, 2019

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Financial Position

As at March 31,

	2019	2018
	\$	\$
Assets		
Current		
Cash and cash equivalents	12,496,833	2,508,661
Investments (Note 3)	4,520,488	5,084,007
Accounts receivable	917,948	810,304
Bookstore inventory	173,993	165,683
Prepaid expenses	333,926	346,222
	18,443,188	8,914,877
Long Term		
Employee future benefits (Note 13)	-	2,148,200
Capital assets (Note 4)	36,015,887	33,858,095
Total Assets	54,459,075	44,921,172
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 6)	2,507,111	3,632,779
Deferred revenue (Note 7)	6,275,365	4,142,074
Specially designated funds (Note 8)	611,085	598,362
Demand loans (Note 9)	563,566	3,001,825
Current portion of term loan (Note 10)	436,671	5,913,512
	10,393,798	17,288,552
Long Term		
Term loan (Note 10)	10,532,893	-
Unamortized deferred capital contributions (Note 12)	11,495,156	7,371,528
Employee future benefits (Note 13)	2,156,900	1,731,000
Total Liabilities	34,578,747	26,391,080
Net Assets		
Endowments	873,291	872,218
Internally restricted net assets	834,242	908,766
Invested in capital assets	12,987,601	17,571,230
Unrestricted net assets	5,185,194	(822,122)
Net Assets	19,880,328	18,530,092
Total Liabilities and Net Assets	54,459,075	44,921,172

Approved by:

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Operations

Years ended March 31,

	2019	2018
	\$	\$
Revenue		
Gifts and grants		
Government of Alberta grants (Note 7)	13,436,538	12,845,773
Government of Canada grants (Note 7)	62,781	42,926
Designated fees, gifts, and grants	117,133	116,888
Amortization of deferred capital contributions (Note 12)	392,779	299,209
	14,009,231	13,304,796
Student tuition and fees, and other revenue		
Student tuition and fees (Note 7)	18,832,255	16,094,881
Auxiliary enterprises and activities (Schedule 1)	2,239,611	2,183,199
Student activities	177,166	146,701
Investment income (Note 3)	379,844	190,035
Extension and culture	81,467	15,919
Gain on disposal of capital assets	-	2,500
Other	209,347	198,074
	21,919,690	18,831,309
Total revenue	35,928,921	32,136,105
Expenses		
Academic programs (Schedule 2)	13,822,691	13,267,336
Support programs (Schedule 2)	12,863,079	13,180,146
Research	71,928	70,338
Auxiliary enterprises and activities (Schedule 1)	1,425,373	1,461,737
Student financial aid	743,572	739,800
Extension and culture	236,063	188,518
Interest on long term liabilities	443,147	212,248
Total expenses	29,605,853	29,120,123
Excess of revenue over expenses from operations before the undernoted	6,323,068	3,015,982
Amortization of capital assets	1,564,004	1,291,490
Excess of revenue over expenses	4,759,064	1,724,492

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Changes in Net Assets

	Net Assets Available for Operations \$	Invested in Capital Assets \$	Internally Restricted \$	Endowments \$	Total Net Assets March 31, 2019 \$	Total Net Assets March 31, 2018 \$
Net assets, beginning of year	(822,122)	17,571,230	908,766	872,218	18,530,092	16,791,545
Excess (deficiency) of revenue over expenses	5,930,289	(1,171,225)	-	-	4,759,064	1,724,492
Employee future benefits re-measurements (Note 13)	(3,409,901)	-	-	-	(3,409,901)	(14,400)
Endowment contributions	-	-	-	1,073	1,073	28,455
Transfers						
For internally restricted purposes	74,524	-	(74,524)	-	-	-
For capital additions	(3,721,796)	3,721,796	-	-	-	-
Capital contributions (Note 11)	4,516,407	(4,516,407)	-	-	-	-
Advance on demand loan	3,242,991	(3,242,991)	-	-	-	-
Repayment of loans	(625,198)	625,198	-	-	-	-
Net assets, end of year	5,185,194	12,987,601	834,242	873,291	19,880,328	18,530,092

CONCORDIA UNIVERSITY OF EDMONTON

Statement of Cash Flows

Years ended March 31,

	2019	2018
	\$	\$
Net inflow (outflow) of cash related to the following activities		
Operating		
Excess of revenue over expenses	4,759,064	1,724,492
Items not involving cash:		
Employee future benefits	(835,801)	(964,000)
Amortization of capital assets	1,564,004	1,291,490
Gain on disposal of capital assets	-	(2,500)
Amortization of deferred capital contributions	(392,779)	(299,209)
Unrealized gain in value of investments	(251,362)	(200,595)
	4,843,126	1,549,678
Change in non-cash working capital:		
Increase in accounts receivable	(107,644)	(100,497)
(Increase)/decrease in bookstore inventory	(8,310)	9,239
Decrease/(increase) in prepaid expenses	12,296	(2,520)
(Decrease)/increase in accounts payable and accrued liabilities	(1,125,668)	1,966,025
Increase in deferred revenue	2,133,291	84,258
Increase in specially designated funds	12,723	131,627
	5,759,814	3,637,810
Investing		
Proceeds from sale of investments	814,881	3,026,922
Capital assets purchased	(3,721,796)	(12,060,914)
Proceeds from disposal of capital assets	-	40,506
	(2,906,915)	(8,993,486)
Financing		
Increase in deferred capital contributions	4,516,407	2,671,876
Endowment contributions	1,073	28,455
Repayment of demand loans	(181,250)	(181,250)
Advance on demand loan	-	2,257,009
Advance on term loan	3,242,991	-
Repayment of term loan	(443,948)	(335,762)
	7,135,273	4,440,328
Increase/(decrease) in cash and cash equivalents	9,988,172	(915,348)
Cash and cash equivalents, beginning of year	2,508,661	3,424,009
Cash and cash equivalents, end of year	12,496,833	2,508,661

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2019

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, 2019

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.

(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.

CONCORDIA UNIVERSITY OF EDMONTON

Notes to the Financial Statements

Year Ended March 31, 2019

2. SUMMARY OF ACCOUNTING POLICIES (continued)

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 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.

(l) Accounting standards issued but not yet adopted

Section 4433, Tangible Capital Assets held by Not-for-Profit Organizations (NPOs) will replace Section 4431, Tangible Capital Assets held by NPOs, requiring the application of Sections 3061, Property, Plant and Equipment and 3110, Asset Retirement Obligations in Part II of the CPA Canada Handbook for tangible capital assets held by NPOs. Section 4433 provides guidance on contributed assets and write-downs of assets and requires disclosures related to impairments of tangible assets in accordance with Section 3063, Impairment of Long Lived Assets in Part II. Section 4433 is effective for years beginning on/after January 1,

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2019

2. SUMMARY OF ACCOUNTING POLICIES (continued)

(a) Accounting standards issued but not yet adopted (continued)

2019. The University is in the process of evaluating the impact Section 4433 may have on the financial statements.

3. INVESTMENTS

The University has a managed portfolio with holdings of 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, 2019	March 31, 2018
	\$	\$
Interest bearing deposits	48,992	1,322,544
Pooled funds	3,060,863	2,871,237
Foreign equities	82,740	72,660
Domestic equities	516,911	296,006
Bonds and preferred shares with average stated yields of approximately 3.6% (2018 – 3.5%)	810,982	521,560
	<u>4,520,488</u>	<u>5,084,007</u>

Investment income is comprised of the following:

	March 31, 2019	March 31, 2018
	\$	\$
Interest and dividends	164,217	97,147
Unrealized gain in value of investments	251,362	200,595
Realized gain/(loss) on sale of investments	238	(12)
Transaction costs and administration fees	(35,973)	(41,180)
Deferred for designated purposes (Note 7)	-	(66,515)
	<u>379,844</u>	<u>190,035</u>

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value	
			March 31, 2019	March 31, 2018
	\$	\$	\$	\$
Land	2,242,248	-	2,242,248	2,242,248
Buildings	42,786,411	11,858,337	30,928,074	17,002,093
Construction in progress	-	-	-	12,524,856
Equipment	5,543,534	3,140,074	2,403,460	1,469,253
Improvements other than buildings	690,840	521,106	169,734	244,870
Library resources	1,017,183	781,388	235,795	322,135
Vehicles	53,479	16,903	36,576	52,640
	<u>52,333,695</u>	<u>16,317,808</u>	<u>36,015,887</u>	<u>33,858,095</u>

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2019

5. BANK INDEBTEDNESS

The University has approval for a revolving line of credit to a maximum of \$2,500,000 (2018: \$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, 2019.

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	March 31, 2019	March 31, 2018
	\$	\$
Accrued vacation and administrative leave payable	1,594,685	1,301,709
Accrued salaries payable	10,553	7,688
Trade payables and accrued liabilities	874,860	2,296,719
Government remittances payable	27,013	26,663
	<u>2,507,111</u>	<u>3,632,779</u>

7. DEFERRED REVENUE

	March 31, 2018	Receipts	Revenue recognized	March 31, 2019
	\$	\$	\$	\$
Tuition and fees	2,642,810	20,511,599	18,832,255	4,322,154
Scholarships and bursaries	1,169,935	181,444	144,927	1,206,452
Government of Alberta grants	60,000	13,844,391	13,436,538	467,853
Government of Canada grants	38,590	56,045	62,781	31,854
Other income	164,224	112,428	29,600	247,052
Deferred investment income (Note 3)	66,515	-	66,515	-
	<u>4,142,074</u>	<u>34,705,907</u>	<u>32,572,616</u>	<u>6,275,365</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 \$611,085 (2018: \$598,362) that have been placed with the University for specific purposes that are not part of the operations of the University.

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2019

9. DEMAND LOANS

	March 31, 2019	March 31, 2018
	\$	\$
Demand loan #1 non-revolving at bank prime rate plus 0.5%, payable in monthly installments of \$12,500 plus interest, amortized over 10 years.	150,000	300,000
Demand loan #2 non-revolving at bank prime rate plus 0.5% payable in monthly installments of \$2,604 plus interest amortized over 20 years.	413,566	444,816
Demand loan #3 non-revolving at bank prime rate plus 0.75%, interest payable monthly. Converted into a fixed rate term loan (note 10)	-	2,257,009
	563,566	3,001,825

Demand loan #1 and #2 may be converted to fixed rate term loans at any time for terms of 1 to 10 years. If a fixed rate term is selected, no prepayments will be permitted.

Security for the demand loans is described in note 10.

Combined outstanding principal payments for demand loan #1 and #2 are scheduled as follows:

2020	\$ 181,250
2021	31,250
2022	31,250
2023	31,250
2024	31,250
Thereafter	257,316
	\$ 563,566

In addition to these demand loans, the University obtained two additional demand credit facilities. The University has not yet accessed funding through any of these credit facilities as at March 31, 2019. 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.

\$1,000,000 demand loan, re-advanceable, at a rate of prime plus 0.50% to assist with ongoing capital expenditures.

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2019

10. TERM LOAN

	March 31, 2019	March 31, 2018
	\$	\$
3.59% fixed rate term loan, maturing on July 31, 2028 and is payable in blended instalments of \$44,389. The loan is amortized over 25 years.	5,567,010	5,913,512
3.90% fixed rate term loan, maturing on October 31, 2028 and is payable in blended installments of \$25,687. The loan is amortized over 30 years.	5,402,554	-
	<u>10,969,564</u>	<u>5,913,512</u>
Less: Current portion	(436,671)	(5,913,512)
	<u><u>10,532,893</u></u>	<u><u>-</u></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 \$17,000,000 over the property described as Concordia University of Edmonton.

Outstanding principal payments are scheduled as follows:

2020	\$	436,671
2021		454,273
2022		470,798
2023		488,325
2024		505,697
Thereafter		<u>8,613,800</u>
	\$	<u><u>10,969,564</u></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, 2019	March 31, 2018
	\$	\$
Balance, beginning of year	-	-
Grants and donations received	4,516,407	2,671,876
Transfer to unamortized deferred capital contributions (Note 12)	(4,516,407)	(2,671,876)
Balance, end of year	<u><u>-</u></u>	<u><u>-</u></u>

CONCORDIA UNIVERSITY OF EDMONTON
Notes to the Financial Statements
Year Ended March 31, 2019

12. UNAMORTIZED DEFERRED CAPITAL CONTRIBUTIONS

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

	March 31, 2019	March 31, 2018
	\$	\$
Balance, beginning of year	7,371,528	4,998,861
Deferred capital contributions (Note 11)	4,561,407	2,671,876
Amortization to revenue	(392,779)	(299,209)
Balance, end of year	<u>11,495,156</u>	<u>7,371,528</u>

13. EMPLOYEE FUTURE BENEFITS

a. Employee future benefit asset	March 31, 2019	March 31, 2018
	\$	\$
Fair value of plan assets	-	35,105,000
Accrued benefit obligation	-	32,956,800
Plan surplus	-	<u>2,148,200</u>
b. Employee future benefit liability	March 31, 2019	March 31, 2018
	\$	\$
Accrued benefit obligation	36,284,200	-
Fair value of plan assets	35,796,300	-
Plan deficit	487,900	-
Post-retirement benefit plan	1,669,000	1,731,000
	<u>2,156,900</u>	<u>1,731,000</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 December 31, 2017.

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 2019 fiscal year total employer contributions to the retirement plans were \$736,700 (2018: \$951,500). Current service and finance income of \$16,100 (2018: \$67,500 expense) have been recognized in income and re-measurement losses of \$3,409,901 have been recognized in net assets (2018: \$14,400 gains).

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 2019 was \$766,654 (2018: \$742,998).

14. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted for the current year.

CONCORDIA UNIVERSITY OF EDMONTON
Schedule of Auxiliary Enterprises and Activities
Years ended March 31

	2019	2018
	\$	\$
Revenue		
University stores	1,003,193	989,907
Food services	26,858	50,647
Student housing	395,391	413,808
Conventions and other	814,169	728,837
	<u>2,239,611</u>	<u>2,183,199</u>
Expenses		
University stores	929,473	906,215
Food services	46,121	38,389
Student housing	207,851	215,880
Conventions and other	241,928	301,253
	<u>1,425,373</u>	<u>1,461,737</u>
Net revenue	<u>814,238</u>	<u>721,462</u>
Net revenue (expenses)		
University stores	73,720	83,692
Food services	(19,263)	12,258
Student housing	187,540	197,928
Conventions and other	572,241	427,584
	<u>814,238</u>	<u>721,462</u>

CONCORDIA UNIVERSITY OF EDMONTON

Schedule of Expenses by Department

Years ended March 31,

	2019	2018
	\$	\$
<i>Academic programs</i>		
Management and professional education	2,506,117	2,555,633
Natural science and public health	2,798,662	2,510,366
Arts, social science and religious studies	5,313,397	5,074,075
Education	1,541,468	1,353,951
	<u>12,159,644</u>	<u>11,494,025</u>
Academic services	1,663,047	1,773,311
	<u>13,822,691</u>	<u>13,267,336</u>
<i>Support programs</i>		
Facility maintenance	2,655,817	2,528,043
Institutional support	2,198,990	2,584,523
Student services	2,496,897	2,467,043
Library and archives	1,214,052	1,186,900
General administration	3,182,107	3,279,989
Student activities	1,115,216	1,133,648
	<u>12,863,079</u>	<u>13,180,146</u>

CONCORDIA UNIVERSITY OF EDMONTON
Schedule of Revenue and Expenses by Object
Years ended March 31,

<i>Revenue</i>	2019	2018
	\$	\$
Revenue from Government of Alberta		
General operating grant	13,037,708	12,845,773
Other grants	398,830	-
Total Government of Alberta operating funding	13,436,538	12,845,773
Government of Canada Grants	62,781	42,926
	13,499,319	12,888,699
Student sources of revenue		
Tuition for accredited courses	15,230,940	13,373,306
Foreign student differential fees	1,459,714	864,123
Miscellaneous fees and student charges	2,108,819	1,825,907
Total tuition and fees for accredited programs	18,799,473	16,063,336
Tuition and fees for non-accredited programs	32,782	31,545
	18,832,255	16,094,881
Other grants, donations, and fundraising	117,133	116,888
Sale of goods and services (Schedule 1)	2,239,611	2,183,199
Investment income (Note 3)	379,844	190,035
Gain on disposal of capital assets	-	2,500
Other revenue	467,980	360,694
Amortization of deferred capital contributions (Note 12)	392,779	299,209
Total revenue	35,928,921	32,136,105
Expenses		
Salary and wages		
Salaries and wages	19,139,669	18,545,908
Employee benefits	2,588,213	3,091,535
	21,727,882	21,637,443
Utilities		
Gas	213,017	220,217
Electricity	413,835	352,284
Other	112,967	95,290
	739,819	667,791
Maintenance	192,108	241,609
Property tax	26,976	25,504
Supplies and services	4,898,477	4,730,260
Scholarships and bursaries	743,572	739,800
Cost of goods sold	833,872	865,468
Interest	443,147	212,248
Amortization of capital assets	1,564,004	1,291,490
Total expenses	31,169,857	30,411,613
Net Surplus	4,759,064	1,724,492

