



ANNUAL REPORT

2017-18



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October 31, 2018

The Honourable Marlin Schmidt
Minister of Advanced Education
402 Legislature Building
10800 – 97 Avenue
Edmonton, AB T5K 2B6

Dear Minister Schmidt:

Burman University presents the 2017-2018 annual report indicating how the institution has met its responsibilities along with challenges during the past academic year. We are privileged to be a partner in the post-secondary sector providing quality education, not only for Alberta students, but also for those coming to the University from across Canada as well as around the world. The mission of educating students to think with discernment, to believe with insight and commitment and to act with confidence, compassion, and competence continues to inform all campus planning and activity.

As Chair of the Board of Trustees of Burman University, I am pleased to present the 2017-2018 Annual Report and to confirm the following statement:

Burman University's Annual Report for the year ended April 30, 2017, was prepared under the Board's direction in accordance with ministerial guidelines. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this report.

Sincerely,

Mark Johnson
Chair, Board of Trustees
Burman University

October 31, 2018

The Honourable Marlin Schmidt
Minister of Advanced Education
402 Legislature Building
10800 – 97 Avenue
Edmonton, AB T5K 2B6

Dear Minister Schmidt:

Burman University's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report including the financial statements, performance results, and supporting management information.

Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Annual Report is prepared in accordance with Ministerial guidelines.

Sincerely,

Loren Agrey
President
Burman University

During the 2017-2018 academic year, faculty, staff, students, administration along with the board and other external constituencies, focused on developing a strategic plan for the next five years. The plan was presented to the board at the April 2018 year with implementation for the beginning of the 2018-2019 academic year. The plan has five major areas of focus – students, employees, academics, finances and community. With full campus-wide conversations with all groups, the plan projects the strategic initiatives in these areas along with priority initiatives, expected outcomes and performance measures clearly articulated to set a path forward. Along with the institutional strategic plan, an annual plan for the 2018-2019 was prepared to guide the university through the year. As well, each department worked on an implementation plan to ensure that the goals and priority initiatives are being met.

Enrolment has remained steady for the last few years. The current numbers are 454 students from all across Canada, the United States and other countries around the world. We are pleased to note that the retention rates year-over-year are very strong. There are continued efforts to further market Burman University and recruit more students, as our goal is to reach 500 FTE which, if held for three years will allow Burman University to apply for membership to Universities Canada. The importance of this is that this membership will allow the university to have open access to funding from the Tri-Council funding programs.

As mentioned above, one of the primary goals of the university is to serve our community. Programs in a variety of areas invited our local community to participate in meaningful ways on campus. The Herr Lecture Series continues to attract top names from government, the UN or NGO's, who come to Lacombe and present on topics that are timely and meaningful to the listeners. This past year, one of the presenters was foremost Canadian military historian Gwynne Dyer, with a lecture on how we can move forward in the new reality of a Trump presidency in the United States. As well, the Sunday at Four series continues to attract top classical and folk music groups to Central Alberta. A variety of other courses and lectures also take place throughout the year such as fitness classes for seniors, a business lecture series and music programs performed by the students.

The following report will outline how strategic initiatives are being accomplished for the benefit of students, the institution, as well as the community of Lacombe and its surrounding areas. The report provides further information on academic successes and financial stability as well. The university's mission statement to "educate students to think with discernment, believe with insight and commitment and to act with confidence, compassion and competence" is truly being accomplished on a daily basis on the campus of Burman University.



Burman University received no disclosures under the Public Interest Disclosure Act for the fiscal year May 1st, 2017 to April 30, 2018.

Core Programs

The core academic programs at Burman University are offered within two academic units: the Faculty of Arts and Social Sciences and the Faculty of Science. Following is a list of degree program options that are offered at Burman University.

Faculty of Arts and Social Sciences

Bachelor of Arts (Four-Year Degrees)

- Adventure Based Counselling
- Behavioural Science
- English
- International Studies
- Music
- Religious Studies

Bachelor of Arts (Three-Year Degrees)

- Adventure Based Counselling
- Business Administration
- English
- General Studies
- History
- International Health and Wilderness Studies
- Music
- Outward Pursuits
- Religious Studies

Bachelor of Business Administration (Four-Year Degree)

- Accounting track
- Human Resource Management track
- International Business track
- Management track

Bachelor of Education (Four-Year Degrees)

- Elementary Education
- Secondary Education
 - Biology specialization
 - Business specialization
 - English specialization
 - Mathematics specialization
 - Music specialization
 - Religious Studies specialization
 - Social Studies specialization

Bachelor of Education After-Degree (Two-Year)

Elementary

Secondary

Bachelor of Music (Four-Year Degree)

Performance

Faculty of Science

Bachelor of Science (Four-Year Degree)

Biology

General track

Bio-Medical track

Environmental track

Psychology

Wellness

Bachelor of Science (Three-Year Degree)

Biology

General Studies

Psychology

Wellness

This academic year saw a stabilized enrolment with a less than 1% decrease in headcount but a less than 1% increase in FTE. This was primarily due to a notable increase in retention rate (81% overall retention rate, 73% first year retention rate). The end of the previous reporting period saw a decrease in graduation class size also accounting for this plateau in enrolment decline. See Appendix A for enrolment and retention statistics.

This reporting period was the first year with a new president, Dr. Loren Agrey. Dr. Agrey previously served on the Burman University campus as the Academic Vice-President. Before taking the role as president, Dr. Agrey served as the president at Asia Pacific International University in Thailand and Academic Dean at Kettering College in Dayton, Ohio. One of Dr. Agrey's first projects as president was to pursue the revision of the strategic planning. This undertaking resulted in a new strategic planning framework.

Dr. Shirley Freed was hired as Professor of Education. Dr. Freed has a long established career as an educator and an impressive history of research. She was hired to chair the department and provide guidance to help bolster the research output of the department. Her first year of chairing the department has resulted in a significant increase in scholarly activity and a significant increase in overall course evaluation scores from students. Dr. Chloe Weir was hired for the education department as an

Assistant Professor of Education. During the reporting period, Dr. Weir defended her doctoral thesis from Western University in Ontario. In the Biology department, Dr. Sandra Acquah joined the faculty teaching courses in Anatomy, Physiology, Heredity, and Vertebrate and Invertebrate Biology. Dr. Acquah taught at several universities and community colleges in the Washington, DC area. Dr. Isaac Darko was contracted last year to cover a parental leave. At the end of the reporting period, the office of Academic Administration was looking towards finding Dr. Darko a permanent position within the faculty. Dr. Darko subsequently joined the School of Education. Dr. Darko completed his PhD from the Ontario Institute for Studies in Education (OISE) at the University of Toronto. Rounding out the new faculty hires during this reporting period, Dr. Alison Kilgannon was hired to join the Music Department. Dr. Kilgannon's background is in piano performance and recently graduated with her DMus from the University of Montreal. This year's new hires will contribute to the scholarly activity output of their departments and will support the University's goals towards greater research output among our faculty.

The last academic year saw several community outreach initiatives. The fourth season of the Herr Lecture Series was very successful. The first lecture featured Gwynne Dyer: author, historian, and journalist. Other lectures this season featured Dr. David Goa, professor of political science at the University of Alberta and Alex Neve, secretary general for Amnesty International Canada. These lectures continue to be an opportunity to engage our student, faculty, staff, and the local community in thoughtful dialogue about a variety of topics under the umbrella of humanities.

The Wellness and Business departments have also introduced lecture series on community outreach. These series bring in highly qualified speakers from the local community to present on a range of topics with the aim of sharing with the community at large.

The reporting period saw the renovation of the basement of the main administration building. Severe hail damage to North Hall resulted in the need to tear down that building, leaving several departments homeless. One department was the Student Success Centre: the department that provides counselling, tutoring, career coaching, and other essential student services. The renovation of the main administration building gave this department a new home, providing more testing space, a full reception area, and additional offices for more staff if needed. The renovations were completed thanks to a generous donation from Dr. & Mrs. Elmar & Darilee Sakala, alumni and long time supporters of Burman University. Continued plans for the Sakala Student Success Centre include renovations outside the main administration building to make the building wheelchair accessible.

Accessibility continues to be a top priority for campus capital projects. The campus was established over 100 years ago, on a hilltop, and without regard for accessibility

for those with physical disabilities. As buildings and spaces require renovations, accessibility is the first and most important consideration as we endeavor to make the campus accessible to all.

Burman's faculty and staff are aging and each year comes with a handful of retirements to replace. The end of this reporting period saw 6 faculty and staff retirements, accounting for roughly 5% of the campus workforce. It is expected that this trend will continue as many employees reach retirement age. This continues to present opportunities to reduce the institution's workforce without resorting to involuntarily layoffs. Coping with issues of employee satisfaction and workload during a time of reduction while concurrently planning for retirements and successions within the context of a very competitive labour market creates a negative environmental factor that administration has dealt with and must continue to deal with for the next ten years.

Burman University's most cherished positive environmental factor continues to be the good character, incredible talent and academic achievement of its students. Student behavior and academic achievement during the 2017-18 academic year were outstanding. The percentage of Burman University students involved in regular community service is above the national average. Student leadership in campus life and their involvement in nearly every governance committee are ongoing positive environmental factors.



GOALS, PRIORITY OUTCOMES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
Goals					
G1:	Increase Enrolment to a stable minimum of 500 FTE students.	September 30, 2020	Ongoing	There has been decreasing enrolments over the past 4 years. This decrease is finally plateauing as the graduating class sizes shrink and retention increases. The amount of students recruited from Central Alberta public high schools has steadily increased over the past 3 years. It is anticipated that these numbers will continue climbing as concerted recruitment efforts are targeted to the local area.	September 30, 2022
G2:	Develop greater awareness and ownership of Burman University among its various constituent groups.	May 30, 2020	Ongoing	The Herr Lecture series continues to be an opportunity to engage our students, faculty, staff, and various constituency groups on issues such as social justice. The Community Wellness Initiative has been providing the community with public health (physical, mental and emotional), nutrition and lifestyle lectures and seminars. The Business Speaker Series engages local business professionals to speak on topics a variety of business related topics.	May 30, 2020
G3:	Increase enrolment of First Nations students, and improve policies and understanding of First Nations issues in line with the Truth and Reconciliation Recommendations	Ongoing	Ongoing	An FNMI program director was hired. Her roles on campus include educating faculty, staff, and students of First Nations issues and supporting Indigenous students.	Ongoing
G4:	Fully remodel and expand the library.	August 15, 2020	Ongoing	Camdon Construction has completed and exhibited to Campus of the Future Committee architectural plans and drawings for a remodeled and expanded library. The Advancement Office is actively fundraising and has cash and pledges for about 1/3 of the expansion cost.	August 15, 2022
G5:	Develop a comprehensive student mental health strategy	August 15, 2018	Completed	Burman University applied and received government funding for the Student Mental Health Strategy. A mental health coordinator was hired. Their first major task was the development of a comprehensive student mental health and sexual violence strategy.	Completed
G6:	Develop a resilient financial base for campus operations.	April 30, 2020	Ongoing	During the reporting period, a major section of the main administration building was renovated. We were able to implement strategies to save on heating and energy costs. Departments continue to become more efficient and move to paperless filing systems and online instructional support and learning management systems will save cost on stationery. As faculty and staff retire, administration carefully considers whether positions need to be filled with new staff or if tasks can be redistributed within a department. As faculty retire, they can be replaced them with lower ranked, young faculty which is a significant cost saving in salaries.	April 30, 2020

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
G7:	Enhance the Burman University student experience.	May 30, 2020	Ongoing	This reporting period saw the successful entry into a new sports league for the volleyball and basketball teams. With new staffing in the Sakala Student Success Centre, encouraging students to make mental health a priority for their overall health has become a renewed focus for the department.	May 30, 2020
G8:	Ensure the delivery of a consistently high quality educational experience	May 20, 2020	Ongoing	Faculty are expected to regularly update their courses (3 weeks allotted every summer to course preparation) to ensure that material is up to date and relevant. Course evaluations are conducted for all courses and as part of annual reporting, faculty reflect on feedback received from students.	May 20, 2020
G9:	Ensure the delivery of a consistently high quality educational experience through increasing the research involvement of faculty.	Ongoing	Ongoing	Faculty report on their individual research activities twice throughout the year in August and in May. The departments report annually on research and development of their program. The templates for both the annual report and 6-year cyclical reports continue to be refined and updated. The annual report is reflective of the 6-year cyclical template in order to streamline the report preparation process when departments work on their 6-year reviews. Faculty research is an integral piece of the promotion and pay raise process. A new rank promotion policy was implemented during the reporting period, giving more weight to the scholarly activity requirements giving faculty more incentive to prioritize scholarly work.	Ongoing
G10:	Ensure the delivery of a consistently high educational experience through creating practical learning experience opportunities for students.	Ongoing	Ongoing	Many programs have a required practica, study tour, or internship component as part of their programs. This cooperation with the local community and abroad helps fulfill these goals and gives students the work and practical experience that is highly sought after by employers after graduation. Burman University already has a bank of local organizations that work with our students for their practica and continues to expand the list of organizations that are worked with as practicum components are added to more programs. In addition to practica requirements, there a couple of study tour options available every summer to give students the opportunity to include international travel as part of their educational experience.	Ongoing
G11:	Ensure the delivery of a consistently high educational experience through creating identifiable plans to focus on the integration of faith and learning.	Ongoing	Ongoing	During annual reporting, faculty report on their goals and strategies for implementing faith in the classroom. As always, integration of faith and learning continues to be a cornerstone of the university and a primary mandate.	Ongoing

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
G12:	Establish and implement sexual violence prevention policies and procedures.	June 30, 2018	Completed	During the reporting period, a mental health coordinator was hired thanks to a grant from Alberta Education. One major task for this coordinator includes developing policies and procedures for sexual violence prevention. Along with policy development, the goal is to create a culture where sexual violence victims have safe places to turn to when they need help and to make the prevention of sexual violence everyone's priority.	June 30, 2018
Priority Initiatives					
P1a	Increase the number, amount, and awareness of scholarships for students coming from Central Alberta's public high schools.	September 30, 2020	Ongoing	Even with overall enrolment experiencing a steady dip, enrolments from the local area have remained steady or increased. We are confident that as we continue to increase advertisement in the local area, this priority will be fulfilled.	September 30, 2020
P2a	Present each year 10 appealing public events that promote physical, mental, or emotional wellness.	September 30, 2020		We are on track for the completion of this goal. The Wellness department continues to present several health based lectures throughout the year, the Sakala Success Centre has hosted a fitness fair for the past 2 years, and the physical education department continues to be one of the main sources for community outreach on campus.	September 30, 2020
P2b	Increase promotion and advertising of University events in Central Alberta newspapers and radio station.	May 30, 2020	Ongoing	The Marketing and Enrolment department has been actively increasing promotion and advertising in the local area using print media (newspapers) and radio advertising. The department regularly promotes campus events and evaluates the effectiveness of these events by polling attendees.	Ongoing
P3a	FNMI Program Director recruits FNMI students and supports their progress on campus	September 30, 2019	Outstanding	The FNMI Program Director continues to organize programming for students, faculty, and staff centered around Indigenous issues as they pertain to education. She worked closely with the School of Education to plan last summer's faculty colloquium which was themed around Indigenous issues. One of the greatest challenges faced by FNMI students at Burman University is the lack of a bridging program for those that need help adjusting to the rigors of university education, and adjusting to the cultural differences for those living on campus or who have moved away from home. The FNMI program director continues to work closely with admissions, student services, and the student success centre to ensure that our FNMI students are receiving the support they need.	September 30, 2019
P3b	Burman University's School of Education fosters collaboration with Maskwacis Cultural College.	September 30, 2020	Ongoing/ Outstanding		September 30, 2020
P3c	FNMI Program Director helps develop policies appropriate to FNMI students and develops program to increase campus awareness and understanding of FNMI culture.	September 30, 2020	Ongoing/ Outstanding		September 30, 2020
P4a	Development of architectural plans for a remodeled and expanded library.	September 30, 2017	Completed	Camdon Construction completed these plans and this initiative is completed.	Completed

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
P4b	\$2 million raised for Phase 1 of the library remodel and expansion.	September 30, 2018	Ongoing	\$1.5 million in cash and pledges has been raised for this project. The full \$2 million likely won't be raised by the original date but Advancement is actively fundraising and expects the first phase funding to be raised by September 2019.	September 30, 2019
P5a	Retrain university counsellor and train relevant units e.g., student services staff and resident hall deans, on mental health issues.	August 15, 2018	Completed	The director of mental health completed the retraining. She has since assumed the extra duty of director of the Sakala Success Centre.	Completed
P5b	Sensitize campus community on mental health issues.	August 15, 2018	Ongoing	Sensitizing the campus community to mental health issues will end up being an ongoing initiative as the campus strives to provide the best service for our student. This reporting period, much of the programming was geared towards mental health accommodations.	Ongoing
P6a	Hire a Comptroller who will research and implement money saving strategies and policies.	September 30, 2017	Outstanding	This was budgeted for but delayed due to lower enrolments.	September 30, 2020
P6b	Implement changes in the Office of Advancement that will result in more effective institutional fundraising.	September 30, 2017	Completed	A revised staffing structure has been implemented. The current focus of the department is to cultivate major gifts and fundraise for the library expansion.	Completed
P6c	Reduce electrical consumption by transitioning to campus-wide LED bulbs.	September 30, 2019	Ongoing	As parts of campus are renovated, energy saving LED's are installed to replace previous lighting systems. During this reporting period, a significant part of the basement of the main administration building was renovated and implemented these changes.	Ongoing
P7a	Find collegiate athletics membership for the men's and women's basketball teams.	September 30, 2019	Completed	This was completed ahead of schedule. Burman University basketball and volleyball athletes will compete in the Prairie Athletic Conference (PAC).	Completed
P7b	Expand career counseling services and resources for students.	September 30, 2017	Completed	The facilities for this department were renovated and expanded. During the reporting period, the department underwent some adjustments as the director retired, a mental health coordinator was hired and promoted to director, and a school counsellor was hired for the department.	Completed
P7c	Provide proactive training on strategic campus computer information and communication technologies to campus community.	Ongoing	Ongoing	The IT department continues to provide periodical mandatory training for faculty and staff. This training addresses a variety of issues that are relevant to universities and colleges in Alberta such as hacking, malware, viruses, and social media safety.	Ongoing
P8a	Increase courses listed in Alberta Transfer Guide.	Ongoing	Ongoing	Assessing transferability of courses continues to be a required summer task for faculty.	Ongoing

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
P8b	Submit phased applications to the Ministry and to CAQC to offer additional degree programs.	September 2018 - 2022	Outstanding	Instead of seeking additional degree programs, Burman University is prioritizing the evaluation of current degree programs and finding ways to use our faculty more efficiently. We intend to do this by consolidating breadth and elective requirements and evaluating the required major courses for	Reevaluate in 2020.
P8c	Revise student evaluation forms of courses to better capture student experience of variations in course delivery.	September 30, 2017	Completed	Course evaluations were revised during the reporting period to become more concise in hopes to receive more insightful and honest feedback from students. Though this task is complete, the Teaching and Learning committee continue to be mindful of expanding the ways in which our students provide feedback to instructors. This committee continues to actively seek alternative forms of feedback to ensure our faculty are receiving the most accurate and constructive feedback from students, peers, and supervisors.	Ongoing
P9a	Continue to require sustained faculty research output through tightening of research reporting requirements.	Ongoing	Ongoing	Research continues to be a central focus of duties for faculty, particularly during the summer months. Policies for promotion and pay increases have been linked to performance in research as well.	Ongoing
P9b	Provide additional funding and/or release time to allow for research	May 1, 2019	Ongoing	Administration continues to evaluate the possibility of providing increased release time for those faculty actively involved in research. The seed grant budget has been expanded to offer more funding for those faculty engaged in research.	May 1, 2019
P10a	Locate local sites for internship, co-op, and practicum experiences	August 30, 2019	Ongoing	Each department that requires internship or practica is working towards developing a strong base of local sites for their students.	August 30, 2019
P11a	Review the literature and develop a wide variety of best practice, discipline appropriate models for faculty to use	August 30, 2019	Ongoing	Communal professional development opportunities for our faculty are offered regularly throughout the year. Committees, such as the Teaching and Learning Committee, are committed to faculty as they work towards the most effective teachers they can be.	August 30, 2019
P12a	Identify and develop a list of individuals who will act as trained responders to sexual violence.	August 31, 2018	Completed	Key individuals in student services have been identified to be the first individuals trained in sexual violence first response.	Completed
P12b	Provide first responder training	December 31, 2018	Ongoing	This goal is on track for completion at the end of December, 2018. Arrangements have been made to offer training for our staff and faculty.	December 31, 2018
P12c	Provide question, persuade, and refer (suicide prevention/ intervention training)	April 30, 2019	Ongoing	This goal is on track for completion at the end of December, 2018. Arrangements have been made to offer training for our staff and faculty.	April 30, 2019

Expected Outcomes

EO1a	A yearly average of 40 1st year Burman students who graduated from a Central Alberta public high school.	September 30, 2019	Ongoing	We've consistently been about halfway to this goal. We anticipate needing an extra year to make this goal a reality.	September 30, 2020
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Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
EO2a	10 successful events promoting wellness	September 30, 2018	Ongoing/ Outstanding	While promoting the wellness program is still an important goal, we are focussing on promoting and hosting events that cross disciplines rather than just focussing on one are of	September 30, 2019
EO2b	Increased community attendance at University events.	May 30, 2018	Ongoing	We are always striving for increased community participation at campus events. Some events, such as music department events and the Herr Lecture Series has a strong base of community participants (and often have an audience with more community members than campus members). We use the success of these events to further promote other community events.	Ongoing
EO3a	An opening enrolment of 15 FNMI students.	September 30, 2019	Ongoing/ Outstanding	This is a priority for Burman University. We are facing a few challenges in collecting this information.	September 30, 2020
EO3b	A block transfer agreement established with Maskwacis Cultural College.	September 30, 2020	Ongoing	Identifying ethnic background is an optional question on our application to the institution so we may not be able to fully track all FNMI students. Furthermore, our FNMI program director's 3 year contract expires at the beginning of the next reporting period. We anticipate she may be interested in pursuing other academic pursuits and we'll need to rehire for the position or reevaluate how we plan to fulfill her tasks moving forward.	September 30, 2020
EO3c	Policies in place, and documented number of events featuring awareness of FNMI culture.	September 30, 2019	Ongoing/ Outstanding		September 30, 2020
EO4a	Architectural plans and drawings completed.	September 30, 2017	Complete	Architectural plans were completed.	Completed
EO4b	Donors have contributed or pledged a total of \$2 million for the first phase of the library remodel and expansion.	September 30, 2018	Ongoing/ Outstanding	1.5 million has been donated or pledged. We anticipate needing an additional year to fundraise for phase 1.	September 30, 2019
EO5a-b	Policies in place, and documented number of campus-wide events featuring awareness of mental health issues.	August 15, 2018	Ongoing	This expected outcome is on track to be completed by the anticipated date and will become an ongoing outcome as we continue to place mental health issues at the forefront of our programming.	Ongoing
EO6a	A three-year period of implementation of cost-cutting strategies and policies that result in a 1% reduction in operating costs per year.	September 30, 2019	Ongoing	As we continue to renovate areas of campus that require updating, we have been ensuring that more efficient materials are used to contribute to this goal. A significant portion of the lower level of the administration building was renovated during this reporting period. These renovations give us the opportunity to switch to LED lights.	September 30, 2019
EO6b	A yearly 5% increase in contributions by alumni and friends for three consecutive years.	September 30, 2019	Ongoing	With the staff restructuring that has taken place in the advancement department, we anticipate this goal to be successfully on track. The president has taken to actively engaging in the fundraising and donor cultivation process.	September 30, 2019
EO6c	Reduce consumption of electricity by 15%.	September 30, 2019	Ongoing	This goal is on track for completion as we renovate. As communal areas are renovated, sensor activated lights have been installed (for example: in washrooms) to decrease energy waste.	September 30, 2019

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
EO7a	Collegiate athletics membership application approved.	May 30, 2019	Completed	This outcome has been completed.	Completed
EO7b	Career counselling services for students expanded.	September 30, 2017	Completed	The Sakala Student Success Centre moved to the lower level of the administration building where they are housed in a fully renovated office space. This expanded space allows the department to offer expanded services.	Completed
EO7c	Training on-going and continuous	On-going	Ongoing	Training for employees that work on the front lines with students is prioritized. In particular, employees in the Sakala Student Success Centre are undergoing as well as facilitating training with emphasis on mental health and sexual violence prevention.	Ongoing
EO8a	Majority of Burman University courses listed in the Alberta Transfer Guide	September 30, 2018	Completed/ Ongoing	The majority of Burman University courses are listed in the transfer guide. As new courses are developed, this becomes an ongoing task as faculty need to be regularly reminded to submit the paperwork for their courses to be listed in the transfer guide.	Ongoing
EO8b	Program submission: a) To offer a 4-year Liberal Studies (BA and BSc) degrees (built on the University's current 3-yr. General Studies BA and BSc programs); b) to offer a Physical Education Specialization or 4-year degree in an Allied/Public Health area	Starting September 30, 2018	Outstanding	Part b of this goal was completed. The 4-year Wellness degree was approved in 2016. The first part is on hold for the moment. Academic Administration is shifting it's focus from program expansion to conducting an in depth evaluation of the current program offerings and determining how certain offerings may be consolidated. This is in the effort to make the most use of our faculty and avoid having underloaded faculty.	Will revisit this outcome in 2020.
EO8c	Revised student course evaluations in place.	September 30, 2017	Completed	This outcome is completed. The Teaching and Learning Committee regularly evaluates and monitors the forms of student feedback that faculty receive. This committee continually updates and considers new forms and methods of receiving feedback from students.	Completed
EO9a	New reporting forms being used.	Ongoing	Ongoing	This becomes an ongoing task as all reporting and evaluation forms are regularly re-evaluated.	Ongoing
EO9b	Additional funding in budget.	May 1, 2019	Ongoing	The office of Academic Administration implemented a cap on banking professional development (PD) funds. In previous years, faculty could bank their PD funds and some faculty had nearly a decade's worth built up. With a cap on the amount they can bank, the excess goes back into the pool so those that need it can apply for it.	May 1, 2019
EO10a	Internship sites in place.	August 30, 2019	Ongoing	Many sites have already been established. At this point, the goal is to consolidate the information and ensure that enough options are available for our students.	August 30, 2019

Goals, Priority Initiatives, Expected Outcomes, and Performance Measures

Type	Description	Expected Completion Date	Status	Progress in the last 12 months	Revised Expected Completion Date
EO11a	Best practices known and adopted.	August 30, 2019	Ongoing	This is an ongoing goal. We continuously strive for our faculty to find new and innovative ways to incorporate faith and learning.	Ongoing
EO12a	Sexual violence prevention policies and procedures will be implemented	Ongoing	Ongoing	Policies were developed and the President's cabinet has approved them. Implementation phase has just begun.	Ongoing
EO12b	Faculty, staff, and students will understand their role in prevention of sexual violence	Ongoing	Ongoing	Planning for upcoming year includes events to promote awareness of sexual violence and mental health first aid training.	Ongoing
EO12c	Rates of sexual violence will be better documented and tracked and a decreased in the frequency of sexual violence is expected.	Ongoing	Ongoing	This outcome is linked to the goal of establishing a campus culture that recognizes the problem of sexual violence and creates a safe space for victims to share and feel they are able to receive adequate help. In creating safe spaces for victims to share, we will be able to accurately track the frequency of sexual violence and move forward in decreasing the frequency.	Ongoing

The University was able to increase the consolidated Unrestricted Unallocated Net Asset (UUNA) balance by 19% (or \$144,822) which continues a trend of modest growth in the UUNA as it seeks to establish a resilient financial base. The University also continues to hold external debt to zero.

See Appendix B for audited consolidated financial statements.

Enrolment has been steadily declining for the past four years. About five years prior to 2012/13, enrolment was increasing steadily and administration anticipated an eventual plateau. Unfortunately, instead of a plateau, there was a gradual decline in enrolment. This is due to a myriad of factors: lowered retention rates, large graduating classes, and a steadily declining pool from which to draw students. The specific feeder high schools from which Burman University recruits experienced a steady decline in enrolment as well, resulting in a trickle down effect to Burman University's enrolment numbers.

Enrolments seem to have finally plateaued with FLE around 400 with a headcount around 450 students. This plateau is higher than FLE's and headcount from about 10 years ago when enrolment started climbing, but is still short of the enrolment goals.

This past reporting period saw Burman's enrolment strategy undergo a shift towards recruitment in the local central Alberta area. As one of the two universities located between Edmonton and Calgary, Burman is uniquely suited to accommodate rural students who may not want to move to large city centres for university and who are interested in pursuing bachelor's degrees that are unavailable at Red Deer College or Olds College.

The central Alberta recruitment focus has included increased visits to the local high schools, more advertising in local print media and radio, continued involvement in local community events, and continued hosting of community geared events on campus.

See Appendix A for detailed enrolment statistics.

There were no significant program changes during the reporting period. Rather than exploring new programs and degrees to offer, the University is currently undergoing an evaluation of the current program offerings to identify areas that may need bolstering and looking to reduce program inefficiencies. At this point, there are a few programs that are undersubscribed. As a result, the upper division courses in these programs have few enrollees, making the course offering an inefficient use of human resources. As programs are evaluated, the University plans to implement strategies to reduce the inefficiencies and make the best use of the faculty.

In recent years, Burman University has attempted to increase faculty scholarly engagement and output through various incentives, including reduced course loads in lieu of research, mentorship, publication awards and new rank promotion policies. In addition, the University has begun to prioritize research in its faculty recruitment and succession planning. However, in order to implement these strategies and policy reforms, the University will have to overcome several key challenges:

Burman's faculty salaries have not kept pace with the universities in our sector. Until very recently, Burman's faculty pay scale was uncompetitive and therefore often failed to attract qualified applicants to replace retiring faculty.

The University does not have a strategic recruitment plan to actively recruit potential candidates with research experience.

The University does not have the infrastructure to support cost-intensive research. For example, Burman University is currently ineligible to administer Tri-Council grants. Given the lack of internal and external funding opportunities, there is little incentive for dedicated researchers to apply for Burman faculty positions.

In April 2015, the Burman University Faculty Council approved a new Rank Promotion and Initial Placement policy. At that time, it was considered to be a significant improvement over our previous policy; however, it did not offer a clear vision of the place of tenure in the Burman University system and the importance of scholarly achievement for both tenure and rank advancement.

Faculty teaching loads have not been conducive to research.

In order to overcome these challenges the University has implemented the following policy reforms and strategies to increase scholarly activity at Burman University.

The University implemented a new market competitive faculty pay scale on September 1, 2017. The new scale is linked to a new rank promotion model discussed. The new pay scale allows the University to attract qualified researchers on a more consistent basis.

The University is currently applying for eligibility to administer Tri-Council Grants. By applying for eligibility, the University aims to consistently attract qualified researchers with the capacity to win major grants, attract donor funding and expand the profile of the university by advising and collaborating with government agencies, industry and community service organizations. Moreover, in order to attract and retain qualified researchers, Burman is providing start-up research funding to all incoming faculty on an as needed basis. In addition, the University has doubled its annual pool of seed grant funding from \$10,000 to \$20,000 (seeds grants provide start-up research funding for

Burman faculty). This is in addition to individual and group professional development funds available to faculty.

In the future, the Faculty Development and Research Committee (FDR) will adjudicate all course release applications. Faculty with proven track records of scholarly achievement may apply for permanent reduced teaching loads (subject to periodical review). The goal is to move all dedicated researchers to a three-course per semester teaching load. Currently, the standard teaching load is 4/4.

Highlights from the 2017/2018 reporting period

Listed below are few selected research and scholarly activity highlights from the reporting period.

Dr. Adam Kiš, Associate Professor of Anthropology wrote his first book: *The Development Trap: How Thinking Big Fails the Poor*. Published by Routledge (London)

Dr. Adam Kiš, Associate Professor of Anthropology, presented *Contested Perceptions: Quantitative Differences in Understanding the Meaning of Development in the Philippines* at the Society for Applied Anthropology annual meeting in Philadelphia, PA April 3- 7, 2018.

Dr. Carolyn Hoyt, Associate Professor of Modern Languages, presented *Re-Reading Mirbeau's L'Abbe Jules in the Light of Dostoyevsky's The Idiot* at the AIZEN/University of Debrecen International Conference on Zola, Mirbeau, and Naturalism held at the University of Debrecen, Hungary, June 8 - 10, 2017.

Dr. Chloe Weir, Assistant Professor of Education, presented *Igniting Professional Development through Self-directed Learning* at the Global Conference on Education and Research held at the University of Las Vegas, Nevada, April 17 - 20, 2018.

Dr. Chloe Weir, Assistant Professor of Education, and Dr. Shirley Freed, Professor of Education, presented *Questions that matter in Qualitative Inquiry: the rest of the story* at the International Institute for Qualitative Methodology (hosted by the University of Alberta) in Banff, Alberta, April 29 - May 3, 2018.

Dr. Pekka Määttänen, Assistant Professor of Biology, published *Non-digestible oligosaccharides directly regulate host kinome to modulate host inflammatory responses without alterations in the gut microbiota*. Published in *Microbiome*. 2017 Oct 10; 5(1):135.

Dr. Pekka Määttänen, Assistant Professor of Biology, published *Inhibition of corticotropin-releasing hormone receptor 1 and activation of receptor 2 protect against colonic injury and promote epithelium repair*. Published in *SciRep*. 2017 May 11; 7:46616.

Dr. Marc Froese, Professor of Political Science, published his third book, *Sovereign Rules and the Politics of International Economic Law*. Published by Routledge (New York).

Dr. Marc Froese, Professor of Political Science, presented *Universal Economy: Reconsidering the role of Ideas in the Multilateral Governance of Global Trade* at the International Studies Association annual Meeting in San Francisco, CA April 7, 2018.

Dr. Marc Froese, Professor of Political Science, presented *Between History and the Market: Emerging Powers and the Changing Order for Bilateral Investment Regulation* at the European International Studies Association annual meeting in Barcelona, Spain, September 14 - 17, 2017.

Dr. Laurie Ringer, Professor of English, published *Entangled States: Putting Affect Theory into Play with John Burnside's A Summer of Drowning* in the *Journal of European Popular Culture*, 9.1 (2018)

Burman University's community outreach consists of two main avenues of service. First, the institution makes facilities available and sponsors programs and events that enhance physical wellness. Each year, hundreds of elementary school children learn how to swim in our pool. Our fitness centre has over 1,000 members, most from the community. Every year many members of our community attend programs we present on health, fitness and diet.

Our second avenue of community outreach is the full spectrum of cultural programming we present. The fact that Burman University is in Central Alberta and in a city of approximately 13,000 residents enables the University to be a cultural leader in the community. This supports the vision of post-secondary education improving the quality of life in the province through the cultural component it brings to the community. This includes the Sunday@4 concert series, student and faculty recitals, presentations by the Drama Society, and concerts by the institutions orchestra and choir, all of which are well attended by Lacombe citizens. In addition, community residents 65 years of age and older can enrol in university courses at no charge.

Newly established community outreach programs from the past two years include lecture series from both the Wellness and Business department. Both the Wellness and Business departments engage local experts to present on their fields of expertise. The Community Wellness Initiative hosts presentations on relevant health related topics. Notable topics include: Disability: Navigating a Challenging World (Gifty Amakye, Disability Resource Coordinator, Red Deer College), Omega-3, Fibre, and the Gut-Brain Connection (Dr. Pekka Määttänen, Assistant Professor of Biology, Burman University), and Why Your Mental Health Matters (Noah Boakye-Yiadom, Mental Health Facilitator, Alberta Health Services). The business department began their Business Speaker Series during this reporting period, engaging the local business market to learn and develop on our campus. Notable topics include: Building from the right foundation: Legal Issues in Start-Up Business (Daniel Wilson, Lawyer and Business Analyst), Create Wealth: Make a Difference (Eric Rajah, Co-Found and Director, A Better World, Canada), and The Entrepreneurial Journey of a Money Lover (Dr. Carole B. Anderson, Psychologist and Business Owner).

The Denise and Larry Herr Lecture series has been successful in attracting members of the local community to campus. The lectures, open and free-of-charge to all have been an opportunity for members of different faith-groups and political persuasions to learn from each other and to practice politics of inclusion and openness. Over the last three years some of the speakers brought to Lacombe have included: Samantha Nutt (founder of the humanitarian organization, War Child), Lt. Gen Romeo Dallaire (Ret) (former Lieutenant General and former Canadian Senator; "International Conflict Resolution in This New Era"), and Gwynne Dyer (journalist, author, and historian; "The Trump Era; Surviving the Populist Wave).

Partly as a result of the success of the Herr Lecture series the University established the

Centre for Peace and Justice that will encourage scholarship and practical knowledge in the areas of peace and justice. The goal is to establish forums for public dialogue to allow members of different faith-groups, political persuasions and schools of thought to learn from each other in an environment of inclusion and openness. This past year, the Centre for Peace and Justice hosted a youth leadership conference, hosting student leaders from across Canada and ran conflict resolution workshops specifically targeted to members of the local community.

Burman University's major initiative in regard to underrepresented students was the appointment of a 3-year term FNMI Program Director. This individual is responsible for identifying and recruiting Aboriginal students who will benefit from and enjoy pursuing their post-secondary education at Burman University. Having successfully recruited students, this employee helps them negotiate the registration and financial clearance process. Once the academic year begins, this employee serves as a mentor for Aboriginal students, providing the coaching, training, encouragement and oversight needed to facilitate each student's success. This employee also provides training to faculty and staff to foster understanding of the Aboriginal experience and philosophy and ensure that they, too, become effective mentors. This term position will end at the end of August 2018, and its renewal/modification will depend on availability of funds.

Burman University has sought for years to “integrate and infuse international, intercultural, and global dimensions into the ethos and outcomes” of its educational offerings. In addition to a solid complement of Canadian employees, faculty and staff members have been hired from other countries: India, Sri Lanka, Ghana, Nigeria, Peru, Malaysia, South Africa, El Salvador, Germany, France, Great Britain, Poland, Jamaica, Zimbabwe, and the United States. While a small but significant portion of its international student body comes from the United States annually, students from almost every continent in the world also enroll. Recent Canadian immigrant populations are also well represented in the University’ student body as well as faculty. Such a wealth of ethnic and national diversity creates a rich learning environment on campus and adds significantly to the diversity found in the City of Lacombe and Central Alberta.

This past year, Burman University faculty were engaged in international research projects or scholarly activities in Hungary, Finland, Sri Lanka, the United Kingdom, Greece, Brazil, Spain, Ghana, Italy, South Africa and the United States. This breadth of global scholarly activity is typical in any given year at Burman University.

Study tours are not inexpensive. However, the University believes that such opportunities provide a vital learning environment, so it subsidizes summer study tours by decreasing tuition. The University fosters an ongoing approach to international learning and service. In addition to the activities described above, the University is also an active member in the Adventist Colleges Abroad program. This consortium consists of thirteen universities in North America and Australia as well as six similar institutions in France, Austria, Spain, Argentina, Italy, and Germany. Burman University students who meet eligibility requirements can spend one or two semesters furthering their post-secondary study at one of the institutions in the consortium located outside Canada and the United States. Additionally, they can also participate in summer study programs at the same institutions listed above as well as on campuses in Greece, Mexico, Brazil, Hong Kong, Israel, Lebanon, and Ukraine.

The University also provides opportunities for students to gain global perspectives through specific degree programs. The Bachelor of Arts degree in International Studies provides a full complement of coursework that requires students to engage with the world outside Canada. Students in this program are also required to complete two international study tours or study abroad experiences. One of these two experiences for eligible students can be a semester-long internship with The Washington Center for Internships and Academic Seminars located in Washington, D.C.

Two other Burman University degree programs have specific international foci. The Bachelor of Arts degree in International Health and Wilderness Studies requires students to complete several courses with an international emphasis as well as practicum experiences that are often completed abroad. Furthermore, the international business track in the Bachelor of Business Administration degree includes courses in international

business, marketing, finance, and trade as well as study in a language other than English. Burman University does not offer any degree programs off campus and does not have any plans to do so. However, two universities from the United States have applied for and been granted Campus Alberta Quality Council approval to offer degree programs on the University's campus. Andrews University, located in Berrien Springs, Michigan, has offered courses at Burman University that lead to a Master of International Development Administration Degree, and La Sierra University, located in Riverside, California, offers courses leading to a Master of Education degree on Burman University's campus each summer. The Andrews University program has been suspended and La Sierra University will be discontinuing their Master of Education degree – they are suspending new applications and will offer courses until the current students have all completed their programs. La Sierra University is discontinuing the program due to cost and staffing challenges.

The University is a member of the Adventist Enrolment Association and as such does market its program offerings to potential students in the United States within certain clearly defined parameters. While administration is open to exploring new international markets, the current marketing strategy focuses largely on Alberta and Canadian students. There are no identifiable plans to deviate significantly from that practice. Burman University's emphasis on service—local, regional, national, and international—results in multiple international study as well as service opportunities each year. This broadening of the University's perspective that has been ongoing for decades also brings the world to the campus. As the University reaches out beyond its local and national borders, potential students and faculty from outside Canada regard Burman University as a welcoming place to study and work. This reciprocal relationship with the world beyond the University will continue to be nurtured and developed into the foreseeable future.

During the 2017-2018 school year, the IT department began a major project to implement Microsoft Hyper-V Failover Clusters with the intent to migrate all of the virtual server into this environment. This will provide greater uptime capability for the most critical servers by reducing the down-time needed for routine updates or other unplanned events, and allow greater flexibility in server resource usage. About 80% of the servers were migrated from the previous VMWare ESXi environment to this environment by May 2018.

Since the first permanent AV installations (projector, switcher, sound system & controls) in classrooms about 10 years ago, standards have changed. VGA analog based equipment can not play some current DRM encoded content on current systems and adapters are often needed to connect modern laptops. The IT department has researched options and began installing two AV podiums equipped with digital (HDMI based) Extron switching equipment and new interactive projectors. IT also ordered and began installing three Extron Digital Upgrade Kits to upgrade 3 of the existing setups to be HDMI compliant, and extend the usefulness of our initial investment. Comparison of how these two approaches over the next year will allow the IT department to decide the best path forward for the remainder of the classroom AV installations (about 25).

Adoption of Azure AD Premium has continued. IT has implemented its password recovery feature and has begun to explore the use of In-Tune for endpoint security management. This allows the IT department to do away with a third party anti-virus solutions and have control and reporting using Microsoft's own anti-virus solution.

The Computer Services Department underwent a name change to Information Technology to better reflect the added responsibility it has assumed over recent years. All Information Technology staff participated in professional development activities during the past year.

Work on fully deploying a 802.1x based network authentication progressed with the students networks now being fully implemented. All of the public workstations (like in the library and computer labs) were put on 802.1x based wired networks and some staff/faculty were migrated to a similar wireless network. Work on migrating the remaining faculty/staff to these new wireless and wired network is ongoing.

Burman University's greatest needs are for additional large classrooms, a new library, full wheelchair accessibility, and increased, sustained funding to maintain existing campus infrastructure. As an independent university, this institution receives no funding for capital projects from the Province of Alberta. The institution relies entirely on the generosity of alumni and other donors to fund capital projects. This poses a significant challenge to Burman University as it strives to provide the infrastructure necessary to adequately serve students in Central Alberta.

The 2017-18 school year saw no major structural infrastructure changes. The lower level of the main administration building underwent significant renovation to find a new home for the student success centre after irreparable hail damage resulted in the demolition of North Hall. During the next reporting period, there are plans to continue with external renovations to make the lower level of the administration building wheelchair accessible.

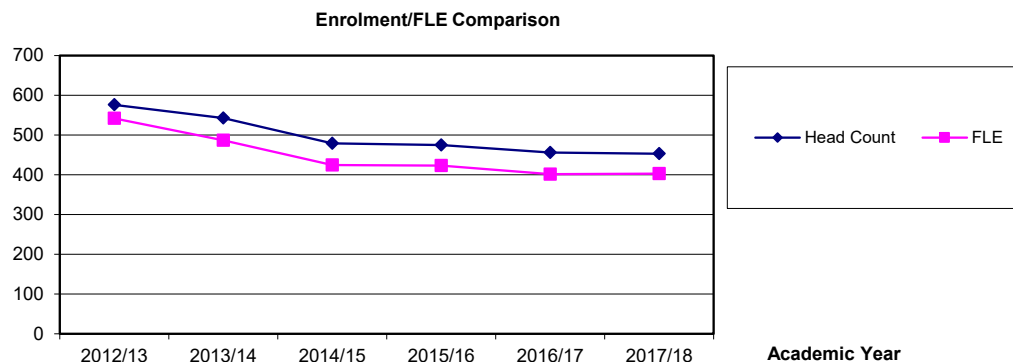
Architectural plans and drawings for a remodeled and expanded library has been completed. Currently, the Advancement department is busily raising funds for phase I of this project.

APPENDICES



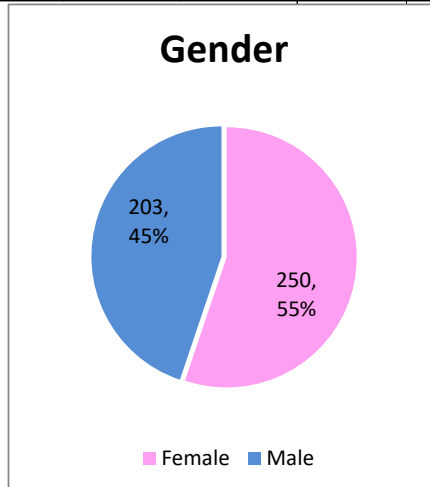
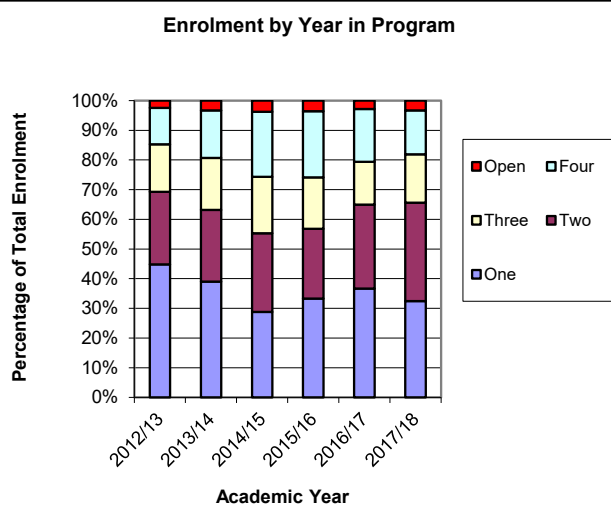
APPENDIX A
ENROLMENT AND RETENTION STATISTICS

ENROLMENT/FLE COMPARISON	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total Head-Count Enrolment (All Programs)	576	543	479	475	456	453
Total Full-Load Equivalent (15 crs)	541.93	486.73	424.83	423.43	401.67	402.93



ENROLMENT BY CONFERENCE/AREA	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Alberta/NW Territories/Nunavut	238	216	201	196	193	210
British Columbia/Yukon	90	85	72	68	74	57
Manitoba/Saskatchewan	18	22	15	22	19	18
Ontario	136	128	101	101	75	80
Quebec	17	17	21	18	15	15
Maritimes	16	16	15	16	16	13
Newfoundland/Labrador	2	3	0	1	2	1
United States	36	39	39	38	39	30
International	23	17	15	15	23	29
TOTAL	576	543	479	475	456	453

ENROLMENT BY YEAR IN PROGRAM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
One	258	212	138	158	167	147
Two	141	131	127	112	129	150
Three	92	95	91	82	66	74
Four	71	87	105	106	81	67
Open	14	18	18	17	13	15
TOTAL	576	543	479	475	456	453



Gender	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Female	301	297	248	269	258	250
Male	275	246	231	206	198	203
TOTAL	576	543	479	475	456	453

ENROLMENT BY PROGRAM OF STUDY	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Bachelor of Arts (4-Year)							
Adventure Based Counseling	10	9	12	8	8	4	5
Behavioural Science	18	18	25	26	26	22	15
English	13	16	16	11	11	3	6
International Studies (Opened 01 May 2010)	9	10	9	4	7	9	10
Music	14	10	9	7	7	9	11
Religious Studies	11	8	8	11	14	8	9
Religious Studies (ABYL)	4	7	7	4	3	2	2
Religious Studies (Pre-Professional)	49	61	45	38	41	43	63
Subtotal	128	139	131	109	117	100	121
Bachelor of Business Administration (4-Year)							
Accounting Track	22	14	17	19	14	17	15
Human Resource Management Track	5	4	2	4	2	2	4
International Business Track	10	8	8	3	3	3	5
Management Track	15	22	25	23	14	14	10
Business Administration	2	3	0	0	0		
Subtotal	54	51	52	49	33	36	34
Bachelor of Music (4-Year)	8	11	7	4	5	2	1
Bachelor of Science (4-Year)							
Biology	22	25	19	13	24	25	32
Biology: Bio-Medical Track	63	84	81	64	51	44	52
Biology: Environmental Science Track	4	3	2	3	2	4	1
Psychology	47	44	36	35	33	33	29
Wellness (Opened 2016/17)						7	8
Subtotal	136	156	138	115	110	113	122
Bachelor of Education							
Elementary	57	66	56	50	44	49	49
Secondary	39	36	30	21	25	28	21
After Degree Elementary (Opened 2011/12)	1	4	12	13	13	15	13
After Degree Secondary (Opened 2011/12)	5	5	5	12	9	7	11
Subtotal	102	111	103	96	91	99	94
Bachelor of Arts (3-Year)							
Adventure Based Counseling	0	0	2	3	4	1	2
Business Administration	3	4	1	4	3	3	4
English	2	1	1	1	2	3	0
General Studies	23	32	31	25	31	34	19
History	4	4	3	2	3	0	0
Intern'l Health & Wilderness Studies	4	5	6	4	2	2	1
Music	0	0	0	0	1	2	1
Outdoor Adventure Business Studies	0	0	0	0	0	0	0
Outward Pursuits	5	9	6	8	6	4	4
Religious Studies	2	3	1	2	4	5	4
Subtotal	43	58	51	49	56	54	35
Bachelor of Science (3-Year)							
Biology	12	8	10	5	5	3	5
General Studies	12	13	12	12	12	13	12
Psychology (Opened 01 May 2001)	3		2	2	3	2	2
Wellness Management (Opened 01 May 2001)	19	16	19	20	26	21	12
Subtotal	46	37	43	39	46	39	31
Open	12	13	18	18	17	13	15
TOTAL ENROLMENT	529	576	543	479	475	456	453

Enrolment/Retention Statistics														
			2014/15			2015/16			2016/17			2017/18		
Fall Enrolment Breakdown					479			475			456			453
	New Students			116			148			138			114	
	Freshmen		96			116			107			93		
	Transfer		20			32			31			21		
	Returning			363			327			318			339	
	Freshmen Returning		92			78			94			101		
	New Previous Winter term		7			5			14			20		
	Returning Former Student		35			37			33			31		
	Continuing enrolment		229			207			177			187		
Statistics														
	Eligible to Return			433			369			359			354	
	Previous Enrolment		543			479			475			456		
	Graduates		110			110			116			102		
	Return Fall to Fall			321			285			271			286	
	New Students Previous Year			132			116			148			138	
	Return New Students from P. Year			92			78			94			101	
	Overall Retention Rate*		74%			77%			75%			81%		
	New Student Retention Rate		70%			67%			64%			73%		

APPENDIX B
AUDITED FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees of Burman University

Report on the Financial Statements

We have audited the accompanying financial statements of Burman University, which comprise the statement of financial position as at April 30, 2018, and the statements of operations, changes in net assets, cash flows and schedule of components of net assets for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Burman University as at April 30, 2018, 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.

Collins Barrow Red Deer LLP

Red Deer County, Alberta
August 23, 2018

Chartered Professional Accountants

BURMAN UNIVERSITY

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April 30, 2018

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Burman University

STATEMENT OF FINANCIAL POSITION

As at April 30

	2018										2017
	Operating Funds				Other Funds					All Funds	All Funds
	Burman \$	Rentals \$	PAA \$	Total \$	Loans \$	Endowment \$	Capital \$	Agency \$	Research \$	Total \$	Total \$
ASSETS											
Current											
Cash [note 3]	2,563,559	-	600	2,564,159	-	-	215,034	-	-	2,779,193	2,233,949
Accounts receivable [note 4]	386,345	30,593	233,591	650,529	-	5,409	-	-	-	655,938	1,586,321
Short-term investments [note 5]	2,123,403	-	-	2,123,403	-	-	-	-	-	2,123,403	2,018,784
Prepaid expenses	179,559	-	1,125	180,684	-	-	-	-	-	180,684	120,048
Due from (to) other funds [note 6]	(1,524,957)	108,871	705,305	(710,781)	134,348	33,917	396,834	104,511	41,171	-	-
Current portion of notes and loans receivable [note 7]	-	-	-	-	3,024	-	-	-	-	3,024	2,016
Total current assets	3,727,909	139,464	940,621	4,807,994	137,372	39,326	611,868	104,511	41,171	5,742,242	5,961,118
Notes and loans receivable [note 7]	-	-	-	-	12,686	-	-	-	-	12,686	9,870
Long-term investments [note 8]	2,737,993	-	-	2,737,993	-	2,125,930	6,087,378	-	-	10,951,301	10,899,888
Capital assets, net [note 9]	-	-	65,986	65,986	-	-	12,831,922	-	-	12,897,908	13,370,559
	6,465,902	139,464	1,006,607	7,611,973	150,058	2,165,256	19,531,168	104,511	41,171	29,604,137	30,241,435
LIABILITIES AND NET ASSETS											
Current											
Accounts payable and accrued liabilities [note 10]	1,299,554	6,550	115,125	1,421,229	-	-	-	-	-	1,421,229	1,230,137
Deferred revenue [note 11]	21,753	-	173,617	195,370	-	-	-	-	-	195,370	215,465
Deposits and agency funds	64,729	5,701	68,751	139,181	-	-	50,000	104,511	-	293,692	309,365
Current portion of deferred contributions [note 12]	449,601	-	26,576	476,177	-	-	177,884	-	-	654,061	549,785
Total current liabilities	1,835,637	12,251	384,069	2,231,957	-	-	227,884	104,511	-	2,564,352	2,304,752
Deferred contributions [note 12]	1,042,399	-	23,116	1,065,515	150,058	-	78,940	-	-	1,294,513	1,378,361
Deferred capital contributions [note 13]	-	-	-	-	-	-	4,566,555	-	-	4,566,555	4,695,811
Total liabilities	2,878,036	12,251	407,185	3,297,472	150,058	-	4,873,379	104,511	-	8,425,420	8,378,924
Net assets											
Unrestricted unallocated	911,733	47,213	-	958,946	-	-	-	-	-	958,946	808,127
Internally restricted [note 14]	2,676,133	80,000	501,853	3,257,986	-	-	9,727,642	-	41,171	13,026,799	13,783,659
Net assets not subject to external restrictions	3,587,866	127,213	501,853	4,216,932	-	-	9,727,642	-	41,171	13,985,745	14,591,786
Invested in capital assets	-	-	65,986	65,986	-	-	4,930,147	-	-	4,996,133	5,119,276
Permanently restricted	-	-	31,583	31,583	-	2,165,256	-	-	-	2,196,839	2,151,449
Total net assets [schedule]	3,587,866	127,213	599,422	4,314,501	-	2,165,256	14,657,789	-	41,171	21,178,717	21,862,511
	6,465,902	139,464	1,006,607	7,611,973	150,058	2,165,256	19,531,168	104,511	41,171	29,604,137	30,241,435

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

Year ended April 30

	2018										2017
	Operating Funds				Other Funds					All Funds	All Funds
	Burman	Rentals	PAA	Total	Loans	Endowment	Capital	Agency	Research	Total	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
GENERAL ACTIVITY											
Unrestricted revenue											
Tuition and fees	5,620,370	-	649,903	6,270,273	-	-	-	-	-	6,270,273	6,448,887
Alberta government grants	3,210,003	-	351,342	3,561,345	-	-	-	-	-	3,561,345	3,455,536
Seventh-day Adventist Church in Canada appropriations [note 15]	4,813,133	-	632,949	5,446,082	-	-	-	-	-	5,446,082	5,438,036
Interest and other	241,570	-	23,522	265,092	-	-	-	-	-	265,092	1,058,070
Resale and ancillary revenue	1,991,519	305,189	147,203	2,443,911	-	-	-	-	-	2,443,911	2,582,108
Donations	126,369	-	-	126,369	-	-	-	-	-	126,369	278,500
Total unrestricted revenue	16,002,964	305,189	1,804,919	18,113,072	-	-	-	-	-	18,113,072	19,261,137
Restricted revenue											
Donations	575,979	-	153,413	729,392	-	-	7,878	-	-	737,270	593,849
Seventh-day Adventist Church in Canada appropriations [note 15]	18,173	-	21,500	39,673	-	-	-	-	-	39,673	14,312
Alberta government grants	121,217	-	38,654	159,871	-	-	-	-	-	159,871	291,594
Total restricted revenue [note 12]	715,369	-	213,567	928,936	-	-	7,878	-	-	936,814	899,755
Total general revenue	16,718,333	305,189	2,018,486	19,042,008	-	-	7,878	-	-	19,049,886	20,160,892
EXPENSES											
Salaries and non-pension benefits	9,975,180	-	1,136,010	11,111,190	-	-	-	-	7,803	11,118,993	10,847,461
Pension benefits [note 16]	1,274,393	-	121,818	1,396,211	-	-	-	-	-	1,396,211	1,454,660
Supplies and other	1,733,108	-	139,001	1,872,109	-	-	7,878	-	7,824	1,887,811	1,948,138
Student services	2,412,791	-	288,836	2,701,627	-	-	-	-	-	2,701,627	2,379,904
Plant and maintenance	1,598,805	107,462	118,554	1,824,821	-	-	5,835	-	-	1,830,656	1,768,805
Administrative	332,760	-	25,112	357,872	-	-	8,635	-	-	366,507	332,989
Amortization of capital assets	-	-	21,996	21,996	-	-	841,711	-	-	863,707	850,723
Interest	15,155	-	-	15,155	-	-	-	-	-	15,155	9,541
Total expenses	17,342,192	107,462	1,851,327	19,300,981	-	-	864,059	-	15,627	20,180,667	19,592,221
Excess (deficiency) of general revenue over expenses	(623,859)	197,727	167,159	(258,973)	-	-	(856,181)	-	(15,627)	(1,130,781)	208,670
CAPITAL ACTIVITY											
Capital revenue (expense)											
Insurance proceeds [note 20]	283,825	-	-	283,825	-	-	-	-	-	283,825	317,605
Amortization of deferred capital contributions	-	-	-	-	-	-	266,274	-	-	266,274	373,708
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-	-	(5,983)
Insured losses [note 20]	(148,502)	-	-	(148,502)	-	-	-	-	-	(148,502)	(1,290,835)
Total capital activity	135,323	-	-	135,323	-	-	266,274	-	-	401,597	(605,505)
Excess (deficiency) of total revenue over expenses	(488,536)	197,727	167,159	(123,650)	-	-	(589,907)	-	(15,627)	(729,184)	(396,835)
Transfers between funds [note 17]	(90,310)	(111,729)	(222,526)	(424,565)	-	-	408,078	-	16,487	-	-
Net activity after transfers	(578,846)	85,998	(55,367)	(548,215)	-	-	(181,829)	-	860	(729,184)	(396,835)
Increase in endowments [note 18]	-	-	-	-	-	45,390	-	-	-	45,390	101,719
Net assets, beginning of year	4,166,712	41,215	654,789	4,862,716	-	2,119,866	14,839,618	-	40,311	21,862,511	22,157,627
Net assets, end of year	3,587,866	127,213	599,422	4,314,501	-	2,165,256	14,657,789	-	41,171	21,178,717	21,862,511

Burman University

STATEMENT OF CASH FLOWS

Year ended April 30

	2018									2017	
	Operating Funds				Other Funds				All Funds	All Funds	
	Burman	Rentals	PAA	Total	Loans	Endowment	Capital	Agency	Research	Total	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flows from operating activities											
Excess (deficiency) of total revenues over expenses	(488,536)	197,727	167,159	(123,650)	-	-	(589,907)	-	(15,627)	(729,184)	(396,835)
Adjustments to reconcile excess (deficiency) of revenue over expense to net cash provided:											
Amortization of capital assets	-	-	21,996	21,996	-	-	841,711	-	-	863,707	850,723
Amortization of deferred capital contributions	-	-	-	-	-	-	(266,274)	-	-	(266,274)	(373,708)
Loss on disposal of capital assets	-	-	-	-	-	-	-	-	-	-	5,983
(Increase) decrease in accounts receivable	965,674	(12,533)	(25,832)	927,309	-	3,074	-	-	-	930,383	686,942
(Increase) decrease in prepaid expenses	(60,564)	-	(73)	(60,637)	-	-	-	-	-	(60,637)	113,167
(Increase) decrease in due from/to other funds	889,289	(78,780)	107,945	918,454	1,784	(147,208)	(769,930)	(2,240)	(860)	-	-
Increase (decrease) in accounts payable and accrued liabilities	196,089	5,315	(10,311)	191,093	-	-	-	-	-	191,093	(426,807)
Increase (decrease) in deferred revenue	(42,040)	-	21,945	(20,095)	-	-	-	-	-	(20,095)	14,677
Increase (decrease) in deposits and agency funds	(20,030)	-	2,117	(17,913)	-	-	-	2,240	-	(15,673)	(1,850)
Increase (decrease) in deferred contributions	20,063	-	(41,393)	(21,330)	2,040	-	39,718	-	-	20,428	104,646
Transfers between funds	(90,310)	(111,729)	(222,526)	(424,565)	-	-	408,078	-	16,487	-	-
Cash provided by (used in) operating activities	1,369,635	-	21,027	1,390,662	3,824	(144,134)	(336,604)	-	-	913,748	576,938
Cash flows from investing activities											
Increase in short-term investments	(104,619)	-	-	(104,619)	-	-	-	-	-	(104,619)	-
Decrease in short-term investments	-	-	-	-	-	-	-	-	-	-	988,458
Proceeds from sale of capital assets	-	-	-	-	-	-	-	-	-	-	82,116
Purchases of capital assets	-	-	(21,027)	(21,027)	-	-	(233,011)	-	-	(254,038)	(985,658)
Increase in long-term investments	(834,333)	-	-	(834,333)	-	-	-	-	-	(834,333)	(1,634,865)
Decrease in long-term investments	-	-	-	-	-	98,744	684,176	-	-	782,920	-
Notes receivable issued	-	-	-	-	(5,124)	-	-	-	-	(5,124)	(8,165)
Payments received on notes receivable	-	-	-	-	1,300	-	-	-	-	1,300	366,398
Cash provided by (used in) investing activities	(938,952)	-	(21,027)	(959,979)	(3,824)	98,744	451,165	-	-	(413,894)	(1,191,716)
Cash flows from financing activities											
Increase (decrease) in endowments <i>[note 18]</i>	-	-	-	-	-	45,390	-	-	-	45,390	101,719
Cash provided by (used in) financing activities	-	-	-	-	-	45,390	-	-	-	45,390	101,719
Net increase (decrease) in cash during the year	430,683	-	-	430,683	-	-	114,561	-	-	545,244	(513,059)
Cash, beginning of year	2,132,876	-	600	2,133,476	-	-	100,473	-	-	2,233,949	2,747,008
Cash, end of year	2,563,559	-	600	2,564,159	-	-	215,034	-	-	2,779,193	2,233,949
Supplemental cash flow information:											
Interest paid	15,155	-	-	15,155	-	-	-	-	-	15,155	9,541
Interest received	220,244	-	23,522	243,766	-	-	-	-	-	243,766	1,045,623
Donated capital assets	-	-	-	-	-	-	137,018	-	-	137,018	45,570

SCHEDULE OF COMPONENTS OF NET ASSETS

Year ended April 30

	2018									2017	
	Operating Funds				Other Funds				All Funds	All Funds	
	Burman \$	Rentals \$	PAA \$	Total \$	Loans \$	Endowment \$	Capital \$	Agency \$	Research \$	Total \$	Total \$
Net assets not subject to external restrictions, beginning of year	4,166,712	41,215	556,251	4,764,178	-	-	9,787,297	-	40,311	14,591,786	15,200,551
Excess (deficiency) of total revenue over expenses	(488,536)	197,727	167,159	(123,650)	-	-	(589,907)	-	(15,627)	(729,184)	(396,835)
Add: amortization of capital assets and deferred capital	-	-	21,996	21,996	-	-	575,437	-	-	597,433	477,015
Net book value of capital asset disposals	-	-	-	-	-	-	-	-	-	-	88,099
Payments (additional borrowing) capital debt (net)	-	-	-	-	-	-	(220,252)	-	-	(220,252)	208,614
Capital assets purchased with unrestricted resources	-	-	(21,027)	(21,027)	-	-	(233,011)	-	-	(254,038)	(985,658)
Transfers between funds <i>(note 17)</i>	(90,310)	(111,729)	(222,526)	(424,565)	-	-	408,078	-	16,487	-	-
Net assets not subject to external restrictions, end of year	3,587,866	127,213	501,853	4,216,932	-	-	9,727,642	-	41,171	13,985,745	14,591,786
Invested in capital assets, beginning of year	-	-	66,955	66,955	-	-	5,052,321	-	-	5,119,276	4,907,345
Amortization of capital assets and deferred capital (net)	-	-	(21,996)	(21,996)	-	-	(575,437)	-	-	(597,433)	(477,015)
Net book value of capital asset disposals	-	-	-	-	-	-	-	-	-	-	(88,099)
Payments (additional borrowing), capital debt (net)	-	-	-	-	-	-	220,252	-	-	220,252	(208,613)
Capital assets purchased with unrestricted resources	-	-	21,027	21,027	-	-	233,011	-	-	254,038	985,658
Invested in capital assets, end of year	-	-	65,986	65,986	-	-	4,930,147	-	-	4,996,133	5,119,276
Permanently restricted net assets, beginning of year	-	-	31,583	31,583	-	2,119,866	-	-	-	2,151,449	2,049,730
Increase in endowments	-	-	-	-	-	45,390	-	-	-	45,390	101,719
Permanently restricted net assets, end of year	-	-	31,583	31,583	-	2,165,256	-	-	-	2,196,839	2,151,449
Total net assets, end of year	3,587,866	127,213	599,422	4,314,501	-	2,165,256	14,657,789	-	41,171	21,178,717	21,862,511

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

1. NATURE OF OPERATIONS

Burman University [the "University"] was incorporated by a special Act of the Province of Alberta and is a member of the Seventh-day Adventist Church in Canada ["SDACC"]. The University was established to provide the opportunity for Christian-based education to Seventh-day Adventists and others. The University operates post-secondary and high school [Parkview Adventist Academy] programs. The University is exempt from income taxes under certain provisions of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the University have been prepared on an accrual basis. The significant accounting policies of the University are in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are summarized below:

Basis of presentation - fund accounting

The accounts are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions placed on the use of resources available to the University. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purpose. These funds are comprised of the following:

- [i] Operating Funds include current assets, liabilities, and transactions from restricted and unrestricted educational and rental building resources of an operating nature and include Burman University ["Burman"], rental buildings activity ["Rentals"], Parkview Adventist Academy ["PAA"]. The PAA fund also includes capital and endowment activities specifically related to PAA operations.
- [ii] The Loans Fund consists of contributions restricted for the purpose of loans to students.
- [iii] The Endowment Fund represents funds that are subject to restrictions of gift instruments which require that the principal be held in perpetuity, be invested, and only the income from such investments be used. The principal of endowment gifts are reported as permanently restricted net assets. Contributions received for endowment principal are recorded as direct additions to permanently restricted net assets.
- [iv] The Capital Fund [including the Heritage Fund] consists of resources that were donor restricted and used for the acquisition of capital assets [held as deferred capital contributions] or committee allocated [held as internally restricted net assets] for future capital acquisitions. Internally restricted operating funds can be returned to the operating funds by action of the committee. The internally restricted balance includes funds transferred for future capital acquisitions, proceeds from sale of capital assets, and unrestricted capital fund investment earnings. The Capital Fund also consists of the cost of capital assets acquired or contributed, respective accumulated amortization, any respective debt, and the unamortized portion of deferred capital contributions.
- [v] The Agency Fund represents funds held by the University for student associations and clubs.
- [vi] The Research Fund represents funds internally restricted for research by the operating committee.

Use of estimates

The preparation of 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 and 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 areas requiring the use of estimates include: allowance for doubtful accounts, estimated useful lives of capital assets and deferred capital contributions, donated art held for sale and employee future benefits. Actual results could differ from those estimates.

Cash and cash equivalents

Cash and cash equivalents include highly liquid assets that are readily convertible to cash and have maturity dates of less than three months from the date of acquisition.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital assets

Capital assets are recorded at cost when purchased or at fair market value at the date of gift. Certain real estate property is stated at a nominal cost of \$1 as they were recorded upon an asset review a number of years ago and no cost was available. Amortization is provided over the estimated useful lives of the respective assets on a straight-line basis as follows:

Land improvements	5 - 40 years
Buildings and building improvements	30 - 40 years
Pipe organ	100 years
Equipment, vehicles and library	5 - 30 years

Uses of operating funds for capital acquisitions and debt service payments are accounted for as transfers to the Capital Fund. Both principal and interest payments made to retire Capital Fund debt are recorded in the Capital Fund.

Investments

Investments subject to significant influence are accounted for using the cost method. Accordingly, investments subject to significant influence are recorded at original cost unless there has been impairment in value, in which case the investment has been written down to its fair value. Income is recognized as received. Gains or losses from the sale of investments recorded at cost are calculated based on the average carrying value of the investment.

Investments not subject to significant influence are initially recorded at their acquisition cost. Investments in publicly-traded securities and debt instruments are subsequently adjusted to fair value at year end, and the corresponding unrealized gain or loss is reflected in the statement of operations or in the deferred contribution account for deferred contribution investments. The investment in donated art held for sale has been written down to an estimated current value.

Impairment of long-lived assets

The University reviews capital assets for impairment whenever events or circumstances arise that indicate that the asset no longer has any long-term service potential. A write-down is recorded to reduce the carrying amount of the asset to its residual value when there is no longer any service potential. Write-downs are not reversed if there is a subsequent change in circumstances.

Financial instruments

The University measures its financial instruments initially at fair value and subsequently measures them at amortized cost, except for cash and investments that are traded in an active market for which fair value is readily available.

The University's financial instruments consist of cash, accounts receivable, investments, notes and loans receivable, accounts payable and accrued liabilities, and deposits and agency funds. Unless otherwise noted, it is management's opinion that the University is not exposed to significant interest, market, liquidity, currency or credit risks arising from these financial instruments.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition

The University follows the deferral method of accounting for donations, Alberta government grants and Seventh-day Adventist Church in Canada appropriations. Gifts of cash and other assets are reported as deferred contributions if they are received with donor stipulations that limit use of the donated assets. When the related expenses are incurred or a stipulated time restriction expires, restricted assets are recognized as income and reported in the statement of operations. Gifts of cash or other assets that must be used to acquire capital assets are also reported as deferred contributions. Deferred contributions that have been spent to acquire capital assets are transferred to deferred capital contributions, and are amortized and recognized as revenue on the same basis as the amortization expense of the related capital assets. Endowment contributions are recognized as direct increases in permanently restricted net assets in the period in which they are received.

The value of donated depreciable capital assets, whether or not restricted, is recorded as deferred capital contributions and amortized and recognized as revenue on the same basis as amortization expense is recognized for the related capital assets. The value of donated land is recognized as an increase to net assets invested in capital assets at the time of the gift.

Tuition and fees and resale and ancillary revenue, including rentals, are recognized as revenue in the period when services are provided. Tuition fees received in advance of the next fiscal period are recorded as deferred revenue and recognized over the period of instruction.

Interest and other revenue is recognized in the period earned. Income from investments, loans, and other instruments is accounted for in the fund owning the assets, except for the Endowment Fund. Unrestricted income from Endowment Fund investments is accounted for as income of the Operating Fund. Restricted income from Endowment Fund investments is accounted for as deferred contributions until spent for the restricted purpose designated by the endowment instrument. Restricted investment income that is required to be added to endowment principal is recorded as a direct addition to net assets in the Endowment Fund.

The University actively fundraises and unrestricted contributions are recorded when received. Pledges are not recorded.

Foreign currency translation

Monetary items denominated in a foreign currency are translated into Canadian dollars at the exchange rate in effect at the date of the statement of financial position. Non-monetary items are translated into Canadian dollars at the exchange rate in effect on the date of the transaction. Revenues and expenses denominated in a foreign currency are translated into Canadian dollars at the exchange rate in effect on the date of the transactions. Any foreign exchange gain or loss is included in the determination of excess of revenue over expenses for the year.

Volunteer services and contributed materials

The work of the University is dependent on the volunteer services of many individuals and others. The nature and amount of volunteer services are not reflected in these financial statements because of the difficulty of determining their fair value. Contributed materials are recorded in these financial statements only when the fair value can be reasonably estimated.

Employee future benefits

Defined benefit plans accounting is applied to a multi-employer, defined benefit, final average earnings non-contributory pension plan. Accordingly, contributions are expensed as due.

Retirement allowances are accrued and expensed when earned.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

3. CASH

Included in cash are the following balances restricted as to the use of the funds:

	2018	2017
	\$	\$
Deposits and agency funds	293,692	309,365
Deferred contributions	1,948,574	1,928,146
Total restricted cash	2,242,266	2,237,511
Unrestricted cash	536,927	(3,562)
	2,779,193	2,233,949

Agency funds represent funds held by the University on behalf of student associations and clubs. Deferred contributions represent unspent externally restricted contributions, as described in note 12.

Included in cash is \$9,141 [2017 - \$27,145] denominated in United States dollars and thus subject to currency price risk.

4. ACCOUNTS RECEIVABLE

	2018	2017
	\$	\$
Students	609,023	646,642
Seventh-day Adventist organizations	45,999	107,618
Insurance receivable	-	821,181
Other	143,583	145,828
Total accounts receivable	798,605	1,721,269
Less allowance for doubtful accounts	(142,667)	(134,948)
Net accounts receivable	655,938	1,586,321

The University is exposed to credit risk as it grants credit to students and other organizations in the normal course of operations. The University does not have significant credit risk to any one individual organization.

5. SHORT-TERM INVESTMENTS

	2018	2017
	\$	\$
Guaranteed investment certificates	2,103,950	1,999,331
Donated art held for sale	19,453	19,453
	2,123,403	2,018,784

The guaranteed investment certificates bear interest at 1.55% to 2.25% and mature between May 2018 and January 2019. The guaranteed investment certificates bear interest at fixed rates and thus are exposed to interest rate price risk.

Donated art held for sale has been written down to reflect expected current value, however a certified appraisal of the art has not been completed recently and thus the estimated fair value of the art is not determinable with sufficient reliability.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

6. DUE FROM (TO) OTHER FUNDS

The amounts shown as due from or due to other funds represent the transactions in a specific fund for which the Burman Fund holds and transacts the cash. Amounts due to the Endowment Fund of \$33,917 (2017 - \$0) and the amount due to the Loans Fund of \$134,348 (2017 - \$136,132) bear interest on the same basis as the inter-fund loan [see Note 14], being a blend of the Seventh-day Adventist Church in Canada's revolving fund deposit rate and loan rate, 2% and 3.75%, respectively, at year end (2017 - 2% and 3.75%). Otherwise, inter-fund balances are non-interest bearing and have no specified settlement terms.

7. NOTES AND LOANS RECEIVABLE

	2018	2017
	\$	\$
Other Funds		
Student loans receivable, no fixed terms of repayment	15,710	11,886
Less amounts due within one year	3,024	2,016
	12,686	9,870

8. LONG-TERM INVESTMENTS

	2018	2017
	\$	\$
Investment in 1152300 Alberta Ltd.	4,000	4,000
Guaranteed investment certificates	3,237,215	3,230,376
Cash on deposit	462,731	1,101,883
Mutual funds - equities (cost - \$6,410,791)	7,246,577	6,559,970
Mega Fund	776	3,657
Equities	1	1
Mineral rights	1	1
	10,951,301	10,899,888

Included in long-term investments is \$523 (2017 - \$976) denominated in United States dollars and thus exposed to currency price risk. The long-term investments in mutual fund equities are traded in the market and thus exposed to market price rate risk.

The guaranteed investment certificates bear interest at 1.95% to 2.65% and mature between May 2019 and January 2023. The guaranteed investment certificates bear interest at fixed rates and thus are exposed to interest rate price risk. \$350,000 of these GICs have been assigned to the University's "Payment Anytime" agreement in the event that funds required to cover the payroll are not on deposit.

Cash on deposit has been set aside by the board for future investment in equities to fund the activities of the capital fund (including the Heritage Fund). As these funds are not for current operations and are intended to be invested in the long-term, they have been presented as long-term on the statement of financial position. Investments held in the Capital fund are for the Heritage Fund and are reported as long term because of the University's intent to reinvest maturing investments over the long-term.

The Mega Fund has been discontinued as of June 2015. Therefore the \$100,000 deductible on property insurance is the responsibility of the University.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

9. CAPITAL ASSETS

	2018			
	Cost \$	Accumulated Amortization \$	Net Book Value \$	Amortization Expense \$
Land	346,263	-	346,263	-
Land improvements	2,936,360	1,407,019	1,529,341	77,420
Buildings	15,921,723	9,391,526	6,530,197	366,101
Building improvements	5,560,067	2,348,780	3,211,287	136,710
Pipe organ	529,590	108,036	421,554	5,296
Equipment	2,835,558	2,266,716	568,842	190,896
Vehicles	467,911	443,728	24,183	17,473
Library	1,502,185	1,235,944	266,241	69,811
	30,099,657	17,201,749	12,897,908	863,707

	2017			
	Cost \$	Accumulated Amortization \$	Net Book Value \$	Amortization Expense \$
Land	346,263	-	346,263	-
Land improvements	2,873,602	1,329,598	1,544,004	76,028
Buildings	15,921,722	9,025,425	6,896,297	379,945
Building improvements	5,401,260	2,212,070	3,189,190	132,740
Pipe organ	527,278	102,740	424,538	6,752
Equipment	2,823,076	2,173,369	649,707	166,230
Vehicles	467,911	426,255	41,656	17,473
Library	1,523,414	1,244,510	278,904	71,555
	29,884,526	16,513,967	13,370,559	850,723

The University Board of Trustees has designated certain lands within the city of Lacombe as eligible for sale. The designated lands total approximately 200 acres. On February 11, 2015, Burman University signed a Purchase and Sale Agreement for the sale of approximately 31 acres of land with a possession transfer date of September 30, 2015. The transfer date has been delayed due to negotiated delays in removal of conditions. However, it is expected the transfer will occur before the end of the 2018 calendar year.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

10. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2018	2017
	\$	\$
Seventh-day Adventist organizations	3,301	2,626
Municipal government	90,797	89,837
Receiver General	8,767	1,074
Vacation and payroll	464,170	414,069
Retirement Allowances	321,795	180,680
Student credit balances	248,618	320,745
Other	283,781	221,106
	1,421,229	1,230,137

The Retirement Allowance accrual was calculated based on SDACC Retirement Allowance formula for employees who were 65 years old or older as of April 30, 2018.

11. DEFERRED REVENUE

Deferred revenue represents funds received in advance of the courses and services being provided.

12. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted contributions which consist of the following:

	2018					
	Beginning Balance	Amount Received During the Year	Amount Used During the Year	Amount Transferred to Permanently Restricted Net Assets	Amount Transferred to Deferred Capital Contributions [note 13]	Ending Balance
	\$	\$	\$	\$	\$	\$
Student loans, aids, and scholarships	1,178,482	366,676	(483,897)	-	-	1,061,261
Equipment and supplies	695,096	476,285	(309,046)	-	(137,018)	725,317
Government grants	54,568	251,299	(143,871)	-	-	161,996
	1,928,146	1,094,260	(936,814)	-	(137,018)	1,948,574

	2017					
	Beginning Balance	Amount Received During the Year	Amount Used During the Year	Amount Transferred to Permanently Restricted Net Assets	Amount Transferred to Deferred Capital Contributions [note 13]	Ending Balance
	\$	\$	\$	\$	\$	\$
Student loans, aids, and scholarships	1,107,938	535,887	(465,343)	-	-	1,178,482
Equipment and supplies	579,993	304,606	(137,668)	(19,225)	(32,610)	695,096
Government grants	135,569	228,703	(296,744)	-	(12,960)	54,568
	1,823,500	1,069,196	(899,755)	(19,225)	(45,570)	1,928,146

Of the total deferred contributions at April 30, 2018, \$654,061 (2017 - \$549,785) is expected to be spent in accordance with the related external restrictions in the upcoming year.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

13. DEFERRED CAPITAL CONTRIBUTIONS

Externally restricted contributions consists of funds used for the acquisition of capital assets and donated capital assets as follows:

	2018			
	Beginning Balance \$	Amount Transferred from Deferred Contributions [note 12] \$	Amount Amortized During the Year \$	Ending Balance \$
Capital projects	4,695,811	137,018	(266,274)	4,566,555

	2017			
	Beginning Balance \$	Amount Transferred from Deferred Contributions [note 12] \$	Amount Amortized During the Year \$	Ending Balance \$
Capital projects	5,023,949	45,570	(373,708)	4,695,811

14. INTERNALLY RESTRICTED NET ASSETS

The University Board and management impose restrictions on net assets which require that the resources be reserved for specific uses. The components of internally restricted net assets as at the year end are as follows:

	2018					
	Burman \$	Rentals \$	PAA \$	Capital \$	Research \$	Total \$
Operating purposes	1,897,140	-	493,937	-	-	2,391,077
Capital purposes	778,993	80,000	7,916	51,493	-	918,402
Heritage Fund	-	-	-	9,676,149	-	9,676,149
Research purposes	-	-	-	-	41,171	41,171
Total internally restricted net assets	2,676,133	80,000	501,853	9,727,642	41,171	13,026,799

	2017				
	Burman \$	PAA \$	Capital \$	Research \$	Total \$
Operating purposes	2,739,215	537,443	-	-	3,276,658
Capital purposes	660,585	18,808	96,678	-	776,071
Heritage Fund	-	-	9,690,619	-	9,690,619
Research purposes	-	-	-	40,311	40,311
Total internally restricted net assets	3,399,800	556,251	9,787,297	40,311	13,783,659

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

14. INTERNALLY RESTRICTED NET ASSETS (continued)

Included in the capital fund are the following loans advanced from the Heritage Fund for the purpose of purchase of capital assets. The terms and conditions related to these advances are as follows:

	2018	2017
	\$	\$
Loan receivable from the Capital Fund payable to the Capital Fund (Heritage Fund), repayable in blended annual installments of \$129,662 from May 1, 2011 to January 31, 2035 with interest at a blend of the SDACC's revolving fund deposit rate and loan rate, 2.875% at April 30, 2018 [2017 - 2.875%] (PE Centre Expansion)	1,721,674	1,800,900
Loan receivable from the Capital Fund payable to the Capital Fund (Heritage Fund), repayable in blended annual installments of \$107,435 from June 1, 2011 to December 31, 2024 with interest at a blend of the SDACC's revolving fund deposit rate and loan rate, 2.875% at April 30, 2018 [2017 - 2.875%] (Riverton Hall)	656,544	743,858
Loan receivable from the Capital Fund payable to the Capital Fund (Heritage Fund), repayable in blended annual installments of \$16,256 from August 1, 2011 to August 31, 2037 with interest at a blend of the SDACC's revolving fund deposit rate and loan rate, 2.875% at April 30, 2018 [2017 - 2.875%] (Beardsley Duplex)	241,973	251,171
Loan receivable from the Capital Fund payable to the Capital Fund (Heritage Fund), repayable in blended annual installments of \$65,642 from May 1, 2016 to April 30, 2031 with interest at a blend of the SDACC's revolving fund deposit rate and loan rate, 2.875% at April 30, 2018 [2017 - 2.875%] (Facility Maintenance Building)	715,029	759,543
	3,335,220	3,555,472

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

15. RELATED PARTY TRANSACTIONS

Related parties and related party transactions are as follows:

Seventh-day Adventist Church in Canada ["SDACC"]

The University is affiliated with the SDACC, which has headquarters in Oshawa, Ontario. This national church organization covers all of Canada and the French possessions of St. Pierre and Miquelon; comprising the Alberta, British Columbia, Manitoba-Saskatchewan, Maritime, Ontario, and Quebec Conferences and the Seventh-day Adventist Church in Newfoundland and Labrador, which represent the interests of the Seventh-day Adventist Church in one or more provinces. The President of the SDACC is the Chair of the University's Board of Trustees.

During 2018, the SDACC subsidized the operations of the University in the amount of \$5,485,755 [2017 - \$5,452,348]. Included in these balances is \$5,446,082 [2017 - \$5,438,036] recognized as unrestricted revenues and \$39,673 [2017 - \$14,312] recognized as restricted revenues. As a result, the University is dependent on the SDACC to fund a significant portion of its operations.

The University receives services and provides services to various other Seventh-day Adventist organizations in the normal course of operations. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

Canadian University College Foundation

The Letters Patent incorporating the Canadian University College Foundation [the "Foundation"] were issued effective September 21, 2000, pursuant to Part II of the Canada Corporations Act. The Foundation is located in Lacombe, Alberta. The objectives of the Foundation are to receive gifts, bequests, trusts, funds and property and beneficially, or as a trustee or agent, to hold, invest, develop, manage, accumulate and administer funds and property for the purpose of disbursing funds and property exclusively to the University and such other qualified donees as are associated with or related to the University or adhere to, promote or proclaim the doctrines and tenets of the Seventh-day Adventist Church. The members of the Foundation are the President of the University, Chairman of the Board of Trustees of the University, Vice President for Financial Administration of the University; and those persons whose applications for admittance as a member of the Foundation have been approved by the three persons named above.

The Foundation has not initiated any transactions during the year, nor has any assets, liabilities, revenues, expenses, gains or losses.

16. PENSION PLANS

The University is a participating employer in the following non-contributory, defined benefit pension plans:

1) Seventh-day Adventist Church Retirement Plan for Canadian Employees [the "Registered Plan"] is registered with the Financial Services Commission of Ontario and with the Canada Revenue Agency. The Registered Plan covers substantially all employees who have completed two years of service and provides a defined benefit pension based on a benefit rate factor, pension factor, and credited service. Under the terms of the Registered Plan, each participating employer's required contribution consists of two parts; a pro-rated "amortization" portion of the unfunded past service cost; and a "normal cost" amount for current service cost of active employees.

2) Supplemental Plan for Canadian Retired Employees [the "Supplemental Plan"] provides benefits for healthcare, pension, and funeral allowance for all employees who meet the specified requirements. The Supplemental Plan is not a registered plan. The Supplemental Plan is unfunded; it receives contributions from participating employers in amounts sufficient only to cover the benefits actually paid each year.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

16. PENSION PLANS (continued)

The Registered Plan and Supplemental Plan are considered multi-employer plans for accounting purposes only. It is not reasonably possible to determine the actuarial present value of the accumulated benefit obligation or the plans net assets for employees of the University apart from other plan participants. As a result, the University is required to account for its participation as if the plans were defined contribution plans. Required contributions during the year are included in salaries and wage related expense in the statement of operations.

However, based on the latest actuarial information of the Registered Plan as a whole, as at December 31, 2017, the actuarially computed value of accumulated plan benefits was estimated to be \$175,787,000, and the market value of Registered Plan's net assets were estimated to be \$143,769,000 for that plan as a whole, resulting in a funding deficit of \$32,018,000. As a participating employer, the University is required to make contributions to the Registered Plan in amounts which are subject to change as determined by the Registered Plan's governing board.

The required contributions, and expense recorded, by the University are as follows:

	2018	2017
	\$	\$
Registered Plan		
Amortization payment	499,312	567,512
Normal cost	280,461	272,187
Supplemental Plan		
Pension benefits	127,323	149,461
Retirement Allowance	167,500	291,332
Other post-retirement benefits	321,615	174,168
	1,396,211	1,454,660

17. TRANSFERS BETWEEN FUNDS

	2018						
	Burman	Rentals	PAA	Endowment	Capital	Research	Total
	\$	\$	\$	\$	\$	\$	\$
Inter-fund services	274,165	(26,953)	(247,212)	-	-	-	-
Capital funding	(422,045)	(84,776)	-	-	506,821	-	-
Inter-fund Heritage Fund interest	74,057	-	24,686	-	(98,743)	-	-
Research	(16,487)	-	-	-	-	16,487	-
	(90,310)	(111,729)	(222,526)	-	408,078	16,487	-

	2017						
	Burman	Rentals	PAA	Endowment	Capital	Research	Total
	\$	\$	\$	\$	\$	\$	\$
Inter-fund services	268,921	(26,034)	(242,887)	-	-	-	-
Capital funding	(713,177)	(84,776)	-	-	797,953	-	-
Inter-fund Heritage Fund interest	76,843	-	25,614	-	(102,457)	-	-
Research	(15,648)	-	-	-	-	15,648	-
	(383,061)	(110,810)	(217,273)	-	695,496	15,648	-

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

18. INCREASE IN ENDOWMENTS

	2018	2017
	\$	\$
Endowment contributions	44,825	45,417
Interest earned on endowments	23,036	257,355
Interest transferred to operating fund	(22,471)	(220,053)
	45,390	82,719
Reclassified contributions	-	19,000
Increase in endowments	45,390	101,719

19. RECOMMENDED WORKING CAPITAL

The following is a summary of working capital and liquidity as recommended and defined by the Working Policy [S73] of the North American Division of the General Conference of Seventh-day Adventists. Recommended working capital is defined as 20% of operating expenses of the latest complete fiscal year. Working capital is defined as the amount of current assets above the total of current liabilities.

	2018	2017
	\$	\$
Working capital		
Total current assets		
Operating Funds	4,807,994	6,057,818
Total current liabilities		
Operating Funds	2,231,957	2,014,607
Total working capital	2,576,037	4,043,211
Recommended working capital	3,860,196	3,806,526
Working capital surplus (deficiency)	(1,284,159)	236,685
Percent of recommended working capital	67%	106%
Current ratio	2.15	3.01
Liquidity		
Cash	2,564,159	2,133,476
Total liquid assets	2,564,159	2,133,476
Less commitments as defined by policy		
Current liabilities	2,231,957	2,014,607
Liquidity surplus	332,202	118,869
Percent of liquid assets to commitments	115%	106%
Calculation of recommended working capital		
20% operating expenses	3,860,196	3,806,526
Recommended working capital	3,860,196	3,806,526

Although the working capital calculation results in a deficiency, the University has available \$2,737,993 of long-term investments that could be liquidated to cover cash deficiencies.

NOTES TO FINANCIAL STATEMENTS

April 30, 2018

20. INSURED LOSSES

During the 2018 fiscal year the University completed two insurance claims which were initiated in prior years.

The first of the two claims occurred in October 2013 regarding explosion/fire and water damage to the Chan Shun Science Centre. Total expenses of \$1,148,079 were incurred and insurance funds received totaled \$1,188,217.

The second of the two claims occurred in July 2015 regarding hail damage to substantially all of the University's buildings. Total expenses of \$1,319,727 were incurred and insurance funds of \$1,339,166 were received.