



# ANNUAL REPORT

2018-19





# TABLE OF CONTENTS

3

---

<b>Accountability Statement</b>	<b>4</b>
<b>Management’s Responsibility For Reporting</b>	<b>5</b>
<b>Message from the President</b>	<b>6</b>
<b>Public Interest Disclosure Act</b>	<b>8</b>
<b>Operational Overview</b>	<b>9</b>
<b>Goals, Priority Initiatives, Expected Outcomes, and Performance Measures</b>	<b>14</b>
<b>Financial and Budget Information</b>	<b>40</b>
<b>Enrolment Plan and Program Changes</b>	<b>41</b>
<b>Research, Applied Research, and Scholarly Activities</b>	<b>42</b>
<b>Regional Stewardship, Foundational Learning, Underrepresented Learners</b>	<b>45</b>
<b>Internationalization</b>	<b>47</b>
<b>Capital Plan</b>	<b>49</b>
<b>Information Technology</b>	<b>50</b>
<b>Appendix A: Enrolment and Retention Statistics</b>	<b>52</b>
<b>Appendix B: Audited Financial Statements</b>	<b>56</b>

October 31, 2019

The Honourable Demetrios Nicolaides  
402 Legislature Building  
10800 – 97 Avenue  
Edmonton, AB T5K 2B6

Dear Minister Nicolaides:

Burman University presents the 2018-2019 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 2018-2019 Annual Report and to confirm the following statement:

Burman University's Annual Report for the year ended April 30, 2019, was prepared under the Board's direction in accordance with ministerial guidelines. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this report.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Johnson', is placed on a light gray rectangular background.

Mark Johnson  
Chair, Board of Trustees  
Burman University

October 31, 2019

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

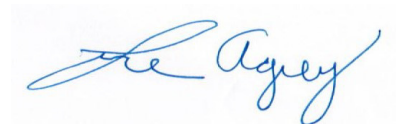
Dear Minister Nicolaides:

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

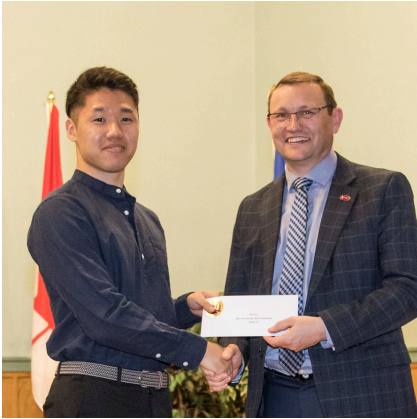
Burman University is pleased to provide the annual report for the 2018-2019 academic year. As a member of the Independent Academic Institutions sector, the university has continued to meet its mission to “educate students to think with discernment, to believe with insight and commitment, and to act with confidence, compassion and competence”. This past year has provided numerous opportunities for this mission to be realized and embodied in the lives of our students.

The academic year saw the completion of the first Annual Plan which provided direction and action plans with which to execute the five year strategic plan entitled, Students the Focus, Learning the Goal, Christ the Reason, which was implemented last year. The actions that were designated in the Annual Plan to be completed within the year were completed. There were also actions that are of an ongoing nature and continue to be addressed in the current plan.

The enrolment figures at the start of the academic year indicate a marginal increase with 454 students enrolled. The students that come to Burman represent over 30 nations around the world and virtually every province across Canada. The diverse ethnic and cultural backgrounds represented within the student body provide a rich tapestry or experience which enhances the student experience. At least once per term this cultural richness is celebrated with co-curricular programs which provide opportunity to share the unique characteristics of the diverse student body. Retention numbers continue to remain strong, in fact, during the academic year, the retention numbers indicated the best retention results to date. By-in-large students who come to Burman continue at Burman.

Burman University also continues to serve the community of Lacombe and Central Alberta through a variety of methods. The Music department provides regular musical performances with visiting musicians from across Canada in its Sunday at Four concert series. The Centre for Peace and Justice provides significant services to the community through initiatives such as Peacebuilders, a leadership program for young people who are interested in building a human rights community in Central Alberta. The Centre for Peace and Justice Conflict Management team provides experienced facilitators to respond to conflict situations. And finally the Herr Lecture Series continues to bring to Lacombe a series of top-rate speakers from across Canada and around the world who speak to the social, political and economic realities and issues of the day.

As you read through this report, the details will provide evidence that Burman University continues to meet its strategic goals, in providing student-centred education, excellence in academics and student life as well as in making positive contributions to the community in which it is located. It is a privilege to continue to provide the communities of Lacombe, the rural areas that surround it, as well as other Central Alberta communities with excellence in post-secondary education.



Burman University received no disclosures under the Public Interest Disclosure Act for the fiscal year May 1st, 2018 to April 30th, 2019.



Every year, the Choral Union presents a free Christmas concert for the community. This 40+ year tradition welcomes over 1,000 members of the community to the campus.



## 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% increase in headcount but a less than 1% decrease in FTE. This was primarily due to a notable increase in retention rate (82% overall retention rate, 75% 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 second 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. This new strategic planning is integrated in to the goals, priority initiatives, expected outcomes, and performance measures section of the annual report.

Two new faculty were hired during the reporting period. They are both young scholars that have yet to complete their doctoral work, but both are extremely motivated and capable. Administration is hopeful that they will prove to be a positive contribution to the campus research development and growth.

Eduardo Solá was hired in the music department after one of the previous faculty chose to move back to the United States. Mr. Sola is currently completing his PhD in Education with an emphasis in music education at Andrews University in Michigan, USA. His Masters is from the University of Toronto in Musicology and he also has two Bachelors degrees in violin performance from universities in Brazil and the Netherlands. Although he is still completing his doctoral work, his CV already contains a respectable collection of peer-reviewed publications and many international conference presentations. Mr. Solá's research area specifically focuses on the intersection of synesthesia and education. His research portfolio is an ideal fit for a music department whose scholarly output is primarily performance based. This reporting year has seen him integrate well and already diversify the scholarly output of the department.

Mr. Kevin Kiers was hired for the Outward Pursuits department after the retirement of two faculty from the department. Mr. Kiers is beginning his PhD at the University of Alberta. During the reporting period, he worked with the current faculty to overhaul the program's offerings and worked with the education department to offer an outdoor education minor.

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 university remains active in community outreach activities. The Herr Lecture Series hosted by Burman University's Centre for Peace and Justice is an established community event that draws a sizable crowd to each lecture. Highlights from this past season included Kim Phuc (The Girl Behind the Photo), Dr. Ron Deibert (Digital Espionage AGAINST Global Civil Society), Dr. Charmaine Nelson (Exploring Canadian Slavery), and Hon. Douglas Roche O.C. (Hope Not Fear). These lectures continue to provide opportunities to engage our student, faculty, staff, and the local community in thoughtful dialogue about a variety of topics under the umbrella of humanities.

The School of Business 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. Along with the speaker series, the School of Business is establishing a small business incubator and offering continuing education summer courses geared towards the community. These initiatives will launch shortly after the reporting period.

The reporting period saw significant renovation outside the main administration building, making the bottom floor fully wheelchair accessible. Accessibility continues to be a top priority for campus capital projects. Burman University was established over 100 years ago, on a hilltop, without regard for accessibility for those with physical disabilities. As buildings and spaces require renovations, accessibility is the first

and most important consideration as the University endeavors 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 only two faculty and staff retirements. However, a review of the faculty and staff profiles finds that nearly a quarter of the workforce is within five years of retirement age or past retirement age. As such, succession planning has become a key strategic goal for the Human Resources department. Retirements present opportunities to reduce the institution's workforce without resorting to involuntarily layoffs. Unfortunately, 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 potentially creates a negative work environment. Administration is keenly aware of these challenges and is moving forward with caution and care as workloads shift from year to year.

Above all else, Burman University cherishes the students that attend. With over 50% of the student body representing a visible minority, the diversity of the campus is one of the key factors that make Burman University unique in Central Alberta. Students are committed to service both to the university and the community. Student leadership in campus life and their involvement in nearly every governance committee are ongoing positive environmental factors.



Kim Phuc, the girl from the famous napalm photo during the Vietnam war, was a featured lecturer during the Herr Lecture Series this year. She spoke to a full audience at the Lacombe Memorial Centre.



During the reporting period, a new strategic plan was implemented at Burman University. This new strategic plan informs overall goals of the institution and acts as a benchmark for the campus' annual plan. The most recent submission of the CIP features a new set of goals. This section of the Annual Report will feature both initiatives from the new strategic plan (listed first) and the previous set of goals (listed second).

The new strategic plan centers around five main goal areas: student experience, employees experience, academics, finances and assets, and community.

**Student Experience** - Burman University ensure that students are challenged and supported to develop academically, spiritually, socially, and physically in a caring, Christ-centred environment that promotes diversity, encourages integrity, and creates professional and lifelong service opportunities.

**Employee Experience** - In order to serve and enrich students and the campus, local, and global communities, Burman University employees will have the agency to engage in a collaborative culture built on respect and animated by Christian concern for each other.

**Academics** - Burman University will create and support an academic culture that establishes a student-centred community that engages in faith-based transformative teaching and learning anchored in relevant research.

**Finances and Assets** - Burman University will advance the campus, especially the student experience, by investing in the institution's priority initiatives through prudent management of finances, opportunities, and assets.

**Community** - In order to enrich lives, Burman University will collaborate with its communities through improved partnerships, communication, and engagement.

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<p><b>Student Experience</b></p> <p>PI1 - Provide opportunities for the respectful expression and inclusion of diversity.</p> <p>EO1 - Campus programming will provide a unified focus on the acceptance, inclusion, and expression of diversity in all areas of the campus, resulting in a positive attitude.</p> <p>PM1 - The Equity, Diversity, and Inclusion Committee will survey all groups on campus to measure attitudinal changes.</p>	<p>Promote faculty interactions with students in an out of the classroom which will enhance respectful expression and inclusion.</p> <p>Include mandatory diversity training opportunities for faculty and staff</p> <p>Review mandate and effectiveness of Diversity, Equity, and Inclusion Committee</p> <p>Ensure budget available for proven ROI initiatives with a view to increase opportunity for respectful expression of inclusion and diversity</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Completed</p> <p>Completed and ongoing</p>	<p>The following statement appears in the student course evaluations: The instructor interacts with students in ways that are free from discrimination and bias. From fall and winter 2018-2019 course evaluations, 89% of respondents indicated agree or strongly agree.</p> <p>Campus programming encourages faculty/student engagements through social event programming and spiritual event interactions. This starts in CUEquest when faculty take students for departmental tours and introductions.</p> <p>Conducted EDI (Equity, Diversity, and Inclusion) awareness training with faculty/staff. Held an EDI panel discussion answering student questions. Implicit Bias training scheduled for October 2019.</p> <p>Cabinet reviewed mandate &amp; revised TOR. Created a position of Special Assistant to the President for Equity, Diversity &amp; Inclusion. He began these duties in January 2019.</p> <p>A budget recommendation was presented for Budget review in April 2019 and \$5,000 was received. This amount will be used for a number of initiatives including a Diversity Weekend, diversity training, and ongoing communications. This amount should remain in future budgets for ongoing initiatives.</p>	<p>Ongoing</p> <p>October, 2019</p> <p>Completed</p> <p>Ongoing</p>

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
PI2 - Nurture success and ensure safety and wellbeing in all its student.	Develop and implement a Mental Health Strategy	Completed	Document completed November 2018. Annual monitoring and updating process to be completed by March of each year.	November 2018
EO2 - Policies and practices are in place to ensure success, safety, and wellbeing of students.	Provide feedback loop for Academics, Sakala Student Success Centre and students	Ongoing	Sakala Centre personnel have dialogued with faculty twice, and there is consensus on student success procedures.	April 2019 and ongoing
PM2 - Students will report they feel safe on campus and they are aware of assistance and support for wellness; evidence of success will be provided.	Survey Students (along with employees ) to find what are the greatest safety concerns they may have and then develop solutions to address those concerns and prioritize on the project list accordingly	Completed	Survey completed with solutions in place. Items of concern such as Safe Walk and Lockdown Drills are being addressed.	April 2019
	Provide for school counsellors to receive specialized training and knowledge regarding mental health	Ongoing	The training has been extensive this year. It has extended beyond the counsellors, but the crisis intervention teams as well which include Chaplains, Resident Deans, and Campus Security.  Training includes: <ul style="list-style-type: none"> <li>• Narrative Therapy Training</li> <li>• The Inquiring Minds</li> <li>• Mental Health First Aid</li> <li>• Question, Persuade and Refer</li> <li>• Applied Suicide Intervention Training</li> </ul>	August 2019



Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Academics</b>				
<p>PI3 - Strengthen academic programs and learning support systems to better enhance student success.</p> <p>EO3 - As a result of annual and cyclical program reviews, administration will facilitate recommendations for improvement, where appropriate. The learning support systems (Sakala Success Centre, Writing Centre, Student Intervention Team, etc.) will be better aligned with student needs.</p> <p>PM3 - All programs will meet Campus Alberta Quality Council (CAQC) requirements for six-year reviews; student retention rates increase to 85%.</p>	<p>Provide scholarships for students as a learning support</p>	Ongoing	<p>Donors are encouraged to support through scholarships. The Advancement office has established a capital campaign program with one of the main goals being increased student scholarships</p>	April 2020
	<p>Enhance integration of SIT (Student in transition) program</p>	Ongoing	<p>The SIT committee is working to become a more intentional committee rather than reactionary. As it's currently structured, students who are struggling are submitted to the committee and are assisted on a case by case basis. While this personal attention is useful, the committee is aiming to study each incoming cohort and identify potential issues early so plans can be established for resources needed earlier in the school year.</p>	April 2020
<p>PI4 - Develop a campus infrastructure plan to enhance student learning, research, accessibility, and community value.</p> <p>EO4 - Plans, including fundraising initiatives, will be developed with specific steps. These will be clearly communicated and carried out over the next five years.</p> <p>PM4 - Completed infrastructure projects will be identified. Survey results will show enhanced student learning, research, accessibility, and community value.</p>	<p>Cotinue to grow the Committee of 100 and alumni giving</p>	Ongoing	<p>Continued support for the Committee of 100 and Burman fundraising initiatives. Working with a new chair of the Committee of 100 to grow the membership as well as alumni giving in general. Results are that alumni giving is up and membership in the committee being added to as well.</p>	August 2019 and ongoing

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Community</b> PI5 - Communicate to students a clear path for career success and service. EO5 - Increase in student applications, enrolment, retention, and graduation rates PM5 - Application, enrolment, retention, graduation, and satisfaction data will be tracked.	Develop a communication strategy for prospective students from first contact to on-boarding	Complete	Complete. The communication plan is completed and is being imported into the Customer Relationship Management (CRM) software (Hubspot) and will be an integral part of carrying out the communication strategy.	August 2019
	Develop an engaged strategy for grade 10 (grade 9 in Quebec) students in career planning to align with pre-degree requirements. Initiate early admission	Ongoing	Strategy was developed and now requires implementation and data tracking. The following data points will be tracked: Conversion rate Enrolled (keep track of program of interest) Enrolled Early Admission (in grade 11) vs general admission	Ongoing - data tracking will require a couple of years to determine if the strategy is feasible
	Initiate a parent program. Ensure that parents are aware of factors in their child's education: cost, programs, scholarships, job placement and career opportunities.	Ongoing	Parent Engagement Survey Mailing List Increase in live-streaming audience Info sessions In the early stages of development and when complete will be an ongoing activity each year.	August 2020
	Academic Committee will ensure students understand their degree requirements and sequence.	Ongoing	Adequate information provided in the academic calendar. Program chairs and academic advisors complement academic committee to provide relevant information to students	August 2020

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Finance and Assets</b>				
<p>PI6 - Increase revenues while keeping tuition rates affordable.</p>	<p>Actively seek endowment donations</p>	<p>Ongoing</p>	<p>Endowment donations have increased over the past 12 months.</p>	<p>August 2019 and ongoing</p>
<p>EO6 - Increased resources will be available to implement priority initiatives.</p>	<p>Develop and implement marketing strategies to promote enrollment with academic programs.</p>	<p>Ongoing</p>	<p>Ongoing, VP for Marketing and Enrollment Services is working with the VP for Academic Administration to develop a strategic promotion plan.</p>	<p>August 2020 and ongoing</p>
<p>PM6 - Overall revenues will be increased by means of increased enrollment, diversified revenue sources and partnerships, competitive net tuition fees in comparison to other Independent Academic Institutions, increased endowments (scholarships/chairs/etc.), and increased unrestricted donations.</p>				
<p>PI7 - Ensure financial resiliency</p>	<p>Increase the Net Operating Revenues Ratio (NORR) by allocating 2% of operating income to Unrestricted Unallocated Net Assets (UUNA) each year.</p>	<p>Ongoing</p>	<p>The NORR increased year over year from just under 1% to just over 1% but is still below the recommended minimum of 2%.</p>	<p>April 2019 and ongoing</p>
<p>EO7 - The institution will make investments, take calculated risks, and develop other strategies to create financial resiliency.</p>	<p>Increase the Return on Net Assets Ratio (RNAR) by targeting an increase in net assets of 4% each year.</p>	<p>Ongoing</p>	<p>The RNAR increased significantly year over year from (3%) to 15%. The significant endowment increase accounted for almost 5% and of that change and Heritage Fund increase accounted for over 12%. Use of Internally Restricted funds brought the ratio down to 15%.</p>	<p>April 2019 and ongoing</p>
<p>PM7 - The reserve ratios, Composite Financial Index (CFI) and working capital, will demonstrate financial resiliency.</p>	<p>Maintain Viability Ratio (VR) by keeping expendable net assets over 1.25 times that of debt.</p>	<p>Ongoing</p>	<p>Even though Long-Term Debt decreased, Expendable Net Assets also decreased due to use of internally restricted funds, causing the VR to go down from 1.88 to 1.76.</p>	<p>April 2019 and ongoing</p>

## 20 Quality Goals

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Student Experience</b>				
<p>P18 - Foster maturity and independence in the student body.</p> <p>EO8 - Policies and practices that educate and enable students to become self-managers will have been examined and amended.</p> <p>PM8 - Students will be more fully educated about lifestyle choices. The student's actions will result in fewer institutional interventions. Faculty will see improved student development.</p>	<p>Inspire students to take ownership of their academic life.</p> <ul style="list-style-type: none"> <li>• Class attendance</li> <li>• Homework and meeting deadlines.</li> </ul> <p>Professors will provide timely feedback on student results.</p>	Ongoing	<p>The following statement appears in the student course evaluations: Student work is graded and returned within two weeks. From fall and winter 2018-2019 course evaluations, 84% of respondents indicated agree or strongly agree. Student Services strives to provide valuable tools for individual success through a number of programs that include CUEQuest, Freshman Fridays, and mature student mentorship coordination. A Noel Levitz Survey provides mental health feedback for each individual student who then meets with a counselor who is ready to provide individualized tools for success based on that data</p>	Ongoing

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<p>PI9 - Develop spiritual, high-impact, service learning, and other co-curricular that align with and support student academic learning outcomes.</p> <p>EO9 - Plans of co-curricular activities, both on-campus and off-campus, to augment student academic learning outcomes and spiritual growth will have been investigated, created, and enhanced.</p> <p>PM9 - Student satisfaction metrics on surveys in these areas will be consistently above median.</p>	<p>Support provided by Academic departments to enhance student learning in relation to co-curricular activities (e.g. travel of performance groups, sports teams, spiritual and service learning groups vs class attendance).</p>	Ongoing	<p>Faculty have been made aware that co-curricular activities are equally important, and need to be supported. Most faculty are good at providing time release from classes to support co-curricular activities. In return, many student participant groups are required to maintain good class standing (GPA).</p> <p>Academic-Co-curricular policy will be streamlined in the fall of 2019.</p>	October 2019
	<p>Revise and implement the Spiritual Master Plan (SMP) reflecting integrated and holistic spiritual life and ministry.</p>	Complete	<p>The Spiritual Master Plan document was completed in April. Annual monitoring and updating process to be completed by March of each year.</p>	April, 2019
	<p>Partner Burman with other missions, service and evangelism organizations/ institutions/ ministries.</p>	Ongoing	<p>Current partnerships include:            ADRA Canada            Alberta SDA Conference            Canadian Conferences            Long Term Facilities in Lacombe            ShareHim/Alberta Conference            Soup Kitchen in Red Deer            Food Bank in Lacombe            Adventist Volunteer Services            Adventist Frontier Missions            Reach International            International Children's Care</p>	August, 2019
	<p>Ensure co-curricular including spiritual plans are developed and implemented.</p>	Complete	<p>Three major plans developed and implemented            1) Spiritual Master Plan 2) President's Taskforce 3) Mental Health Plan</p>	Complete
	<p>Unify leadership training for appointed student leaders.</p>	Ongoing	<p>The reunifying of the different Student Leadership groups of campus went together on a Retreat. Our wish was for RA's, Campus Ministries and the Student Association Exec. to come together for a few days to unify and connect with each other. Two of the three groups participated. The Student Association has given the responsibility to the Executive VP to bring together campus club leadership groups to provide support and guidance.</p>	August, 2019

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Employee Experience</b>				
PM10 - Equip employees to effectively serve students with professionalism, empathy, and compassion.	Annual Training Calendar for Leadership & Employees.	Complete	Competency based training calendar for leadership and for employees was set and published	September 2019 and ongoing
EO10 - Ensure employee standards related to student interactions are developed, reviewed, communicated, and consistently demonstrated. Provide professional development activities as needed.	Conduct random draw for students for gift card (for attendance at fundraising workshops).	Outstanding	Requires an extension to April 2020 to hold a fundraising workshop for students.	April 2020
PM 10 - Student survey scores and feedback will be improved. There will be an increase in retention of students.	Determine what support is needed by departments to effectively serve students, providing tools and dealing with any emotional fall-out.	Outstanding	This action was deferred to the 2019/2020 academic year under the direction of another department.	August 2020
PM11 - Prioritize relationships with students: modelling, mentoring, and motivating Christian concern, academic excellence, and a holistic approach to life.	Determine what support is needed by departments to do this priority initiative. (e.g. host a meal with specific students 3 times/year (potluck in Advancement office)	Ongoing	A variety of activities have been implemented to achieve this goal. There is a continuation to prioritize relationships with students through activities such as graduation pizza events, engaging students on a personal level in faculty or staff homes; or on campus.	April 2019 and ongoing
EO11 - Students will feel valued and enriched; employees will be valued and feel enriched.				
PM11 - Results from the following surveys will show improvement: National Survey of Student Engagement (NSSE), course evaluations, graduate survey, graduate survey, educause tech survey, and employee survey.				

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Academics</b>				
<p>PI12 - Promote and nurture dynamic best teaching practices within a faith context.</p> <p>EO12 - The Teaching and Learning Committee will develop intentional strategies to promote best teaching practices.</p> <p>PM12 - On their annual reports, faculty will indicate their participation in training, nurturing, mentoring, and development activities. Student satisfaction on NSSE and other surveys will be consistently above median.</p>	<p>Ensure budget available for proven ROI initiatives with a view to promote best teaching practices.</p>	Ongoing	<p>Budget has been allocated for academic best teaching practices. This will be a continuing action.</p>	April 2019 and ongoing
<p>PI13 - Foster and support a research culture on campus</p> <p>EO13 - Campus-wide scholarly output, particularly peer-reviewed publications, and creative activity will increase. The Faculty Development and Research Committee will be reconfigured to better facilitate and promote research.</p> <p>PM13 - Scholarly activity and peer-reviewed publication output will be at least equivalent per capita to the output of other private degree-granting institutions in Alberta.</p>	<p>Appoint Research Directors for each Faculty to encourage, guide and coordinate faculty research.</p> <p>Ensure grants and budget available to support all worthy/reasonable research projects with a view to increase research output acceptable to CAQC.</p>	Complete	<p>Two Directors of Research are now in place for the Faculties of Science and the Faculty of Arts &amp; Social Sciences.</p> <p>Research budget increased by \$15k from planned donations. FDR chair also reallocated an additional \$10k from General Professional Development to Research. Total seed budget is now over \$35k which is a 250% increase.</p>	September 2018  April 2019

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<p>PI14 - Create a better balance between teaching, research, and service that enables faculty to better facilitate student learning.</p> <p>EO14 - Academic administration will work with deans, chairs, and faculty to better articulate, evaluate, and negotiate faculty load with the focus on the improvement of student learning.</p> <p>PM14 - Faculty will report greater satisfaction and improved job performance.</p>	<p>Review the effectiveness of the FDR committee.</p>	<p>Completed</p>	<p>Research Directors are now members of the FDR Committee, and the committee has been tasked to strategize research and development directions, instead of simply being custodians of FDR funds.</p>	<p>April 2019 - Ongoing</p>
<p>PI15 - Establish an academic culture on the campus, with the library as a central component</p> <p>EO15 - The library will collaborate with faculty in each academic program to integrate information proficiency. Students will be proficient in information literacy.</p> <p>PM15 - Students' information literacy will be measured through Standardized Assessment of Information Literacy Skills (SAILS) and the American Library Association's five standards of information literacy.</p>	<p>Ensure students develop information literacy through collaboration with teaching and Library Faculty.</p> <p>Complete the development of new library plans.</p> <p>Fundraise for the cost of the new library.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Librarians continue to collaborate with faculty in their classrooms. Library use and its impact on student success is being studied by the librarians.</p> <p>In progress. Consideration for request for proposals are being discussed and developed.</p> <p>At the end of the annual plan over 50% of the cost of the library has been raised.</p>	<p>August 2019</p> <p>August 2019</p> <p>December 2019</p>



Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Finances and Assets</b>				
PII6 - Manage financial resources effectively through empowerment and accountability.  EO16 - Employees will operate efficiently in an environment of decentralized decision making, resulting from clear procedures for accountability, and from increased training to empower employees.  PM16 - Efficiencies will result in improved employee satisfaction and better operating results compared to budget.	Develop program budgets in a timely manner, focusing on the University's priorities.	Ongoing	Budget cycle completed on a timely basis. Sufficient to review and adjust staffing levels in certain departments. Strategic plan items prioritized during budget process.	August, 2019
	Provide timely reports on program operating results and pressure areas.	Ongoing	Timely reports on program operating results provided to external stakeholders. Ongoing need to do viability studies to identify pressure areas.	August, 2019 and ongoing
	Ensure every staff member hired in the Advancement Office has the potential to raise the revenue by three times their wages.	Completed	This industry standard was surpassed for the year.	August, 2019 and ongoing
	Develop procedure manual related to accounting and management of financial resources.	Completed	Using Kanbanchi software to outline monthly processes and procedures and linking relevant documents.	April, 2019
<b>Employee Experience</b>				
PII7 - Actively involve employees in personal growth, professional development, and spiritual cultivation.  EO17 - Employees will be more fulfilled and engaged in their service	Implement position evaluation system review - including job description standardization.	Complete	Job descriptions have been updated and standardized so that they incorporate the position evaluation system.	April, 2019
	Publish regular HR Newsletter	Complete	Monthly newsletter is published during the Fall & Winter Semester, bi-monthly in the summer. Incorporates topics from HR training calendar.	September 2019
PM17 - Surveys showing Burman University's support of personal growth, professional development, and spiritual cultivation.	Annual Training Calendar for Leadership & Employees to develop Leadership Competencies.	Complete	Held 6 leadership development and 5 employee training sessions based on competencies that address campus needs. Training calendar developed for 2012/2020.	September 2019
	Provide workshops for faculty and staff to help them raise money for their departments.	Outstanding	No progress was made on this goal during the previous year.	April 2020
	Each employee will have a professional development plan and personal growth plan/career path plan to meet the expectations of current/future roles.	Ongoing	Faculty professional development plan is part of the new promotion policy. Development plans are underway for new faculty. No formalized development plans exist for staff yet.	August 2020
	Enhance Performance Evaluation System.	Complete	Implemented a revised and tiered electronic performance evaluation system.	April, 2019
	Examines spiritual needs of employees and how they can be better engaged in spiritual matters.		Regular review of action and suggested methods to include more participation included in 2019-2020 annual plan.	
	Initiate opportunities for faculty and staff to mentor and share their role in spiritual life and ministry.		Leadership explored what opportunities there currently are for faculty involvement. With turnover in the chaplaincy, this will be further explored and developed and initiatives will be included with the Spiritual Master Plan update timeline.	

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
PI, EO, PM 17 con't:	<p>Invite each employee to develop a personal spiritual development plan. Explore and determine spiritual needs of faculty and staff to develop programs and opportunities for spiritual nurturing such as work-shop/seminar/webinar to cultivate their spiritual life.</p> <p>Promote faculty/staff/ administration participation in on-campus spiritual programming including planning, execution, and attendance.</p> <p>Provide weekly worship programs for faculty/staff/ administration during summer months.</p> <p>Develop succession management plan &amp; system</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Action plan has been revised and included in the 2019/2020 annual plan with less emphasis on individualized plans and more emphasis on programming and other opportunities for spiritual nurturing.</p> <p>Leadership explored what opportunities there currently are for faculty involvement. With turnover in the chaplaincy, this will be further explored and developed and initiatives will be included with the Spiritual Master Plan update timeline.</p> <p>A plan was implemented for the summer of 2019, the third year in a row.</p> <p>Succession management is delicate and difficult. Nearly one third of Burman University's staff are at retirement age or approaching retirement age and it's a delicate balance to engage employees in succession planning without pressuring them to retire</p>	<p>April 2019</p> <p>April 2019 and ongoing</p> <p>August, 2019 and ongoing</p> <p>August 2020</p>

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<p>PI18 - Foster agency through engaging in effective communication, encouraging collaboration, and fostering creative exchange to build a culture of supportive relationships.</p> <p>EO18 - Employees will have created, realized, and engaged in a collaborative supportive culture.</p>	<p>Articulate HR mission, vision, &amp; priorities.</p>	<p>Complete</p>	<p>HR Mission, vision and priorities were developed and distributed.</p>	<p>September 2018</p>
	<p>Redevelop Employee Survey to integrate strategic planning initiatives.</p>	<p>Ongoing</p>	<p>Staff and Faculty employee satisfaction surveys were revised to incorporate elements of the strategic plan relevant to employees. Results were assessed and targets set.</p>	<p>September 2018</p>
	<p>Ensure further Intranet development.</p>	<p>Ongoing</p>	<p>Additions are on-going</p>	<p>August, 2019 ongoing</p>
	<p>Enhance defined moments for staff, faculty, and administration to lead in spiritual life opportunities (e.g. Power-Up).</p>	<p>Ongoing</p>	<p>VPSS and the Chaplain explored what opportunities there currently are for faculty involvement. This will be further explored and developed and initiatives will be included with the Spiritual Master Plan update timeline.</p>	<p>April 2020</p>
	<p>Publish Department Newsletter to Faculty and Staff twice/year</p>	<p>Ongoing</p>	<p>Require extension to 2019/2020 academic for completion.</p>	<p>August 2020</p>
	<p>Review job descriptions to ensure it covers job as well as accountability, could be a separate doc that outlines authority and accountability.</p>	<p>Ongoing</p>	<p>Job descriptions have been updated and standardized.</p>	<p>December 2018</p>
	<p>Invite leaders each month to participate in Cabinet and share their successes and challenges.</p>	<p>Ongoing</p>	<p>A monthly leadership meeting is held with a professional development component, a time to provide information, discuss issues and answer questions. Deans, Chairs and Departmental Directors are also invited to Cabinet on a rotational basis for this purpose.</p>	<p>September 2019</p>
	<p>Improve departmental/ faculty/ schools collaboration.</p>	<p>Ongoing</p>	<p>Departments and Faculties have monthly to semester meetings. Deans and chairs meetings are held at least twice a semester.</p>	<p>August, 2020</p>

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Community</b>				
<p>PM19 - Explore further opportunities across the Canadian constituency and to expand into new markets to include students from other religious beliefs and cultural backgrounds.</p> <p>EO19 - Increased opportunities for Adventist students across Canada to select Burman as their university of choice; campus awareness of Indigenous experiences, cultures, and values to better serve First Nations, Metis, and Inuit (FNMI) students will be enhanced; understanding of students from Central Alberta, other religious beliefs, and cultural backgrounds will be increased.</p> <p>PM19 - Burman will engage with FNMI leadership, other religious organizations and international students to facilitate understanding and partnerships.</p>	Expand the Central Alberta market	Ongoing	Ongoing. A new enrolment advisor was hired August of 2019 that will focus on Central Alberta initiatives.	August, 2019 and ongoing
	Grow relationship with local FNMI community Indigenizing of the campus	Ongoing	With no FNMI coordinator much of the relationship building with our local First Nations community has been conducted through the Education and Outward Pursuits departments. Several activities have been hosted on campus relating to indigenous students.	Fall, 2023
	Ensure key Canadian Constituency stakeholders understand, support and recommend students to attend Burman.	Ongoing	Continuing to interact with stakeholders. Two key individuals have been approached in the Ontario market and have agreed to work on Burman's behalf for recruitment/marketing and advancement purposes.	August, 2020
	Define which new markets should be a priority to explore.	Ongoing	A new focus for 2019-2020 is the Ontario market with one of our Enrolment Advisors being based in the GTA.	April, 2019
	Increase engagement with local Christian community.	Ongoing	Plans are in place for a meeting with the local ministerial association for fall of 2019.	September, 2019 and ongoing

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<p><b>Employee Experience</b></p> <p>PI20 - Build relationships with external communities to learn, to collaborate, and to serve.</p> <p>EO20 - With the support of the University, employees will actively seek a broader set of relationships with external communities. The community will perceive Burman University as a positive collaborator.</p> <p>PM20 - This will be measured by faculty annual reports, employee performance evaluations, community surveys, and active community engagement.</p>	Identify the external communities Burman desires to develop relationships with.	Ongoing	The list has been completed with external constituencies identified.	August, 2019
	Define the desired relationship with each selected community.	Ongoing	The desired relationships have been defined and inform the appropriate officers who will be developing these relationships	August 2019
	Develop strategies and approach to building the desired relationship	Ongoing	Strategies have been developed to support the desired relationships and each office who will carry out the contact has been informed and included in the 2019/2020 annual plan.	August 2019
	Be intentional in providing opportunities to employees to serve the community. May take the form of an hour or two per month for employees.	Outstanding	Cabinet approved the concept of allowing faculty and staff to serve the community. This includes an hour or two per month to be active in an intentional manner to serve the local community. This has been communicated to employees.	August 2020
	Choose community members to receive a three month gym pass/ Sunday at 4 pass	Cancelled	After review, it was deemed to remove this action and seek other methods of building relationships.	N/A
	Continue to provide a Service Day and regular service projects for all students, staff, faculty, and administration.	Ongoing	There is no plan to remove Service Day from the calendar. There has been a request to move it to a Tuesday/Thursday for academic reasons which was done this year. Further enhancements include exploring partnerships developed through Service day to determine what, if any, need ongoing and continued support. Campus Ministries is looking for ways to provide these opportunities to different student groups around campus throughout the year. Different ministries and service continues from year to year. They include Native Ministries, Prison Ministries, Soup Kitchen, Sunshine Bands, KIDS Church and VBS programming and Youth Rallies.	August, 2019

Goal Area	Description	Status	Progress made in the past 12 months	Revised completion date
<b>Community</b>				
PI21 - Connect with alumni to provide the opportunity to participate in the mission of Burman University	Initiate and further develop the relationship with the President's Council on Institutional Advancement.	Ongoing	Initial meeting was held during the academic year. Continuing to refine and develop this relationship. Plans for next meeting are being developed.	August, 2019
	EO21 - Increase investments that enrich the lives of students	Ongoing	This action has yet to be accomplished in an intentional manner. The Strategic Plan is shared with alumni on an ad hoc basis.	August, 2019
PM21 - Number of donors per donor giving will increase	Communicate accomplishments and successes of students, alumni and employees.	Ongoing	At each of the leadership, and campus commons, President's Page, along with email announcements, accomplishments are shared. Need to be more intentional with student communication.	August, 2019
	Enhance Donor Appreciation Evenings, Homecoming, Targeted Donor Visits	Ongoing	Numbers of donors; donations; and number of events have increased year over year.	April, 2020
PI22 - Engage with the community by sharing arts, culture, knowledge, service, and wellness.	Engage with local community by offering community based programs through; sports, academic, and arts camps.	Ongoing	We have offered a basketball camp for the last two years. A Volleyball camp was added this year. Academic camps are next to be added.	Ongoing
	EO22 - Partnerships that benefit and involve the community will be evaluated and enhanced	Outstanding	This action is carried over as the evaluation has not been completed.	August 2020
PM22 - Benefits of community partnerships will be measured through surveys, focus groups, and participation.	Support Lacombe Performing Arts Sponsorship	Ongoing	Strong support from this group to promote Burman University's music program. This year saw more intentional advertising during these community events.	Ongoing
	Support Herr Lecture Series	Ongoing	Accomplished. Budget has been made available and donations have been received for this purpose	Complete
	Support the Centre of Peace and Justice	Ongoing	Funding is allocated to the Centre.	Complete
	Produce and distribute Burman University magazine: 2 issues/year	Ongoing	Regular communication with constituency has improved.	April 2019
	Initiate PR & Advertising campaign to reintroduce Lacombe and Central Alberta to what Burman has to offer beyond Academics from Music to the PE Centre and everything in between.	Ongoing	Radio has been added to our existing newspaper advertisement. Fall of 2019 will see the addition of digital advertising. We will be able to target areas with geo-fencing.	September 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
<b>Goals</b>					
G1:	Increase Enrolment to a stable minimum of 500 FTE students.	September 30, 2022	Ongoing	Enrolment is holding stable at around 400 FTE. Marketing and Enrolment is implementing more local recruitment strategies to hopefully bring this goal to fruition.	September 30, 2022
G2:	Develop greater awareness and ownership of Burman University among its various constituent groups.	May 30, 2020	Ongoing	In the effort to develop more awareness among constituent groups in Eastern Canada, one enrolment advisor has been relocated to be based out of Toronto. For the local community, outreach programs continue to flourish such as the Herr Lecture Series, the Business Speaker Series, the Small Business Incubator, and various concert series through the music department.	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	Burman University's education department has incorporated a First Nations History course as a program requirement for all their degree programs. The department has also developed a new course for teachers entitled Teaching Truth and Reconciliation, which is offered in the summer months online and is available for teachers to use as professional development.	Ongoing
G4:	Fully remodel and expand the library.	August 15, 2022	Ongoing	Roughly two thirds of the needed funds for this project have been fundraised. Administration is hopeful that this project will break ground in the next couple of years.	August 15, 2022
G5:	Develop a comprehensive student mental health strategy	August 15, 2018	Completed	This goal has been completed	Completed
G6:	Develop a resilient financial base for campus operations.	April 30, 2020	Ongoing	Burman University holds zero external debt and saw an increase in the Unrestricted Unallocated Net Assets.	Ongoing
G7:	Enhance the Burman University student experience.	Ongoing	Ongoing	Ensuring a holistically positive student experience is a fundamental goal for the University. The focus for the past couple of years has been towards student mental health as well as diversity and inclusion.	Ongoing
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	Research director positions were established this year to act as a support system for faculty research.	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
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.	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
G12:	Establish and implement sexual violence prevention policies and procedures.	June 30, 2018	Completed	This was completed during the reporting period. Sexual violence prevention is an ongoing task, but the policies have been established.	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	Local recruitment continues to be a top priority for the Marketing and Enrolment department, particularly fostering relationships with local school counsellors. We have seen modest growth from the local community, particularly in programs such as education.	September 30, 2020
P2a	Present each year 10 appealing public events that promote physical, mental, or emotional wellness.	September 30, 2020	Ongoing	Although wellness based public events are still a priority, there is an emphasis on providing campus programming across all disciplines.	September 30, 2020
P2b	Increase promotion and advertising of University events in Central Alberta newspapers and radio station.	May 30, 2020	Ongoing	Marketing and Enrolment Services continues to advertise locally through newspaper and radio advertising.	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
P3a	FNMI Program Director recruits FNMI students and supports their progress on campus	September 30, 2019	Outstanding	The FNMI program director position was not renewed due to the individual opting to pursue further graduate work and due to lack of funding. However, the Equity, Diversity, and Inclusion Committee has been established to take up the work of policy development and cultural awareness activities with regards to both FNMI and other cultural minorities. The School of Education has continued to work with Maskwacis Cultural College to develop partnerships and transfer agreements with the College.	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	Library expansion plans and fundraising are well underway. Roughly 2/3 of the first phase has been fundraised.	Completed
P4b	\$2 million raised for Phase 1 of the library remodel and expansion.	September 30, 2019	Completed		Completed
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	While training is an ongoing process, the specific mental health training goals set for the past year have been completed.	Completed
P5b	Sensitize campus community on mental health issues.	August 15, 2018	Ongoing	This past academic year saw a significant increase in mental health awareness programming, training, and a decided effort to decrease the stigma associated with seeking help for mental health issues. There's an increase of students making use of the Sakala Student Success Centre and an increased amount of students making use of the campus counselling services.	Ongoing
P6a	Hire a Comptroller who will research and implement money saving strategies and policies.	September 30, 2020	Outstanding	Until higher enrolments are achieved, this hire is on standby.	Ongoing
P6b	Implement changes in the Office of Advancement that will result in more effective institutional fundraising.	September 30, 2017	Completed	This goal is completed. New fundraising campaigns are underway.	Completed
P6c	Reduce electrical consumption by transitioning to campus-wide LED bulbs.	September 30, 2019	Ongoing	As areas of campus are renovated, this transition is a top priority.	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
P7a	Find collegiate athletics membership for the men's and women's basketball teams.	September 30, 2019	Completed	Completed.	Completed
P7b	Expand career counseling services and resources for students.	September 30, 2017	Completed	This goal is completed.	Completed
P7c	Provide proactive training on strategic campus computer information and communication technologies to campus community.	Ongoing	Ongoing	The IT department continues to offer KnowBe4 Security Awareness Training to the faculty and staff. The department works hard to instill a sense of diligence for all faculty and staff to question any email communications that seem remotely suspect. Attitudes are shifting and mandatory training continues to assist.	Ongoing
P8a	Increase courses listed in Alberta Transfer Guide.	Ongoing	Ongoing/Complete	The majority of courses are listed in the transfer guide. This is an ongoing priority as new courses are added and transfer agreements are renewed and updated.	Ongoing
P8b	Submit phased applications to the Ministry and to CAQC to offer additional degree programs.	September 2018 - 2022	Outstanding	As new program offerings are being carefully considered, this priority initiative is on hold for the foreseeable future.	Reevaluate in 2020.
P8c	Revise student evaluation forms of courses to better capture student experience of variations in course delivery.	September 30, 2017	Completed	This goal is completed.	Completed
P9a	Continue to require sustained faculty research output through tightening of research reporting requirements.	Ongoing	Ongoing	Stimulating faculty research is an ongoing process. Peer-reviewed research output is required in order for faculty to receive pay raises according to a new pay scale that has been implemented. While this has been a benefit to many faculty, there are still some that are struggling with the shift in expectation.	Ongoing
P9b	Provide additional funding and/or release time to allow for research	Ongoing	Ongoing	One report, the summer report, allows faculty to report on their research progress, not just the fully completed research projects. The annual report requires only completed research for the purpose of CAQC reporting.	Ongoing
P10a	Locate local sites for internship, co-op, and practicum experiences	August 30, 2019	Ongoing/Outstanding	AHS was approach and approved Burman students to complete their practica at their sites. Overall, this priority initiative will likely require one centralized coordinator. At this point, practica and internships are offered through specific departments.	August 30, 2020
P11a	Review the literature and develop a wide variety of best practice, discipline appropriate models for faculty to use	August 30, 2019	Ongoing		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
P12a	Identify and develop a list of individuals who will act as trained responders to sexual violence.	August 31, 2018	Completed	The Student Success Centre conducted sexual violence first aid seminars to those front line staff and faculty that	Completed
P12b	Provide first responder training	December 31, 2018	Completed	This priority was completed during the reporting period.	December 31, 2018
P12c	Provide question, persuade, and refer (suicide prevention/ intervention training)	April 30, 2019	Complete	This training has been implemented. Front line staff and faculty took training throughout the summer in suicide prevention and intervention training.	Complete
<b>Expected Outcomes</b>					
EO1a	A yearly average of 40 1st year Burman students who graduated from a Central Alberta public high school.	September 30, 2019	Ongoing	We recruit about half this amount from the local community every year. Efforts are still ongoing.	September 30, 2020
EO2a	10 successful events promoting wellness	September 30, 2018	Ongoing/ Outstanding	This goal will be shifting -- rather than just promoting health related events, a full array of campus events are promoted to attract a wide range of the local community.	September 30, 2019
EO2b	Increased community attendance at University events.	May 30, 2018	Ongoing	Local community attendance to community-g geared campus events is steadily increasing..	Ongoing
EO3a	An opening enrolment of 15 FNMI students.	September 30, 2019	Ongoing/ Outstanding	We are not near this goal based on the admissions data collected. FNMI status is an optional field on the application, so we may have more students than we know of, but at this point, active recruitment has slowed to ensure policies and transition programming is in place to ensure their success.	September 30, 2020
EO3b	A block transfer agreement established with Maskwacis Cultural College.	September 30, 2020	Ongoing	This project is ongoing. The School of Education is steadily working towards arranging a transfer agreement with their department.	September 30, 2020
EO3c	Policies in place, and documented number of events featuring awareness of FNMI culture.	September 30, 2019	Ongoing/ Outstanding	Policies are being developed by the Equity, Diversity, and Inclusion committee to create opportunities for all students to learn about the history of FNMI culture and the	September 30, 2020
EO4a	Architectural plans and drawings completed.	September 30, 2017	Complete	Complete	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	Complete	This is completed. The first phase is a \$5 million dollar project and the Advancement department has raised about 2/3 of this amount.	Complete
EO5a-b	Policies in place, and documented number of campus-wide events featuring awareness of mental health issues.	August 15, 2018	Completed/ Ongoing	A mental health strategic plan has been established. Campus events centered around mental health are presented to students -- A Mental Health Awareness week was presented in January. Mental Health awareness is also addressed as part of faculty and staff professional development.	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
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. Furthermore, as faculty and staff retire, careful consideration is made to the replacements needs and whether redundancies can be avoided by reshuffling some tasks as opposed to rehiring for every single position as it comes available.	September 30, 2019
EO6b	A yearly 5% increase in contributions by alumni and friends for three consecutive years.	September 30, 2019	Ongoing	A major capital campaign has been launched to raise funds for the library, faculty research, and student scholarships and success. Donations have increased over the past couple of years and the Advancement office anticipates steadily increased contribution as the capital campaign continues.	Ongoing
EO6c	Reduce consumption of electricity by 15%.	September 30, 2019	Ongoing	As departments and buildings are renovated, new lighting allows for the reduction in electricity.	September 30, 2019
EO7a	Collegiate athletics membership application approved.	May 30, 2019	Completed	Completed	Completed
EO7b	Career counselling services for students expanded.	September 30, 2017	Completed	With the complete renovations for the career counselling department, the Sakala Student Success Centre now offers a wider range of services as well as provides a comfortable space for students to seek	Completed
EO7c	Training on-going and continuous	Ongoing	Ongoing	The IT department offers mandatory security training	Ongoing
EO8a	Majority of Burman University courses listed in the Alberta Transfer Guide	September 30, 2018	Completed/ Ongoing	We are satisfied that the majority of Burman courses are listed in the transfer guide. As new courses are developed, they too need to be added to the guide and transferability undergoes constant re-evaluation.	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	This goal continued to be placed on hold as the office for Academic Administration considers which new programs would be worth offering and how to strategically decide on new programs to best utilize the university's human resources.	Will revisit this outcome in 2020.
EO8c	Revised student course evaluations in place.	September 30, 2017	Completed	Course evaluations are updated and the entirety of the faculty teaching evaluation process underwent an expansion during the reporting period. The teaching and learning committee implemented both a peer and self evaluation component to evaluation of teaching effectiveness in order to allow for a more rounded picture of faculty teaching.	Completed
EO9a	New reporting forms being used.	Completed	Completed	Faculty reporting forms have been streamlined. Reporting research is a required component for every faculty report.	Completed
EO9b	Additional funding in budget.	May 1, 2019	Ongoing	Funding is added as available	May 1, 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
EO10a	Internship sites in place.	August 30, 2019	Ongoing/ Outstanding	Coordination of increased internship capabilities may require a centralized position and employee. The possibilities are being explored.	August 30, 2020
EO11a	Best practices known and adopted.	August 30, 2019	Ongoing		Ongoing
EO12a	Sexual violence prevention policies and procedures will be implemented	Ongoing	Completed	Policies and procedures are in place.	Ongoing
EO12b	Faculty, staff, and students will understand their role in prevention of sexual violence	Ongoing	Ongoing	This is an ongoing goal. Many front line faculty and staff have been trained in sexual violence prevention, but this can always be improved. Establishing a culture among the student body for no tolerance of sexual violence is a key priority and an ongoing goal as new students create a new campus culture every year.	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/ Outstanding	Tracking and documenting sexual violence rates proves somewhat challenging when students are timid to report and where reporting doesn't necessarily happen in one centralized department. Students will approach those staff and faculty that they feel most comfortable with. Streamlining the reporting process and communicating the expectations is the main hurdle to this expected outcome.	Ongoing/ August 2020

The University was able to increase the consolidated Unrestricted Unallocated Net Asset (UUNA) balance by 21.8% (or \$198,839) 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.



During the reporting period, enrolment remained stable at around 400 FLE. This is the 3rd year in a row that enrolment has remained stable. Five years prior to 2012/13, enrolment was increasing steadily and administration anticipated an eventual plateau. Instead of a plateau, there was a gradual decline in enrolment. This was 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 have 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 institutions enrolment goal of 500 FLE.

This past reporting period saw the implementation of Burman's enrolment strategy which prioritizes recruitment in the local central Alberta area. As one of the three 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. Targeted marketing to specific international student bases has proven successful over the last few years. International students come to Burman from around the world and the Marketing and Enrolment department is actively capitalizing on trends that have appeared.

See Appendix A for detailed enrolment statistics.

There were no significant program changes during the reporting period. The University is continuing a careful 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.

The Government of Alberta recently gave the Independent Academic Institutions permission to develop certificate and diploma programs. Burman is carefully reviewing certificates and diplomas that may be offered and working to formulate curricula for these potential offerings.

Until less than a decade ago, Burman University historically functioned as solely a teaching university, placing little to no emphasis on research and emphasized scholarly activity and professional development only in the context of improving one's teaching. The past decade has seen a shift in research and scholarly activity expectations, placing greater emphasis on the role research plays to inform best teaching practices. Burman University's policies have encouraged faculty scholarly engagement and output by featuring various incentives, including reduced course loads in lieu of research, mentorship, and new rank promotion policies. When recruiting new faculty and in succession planning, research viability is a key factor that is weighted heavily by search committees. Though these strategies are proving to yield favourable results, there is still much progress yet to be made. A few key roadblocks are proving challenging.

Although a newly implemented, merit-based pay scale has helped with recruitment of new faculty, there are still several faculty that struggle with research expectations. In particular, those faculty that have been employed at Burman before research became a required component are a little rusty and may struggle with balancing teaching loads with research expectations.

The University does not have the infrastructure to support cost-intensive research. Burman University is currently in the process of applying to administer Tri-Council grants. Historically, the lack of internal and external funding opportunities provided little incentive for dedicated researchers to apply for Burman faculty positions.

Given the difficulty in recruiting qualified faculty to a rural setting, it is challenging for administration to follow through on reprimanding those faculty who lag in development of a research portfolio.

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 market competitive faculty pay scale on September 1, 2017. The new scale is linked to a new rank promotion model and is merit based contingent on active participation in scholarly activity. The new pay scale allows the University to attract qualified researchers on a more consistent basis.

Research directors were assigned to each faculty (one for Faculty of Arts and Social Sciences, one for Faculty of Science). Though these positions are still relatively new, the faculty that have been assigned to these posts are doing a very good job of working with the faculty under their purview to assist and bolster their colleagues. In particular, the Faculty of Science research director is also a statistician, making his contribution to his colleagues' work invaluable.

During the reporting period, the University applied 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. As of the writing of this report, Burman is still awaiting response from two Tri-Council organizations. The Natural Science and Engineering Council has approved Burman University's eligibility.

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.

The Faculty Development and Research Committee (FDR) adjudicates all course release applications. In the future, 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.

Overall, scholarly activity is improving, though it's a slow moving process. When evaluating new hires, research history and potential is a priority quality. One third of the faculty are past retirement age or within five years of retirement, so administration is hopeful that the systems that are in place will entice more quality faculty in the coming years.



Historically, Burman University rarely considered community outreach as part of the University's mission and mandate, choosing only to reach out to the community for religious based programming. However, as Lacombe continues to grow, the University has prioritized community involvement and recognizes the need to be an active participant in enriching the lives of Lacombe residents.

Burman University's community outreach consists of two main avenues of service. The first is the use of campus facilities. Each year, hundreds of elementary school children learn how to swim in at the PE centre. The fitness centre has over 1,000 members, most from the local community with no other affiliation to the campus. West Hall, which houses the Faculty of Arts and Social Sciences, provides music lesson studio spaces for several local music teachers.

The second avenue of community outreach is the full spectrum of cultural programming presented. 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. The bulk of the cultural programming offered by Burman University to the community is musical in nature. Along with musical programs, academic programming has become a strong outreach tool for the community. The Centre for Peace and Justice presents a lecture series in the humanities and the School of Business presents a speakers series, featuring local business entrepreneurs and community leaders. As well, tuition is free for community residents age 65 and older.

Musical and art programming that is open to the community 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. For many Lacombe residents, the Choral Union Christmas concert is their only exposure to the campus.

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.

One of the main goals of this past reporting year was the establishment of a mental health strategic plan and it's subsequent implementation. Students with mental health concerns or learning difficulties have historically been ignored in the context of higher learning. One of the motivating factors for the mental health strategic plan is a desire to ensure students are able to maintain a healthy balance between their academics and any struggles they are facing.

Another deliberate focus of this past year was intentionality in diversity and inclusion. With a campus of more than 50% of students being of a visible minority, the diversity is evident, but the necessary shifts and sensitivities to accommodate such a diverse group of students requires more intentionality from the faculty and staff. During the reporting period, a special assistant to the president for diversity was appointed and set out, with the Equity, Diversity, and Inclusion Committee, to ensure that the needs of all our students are being met. The committee provides a safe space to approach should students, faculty, or staff feel that issues of inclusion need to be addressed. Thus far, the committee has hosted weekends centred around inclusion and diversity, provided training for faculty and staff, and town hall discussion panels open to all students, faculty, and staff. The committee took the lead on Black History Month programming February. Along with planning programming centered around diversity and inclusion, the committee is also engaged in policy recommendation. One of the central goals for this committee is to open up dialogue about diversity; to have the difficult conversations across all levels of governance so the University can move forward to provide the best educational experience for all students, regardless of race, religion, gender, or orientation.

One key component in equity and diversity is a focus on FNMI issues and striving to meet the goals of the Truth and Reconciliation Commission. The School of Education at Burman University recognizes that education is a key component in meeting the goals of the TRC. The School of Education has made HIST 300 - First Nations History, a mandatory course for elementary education students and have developed a new topics course - EDCI 395 - Teaching Truth and Reconciliation. This course is offered in the summer months online where it's available not only to current students, but to current teachers as professional development during their summers off. In addition, the School of Education is working closely with Maskwacis Cultural College (MCC) to work on developing transfer agreements and collaborations between institutions. As the closest university to Maskwacis, it's mutually beneficial for both Burman and MCC to foster partnership and collaboration.

The diversity and international flavour found at Burman University is one of the University's greatest strengths. Long before the Central Alberta region began hosting a more diverse population, Burman University was a hub for students from across Canada and around the world. Burman University is proud of its rich diversity among not just the student body, but among the faculty and staff as well. In addition to Canadian employees, faculty and staff members have been hired from many other countries: India, Sri Lanka, Ghana, Nigeria, Peru, Malaysia, South Africa, Haiti, Kenya, the Philippines, Brazil, Argentina, Malawi, Germany, Mauritius, Poland, Jamaica, 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. 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 France, Lesotho, Costa Rica, Nepal, Cambodia, the United Kingdom, Brazil, Nigeria, Greece, and the United States. With such a diverse faculty, it is no surprise that 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, however, both universities have opted to suspend their programs due to low enrolments and budget constraints.

During the reporting year, Burman University and Kettering College in Dayton, Ohio entered into a block transfer agreement whereby Burman University students can take three semesters of breadth, elective, and science courses and then transfer to Kettering College to complete a Bachelor of Science in Nursing. One distinct advantage of this transfer agreement is that Kettering College will take the Canadian dollar at par for tuition for Burman students. Students completing Kettering's Bachelor of Science in Nursing are then qualified to take the National Council Licensure Examination for Registered Nurses (NCLEX-RN) in the state or province of their choice.

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. Marketing and Enrolment Services at Burman University has identified a few key international recruitment opportunities within the network of the Seventh-day Adventist Church. Specifically, the Bahamas and Kenya have proven to be successful recruitment grounds over the past 5 years. The staff from high schools in these locations serve as a liaison with Burman staff and enrolment advisors are sent usually once a year to these locations to recruit. Even though administration is open to exploring new international markets, the current marketing strategy focuses largely on Alberta and Canadian students, targeting only historically fruitful international schools. 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 2018-2019 school year, the Burman University IT department completed its implementation of Microsoft Hyper-V Failover Clusters with all virtual servers now in this environment. This has provided greater uptime capability by reducing the down-time needed for routine updates or other unplanned events, and allowed greater flexibility in server resource usage.

The IT Department has also completed the installation of two AV podiums equipped with digital (HDMI based) Extron switching equipment and new interactive projectors. These replaced older analog based installations that would not play some current DRM encoded content on current systems. IT also has on hand three Extron Digital Upgrade Kits to upgrade three of the existing setups to be HDMI compliant, and extend the usefulness of the initial investment. Due to reduction in staffing, these were not deployed this year but hopefully will be during the next year. A comparison of how these two approaches are utilized 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).

Utilizing the Azure AD Premium subscription, the IT department has implemented Microsoft In-Tune for endpoint security management. This allows the department to do away with a third party antivirus solutions and have control and reporting using Microsoft's own anti-virus solution.

After successfully deploying a 802.1x based network for the students use, IT continued with deploying it for faculty and staff use as well. The University continues to work on migrating the remaining faculty/staff to these new wireless and wired networks.

Considerable time was spent on researching options for replacing the locks in the dormitory residences as the hardware was aging, failing and the software had not been upgraded. The chosen solution is planned to be installed during the summer of 2019.

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 2018-19 school year saw progress made towards the goal of making the campus wheelchair accessible. The lower level of the main administration building underwent significant renovation to the exterior of the building. Accessible doors and a wheelchair ramp were installed to the north end of the building, making the first floor of the building wheelchair accessible (the building doesn't yet have an elevator). The lower level of the building includes access to a classroom, Student Financial Services, Registrar and Admission services, a fully accessible washroom, IT Services, and the Sakala Student Success Centre. The area leading up to the main administration building was paved and accessible parking installed. These renovations represent a significant step forward to making the campus fully accessible. The main administration building is the centre of campus and a hub for most student activities. Having been built in the early 1900's, the campus did not prioritize accessibility and is slowly working towards making all buildings accessible.

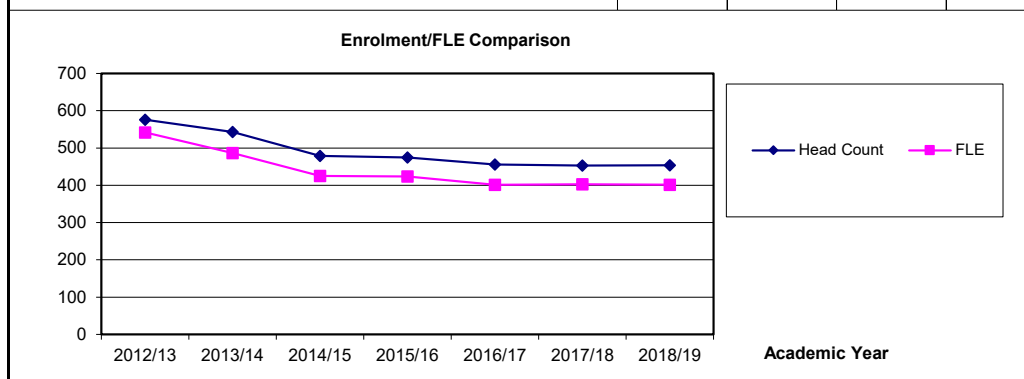
Architectural plans and drawings for a remodeled and expanded library has been completed. Currently, the Advancement department is busily raising funds for phase I of this project and has raised about 2/3 of the \$5 million needed for the library expansion and renovation. Breaking ground on this project is anticipated in the next two years.

# APPENDICES



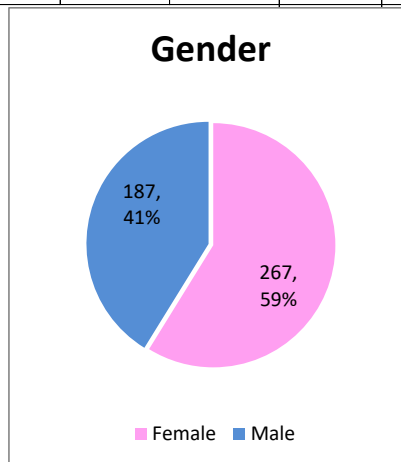
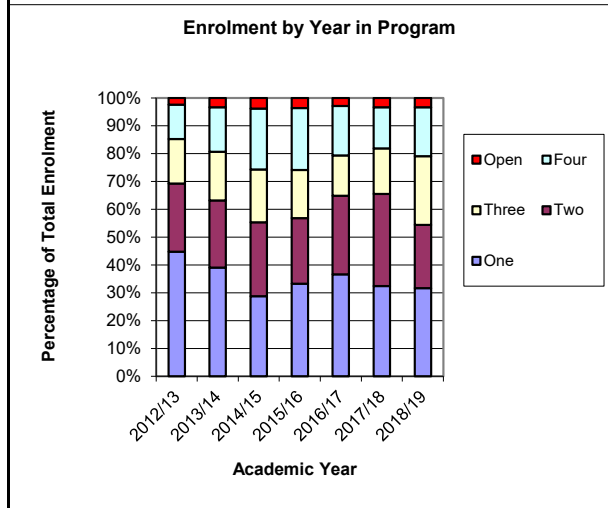
**APPENDIX A**  
**ENROLMENT AND RETENTION STATISTICS**

ENROLMENT/FLE COMPARISON	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Total Head-Count Enrolment (All Programs)	576	543	479	475	456	453	454
Total Full-Load Equivalent (15 crs)	541.93	486.73	424.83	423.43	401.67	402.93	401.63



ENROLMENT BY CONFERENCE/AREA	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Canada</b>	<b>517</b>	<b>487</b>	<b>425</b>	<b>422</b>	<b>394</b>	<b>394</b>	<b>381</b>
Alberta/NW Territories/Nunavut	238	216	201	196	193	210	216
British Columbia/Yukon	90	85	72	68	74	57	62
Manitoba/Saskatchewan	18	22	15	22	19	18	11
Ontario	136	128	101	101	75	80	75
Quebec	17	17	21	18	15	15	11
Maritimes	16	16	15	16	16	13	6
Newfoundland/Labrador	2	3	0	1	2	1	0
<b>United States</b>	<b>36</b>	<b>39</b>	<b>39</b>	<b>38</b>	<b>39</b>	<b>30</b>	<b>33</b>
<b>International</b>	<b>23</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>23</b>	<b>29</b>	<b>40</b>
TOTAL	576	543	479	475	456	453	454

ENROLMENT BY YEAR IN PROGRAM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
One	258	212	138	158	167	147	144
Two	141	131	127	112	129	150	103
Three	92	95	91	82	66	74	112
Four	71	87	105	106	81	67	80
Open	14	18	18	17	13	15	15
TOTAL	576	543	479	475	456	453	454



Gender	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Female	301	297	248	269	258	250	267
Male	275	246	231	206	198	203	187
TOTAL	576	543	479	475	456	453	454

ENROLMENT BY PROGRAM OF STUDY	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Compare
<b>Bachelor of Arts (4-Year)</b>								
Adventure Based Counseling	9	12	8	8	4	5	4	-1
Behavioural Science	18	25	26	26	22	15	18	3
English	16	16	11	11	3	6	3	-3
International Studies (Opened 01 May 2010)	10	9	4	7	9	10	13	3
Music	10	9	7	7	9	11	11	0
Religious Studies	8	8	11	14	8	9	12	3
Religious Studies (ABYL)	7	7	4	3	2	2	0	-2
Religious Studies (Pre-Professional)	61	45	38	41	43	63	50	-13
<b>Subtotal</b>	<b>139</b>	<b>131</b>	<b>109</b>	<b>117</b>	<b>100</b>	<b>121</b>	<b>111</b>	<b>-10</b>
<b>Bachelor of Business Administration (4-Year)</b>								
Accounting Track	14	17	19	14	17	15	21	6
Human Resource Management Track	4	2	4	2	2	4	2	-2
International Business Track	8	8	3	3	3	5	6	1
Management Track	22	25	23	14	14	10	10	0
Business Administration	3	0	0	0				0
<b>Subtotal</b>	<b>51</b>	<b>52</b>	<b>49</b>	<b>33</b>	<b>36</b>	<b>34</b>	<b>39</b>	<b>5</b>
<b>Bachelor of Music (4-Year)</b>	<b>11</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>
<b>Bachelor of Science (4-Year)</b>								
Biology	25	19	13	24	25	32	31	-1
Biology: Bio-Medical Track	84	81	64	51	44	52	51	-1
Biology: Environmental Science Track	3	2	3	2	4	1	1	0
Psychology	44	36	35	33	33	29	31	2
Wellness (Opened 2016/17)					7	8	21	13
<b>Subtotal</b>	<b>156</b>	<b>138</b>	<b>115</b>	<b>110</b>	<b>113</b>	<b>122</b>	<b>135</b>	<b>13</b>
<b>Bachelor of Education</b>								
Elementary	66	56	50	44	49	49	49	0
Secondary	36	30	21	25	28	21	13	-8
After Degree Elementary (Opened 2011/12)	4	12	13	13	15	13	17	4
After Degree Secondary (Opened 2011/12)	5	5	12	9	7	11	10	-1
<b>Subtotal</b>	<b>111</b>	<b>103</b>	<b>96</b>	<b>91</b>	<b>99</b>	<b>94</b>	<b>89</b>	<b>-5</b>
<b>Bachelor of Arts (3-Year)</b>								
Adventure Based Counseling	0	2	3	4	1	2	2	0
Business Administration	4	1	4	3	3	4	3	-1
English	1	1	1	2	3	0	0	0
General Studies	32	31	25	31	34	19	17	-2
History	4	3	2	3	0	0	0	0
Intern'l Health & Wilderness Studies	5	6	4	2	2	1	1	0
Music	0	0	0	1	2	1	1	0
Outdoor Adventure Business Studies	0	0	0	0	0	0	0	0
Outward Pursuits	9	6	8	6	4	4	3	-1
Religious Studies	3	1	2	4	5	4	3	-1
<b>Subtotal</b>	<b>58</b>	<b>51</b>	<b>49</b>	<b>56</b>	<b>54</b>	<b>35</b>	<b>30</b>	<b>-5</b>
<b>Bachelor of Science (3-Year)</b>								
Biology	8	10	5	5	3	5	6	1
General Studies	13	12	12	12	13	12	10	-2
Psychology (Opened 01 May 2001)		2	2	3	2	2	1	-1
Wellness Management (Opened 01 May 2001)	16	19	20	26	21	12	15	3
<b>Subtotal</b>	<b>37</b>	<b>43</b>	<b>39</b>	<b>46</b>	<b>39</b>	<b>31</b>	<b>32</b>	<b>1</b>
<b>Open</b>	<b>13</b>	<b>18</b>	<b>18</b>	<b>17</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>0</b>
<b>TOTAL ENROLMENT</b>	<b>576</b>	<b>543</b>	<b>479</b>	<b>475</b>	<b>456</b>	<b>453</b>	<b>454</b>	<b>1</b>

Enrolment/Retention Statistics												
			2014/15		401.63		2016/17		2017/18		2018/19	
<b>Fall Enrolment Breakdown</b>				479		475		456		453		454
	New Students		116		148		138		114			108
	Freshmen		96		116		107		93			86
	Transfer		20		32		31		21			22
	Returning		363		327		318		339			346
	Freshmen Returning		92		78		94		101			85
	New Previous Winter term		7		5		14		20			14
	Returning Former Student		35		37		33		31			24
	Continuing enrolment		229		207		177		187			223
<b>Statistics</b>												
	Eligible to Return		433		369		359		354			375
	Previous Enrolment		543		479		475		456			453
	Graduates		110		110		116		102			78
	Return Fall to Fall		321		285		271		286			307
	New Students Previous Year		132		116		148		138			114
	Return New Students from P. Year		92		78		94		101			85
	Overall Retention Rate*		74%		77%		75%		81%			82%
	New Student Retention Rate^		70%		67%		64%		73%			75%
* Return Fall to Fall / Eligible to Return												
^ Return New Students from P. Year / New Students Previous Year												

**APPENDIX B**  
**AUDITED FINANCIAL STATEMENTS**



# **BURMAN UNIVERSITY**

## **Financial Statements and Independent Auditor's Report**

**April 30, 2019**



**RSM Alberta LLP**

546 Laura Ave

Red Deer County, AB T4E 0A5

**T** +1403 342 5541

**F** +1403 347 3766

## **INDEPENDENT AUDITOR'S REPORT**

To the Board of Trustees of Burman University

### *Opinion*

We have audited the financial statements of Burman University, (the University), which comprise the statement of financial position as at April 30, 2019 and the statements of changes in net assets, operations and and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2019, and results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

### *Basis for Opinion*

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

### *Other Matter*

The financial statements of Burman University for the year ended April 30, 2018, were audited by another auditor who expressed an unqualified opinion on those statements on August 23, 2018.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

**THE POWER OF BEING UNDERSTOOD**

AUDIT | TAX | CONSULTING

### *Auditor's Responsibilities for the Audit of the Financial Statements*

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

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

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

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

RSM Alberta LLP

Chartered Professional Accountants  
October 1, 2019  
Red Deer County, Alberta

# BURMAN UNIVERSITY

## Contents

April 30, 2019

---

	<b>PAGE</b>
Statement of Financial Position	61
Statement of Changes in Net Assets	62
Statement of Operations	63
Statement of Cash Flows	64
Notes to the Financial Statements	65 – 75

Burman University

STATEMENT OF FINANCIAL POSITION

As at April 30

	2019									2018	
	Operating Funds				Other Funds					All Funds	All Funds
	Burman	Rentals	PAA	Total	Loans	Endowment	Capital	Agency	Research	Total	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current</b>											
Cash [note 3]	2,310,729	-	600	2,311,329	-	-	114,455	-	-	2,425,784	2,779,193
Accounts receivable [note 4]	433,036	16,948	264,523	714,507	-	15,697	39,395	-	-	769,599	655,938
Short-term investments [note 5]	1,225,543	-	-	1,225,543	-	-	-	-	-	1,225,543	2,123,403
Prepaid expenses	171,825	-	-	171,825	-	-	-	-	-	171,825	180,684
Due from (to) other funds [note 6]	(1,192,018)	183,123	595,841	(413,054)	137,853	35,805	143,790	73,694	21,912	-	-
Current portion of notes and loans receivable [note 7]	-	-	-	-	1,008	-	-	-	-	1,008	3,024
<b>Total current assets</b>	<b>2,949,115</b>	<b>200,071</b>	<b>860,964</b>	<b>4,010,150</b>	<b>138,861</b>	<b>51,502</b>	<b>297,640</b>	<b>73,694</b>	<b>21,912</b>	<b>4,593,759</b>	<b>5,742,242</b>
Notes and loans receivable [note 7]	-	-	-	-	12,453	-	-	-	-	12,453	12,686
Long-term investments [note 8]	3,173,687	-	-	3,173,687	-	3,167,142	9,299,473	-	-	15,640,302	10,951,301
Capital assets, net [note 9]	-	-	45,392	45,392	-	-	12,614,810	-	-	12,660,202	12,897,908
	<b>6,122,802</b>	<b>200,071</b>	<b>906,356</b>	<b>7,229,229</b>	<b>151,314</b>	<b>3,218,644</b>	<b>22,211,923</b>	<b>73,694</b>	<b>21,912</b>	<b>32,906,716</b>	<b>29,604,137</b>
<b>LIABILITIES AND NET ASSETS</b>											
<b>Current</b>											
Accounts payable and accrued liabilities [note 10]	1,663,386	31,207	122,709	1,817,302	-	-	-	-	-	1,817,302	1,421,229
Deferred revenue [note 11]	45,420	-	146,070	191,490	-	-	-	-	-	191,490	195,370
Deposits and agency funds	86,474	5,701	69,779	161,954	-	-	50,000	73,694	-	285,648	293,692
Current portion of deferred contributions [note 12]	366,890	-	11,900	378,790	-	-	29,885	-	-	408,675	654,061
<b>Total current liabilities</b>	<b>2,162,170</b>	<b>36,908</b>	<b>350,458</b>	<b>2,549,536</b>	<b>-</b>	<b>-</b>	<b>79,885</b>	<b>73,694</b>	<b>-</b>	<b>2,703,115</b>	<b>2,564,352</b>
Deferred contributions [note 12]	928,229	-	17,456	945,685	151,314	-	216,489	-	-	1,313,488	1,294,513
Deferred capital contributions [note 13]	-	-	-	-	-	-	4,633,163	-	-	4,633,163	4,566,555
<b>Total liabilities</b>	<b>3,090,399</b>	<b>36,908</b>	<b>367,914</b>	<b>3,495,221</b>	<b>151,314</b>	<b>-</b>	<b>4,929,537</b>	<b>73,694</b>	<b>-</b>	<b>8,649,766</b>	<b>8,425,420</b>
Commitments [note 20]											
<b>Net assets</b>											
Unrestricted unallocated	1,110,572	63,163	-	1,173,735	-	-	-	-	-	1,173,735	958,946
Internally restricted [note 14]	1,921,831	100,000	461,467	2,483,298	-	-	12,409,330	-	21,912	14,914,540	13,026,799
Net assets not subject to external restrictions	3,032,403	163,163	461,467	3,657,033	-	-	12,409,330	-	21,912	16,088,275	13,985,745
Invested in capital assets	-	-	45,392	45,392	-	-	4,873,056	-	-	4,918,448	4,996,133
Permanently restricted	-	-	31,583	31,583	-	3,218,644	-	-	-	3,250,227	2,196,839
<b>Total net assets [schedule]</b>	<b>3,032,403</b>	<b>163,163</b>	<b>538,442</b>	<b>3,734,008</b>	<b>-</b>	<b>3,218,644</b>	<b>17,282,386</b>	<b>-</b>	<b>21,912</b>	<b>24,256,950</b>	<b>21,178,717</b>
	<b>6,122,802</b>	<b>200,071</b>	<b>906,356</b>	<b>7,229,229</b>	<b>151,314</b>	<b>3,218,644</b>	<b>22,211,923</b>	<b>73,694</b>	<b>21,912</b>	<b>32,906,716</b>	<b>29,604,137</b>

See accompanying notes.

Burman University

STATEMENT OF CHANGES IN NET ASSETS

Year ended April 30

	2019									2018	
	Operating Funds				Other Funds					All Funds	All Funds
	Burman	Rentals	PAA	Total	Loans	Endowment	Capital	Agency	Research	Total	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Net assets not subject to external restrictions, beginning of year</b>	3,587,866	127,213	501,853	4,216,932	-	-	9,727,642	-	41,171	13,985,745	14,591,786
Excess (deficiency) of total revenue over expenses	(412,221)	152,955	173,224	(86,042)	-	-	2,149,696	-	(38,809)	2,024,845	(729,184)
Add: amortization of capital assets and deferred capital	-	-	20,594	20,594	-	-	521,322	-	-	541,916	597,433
Net book value of capital asset disposals	-	-	-	-	-	-	47	-	-	47	-
Payments (additional borrowing) capital debt (net)	-	-	-	-	-	-	(226,629)	-	-	(226,629)	(220,252)
Capital assets purchased with unrestricted resources	-	-	-	-	-	-	(237,649)	-	-	(237,649)	(254,038)
Transfers between funds <i>[note 17]</i>	(143,242)	(117,005)	(234,204)	(494,451)	-	-	474,901	-	19,550	-	-
<b>Net assets not subject to external restrictions, end of year</b>	<b>3,032,403</b>	<b>163,163</b>	<b>461,467</b>	<b>3,657,033</b>	<b>-</b>	<b>-</b>	<b>12,409,330</b>	<b>-</b>	<b>21,912</b>	<b>16,088,275</b>	<b>13,985,745</b>
<b>Invested in capital assets, beginning of year</b>	-	-	65,986	65,986	-	-	4,930,147	-	-	4,996,133	5,119,276
Amortization of capital assets and deferred capital	-	-	(20,594)	(20,594)	-	-	(521,322)	-	-	(541,916)	(597,433)
Net book value of capital asset disposals	-	-	-	-	-	-	(47)	-	-	(47)	-
(Payments) additional borrowing, capital debt (net)	-	-	-	-	-	-	226,629	-	-	226,629	220,252
Capital assets purchased with unrestricted resources	-	-	-	-	-	-	237,649	-	-	237,649	254,038
<b>Invested in capital assets, end of year</b>	<b>-</b>	<b>-</b>	<b>45,392</b>	<b>45,392</b>	<b>-</b>	<b>-</b>	<b>4,873,056</b>	<b>-</b>	<b>-</b>	<b>4,918,448</b>	<b>4,996,133</b>
<b>Permanently restricted net assets, beginning of year</b>	-	-	31,583	31,583	-	2,165,256	-	-	-	2,196,839	2,151,449
Increase in endowments <i>[note 18]</i>	-	-	-	-	-	1,053,388	-	-	-	1,053,388	45,390
<b>Permanently restricted net assets, end of year</b>	<b>-</b>	<b>-</b>	<b>31,583</b>	<b>31,583</b>	<b>-</b>	<b>3,218,644</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,250,227</b>	<b>2,196,839</b>
<b>Total net assets, end of year</b>	<b>3,032,403</b>	<b>163,163</b>	<b>538,442</b>	<b>3,734,008</b>	<b>-</b>	<b>3,218,644</b>	<b>17,282,386</b>	<b>-</b>	<b>21,912</b>	<b>24,256,950</b>	<b>21,178,717</b>

See accompanying notes.

## STATEMENT OF OPERATIONS

Year ended April 30

	2019									2018	
	Operating Funds				Other Funds					All Funds	All Funds
	Burman	Rentals	PAA	Total	Loans	Endowment	Capital	Agency	Research	Total	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>GENERAL ACTIVITY</b>											
<b>Unrestricted revenue</b>											
Tuition and fees	5,888,568	-	635,170	6,523,738	-	-	-	-	-	6,523,738	6,270,273
Alberta government grants	3,273,182	-	320,993	3,594,175	-	-	-	-	-	3,594,175	3,561,345
Seventh-day Adventist Church in Canada appropriations [note 15]	4,793,206	-	605,210	5,398,416	-	-	-	-	-	5,398,416	5,446,082
Interest and other	804,257	-	191,277	995,534	-	-	-	-	-	995,534	265,092
Resale and ancillary revenue	2,051,265	322,293	174,692	2,548,250	-	-	-	-	-	2,548,250	2,443,911
Donations	166,511	-	-	166,511	-	-	-	-	-	166,511	126,369
<b>Total unrestricted revenue</b>	<b>16,976,989</b>	<b>322,293</b>	<b>1,927,342</b>	<b>19,226,624</b>	-	-	-	-	-	<b>19,226,624</b>	<b>18,113,072</b>
<b>Restricted revenue</b>											
Donations	708,484	-	109,872	818,356	-	-	-	-	3,000	821,356	737,270
Seventh-day Adventist Church in Canada appropriations [note 15]	23,445	-	-	23,445	-	-	-	-	-	23,445	39,673
Alberta government grants	165,509	-	45,835	211,344	-	-	-	-	-	211,344	159,871
<b>Total restricted revenue [note 12]</b>	<b>897,438</b>	-	<b>155,707</b>	<b>1,053,145</b>	-	-	-	-	<b>3,000</b>	<b>1,056,145</b>	<b>936,814</b>
<b>Total general revenue</b>	<b>17,874,427</b>	<b>322,293</b>	<b>2,083,049</b>	<b>20,279,769</b>	-	-	-	-	<b>3,000</b>	<b>20,282,769</b>	<b>19,049,886</b>
<b>EXPENSES</b>											
Salaries and non-pension benefits	10,294,287	-	1,252,153	11,546,440	-	-	-	-	27,406	11,573,846	11,118,993
Pension benefits [note 16]	873,878	-	119,984	993,862	-	-	-	-	-	993,862	1,396,211
Supplies and other	1,718,808	-	105,584	1,824,392	-	-	-	-	14,403	1,838,795	1,887,811
Student services	2,730,515	-	250,879	2,981,394	-	-	-	-	-	2,981,394	2,701,627
Plant and maintenance	2,236,598	152,842	129,670	2,519,110	-	-	5,976	-	-	2,525,086	1,830,656
Administrative	429,405	16,496	30,961	476,862	-	-	8,760	-	-	485,622	366,507
Amortization of capital assets	-	-	20,594	20,594	-	-	783,221	-	-	803,815	863,707
Interest	16,252	-	-	16,252	-	-	-	-	-	16,252	15,155
<b>Total expenses</b>	<b>18,299,743</b>	<b>169,338</b>	<b>1,909,825</b>	<b>20,378,906</b>	-	-	<b>797,957</b>	-	<b>41,809</b>	<b>21,218,672</b>	<b>20,180,667</b>
<b>Excess (deficiency) of general revenue over expenses</b>	<b>(425,316)</b>	<b>152,955</b>	<b>173,224</b>	<b>(99,137)</b>	-	-	<b>(797,957)</b>	-	<b>(38,809)</b>	<b>(935,903)</b>	<b>(1,130,781)</b>
<b>CAPITAL ACTIVITY</b>											
<b>Capital revenue (expense)</b>											
Insurance proceeds	-	-	-	-	-	-	-	-	-	-	283,825
Amortization of deferred capital contributions	-	-	-	-	-	-	261,899	-	-	261,899	266,274
Gain on disposal of capital assets	20,000	-	-	20,000	-	-	2,685,754	-	-	2,705,754	-
Insured losses	(6,905)	-	-	(6,905)	-	-	-	-	-	(6,905)	(148,502)
<b>Total capital activity</b>	<b>13,095</b>	-	-	<b>13,095</b>	-	-	<b>2,947,653</b>	-	-	<b>2,960,748</b>	<b>401,597</b>
<b>Excess (deficiency) of total revenue over expenses</b>	<b>(412,221)</b>	<b>152,955</b>	<b>173,224</b>	<b>(86,042)</b>	-	-	<b>2,149,696</b>	-	<b>(38,809)</b>	<b>2,024,845</b>	<b>(729,184)</b>

See accompanying notes.

Burman University

STATEMENT OF CASH FLOWS

Year ended April 30

	2019									2018	
	Operating Funds				Other Funds					All Funds	All Funds
	Burman \$	Rentals \$	PAA \$	Total \$	Loans \$	Endowment \$	Capital \$	Agency \$	Research \$	Total \$	Total \$
<b>Cash flows from operating activities</b>											
Excess (deficiency) of total revenues over expenses	(412,221)	152,955	173,224	(86,042)	-	-	2,149,696	-	(38,809)	2,024,845	(729,184)
Adjustments to reconcile excess (deficiency) of revenue over expense to net cash provided:											
Amortization of capital assets	-	-	20,594	20,594	-	-	783,221	-	-	803,815	863,707
Amortization of deferred capital contributions	-	-	-	-	-	-	(261,899)	-	-	(261,899)	(266,274)
Gain on disposal of capital assets	(20,000)	-	-	(20,000)	-	-	(2,685,754)	-	-	(2,705,754)	-
(Increase) decrease in accounts receivable	(46,691)	13,645	(30,932)	(63,978)	-	(10,288)	(39,395)	-	-	(113,661)	930,383
(Increase) decrease in prepaid expenses	7,734	-	1,125	8,859	-	-	-	-	-	8,859	(60,637)
(Increase) decrease in due from/to other funds	(332,939)	(74,252)	109,464	(297,727)	(3,505)	(1,888)	253,044	30,817	19,259	-	-
Increase (decrease) in accounts payable and accrued liabilities	363,832	24,657	7,584	396,073	-	-	-	-	-	396,073	191,093
Increase (decrease) in deferred revenue	23,667	-	(27,547)	(3,880)	-	-	-	-	-	(3,880)	(20,095)
Increase (decrease) in deposits and agency funds	21,745	-	1,028	22,773	-	-	-	(30,817)	-	(8,044)	(15,673)
Increase (decrease) in deferred contributions	(196,881)	-	(20,336)	(217,217)	1,256	-	(10,450)	-	-	(226,411)	20,428
Transfers between funds	(143,242)	(117,005)	(234,204)	(494,451)	-	-	474,901	-	19,550	-	-
<b>Cash provided by (used in) operating activities</b>	<b>(734,996)</b>	<b>-</b>	<b>-</b>	<b>(734,996)</b>	<b>(2,249)</b>	<b>(12,176)</b>	<b>663,364</b>	<b>-</b>	<b>-</b>	<b>(86,057)</b>	<b>913,748</b>
<b>Cash flows from investing activities</b>											
Increase in short-term investments	-	-	-	-	-	-	-	-	-	-	(104,619)
Decrease in short-term investments	897,860	-	-	897,860	-	-	-	-	-	897,860	-
Proceeds from sale of capital assets	20,000	-	-	20,000	-	-	2,685,800	-	-	2,705,800	-
Purchases of capital assets	-	-	-	-	-	-	(555,656)	-	-	(555,656)	(254,038)
Increase in long-term investments	(435,694)	-	-	(435,694)	-	(1,041,212)	(3,212,095)	-	-	(4,689,001)	(834,333)
Decrease in long-term investments	-	-	-	-	-	-	-	-	-	-	782,920
Notes receivable issued	-	-	-	-	-	-	-	-	-	-	(5,124)
Payments received on notes receivable	-	-	-	-	2,249	-	-	-	-	2,249	1,300
<b>Cash provided by (used in) investing activities</b>	<b>482,166</b>	<b>-</b>	<b>-</b>	<b>482,166</b>	<b>2,249</b>	<b>(1,041,212)</b>	<b>(1,081,951)</b>	<b>-</b>	<b>-</b>	<b>(1,638,748)</b>	<b>(413,894)</b>
<b>Cash flows from financing activities</b>											
Increase in deferred capital contributions	-	-	-	-	-	-	318,008	-	-	318,008	-
Increase (decrease) in endowments [note 18]	-	-	-	-	-	1,053,388	-	-	-	1,053,388	45,390
<b>Cash provided by (used in) financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,053,388</b>	<b>318,008</b>	<b>-</b>	<b>-</b>	<b>1,371,396</b>	<b>45,390</b>
<b>Net increase (decrease) in cash during the year</b>	<b>(252,830)</b>	<b>-</b>	<b>-</b>	<b>(252,830)</b>	<b>-</b>	<b>-</b>	<b>(100,579)</b>	<b>-</b>	<b>-</b>	<b>(353,409)</b>	<b>545,244</b>
Cash, beginning of year	2,563,559	-	600	2,564,159	-	-	215,034	-	-	2,779,193	2,233,949
<b>Cash, end of year</b>	<b>2,310,729</b>	<b>-</b>	<b>600</b>	<b>2,311,329</b>	<b>-</b>	<b>-</b>	<b>114,455</b>	<b>-</b>	<b>-</b>	<b>2,425,784</b>	<b>2,779,193</b>
Supplemental cash flow information:											
Interest paid	16,252	-	-	16,252	-	-	-	-	-	16,252	15,155
Interest received	69,274	-	23,091	92,365	-	-	-	-	-	92,365	243,766
Donated capital assets	-	-	-	-	-	-	10,500	-	-	10,500	137,018

See accompanying notes.



## NOTES TO THE FINANCIAL STATEMENTS

---

April 30, 2019

### 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"], and 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 consists of assets that are subject to external restrictions 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 depreciation, 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 THE FINANCIAL STATEMENTS**

---

April 30, 2019

**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. 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 when received or receivable. 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, traded in an active market for which fair value is readily available, are subsequently adjusted to fair value at year end. The corresponding unrealized gain or loss is recognized in the statement of operations, except for restricted portions. Based on the fund the restricted portions belong to they are either recognized as a change to the net assets of the endowment fund, or as a liability under deferred contributions of the operating funds.

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 on 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, unless otherwise noted.

## NOTES TO THE FINANCIAL STATEMENTS

---

April 30, 2019

### 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 recorded.

The fair 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 fair 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. Only the portion of interest and other revenue required by donor restriction is added to Endowment fund principal as a direct addition to net assets. Where there is no requirement to add the income to the Endowment Fund principal, interest and other revenue is accounted for within the Operating Funds. Interest and other revenue from restricted grants, donations or endowment contributions are recognized as deferred contributions when the terms for use create a liability, and are recognized as revenue when the terms of the grant, donation or endowment contribution are met.

The University actively fundraises and unrestricted contributions are recorded when received. Pledges are not recorded because historical information does not reasonably support collection.

#### 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 contribution plan 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 payment is probable.

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

**3. CASH**

Included in cash are restricted deposits and agency funds held on behalf of student associations and clubs totaling \$285,648 (2018 - \$293,692).

There is also \$9,842 [2018 - \$9,141] in cash denominated in United States dollars and thus subject to currency price risk.

**4. ACCOUNTS RECEIVABLE**

	2019	2018
	\$	\$
Students	630,762	609,023
Seventh-day Adventist organizations	-	45,999
Other	269,896	143,583
Total accounts receivable	900,658	798,605
Less allowance for doubtful accounts	(131,059)	(142,667)
Net accounts receivable	769,599	655,938

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**

	2019	2018
	\$	\$
Guaranteed investment certificates	1,206,090	2,103,950
Donated art held for sale	19,453	19,453
	1,225,543	2,123,403

The guaranteed investment certificates earn interest at 2.10% to 2.45% and mature between May 2019 and January 2020. The guaranteed investment certificates bear interest at fixed rates and thus are exposed to interest rate price risk.

**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 \$35,805 (2018 - \$33,917) and the amount due to the Loans Fund of \$137,853 (2018 - \$134,348) 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 (2018 - 2% and 3.75%). Otherwise, inter-fund balances are non-interest bearing and have no specified settlement terms.

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

## 7. NOTES AND LOANS RECEIVABLE

	2019	2018
	\$	\$
<b>Other Funds</b>		
Student loans receivable, no fixed terms of repayment	13,461	15,710
Less amounts due within one year	1,008	3,024
	<b>12,453</b>	<b>12,686</b>

## 8. LONG-TERM INVESTMENTS

	2019	2018
	\$	\$
Investment in 1152300 Alberta Ltd.*	10,999	4,000
Guaranteed investment certificates	7,071,316	3,237,215
Cash on deposit	22,945	462,731
Mutual funds - equities (cost - \$7,102,840)	8,534,421	7,246,577
Mega Fund	619	776
Equities	1	1
Mineral rights	1	1
	<b>15,640,302</b>	<b>10,951,301</b>

\* The University has 45.01% (2018 - 40.00%) ownership of 1152300 Alberta Ltd., a company subject to significant influence.

Included in long-term investments is \$941 (2018 - \$523) 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.

Included in the long-term GIC's are GIC's with a maturity date of less than one year totaling \$510,000 (2018 - \$0) in the capital fund.

The guaranteed investment certificates bear interest at 1.95% to 3.30% and mature between October 2019 and January 2024. 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.

## 9. CAPITAL ASSETS

	2019			
	Cost	Accumulated Amortization	Net Book Value	Amortization Expense
	\$	\$	\$	\$
Land	346,217	-	346,217	-
Land improvements	3,269,155	1,486,530	1,782,625	79,512
Buildings	15,963,695	9,747,189	6,216,506	355,663
Building improvements	5,567,596	2,485,679	3,081,917	136,899
Pipe organ	529,590	113,332	416,258	5,296
Equipment	2,898,872	2,369,239	529,633	146,515
Vehicles	490,111	460,049	30,062	16,321
Library	1,538,495	1,281,511	256,984	63,609
	<b>30,603,731</b>	<b>17,943,529</b>	<b>12,660,202</b>	<b>803,815</b>

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

## 9. CAPITAL ASSETS (continued)

	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

Included in building improvements is \$249,145 (2018 - nil) of building improvements in progress for which no amortization has been recorded.

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. The first portion of these lands (16.36 acres) transacted in the fall of 2018 and the balance is expected to transact in the fall of 2021.

## 10. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2019 \$	2018 \$
Seventh-day Adventist organizations	10,927	3,301
Municipal government	15,604	90,797
Receiver General	26,431	8,767
Vacation and payroll	515,966	464,170
Retirement allowances	284,535	321,795
Student credit balances	384,593	248,618
Other	579,246	283,781
	1,817,302	1,421,229

The Retirement allowance accrual was calculated based on SDACC Retirement Plan formula for allowances for employees who were 65 years old or older as of April 30, 2019.

## 11. DEFERRED REVENUE

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

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

## 12. DEFERRED CONTRIBUTIONS

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

	2019				
	Beginning Balance	Amount Received During the Year	Amount Used During the Year	Amount Transferred to Deferred Capital Contributions [note 13]	Ending Balance
	\$	\$	\$	\$	\$
Student loans, aids, and scholarships	1,061,261	496,705	(451,992)	-	1,105,974
Equipment and supplies	725,317	521,619	(406,809)	(288,007)	552,120
Government grants	161,996	129,417	(197,344)	(30,000)	64,069
	<u>1,948,574</u>	<u>1,147,741</u>	<u>(1,056,145)</u>	<u>(318,007)</u>	<u>1,722,163</u>

	2018				
	Beginning Balance	Amount Received During the Year	Amount Used During the Year	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
	<u>1,928,146</u>	<u>1,094,260</u>	<u>(936,814)</u>	<u>(137,018)</u>	<u>1,948,574</u>

Of the total deferred contributions at April 30, 2019, \$408,675 (2018 - \$654,061) is expected to be spent in accordance with the related external restrictions in the upcoming year.

## 13. DEFERRED CAPITAL CONTRIBUTIONS

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

	2019				
	Beginning Balance	Donated Capital Asset	Amount Transferred from Deferred Contributions [note 12]	Amount Amortized During the Year	Ending Balance
	\$	\$	\$	\$	\$
Capital projects	4,566,555	10,500	318,007	(261,899)	4,633,163

	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	

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

## 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:

	2019					
	Burman	Rentals	PAA	Capital	Research	Total
	\$	\$	\$	\$	\$	\$
Operating purposes	1,788,707	-	452,919	-	-	2,241,626
Capital purposes	133,124	100,000	8,548	62,116	-	303,788
Heritage Fund	-	-	-	12,347,214	-	12,347,214
Research purposes	-	-	-	-	21,912	21,912
<b>Total internally restricted net assets</b>	<b>1,921,831</b>	<b>100,000</b>	<b>461,467</b>	<b>12,409,330</b>	<b>21,912</b>	<b>14,914,540</b>

	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
<b>Total internally restricted net assets</b>	<b>2,676,133</b>	<b>80,000</b>	<b>501,853</b>	<b>9,727,642</b>	<b>41,171</b>	<b>13,026,799</b>

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:

	2019	2018
	\$	\$
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, 2019 [2018 - 2.875%]		
(PE Centre Expansion)	<b>1,640,154</b>	1,721,674
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, 2019 [2018 - 2.875%]		
(Riverton Hall)	<b>566,702</b>	656,544
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, 2019 [2018 - 2.875%]		
(Beardsley Duplex)	<b>232,509</b>	241,973
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, 2019 [2018 - 2.875%]		
(Facility Maintenance Building)	<b>669,225</b>	715,029
	<b>3,108,590</b>	3,335,220



## NOTES TO THE FINANCIAL STATEMENTS

---

April 30, 2019

### 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 2019, the SDACC subsidized the operations of the University in the amount of \$5,421,861 [2018 - \$5,485,755]. Included in these balances is \$5,398,416 [2018 - \$5,446,082] recognized as unrestricted revenues and \$23,445 [2018 - \$39,673] recognized as restricted revenues. As a result, the University is dependent on the SDACC to fund a significant portion of its 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.<sup>7</sup>

### 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) The Supplemental Plan of the Seventh-day Adventist Church Retirement Plan for Canadian 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.

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, 2018, the actuarially computed value of accumulated plan benefits was estimated to be \$181,446,000, and the market value of Registered Plan's net assets were estimated to be \$143,601,000 for that plan as a whole resulting in a funding deficit of \$37,845,000. As a participating employer, the Organization 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.

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

**16. PENSION PLANS (continued)**

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

	2019	2018
	\$	\$
Registered Plan		
Amortization payment	392,440	499,312
Normal cost	294,604	280,461
Supplemental Plan		
Pension benefits	120,970	127,323
Retirement Allowance	17,094	167,500
Other post-retirement benefits	168,754	321,615
	<b>993,862</b>	<b>1,396,211</b>

**17. TRANSFERS BETWEEN FUNDS**

	2019						
	Burman	Rentals	PAA	Endowment	Capital	Research	Total
	\$	\$	\$	\$	\$	\$	\$
Inter-fund services	281,995	(32,229)	(249,766)	-	-	-	-
Capital funding	(249,721)	-	23,091	-	226,630	-	-
Inter-fund Heritage Fund interest	(155,966)	(84,776)	(7,529)	-	248,271	-	-
Research	(19,550)	-	-	-	-	19,550	-
	<b>(143,242)</b>	<b>(117,005)</b>	<b>(234,204)</b>	-	<b>474,901</b>	<b>19,550</b>	-

	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	-
	<b>(90,310)</b>	<b>(111,729)</b>	<b>(222,526)</b>	-	<b>408,078</b>	<b>16,487</b>	-

**18. INCREASE IN ENDOWMENTS**

	2019	2018
	\$	\$
Endowment contributions	1,031,625	44,825
Interest and other earned on endowments	207,272	23,036
Interest and other transferred to operating fund	(185,509)	(22,471)
<b>Increase in endowments</b>	<b>1,053,388</b>	<b>45,390</b>

## NOTES TO THE FINANCIAL STATEMENTS

April 30, 2019

**19. RECOMMENDED WORKING CAPITAL**

The following is a summary of working capital and liquidity as recommended and defined by the Working Policy 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.

	2019	2018
	\$	\$
<b>Working capital</b>		
Total current assets		
Operating Funds	4,010,150	4,807,994
Total current liabilities		
Operating Funds	2,549,536	2,231,957
Total working capital	1,460,614	2,576,037
Recommended working capital	4,075,781	3,860,196
<b>Working capital deficiency</b>	<b>(2,615,167)</b>	<b>(1,284,159)</b>
<b>Percent of recommended working capital</b>	<b>36%</b>	<b>67%</b>
<b>Current ratio</b>	<b>1.57</b>	<b>2.15</b>
<b>Liquidity</b>		
Cash	2,311,329	2,564,159
Short-term investments	1,225,543	2,123,403
Total liquid assets as defined by policy	3,536,872	4,687,562
Less commitments as defined by policy		
Current liabilities	2,549,536	2,231,957
<b>Liquidity surplus</b>	<b>987,336</b>	<b>2,455,605</b>
<b>Percent of liquid assets to commitments</b>	<b>139%</b>	<b>210%</b>
<b>Calculation of recommended working capital</b>		
Operating expenses	20,378,906	19,300,981
Percentage as per policy	20%	20%
<b>Recommended working capital</b>	<b>4,075,781</b>	<b>3,860,196</b>

**20. Commitments**

The University has a commitment to complete certain land improvements with an estimated remaining cost of \$130,000.