

# BURMAN UNIVERSITY



## Comprehensive Institutional Plan 2016-17 to 2018-19

June 1, 2016



THINK.  
BELIEVE.  
ACT.

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## **Executive Summary**

Burman University is an independent, board-governed university authorized by the Minister of Innovation and Advanced Education to offer 3- and 4-year bachelor degrees. The University also offers certificate programs available to students registered in degree programs, and a rich array of community recreation as well as continuing education opportunities. Our mission in all of these endeavours is to educate students to think with discernment, to believe with insight and commitment and to act with confidence, compassion, and competence.

### ***Trends***

Enrolment in September 2015 was 423 FTE, a decrease of only 2 from the previous year. Since the 2015 graduating class was unusually large, management had budgeted for a much larger decrease in enrolment. The combination of higher-than-expected enrolment and an increase in government funding allowed administration to implement modest enhancements to services provided to students. Management continues to work to maximize efficiencies and minimize costs without negatively impacting the University's growth potential.

Enrolment should steadily increase the next three years due to a series of relatively small graduating classes and expanded marketing. Most of the institution's increased marketing initiatives have focused on potential students in Central Alberta. A First Nations Inuit Metis Program Director has been hired to recruit and support students from the Maskwacis area. As a result of these new local initiatives there has already been an increase in applications from residents of Central Alberta. This is a welcome new trend because in order to meet the institution's strategic goals, student enrolment must consistently reach a minimum level of 500 FTE.

In response to the Ministry of Advanced Education's efforts to reduce program duplication in Campus Alberta, Burman University has strategically curtailed the number of proposals for new programs while taking steps to enhance the marketability of established programs. The institution now focuses on developing programs that are not yet widely available in Campus Alberta or Central Alberta. This trend will continue as the institution works to increase enrolment while carefully selecting which new programs to add.

The 2015-16 academic year was the institution's first year operating as Burman University. The name change has been extremely beneficial. It generated a great deal of interest in the institution in Central Alberta while clarifying to all that the institution's degree programs are CAQC approved and open to all qualified applicants. Concurrent

with the name change was the launch of the institution's multi-faceted and ongoing effort to convince all who live in Lacombe that Burman University is "their" university.

## **Accountability Statement**

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.

Original Signed By



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Mark Johnson  
Chair, Board of Trustees

## **Institutional Context**

### **VISION**

Burman University will be the school of choice for those students who desire a quality education in a Christian setting that values individual achievement and the spirit of community renewal.

### **MISSION**

Burman University will educate students to think with discernment, to believe with insight and commitment and to act with confidence, compassion, and competence.

### **CORE VALUES**

Burman University is committed to the ideals and vision found in the teachings of Jesus Christ and therefore holds and models the following values:

#### **EXCELLENCE**

Burman University will be committed to excellence. It will prepare its graduates for success in the workplace, graduate studies and professional schools. Its faculty and administration will value exploration of new possibilities and potentials. Campus planning will focus on ensuring facilities and resources provide an environment of excellence. High quality student life and spiritual programs will encourage strong personal and spiritual growth.

#### **SERVICE**

Burman University will be known for the high level of its service to its students and all other constituents and stakeholders. It will model relationships that are caring and compassionate. Its academic programs and extra-curricular activities will enable employees and students to actively involve themselves in service and mission while at the University and in their future careers.

#### **SPIRITUALITY**

Burman University will nurture students' spirituality by engaging them in an unwavering search for a deeper relationship with God. It will be faithful in supporting the mission and beliefs of the Seventh-day Adventist Church. The University will invite employees and students to find balance in their lives and show their faithfulness to God through their personal choices and commitments. It will be a community of worship that will promote healthful living, respect for the environment, and a love of God and the Scriptures.

#### **INTEGRITY**

Burman University, its employees and students will act with integrity. They will be known as transparent and honest in all their dealings and will show intellectual integrity when dealing with complex and difficult issues. Burman University will provide an environment of academic freedom; employees and students will exercise that freedom with

responsibility by remaining loyal to the core values of the University.

## COMMUNITY

Burman University will be a community where every person counts. Students will be mentored and supported in their academic, spiritual, social and physical pursuits on a welcoming, inclusive and safe campus. Faculty and staff will experience a community that encourages personal development and places a high regard on teamwork and servant leadership. Students as well as employees will have a voice in bringing positive change to the community.



## **Affordability, Accessibility and Quality Goals, Priority Initiatives and Expected Outcomes**

### **Affordability**

Since Burman University is not a public post-secondary institution and is thus not regulated by the province's Public Post-secondary Institutions' Tuition Fee Regulation, the University is not required to hold tuition fee increases to the rate of increase in Alberta's CPI or to consult with its student body on tuition fee increases. Nonetheless, Burman University does not wish to create undue financial pressures for its students. Over the next two academic years Burman University expects to increase tuition approximately 3% per year from \$12,960 in 2016-17 to \$13,740 in 2018-19. Student fees will also increase as costs dictate.

### **Accessibility**

Burman University has a number of strengths it brings to the post-secondary education environment. As a small institution it provides a strong teaching environment. As a faith-based institution, its market rarely conflicts with other institutions in Alberta, and it has the capacity to bring students into post-secondary education in Alberta from outside the province, including internationally, who would otherwise most likely take their education outside the province or country. A significant portion of those out-of-province students decide to live and work in Alberta after graduation and thus end up contributing to the provincial economy. The Seventh-day Adventist Church has a strong history of education and financially supports Burman University and provides a stable context of North American support (12 other post-secondary institutions in North America).

A number of these strengths provide opportunities in the context of provincial and regional post-secondary trends. According to Government of Alberta forecasting models, the province will face labour shortfalls in the fields of recreation, education, physical, applied and natural science, business, and health science during this decade. The need for increased spaces in Health Science career training provides a significant opportunity for Burman University. Health Science programs fit well with Burman University's mission. Enabling students to act with confidence, compassion, and competence means, in part, equipping students with the skills they need to meet the mental, social, and physical needs of the communities in which they will find themselves after graduation. The Seventh-day Adventist Church has long emphasized physical well-being.

To meet the needs of the province, the desires of its students, and the institution's long-term goals, Burman University signed a memorandum of understanding with Red Deer College in 2014 that allowed a cohort of students a Burman University experience while they pursued a University of Alberta undergraduate nursing degree at Red Deer College. However, due to the fear of impending budget cuts, Red Deer College suspended entry into the program for the 2015-2016 academic year. Nonetheless, Burman University also intends to pursue the feasibility of adding programs in Allied/Public Health.



## Quality Goals, Priority Initiatives and Expected Outcomes

Type	Description	Expected Completion Date
<b>Goals</b>		
G1: Access	Increase enrolment to a stable minimum of 500 FTE students.	September 30, 2019
G2: Access	Develop greater awareness and ownership of Burman University among its various constituent groups.	May 30, 2019
G3: Access	Increase enrolment of First Nations students, and improve policies and understanding of First Nations issues in line with the Truth and Reconciliation Recommendations	On-going
G4: Access	Fully remodel and expand the library.	August 15, 2020
G5: Affordability	Develop a resilient financial base for campus operations.	May 30, 2019
G6: Quality	Enhance the Burman University student experience.	May 30, 2019
G7: Quality	Ensure the delivery of a consistently high quality educational experience	On-going
G8: Quality	Ensure the delivery of a consistently high quality educational experience through increasing the research involvement of faculty.	On-going
G9: Quality	Ensure the delivery of a consistently high educational experience through creating practical learning experience opportunities for students.	On-going

G10: Quality	Ensure the delivery of a consistently high educational experience through creating identifiable plans to focus on the integration of faith and learning.	On-going
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<b>Priority Initiatives (Linked to Goals)</b>		
P1a	Increase the number, amount, and awareness of scholarships for students coming from Central Alberta's public high schools.	September 30, 2019
P2a	Present each year 10 appealing public events that promote physical, mental, or emotional wellness.	September 30, 2018
P2b	Increase promotion and advertising of University events in Central Alberta newspapers and radio station.	May 30, 2017
P3a	FNIM Program Director recruits FNIM students and supports their progress on campus	September 30, 2019
P3b	FNIM Program Director helps develop policies appropriate to FNIM students and develops program to increase campus awareness and understanding of FNIM culture.	September 30, 2019
P4a	Development of architectural plans for a remodeled and expanded library.	September 30, 2017
P4b	\$2 million raised for Phase 1 of the library remodel and expansion.	September 30, 2018
P5a	Hire a Comptroller who will research and implement money saving strategies and policies.	September 30, 2017

P5b	Implement changes in the Office of Advancement that will result in more effective institutional fundraising.	September 30, 2017
P5c	Reduce electrical consumption by transitioning to campus-wide LED bulbs.	September, 30, 2019
P6a	Full membership for the men's and women's basketball teams in Alberta Colleges Athletic Conference (ACAC).	May 30, 2018
P6b	Expand career counseling services and resources for students.	September 30, 2017
P6c	Provide proactive training on strategic campus computer information and communication technologies to campus community.	On-going
P7a	Increase courses listed in Alberta Transfer Guide.	On-going
P7b	Submit phased applications to the Ministry and to CAQC to offer additional degree programs.	Starting Fall 2016 through September, 2019
P7c	Revise student evaluation forms of courses to better capture student experience of variations in course delivery.	August 30, 2017
P8a	Continue to require sustained faculty research output through tightening of research reporting requirements.	September 30, 2016
P8b	Provide additional funding and/or release time to allow for research.	May 1, 2019

P9a	Locate local sites for internship, co-op and practicum experiences.	August 30, 2018
P10a	Review the literature and develop a wide variety of best-practice, discipline appropriate models for faculty to use.	August 30, 2018

<b>Expected Outcomes (Linked to Priority Initiatives)</b>		
EO1a	A yearly average of 40 1 <sup>st</sup> year Burman students who graduated from a Central Alberta public high school.	September 30, 2019
EO2a	10 successful events promoting wellness	September 30, 2018
EO2b	Increased community attendance at University events.	May 30, 2017
EO3a	An opening enrolment of 15 FNIM students.	September 30, 2019
EO3b	Policies in place, and documented number of events featuring awareness of FNIM culture.	September 30, 2019
EO4a	Architectural plans and drawings completed.	September 30, 2017
EO4b	Donors have contributed or pledged a total of \$2 million for the first phase of the library remodel and expansion.	September 30, 2018
EO5a	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

EO5b	A yearly 5% increase in contributions by alumni and friends for three consecutive years.	September 30, 2019
EO5c	Reduce consumption of electricity by 15%.	September 30, 2019
EO6a	Membership application to ACAC approved.	May 30, 2018
EO6b	Career counselling services for students expanded.	September 30, 2017
EO6c	Training on-going and continuous	On-going
EO7a	Majority of Burman University courses listed in the Alberta Transfer Guide	September 30, 2018
EO7b	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, 2016
EO7c	Revised student course evaluations in place.	September 30, 2017
EO8a	New reporting forms being used.	September 30, 2016
EO8b	Additional funding in budget.	May 1, 2019
EO9a	Internship sites in place.	August 30, 2019
EO10a	Best practices known and adopted.	August 30, 2019

## Appendix A: Financial and Budget Information

### Plan for Financial Sustainability

Burman University's Board of Trustees received a balanced budget for 2016-17. The operating budget is \$17.7 million, an increase of 2.3% over the 2015-16 annual budget (which had a decrease of 1% over the 2014-15 annual budget).

The Alberta government grant administered through Advanced Education is a significant component of the University's income. Without inflationary increases to this source of income and with expenses increasing as projected, the University must continue to be flexible and innovative in order to avoid deficit budgets going forward.

During the 2016-17 fiscal period, the University will be identifying and investigating areas for efficiency improvement with a view to implementing certain cost-saving strategies during subsequent years. One area that has already been identified is that of shared services related to meeting student academic, financial, information technology, and campus-life needs. The desired impact of implementing these shared services is an improved one-stop-shop service for students and savings through efficiencies to the University.

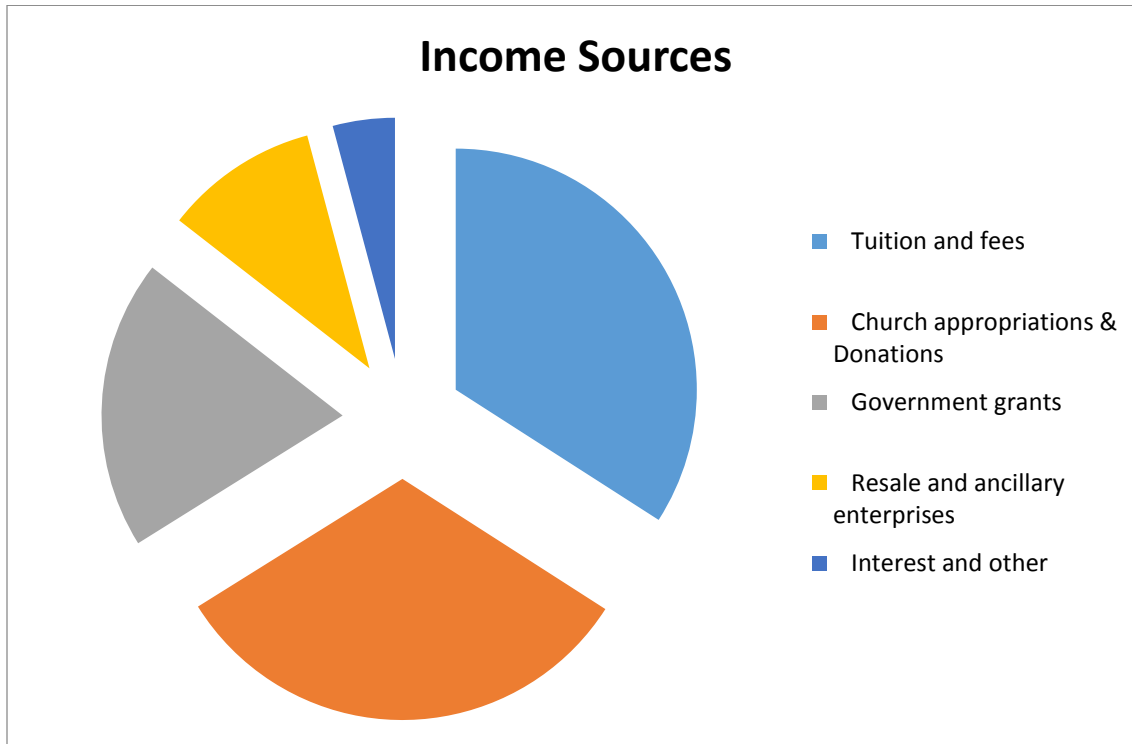
### Budget and Two-Year Budget Forecasts

	<b>Budget 2016-2017</b>	Projection 2017-2018	Projection 2018-2019
Tuition and fees	<b>6,124,368</b>	6,308,099	6,497,342
Church appropriations	<b>5,631,025</b>	5,687,335	5,744,208
Government grants	<b>3,487,020</b>	3,487,020	3,487,020
Donations	<b>126,000</b>	126,000	126,000
Resale and ancillary enterprises	<b>1,854,560</b>	1,891,651	1,929,484
Interest and other	<b>747,808</b>	700,000	714,000
	<b>17,970,781</b>	18,200,105	18,498,054
Restricted revenue used - Donations	<b>63,500</b>	100,000	100,000
Restricted revenue used – Gov't Grants	<b>40,500</b>		
<b>Total income</b>	<b>18,074,781</b>	18,300,105	18,598,054
Salaries and benefits	<b>10,478,890</b>	10,688,468	10,902,237
Pension Expense	<b>1,246,746</b>	1,271,681	1,297,115
Travel and professional development	<b>437,311</b>	446,057	454,978
Supplies and other	<b>2,389,924</b>	2,437,722	2,486,476
Allowance for Doubtful Accounts	<b>80,000</b>	81,600	83,232
Plant and maintenance	<b>318,306</b>	324,672	331,165

Utilities	<b>795,890</b>	811,808	828,044
Insurance and taxes	<b>158,500</b>	161,670	164,903
Interest expense	<b>20,050</b>	20,451	20,860
Scholarships and awards	<b>1,816,404</b>	1,852,732	1,889,787
<b>Total expenses</b>	<b>17,742,021</b>	18,096,861	18,458,797
<b>Excess (deficiency) of General Revenue Over Expenses</b>	<b>332,760</b>	203,244	139,257
<b>Capital Activity</b>			
Gain (Loss) on disposal of capital assets	<b>500,000</b>	500,000	500,000
Total capital revenue	<b>500,000</b>	500,000	500,000
<b>Excess (deficiency) of total revenue over expenses</b>	<b>832,760</b>	703,244	639,257
Endowment Fund Contributions	<b>50,000</b>	55,000	60,000
Net Assets Beginning of Year	<b>21,109,373</b>	21,992,133	22,750,377
<b>Net Assets End of Year</b>	<b>21,992,133</b>	22,750,377	23,449,634

## **Expected Revenue and Assumptions**

The following chart proportionally represents 2016-17 forecasted income sources for Burman University:



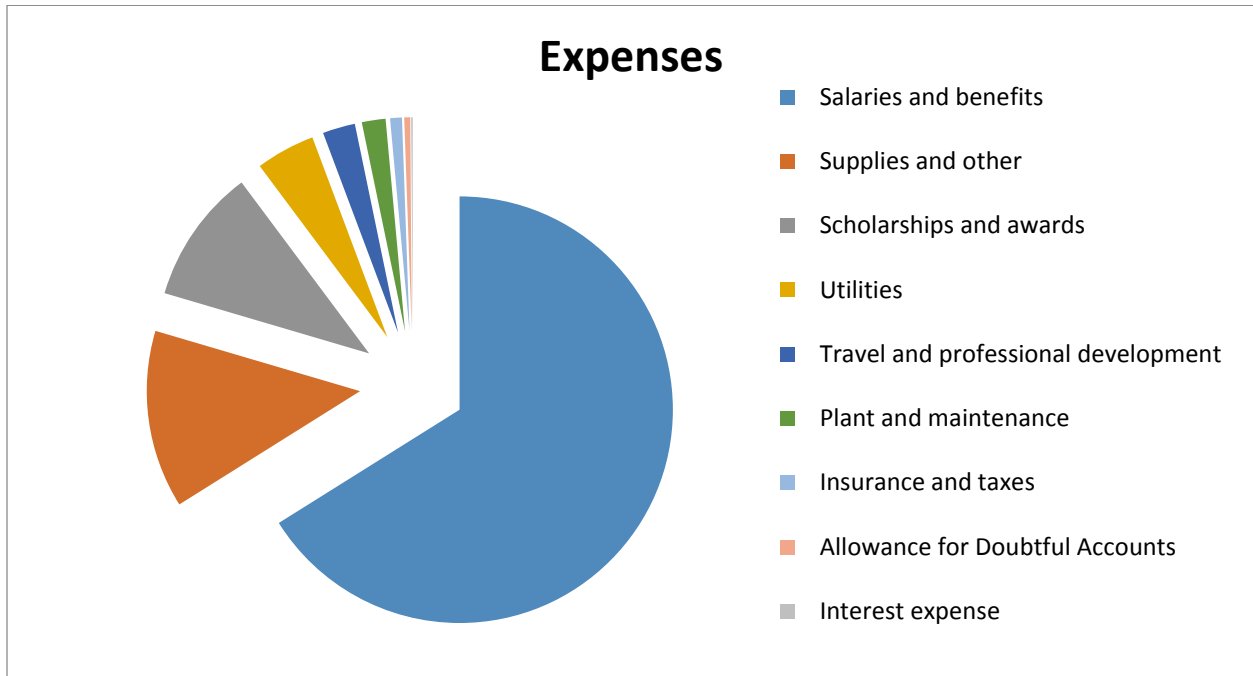
The following income budget assumptions were used in preparing Burman University's projection budgets:

1. Financial FTE and tuition increase of 3% combined
2. Church grant increase of 1% per year
3. Alberta Government Grant no change for 2017-18 or for 2018-19
4. Resale and ancillary enterprises increase of 2% per year
5. Average annual land sale gain on disposal of \$500,000



## **Expected Expenses and Assumptions**

The following chart proportionally represents 2016-17 budgeted expenses for Burman University:



The following budget assumptions were used in preparing Burman University's projection budgets:

1. Salary and benefits increase of 2% per year
2. General operating expense increase of 2% per year

## **Projected Cash Flow for 2016-17**

### Statement of Cash Flows

Projected April 30, 2017

#### **Cash Flows From Operating Activities:**

Excess (deficiency) of total revenues over expenses	832,760
Adjustments to reconcile excess (deficiency) of revenue over expense to net cash provided	
Gain on disposal of capital assets	(500,000)
<b>Net Cash Provided (Used) From Operating</b>	<b><u>332,760</u></b>

#### **Cash Flows From Investing Activities:**

Proceeds from sale of plant assets	500,000
Investment in long-term investments	(550,000)
<b>Net Cash Provided (Used) From Investing</b>	<b><u>(50,000)</u></b>

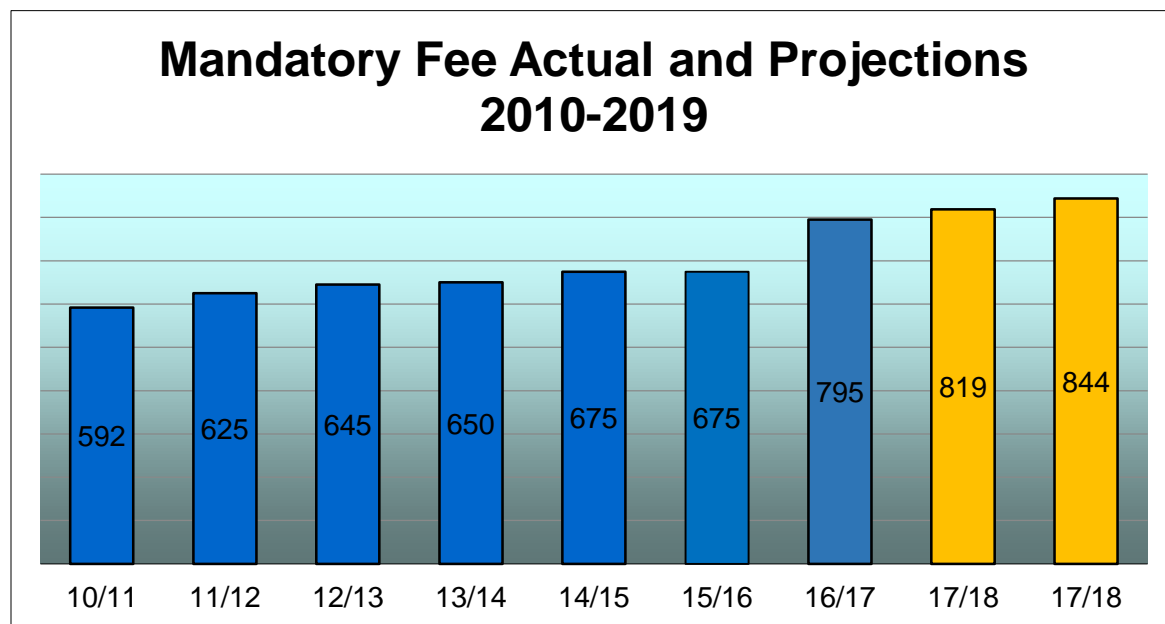
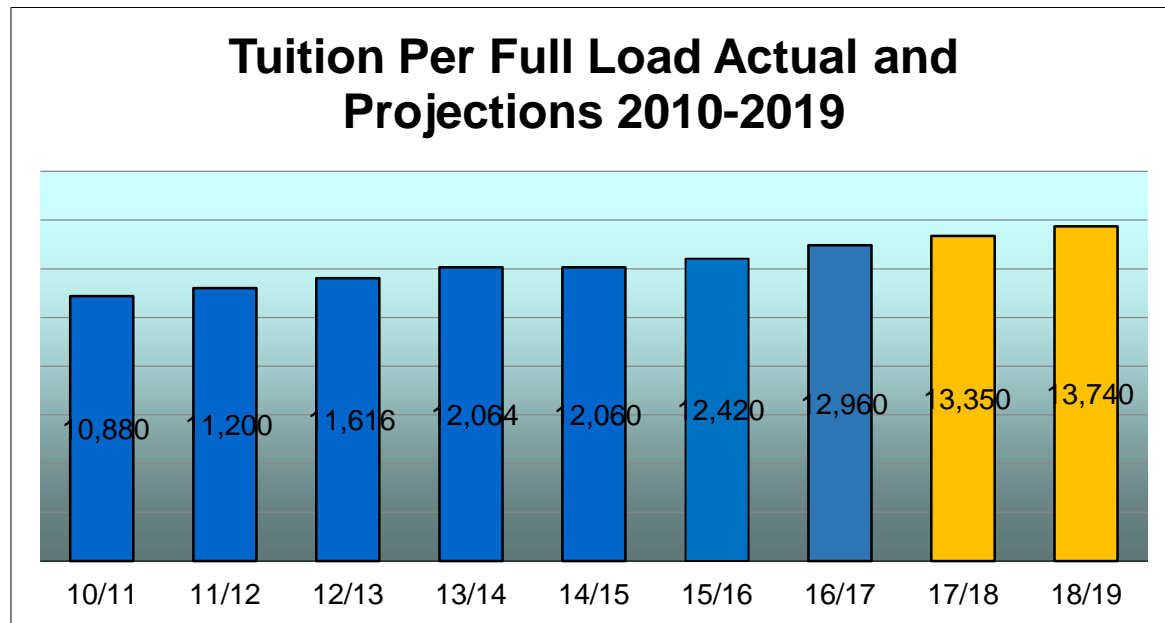
#### **Cash Flows From Financing Activities:**

Principal payments on notes payable	0
Endowment fund contributions	50,000
<b>Net Cash Provided (Used) From Financing</b>	<b><u>50,000</u></b>

#### **Increase (Decrease) Cash and Equivalents**

Cash and cash equivalents, beginning (est.)	1,000,000
<b>Cash and Cash Equivalents, Ending</b>	<b><u>1,332,760</u></b>

## Tuition and Mandatory Fees



Since Burman University is not a public post-secondary institution and is thus not regulated by the province's Public Post-secondary Institutions' Tuition Fee Regulation, the University is not required to hold tuition fee increases to the rate of increase in Alberta's CPI or to consult with its student body on tuition fee increases. Nonetheless, Burman University does not wish to create undue financial pressures for its students. Over the next two academic years Burman University expects to increase tuition approximately 3% per year from \$12,960 in 2016-17 to \$13,740 in 2018-19. Student fees will also increase as costs dictate.

## **Appendix B: Enrolment Plan and Proposed Programming Changes**

The only major up-coming shift in programming is to follow up on an external reviewer's recommendation that Burman University give greater identity and focus to our current 3-year BA and 3-year BSc General Studies degree. There was also the recommendation that we would be of better service to students if the General Studies degrees were developed into 4-year degrees. A proposal to re-do the General Studies degree has recently passed Burman's Faculty Council. The University is now preparing to do the Part A degree application to the Ministry. (This relates to Strategic Initiative Action Plan 1.5 of Burman's 2014-2015 Annual Report.) This builds on what the University views as a current weakness in suitably serving students and turning it into a strength. The University is continuing to plan internally on how to design a program that best builds on the strengths of our physical fitness facilities.

The University has developed agreements with Red Deer College to allow students into their nursing program. This program has stalled, however, due to provincial cut backs reapplied to RDC during the 2014-2015 budget cycle. The University is interested in working out block transfer agreements with RDC particularly in Biology, English, and Music.

### **Enrolment Data**

ENROLMENT COMPARISON	2014/15	2015/16	2016/17	2017/18	2018/19
Total FLE Enrolment	456.31	398.28	436.67	480.33	528.36
INTERNATIONAL STUDENTS	2014/15	2015/16	2016/17	2017/18	2018/19
Head Count					
United States	39	38	38	40	40
International	15	15	15	16	16

<b>ENROLMENT BY PROGRAM OF STUDY</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Bachelor of Arts (4-Year)</b>					
Adventure Based Counseling	8	8	8	8	9
Behavioural Science	26	26	26	27	28
English	11	11	11	11	11
International Studies (Opened 01 May 2010)	4	7	8	8	10
Music	7	7	7	7	7
Religious Studies	11	14	14	14	14
Religious Studies (ABYL)	4	3	3	3	3
Religious Studies (Pre-Professional)	38	41	41	41	43
<b>Subtotal</b>	<b>109</b>	<b>117</b>	<b>118</b>	<b>119</b>	<b>125</b>
<b>Bachelor of Business Administration (4-Year)</b>					
Accounting Track	19	14	14	15	15
Human Resource Management Track	4	2	2	3	3
International Business Track	3	3	3	3	3
Management Track	23	14	14	14	14
Business Administration	0	0	0	0	0
<b>Subtotal</b>	<b>49</b>	<b>33</b>	<b>33</b>	<b>35</b>	<b>35</b>
<b>Bachelor of Music (4-Year)</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>8</b>	<b>9</b>
<b>Bachelor of Science (4-Year)</b>					
Biology	13	24	24	24	24
Biology: Bio-Medical Track	64	51	51	51	52
Biology: Environmental Science Track	3	2	2	2	2
Psychology	35	33	34	34	34
Wellness ([Proposed])			15	18	20
<b>Subtotal</b>	<b>115</b>	<b>110</b>	<b>126</b>	<b>129</b>	<b>132</b>
<b>Bachelor of Education</b>					
Elementary	50	44	45	47	47
Secondary	21	25	25	26	26
After Degree Elementary (Opened 2011/12)	13	13	13	13	13
After Degree Secondary (Opened 2011/12)	12	9	9	9	9
<b>Subtotal</b>	<b>96</b>	<b>91</b>	<b>92</b>	<b>95</b>	<b>95</b>
<b>Bachelor of Arts (3-Year)</b>					
Adventure Based Counseling	3	4	4	5	5
Business Administration	4	3	3	3	3
English	1	2	2	2	2
General Studies	25	31	31	31	31
History	2	3	3	3	3
Intern'l Health & Wilderness Studies	4	2	2	2	2
Music	0	1	1	1	1
Outdoor Adventure Business Studies	0	0	0	0	0
Outward Pursuits	8	6	6	7	7
Religious Studies	2	4	4	4	4
<b>Subtotal</b>	<b>49</b>	<b>56</b>	<b>56</b>	<b>58</b>	<b>58</b>

**Bachelor of Science (3-Year)**

Biology	5	5	5	6	6
General Studies	12	12	12	12	12
Psychology (Opened 01 May 2001)	2	3	3	3	3
Wellness Management (Opened 01 May 2001)	20	26	11	11	11
<b>Subtotal</b>	<b>39</b>	<b>46</b>	<b>31</b>	<b>32</b>	<b>32</b>

**Diploma (2-Year) (Closed 10/11)**

Adventure Based Counseling					
<b>Subtotal</b>					

<b>Open</b>	<b>18</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>TOTAL ENROLMENT</b>	<b>479</b>	<b>475</b>	<b>480</b>	<b>494</b>	<b>504</b>



## **Appendix C: Research, Applied Research and Scholarly Activities**

Burman University has historically seen itself as primarily a *teaching* institution but, there is currently a cultural shift happening on campus as research and scholarly activity is now required of faculty. Scholarly activity is now fully part of rank and tenure policy and required for rank advancement. Faculty may apply to the Faculty Development and Research for release time for Scholarly Activities. The University recognizes that research enhances quality of instruction. Not only do faculty stay current and contribute to their respective disciplines but also students benefit from exposure to new ideas, methodologies, and approaches as well as opportunities to be involved in their professors' research activities. Currently, Burman University's role as an Independent Academic Institution in Campus Alberta supports the institution's research goals. Several faculty members are engaged in basic and applied research as well as scholarly activity.

However, more work needs to be done to encourage greater research output. Thus, the University continues to fund annually a professional development allowance for each faculty member, to provide research release and sabbatical opportunities, and to link faculty promotion to scholarly research output. The University also encourages faculty to develop research partnerships at other institutions. Currently, faculty are collaborating in research programs with colleagues at other post-secondary institutions in the province and across the country, such as, the University of Alberta.

Admittedly, the University's research output is modest. However, the institution is focused on further development in this area that will continue to add to Alberta's competitiveness and global marketability. Faculty contributions to knowledge in their fields and graduates who have exposure to the latest information and research techniques enhance Alberta's contributions to 21st-century cultures, communities, and economies.

## **Appendix D: Community Outreach and Underrepresented Learners**

Burman University's community outreach consists of three avenues of service. First, the institution makes facilities available and sponsors programs and events that enhance physical wellness. Each year hundreds of elementary school children learn how to swim in our pool. Our fitness centre has 450 members, most from the community. Every year many members of our community attend programs we present on health, fitness and diet.

Our second avenue of community outreach is the full spectrum of cultural programming we present. The fact that Burman University is in Central Alberta and in a city of approximately 12,000 residents enables the University to be a cultural leader in the community. This supports the vision of post-secondary education improving the quality of life in the province through the cultural component it brings to the community. This includes the Sunday@7, 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. Our BMus degree continues to increase the institution's opportunities for significant collaboration with Red Deer College through an articulation agreement. In addition, community residents 65 years of age and older can enrol in university courses at no charge.

The recently established Denise and Larry Herr Lecture series has been successful in attracting members of the local community to campus. The lectures, open and free-of-charge to all have been an opportunity for members of different faith-groups and political persuasions to learn from each other and to practice politics of inclusion and openness. Over the last two years some of the speakers brought to Lacombe have included: Roger Epp (U.of A. *Roads Taken: The Professional Life, Scholarship in Place, and Public Good*), Samantha Nutt (founder of the humanitarian organization, War Child), David Goa and Don Carmichael (on the topic *When Doctors Help Us Die: The Canadian Debate*), Arlette Zinck, (on the Omar Khadr case), James Daschuck (U. of Regina, on his book *Clearing the Plains: Disease, Politics of Starvation, and the Loss of Aboriginal Life*).

Partly as a result of the success of the Herr Lecture series the University is exploring the possibility of establishing a Centre for Peace and Justice<sup>1</sup> 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.

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<sup>1</sup> Centre modeled on the Ronning Centre at the University of Alberta



Perhaps the most important component of our community outreach, and the most difficult to quantify, is the impact our students have in Lacombe and surrounding towns as they serve as part-time employees, do their student teaching, complete internships, and contribute thousands of hours of volunteer work. Results from our most recent completion of the National Survey of Student Engagement revealed 65% of Burman University's 4th year student report engaging in volunteer work on a weekly basis. (NSSE reports that 47% of 4th year Canadian university students engage in weekly volunteer work.)

Burman University's major initiative in regard to underrepresented students was the appointment of a full-time First Nations Program Director. This individual will identify and recruit Aboriginal students who will benefit from and enjoy pursuing their post-secondary education at Burman University. Having successfully recruited students, this employee will then help them negotiate the registration and financial clearance process. Once the academic year begins, this employee will serve as a mentor for Aboriginal students, providing the coaching, training, encouragement and oversight needed to facilitate each student's success. This employee will also provide training to faculty and staff to foster understanding of the Aboriginal experience and philosophy and ensure that they, too, will be effective mentors.

## **Appendix E: Internationalization**

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

At present, Burman University faculty are engaged in international research projects or scholarly activities in India, Sri Lanka, Nigeria, Kenya, Jordan, the Philippines, Peru, and the United States. Current students are participating this summer in a study tour to Costa Rica and a humanitarian trip to Swaziland. This breadth of global scholarly activity is typical in any given year at Burman University.

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

The University also provides opportunities for students to gain global perspectives through specific degree programs. The Bachelor of Arts degree in International Studies provides a full complement of coursework that requires students to engage with the world outside Canada. Students in this program are also required to complete two international study tours or study abroad experiences. One of these two experiences for

eligible students can be a semester-long internship with The Washington Center for Internships and Academic Seminars located in Washington, D.C.

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

Burman University does not offer any degree programs off campus and does not have any plans to do so. However, two universities from the United States have applied for and been granted Campus Alberta Quality Council approval to offer degree programs on the University's campus. Andrews University, located in Berrien Springs, Michigan, has offered courses at Burman University that lead to a Master of International Development Administration Degree, and La Sierra University, located in Riverside, California, offers courses leading to a Master of Education degree on Burman University's campus each summer. While the Andrews University program has been suspended, Burman University will continue to host graduate degree offerings from international universities on the campus.

The University is a member of the Adventist Enrolment Association and as such does market its program offerings to potential students in the United States within certain clearly defined parameters. While administration is open to exploring new international markets, the current marketing strategy focuses largely on Alberta and Canadian students. There are no identifiable plans to deviate significantly from that practice.

Burman University's emphasis on service—local, regional, national, and international—results in multiple international study as well as service opportunities each year. This broadening of the University's perspective that has been ongoing for decades also brings the world to the campus. As the University reaches out beyond its local and national borders, potential students and faculty from outside Canada regard Burman University as a welcoming place to study and work. This reciprocal relationship with the world beyond the University will continue to be nurtured and developed into the foreseeable future.

## **Appendix F: Capital Plan**

Burman University's three greatest needs are for additional large classrooms, a new library, 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.



## **Appendix G: Information Technologies**

Burman University is steadily working toward full implementation of its campus management system, Comprehensive Academic Management System (CAMS). The process has been challenging but progress is being made. Recently we have learned that CAMS has been taken over by a larger company, Unit 4. Currently under review are three options that the University is exploring: 1) to migrate to Unit 4's new management system, 2) Partner with Red Deer College and use their management system, or 3) Return to a previously used system and partner with one of the other independent institutions. This is a high priority. At present the University has only started to look at cost estimates, but expects the anticipated costs to be around \$250,000.

We expect to go live on APAS before the end of June.

As the University grows and technology continues to develop, network bandwidth will need to be increased and hardware as well as software will need updating or replacing.

In addition to exploring collaboration opportunities with its Campus Alberta partners, the following goals outline priority plans for information technologies on campus:

1. Managed deployment and updating of information and communication technologies.
2. Provide proactive training on strategic campus computer information and communication technologies to the campus community.
3. Promote and support the use of educational technologies in the instruction process.

During the 2015-2016 school year Burman University implemented some significant upgrades. Novell eDirectory was replaced with a new Microsoft Active Directory (AD) implementation. This has allowed easier integration with our student information system and other services that have better support for AD built in. Funding was also approved for replacement of our 15 year old core and edge networking switches. Implementation of newer switches is ongoing throughout the summer.

Significant progress was made on our APAS implementation by our vendor and we anticipate going live with the application phase during the summer of 2016. Focus will then shift to the transcript phase of APAS. Significant personnel resources will need to be directed toward this project and ensuring that the users are trained on the new processes involved in APAS.

Our Supernet bandwidth was increased to 200 Mbps with the adoption of their Next Generation Networking services which has reduced the cost significantly. Along with

the Supernet increase, we increased our commodity Internet bandwidth (provided by the Cybera Buying Group) to 85 Mbps providing adequate bandwidth for our current needs. However, as we look to the possibility of participating in the shared data centre or other shared services provided by ShareIT, we may need to increase this significantly. Finding a cheaper alternative to the Alberta Supernet may be imperative to allow us to participate in such projects.

The increasing reliance of our students on wireless network access continues to be a challenge, especially in our dormitories. This past year we had less complaints about poor coverage (likely due to less use of legacy 2.4 GHz devices) but we know that a re-design of our access point placement is necessary to provide more consistent coverage. This will take major funding to accomplish.

Priorities for the coming year include having the student residences re-done with higher density wireless at an estimated cost of about \$45,000. The University spends between \$10,000 and \$15,000 a year to keep our wireless equipment up-to-date over all of our campus.



**BURMAN**  
UNIVERSITY

6730 University Drive  
Lacombe, Alberta  
T4L 2E5  
[www.burmanu.ca](http://www.burmanu.ca)