



UNIVERSITY OF
CALGARY



UNIVERSITY OF CALGARY

Annual Report

for the year ended March 31, 2019

prepared for the Government of Alberta

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1. Accountability Statement

September 14, 2019

The University of Calgary's Annual Report for the year ended March 31, 2019 was prepared under the Board's direction in accordance with the Fiscal Planning and Transparency Act and ministerial guidelines established pursuant to the Post-Secondary Learning Act. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of this report.

[Original Signed by Geeta Sankappanavar, Chair, Board of Governors]

2. Management’s Responsibility for Reporting

The University of Calgary’s management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report including the financial statements, performance results and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained and assets are properly accounted for and safeguarded. The Annual Report has been developed under the oversight of the institution audit committee, as well as approved by the Board of Governors and is prepared in accordance with the Fiscal Planning and Transparency Act and the Post-Secondary Learning Act. The Auditor General of the Province of Alberta, the institution’s external auditor appointed under the Auditor General Act, performs an annual independent audit of the consolidated financial statements which are prepared in accordance with Canadian public sector accounting standards.

[Original Signed by Ed McCauley, President and Vice-Chancellor]

[Original Signed by Linda Dalgetty, Vice-President (Finance and Services)]

3. Message from the Board Chair

On behalf of the Board of Governors, I am pleased to present the University of Calgary's annual report to the Minister of Advanced Education for the year ended March 31, 2019. It highlights the progress our students, faculty, and staff made in 2018-19 toward the achievement of the vision we articulated in our *Eyes High Strategy 2017-22*. Highlighted below (and in the pages to follow) are examples of the progress we made grouped within the five principle areas of the adult learning system (i.e., accessibility, affordability, quality, accountability, and coordination).

Accessibility

Our commitment to ensuring that every Albertan has an opportunity to get a post-secondary education can best be seen in the fact that we registered 30,141 Full Load Equivalent students, or 559 more than our annual estimate. We did so to meet growing demand in the Calgary region. We also developed several innovative credit and non-credit programs designed to prepare students to succeed in Alberta's rapidly changing economy. Our Faculty of Social Work launched graduate certificates that serve as stand alone credentials or as a flexible option that ladder to a Master of Social Work degree. Our Haskayne School of Business launched a Master of Management program intended for recent graduates of non-business fields. Additionally, our Faculty of Science launched several new graduate level certificate and diploma programs in Fundamental Data Science and Analytics and Network Security. We launched new non-credit programming in January 2019 for students in Occupational Health and Safety. In March 2019, we overhauled our continuous improvement, Lean Six Sigma program to meet industry requirements, and added new courses to our front line leaders certificate to address changes in the Calgary community. Accommodating enrolment and program growth of this magnitude would not be possible without investments in new and renovated classroom and lab space. The Board of Governors approved the construction of two new facilities: an Interdisciplinary Science and Innovation Centre (ISIC), which will become a centralized facility for the environmental and life sciences on main campus; and a second building for the business school. Funded in part with the generous support of Calgary business leader Ronald P. Mathison, the new Mathison Hall will offer business students a state-of-the-art learning environment when it opens in 2022.

Affordability

Our commitment to ensuring that every Albertan has an opportunity to obtain a post-secondary education regardless of financial circumstances was evident on Giving Day 2018 when more than 1,200 people raised nearly \$1 million to establish new scholarships and bursaries for students. Two further examples are important to highlight. Our Schulich School of Engineering launched 50 new scholarships. These *Diversity Champions in Engineering Awards* are available to students who have overcome barriers or have worked to promote inclusion in science, technology, engineering and math. With the generous support of a \$1.5 million gift from the BMO Financial Group, our Haskayne School of Business launched a professional mentorship program to energize the next generation of business leaders. Finally, it is worth noting that the University of Calgary invested \$100.2 million in scholarships and bursaries to attract and support students.

Quality

Our commitment to high quality programs that lead to national and international recognition can be seen in the acknowledgements that we receive about the quality of our programs and services. As an example, the Canadian Society of Landscape Architects (CSLA) granted our new Master of Landscape Architecture program full accreditation for a three-year term. This program is the first new professional landscape architecture degree in Canada since 1980 and the first program of its kind in Alberta. Accreditation means the program meets the CSLA's standards for professional practice in the areas of program self-assessment, teaching faculty credentials, student course work, and student experience improvement. Our commitment to quality can be seen in the external research funding that our scholars generate, which reached \$487.8 million in 2018-19.

Accountability

Our commitment to accountability means that students and parents have access to clear and timely information about our programs and services; that we form strong partnerships with students, education providers, communities and government; and that we have transparent and accountable governance policies and processes to ensure effective stewardship. It also means that we act in fiscally responsible ways. Evidence that we are an accountable institution can be seen in the fact that the University of Calgary continues to be guided by a strong triad of documents (Eyes High and the Academic and Research Plans) that have been developed through broad consultation processes. These plans collectively identify the priorities that drive human, capital, and financial budget allocations at the university. We have metrics for each of our priorities that we report on annually to the government and our internal and external communities. The university is led by an experienced leadership team that has demonstrated prudent financial management, which has allowed us to move strategic initiatives forward. We are a dedicated Campus Alberta partner that provides leadership to the system and we collaborate with provincial partners.

Coordination

Our commitment to ensuring that Albertans have access to a diverse post-secondary system can be seen in the partnerships that we form. These partnerships take into consideration our unique role within the postsecondary sector. For example, we have strong partnerships with both Red Deer University and Medicine Hat College to ensure that learners across Alberta have access to one or more University of Calgary degree programs in their home communities. The Red Deer University (RDU) partnership allows RDU students to obtain either a Bachelor of Arts degree in Psychology and Sociology or a Bachelor of Science degree in Psychology on site in Red Deer. Our Bachelor of Nursing program at Medicine Hat College is a four-year partnership program offered entirely on site in Medicine Hat. Our Faculty of Veterinary Medicine signed a Coordination Agreement with Olds College and Lakeland College, allowing our academic institutions to work together on veterinary teaching, learning and research initiatives. By opening our doors to degree programs across Alberta, the University of Calgary is serving labour market needs across the province by increasing the likelihood of learners remaining in their home communities following graduation. We are also a Campus Alberta Neuroscience (CAN) partner, which is a province-wide network that connects the Universities of Alberta, Calgary, and Lethbridge to increase the impact of neuroscience and mental health research, education, and translation. Through this partnership, the University of Calgary aims to improve brain health in Alberta and beyond.

These are just a few of the initiatives we undertook in 2018-19 that contributed to the University of Calgary being ranked number 1 nationally (25th in the world) by Times Higher Education within its “Golden Age Universities 2019” ranking, and 6th in Canada (128th in the world) in the highly respected CWTS Leiden Ranking 2019, and 6th in Canada in ReSearch Inforsource Inc.’s ranking of Canada’s Top 50 Research Universities. These accomplishments were achieved in an environment that placed a priority on post-secondary education. The Government of Alberta was able to increase base operating grants and provide tuition backfill funding, as well as renew its commitment to our highest priority capital project – the redevelopment of the MacKimmie Complex. The Government of Canada also announced the largest single research investment in Canadian history – nearly \$4.0 billion in Canada’s research system. Investments such as these sent important signals that universities will continue to play an important role in the growth and diversification of the Canadian economy.

On behalf of the Board of Governors, I would like to thank the Government of Alberta for its support in 2018-19, and acknowledge our community for their contributions to our *Eyes High* Strategy 2017-22 journey. I encourage you to read this report to learn more about how teaching, research and creative activity at the University of Calgary are making a difference in our community, our country and our world.

[Original Signed by Geeta Sankappanavar, Chair, Board of Governors]

4. Public Interest Disclosure (Whistleblower Protection) Act

This section presents the University of Calgary's report concerning disclosures made during 2018-19 pursuant to the *Public Interest Disclosure (Whistleblower Protection) Act (i.e., the Act)*. Because the *Act* applies to agencies, boards, commissions, it applies to the University of Calgary. The purposes of *the Act* are to: facilitate the disclosure and investigation of significant and serious matters an employee believes may be unlawful, dangerous or injurious to the public interest; protect employees who make disclosures; manage, investigate and make recommendations respecting disclosures or wrongdoings and reprisals; and promote public confidence in the administration of public entities. As described in the *Public Interest Disclosure (Whistleblower Protection) Act*, the Chief Officer at each agency, board and commission is responsible for the administration of *the Act*, including the development of internal procedures for receiving and investigating disclosures of employee wrongdoing. The Chief Officer is responsible for ensuring information about the *Act* is widely communicated and for the preparation of this report detailing the number of disclosures received and investigated.

4.1 2018-19 PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT REPORT

Disclosures of wrongdoing are defined in *the Act* as a contravention of *the Act* or an act or omission that creates a substantial and specific danger to the life, health or safety of individuals (i.e., other than a danger that is inherent in the performance of the duties and functions of an employee), or a substantial and specific danger to the environment. Wrongdoings are also defined as gross mismanagement of public funds or a public asset, and/or knowingly directing or counselling an individual to commit a wrongdoing. Although many disclosures have merit, in order to be considered for investigation, the disclosure must comply with the definition of wrongdoing. No disclosures were reported during the reporting period (April 1, 2018 to March 31, 2019) that fall within the definition of Wrongdoing as defined in *the Act*.

5. Operational Overview

Described within this section are significant changes in the institutional environment from the projections made in the 2018 Comprehensive Institutional Plan. Key drivers include important changes to economic, labour, legislative, adult learning and research environments. This section also includes a discussion of major changes to programming, in terms of overall increases or decreases as a result of trends.

Economic Environment

The Government of Alberta delivered a budget at the start of 2018-19 that prioritized post-secondary education. Titled “A recovery built to last,” the budget promised that the worst of Alberta’s fiscal challenges were behind us. A \$2.4 billion commitment was made to Campus Alberta with operating grants increasing by two percent. Tuition would remain frozen for a fifth year in a row, but the government provided the University of Calgary with \$3.9 million in backfill funding. As a result of tuition freezes, students would save \$1,500 on average over the course of their degree. Approximately \$7.0 million was committed towards the creation of 3,000 new technology spaces across the province. Forty of these spaces were dedicated to the Schulich School of Engineering for students to complete an eight-month, course-based master’s degree in software engineering. Another \$7.0 million was invested in new scholarships to support technology and other emerging sectors including life sciences, clean technology, and health innovation. The government renewed its commitment to the MacKimmie Complex Redevelopment capital project. Wage restraint remained a key theme with the government highlighting a number of efforts it had made and would make to control wages. Mirroring the recent federal budget, gender equity was a theme of the provincial budget with the Government of Alberta committing to apply a gender and intersectional lens to policies, programs, legislation, and budget processes. By the end of 2018-19, the Alberta economy continued to recover but the pace slowed considerably. Higher oil prices in the first two quarters tumbled in the third quarter. The Government of Alberta’s deficit was \$1.9 billion lower than estimated. Alberta’s economic recovery continued with 44,000 jobs added, but unemployment remained high at 6.7 percent.

Labour Environment

The Government of Alberta’s 2017 announcement to reduce the size and cost of government through a policy of hiring restraint continued in 2018-19. The announcement extended a wage freeze that had been in place for government managers since April 1, 2016 through to September 30, 2019. In response to government direction, the University of Calgary froze salaries for the senior leadership team and management and professional staff in 2017-18 and 2018-19. The Board of Governors also secured agreements with its academic and support staff unions that provided no across-the-board salary increases for 2018 or 2019. Unfortunately, these policy directions had a differential impact at the University of Calgary, since we had been fiscally prudent with salary settlements over the past decade. Consequently, the salary freezes have reduced our salary rank among provincial and national peers.

Legislative Environment

The legislative environment continued to be influenced by important changes to several pieces of legislation governing post-secondary institutions (i.e., the *Reform of Agencies, Boards and*

Commissions Compensation Act, An Act to Enhance Post-Secondary Academic Bargaining, An Act to Improve the Affordability and Accessibility of Post-Secondary Education, and an amendment to the Alberta Public Agencies Governance Act).

The new compensation regulation that came into effect on March 16, 2017 under the *Reform of Agencies, Boards and Commissions Act (RABCCA)* established salary bands for CEOs, bringing their pay in line with public sector equivalents. The changes also mandated the elimination of executive bonuses, elimination of executive market modifiers, capping executive severance pay at 12 months, aligning other executive compensation components, such as benefits like private health care access, and elimination of perks such as retention bonuses, golf club memberships and housing allowances. The compensation regulation for designated executives (i.e., presidents or equivalent) at Alberta's public Post-Secondary Institutions (PSIs) came into effect April 15, 2018. It applied to Alberta's 20 public PSIs that are subject to the *Alberta Public Agencies Governance Act (APAGA)* and that are deemed designated agencies under RABCCA. During 2018-19, some Alberta PSIs experienced transition at the presidential level that were impacted by the new compensation regulations (e.g., the University of Calgary was the first institution to welcome a new president under the new regulations).

Prompted by a constitutional challenge in Saskatchewan, the Supreme Court of Canada released its decision finding that the right to strike is fundamental to the collective bargaining process and is constitutionally protected.¹ As a result, the Court of Queen's Bench of Alberta declared that the strike prohibition in the *Public Service Employee Relations Act (PSERA)* is without force. To determine the impact of the Court's decision, Advanced Education undertook a review of the PSLA and the PSERA. The review culminated in Bill 7: *An Act to Enhance Post-Secondary Academic Bargaining*, which the government passed on May 4, 2017. Bill 7 is having an impact on how the university governs its labour relationship with academic staff, graduate students and postdoctoral scholars. In broad terms, it:

- moved academic labour relations under the Labour Relations Code;
- maintained the Board's authority to designate employees as academic staff but makes decisions subject to consultation with multiple stakeholders and review by the Labour Relations Board;
- permitted post-secondary institutions to lock out employees subject to Code requirements;
- granted academic staff associations and graduate student associations all the rights, duties and remedies that are granted under the Code, including the right to strike;
- recognized postdoctoral scholars as employees and legislated the existence of a postdoctoral association. This association has all the rights, duties and remedies that are granted to unions under the Code, including the right to strike subject to the Code requirements;
- made the right to strike for these groups subject to the continued provision of essential services during a strike;
- ended compulsory interest arbitration including for those parties that have negotiated compulsory arbitration as a dispute mechanism within their collective agreements; and
- protected current academic staff associations and graduate student associations as the exclusive bargaining agents until at least July 1, 2022. No other union will be allowed to certify during this period and there is no risk of the modification or revocation of current bargaining rights. The post-doctoral scholars association will enjoy the same protections until July 1, 2022.

The Government of Alberta also passed a new piece of legislation that provides a stable and predictable tuition framework for students – *An Act to Improve the Affordability and Accessibility*

¹ Supreme Court of Canada, Judgement of the Supreme Court of Canada, Saskatchewan Federation of Labour v. Saskatchewan

of Post-Secondary Education. The framework decouples domestic and international tuition. It caps domestic tuition increases to the rate of inflation beginning in the 2020-21 academic year. There is a potential for exceptional tuition increases above inflation for domestic tuition, but students must approve these increases. Increases above inflation are allowed for international tuition, but predictability of tuition rates must be provided for international students during the time they are students at the university. There is a potential to deregulate some graduate program tuition through the designation of professional programs. The new framework also includes a mechanism to increase mandatory non-instructional fees. Despite the more positive aspects of the framework, the associated guidelines require a significant increase in the level of reporting required. The definition of cost-recovery programs has been altered to exclude all programs delivered within Alberta. The student approval requirement for exceptional tuition restricts the powers of the Board of Governors. Responsibility for tuition consultation has been shifted from administration to student associations. Moreover, there is no appeal mechanism if students do not support proposed tuition increases.

Amendments to the Conflicts of Interest Act (COIA) proclaimed in December 2017 brought agencies and applicable subsidiaries subject to the *Alberta Public Agencies Governance Act (APAGA)* under COIA requirements in 2018-19. Amendments to COIA mean that each public agency subject to APAGA is required to have a code of conduct as well as a process for administering the code. To comply with legislation, the University of Calgary revised its Code of Conduct on March 22, 2019. The revised Code of Conduct provides a framework to guide ethical conduct, as well as the university's expectations with respect to the behaviour of employees (including academic staff members, sessionals, postdoctoral scholars, adjuncts and other appointees); students; and volunteer appointees (members of the university's Board of Governors or a committee of the Board of Governors, a member of the Senate, or a member of the Alumni Association Board of Directors).

Adult Learning Environment

The downturn in the energy industry increased unemployment and caused hardship for many Albertans. This downturn was felt differentially in the Calgary community. Post-secondary institutions responded by expanding their program offerings and creating new pathways to produce graduates who could rapidly return to the labour market. They also enhanced their co-curricular offerings to meet the needs of an increasingly diverse student population. The University of Calgary was at the forefront in changing program offerings and creating new pathways for students, and in developing co-curricular offerings.

While the University of Calgary has always been a local engine of innovation and economic growth, expectations related to preparing people to work in a diversified economy grew. With high unemployment in some sectors alongside significant vacancies in other sectors, the University of Calgary faced increasing pressure to deliver innovations in programming that led to employment. Likewise, the downturn increased the number of non-traditional learners who were interested in re-skilling or re-training. This included older, part-time and returning students who were increasingly diverse in age, ethnicity, ability, income, and experience.

The University of Calgary took steps to address these important labour market signals by offering more fluid learning pathways. New opportunities were developed for older, part-time and returning students to undertake flexible, learner-centered credential options such as micro-credentials and stackable certificates to ensure they were ready to rapidly re-enter the workforce. Credential options such as these allowed students to engage in work integrated

learning and research experiences where they developed skills and contributed to new knowledge creation. These program options were enriched through initiatives such as the Program for Undergraduate Research Experience (PURE), Study Abroad, the College of Creativity, Discovery and Innovation (CDCI), Campus as a Learning Lab initiative, the Office of Experiential Learning, and the Hunter Hub for Entrepreneurial Thinking.

The University of Calgary developed program proposals to increase the number of workers with high-level skills in critical areas such as biomedical technology, software and geomatics engineering, and computer science and mathematics. Additionally, new graduate program proposals were designed for advanced training and retraining of professionals to prepare them for jobs. Because these programs can be completed in one year or less, graduates can rapidly return to full-time work.

Research Environment

On February 27, 2018, the Government of Canada announced a plan to make the “single largest investment in investigator-led fundamental research in Canadian history”. Reflecting the core recommendations of the 2017 Federal Science Review Panel, the investment of nearly \$4.0 billion in Canada’s research system included \$1.7 billion over five years to the granting councils. The investment provides \$1.2 billion over five years for fundamental research, \$210 million for the Canada Research Chair (CRC) program, \$231.3 million for the Research Support Fund (RSF), plus general programming funding for the granting councils to coordinate and implement activities. With this announcement, Budget 2018 placed research at the forefront of the Government of Canada’s economic and social agenda. It also sent an important signal to other nations that Canada is serious about investing in research and will work to attract top talent from around the world. The government expects the granting councils to target new funding toward early career researchers whose diversity better represents Canada’s population (e.g., increasing the number of women and other underrepresented groups such as persons with a disability and Indigenous scholars).

Given that universities are drivers of research and development that provide significant social, economic and cultural benefit, investments such as these will strengthen all aspects of society and create the conditions necessary for economic growth that benefits all Albertans. Federal investments such as these also address two trends highlighted in the University of Calgary’s 2018 Comprehensive Institutional Plan. First, they address the need for multi-disciplinary approaches to research that crosses disciplines, institutions, businesses, industries, social enterprises, public sectors and borders. Second they address a trend toward the establishment of incubators at institutions to drive entrepreneurship and innovation.

6. Goals, Priority Initiatives, Expected Outcomes and Performance Measures

This section reports progress made over the past year towards achieving the goals, strategic priorities, expected outcomes and associated performance measures, along with related benchmarks, outlined in the 2018 Comprehensive Institutional Plan.

6.1 KEY GOALS

The University of Calgary is committed to the principles of the adult learning system: accessibility, quality, affordability, coordination and accountability. The university is also dedicated to expanding access to qualified students from across the province and beyond. Working with government, we have succeeded in delivering current, meaningful, and relevant high-quality programs to both undergraduate and graduate students at tuition levels that are for the most part lower than those at other research-intensive universities across Canada. We committed substantial resources to improve our outreach to students across the province and to increasing the amount of financial aid available to students in need of assistance. Given these commitments, the University of Calgary has been a strong Campus Alberta partner working with our post-secondary partners to ensure all Albertans have access to the advanced education they need to succeed in the modern economy and to become active citizens. The following is a brief description of each adult learning system principle, a list of priority initiatives undertaken in 2018-19 to advance the principle, and the status of each initiative (i.e., complete, in progress, delayed, or ongoing).

ACCESSIBILITY

The University of Calgary is committed to providing exceptional opportunities for qualified learners to achieve a post-secondary education in Alberta. We believe that it is not enough to accept students into our institution; we seek to ensure that the conditions for all students, faculty, and staff are in place that will allow them to flourish and succeed in a challenging academic environment. The University of Calgary has identified strategic priorities that support the Adult Learning Principle of Accessibility and complement the numerous programs already offered to students that support accessibility and student success.

Table 1 – Accessibility

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
Goal 1: Recruit and retain talented people from a diversity of backgrounds					
Priority Initiatives					
P1	Continue to implement our sustainable growth model of student enrolment while retaining an openness to expansion in response to government initiatives	Ongoing	Ongoing	Completed 5-year enrolment planning model	Ongoing
P2	Monitor the composition of the student body to ensure diversity (e.g., gender, international, Indigenous) and that appropriate pedagogies,	Ongoing	Ongoing	Achieved program expansion	Ongoing

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
	communication strategies, and support services are available and implemented			targets / established diversity targets/ developed EDI dashboard	
P3	Ensure a positive teaching and learning environment on campus by responding to student feedback	Ongoing	Ongoing	NSSE action plans is being executed	Ongoing
P4	Enhance retention strategies to improve completion times and rates.	June 2019 June 2022	In Process	Academic advising, visual schedule builder, and academic turn around program updates complete	June 2022
P5	Review student recruitment and admission processes to ensure we are attracting and admitting talented students in a timely fashion.	June 2019 June 2023	In Process	Completed Phase 1 of Admission Renewal project	June 2023
P6	Ensure academic advisors appreciate and understand new programming opportunities	Ongoing	Ongoing	Academic Advisor Network educated about new programs	Ongoing
P7	Increase the number of graduate students at the University of Calgary	Ongoing	Ongoing	Over the past 5 years, graduate enrolment increased by 7.9%	Ongoing
P8	Enhance and expand professional development and internship opportunities with industry and community partners	Ongoing	Ongoing	UCalgary partnered with Mitacs to provide funding for UG/GR students and PDSs	Ongoing
P9	Develop and implement an equity, diversity and inclusion plan and reporting and ensure support services and resources are in place to implement the plan	Ongoing	Ongoing	EDI review completed; EDI plan / dashboard draft developed	Ongoing
P10	Develop specific action plans to increase representation of underrepresented federally designated groups (women, Aboriginal peoples, persons with disabilities, and visible minorities).	Ongoing	Ongoing	EDI review completed; draft dashboard/ plan developed	Ongoing
P11	Conduct a third salary review focused on gender equity and make changes where warranted	June 2019	Complete	Salary review completed / report drafted	Complete
P12	Identify research chair opportunities and successfully recruit scholars for these positions	Ongoing	Ongoing	On track/ recruiting research chairs	Ongoing
P13	Renew the academy through targeted initiatives	June 2020 June 2022	In Process	Accelerated hiring program nearing completion/	June 2022

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
				new plan under review	
P14	Negotiate the first collective agreement with the Postdoctoral Scholars Association (PDSA)	June 2019	Overdue	Recent PDSA leadership change delayed bargaining	June 2020
P15	Continue to strengthen professional learning and development opportunities for postdoctoral scholars (PDS)	June 2021 June 2023	Complete	PD Program launched to develop six core abilities critical to PDS success	Complete
P16	Develop and implement human resource guidelines and practices for facilitating mobility and career development on campus	June 2019	Complete	UNavigate program launched	Complete
P17	Conduct ongoing reviews of needs and qualifications of MaPS positions	Ongoing	Ongoing	Reviews completed as part of the designation process	Ongoing
P18	Develop and implement mentoring and professional learning and development programs for MaPS staff	Ongoing	Ongoing	Mentorship software installed	Ongoing
P19	Enhance engagement and enablement of support staff through involvement in key university strategies, events and plans	Ongoing	Ongoing	ELT members holding town halls to engage staff in priorities	Ongoing
P20	Develop and implement policies and practices for facilitating learning, mobility and career development of support staff on campus	June 2020	Ongoing	No net new programs until PSERA designation work complete	June 2020
Goal 2: Enhance and Support a Learning Culture					
Priority Initiatives					
P21	Engage and support all members of the campus community to adopt a growth mindset focusing on learning and innovation	Ongoing	Ongoing	Entrepreneurial thinking workshops being developed and implemented	Ongoing
P22	Continue to evaluate academic and non-academic programs to identify and leverage our strengths and strategies for improvement	Ongoing	Ongoing	Completed HSB, Nursing and ODEPD unit reviews / Completed 12 curriculum reviews (e.g., Law, Chemistry)	Ongoing
P23	Continue to develop, implement and integrate strategic planning processes across units.	Ongoing	Ongoing	New tuition revenue sharing model developed; continued execution of Eyes High, Academic/ Research Plans and alignment to Faculty plans	Ongoing

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
P24	Ensure action-oriented responses to student and staff feedback received through periodic surveys such as NSSE and the Employee Engagement Survey.	Ongoing	Ongoing	NSSE action plans developed / Staff engagement plans complete	Ongoing
P25	Continue to implement and expand efforts to support the Campus Mental Health Strategy	Ongoing	Ongoing	All 28 goals achieved or underway; regular annual evaluation of Strategy	Ongoing
P26	Prioritize and implement the key recommendations in the Indigenous Strategy, nurture collaborations with local indigenous communities and evaluate the strategy on an annual basis	Ongoing	Ongoing	Strategy is being executed and evaluations are in place / Indigenous admission process and regulations reviewed / Elders Advisory Council meeting three times per year	Ongoing
P27	Continue to implement the recommendations of the Sexual Violence Subcommittee	Ongoing	Ongoing	Sexual Violence Advocate Hired / Sexual Violence Policy in place / Review planned for Fall 2020	Ongoing
Goal 3: Recognize and reward people					
Priority Initiatives					
P28	Evaluate all criteria for university-level awards programs to ensure they include equity and diversity targets and assess all university-level awards programs to ensure equity and diversity is being reflected in award recipients	Ongoing	Ongoing	EDI metrics established	Ongoing
P29	Implement unconscious-bias training programs for award and assessment committees	Ongoing	Ongoing	Unconscious bias training provided to majority of selection committees	Ongoing
P30	Develop performance management/annual review processes that ensure transparency and maintain high standards of work performance.	June 2020	Complete	Replaced academic APR/ARO system	Complete
Goal 4: Encourage and develop leaders					
Priority Initiatives					
P31	Develop succession plans for leadership positions in all units	Ongoing	Ongoing	Initial work completed through ALA	Ongoing
P32	Continue the development and evolution of leadership programs for all students and staff groups, including programs for research and teaching leaders	June 2020 June 2022	In Process	New workshops offered for	June 2020 June 2022

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
				UAdvance and ALA	
P33	Review and assess whether the current leadership teams of the university reflect the diversity of the institution and develop an overall plan to make appropriate changes where necessary	Ongoing	Ongoing	EDI metrics established	Ongoing
Goal 5: Encourage pedagogical innovation and evidence-based teaching practices					
Priority Initiatives					
P34	Develop a framework for non-credit programming, including certificates and micro-credentials	December 2019	Complete	Framework developed	Complete
P35	Develop innovative programs such as accelerated 4+1 combined programs and industry-oriented master's programs	Ongoing	Ongoing	Micro-credentials for graduate programs being developed as well as flexible delivery modalities (e.g., stackable certificate model)	Ongoing
P36	Continue to enhance and expand experiential and work-integrated learning opportunities	Ongoing; platform developed by June 2020	Ongoing	Dashboard in process / work continues on EL Mgmt. Platform	Ongoing
P37	Assess availability and accessibility of blended and online learning opportunities	Initial analysis complete by June 2019	Complete	Inventory of blended and online courses produced	Complete
Goal 6: Explore the expansion of facilities that support the diverse needs of students and faculty for the development of ideas					
Priority Initiatives					
P38	Complete building and renovation projects now underway	June 2022	In Process	MacKimmie 75% complete / Mathison Hall in design	June 2022
P39	Address deferred maintenance issues that impede access, learning and research	Ongoing	Ongoing	IMP budget \$22.4M in 2018-19; projects completed	Ongoing
P40	Create a more sustainable and energy efficient campus through the implementation of the Institutional Sustainability Strategy	Ongoing	Ongoing	UCalgary received its third gold star from AASHE. Ranks 2 nd among U15	Ongoing
Expected Outcomes					
E01	Learning opportunities at the University of Calgary are accessible to Albertans and attract a diverse student population to our campus.				
E02	Students have access to a safe, supportive and vibrant campus environment that supports high quality teaching, learning and research.				
Performance Measures					
PM1	Average entering grade			86.7%	
PM2	Graduation Rate (UG, Master's, PhD)			UG 73.0% Master's 71.3% PhD 78.2%	

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
PM3	Time to Completion (UG, Master's, PhD)			UG 4.5 yrs Master's 2.5 yrs PhD 4.8 yrs	
PM4	Employment Rate			94.1%	
PM5	Degrees Awarded (UG, Grad)			UG 5,063 GR 1,782	
PM6	Ratio of Applicants to Student Intake (UG, Grad)			UG 3.18:1 GR 3.59:1	
PM7	Graduate Students as percent of Total Enrolment			18.6%	
PM8	Student Mix (International Undergraduate and Graduate Enrolment)			UG 8.7%; GR 27.2%	
PM9	Indigenous Enrolment (UG, Grad)			UG 681 (2.5%) GR 172 (2.7%)	
PM10	Number of Postdoctoral Scholars			513	
PM11	Credentials Awarded (UG, Grad)			Degrees (UG 5,063, GR 1,782) Diplomas 132 Credit Certificates 168	
PM12	International Enrolment (UG, Grad)			UG 2,089 GR 1,648	
PM13	Continuing Education (Head Count, # graduates, # certificates)			Enrolment 10,298 Graduates 636 Certificates 49	

QUALITY

The constant growth of scientific and scholarly knowledge and the development of innovative teaching pedagogies have raised the bar for universities around the world. University of Calgary students expect and deserve the highest quality educational experience, one that is grounded in research, enriched by relevant and experiential learning opportunities, and embedded in a collaborative and community-based culture. We are invested in providing transformative educational experiences that are supported by the ongoing development of our passionate educators so that we can better engage and challenge students through effective and innovative teaching. We are also highly committed to engaging students beyond the classroom, focusing on co-curricular initiatives that will ensure that when students graduate they are prepared to become the leaders of today and tomorrow. In addition to our on-going quality assurance initiatives and in our constant effort to improve quality, our focus is on the following goals that map under the Adult Learning Principle of Quality.

Table 2 – Quality

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
Goal 7: Facilitate Interdisciplinarity					
Priority Initiatives					
P41	Decide on the future of the Graduate College and begin to implement plans	June 2019	Complete	Review successfully completed / Director	

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
				recruited and hired	
P42	Identify and remove barriers to and develop incentives for interdisciplinary teaching, research, and learning	Start in 2018, complete by June 2021	Ongoing	New tuition model developed that ensures appropriate pay for interdisciplinary work	June 2021
P43	Promote opportunities and institutional frameworks to enhance interdisciplinary curricula and curriculum design	Ongoing	Ongoing	Stackable certificate model for masters degrees developed; embedded certificate model at UG level developed	Ongoing
P44	Continue to create and reinforce cross-faculty collaborative initiatives and programs	Ongoing	Ongoing	Research strategies continue to operate on a confederation of scholars model; teaching academy reinforces cross-faculty collaboration	Ongoing
P45	Develop interdisciplinary programming that maps onto research themes and emerging opportunities	Ongoing	Ongoing	Preliminary work through some certificate programming	Ongoing
Goal 8: Encourage Pedagogical Innovation and Evidence-based Teaching Practices					
Priority Initiatives					
P46	Continue to develop innovative new academic programs	Ongoing	Ongoing	Refer to Section 8. (Enrolment Plan and Program Changes)	Ongoing
P47	Continue to support curriculum review processes to identify program innovations and develop strategies for continuous improvement	Ongoing	Ongoing	Revised handbook; average of 12 curriculum reviews per year since 2014	Ongoing
P48	Identify and integrate signature pedagogies within disciplines that include inquiry and evidenced based teaching and learning practices to create authentic, meaningful learning experiences across campus	Identify by June 2020 and fully integrate by June 2023	In Process	7 faculties have identified their signature pedagogies and learning experiences are continuing to be developed	June 2023
P49	Continue to enhance and expand experiential and work-integrated learning opportunities	June 2020	In Process	EL platform being sole sourced; working with all Calgary institutions and Calgary Economic Development to determine if a Calgary-solution is possible	June 2020

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
P50	Assess availability and accessibility of current blended and online learning opportunities.	June 2019	Complete	List complete	
Goal 9: Enable the Expression of Entrepreneurial and Critical Thinking across all of our Endeavours					
Priority Initiatives					
P51	Establish a flexible, adaptable, responsive and innovative organizational structure to support entrepreneurial initiatives on campus.	December 2019	In Process	Draft of roadmap of innovation system completed	December 2019
P52	Analyze current spaces available and develop 'collision' spaces on campus to ensure the right mix of spaces for thinking, interacting and making of things.	December 2019	In Process	Collision spaces have been developed in various parts of campus (e.g., HH, SSE, CDBL)	
P53	Develop flexible and stackable learning opportunities focused on innovation and entrepreneurial thinking.	Begin in 2018-19; complete by June 2021; ongoing	In Process	Graduate students can enrol in Introduction to Entrepreneurship (ENTI 781) and New Venture Development (ENTI 785); embedded certificate planned at the UG level	
P54	Lead the drive for social innovation in this province through the creation of unique experiential programming and dedicated space.	Ongoing	Ongoing	Social innovations are created in a number of faculties; HH is playing a key role for convening discussions	Ongoing
P55	Provide leadership and collaborate with the innovation community in Calgary and the surrounding area.	Ongoing	Ongoing	FGS will grow the Summer Inc. program in collaboration with CTI's "The Platform Innovation Center"; LSIH is rapidly developing traction in Calgary and the surrounding areas – building now close to capacity (2 years ahead of schedule)	Ongoing
P56	Develop the annual University of Calgary Innovation Prize.	June 2021	In Process	Planning work underway	June 2021
Goal 10: Develop and operationalize academic platforms					
Priority Initiatives					
P57	Create the Office of Experiential Learning	June 2019	Complete	Housed in the Taylor Institute	Complete
P58	Develop an undergraduate research platform and explore additional opportunities for course credits for undergraduate research experience	December 2019	In Process	Evolving with the development of the EL platform; PURE summer research	December 2019

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
				opportunity enhanced	
P59	Develop an IT platform to support entrepreneurial initiatives	Exploration complete by June 2019; full implementation by June 2021	In process	Initial discussions held	June 2021
P60	Create a campus-wide public policy platform	December 2019	In process	Developed series of thematic platforms (e.g., ongoing work on health policy, Northern Corridor)	
P61	Refine and scale up the offerings of the College of Discovery, Creativity and Innovation	Focused activity in first three years; full operation by June 2021	In Process	Short review of program; continued creation of cross-faculty collaborative initiatives and programs	June 2021
P62	Develop a physical learning spaces standard platform and establish an interdisciplinary, cross-unit community to help inform physical learning space design using the physical learning spaces platform	Platform developed June 2021 Full Implementation June 2023	In Process	Project planning pre-work underway	June 2023
P63	Develop and implement a plan for the renewal of key IT institutional software systems/programs for the academy.	June 2023	In Process	Draft plan developed; coordination required with IT	June 2023
Goal 11: Enable leadership and innovation in sustainability					
Priority Initiatives					
P64	Refine and implement the institutional Sustainability Strategy	Ongoing, completed by June 2022	In Process	In January 2019, UCalgary received its third Gold STARS rating from AASHE / UCalgary ranked #2 among U15 institutions and #12 in North America	June 2022
P65	Refine and scale up the Campus as a Learning Lab Initiative	Ongoing, completed by June 2023	In Process	Implemented Stage 1 of the framework	June 2023
P66	Create an institutional environment that engages students and faculty in interdisciplinary research in sustainability	Ongoing	Ongoing	Created a confederation of scholars in interdisciplinary research in sustainability and resilience	Ongoing
P67	Promote meaningful engagement among students, faculty, and staff regarding sustainability and link to the development of active communities of practice	Ongoing	Ongoing	Certificate in sustainability studies demonstrating value of new teaching model for integrated interdisciplinary curriculum; communities of practice developed	Ongoing

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
P68	Develop collaborative partnerships for sustainability	Ongoing	Ongoing	Defining collaborative partnerships / Identifying processes / Formalized cooperative agreements between the Fort McKay First Nation and Suncor, the Kluane first nation (Yukon) and the Arctic Institute of North America	Ongoing
Expected Outcomes					
EO1	The student experience is enhanced through experiential learning opportunities and programs that support student success and employability.				
EO2	Teaching and learning is experientially based, of the highest quality, and is assessed according to best practices in the field.				
EO3	The University of Calgary provides outstanding facilities and support services to ensure a high-quality learning and research environment.				
EO4	The University of Calgary demonstrates excellence and leadership in advancing the pursuit of sustainability in teaching, research, campus operation and community service.				
EO5	The University of Calgary will match our strengths with opportunities, increase our research capacity, and create a dynamic environment to promote <i>research excellence</i> .				
Performance Measures					
PM1	Undergraduate Retention			94.8%	
PM2	Undergraduate Student Engagement (NSSE 1 st year, senior year)			FY 78% SY 75%	
PM3	Graduate Student Engagement (CGPSS)			84.7%	
PM4	Eyes High Undergraduate Research (# of opportunities, total funding)			Dashboard being developed; 160 PURE awards provided [\$650k] (this is only one program on campus)	
PM5	Faculty Survey on Student Engagement (FSSE)			Not Available	
PM6	Study Abroad (% of students with international experience)			25.2%	
PM7	Sustainability (STARS)			80.45 (#2 in Canada)	
PM8	Tri-Council Funding (Total, SSHRC, NSERC, CIHR)			SSHRC \$7.5M NSERC \$34.6M CIHR \$48.2M	
PM9	Total Sponsored Research Funding			\$487.8M	
PM10	Publications			6,165	
PM11	Citations			9,824	
PM12	Juried Exhibitions and Performances			Not Available	
PM13	Invention Disclosures			360	
PM14	New Licenses			61	
PM15	Patents Submitted			93	

AFFORDABILITY

The Government of Alberta and the University of Calgary are committed to preserving affordability for all students who seek a post-secondary education. Affordability of education is a complex issue and relates to the costs associated with tuition and fees and the financial aid available from a variety of sources. The University of Calgary engages thoughtfully and meaningfully with our students around issues of tuition and fees to ensure accountability and transparency. We continue to work to increase financial support for students through scholarships and awards. In addition to our ongoing programs and services available to students, the university has established the following priorities that align with the Adult Learning Principle of Affordability.

Table 3 – Affordability

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
Goal 12: Enhance Scholarship and Financial Support for Students					
Priority Initiatives					
P69	Analyze and enhance Eyes High doctoral scholarships	March 2023	In Process	Currently funding four years at \$25,000/year (domestic) & \$30,000/year (international)	March 2023
P70	Develop an Eyes High awards program for undergraduate research	March 2023	In Process	Launched two-year pilot for International Research Grant	March 2023
Goal 13: Support a New Round of Eyes High Graduate Students and Postdoctoral Scholars					
Priority Initiatives					
P71	Launch funding competitions for Eyes High doctoral students and postdoctoral scholars	March 2019	Complete	Competitions launched / funds awarded	
Expected Outcomes					
EO1	Financial barriers to pursuing a post-secondary education are reduced.				
EO2	The University is competitive in attracting and retaining top students and postdoctoral scholars using scholarships and awards.				
Performance Measures					
PM1	Scholarships/bursaries per FTE			\$2,901	
PM2	Eyes High doctoral (#, total amount)			15 Eyes High Doctoral Research Scholarships awarded at a total value of \$418,000	
PM3	Eyes High undergraduate research (# of opportunities, total funding)			Still in development	

COORDINATION

Alberta has created a diverse and differentiated system of post-secondary education that responds to the needs of learners through a six-sector model. The University of Calgary is committed to fulfilling the responsibilities outlined in our mandate, approved by the Minister of Advanced Education in 2010. We will deliver educational programs of the highest quality through a “broad selection of programs of study including baccalaureate, graduate, professional, and research-based master’s and doctoral degrees.” We will be research leaders, helping to find solutions to the most important problems facing society. We are enthusiastic about partnering with other academic institutions and community organizations to allow the Alberta post-secondary system to serve all adult learners. As we look forward, our focus over the next year will be on the following strategic priorities that support the Adult Learning Principle of Coordination.

Table 4 – Coordination

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
Goal 14: Connect and Collaborate with Local, Regional, National and Global Communities					
Priority Initiatives					
P72	Explore opportunities to promote new academic activity in our Downtown Campus	June 2019	In Process	SAPL satellite location in downtown Calgary opened in April, 2019; already have surpassed # events anticipated for the year	June 2020
P73	Engage with communities to support innovation in the Calgary region	June 2021	In Process	Created Life Sciences Innovation Hub	June 2021
P74	Strengthen support for community-engaged scholarship and community-engaged learning	June 2020	In Process	Participating in Carnegie project on community-engaged learning with 15 other Canadian institutions; part of Fusion network for community-engaged learning in Canada; joining Research Impact Canada Network	June 2020
P75	Work in partnership with the provincial government on implementing new legislation	Ongoing	Ongoing	Partnered with GoA on An Act to Improve the Affordability and Accessibility	Ongoing

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
				of Post-Secondary Education and Bill 7: An Act to Enhance Post-Secondary Academic Bargaining	
P76	Explore, develop and implement new learning pathways (Campus Alberta, Dual Credit)	Ongoing	Ongoing	Signed Coordination Agreement with Olds College and Lakeland College to create pathways programs for veterinary teaching, learning & research; expanded dual credit offerings	Ongoing
P77	Create collaborative partnerships with other post-secondary institutions to optimize resources	Ongoing	Ongoing	See Olds/ Lakeland partnership above. Partnering with all PSE's in Calgary on EL initiative. These are in addition to on-going partnerships with a number of other PSEs.	Ongoing
P78	Lead and support in shaping national and international conversations on higher education	Ongoing	Ongoing	Stackable certificate program in graduate education one of the most innovative in the country	Ongoing
P79	Work in partnership with the federal government to leverage and optimize resources	Ongoing	Ongoing	CFI funds obtained for numerous research facilities (e.g., CFI supports Arctic project to facilitate information sharing among scholars, Inuit, and others)	Ongoing
P80	As part of our membership in international organizations, contribute to shaping the international conversation on higher education, and lead the conversation in our areas of expertise	Ongoing	Ongoing	Invited articles published and presentations given on	Ongoing

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
P81	Continue to enhance the reputation and brand of the University of Calgary	Ongoing	Ongoing	International Strategy Parvus Therapeutics, founded by a CSM professor, signed a \$1B deal to develop and commercialize drugs for autoimmune diseases	Ongoing
P82	Review and reflect on results of the current International Strategy; develop new strategy to be implemented over 2020-2025	Complete review Dec 2019; Develop strategy 2020	In Process	Review underway, site visit mid-September; renewal of strategy following	Review by Dec 2019 Strategy by 2020
P83	Work with various communities to develop work-integrated learning opportunities	Ongoing	Ongoing	Platform being developed	Ongoing
P84	Continue to implement and refine the alumni strategy	Ongoing	Ongoing	Will be refined as part of development of Advancement Portfolio	Ongoing
P85	Review, refine and continue to implement a communications strategy for different levels of government	Ongoing	Ongoing	completed	Ongoing
Goal 15: Engage External Communities to Identify Emerging Opportunities where our Institutional Research Capacity could have a Major Impact by Creating New Knowledge					
Priority Initiatives					
P86	Host a series of evening and weekend events to exchange information with external partners on important issues	June 2020	In Process	Life Sciences Innovation Hub hosted a series of community-focused events	June 2020
P87	Create pitch competitions on thematic problems and invite external partners to evaluate potential solutions.	June 2020	In Process	Numerous events held, e.g., Energy New Venture Competition held in June, 2019	June 2020
Goal 16: Create research competitions for prizes that solve major community issues					
Priority Initiatives					
P88	Involve community in establishing major topics for investigation and criteria for success.	Ongoing	Ongoing	Knowledge Engagement Implementation Committee established; upcoming work plan developed	Ongoing

Goal 17: Create Cross-campus Programs to Support Entrepreneurial Thinking and Initiatives					
Priority Initiatives					
P89	Establish a flexible, adaptable, responsive and innovative organizational structure to support the Hunter Hub for Entrepreneurial Thinking and unit-based entrepreneurial initiatives on campus.	Major completion by 2020	In Process	Innovation roadmap for campus drafted	2020
P90	Create and coordinate venues for entrepreneurial activities.	June 2020	In Process	Innovation@Ucalgary program and communication processes under development	June 2020
Expected Outcomes					
EO1	The University of Calgary enhances our academic and research activities through strategic partnerships, provincially, nationally and internationally.				
EO2	The University of Calgary collaborates with post-secondary institutions across the province in a coordinated manner.				
Performance Measures					
PM1	# of Students in Experiential Learning (WIL, co-op, internships, practicums)			Metrics under development	
PM2	# of Alumni Engaged			10,728	
PM3	Fundraising (Annual total)			\$202.4M	
PM4	# of Donors who are alumni			2,668	
PM5	Endowment Balance			\$991.1M	
PM6	Reputation Metric – Likelihood of Albertans to recommend			91.0%	

ACCOUNTABILITY

The University of Calgary is accountable to its many stakeholders: students, faculty, staff, parents, alumni, government, granting agencies, donors and the community. We engage with our stakeholders in a number of formal and informal ways, including a public Report to the Community, regular campus community updates and Town Halls. Most importantly, we submit planning documents that satisfy the legislated requirements described within the Post-Secondary Learning Act and the Fiscal Management Act, such as the Comprehensive Institutional Plan and this Annual Report. In addition to our ongoing accountability mechanisms, the University undertakes the following initiatives that support the Adult Learning Principle of Accountability.

Table 5 – Accountability

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
Goal 18: Respond to and Comply with New Legislation					
Priority Initiatives					
P92	Identify and make necessary changes to comply with the new PSLA and those required under the Labour Code	Ongoing	Ongoing	Completing changes triggered by Bill 7 (e.g., Transitioned postdoctoral associates from trainees to employees, preparing to	Ongoing

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
				negotiate a first collective agreement with the Postdoctoral Association, negotiating an essential services agreement with TUCFA)	
P93	Identify and make necessary changes to comply with Tri-Council mandates related to Open Access	Ongoing	Ongoing	LCR provides instructional workshops on Open Access and maintains an Open Access Repository	Ongoing
Goal 19: Create More Time for Discovery and Creativity by Streamlining Processes while Ensuring Compliance					
Priority Initiatives					
P94	Implement a Research Management System (RMS) for efficient processing of electronic documentation and approval for grants.	Ongoing	Ongoing	RMS to be rolled out across several releases by Sept 2020 (Built IRISS interface, completed release 1)	Ongoing
Goal 20: Monitor and Report on our Progress towards Eyes High					
Priority Initiatives					
P95	Continue to track our progress towards <i>Eyes High</i> using our established performance measures	Ongoing	Ongoing	Metrics presented in 2018 Community Report	Ongoing
P96	Report annually on our progress towards <i>Eyes High</i> and on the value and impact of the University of Calgary to the Province of Alberta.	Ongoing	Ongoing	Annual Report submitted to GoA	Ongoing
Expected Outcomes					
EO1	The University of Calgary is a responsive, transparent and accountable institution				
Performance Measures					
PM1	Compliance with Regulatory and Legislative Changes			100%	
PM2	Annual submission of the Comprehensive Institutional Plan and Annual Report			100%	

7. Financial and Budget Information

MANAGEMENT DISCUSSION AND ANALYSIS OVERVIEW

This Management Discussion and Analysis (“MD&A”) should be read in conjunction with the University of Calgary’s (“the University”) consolidated financial statements and accompanying notes for the year ended March 31, 2019. The MD&A and consolidated financial statements are reviewed and approved by the University’s Board of Governors on the recommendation of the University’s Audit Committee. The University’s consolidated financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards (“PSAS”).

The MD&A is an overview of the University’s financial results for the year ending March 31, 2019 and offers analysis of the University’s:

1. Operating Environment
2. Financial Results
3. Net Assets and Net Financial Assets
4. Capital Expansion and Renewal
5. Areas of Significant Financial Risk

OPERATING ENVIRONMENT

The University of Calgary is an academic institution on the rise, making significant contributions to the local and provincial economies. The University’s main campus occupies a beautiful setting with a view of the Rocky Mountains, covering more than 200 hectares — an area larger than Calgary’s entire downtown.

The University of Calgary is focused on fulfilling the three foundational commitments of our Eyes High 2017-22 strategy: sharpen focus on research and scholarship; enrich the quality and breadth of learning; and integrate the University with the community.

Our Academic Plan and Research Plan, developed in 2017-18, resulted in three academic and three research priorities that have provided a roadmap for the achievement of our Eyes High vision. The vision and priorities established at the University are designed to show our community the benefits and rewards of integrating teaching, learning, and research in an environment where discovery, creativity, and innovation are central to the mission. Our priorities will continue to guide human, financial, and capital resource allocations for the foreseeable future. This trio of documents (Eyes High Strategy, Academic Plan, Research Plan), produced through broad consultation processes on our campus, has resulted in strong strategic decision-making that has moved the institution forward, while at the same time placed focus on prudent fiscal management.

FINANCIAL RESULTS

For the year ended March 31, 2019, the University’s revenues exceeded expenses by \$99.4 million. This annual operating surplus increased from the \$5.0 million surplus in 2018. The primary drivers of this increase were the immediate recognition into revenue of the donation of

the W.A Ranches, 19,000-acre cattle ranch, the donation of the Shell building, West Campus development lease revenue and equity pickup with positive variances from operations.

Total net assets have increased by \$156.8 million from March 31, 2018 as the result of \$99.4 million of annual operating surplus, \$12.0 million of endowment donations, \$39.0 million of net realized endowment income, and \$19.0 million unrealized gains on non-endowment investments, which are partially offset by \$12.6 million of unrealized losses on endowment investments.

REVENUE

Total revenues for the year ended March 31, 2019, were \$1,502.1 million, an increase of \$99.8 million (7.1%) over the prior year and \$102.8 million (7.3%) over budget. Revenue from the Government of Alberta represented the University’s single largest source of income, at 45.9% of total University revenue, and played a key role in the ability to fund University activities. Major components of revenue are as follows:

Figure 1 – Total Revenue by Major Component (percent)

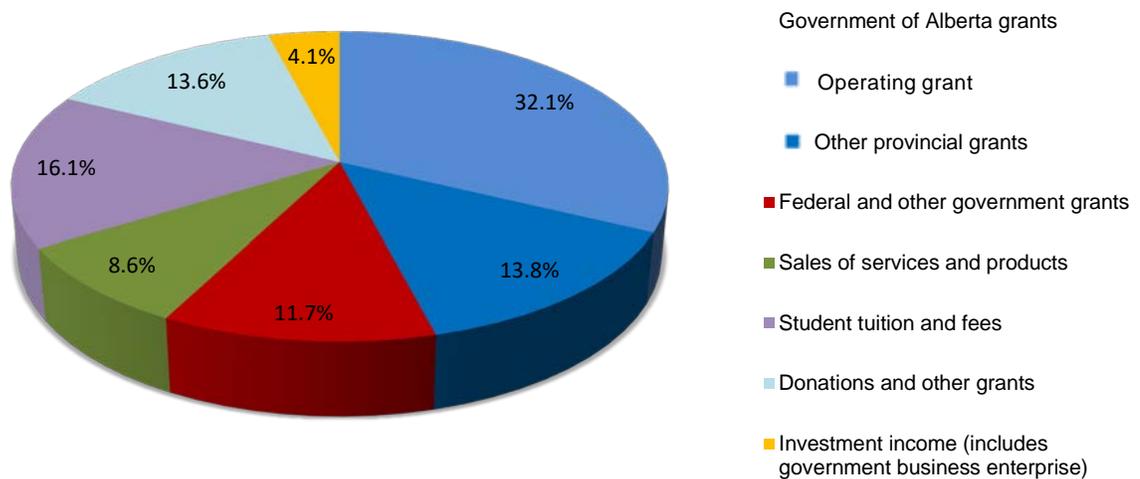
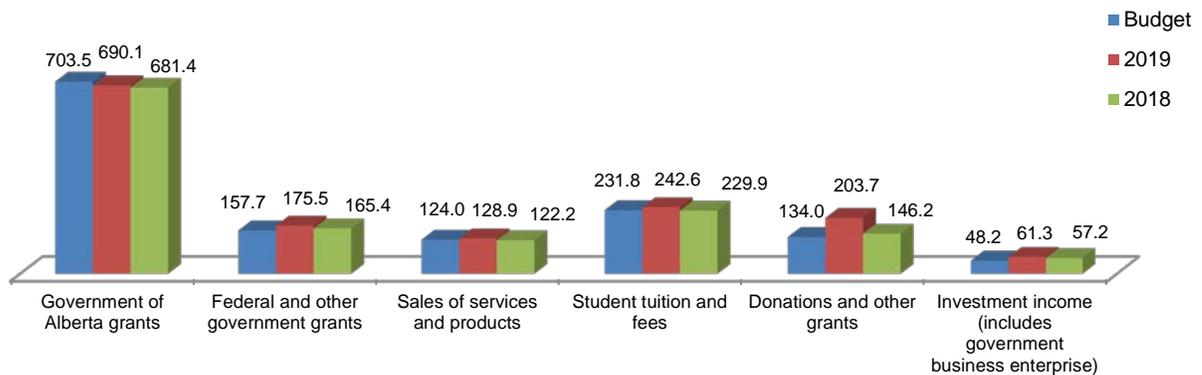


Figure 2 – Total Revenue by Major Component (\$ millions)



Government of Alberta grants

Government of Alberta grant revenue of \$690.1 million was \$8.7 million higher than prior year and \$13.4 million lower than budget. The increase over prior year is primarily the result of \$13.0 million of additional funding received from the Government of Alberta related to cost of living adjustments of 2.0% applied to the operating grant to compensate for the provincial tuition freeze. This additional operating funding from the Government of Alberta was offset by drop in funding for the following: \$1.0 million Lights on Funding, \$1.0 million in carbon tax refunds and \$2.3 million from Alberta Innovates, Health Solutions.

Federal and other government grants

Grant revenue from federal and other government sources of \$175.5 million was \$10.1 million higher than prior year and \$17.8 million higher than budget. The increase from the prior year and budget resulted from higher than anticipated revenue from research and special purpose and trust activities that occurred during the year.

Sales of services and products

Sales of services and products revenue of \$128.9 million was \$6.7 million higher than the prior year and \$4.9 million higher than budget. The increase from prior year and budget is a result of the change in the meal plan program and an increase in lease revenue received from West Campus Development Trust.

Student tuition and fees

Student tuition and fees of \$242.6 million were \$12.7 million higher than prior year and \$10.8 million higher than budget. While tuition rates were held constant, the increase from prior year was as a result of increased enrolment of approximately 440 full-time equivalent international students.

Donations and other grants

Donations and other grant revenue of \$203.7 million was \$57.5 million higher than prior year and \$69.7 million higher than budgeted. The increase from the prior year and budget amounts is as a result of the \$34.6 million W.A. Ranches donation, \$8.0 million donation of a building, and other grant revenue from research and special purpose activities.

Investment income – Including investment income in government business enterprise

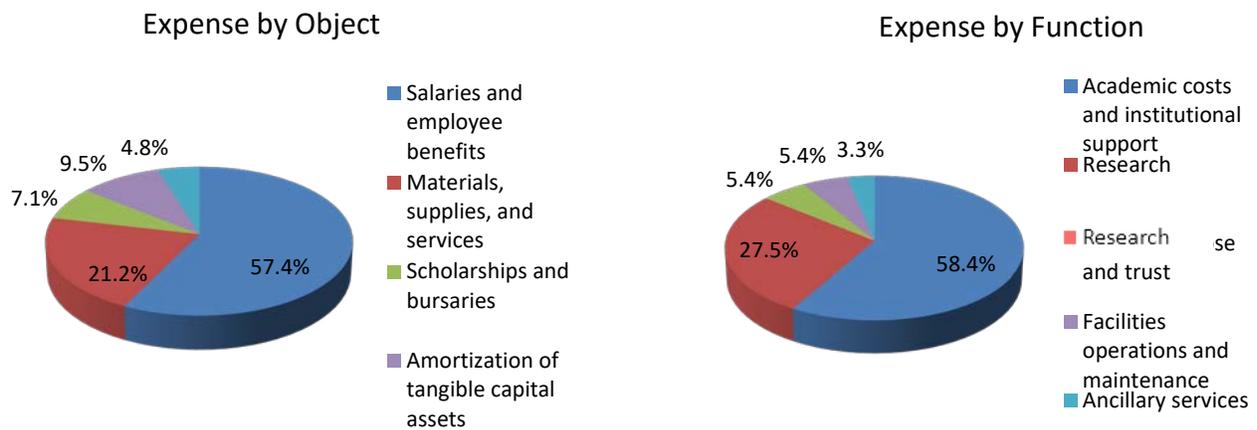
Investment income (including investment income in government business enterprise (“GBE”)) of \$61.3 million was \$4.1 million higher than prior year and \$13.1 million higher than budget. The variance is due to \$2.5 million increase income from University’s investment in its GBE, West Campus Development Corporation and \$1.6 million higher than expected endowment income.

EXPENSE

For the year ended March 31, 2019, the University recorded \$1,402.7 million in expenses representing an increase of \$5.4 million (0.4%) over the prior year and \$3.4 million (0.2%) higher than budget. Salaries and benefits are the largest expenditure component at the University, representing 57.4% of the University’s expenses. Compensation expenses continue to be a challenge when making budgeting decisions, especially during times where increases in operating grants do not adequately fund increase in salaries that are often governed by union and faculty agreements.

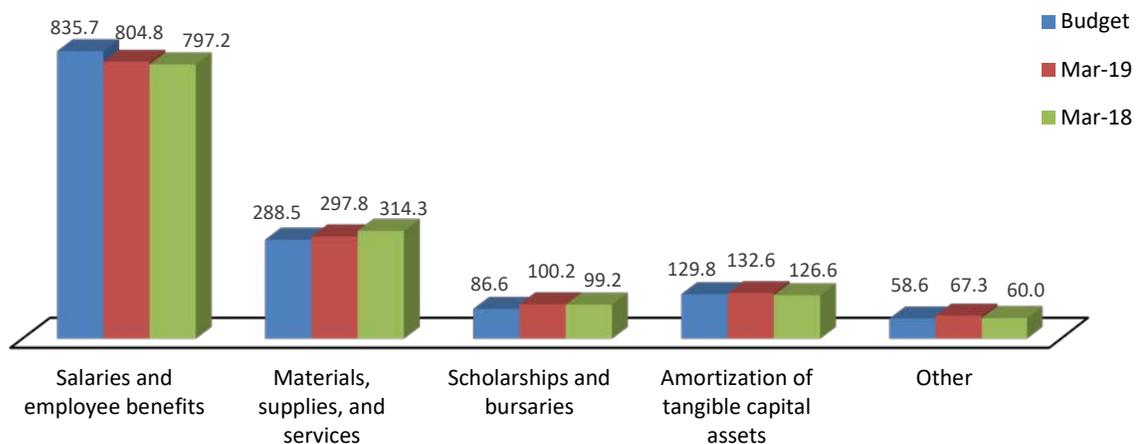
Academic costs and institutional support represents the single largest function at the University, with this function representing 58.4% of the University’s expenses. This includes instruction, non-research academic and administrative support activities, effectively representing the operating activities of the University.

Figure 3 – Expense by Object and by Function (percent)



*Other expenses include: Utilities, Maintenance and repairs, and Cost of goods sold.

Figure 4 – Expense by Object (\$ millions)



Salaries and employee benefits

Salaries and employee benefits of \$804.8 million have increased by \$7.6 million over the prior year and decreased \$30.9 million from budgeted amounts. The increase from prior year is primarily due to increased academic and institutional support salaries and benefits resulting from negotiated union agreement increases, new positions, and partially filled vacancies.

Materials, supplies and services

Materials, supplies and services of \$297.8 million represent the second largest expense component of the University with current year costs \$16.5 million lower than the prior year and \$9.3 million higher than budget. Materials, supplies and services were lower than prior year due to the \$5.0 million one-time early repayment of long term debt in 2017-18, \$2.0 million finance interest savings resulting from the early repayment of the debt and \$9.5 million reduced spending on externally restricted projects primarily in the faculties Arts, Science, and Kinesiology. Additional costs above budgeted amounts were primarily due to University spending on externally restricted projects relating to research and special purpose activities.

Scholarships and bursaries

Scholarships and bursaries of \$100.2 million were \$1.0 million higher than the prior year and \$13.6 million above budget. These higher expenses are in line with University goals for attracting and supporting students across various faculties.

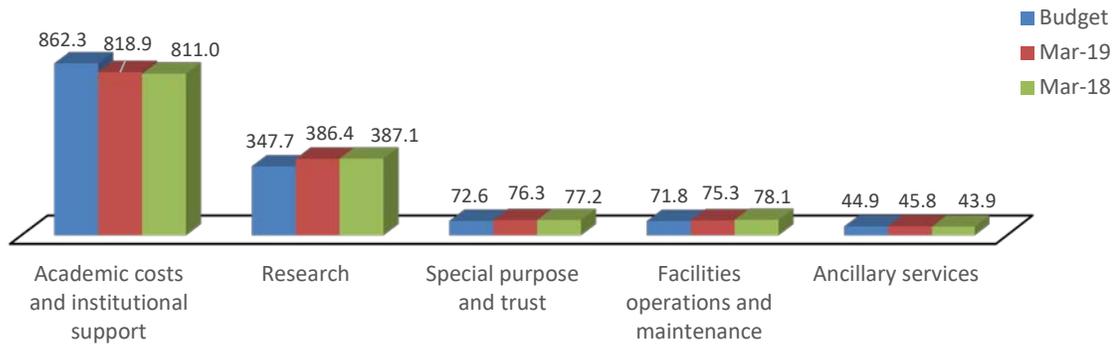
Amortization of tangible capital assets

Amortization of tangible capital assets expense of \$132.6 million increased by \$6.0 million from the prior year and \$2.8 million over budget. The increase from prior year is a result of various new assets transferred into service, primarily related to the High Density library expansion, Utility Reduction program, Science A Redevelopment and additional trailing costs related to Schulich School of Engineering expansion.

Other

Other expenses totaling \$67.3 million were \$7.3 million higher than prior year and \$8.7 million higher than budgeted amounts. Increase from prior year and budget were primarily due to \$4.5 million higher costs relating to the change in student meal plans, unexpected repairs, and maintenance expenditures primarily in Information technology and the Cumming School of Medicine, and spending on infrastructure maintenance programs across campus.

Figure 5 – Expense by Function (\$ millions)



Academic costs and institutional support

Academic costs and institutional support expense of \$818.9 million increased \$7.9 million over the prior year and decreased by \$43.4 million compared to budget. The increase from prior year is primarily due to \$18.7 million in increased salaries and benefits resulting from negotiated union agreement increases offset by reduced UAPP pension costs. While increased academic and support salary and benefit costs from negotiated union agreement increases were budgeted, the decreased costs versus budget are primarily from vacant positions and reduced UAPP pension costs.

Research and Special purpose and trust

Research costs of \$386.4 million were consistent with prior year and \$38.7 million higher than budget. This increase is due to the University’s strategic focus on directing resources and activities towards research initiatives in support of *Eyes High* goals for increased research across many faculties of the University. Special purpose and trust costs of \$76.3 million was consistent with prior year and \$3.7 million higher than budgeted amounts primarily due to increase of materials and supplies related to Postgraduate Medical Education projects.

Facilities operations and maintenance

Facilities operations and maintenance costs of \$75.3 million were \$2.8 million lower than prior year and \$3.5 million higher than budget. The decrease from prior year is primarily due to savings from lower rates and demand on natural gas. The budget variance is a result of operating and maintaining a growing and aging campus infrastructure resulting in higher than budgeted expenditures.

Ancillary services

Ancillary expenditures of \$45.8 million were \$1.9 million higher than prior year and \$0.9 million higher than budget primarily due to higher costs relating to the change in student meal plans offset by reduced salaries and benefit expenditures resulting from vacant employee positions.

NET ASSETS AND NET FINANCIAL ASSETS

NET ASSETS

The University's net asset balance is an important indicator of financial health for the University. Prudent financial planning and decision-making combined with increased endowment contributions from donors have contributed to the University's \$1,826.7 million in net assets. Endowments of \$991.1 million continue to represent the largest component of Net Assets. Endowments must be maintained in perpetuity. Investment income earned is used to fund specific research, scholarship, and donor supported initiatives. Of the remaining \$835.6 million in net assets, \$457.8 million represents funds previously spent as a net investment in capital assets and \$360.8 million formally restricted by the University's Board of Governors for spending on strategic initiatives in support of student learning, research, capital projects, and community service. During the year, a \$63.1 million net transfer to internally restricted net assets was approved by the Board of Governors to further research and strategic initiatives to drive *Eyes High* goals forward. In addition, the University used unrestricted net assets to fund \$76.3 million of capital construction and capital purchases and \$5.4 million to repay University debt. After amounts spent on capital assets, Board of Governors restrictions, and debt repayment, \$17.0 million remains in unrestricted net assets. Net assets at March 31, 2019 are comprised of the following balances and related summarized transactions:

Figure 6 – Net Assets (percent)

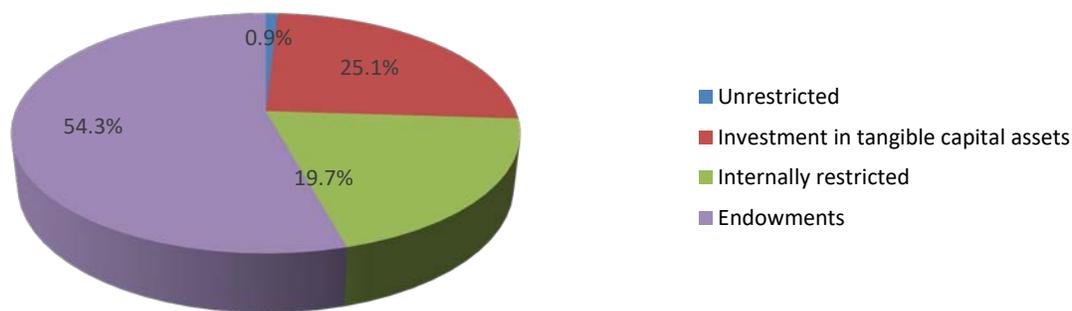


Table 6 – Net Assets (\$ thousands)

Net Assets (\$ thousands)	Unrestricted	Investment in Capital Assets	Internally Restricted	Endowments	Total
Balance at March 31, 2018	\$ 1,024	\$ 363,565	\$ 352,650	\$ 952,665	\$ 1,669,904
Annual operating surplus	99,410	-	-	-	99,410
Transfer to internally restricted net of expenditures	(63,143)	-	63,143	-	-
Endowment					
New contributions	-	-	-	11,996	11,996
Capitalized investment income	-	-	-	38,971	38,971
Tangible capital assets					
Acquisition of capital assets	(76,267)	131,214	(54,947)	-	-
Amortization of capital assets	42,399	(42,399)	-	-	-
Debt repayment	(5,391)	5,391	-	-	-
Change in accumulated remeasurement gains	18,994	-	-	(12,572)	6,422
Balance at March 31, 2019	\$ 17,026	\$ 457,771	\$ 360,846	\$ 991,060	\$ 1,826,703

NET FINANCIAL ASSETS

The University's liquidity needs are met primarily through operating cash flows, working capital balances and capital expansion funding received through grants or long-term debt. The Net Financial Asset indicator is intended to identify the availability of net financial resources of an organization to fund future operations after considering liabilities owed to third parties. The University presents the Net Financial Asset indicator in a manner as directed by the Controller of the Province of Alberta. The presentation includes \$991.1 million of investments that are restricted for endowments. Portfolio investments – restricted for endowments must be maintained in perpetuity and are therefore not available to pay for University liabilities, nor can the University use the endowment portfolio investments to pay for future operating or capital purchases. As a result, net financial assets excluding portfolio investments restricted for endowments is presented on the Consolidated Statement of Financial Position.

At March 31, 2019 Net Financial Assets excluding portfolio investments restricted for endowments is \$211.3 million, representing a \$29.0 million increase from the prior year figures. This increase is the result of \$99.4 in net revenues over expenses less the donation of tangible capital assets.

CAPITAL EXPANSION AND RENEWAL

On September 9, 2016, the federal government announced the University would receive funding for key campus infrastructure projects totaling \$160.0 million from the Post-secondary Institution Strategic Investment Fund ("SIF"). Total funding from the federal government was \$78.2 million with the remaining \$81.8 million coming from a mix of provincial funding, philanthropy and the University's own infrastructure dollars. Given the provincial government facilitated the payment for the SIF program, on behalf of the federal government, it was included within the Government of Alberta transactions and balances note within the financial statements.

Continuation of capital expansion and renewal projects remains a critical priority for the University, contributing to not only the student learning experience and the quality of research activity, but also positively to the Calgary economy. In 2019, the University expended \$272.6 million (2018 - \$196.7 million) on construction and other capital asset acquisitions. This increase in capital activity represents the continuation of the University's multi-year capital building program through construction of new buildings as well as redevelopment, renovation, and numerous instructional facility upgrade projects.

The following represents progress on the top six major construction projects on campus:

Table 7 – Major Capital Project Costs (\$ thousands)

Major Capital Project Costs (\$ thousands)	2019	Project to Date	Total Budget
MacKimmie Complex and Professional Faculties Building Redevelopment	68,810	83,174	290,000
Utility Reduction Program Year 3	5,492	5,512	6,500
High Density Library Expansion (SIF)	3,752	29,841	30,000
Science A Redevelopment, Phase 2, Early Works (SIF)	2,730	19,928	20,000
Research Facility Code Compliance	2,279	14,354	14,641
Cumming School of Medicine Health Informatics Centre	2,177	2,345	3,120

MacKimmie Complex and Professional Building – The program vision called for a completely renewed and repurposed MacKimmie Complex and targeted renovations to the Professional Faculties Building associated with the relocation of the Faculty of Social Work to the MacKimmie Tower and backfill of the space to accommodate Faculty of Nursing expansion. The redevelopment represents an opportunity to address many challenges as part of one integrated project including making best use of these two existing buildings, reducing operating costs, co-locating and centralizing student and staff services in the heart of our campus, alleviating space pressures within the Social Work and Nursing Faculties and bringing the Facility Condition Index (FCI) of the MacKimmie Tower and Block to near zero. The project necessitated the decanting of 600 existing MacKimmie Tower occupants (500 to offsite premises and 100 to main campus locations).

Utility Reduction Program – The scope of the Utility Reduction Program (URP) consisted of several medium-sized retrofit projects across the university campuses. The projects included HVAC and controls upgrades in classrooms, labs and athletic facilities; lighting retrofits; installation of energy recovery systems; implementation of renewable energy and/or distributed energy projects; minor upgrades to the district energy distribution system; and energy performance optimization of targeted buildings. The projects fall under the following URP streams:

1. Mechanical and Electrical Systems Retrofit
2. Retro-Commissioning and Continuous Optimization
3. Central Plant, Distribution, and Other Campus-Wide Initiatives

High Density Library Expansion (SIF) – The High Density Library (HDL) is a dedicated environmentally controlled storage facility that holds books, journals, archival files, photographs, audio-visual media and museum art and artifacts. The university expanded the HDL to include additional storage, cold storage, collection evaluation, and processing. This expansion and move consolidated the university's collection of less-used library material into one location, designed with the goal of long-term material preservation.

Science A Redevelopment, Phase 2 Early Works (SIF) – As a first step in a comprehensive redevelopment and expansion of one of the University of Calgary's original buildings, Science A, this early work consisted of two discrete early works components: 1) expansion and upgrading the university-scale science research workshop facility within the existing building, and 2) permanent relocation of chemistry undergraduate and support laboratories to alternative buildings such as Energy, Environment, Experimental Learning (EEEL), which are better suited to house these functions.

Research Facility Code Compliance - The program consisted of two components: new emergency stations that included emergency eyewash, shower and a hand wash sinks, and lab fume hoods and biosafety cabinets. Replacement of these units was required to meet provincial and national regulations, codes and standards. The project:

- Established an accurate emergency station, fume hood, and biosafety cabinet inventory on campus
- Adopted design standards that comply with legislation standards
- Installed emergency stations in labs while mitigating disruption to critical lab research/experiments

Cumming School of Medicine Health Informatics Centre – is a new clinical research unit for the Cumming School of Medicine organized to facilitate the development and application of data

science methods in health research. The renovated space is a highly dynamic, interactive environment requiring access to and management of large and varied volumes of data. The development project consisted of 950 m2 of space on the fifth floor of the Teaching, Research and Wellness (TRW) building accommodating individuals and teams with specializations in health informatics, bioinformatics, computer science, biostatistics, visualization, research facilitation and project management, with personnel from the Cumming School of Medicine, other University of Calgary faculties, and various internal and external organizations.

AREAS OF SIGNIFICANT FINANCIAL RISK

Deferred Maintenance

The University directs significant resources to ensure that University buildings are updated with relevant technology, operate efficiently, and meet university and external regulatory standards. The University has an outstanding deferred maintenance balance of \$536.0 million (2018 - \$512.2 million). Infrastructure Maintenance Program funding from the province increased to \$22.5 million (2018 - \$22.0 million) as compared to the prior year and was used to address deferred maintenance.

Unfunded Pension Liability

The University participates with other Alberta post-secondary institutions in the UAPP to provide pensions for participating faculty and staff. The extrapolated actuarial deficiency for the pension plan at March 31, 2019 is \$996.5 million (2018 - \$446.7 million) of which the University's portion is \$133.9 million (2018 - \$37.1 million). This unfunded deficiency in the UAPP is currently being funded by the Government of Alberta, employee and employer contributions. The deficiency will be eliminated by 2043.

Budgetary Pressure

Although the University has a balanced budget for 2019-20, it is presenting deficit forecasts for 2020-21 and 2021-22. The University is facing a number of risk factors, most notably funding uncertainty related to provincial operating funding. Without increases in provincial funding to offset inflationary costs, and combined with legislatively mandated ceilings on tuition increases, the University will continue to explore and implement process efficiencies and revenue generating opportunities. The University will continue to work in partnership with the government, to help bridge the gap between increasing costs and stagnant revenues. While prudent financial management has resulted in balanced results, budgetary pressures remain a significant strategic risk for the University of Calgary.

8. Enrolment Plan and Program Changes

This section reports key variances between the enrolment plan presented in the 2018 Comprehensive Institutional Plan (CIP) and the actual results. Enrolment is presented using Full Load Equivalent (FLE). Detailed explanations for all variances between estimates and actuals have been included to provide a clear understanding of the issues that have affected enrolment over the course of the prior year. International student enrolment is reported as a percentage of total enrolment by program. This section also provides an update on progress towards the priorities and timelines identified in the 2018 CIP concerning the development and implementation of proposed new programs.

8.1 ENROLMENT PLAN

When the University of Calgary's 2018-19 enrolment plan was presented as part of the 2018 Comprehensive Institutional Plan, we estimated that 29,060 Full Load Equivalent (FLE) would register for the Fall term (Table 9). The Fall estimate does not account for new Winter and Summer term registrations. When we consider annual registrations (Fall, Winter and Summer terms), we estimated that 29,582 FLE would register, as indicated in our preliminary enrolment report. The actual number enrolled was 30,141 which is 559 (2 percent) more students than the annual estimate. The increase is due in large part to an increase in offers at the undergraduate level in the Faculties of Arts, Science, the Haskayne School of Business and the Werklund School of Education and increases at the graduate level in the Schulich School of Engineering and the Werklund School of Education. The increase in the Schulich School of Engineering graduate program was due to a program expansion that was approved after the 2018 CIP was submitted. Although enrolment management is an inexact science, an acceptable enrolment variance is typically acknowledged as being within five percent of the estimate, which is well within the range of our noted variance.

Table 8 – 2018-19 Enrolment by Faculty (Full Load Equivalent)

Faculty / School	Undergraduate			Graduate			Total		
	Fall Target	Annual Actual	Diff	Fall Target	Annual Actual	Diff	Fall Target	Annual Actual	Diff
Arts	5,993	6,117	124	697	654	(43)	6,690	6,771	81
Schulich Engineering	3,655	3,578	(77)	1,072	1,263	191	4,727	4,841	114
Environmental Design	-	-	-	297	275	(22)	297	275	(22)
Haskayne Business	2,699	2,791	92	597	612	15	3,296	3,403	107
Kinesiology	836	898	62	86	100	14	922	998	76
Law	370	371	1	23	19	(4)	393	390	(3)
Medicine – MD	651	686	35	-	-	-	651	686	35
Medicine – Other	536	608	72	507	523	16	1,043	1,131	88
Nursing	892	917	25	137	137	-	1,029	1,054	25
Science	4,241	4,356	115	802	781	(21)	5,043	5,137	94
School of Public Policy	-	-	-	44	74	30	44	74	30
Social Work	483	532	49	290	326	36	773	858	85
Veterinary Medicine	143	138	(5)	76	77	1	219	215	(4)
Werklund Education	1,045	1,152	107	1,030	1,200	170	2,075	2,352	277
Open Studies	703	714	11	72	-	(72)	775	714	(61)
PGME*	875	950	75	-	-	-	875	950	75
Sub-total	23,122	23,808	686	5,730	6,041	312	28,852	29,849	997

Faculty / School	Undergraduate			Graduate			Total		
	Fall Target	Annual Actual	Diff	Fall Target	Annual Actual	Diff	Fall Target	Annual Actual	Diff
Qatar	201	277	76	8	16	8	209	293	84
Total	23,323	24,085	762	5,738	6,057	320	29,061	30,142	1,081

*PGME – Post Graduate Medical Education

Note: Full-Load Equivalent (FLE) enrolment looks at the course load students are enrolled in, with one FLE representing the equivalent of what a student taking a full load would generate during an academic year. A FLE is measured by taking the load of the learner enrolled (total units) and dividing by the full load of that program/specialization in their year of study. A FLE value of 1.0 means that the student is taking the equivalent of a full course load for their program. A student taking a portion of the program would generate less than 1.0 FLE. Reporting enrolment data as FLEs helps to reflect system capacity and allows for enrolment comparisons across various programs and institutions within Alberta.

INTERNATIONAL ENROLMENT

Of the 30,141 FLE students registered in 2018-19, 3,736 were classified as “international” (Table 10). International students accounted for 8.7 percent (2,089 FLEs) of the total 24,083 FLE undergraduate student population. International students accounted for 27.2 percent (1,648 FLEs) of the total 6,057 graduate student population.

Table 9 – 2018-19 International Enrolment (Full-Load Equivalent)

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
Arts	Ancient and Medieval History	1.6	18.65	8.6%
	Anthropology	4.1	149.80	2.7%
	Archaeology	2.9	64.625	4.5%
	Art History	0	25.8	0%
	Arts	107.7	624.75	17.2%
	Bachelor of Film Studies	0.7	18.3	3.8%
	Canadian Studies	0.8	12.25	6.5%
	Communication & Culture	0	6.3	0%
	Communication and Culture (Multidisciplinary)	2.8	97.05	2.9%
	Communication Studies	40.6	414.167	9.8%
	Composition	0.7	3.95	17.7%
	Dance	1.1	46.7	2.4%
	Drama	3.3	79.4	4.2%
	Drama Education	0	0	0%
	Earth Science	2	18	11.1%
	East Asia	1.4	23.55	5.9%
	East Asian Language Studies	1.033	46.667	2.2%
	Economics	127.7	604.365	21.1%
	English	6	288.45	2.1%
	Film Studies	3.4	31.15	10.9%
French	0.9	35.342	2.5%	
General Humanities	0	0	0%	
Geography	5.8	102.763	5.6%	
German	0.5	6.3	7.9%	
Greek and Roman Studies	0	21.8	0%	
History	6.3	194.3	3.2%	

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
	History and Philosophy of Science	0	0	0%
	Integrated Studies	2.2	29.65	7.4%
	International Development Studies	1.55	62.3	2.5%
	International Indigenous Studies	0	18.45	0%
	International Relations	36.483	275.382	13.2%
	Italian Studies	0	1.75	0%
	Latin American Studies	0	2.1	0%
	Law and Society	6.7	396.325	1.7%
	Linguistics	2.6	71.85	3.6%
	Linguistics and Language	1.4	30.05	4.7%
	Music	3.7	74.275	5.0%
	Music History and Theory	0	0	0%
	Performance	1.2	22.3	5.4%
	Philosophy	3.4	96.9	3.5%
	Political Science	10.5	440.725	2.4%
	Primatology	0	0	0%
	Psychology	25.6	767.7	3.3%
	Religious Studies	0	12.4	0%
	Religious Studies and Applied Ethics	0	0.7	0%
	Russian	0.7	4.067	17.2%
	Science Technology and Society	0	1	0%
	Social and Cultural Anthropology	1.6	73.5	2.2%
	Sociology	8.2	500.367	1.6%
	Spanish	0.8	24.2	3.3%
	Urban Studies	6.5	173.775	3.7%
	Visual Studies	7.5	83.617	9.0%
	Women's Studies	0	18.9	0%
Schulich School of Engineering	Biomedical Engineering	4.909	163.209	3.0%
	Chemical Engineering	63.518	471.323	13.5%
	Civil Engineering	30.276	374.401	8.1%
	Electrical Engineering	40.594	429.821	9.4%
	Energy Engineering	9.214	169.494	5.4%
	Engineering	185.521	851.808	21.8%
	Geomatics Engineering	9.143	97.367	9.4%
	Mechanical Engineering	56.546	724.468	7.8%
	Oil and Gas Engineering	18.974	64.286	29.5%
	Software Engineering	13.253	231.883	5.7%
Haskayne School of Business	Commerce	284.358	2,790.508	10.2%
	Hotel and Resort Management	0	0	0%
Kinesiology	Athletic Therapy	0	0	0%
	Biomechanics	0	48.875	0%
	Exercise and Health Physiology	5.5	162.75	3.4%
	Kinesiology	11.8	565.525	2.1%
	Leadership in Pedagogy and Coaching	1	43.2	2.3%
	Mind Sciences in Kinesiology	0.8	77.6	1.0%
Law	Law	9.896	371.072	2.7%
Cumming School of Medicine	Bioinformatics	1	35.7	2.8%
	Biomedical Sciences	33.8	295.85	11.4%
	Community Rehabilitation	2.9	217.3	1.3%
	Health and Society	0.9	59.35	1.5%
	Medicine, MD	14.866	686.323	2.2%
	Nursing	194.4139	287.338	67.7%

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
Nursing (Includes Qatar)	Nursing- Degree Holder	6	382.8	1.6%
	Nursing- Direct Entry	15.2	440.6	3.4%
Science	Actuarial Science	44.15	169.392	26.1%
	Applied and Environmental Geology	0	0.1	0%
	Applied Chemistry	0	8.05	0%
	Applied Mathematics	23	86.925	26.5%
	Astrophysics	11.825	109.05	10.8%
	Biochemistry	2.6	90.433	2.9%
	Biological Sciences	23.3	940.121	2.5%
	Cellular Molecular and Microbial Biology	3.6	145.175	2.5%
	Chemical Physics	0	0	0%
	Chemistry	28.8	430.75	6.7%
	Computer Science	128.95	892.475	14.4%
	Ecology	0	28.5	0%
	Environmental Science	15	151	9.9%
	General Mathematics	8.675	104.118	8.3%
	Geology	17.2	186.5	9.2%
	Geophysics	6.4	53.85	11.9%
	Mathematics	15.5	74.725	20.7%
	Natural Sciences	53.23	483.65	11.0%
	Neuroscience	1	103.7	1.0%
	Physics	16.3	147.525	11.0%
Plant Biology	0	29.5	0%	
Pure Mathematics	2.5	22.425	11.1%	
Statistics	12.6	34.85	36.2%	
Zoology	0.9	63	1.4%	
Social Work	Social Work	4.4	531.5	0.8%
Vet. Medicine	Doctor of Veterinary Medicine	0	138.215	0%
Werklund	Education	0	44.3	0%
School of Education	Elementary Education	3.5	655.017	0.5%
	Secondary Education	6.15	452.267	1.4%
Certificate	Post-graduate Medical Education	72.5	949.5	7.6%
Open Studies	(Includes Qatar)	130.1	796.95	16.3%
Subtotal	Undergraduate	2,089	24,083	8.7%

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
Graduate Studies - Doctoral	Anthropology	8	15	53.3%
	Archaeology	11	18.5	59.5%
	Biochemistry and Molecular Biology	35	59	59.3%
	Biological Sciences	42.834	90.001	47.6%
	Biomedical Engineering	26.5	48	55.2%
	Cardiovascular/Respiratory Sciences	5.5	14	39.3%
	Chemical and Petroleum Engineering	136.667	193.667	70.6%
	Chemistry	26	59	44.1%
	Civil Engineering	28.5	51	55.9%
	Clinical Psychology	1	30	3.3%
	Communication and Culture	2.5	16	15.6%
	Communication Studies	0	0	0%
	Community Health Sciences	14	75.75	18.5%
	Computational Media Design	2.5	9	27.8%
	Computer Science	36.167	68.168	53.1%

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
	Culture and Society	0	0	0%
	Economics	26	38.5	67.5%
	Education	5.5	171	3.2%
	Educational Psychology	2.5	51.5	4.9%
	Educational Research	19	79	24.1%
	Electrical and Computer Engineering	57	86.336	66.0%
	English	6.5	31	21.0%
	Environmental Design	12	41	29.3%
	Gastrointestinal Sciences	2.5	5	50.0%
	Geography	13	27.5	47.3%
	Geology and Geophysics	34.5	72	47.9%
	Geomatics Engineering	46.167	54.502	84.7%
	Greek and Roman Studies	2	8.5	23.5%
	History	8.5	20	42.5%
	Immunology	3	11	27.3%
	Interdisciplinary Studies	0	0	0%
	Kinesiology	23	41.167	55.9%
	Languages, Literatures and Cultures	12	19.5	61.5%
	Linguistics	6	10	60.0%
	Management	16.501	48.001	34.4%
	Mathematics and Statistics	23	32	71.9%
	Mechanical and Manufacturing Engineering	59.5	84	70.8%
	Mechanical Engineering	0	0	0%
	Medical Science	13.5	35	38.6%
	Microbiology and Infectious Diseases	7	16	43.8%
	Military and Strategic Studies	0	5	0%
	Music	3.5	7.5	46.7%
	Neuroscience	16.5	56.75	29.1%
	Nursing	0	38	0%
	Philosophy	6.667	13.667	48.8%
	Physics and Astronomy	29.5	52	56.7%
	Political Science	5	10	50.0%
	Psychology	6.5	28	23.2%
	Religious Studies	1	6	16.7%
	Social Work	3.5	20.5	17.1%
	Sociology	7.5	16.5	45.5%
	Veterinary Medical Sciences	24.5	46.5	52.7%
Graduate Studies - Master	Anthropology	8	14	57.1%
	Applied Psychology	0	0.5	0%
	Archaeology	2.5	7	35.7%
	Architecture	18	139.5	12.9%
	Art	4	12	33.3%
	Biochemistry and Molecular Biology	7.5	28	26.8%
	Biological Sciences	17	83.5	20.4%
	Biomedical Engineering	10.5	36.167	29.0%
	Biomedical Technology	0.5	20.5	2.4%
	Business Administration	21.5	386.277	5.6%
	Business-EMBA	4.5	154.834	2.9%
	Cardiovascular/Respiratory Sciences	2	15.5	12.9%
	Chemical and Petroleum Engineering	111.002	171.514	64.7%
	Chemical Engineering	83.167	114.667	72.5%
	Chemistry	14.5	53	27.4%
	Civil Engineering	46.5	85.847	54.2%

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
	Clinical Psychology	2	13	15.4%
	Communication and Culture	1	20	5.0%
	Communication Studies	0	0	0%
	Community Health Sciences	5.167	63.335	8.2%
	Computational Media Design	5	9.5	52.6%
	Computer Science	35.5	71.334	49.8%
	Culture and Society	0	1	0%
	Drama	2	12.834	15.6%
	Economics	12.5	22.835	54.7%
	Educational Psychology	4	209.842	1.9%
	Educational Research	10	343.347	2.9%
	Electrical and Computer Engineering	35.167	97.679	36.0%
	Electrical Engineering	32.5	64.503	50.4%
	English	1.5	20.834	7.2%
	Environmental Design	6	18.5	32.4%
	Environmental Science	0	0	0%
	French	0.5	2.5	20.0%
	Gastrointestinal Sciences	4	14	28.6%
	Geography	12.5	41.004	30.5%
	Geology and Geophysics	26.334	99.007	26.6%
	Geomatics Engineering	9	17.5	51.4%
	German	0	1	0%
	Greek and Roman Studies	0	5.5	0%
	History	3	20.835	14.4%
	Immunology	4.5	9	50.0%
	Industrial Design	0	0	0%
	Interdisciplinary Studies	0	0	0%
	Kinesiology	8.667	70.001	12.4%
	Landscape Architecture	10.5	33	31.8%
	Languages, Literatures, and Cultures	4	7.5	53.3%
	Law	7	19.005	36.8%
	Linguistics	3	6	50.0%
	Master of Disability and Community Studies	0	1.668	0%
	Master of Planning	10.5	46.002	22.8%
	Mathematics and Statistics	41	57.5	71.3%
	Mechanical and Manufacturing Engineering	21.5	43.017	50.0%
	Mechanical Engineering	14.5	45	32.2%
	Medical Science	7	35.75	19.6%
	Microbiology and Infectious Diseases	3	17.5	17.1%
	Music	4.5	14.5	31.0%
	Neuroscience	2	55	3.6%
	Nursing	17.334	106.606	16.3%
	Pathologists' Assistant	0	12	0%
	Philosophy	0	13.167	0%
	Physics and Astronomy	14.5	34.168	42.4%
	Political Science	1	22.5	4.4%
	Psychology	1.5	19.25	7.8%
	Public Policy	4.5	74.25	6.1%
	Religious Studies	1	4.5	22.2%
	Social Work	5	299.507	1.7%
	Sociology	1	18	5.6%
	Spanish	0	1	0%

Faculty	Specialization	International FLEs	Total FLEs	International % of Total FLEs
	Strategic Studies	2.5	21.5	11.6%
	Sustainable Energy Development	2.5	25.836	9.7%
	Veterinary Medical Sciences	17.5	35.5	49.3%
Diploma	Radiation Oncology Physics	0	2.334	0%
	Chemical and Petroleum Engineering	0	0	0%
	Civil Engineering	0	0	0%
Diploma	Data Science and Analytics	0	17.503	0%
	Nurse Practitioner	0	7.083	0%
	Educational Research	0	130.506	0%
	Project Management	0	0	0%
	Natural Resources, Energy and Environment Law	0	0.6	0%
Certificate	Clinical Social Work Practice	0	7.680	0%
	Educational Research	0	216.171	0%
	Fundamental Data Science and Analytics	0	3.67	0%
	Network Security	0	1.001	0%
	Bridge to Teaching	0	0	0%
Subtotal	Graduate	1,648	6,057	27.2%
Total	Undergraduate and Graduate	3,736	30,140.605	12.4%

8.2 PROGRAM CHANGES

This section reports progress toward the achievement of priorities and timelines identified in the 2018 Comprehensive Institutional Plan with respect to the development and implementation of proposed new programs. New programs are developed by Faculties in response to student demand, new developments in academic disciplines, labour force demand, or in response to requests from government. All proposals go through a rigorous internal review as well as a system coordination review and review by the Campus Alberta Quality Council. We monitor enrolment in programs of study annually and terminate programs with persistently low enrolment, that are no longer sustainable, or are not aligned with student demand. The following programs have been approved by the Ministry and were implemented in the 2018-19 academic year:

- Doctor of Design
- Master of Management
- Graduate Certificate in Geospatial Information Technology
- Graduate Certificate Bridge to Teaching
- Graduate Certificate in Advanced Nursing Practice I
- Graduate Certificate in Advanced Nursing Practice II

9. Research, Applied Research, and Scholarly Activities

This section reports research and innovation accomplishments as they relate to the research priorities and activities identified in the 2018 CIP and as they pertain to current provincial outcomes (i.e., economic diversification and job creation, environmental stewardship and climate leadership, effective resource management, and engaged individuals and communities for a healthy Alberta). These outcomes are reflective of new government direction, and have been updated in the Alberta Research and Innovation Action Plan 2017–2020.

9.1 INTRODUCTION

The University of Calgary plays an important role within Alberta’s research and innovation system. It creates the talent and expertise that helps sustain the competitiveness of businesses, entrepreneurs, government and not for profits. It connects Alberta and its businesses to the global reservoir of leading-edge ideas and approaches in international jurisdictions. The University of Calgary also translates research, discovery and application to incent innovation and support community organizations and commercial opportunities for industry. Partners in Alberta’s research and innovation system range from the government and its agencies, to the post-secondary sector and industry.

The [Alberta Research and Innovation Framework 2017](#) identifies four interrelated provincial outcomes (i.e., economic diversification and job creation, environmental stewardship and climate leadership, effective resource management, and engaged individuals and communities for a healthy Alberta) that empower government ministries and innovation system stakeholders to continue to work together to deliver results and benefits for Albertans. The following highlights from 2018-19 provide evidence that the University of Calgary’s collaboration with partners from the Alberta research and innovation system contributed to provincial outcomes.

9.2 ECONOMIC DIVERSIFICATION AND JOB CREATION

Economies grow when new ideas, new talent, and new capital come together to both create new opportunities as well as providing services valued by our societies. The University of Calgary impacts our province through its significant contributions in all of these components. Our recent data show that our University is among the top five in Canada in graduation rates, time to completion, and employment rate for our undergraduate students. We are producing the next generation of leaders who are equipped to prosper in innovation-based economies. The University of Calgary has attracted some of the world’s best faculty, postdoctoral scholars, and graduate students, driving us towards our goal of becoming a top five research university in Canada. These recruitments and the excellence of our existing scholars have resulted in significant external research revenue growth, reaching \$487.8 million in 2018-19, a 78% increase since the 2011-12 academic year. This funding contributes significantly to creating jobs in the province for research assistants and technicians and training opportunities for undergraduate and graduate students. Round four of our Eyes High Postdoctoral Scholars Competition funded the recruitment of 45 new postdocs (7 more in process at time of this report) in 2018-19. We consistently rank in the top 4-7 in national grant competitions (i.e., Natural Sciences and

Engineering Research Council of Canada (NSERC), and Canadian Institutes for Health Research (CIHR)) and competitions for operating and infrastructure funding from Canada Foundation for Innovation (CFI), and in the top 12 for corresponding Social Science and Humanities Research Council (SSHRC) opportunities. Since the implementation of our Academic and Research Plans in 2012, we have moved from ninth to sixth place in Canada, as ranked by ReSearch Infosource Inc. which includes ranking components of external research revenue, citation impact, and reputation. This leveraging of federal funds for both operations and personnel is important for Alberta to achieve both its Provincial Outcomes and Innovation Targets.

Based on the combined efforts of Innovate Calgary and our Research Services Office, The University of Calgary now ranks in the top five universities in Canada for three key metrics in commercialization and knowledge translation: disclosures, agreements and start-up companies. These are leading-edge metrics for inputs to economic growth. We are also starting to develop special programs to encourage social enterprise through our Knowledge Translation platform across our Faculties, resulting in early successes like MoveImprove (Werklund School of Education and Innovate Calgary) and CareFind (Haskayne School of Business).

The University of Calgary is actively engaged in discussions and preparations for proposals to advance the innovation and entrepreneurial ecosystem at the municipal, provincial, and national levels that will help to promote a strong economy in Alberta. We are assisting in the industry-led proposals for innovation in clean tech, agriculture, and health that are priority areas supported by the Province of Alberta. With our three entrepreneurially focused entities (Innovate Calgary, Hunter Hub for Entrepreneurial Thinking, and Creative Destruction Lab – Rockies), we continue to drive the growth of an innovation ecosystem in southern Alberta, thus contributing to the diversification of Alberta's economy. We are also helping in the development of a national energy innovation network being championed by industry, the University of Calgary and the University of Alberta. In the past year, we have placed 31 graduate students in MITACS-administered research internships, working on topics ranging from wildlife conservation education to digital design and prefabrication processes. In addition, 63 graduate students have participated in skills-based internships through the University of Calgary's Transformative Talent Internship program. These internships have included opportunities in hydrogeology, data science (across multiple industries), evaluating federal relations with Northern and Indigenous Communities and energizing local start-ups in aerospace, capital project cost-control and innovative seniors housing. Further, our graduate students have access to a wide range of entrepreneurship training and professional skills development offerings, equipping them to translate their research into a variety of practical applications. The rapid and effective development of the innovation ecosystem ensures that the knowledge being generated by our students and faculty will be translated to the benefit of our society. With additional investment at the municipal level from the Opportunity Calgary Investment Fund and from the federal level through Western Economic Development, the University's LSIH launched in the URP earlier this year, with significant increases in programming and activity planned for 2019-20.

In short, we are helping to create productive economic growth by attracting and producing new talent, by leveraging provincial funding with external funding sources (e.g. industry, municipal, federal, and international) to create new ideas, and working with our partners to create an environment where great ideas can attract the capital investments needed for them to grow and prosper.

9.3 ENVIRONMENTAL STEWARDSHIP AND CLIMATE LEADERSHIP

In addition to the tremendous advances we are making through our energy research initiatives to reduce the environmental footprint associated with energy extraction, we are also championing new approaches and technologies to monitor environmental impacts and to create the data inventories needed to assess Alberta's contribution to curtailing greenhouse gas emissions and reducing water usage. Our New Earth-Space Technologies research theme brings together geographers, scientists, and engineers to create new data gathering technologies across all spatial scales for Alberta. Whether it is cutting edge technologies for detecting methane emissions or deployment of satellite technologies to assess environmental changes over time and space scales, our students and faculty are providing expertise that enables the province to show environmental leadership on the national and international stage. We have received significant funding to develop an open and unified framework to interconnect Internet of Things (IoT) sensing devices, data and applications over the Web, supporting research in climate change, air quality, ground water and ecology. This type of platform enables effective environmental monitoring that can both assess cumulative effects and suggest mitigation strategies to minimize environmental impacts. Our research on new approaches as well as the rapid diffusion of new technologies supports the provincial goal of being best in class in terms of environmental stewardship.

The provincial government is creating new research collaborations to focus on Environmental Monitoring. We are actively engaged with the Chief Scientist of Alberta charged with overseeing the province's Environmental Monitoring and Reporting Systems to co-locate one of these major research collaborations at the University of Calgary. As part of this effort, we are currently recruiting a CAIP Chair who will specifically address "cumulative effects assessment." These initiatives will enable international-class research on cumulative effects assessment and how environmental monitoring can inform policy.

Building on previous investments from the Provincial and Federal governments, along with ongoing investments from the University of Calgary and the City of Calgary, Advancing Canadian Wastewater Assets (ACWA) is energizing its project work and broadening its outreach. The message is spreading that ACWA is here to support researchers from all institutions, as well as other municipalities, rural and Aboriginal communities, regulators and industry, in solving wastewater management challenges. ACWA's physical assets and intellectual capital are being made available to all these segments so that a range of challenges, from near-term issues to long-term emerging concerns can be addressed more effectively. With new agreements coming into effect in 2019, ACWA anticipates expanded use of our facilities by multi-institutional partners, including researchers based at the University of Alberta. ACWA's mission is to support R&D, piloting, demonstration, and knowledge transfer, and to assist communities in meeting their water-related health, environmental and social needs.

9.4 EFFECTIVE RESOURCE MANAGEMENT

Our province has major opportunities to unlock its vast renewable and non-renewable energy resources while simultaneously demonstrating the best environmental stewardship as we move to a low carbon future. Our research theme *Energy Innovations for Today and Tomorrow* directly addresses the goals of Effective Resource Management and Environmental Stewardship to reduce costs of resource development while simultaneously decreasing the environmental impacts. Our research creates new economic benefits, jobs, and opportunities to export value-

added products and processes to the international market, and produces approaches that lead the world in stewardship of natural resources. The Canada First Research Excellence Fund (CFREF) award for \$75 million funds the Global Research Initiative in Sustainable Low Carbon Unconventional Resources (referred to as the GRI). From these federal funds, we have hired six new faculty members (2 in chemistry and 4 in chemical and petroleum engineering), and we support over 80 graduate students, over 40 post-doctoral fellows, and more than 50 individual projects. The GRI program has a foundational partnership with the Southern Alberta Institute of Technology (SAIT) for prototyping and assisting the commercialization of energy technologies that significantly reduce environmental impact and includes \$6.5 million to promote and expand research collaborations with the University of Alberta. So far, there are eight joint research projects with the University of Alberta involving over 20 professors and over 30 HQP (graduate students and post-doctoral fellows). From GRI activities, seven spin-off companies have started, 131 inventions have been disclosed, and we have established 52 collaborations with partners, and supporting organizations spanning seven countries. The interaction between our Academic Plan priority on Internationalization and our Research Plan has also yielded major leveraging on an international scale. Specifically, projects in our Mexico (\$46M total funding) partnership have started with HQPs being hired, data sharing and samples (oils and reservoir rocks) exchanged. A joint research update meeting was held in October 2018 where more than 15 Mexican PIs and other researchers visited the University of Calgary to update and discuss research progress. The China collaboration (\$14M total funding) is in its final year with over 30 researchers (10 PIs and 20 HQP) involved from the University of Calgary through a \$1.35M MITACS grant. New collaborations have been established and over 20 peer-reviewed publications have resulted from joint research activities. Knowledge created through these collaborations ensures that best practices for environmental stewardship and regulation will be rapidly diffused in international energy markets.

Energy Innovations for Today and Tomorrow also integrates research across our campus on transitioning to a *Low Carbon Future* that dovetails with the provincial goal of enhancing Clean Energy. Our students and faculty are advancing new technologies on energy conversion using biological and chemical systems that will reduce greenhouse gas emissions, while creating new sources of energy and new energy storage systems. Our significant research capacity in Clean Energy will help the province achieve its carbon targets identified in the Climate Leadership Plan. In 2018 our Energy in Society Research Group entered into a research partnership with Germany's Max Planck Society (Institute for the History of Science), to facilitate joint work based in the humanities and social sciences, focused on the transition to a low-carbon economy.

9.5 ENGAGED INDIVIDUALS AND COMMUNITIES FOR A HEALTHY ALBERTA

Health research conducted at our University encompasses important contributions from all relevant disciplines spanning virtually all of our 14 Faculties. We pride ourselves on having excellent disciplinary strength in areas typically associated with health such as medicine, nursing, and social work. Research advances by students and faculty in these areas are extremely important, and the future bodes well based on the results of stiff competition for federal research funding. This includes funding from the Canadian Institute for Health Research – where we ranked second in the country in the Project Grant Scheme just behind UBC. In addition, a new SSHRC Partnership Grant (\$2M; the second such grant ever received at UCalgary) led by researchers in our Faculty of Social Work will investigate ways to optimize training for Canadian social workers. However, it is well recognized that solutions for major health problems, issues,

and implementation require inputs and knowledge translation from many disciplines beyond the typical disciplines, and the University of Calgary is championing the exciting integration of this evidence across our campuses. The following are three simple examples that highlight the breadth of health research. (1) The Integrated Concussion Research Program (ICRP) is a university-wide initiative to address the growing concerns about concussions, better the lives of those who have experienced these injuries and prevent concussion. The ICRP brings together faculty and trainees from the faculties of Arts and Kinesiology and the Cumming School of Medicine, along with the Schulich School of Engineering and faculties of Nursing and Science. (2) Veterinary Medicine is playing an important role in promoting the concept of *One Health*, where research advances in areas such as anti-microbial resistance, zoonosis, and nutrition require extensive collaborative research with colleagues in Science, Engineering, Kinesiology, Arts, and Medicine. This focus will be further enhanced in the coming year with the launch of *One Health* as a new priority crosscutting theme within the University of Calgary's Research Plan. (3) The Cumming School of Medicine is advancing a state-of-the-art program in precision medicine and co-leading a pan-Alberta effort in this important area. Leveraging investments in the Centre for Health Informatics that will unlock the power of Alberta's internationally recognized data, the CSM is poised to improve health outcomes for all Albertans. The knowledge translation from these collaborations impact human health, agricultural production, environmental sustainability, as well as quality of life for rural communities. In short, we have managed to combine our emphasis on excellence in individual scholarship with the ability to bring together students and faculty from many disciplines to create a powerful research enterprise that is solving important problems.

To coordinate our health research initiatives, we have created a confederation of scholars in four areas where we have recognized national and international excellence. The three health-relevant research themes – *Brain and Mental Health; Infections, Inflammation and Chronic Diseases; and Engineering Solutions for Health: Biomedical Engineering* – move discoveries rapidly from the bench to the bedside to improve the health and well-being of Albertans.

The fourth theme, *Human Dynamics in a Changing World*, investigates grand challenges associated with cultural understanding and the development of smart and secure cities. Our research is yielding progressive and novel solutions to urban design that will help to build healthy communities across Alberta and beyond. Newly-funded SSHRC research projects lead by our scholars will address pressing social problems, including access to municipal services for individuals with disabilities, and the impact of open data in smart (wired, digital) cities.

We have assumed leadership roles on a number of provincial and federal opportunities in Quantum Science and Technologies. These opportunities include continuing to play a leadership role in the developing *Quantum Alberta* pan-provincial organization, leading Alberta's Major Innovation Fund investment in *Quantum Technologies* to the benefit of all Alberta researchers in the field, and positioning Alberta within the rapidly developing Quantum Canada landscape.

We have also developed new strategies to promote clinical trials and translation of health research to improve treatments and reduce health care costs. Through partnerships with our generous community, we have created a unique International Microbiome Centre and new imaging facilities, such as the Magnetic Resonance (MR) guided Focused Ultrasound Platform, which enables neurosurgery and neuromodulation to areas of the brain as small as a grain of rice, all without any incisions. Our health researchers are drawn from almost every Faculty at the University of Calgary. They have joined forces through our research themes to tackle global challenges, to develop new technologies that open up potential markets and improve health

outcomes, and to translate knowledge that creates new health policies and procedures. Exciting collaborations relating to health research are emerging from the implementation of the University of Calgary's Indigenous Strategy – ii' taa'poh'top'p. Our research improves the health of all Albertans, reduces the cost of service delivery, and helps to create a resilient society that respects cultural diversity.

Our Clinical, Health Services and Population Health platform strategy supports research to improve the health of Albertans via clinical research, research on health services and systems, and research on social, cultural, and environmental factors that affect the health of populations. This platform supports the knowledge translation of our four health-relevant Strategic Research Themes, as well as advances in health research from scholars across all Faculties. For example, the Participate in Research at the University of Calgary initiative enhances access to opportunities for Albertans to participate in clinical trials, health services research, and epidemiological studies, while increasing community awareness regarding the value of local research.

This platform strategy also enables collaboration on clinical research initiatives with Alberta Health Services. For example, the Non-invasive Neurostimulation Network is informing provincial implementation of Transcranial Magnetic Stimulation therapy for treatment-resistant depression in adults, and several Brain and Mental Health researchers lead AHS Strategic Clinical Networks to ensure clinical care of Albertans is informed by the latest research. Key initiatives also include enhanced services to University of Calgary investigators through the Clinical Research Unit, Clinical Research Fund funding support for University of Calgary-led clinical trials, renovations to the Heritage Medical Research Clinic (supported in part by a \$650K grant from Alberta EDT), and a refreshed certification and quality assurance program serving clinical trials from across campus. The platform strategy supports and is supported by the complementary Integrated Management Plan to Accelerate Clinical Trials (IMPACT) initiative. IMPACT is a full-service program which gives inventors and biomedical scientists access to the expertise, advice, infrastructure and opportunities needed to translate their inventions into commercial products – including the design and execution of early phase clinical trials to demonstrate efficacy and safety.

10. Regional Stewardship, Foundational Learning, Underrepresented Learners

This section presents the University of Calgary's results related to enhancing learner outcomes and increasing the efficiency and effectiveness of programs and services. Highlighted within this section are activities that supported collaboration and the creation of strong networks with community partners to enhance access and pathways for learning. Additionally, progress is being reported towards specific initiatives for supporting foundational learners, Indigenous learners, learners with disabilities, rural learners, and learners from low-income backgrounds.

REACHING OUT TO UNDERREPRESENTED LEARNERS

An important element of our *Eyes High* Strategy 2017-22 is a commitment to ensuring that qualified students from all groups in our diverse community find an intellectual home at the University of Calgary. We have turned this commitment into action, focusing our efforts related to accessibility on attracting, preparing and retaining students from underrepresented populations throughout Alberta. The university invested significant resources to turn these commitments into reality. The following sections highlight key programs that served underrepresented learners from across Alberta in 2018-19.

Enhanced student recruitment

As the University of Calgary has expanded its recruitment efforts, we have paid special attention to groups and communities that, in the past, have been less likely to attend university. These include students living outside major metropolitan areas, Indigenous students, mature students, and students from families with lower incomes or who attend high schools with lower rates of participation in post-secondary education. The University of Calgary added a new Community Liaison Advisor position in 2018 to connect directly with local community associations, cultural organizations and social support service agencies to assist newcomers and students from lower socio-economic backgrounds who want to attend the University of Calgary. This position assists students from pre-application through to the first day of classes.

Increased focus on Indigenous recruitment

The University of Calgary launched its Indigenous Strategy, *ii' taa' poh' to' p*, in November 2017. This strategy commits to “establishing a welcoming, inclusive, and culturally competent campus community that respects, includes, and promotes Indigenous ways of knowing, teaching, learning, and research. In fulfilling this commitment, the university is looking at ways to improve our outreach to Indigenous learners.” The university has built a dedicated outreach program to attract more Indigenous students to campus. This includes a dedicated Indigenous recruitment officer whose focus is to build relationships and support students in the Treaty 7 region and across the province, and establish more personal connections with Indigenous students and their communities. A key recruitment event is Indigenous U where the University of Calgary hosts local Indigenous students and counsellors on-campus to learn about the advantages of studying at the University of Calgary, and learn about the specific supports and services available for Indigenous students.

In addition, the Cumming School of Medicine offers the Aboriginal Health Program (AHP) to encourage, advocate and enhance Indigenous programming, specifically recruitment, retention, community involvement as well as curricular activities. Faculties at the University of Calgary are in the process of developing their own Indigenous strategies and there are many Faculty-level initiatives aimed at recruiting and supporting Indigenous learners. Funding from the Province of Alberta has also assisted Indigenous students in reducing financial barriers to pursuing undergraduate or graduate education.

At the graduate level, SAGE UCalgary (Supporting Aboriginal Graduate Enhancement) strives to support and nurture the recruitment, retention and completion of Indigenous graduate students. This program aims to ensure graduates students have safe spaces to share their experiences with their peers, mentors, and campus community and to develop their professional, academic, and personal skills. The group organizes events such as the Indigenous Students Writing Café designed to support Indigenous students' success with grants and awards.

Underrepresented learner recruitment

The University of Calgary has expanded its recruitment initiatives to attract students from a variety of backgrounds into programs where they have been under-represented. This includes first generation students, newcomers to Canada, refugees and rural and remote students. Our recruitment initiatives include events to connect to groups that may have less knowledge of the opportunities for study at the University of Calgary through school and community organizations. To support these groups, our Continuing Education division offers ESL training and programming directed towards newcomers and successful transition to life in Canada.

In an effort to increase access to underrepresented learners, the University of Calgary has developed pathways programs for students with non-traditional backgrounds. The Cumming School of Medicine's *Pathways to Medicine* program supports and mentors students from low-income families, rural areas, non-traditional backgrounds and Indigenous communities to consider a career in medicine. In the Werklund School of Education, the Bridge to Teaching program provides students from rural and remote communities as well as Indigenous learners with a pathway to enter the bachelor of education degree. In the Schulich School of Engineering, the Biology pathway to Engineering is designed to increase access for women and other underrepresented learners who are more likely to have taken Biology 30 in high school rather than the standard Physics 30 requirement. Across the University of Calgary, there is an awareness of the importance of extensive outreach campaigns with the goal of diversifying our student population.

The University of Calgary strives to create a pathway to higher education for all students, including students with disabilities. Student Accessibility Services works collaboratively and innovatively with the campus community to create an accessible, equitable and supportive learning and living environment that enhances each student's academic and personal development.

Expanded pathways for students – dual credit

The University of Calgary is a partner in Alberta Education's dual-credit program, which provides an additional learner pathway to post-secondary studies for high school students, allowing them to earn high school and university credits simultaneously. The dual-credit program serves both high achieving high school students, but also under represented learners who may otherwise be unlikely to apply to the University of Calgary. Dual credit courses provide a supportive environment for students to take a university-level course alongside their peers and explore a

learning pathway prior to graduation from high school. The University of Calgary tracks dual-credit participants upon program completion to identify those who attend the University of Calgary. The University of Calgary offers three long-standing dual-credit courses in collaboration with the Calgary Board of Education (CBE), Rocky View School Division, Foundations for the Future Charter School, and Westmount Charter School in the areas of Psychology, Mathematics, and Physics. A fourth dual-credit program in Kinesiology was launched during the 2018-19 academic year in partnership with the CBE's High-Performance Athlete Development program. In summer 2019, additional dual credit courses in Computer Science and English will be offered. Dual credit opportunities benefit students wanting to pursue studies across a wide range of disciplines and programs.

Continuing Education Focus on Underrepresented Learners

To address research needs within the healthcare sector, Continuing Education's collaboration with Patient and Community Engagement Research Innovates (PaCER) within the O'Brien Institute for Public Health, explores innovative ways to engage patients and communities in healthcare, planning and research. In this program, participatory-grounded theory (PGT) research methods are taught to patients and community members in remote communities, which enable them to conduct peer research with groups of patients under the guidance of a PaCER mentor. The audiences served by this program include non-traditional, Indigenous and marginalized learners.

Given the low representation of Indigenous peoples in STEM faculties and professions, Continuing Education is delivering a Power to Choose program, currently in its eighth year. Through collaborating with University of Calgary faculties up to 60 Indigenous children and youth participate in a week-long camp (youth stay overnight on campus) exploring Science, Technology, Engineering and Math (STEM) disciplines that are often not available in their home communities. The mission of the Power to Choose summer camp program is to empower Indigenous youth with the power of choice in their jobs and life by engaging Indigenous children and youth in STEM disciplines from a young age.

STUDENT SUPPORT FOR UNDERREPRESENTED LEARNERS

Student Success Centre

As important as attracting students from all backgrounds to our campus is, our efforts to ensure their success is our utmost priority. Through the Student Success Centre, learning support is provided in a variety of areas, including writing, mathematics, exam preparation, and study skills, to help students achieve their academic goals. The Student Success Centre fosters a culture of success that enables students to realize their full potential. While the university has many supports that are offered to students who reach out for help, we also take a pro-active approach to identifying and supporting students who are academically at risk through our Thrive Priority Support Network. The Thrive program aims to connect undergraduate students in need of support to the right campus resources at the earliest possible moment.

The Academic Turnaround Program (ATP) is a program of dedicated support that allows students who have been required to withdraw for failure to progress academically to remain in the university under special academic probation. Each year 450-500 students participate in the program, which represents approximately 51% (average over the last three years) of students required to withdraw. Of those participating in the program, the average success rates are around 63% after one year, and of those 84% will typically go on to graduate. The program is an

important retention strategy and provides additional supports to those who struggle in their first year of university.

Student Supports and Inclusive Post-secondary Education

Student Accessibility Services facilitates an accessible learning environment for students with disabilities including temporary impairments and permanent disabilities. Students are supported in order to identify reasonable academic accommodations for their academic pursuits. Supports include access to an accommodated Exam Centre (one of the largest exam centres for students with disabilities in Canada), a dedicated access advisor and a learning strategist. In addition, the Nat Christie Adaptive Technology Centre is available where students can be trained on, and make use of, a range of assistive and adaptive hardware and software options – and a quiet study area.

The Inclusive Post-Secondary Education (IPSE) program at the University of Calgary supports individuals who have developmental disabilities access an authentic university experience. Students are included in both the academic and social life at the University of Calgary and St Mary's University in Calgary. During the spring and summer months, IPSE supports students in building their resumes through meaningful volunteer work, competitive paid employment opportunities and personal development activities. The program is funded, in part, by the Government of Alberta.

The University of Calgary strives to be a welcoming community where all people live, learn, work, and thrive, including inclusivity for neuro-diverse people. The University is working on initiatives including becoming a neurodiverse-supportive post-secondary education campus; building employment capacity on and off-campus; and nurturing independent living and quality of life.

Indigenous Student Access Program

Each year, around 30 Indigenous students participate in this cohort-based, transition-year access program that provides an opportunity for Indigenous students who are not yet fully admissible to faculties to take university-level credit courses designed to improve academic success and gain access to Faculty-based programs. The program consists of first-year university classes, as well as supports such as advising, cultural support, peer support, and tutorials.

Indigenous Careers Advisor

Careers Services has created a dedicated career advisor for Indigenous students who assists students with their successful transition into the workplace and provides advice to employers on hiring and supporting Indigenous students in employment.

Native Ambassador Post-Secondary Initiative

The Native Ambassador Post-Secondary Initiative (NAPI) Program is designed for Indigenous youth, ages 13-24. It consists of two main streams: Educational Outreach and Youth Leadership Training. Both avenues provide educational information, motivation and inspiration that will encourage youth to make informed decisions, develop a vision for their future, and contribute positively to their community. The goal is to develop leadership skills, build self-awareness, offer knowledge, and encourage Indigenous youth to pursue post-secondary education.

Writing Symbols Lodge

The University of Calgary's Writing Symbols Lodge (formerly The Native Centre) welcomes, respects, and supports the rich diversity of Indigenous learners, their communities, cultural

traditions, and aspirations in post-secondary education. It provides a culturally appropriate environment that encourages and supports the success of Indigenous students in their studies through academic, personal and cultural support services and programs. The Writing Symbols Lodge assists Indigenous students with program advising, registration, post-secondary sponsorship information, volunteerism, employment, and personalized support and referrals. It also offers community-based programs and cultural events that engage the campus and the greater Indigenous community.

Q Centre

The Centre for Sexual & Gender Diversity (Q Centre) is a safe, comfortable and inviting space for the LGBTQ2S+ community at the University of Calgary. Featuring a library and peer support services, the program coordinators and volunteers plan events and direct clients to relevant resources. The Q Centre's Queer Mentoring initiative strives to provide sexual and gender minority undergraduate students with opportunities to empower themselves by pairing them with established, queer-identified role models.

Faith and Spirituality

The University of Calgary embraces the growing diversity in its faculty, students and staff and is committed to creating a safe, inclusive, healthy and respectful campus culture — one that values diversity and the dignity of every person and is grounded in equity and inclusivity. The Faith & Spirituality Centre seeks to cultivate a pluralistic community by encouraging cultural and religious literacy, community building, and social change as an integral part of the student experience. It continues to expand faith-based supports with chaplains representing Muslim (Shi'a, Sunni, Ahmadiyya), Buddhist (Pureland) Christian (Anglican, Baptist, Catholic, Christian Reformed, Lutheran, Orthodox, Pentecostal, United/Presbyterian), Hindu, Jewish (Chabad), Sikh and Baha'i faiths. The Vitruvian Space provides dedicated space to our community for religious observance and spiritual well-being. Ablution stations are integrated in the space as well as specialized venting mechanisms to allow for sacred practices such as smudging. The Kaleidoscope Project, a week-long immersive program, promotes spiritual and religious growth and learning among students through exploring religious and cultural diversity in Calgary. A related continuing education course entitled "Building Religious & Cultural Inclusion in the Workplace" was developed and has begun to attract a diverse group of campus professionals and members of the Calgary community.

11. Internationalization

This section reports the outcomes of our international engagement activity. This included international off-shore or cross border initiatives involving the delivery of Alberta credentials, and activities involving development of collaborative, joint or dual credentials with non-Alberta based institutions.

11.1 INTERNATIONAL OUTCOMES

Implementation of our International Strategy is a continued priority for the University of Calgary and it is critical to achieving our *Eyes High Strategy 2017-22*. We are committed to achieving the four strategic goals identified in the International Strategy and we work closely with local, provincial, national and international partners to realize its vision. We are pleased to report significant progress toward the achievement of these goals during 2018-19. Table 10 provides a brief description of the priority initiative undertaken to advance internationalization at the University of Calgary along with an indication of the progress made in the last 12 months.

Table 10 – Internationalization

Type	Description	Expected Completion	Status	Progress Made in Last 12 Months	Revised Expected Completion Date
Goal 1: Diversity					
Priority Initiatives					
P1	Increase the diversity of our campus communities in terms of students, faculty and staff represented from a variety of countries. (10% of the undergraduate population and 25% of the graduate population will be international).	Ongoing	Int'l proportion of the student population continues to grow toward target; expected target reach at UG level in Sept 2019	UG = 8.7% GR = 27.2%	Ongoing
Goal 2: Cross-Cultural Competencies					
Priority Initiatives					
P2	Improve the global and cross-cultural competencies within our campus communities. (Target: 50% of our students will have an international experience before they graduate)	Ongoing	Interim target of 30% by 2020	25.2%	Ongoing
Goal 3: Partnerships					
Priority Initiatives					
P3	Enhance opportunities for international collaborations and partnerships in research and education	Ongoing	Ongoing	208 partnerships in 61 countries	Ongoing
Goal 4: International Development					
Priority Initiatives					
P4	Leverage our areas of expertise to collaborate with international partners on development needs.	Ongoing	Ongoing		Ongoing

11.2 TRANSNATIONAL EDUCATION

At the University of Calgary, we offer credit programs in off-shore locations as part of our international strategy. This activity promotes capacity building, fosters mobility and the international experience of students and staff, generates revenue, extends educational access, and extends our research collaborations. Our off-shore program activity is also aligned with the objectives of Alberta's International Strategy 2013, which are to diversify markets to expand the economy, build Alberta's reputation as a global citizen, prepare Albertans for success in the global community, and prioritize and integrate government action to take advantage of international opportunities. Off-shore activity also encourages collaborations as a means of promoting Alberta economic and social development and international co-operation. Shown in Table 12 is a summary of our transnational education activity in 2018-19 followed by a brief description of our transnational programs.

Table 11 – 2018-19 Transnational Education

Name of Program	Type of Credential	Program Mode of Delivery	Name of Partner Institution	Country	Number of Students Participants (18-19)	Number of Graduates / Completers (spring 2019)
International Energy Lawyer's Program	JD	In person; International Campus	University of Houston	United States	9	0
Qatar Nursing Program	Bachelor and Master of Nursing	In person; International Campus	State of Qatar	Qatar	438	95
Master of Public Health	PhD	In person; International Campus	Catholic University of Health and Allied Sciences	Tanzania	4 PhD	
Global Energy Executive MBA	EMBA	In person; International Campus		Five key energy centres around the world	16	16
Global Research Initiative in Energy	Various	In person; International Campus	Various (see narrative)	China Mexico Middle East	Various	

International Energy Lawyer's Program (IELP) partnership

Established in 2012, the IELP is a joint Juris Doctor (JD) program with the University of Houston that allows students to earn both Canadian and American law degrees in four years. Upon program completion, students may apply for admission to the bar in both Canada and the US, and, with skills and knowledge in energy law, are highly employable across North America. In addition to the regular degree studies, the IELP is structured to facilitate internships in the energy industry. In 2018-19, four University of Calgary students were studying in Houston, while five University of Houston students were in Calgary.

Qatar Nursing program

In 2007, the University of Calgary entered into an agreement with the State of Qatar to establish a nursing school in Qatar (UCQ). In January 2018, the university and the State renewed the agreement for five more years. UCQ offers both Bachelor of Nursing and Master of Nursing degrees with students coming predominantly from the Gulf Region.

The agreement also allows students from the Calgary campus to undertake a practicum in Doha. This agreement is completely funded by the State of Qatar. Over the next four years, we anticipate that the enrolment in our Qatar programs will increase to just over 800 students.

Master of Public Health – Mwanza, Tanzania

The Cumming School of Medicine has partnered to create and deliver a Master of Public Health degree in Mwanza, Tanzania. This work is one component of a multifaceted partnership with the Catholic University of Health and Allied Sciences (CUHAS) that includes research activities, medical electives and research field training for University of Calgary students. An innovative PhD training program will provide an opportunity for graduates to enroll at the University of Calgary with research focused on issues of importance in Tanzania. To date, the University of Calgary has had seven PhD students from CUHAS pursue studies at our institution. The goal is to build joint University of Calgary and Tanzanian research teams and to strengthen the global health research capacity in both institutions.

Global Energy Executive Master of Business Administration

Based in Calgary, the Global Energy Executive MBA program at the Haskayne School of Business is an international program that combines academic excellence with deep energy industry expertise. Students, who are typically high-level executives in energy companies from around the world, enroll in the program which is delivered over 20 months with continuous online learning, in combination with five intensive in-person modules in key energy centers around the world. Students are enrolled in cohorts – the program started in 2011 and has been offered every second year to a cohort of approximately 20 students.

Global Research Initiative in Energy

The University of Calgary is leading a Global Research Initiative (GRI) for unconventional oil and gas as part of our Energy Research Strategy. The GRI initiative aimed to establish three world-leading research and education sites in China, Mexico, and the Middle East in partnership with governments, industry and educational institutions. The first GRI Site was established in Beijing, China in October 2014 through a partnership with a major Chinese oil and gas company – the Kerui Group. Working with the training arm of Kerui – the Victor Institute of Petroleum Training – the University of Calgary is offering training programs related to energy and the environment. In collaboration with several Mexican universities and research institutes, the University of Calgary is working on 21 projects that will aid energy reforms in Mexico. The University of Calgary has also secured a partnership with Technion – the Israel Institute for Technology – to leverage the University of Calgary’s world-class capacity in chemistry and chemical engineering. Supported in part by the Canada First Research Excellence Fund, the University of Calgary and Technion facilitated technical workshops and interactions among researchers, created opportunities for co-supervision of graduate students and postdoctoral fellows, and established a visiting program for scholars to work together on joint projects.

12. Capital Plan

In this section, we report progress on priority capital projects that are essential to support the outcomes identified in the 2018 Comprehensive Institutional Plan. Priority capital projects are defined as those projects that must proceed in the next three to five years to address critical infrastructure and capacity needs; and are in excess of \$2.5 million or 50 per cent of the institution's Infrastructure Maintenance Grant, whichever is larger. Priority capital projects support the University of Calgary's access, quality, and research goals, critical health and safety issues, and critical information technology infrastructure.

Table 12 – Capital Projects by Type and Funding Source

Type	Project Description	Total Project Cost	Funding Sources	Funding Received to Date and Source	Revised Funding Sources
New	Mathison Hall	\$90 million	55% PSI Funds 45% Donation	\$50 M PSI \$4.5 M Donation	
	Interdisciplinary Science and Innovation Centre (Phase 1)	\$245 million	100% PSI Funds		
New/Maintenance	MacKimmie Complex and Professional Faculties Building Redevelopment	\$290 million	97% GoA 3% Donation	\$92.1 M GoA \$5 M Donation	
Expansion	High Density Library Expansion (SIF)	\$30 million	49% GoC 51% PSI Funds	\$12.6 M GoC \$15.5 M PSI	48% GoC 52% PSI
	Veterinary Medicine Clinical Skills Building Expansion (SIF)	\$13 million	49% GoC 51% PSI Funds	\$5.6 M GoC \$6.4 M GoA \$0.1 M PSI	49.5% GoC 49.5% GoA 1% PSI
Expansion/Maintenance	Engineering Complex, Phase 3, Renovation (SIF)	\$10 million	49% GoC 51% PSI Funds	\$4.3 M GoC \$4.9 M GoA \$0.2 M PSI	49% GoC 49% GoA 2% PSI
	Research Field Stations Upgrade (SIF)	\$13 million	49% GoC 51% PSI Funds	\$5.4 M GoC \$5.6 M GoA \$1.5 M PSI	45% GoC 43% GoA 12% PSI
Maintenance	Research Facility Code Compliance	\$14.6 million	100% PSI Funds	\$14.6 M PSI	
	Research and Innovation Infrastructure Renewal (SIF)	\$25 million	49% GoC 51% PSI Funds	\$10.9 M GoC \$6.3 M GoA \$6.3 M PSI	50% GoC 25% GoA 25% PSI
	Science A Redevelopment, Phase 2, Early Works (SIF)	\$20 million	49% GoC 51% PSI Funds	\$8.7 M GoC \$9.9 M GoA \$0.1 M PSI	50% GoC 49.5% GoA 0.5% PSI
	Utility Reduction Program, Year 1&2 (SIF)	\$9 million	49% GoC 51% PSI Funds	\$3.9 M GoC \$4.5 M PSI	50% GoC 50% PSI

Type	Project Description	Total Project Cost	Funding Sources	Funding Received to Date and Source	Revised Funding Sources
	Engineering Complex Phase 2B (SIF)	\$40 million ¹	49% GoC 51% PSI Funds	\$17.1 M GoC \$20.4 M GoA	49% GoC 51% GoA
	Infrastructure Maintenance Program (IMP)	\$27.3 million ²	100% GoA	\$27.3 million	

1) Engineering 2B was completed in November 2017.

2) The IMP total project cost is based on \$22.45M of grant funding plus carry over.

Table 13 – Capital Projects by Timeline and Status

Project Description	Project Timeline	Expected Project Start	Expected Project Completion	Project Status	Progress Made in Last 12 Months
MacKimmie Complex and Professional Faculties Building Redevelopment	April 2016 – August 2022	April 2016	April 2022	Construction	Additional floors poured. Architectural, mechanical and electrical fit-up 75% complete.
Mathison Hall	December 2018 – August 2022	December 2018	Est. April 2022	Schematic Design Phase	Draft program completed, Principal design consultants, construction manager and project manager engaged.
Interdisciplinary Science and Innovation Centre (Phase 1)	January 2019 – November 2023	January 2019	Est. November 2023	Schematic Concept Design Phase	Principal design consultants and project manager engaged.
Research Facility Code Compliance	July 2013 – March 2017	July 2013	April 2019	Construction	Design, contract documents and tendering.
Strategic Initiatives Fund Projects (SIF)					
High Density Library Expansion (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	Expansion space occupied
Veterinary Medicine Clinical Skills Building Expansion (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	LEED Gold designation achieved; Expansion space occupied
Engineering Complex, Phase 3, Renovation (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	Renovated spaces occupied
Research and Innovation Infrastructure Renewal (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	Renovated spaces occupied
Research Field Stations Upgrade (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	Renovated spaces occupied
Science A Redevelopment, Phase 2, Early Works (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	Renovated spaces occupied
Utility Reduction Program, Year 1-3 (SIF)	November 2016 – April 2018	November 2016	April 2018	Complete	Favorable trending on GHG reductions and energy reductions

13. Information Technology

Within this section, we report on the additional or incremental information technology resources the University of Calgary obtained to support its operations during 2018-19. Significant variations from the original plan submitted within the 2018 Comprehensive Institutional Plan are noted and explained.

2018-19 INFORMATION TECHNOLOGY REPORT

In 2018-19, we made significant investments to ensure the ongoing success of our IT infrastructure. The primary focus of these investments was to upgrade foundational infrastructure, replace aging systems, increase speed, security and connectivity, improve data governance, and ensure the availability of computing resources. Security remained a guiding priority for each of these investments.

We completed the following projects so that the academic community could conduct research in a secure environment. We:

- launched a Research Management System (RMS) to support researchers with their grant applications and funding requirements;
- migrated 17 petabytes of cancer research data to a securely managed IT environment to reduce the risk of loss or corruption;
- transitioned our Faculty of Science from a faculty-supported IT model to a centrally supported model to provide it with a safe and secure IT environment;
- implemented new software (i.e., *Impero Lab Manager*) to provide greater control of lab computers for exams and classroom needs, such as the addition of applications or restriction on services;
- continued to work with our research community to improve the computing resources available (e.g., upgraded the institution's computing clusters to newer, more powerful CPU cores and introduced GPU and TPU cores in response to demand for data analytics and machine learning);
- deployed *One Drive* to provide a safe and secure data storage solution;
- expanded and refined Wi-Fi services to address concerns for stable and faster service;
- centralized the provision of computers to further secure the IT environment; and
- developed a proof of concept for multi-factor authentication to reduce the risks posed by email.

We completed the following projects to mitigate risk within key institutional systems. We:

- replaced existing computing infrastructure with new equipment, specifically those systems supporting our student information systems;
- upgraded our learning management system (i.e., D2L) to the most current version;
- selected a vendor to replace our existing donor relationship management system;
- completed a migration to SharePoint 2017 to provide greater flexibility to campus community; and
- completed the migration of all web-based technology to Caas (Containers as a Service) to provide greater stability and scalability.

14. Audited Financial Statements



UNIVERSITY OF CALGARY

Consolidated Financial Statements

For the Year Ended
March 31, 2019

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STATEMENT OF MANAGEMENT RESPONSIBILITY



The University of Calgary ("the University") is responsible for the preparation of the consolidated financial statements and has prepared them in accordance with Canadian Public Sector Accounting Standards as described in note 2 to the consolidated financial statements. The consolidated financial statements present fairly the financial position of the University as at March 31, 2019 and the results of its operations, changes in net financial assets, remeasurement gains and losses and cash flow for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University has developed and maintains a system of internal control designed to provide reasonable assurance that the University's assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the consolidated financial statements.

The Board of Governors is responsible for reviewing and approving the consolidated financial statements, and overseeing management's performance of its financial reporting responsibilities.

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Audit Committee. The Audit Committee meets with Management and the External Auditor to discuss the results of audit examinations and financial reporting matters. The External Auditor has full access to the Audit Committee, with and without the presence of Management.

The consolidated financial statements for the year ended March 31, 2019 have been reported on by the Auditor General of Alberta, the auditor appointed under *The Post-secondary Learning Act*. The Independent Auditor's Report outlines the scope of the audit and provides the audit opinion on the fairness of presentation of the information in the consolidated financial statements.

[Originally signed by Ed McCauley]
President & Vice-Chancellor

[Originally signed by Linda Dalgetty]
Vice-President, Finance and Services

Independent Auditor's Report

To the Board of Governors of the University of Calgary

Report on the Consolidated Financial Statements

Opinion

I have audited the consolidated financial statements of the University of Calgary (the Group), which comprise the consolidated statement of financial position as at March 31, 2019, and the consolidated statements of operations, change in net financial assets, remeasurement gains and losses, and cash flow for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University of Calgary as at March 31, 2019, and the results of its operations, its remeasurement gains and losses, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

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

Other information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the consolidated financial statements and my auditor's report thereon. The *Annual Report* is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I will perform on this other information, I conclude that there is a material misstatement of this other information, I am required to communicate the matter to those charged with governance.

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

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group'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 an intention exists to liquidate or to cease operations, or there is no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the consolidated financial statements

My objectives are to obtain reasonable assurance about whether the consolidated 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 my 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 consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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 my 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 Group'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 Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I 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 I identify during my audit.

[Original signed by W. Doug Wylie, FCPA, FCMA, ICD.D]
Auditor General

May 24, 2019
Edmonton, Alberta

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2019
(in thousands)



	2019	2018
Financial assets excluding portfolio investments restricted for endowments		
Cash and cash equivalents	\$ 145,757	\$ 145,295
Portfolio investments - non-endowment (Note 4)	941,581	886,760
Accounts receivable	101,306	70,306
Inventories held for sale	6,037	4,363
Investment in government business enterprise (Note 6)	(3,771)	(9,974)
	\$ 1,190,910	\$ 1,096,750
Liabilities		
Accounts payable and accrued liabilities	\$ 182,409	\$ 166,723
Employee future benefit liabilities (Note 8)	97,726	115,453
Debt (Note 9)	158,678	164,069
Deferred revenue (Note 10)	540,823	468,234
	\$ 979,636	\$ 914,479
Net financial assets excluding portfolio investments restricted for endowments	\$ 211,274	\$ 182,271
Portfolio investments - restricted for endowments (Note 4)	\$ 991,060	\$ 952,665
Net financial assets	\$ 1,202,334	\$ 1,134,936
Non-financial assets		
Prepaid expenses	\$ 7,920	\$ 7,334
Tangible capital assets (Note 7)	2,020,186	1,880,149
	\$ 2,028,106	\$ 1,887,483
Net assets before spent deferred capital contributions	\$ 3,230,440	\$ 3,022,419
Spent deferred capital contributions (Note 11)	\$ 1,403,737	\$ 1,352,515
Net assets (Note 12)	\$ 1,826,703	\$ 1,669,904
Net assets is comprised of:		
Accumulated surplus	\$ 1,711,741	\$ 1,561,364
Accumulated remeasurement gains	114,962	108,540
	\$ 1,826,703	\$ 1,669,904

Contingent assets and contractual rights (Note 13 and 15)

Contingent liabilities and contractual obligations (Note 14 and 16)

Approved by the Board of Governors:

[Originally signed by Jill Wyatt]
Chair, Board of Governors

[Originally signed by Beverley Foy]
Chair, Audit Committee

The accompanying notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF OPERATIONS
YEAR ENDED MARCH 31, 2019
(in thousands)



	2019 Budget (Note 17)	2019	2018
Revenue			
Government of Alberta grants (Note 22)	\$ 703,539	\$ 690,114	\$ 681,426
Federal and other government grants (Note 22)	157,660	175,472	165,346
Sales of services and products	124,000	128,882	122,165
Student tuition and fees	231,792	242,574	229,906
Donations and other grants	134,020	203,683	146,207
Investment income (Note 18)	48,222	55,133	53,495
Investment income from government business enterprise (Note 6)	-	6,203	3,741
	\$ 1,399,233	\$ 1,502,061	\$ 1,402,286
Expense			
Academic costs and institutional support	\$ 862,254	\$ 818,867	\$ 811,006
Research	347,685	386,373	387,069
Special purpose and trust	72,591	76,264	77,204
Facilities operations and maintenance	71,831	75,308	78,146
Ancillary services	44,872	45,839	43,862
	\$ 1,399,233	\$ 1,402,651	\$ 1,397,287
Annual operating surplus	\$ -	\$ 99,410	\$ 4,999
Endowment donations		11,996	18,557
Endowment capitalized investment income (Note 18)		38,971	70,319
Endowment donations and capitalized investment income		\$ 50,967	\$ 88,876
Annual surplus		\$ 150,377	\$ 93,875
Accumulated surplus, beginning of year		1,561,364	1,467,489
Accumulated surplus, end of year (Note 12)		\$ 1,711,741	\$ 1,561,364

The accompanying notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
YEAR ENDED MARCH 31, 2019
(in thousands)



	2019 Budget (Note 17)	2019	2018
Annual surplus	\$ -	\$ 150,377	\$ 93,875
Acquisition of tangible capital assets	(215,008)	(272,601)	(196,684)
Proceeds from sale of tangible capital assets	-	70	141
Amortization of tangible capital assets	129,774	132,558	126,618
(Gain) loss on disposal of tangible capital assets	-	(64)	26
Change in prepaid expenses	-	(586)	11,673
Change in spent deferred capital contributions	51,592	51,222	81,593
Change in accumulated remeasurement gains	-	6,422	(33,738)
(Decrease) increase in net financial assets	\$ (33,642)	\$ 67,398	\$ 83,504
Net financial assets, beginning of year	\$ 1,134,936	\$ 1,134,936	\$ 1,051,432
Net financial assets, end of year	\$ 1,101,294	\$ 1,202,334	\$ 1,134,936

The accompanying notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES
YEAR ENDED MARCH 31, 2019
(in thousands)



	2019	2018
Accumulated remeasurement gains, beginning of year	\$ 108,540	\$ 142,278
Unrealized gains (losses) attributable to:		
Foreign exchange	(264)	(331)
Quoted in active market financial instruments		
Portfolio investments - non-endowments	8,672	(9,750)
Designated fair value financial instruments		
Portfolio investments - non-endowments	4,045	(135)
Portfolio investments - restricted for endowments	(2,623)	48,398
Amounts reclassified to consolidated statement of operations:		
Foreign exchange	331	(19)
Quoted in active market financial instruments		
Portfolio investments - non-endowments	6,210	807
Designated fair value financial instruments		
Portfolio investments - restricted for endowments	(9,949)	(72,708)
Change in accumulated remeasurement gains	\$ 6,422	\$ (33,738)
Accumulated remeasurement gains, end of year (Note 12)	\$ 114,962	\$ 108,540
Accumulated remeasurement gains (losses) is comprised of:		
Portfolio investments - non-endowments	\$ 5,643	\$ (13,284)
Portfolio investments - restricted for endowments	109,583	122,155
Foreign exchange	(264)	(331)
	\$ 114,962	\$ 108,540

The accompanying notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CASH FLOW
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)



	2019	2018
Operating transactions		
Annual surplus	\$ 150,377	\$ 93,875
Add (deduct) non-cash items:		
Amortization of tangible capital assets	132,558	126,618
Gain on sale of portfolio investments	(36,465)	(83,813)
(Gain) loss on sale of tangible capital assets	(64)	26
Capital gifts in kind received	(39,460)	(1,686)
Expended capital contributions recognized as revenue	(90,165)	(85,390)
Change in investment in government business enterprises	(6,203)	2,680
Decrease in employee future benefit liabilities	(17,727)	(12,054)
Change in non-cash items	\$ (57,526)	\$ (53,619)
(Increase) decrease in accounts receivable	(31,000)	6,042
(Increase) decrease in prepaid expenses	(586)	11,673
(Increase) decrease in inventories held for sale	(1,674)	1,977
Increase in accounts payable and accrued liabilities	15,686	19,102
Increase in deferred revenue	72,589	27,296
Cash provided by operating transactions	\$ 147,866	\$ 106,346
Capital transactions		
Acquisition of tangible capital assets less gift in kind	\$ (226,701)	\$ (194,998)
Proceeds on sale of tangible capital assets	70	141
Cash applied to capital transactions	\$ (226,631)	\$ (194,857)
Investing transactions		
Purchases of portfolio investments	\$ (140,777)	\$ (65,365)
Proceeds on sale of portfolio investments	90,448	158,490
Cash (applied to) provided by investing transactions	\$ (50,329)	\$ 93,125
Financing transactions		
Debt - repayment	\$ (5,391)	\$ (72,765)
Increase in spent deferred capital, less expended capital recognized as revenue, less in-kind donations	134,947	166,983
Cash provided by financing transactions	\$ 129,556	\$ 94,218
Increase in cash and cash equivalents	\$ 462	\$ 98,832
Cash and cash equivalents, beginning of year	\$ 145,295	\$ 46,463
Cash and cash equivalents, end of year	\$ 145,757	\$ 145,295

The accompanying notes are an integral part of these consolidated financial statements

1. Authority and purpose

The Governors of the University of Calgary is a corporation that manages and operates the University of Calgary (“the University”) under the *Post-secondary Learning Act* (Alberta). All members of the Board of Governors are appointed by either the Lieutenant Governor in Council or the Minister of Advanced Education, with the exception of the Chancellor and President, who are *ex officio* members. Under the *Post-secondary Learning Act*, Campus Alberta Sector Regulation, the University is a comprehensive academic and research university offering undergraduate and graduate degree programs as well as a full range of continuing education programs and activities. The University is a registered charity, and under section 149 of the *Income Tax Act* (Canada), is exempt from the payment of income tax. This tax exemption does not extend to its wholly-owned subsidiaries, University Technologies Group and West Campus Development Corporation.

2. Summary of significant accounting policies and reporting practices

(a) General – Canadian Public Sector Accounting Standards and use of estimates

These consolidated financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards (“PSAS”).

The measurement of certain assets and liabilities, revenues and expenses are contingent upon future events; therefore, the preparation of these consolidated financial statements requires the use of estimates, which may vary from actual results. Management uses judgment to determine such estimates. Amortization of tangible capital assets, recognition of deferred revenue related to restricted grants and donations, determining the fair value of in-kind donations, and employee future benefit liabilities are the most significant items based on estimates. In management’s opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these consolidated financial statements and, together with the following notes, should be considered an integral part of the consolidated financial statements.

(b) Valuation of financial assets and liabilities

The University’s financial assets and liabilities are measured as follows:

Financial statement component	Measurement
Cash and cash equivalents	Cost or amortized cost
Portfolio investments	Fair value
Inventories held for sale	Lower of cost or net realizable value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Debt	Amortized cost

Unrealized gains and losses from changes in the fair value of financial assets and liabilities are recognized in the consolidated statement of remeasurement gains and losses. When the restricted nature of a financial instrument and any related changes in fair value create a liability, unrealized gains and losses are recognized as deferred revenue.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the consolidated statement of operations.

For financial assets and liabilities measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value. Investment management fees are expensed as incurred. The purchase and sale of cash and cash equivalents and portfolio investments are accounted for using trade-date accounting.

The University does not use foreign currency contracts or any other type of derivative financial instruments for trading or speculative purposes.

2. Summary of significant accounting policies and reporting practices (Continued)

(b) Valuation of financial assets and liabilities (Continued)

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either designate the entire contract for fair value measurement or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the University's normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. The University does not have any embedded derivatives.

(c) Revenue recognition

All revenue is reported on the accrual basis of accounting. Cash received for which goods or services have not been provided is recognized as deferred revenue.

Government grants, non-government grants and donations

Government transfers are referred to as government grants.

Restricted grants and donations are recognized as deferred revenue if the terms for use, or the terms along with the University's actions and communications as to the use, create a liability. These grants and donations are recognized as revenue as the terms are met. If the grants and donations are used to acquire or construct tangible capital assets, revenue will be recognized over the useful life of the tangible capital asset.

Government grants without terms for the use of the grant are recognized as revenue when the University is eligible to receive the funds. Unrestricted non-government grants and donations are recognized as revenue in the year received or in the year the funds are committed to the University if the amount can be reasonably estimated and collection is reasonably assured.

In-kind donations of services, materials, and tangible capital assets are recognized at fair value when such value can reasonably be determined. Transfers of tangible capital assets from related parties are recorded at the carrying value.

Grants and donations related to land

Grants and donations for the purchase of land are recognized as deferred revenue when received and recognized as revenue when the land is purchased. An in-kind grant or donation of land is recognized as revenue at the fair value of the land when a fair value can be reasonably determined. When the fair value cannot reasonably be determined, the in-kind grant or donation is recorded at nominal value.

Investment income

Investment income includes dividends, interest income, and realized gains or losses on the sale of portfolio investments. Unrealized gains and losses on investments from unrestricted grants and donations are recognized in the accumulated remeasurement gains and losses until settlement. Once realized, these gains and losses are recognized as revenue or expense in the consolidated statement of operations. Investment income from restricted grants and donations is recognized as deferred revenue when the terms for use create a liability, and is recognized as revenue in the consolidated statement of operations when the terms of the grants or donations are met.

Realized investment income allocated to endowment balances for the preservation of endowment capital purchasing power is recognized in the statement of operations as a component of endowment donations and capitalized investment income.

Endowments

Endowments consist of externally restricted donations received by the University and internal allocations by the University's Board of Governors, the principal of which is required to be maintained intact in perpetuity.

2. Summary of significant accounting policies and reporting practices (Continued)

(c) Revenue recognition (Continued)

Endowments (Continued)

Investment income earned on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors as well as University's policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and reinvesting unexpended income.

Under the *Post-secondary Learning Act*, the University has the authority to alter the terms and conditions of endowments to enable:

- income earned by the endowment to be withheld from distribution to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment.
- encroachment on the capital of the endowment to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment if, in the opinion of the Board of Governors, the encroachment benefits the University and does not impair the long-term value of the fund.

In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is funded from the cumulative capitalized investment income. However, for individual endowment funds without sufficient cumulative capitalized income, endowment principal is used in that year. This amount is expected to be recovered by future investment income.

Endowment donations and associated investment income allocated for the preservation of endowment capital purchasing power are recognized in the Consolidated Statement of Operations in the period in which they are received.

(d) Cash and cash equivalents

Cash and cash equivalents include short-term investments with a maturity less than three months from the date of acquisition.

(e) Inventories held for sale

Inventories held for sale is valued at the lower of cost and expected net realizable value and is determined using the weighted average method. Inventory held for consumption is valued at cost.

(f) Tangible capital assets

Tangible capital assets are recorded at cost, which include amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the asset, and costs associated with asset retirement obligations. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Work in progress, which includes facilities and improvement projects and development of information systems, is not amortized until after the project is complete and the asset is in service. Assets or disposal groups that are classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straightline basis over their estimated useful lives as follows:

Buildings	20-40 years
Furnishings, equipment and systems	3-10 years
Learning resources	10 years

Tangible capital asset writedowns are recorded when conditions indicate they no longer contribute to the University's ability to provide services, or when the value of future economic benefits associated with the capital assets are less than their net book value. The net write-downs are recognized as expense in the consolidated statement of operations. Intangible assets, works of art, historical treasures and collections are expensed when acquired and not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made.

2. Summary of significant accounting policies and reporting practices (Continued)

(g) Foreign currency translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities and non-monetary items included in the fair value category reflect the exchange rates at the consolidated statement of financial position date. Unrealized foreign exchange gains and losses are recognized in the consolidated statement of remeasurement gains and losses.

In the period of settlement, foreign exchange gains and losses are reclassified to the consolidated statement of operations, and the cumulative amount of remeasurement gains and losses is reversed in the consolidated statement of remeasurement gains and losses.

(h) Employee future benefits

Pension

The University participates with other employers in the Public Service Pension Plan (PSP) and the Universities Academic Pension Plan (UAPP). These pension plans are multi-employer defined benefit pension plans that provide pensions for the University's participating employees based on years of service and earnings.

Pension expense for the UAPP is actuarially determined using the projected benefit method prorated on service and is allocated to each participant based on their respective percentage of pensionable earnings. Actuarial gains or losses on the accrued benefit obligation are amortized over the expected average remaining service life.

The University does not have sufficient plan information on the PSP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recorded for the PSP is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits.

Supplementary retirement plan (SRP)

The pension expense for defined benefit SRP is actuarially determined using the projected benefit method prorated on service. Actuarial gains or losses on the accrued benefit obligation are amortized over the expected service lifetime for each plan participant.

(i) Investment in government nonprofit organization, other government organization, and government partnerships

The consolidated financial statements include the financial results of the following wholly-owned entities:

- Arctic Institute of North America ("AINA"), a nonprofit organization controlled by the University. AINA operates under the authority of the Act of the Federal Parliament (910 George VI, Chapter 45) to initiate, encourage and support northern research and to advance the study of arctic conditions.
- University Technologies Group ("UTI"), a group of entities being combined under common control and managed by a common owner. UTI operates to facilitate the transfer of intellectual property from the University to private business, thereby commercializing the scientific innovations of University researchers.

Proportionate consolidation is used to record the University's share of the following government partnerships:

- Tri-University Meson Facility (TRIUMF) (7.14% interest) - a joint venture with twelve other universities to operate a subatomic physics research facility.
- Western Canadian Universities Marine Sciences Society (20% interest) - a government partnership with five other universities to provide research infrastructure in the marine sciences for its member universities and the worldwide scientific community.

All government partnership inter-entity accounts and transactions between these organizations are eliminated upon consolidation.

2. Summary of significant accounting policies and reporting practices (Continued)

(j) Investment in government business enterprise

Government business enterprises, owned or controlled by the University but not dependent on the University for their continuing operations, are included in the consolidated financial statements using the modified equity method. Under the modified equity method, the equity method of accounting is modified only to the extent that the business entity accounting principles are not adjusted to conform to those of the University. Thus, the University's investment in these entities is recorded at acquisition cost and is increased for the proportionate share of post acquisition earnings and decreased by post acquisition losses and distributions received. The University's wholly-owned entity accounted for by the modified equity basis is West Campus Development Corporation ("WCDC").

(k) Funds and reserves

Certain amounts, as approved by the Board of Governors, are set aside in accumulated surplus for future operating and capital purposes. Transfers to / from funds and reserves are an adjustment to the respective fund when approved.

(l) Expense by Function

The University uses the following function categories on its consolidated statement of operations:

Academic costs and institutional support

Academic costs and institutional support includes expenses relating to activities directly and indirectly supporting innovative learning, programming, and teaching as well as administration and governance functions of the University.

Research

Research expenses relate primarily to activity funded by externally sponsored research funds intended for specific research purposes as well as internal funds designated for research related spending.

Special purpose and trust

Special purpose and trust is comprised of expenses relating to externally restricted funding for non-research related activities including scholarships and community service.

Facilities operations and maintenance

Facilities operations and maintenance function includes centralized management and maintenance of grounds and facilities, and buildings. Examples include utilities, facilities administration, building maintenance, custodial services, landscaping and grounds keeping, and major repairs and renovations.

Ancillary services

Ancillary expenses relate to secondary services available to students, faculty, and staff. Services include on campus residence, food services, university bookstores, Hotel Alma, parking, and conference services.

(m) Future accounting changes

In August 2018, the Public Sector Accounting Board issued PS 3280 Asset retirement obligations. This accounting standard is effective for fiscal years starting on or after April 1, 2021. Asset retirement obligations provides guidance on how to account for and report a liability for retirement of a tangible capital asset.

In November 2018, the Public Sector Accounting Board approved PS 3400 Revenue. This accounting standard is effective for fiscal years starting on or after April 1, 2022 and provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions.

Management is currently assessing the impact of these new standards on the consolidated financial statements.

3. Adoption of New Accounting Standards

The University has prospectively adopted PS 3430 Restructuring transactions. This accounting standard is effective for fiscal years starting on or after April 1, 2018. Restructuring transactions defines and establishes disclosure standards for restructuring transactions. There was no impact to the consolidated financial statements.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



4. Portfolio investments

	2019	2018
Portfolio investments - non-endowment	\$ 941,581	\$ 886,760
Portfolio investments - restricted for endowments	991,060	952,665
	\$ 1,932,641	\$ 1,839,425

The composition of portfolio investments measured at fair value is as follows:

	2019			
	Level 1	Level 2	Level 3	Total
Portfolio investments at fair value:				
Bonds				
Canadian government and corporate	\$ -	\$ 559,694	\$ -	\$ 559,694
Foreign government and corporate	-	5,145	-	5,145
Pooled investments funds	-	94,153	-	94,153
Equities				
Canadian equities	3,268	-	-	3,268
Foreign equities	1,810	-	-	1,810
Pooled investments funds	-	806,989	-	806,989
Other				
Cash and money market funds	42,644	-	-	42,644
Guaranteed investment certificate (GICs)	-	33,606	-	33,606
Canadian mortgages	-	283,119	-	283,119
Hedge funds	-	102,213	-	102,213
	\$ 47,722	\$ 1,884,919	\$ -	\$ 1,932,641

	2018			
	Level 1	Level 2	Level 3	Total
Portfolio investments at fair value:				
Bonds				
Canadian government and corporate	\$ -	\$ 553,911	\$ -	\$ 553,911
Pooled investments funds	-	89,448	-	89,448
Equities				
Canadian equities	3,362	-	-	3,362
Foreign equities	1,712	-	-	1,712
Pooled investments funds	-	856,503	-	856,503
Other				
Cash and money market funds	23,358	-	-	23,358
Guaranteed investment certificate (GICs)	-	28,153	-	28,153
Canadian mortgages	-	282,978	-	282,978
	\$ 28,432	\$ 1,810,993	\$ -	\$ 1,839,425

The above tables provide an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into levels 1 to 3 based on the degree to which the fair value is observable:

Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets.

Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the assets, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 fair value measurements are those derived from valuation techniques that include inputs for the assets that are not based on observable market data (unobservable inputs).

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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5. Financial risk management

Market price risk

The University is exposed to market price risk, the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all securities. To manage this risk, the University has established an investment policy with a target asset mix that is diversified by asset class with individual issuer limits and is designed to achieve a long-term rate of return that in real terms equals or exceeds total endowment expenditures with an acceptable level of risk.

The following details the University's portfolio sensitivity to a 7.5% increase or decrease in the market prices. The sensitivity rate is determined using the historical annualized standard deviation for the portfolio investments over a four year period. At March 31, 2019, if market prices had a 7.5% (2018 - 5.2%) increase or decrease with all other variables held constant, the increase or decrease in accumulated remeasurement gains and losses, net assets, and deferred revenue for the year would have totalled \$138,487 (2018 - \$93,150).

The University's management of market price risk has not changed from the prior year.

Foreign currency risk

Foreign currency is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchanges rates. The University is exposed to foreign currency risk on investments that are denominated in foreign currencies.

The impact of a change in value of foreign currency portfolio investments is as follows:

	Fair Value	2.5% decrease	1.0% decrease	1.0% increase	2.5% increase
U.S. and International Equity	\$ 486,560	\$ 474,396	\$ 481,694	\$ 491,426	\$ 498,724

The University has a contract with the Qatari government to operate a campus in Qatar. Expenses incurred are recovered from the government of Qatar and claims are adjusted to reflect currency fluctuations, thus reducing exchange risk exposure to the University.

Credit risk

The University is exposed to credit risk on investments arising from the potential failure of a counterparty, debtor or issuer to honour its contractual obligations. To manage this risk, the University only invests in investment grade issuers as guided by the University's Investment policy. The credit risk from accounts receivable is relatively low as the majority of balances are due from government agencies and corporate sponsors. Credit risk from tuition is managed through restricted enrolment activities for students with delinquent balances and maintaining standard collection procedures.

The credit rating for Canadian government and corporate bonds held is as follows:

Credit Rating	2019	2018
AAA	41.47 %	52.53 %
AA	24.19 %	18.13 %
A	19.77 %	17.77 %
BBB	14.57 %	11.57 %
	100.00 %	100.00 %

5. Financial risk management (Continued)

Liquidity risk

Liquidity risk is the risk that the University will encounter difficulty in meeting obligations associated with its financial liabilities. The University maintains a line of credit designed to ensure availability of funds to meet current and forecasted financial requirements as cost effectively as possible. At March 31, 2019, the University has committed borrowing facilities of \$18,750 (2018 - \$18,750) none of which has been drawn.

Interest rate risk

Interest rate risk is the risk that future cash flows or fair values will fluctuate due to the volatility of market interest rates. The University is exposed to this risk on its interest bearing assets and bonds. Bonds are affected indirectly as they are subject to fluctuations in market values. Bonds are currently invested at the shorter end of the yield curve to reduce market value volatility. Interest risk on the University's debt is managed through fixed-rate agreements with Alberta Capital Finance Authority as described in Note 9. If interest rates increased by 1% and all other variables are held constant, the potential loss in fair value on bonds and mortgage funds to the University would be \$28,341 (2018 - \$29,575).

The terms to maturity of interest-bearing securities held by the University are as follows:

Asset class	< 1 year	1 - 5 years	> 5 years	Average effective market yield
Money market funds and GICs	100.00 %	-	-	2.60 %
Canadian government and corporate bonds	14.58 %	75.14 %	10.28 %	2.05 %
Canadian mortgage fund	19.19 %	55.17 %	25.64 %	3.60 %

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



6. Investment in government business enterprise

WCDC is a wholly-owned subsidiary of the University of Calgary. The WCDC operates as trustee of the West Campus Development Trust ("WCDC Trust"), which subleases land to developers for the commercialization of residential and commercial development. The University is the beneficiary of WCDC Trust and will receive distributions from the trust once leases are in place with developers and net proceeds are available.

The following table provides condensed supplementary financial information for the Investment in government business enterprise owned by the University.

	Total	
	2019	2018
Assets		
Accounts receivable	\$ 285	\$ 129
Deposit	14,124	14,887
Prepaid expenses	43	40
Capital assets	3,984	2,914
Development costs	31,667	28,640
Intangible assets	-	39
	\$ 50,103	\$ 46,649
Liabilities		
Accounts payable and accrued liabilities	\$ 5,244	\$ 6,176
Deferred revenue	4,157	3,945
Long term debt	36,065	40,673
Cost to complete	8,408	5,829
	\$ 53,874	\$ 56,623
Equity		
Deficit	\$ (3,771)	\$ (9,974)
	\$ 50,103	\$ 46,649
	2019	2018
Net Income		
Revenues, net of cost of land lease	\$ 9,766	\$ 7,613
Expenses	3,563	3,872
	\$ 6,203	\$ 3,741

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
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7. Tangible capital assets

	2019					2018
	Buildings	Furnishings, equipment and systems	Learning resources	Land	Total	Total
Cost						
Beginning of year	\$ 2,661,382	\$ 477,252	\$ 233,034	\$ 14,082	\$ 3,385,750	\$ 3,627,113
Acquisitions	171,669	60,506	7,616	32,810	272,601	196,684
Disposals	(495)	(29,782)	(52)	-	(30,329)	(27,687)
Write off of fully amortized assets	-	-	-	-	-	(410,360)
	\$ 2,832,556	\$ 507,976	\$ 240,598	\$ 46,892	\$ 3,628,022	\$ 3,385,750
Accumulated amortization						
Beginning of year	\$ 972,919	\$ 340,518	\$ 192,164	\$ -	\$ 1,505,601	\$ 1,816,863
Amortization expense	80,636	43,592	8,330	-	132,558	126,618
Disposals	(495)	(29,776)	(52)	-	(30,323)	(27,520)
Write off of fully amortized assets	-	-	-	-	-	(410,360)
	\$ 1,053,060	\$ 354,334	\$ 200,442	\$ -	\$ 1,607,836	\$ 1,505,601
Net book value at March 31, 2019	\$ 1,779,496	\$ 153,642	\$ 40,156	\$ 46,892	\$ 2,020,186	\$ 1,880,149
Net book value as at March 31, 2018	\$ 1,688,463	\$ 136,734	\$ 40,870	\$ 14,082	\$ 1,880,149	

Acquisitions of tangible capital assets include capitalized interest of \$ - (2018 - \$188).

Tangible capital assets include work-in-process at March 31, 2019 totaling \$147,978 (2018 - \$112,818) comprised of buildings \$126,565 (2018 - \$107,567) and furnishings, equipment and systems \$21,413 (2018 - \$5,251). Work-in-process is not amortized as the assets are not available for use.

Acquisitions during the year included in-kind contributions (such as land, buildings, learning resources, equipment and software) in the amount of \$45,900 (2018 - \$1,686).

8. Employee future benefit liabilities

Employee future benefit liabilities are comprised of the following:

	2019	2018
Universities Academic Pension Plan	\$ 82,957	\$ 101,211
Long-term Disability	2,181	2,029
Administrative Leave (Note 23)	842	880
Supplementary Retirement Plan	11,746	11,333
	\$ 97,726	\$ 115,453

(a) Defined benefit plans accounted for on a defined benefit basis

UAPP

The UAPP is a multiemployer contributory joint defined benefit pension plan for academic and professional staff members. An actuarial valuation of the UAPP was carried out as at December 31, 2016 and was then extrapolated to March 31, 2019, resulting in a UAPP deficiency of \$996,451 (2018 - \$446,722) consisting of a pre-1992 deficiency of \$827,872 (2018 - \$735,624) and a post-1991 deficiency of \$168,579 (2018 - surplus of \$288,902). The University's portion of the UAPP pre-1992 deficiency and post-1991 surplus has been allocated based on its percentage of the plan's total employer contributions for the year.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



8. Employee future benefit liabilities (Continued)

The unfunded deficiency for service prior to January 1, 1992 is financed by additional contributions of 1.25% (2018 - 1.25%) of salaries by the Government of Alberta. Employees and employers equally share the balance of the contributions of 2.90% (2018 - 2.90%) of salaries required to eliminate the unfunded deficiency by December 31, 2043. The Government of Alberta's obligation for the future additional contributions was \$258,570 (2018 - \$244,241) at March 31, 2019. The unfunded deficiency for service after December 31, 1991 is financed by special payments of 4.93% (2018 - 4.93%) of salaries until June 30, 2018, 4.44% (2018 - 4.44%) of salaries until December 31, 2021, 1.71% (2018 - 1.71%) of salaries for 2022 and 2023, 0.70% (2018 - 0.70%) of salaries for 2024 and 2025, and 0.25% (2018 - 0.25%) of salaries for 2026 and 2027, all shared equally between employees and employers.

SRP

The University provides non-contributory defined benefit supplementary retirement benefits to executives. An actuarial valuation of these benefits was carried out as at March 31, 2019.

The expenses and financial position of these defined benefit plans are as follows:

	March 31, 2019			March 31, 2018		
	UAPP	Long term disability ⁽¹⁾	SRP ⁽¹⁾	UAPP	Long term disability ⁽¹⁾	SRP ⁽¹⁾
Expenses						
Current service cost	\$ 33,157	\$ 494	\$ 510	\$ 32,063	\$ 645	\$ 523
Interest cost	2,772	54	367	5,596	47	349
Amortization of net actuarial (gain) loss	(6,047)	(173)	(64)	(2,723)	(541)	23
Total expenses	\$ 29,882	\$ 375	\$ 813	\$ 34,936	\$ 151	\$ 895
Financial Position						
Accrued benefit obligation:						
Balance, beginning of year	\$ 895,510	\$ 2,029	\$ 11,143	\$ 834,870	\$ 2,087	\$ 10,918
Current service cost	33,157	494	510	32,063	645	523
Interest cost	54,467	54	367	50,908	48	349
Benefits paid	(41,775)	(223)	(400)	(36,937)	(210)	(386)
Actuarial loss (gain)	44,702	(173)	122	14,606	(541)	(260)
Balance, end of year	\$ 986,061	\$ 2,181	\$ 11,742	\$ 895,510	\$ 2,029	\$ 11,144
Plan assets	852,170	-	-	858,399	-	-
Plan deficit	\$ (133,891)	\$ (2,181)	\$ (11,742)	\$ (37,111)	\$ (2,029)	\$ (11,144)
Unamortized net actuarial (gain) loss	\$ 50,934	\$ -	\$ (4)	\$ (64,100)	\$ -	\$ (189)
Accrued benefit liability	\$ (82,957)	\$ (2,181)	\$ (11,746)	\$ (101,211)	\$ (2,029)	\$ (11,333)

⁽¹⁾ The University plans to use its working capital to finance these future obligations.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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8. Employee future benefit liabilities (Continued)

The significant actuarial assumptions used to measure the accrued benefit obligation are as follows:

	March 31, 2019			March 31, 2018		
	UAPP	Long term disability	SRP	UAPP	Long term disability	SRP
Accrued benefit obligation:						
Discount rate	5.60 %	2.80 %	3.10 %	6.00 %	2.80 %	3.20 %
Long term average compensation increase	3.00 %	n/a	3.00 %	3.00 %	n/a	3.00 %
Benefit cost:						
Discount rate	5.60 %	2.80 %	3.20 %	6.00 %	2.80 %	3.10 %
Long term average compensation increase	3.00 %	n/a	3.00 %	3.00 %	n/a	3.00 %
Alberta inflation (long term)	2.00 %	n/a	1.50 %	2.00 %	n/a	1.50 %
Estimated average remaining service life	10.6 yrs	6.88 yrs	3 yrs	10.6 yrs	7.31 yrs	4.0 yrs

(b) Defined benefit plans accounted for on a defined contribution basis

PSPP

PSPP is a multi-employer contributory joint defined benefit pension plan for support staff members. As the University does not have sufficient information to follow the accounting standards for defined benefit plans, PSPP is accounted for on a defined contribution basis. The pension expense recorded in these consolidated financial statements is \$23,164 (2018 - \$24,707).

An actuarial valuation of the PSPP was carried out as at December 31, 2017 and was then extrapolated to December 31, 2018. At December 31, 2018, the PSPP reported an actuarial surplus of \$519,218 (2017 - \$1,275,843). For the year ended December 31, 2018 PSPP reported employer contributions of \$337,390 (2017 - \$363,748). For the 2018 calendar year, the University's employer contributions were \$23,048 (2017 - \$25,060).

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(in thousands)**



9. Debt

Debt is measured at amortized cost and is comprised of the following:

	Collateral	Maturity date	Interest rate %	2019	2018
Debtures payable to Alberta Capital Finance Authority:					
Debenture for Cascade Hall	(1)	May 2025	6.25%	\$ 7,312	\$ 8,126
Debenture for Residences	(1)	December 2038	3.90%	76,032	78,506
Debenture for International Residence House	(1)	June 2039	5.10%	24,468	25,132
Debenture for Phase VI Residence	(1)	March 2040	4.73%	50,555	51,938
Bank loans payable:					
Demand loan for Western Canadian Universities	(2)	April 2020	3.39%	212	228
Marine Sciences Society					
				\$ 158,579	\$ 163,930
Obligations under capital leases				\$ 99	\$ 139
				\$ 158,678	\$ 164,069

(1) General security agreement;

(2) None

Interest expense on debt recorded in these consolidated statements is \$7,171 (2018 - \$9,362) of which \$0 (2018 - \$188) was capitalized. Principal and interest repayments are as follows:

	Principal	Interest	Total
2020	\$ 5,627	\$ 7,019	\$ 12,646
2021	6,064	6,757	12,821
2022	6,141	6,477	12,618
2023	6,427	6,189	12,616
2024	6,706	5,889	12,595
Thereafter	127,713	48,791	176,504
	\$ 158,678	\$ 81,122	\$ 239,800

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



10. Deferred revenue

	2019		
	Unspent externally restricted grants and donations	Tuition and other fees	Total
Balance, beginning of year	\$ 444,129	\$ 24,105	\$ 468,234
Grants, tuition and donations received	597,403	249,371	846,774
Investment income	31,924	-	31,924
Transfer to spent deferred capital contributions	(141,387)	-	(141,387)
Recognized as revenue	(419,343)	(245,379)	(664,722)
	\$ 512,726	\$ 28,097	\$ 540,823

	2018		
	Unspent externally restricted grants and donations	Tuition and other fees	Total
Balance, beginning of year	\$ 419,623	\$ 21,315	\$ 440,938
Grants, tuition and donations received	569,386	231,878	801,264
Investment income	29,718	-	29,718
Transfer to spent deferred capital contributions	(166,983)	-	(166,983)
Recognized as revenue	(407,615)	(229,088)	(636,703)
	\$ 444,129	\$ 24,105	\$ 468,234

11. Spent deferred capital contributions

Spent deferred capital contributions is comprised of externally restricted grants and donations spent on tangible capital acquisitions (not yet recognized as revenue).

	2019	2018
Balance, beginning of year	\$ 1,352,515	\$ 1,270,922
Transfer from unspent externally restricted grants and donations	141,387	166,983
Recognized as revenue	(90,165)	(85,390)
	\$ 1,403,737	\$ 1,352,515

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)



12. Net Assets

	2019					2018
	Unrestricted	Investment in tangible capital assets	Internally restricted	Endowments	Total	Total
Net Assets, beginning of year	\$ 1,024	\$ 363,565	\$ 352,650	\$ 952,665	\$ 1,669,904	\$ 1,609,767
Annual operating surplus	99,410	-	-	-	99,410	4,999
Transfer to internally restricted net of expenditures	(63,143)	-	63,143	-	-	-
Endowment						
New contributions	-	-	-	11,996	11,996	18,557
Capitalized investment income	-	-	-	38,971	38,971	70,319
Tangible capital assets						
Acquisition of capital assets	(76,267)	131,214	(54,947)	-	-	-
Amortization of capital assets	42,399	(42,399)	-	-	-	-
Debt repayment	(5,391)	5,391	-	-	-	-
Debt - new financing	-	-	-	-	-	-
Change in accumulated remeasurement gains	18,994	-	-	(12,572)	6,422	(33,738)
Net assets at March 31, 2019	\$ 17,026	\$ 457,771	\$ 360,846	\$ 991,060	\$ 1,826,703	\$ 1,669,904
Net assets is comprised of:						
Accumulated surplus	\$ 11,647	\$ 457,771	\$ 360,846	\$ 881,477	\$ 1,711,741	\$ 1,561,364
Accumulated remeasurement gains	5,379	-	-	109,583	114,962	108,540
Net assets at March 31, 2019	\$ 17,026	\$ 457,771	\$ 360,846	\$ 991,060	\$ 1,826,703	\$ 1,669,904

Internally restricted net assets

Internally restricted net assets represent amounts set aside by the University's Board of Governors for strategic initiatives in support of student learning, research, capital projects and community service. Those amounts are not available for other purposes without the approval of the Board and do not have interest allocated to them. Internally restricted net assets are summarized as follows:

	2019	2018
Capital projects	\$ 101,943	\$ 111,481
Academic and institutional initiatives	132,728	145,248
Research activities	126,175	95,921
	\$ 360,846	\$ 352,650

13. Contingent assets

The University is a defendant in a number of legal proceedings arising in the normal course of business. The University has insurance to recover any possible legal settlement. The future receipt of these assets is dependent on the outcome of the contingent liability occurring. Contingent assets are not recorded in the consolidated financial statements.

14. Contingent liabilities

The University is a defendant in a number of legal proceedings arising in the normal course of business. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the University believes that any settlement will not have a material adverse effect on the financial position or the results of operations of the University. Management has concluded that none of the claims meet the criteria for recording a liability.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



14. Contingent liabilities (Continued)

The University has identified potential asset retirement obligations related to the existence of asbestos in a number of its facilities. Although not a current health hazard, upon renovation or demolition of these facilities, the University may be required to take appropriate remediation procedures to remove the asbestos. As the University has no legal obligation to remove the asbestos in these facilities as long as the asbestos is contained and does not pose a public health risk, the fair value of the obligation cannot be reasonably estimated due to the indeterminate timing and scope of the removal. The asset retirement obligations for these assets will be recorded in the period in which there is certainty that the remediation project will proceed and there is sufficient information to estimate fair value of the obligation.

At March 31, 2019 the University had entered into agreements that provide guarantees on employee housing loans in the amount of \$500 (2018 - \$555). These amounts are not recorded in the consolidated financial statements.

15. Contractual rights

Contractual rights are rights of the University to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met.

Estimated amounts that will be received or receivable for each of the next five years and thereafter are as follows:

	Operating leases	Other contracts	Total
2020	\$ 4,345	\$ 13,227	\$ 17,572
2021	3,406	2,736	6,142
2022	3,172	2,337	5,509
2023	1,317	1,794	3,111
2024	469	633	1,102
Thereafter	290	1,902	2,192
March 31, 2019	\$ 12,999	\$ 22,629	\$ 35,628
March 31, 2018	\$ 13,670	\$ 23,668	\$ 37,338

16. Contractual obligations

The University has contractual obligations which are commitments that will become liabilities in the future when the terms of the contracts or agreements are met.

The estimated aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

	Service contracts	Capital projects	Long term leases	Total
2020	\$ 62,513	\$ 88,850	\$ 7,134	\$ 158,497
2021	1,700	44,282	7,319	53,301
2022	75	14,795	7,267	22,137
2023	75	-	5,640	5,715
2024	75	-	5,443	5,518
Thereafter	225	-	42,496	42,721
March 31, 2019	\$ 64,663	\$ 147,927	\$ 75,299	\$ 287,889
March 31, 2018	\$ 44,452	\$ 205,602	\$ 77,958	\$ 328,012

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



16. Contractual obligations (Continued)

The University is one of 61 members of CURIE, the Canadian Universities Reciprocal Insurance Exchange, a self-insurance reciprocal established to share the insurable property, liability, and errors and omissions risks of member universities. The projected cost of claims against the exchange is based on actuarial projections and is funded through members' premiums. As at December 31, 2018 CURIE had an annual surplus of \$3,841 (2017 - annual deficit of \$890). The University participates in six of the underwriting periods, which have an accumulated surplus of \$79,338 (2017 - 81,232) of which the University's pro rata share is approximately 6.05% (2017 - 6.03%). This surplus is not recorded in the consolidated financial statements.

17. Budget comparison

Budgeted figures have been provided for comparison purposes and have been derived from the University's Comprehensive Institutional Plan as approved by the Board of Governors.

18. Investment income

	2019	2018
Portfolio investments - restricted for endowments	\$ 70,579	\$ 98,562
Portfolio investments - non-endowment	23,525	25,252
	\$ 94,104	\$ 123,814
Income capitalized to endowments	(38,971)	(70,319)
	\$ 55,133	\$ 53,495

19. Expense by object

	2019 Budget (Note 17)	2019	2018
Salaries	\$ 696,682	\$ 685,550	\$ 676,927
Employee benefits	139,062	119,226	120,274
Materials, supplies and services	288,474	297,817	314,348
Utilities	27,727	24,909	27,507
Maintenance and repairs	18,355	25,401	19,947
Scholarships and bursaries	86,596	100,213	99,181
Cost of goods sold	12,563	16,977	12,485
Amortization of tangible capital assets	129,774	132,558	126,618
	\$ 1,399,233	\$ 1,402,651	\$ 1,397,287

20. Funds held on behalf of others

The University holds the following funds on behalf of others over which the University's Board of Governors has no power of appropriation. Accordingly, these funds are not included in the University's consolidated financial statements.

	2019	2018
University of Calgary Medical Group	\$ 10,386	\$ 10,812
University Child Care Centre Society	1,480	1,554
State of Qatar	1,177	132
Alberta Gambling Research Institute	835	711
Canadian Institute of Resource Law	134	113
Canadian Research Institute for Law and the Family	51	48
Others	32	84
	\$ 14,095	\$ 13,454

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



21. Related parties

The University is a related party to organizations within the Government of Alberta reporting entity. Key management personnel and Board of Governors and close family members are also considered related parties. The institution may enter into transactions with these entities and individuals in the normal course of operations and on normal terms.

The University has debt with Alberta Capital Finance Authority as described in Note 9.

During the year, the University provided and received the following services at nominal or reduced amounts:

- The University operates its Spyhill Campus on land leased from the Alberta Ministry of Infrastructure under a 42 year lease agreement. The University of Calgary has occupied the 131 acre Spyhill Campus since 1972 and is charged a nominal annual amount.
- The University's Biogeoscience Institute is a leading field research station that operates in the Kananaskis Provincial Park in Alberta. By maintaining the site and being responsible for all costs, the University occupies the research station at nominal charge from the Alberta Ministry of Environment and Parks.
- The University has integrated programs and research activities with Alberta Health Services ("AHS"). As part of the collaborative environment with AHS and the close proximity of the University to Foothills Hospital and the Alberta Children's Hospital, the University leases 72,200 square feet of space to AHS at amounts covering operating costs.

22. Government transfers

The University operates under the authority and statutes of the Province of Alberta. Transactions and balances between the University and the Government of Alberta ("GOA") are measured at the exchange amount and summarized below.

	2019	2018
Grants from GOA		
Advanced Education:		
Operating	\$ 482,785	\$ 469,696
Capital	114,409	121,485
Research	6,415	6,220
Other	17,286	16,061
Total Advanced Education	\$ 620,895	\$ 613,462
Other post secondary institutions	\$ 3,588	\$ 2,970
Other GOA departments and agencies:		
Alberta Health	\$ 74,935	\$ 71,556
Other	56,126	63,370
Total other GOA departments and agencies	\$ 131,061	\$ 134,926
Total contributions received	\$ 755,544	\$ 751,358
Restricted expended capital recognized as revenue	65,810	62,151
Less: deferred revenues	(131,240)	(132,083)
Government of Alberta Grants	\$ 690,114	\$ 681,426
Federal and other government grants		
Contributions received	\$ 204,283	\$ 173,993
Restricted expended capital recognized as revenue	\$ 11,983	\$ 11,321
Less: deferred revenue	(40,794)	(19,968)
Federal and other government grants	\$ 175,472	\$ 165,346

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



23. Salary and Employee Benefits

	2019			Total
	Base salary ⁽¹⁾	Other cash benefits ⁽²⁾	Other non-cash benefits ^{(3) (4)}	
Governance ⁽⁵⁾				
Chair of the Board of Governors	\$ -	\$ -	\$ -	\$ -
Members of the Board of Governors	-	-	-	-
Chancellor honorarium ⁽⁶⁾	-	5	-	5
Executive				
President				
Incumbent ⁽⁷⁾⁽⁸⁾⁽⁹⁾	112	2	54	168
Past Incumbent	360	164	244	768
Vice-Presidents:				
Provost and Vice President Academic	429	12	115	556
Vice President Development and Alumni Engagement	300	42	75	417
Vice President Facilities	315	12	88	415
Vice President Finance and Services	320	12	99	431
Vice President Research				
Acting ⁽¹⁰⁾	71	-	11	82
Past Incumbent ⁽¹⁰⁾	305	9	64	378
Vice President University Relations				
Incumbent ⁽¹¹⁾	282	10	86	378
Acting ⁽¹¹⁾	52	2	7	61

	2018			Total
	Base salary ⁽¹⁾	Other cash benefits ⁽²⁾	Other non-cash benefits ^{(3) (4)}	
Governance ⁽⁵⁾				
Chair of the Board of Governors	\$ -	\$ -	\$ -	\$ -
Members of the Board of Governors	-	-	-	-
Chancellor honorarium ⁽⁶⁾	-	5	-	5
Executive				
President				
	480	121	297	898
Vice-Presidents:				
Provost and Vice President Academic	429	12	135	576
Vice President Development and Alumni Engagement	300	39	78	417
Vice President Facilities	315	12	90	417
Vice President Finance and Services	320	12	102	434
Vice President Research	407	12	114	533
Vice President University Relations	282	12	96	390

1. Base salary includes pensionable base pay.

2. Other cash benefits include administrative honorariums, bonuses, relocation benefits, executive allowances and lump sum payments.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2019
(in thousands)**



23. Salary and Employee Benefits (Continued)

3. Other non-cash benefits include the University's share of all employee benefits and contributions or payments made on behalf of employees including pension, group life insurance, employee family assistance program, critical illness, supplementary health care, short and long-term disability plans, dental plan, professional memberships, supplemental retirement plan (per footnote (4)), accidental disability and dismemberment.
4. Under the terms of the SRP, the executive may receive supplemental retirement payments. Retirement arrangement costs as detailed are not cash payments in the period but are period expenses for rights to future compensation. Costs shown reflect the total estimated cost to provide annual pension income over an actuarially determined post-employment period. The SRP provides future pension benefits to participants based on years of service and earnings. The cost of these benefits is actuarially determined using the projected benefit method prorated on services, a market interest rate, and management's best estimate of other assumptions. Net actuarial gains and losses of the benefit obligations are amortized over the expected remaining service life of each plan participant. Current service cost is the actuarial present value of the benefits earned in the current year. The components of the cost of the SRP include current service cost, amortization of actuarial gains and losses, past service costs on plan initiation, and interest accruing on the actuarial liability.
5. The Chair and Members of the Board of Governors receive no remuneration for participation on the Board.
6. An annual honorarium of five thousand dollars is paid to Chancellors who reside outside of the Province of Alberta.
7. The individuals in this role received a vehicle allowance included in other cash benefits.
8. The individuals in this role earned future administrative leave benefits during the year that have been included in other non-cash benefits.
9. During the fiscal year, the President Past Incumbent position was occupied for 9 months and the President Incumbent position was held for 3 months.
10. During the fiscal year, the Vice President Research Past Incumbent position was occupied for 9 months and the Vice President Research Acting position was held for 3 months.
11. During the fiscal year, the Vice President University Relations Incumbent position was occupied for 9.5 months. During the Incumbent's leave, the Vice President University Relations Acting position was occupied for 2.5 months.

The current service cost and accrued obligation for each executive under the SRP is outlined in the following table:

	Accrued benefit obligation March 31, 2018	Service costs	Interest costs	Actuarial loss (gain)	Benefits paid	Benefits transferred due to change in role ⁽¹⁾	Accrued benefit obligation March 31, 2019
President							
Incumbent	\$ -	\$ 20	\$ 1	\$ (1)	\$ -	\$ 591	\$ 611
Past Incumbent	1,000	129	36	19	-	-	1,184
Vice-Presidents:							
Provost and Vice President Academic	613	92	23	(17)	-	-	711
Vice President Development and Alumni Engagement	144	39	6	1	-	-	190
Vice President Facilities	237	57	9	(2)	-	-	301
Vice President Finance and Services	238	63	10	(3)	-	-	308
Vice President Research							
Acting	-	-	-	-	-	-	-
Past Incumbent	528	59	19	(15)	-	(591)	-
Vice President University Relations							
Incumbent	358	51	13	(26)	-	-	396
Acting	-	-	-	-	-	-	-

1. During the fiscal year, the Vice President Research moved into the role of President. The Vice President Research accrued benefits balance was transferred into the role of President at the time of appointment.

The significant actuarial assumptions used to measure the accrued benefit obligation are disclosed in Note 8.

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(in thousands)**



23. Salary and Employee Benefits (Continued)

The current service cost and accrued obligation for the Administrative Leave is outlined in the following table:

	Accrued benefit obligation March 31, 2018	Service costs	Interest costs	Actuarial loss (gain)	Benefits paid	Accrued benefit obligation March 31, 2019
Administrative Leave-Incumbent	\$ -	\$ 23	\$ -	\$ -	\$ -	\$ 23
Administrative Leave-Past Incumbent	880	85	25	(26)	(145)	819

The significant actuarial assumptions used to measure the accrued benefit obligation for the Administrative Leave are based on a discount rate of 2.8% (2018 – 2.8%) and a yearly salary increase rate of 0% on July 2018 (previously, 0% on July 1, 2017 and 3.0% per annum thereafter). An administrative leave benefit loading rate of 20% is applied to the President.

24. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.



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