



ANNUAL REPORT 2019-2020

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BOARD OF GOVERNORS

(Membership list as of March 6, 2020)

MEMBER / ROLE	RELATIONSHIP
<i>Voting – Appointed Members</i>	
Kate Chisholm, QC, Chair (Term end: August 14, 2022)	General Public
Matthew Barnett, Member (Term end: April 11, 2020)	Non-Academic Staff Representative (NASA Appointee)
Mary Pat Barry, Member (Term end: July 3, 2020)	University of Alberta Alumni Association Representative
Akanksha Bhatnagar, Member (Term end: April 30, 2020)	President (Students' Union)
Katherine Binhammer, Member (Term end: June 30, 2020)	Academic Staff Representation (General Faculties Council Appointee)
Guy Bridgeman, Member (Term end: November 25, 2022)	General Public
Charlene Butler, Member (Term end: July 15, 2020)	University of Alberta Senate Representative
Daniel Eggert, Member (Term end: August 14, 2022)	General Public
Fahed Elia, Member (Term end: April 30, 2020)	President (Graduate Students' Association)
Dominique Grégoire, Member (Term End: March 6, 2020*)	General Public
Rowan Ley, Member (Term end: April 30, 2020)	Undergraduate Board of Governors Representative
Janice MacKinnon, Member (Term end: March 6, 2023)	General Public
Raymond Muzyka, Member (Term end: June 27, 2020)	General Public

**Eligible for an additional three month override period until reappointed or a successor is appointed.*

James Rajotte, Member (Term end: August 14, 2022)	General Public
Thomas (Tom) Ross, Member (Term end: August 14, 2022)	General Public
Rakesh Saraf, Member (Term end: August 14, 2022)	General Public
Douglas Stollery, Member (Term end: June 18, 2020)	Chancellor, University of Alberta
Robert Ryan Thompson, Member (Term end: September 16, 2022)	University of Alberta Alumni Association Representative
David Turpin, Member (Term end: June 30, 2020)	President and Vice-Chancellor, University of Alberta
Paul Whittaker, Member (Term end: March 6, 2023)	General Public
Donna Wilson, Member (Term end: November 25, 2021)	Academic Staff Representative (AASUA Appointee)

Non-Voting – Appointed Members

Steven Dew, Official (Term end: June 30, 2020)	Provost and Vice-President (Academic) (Appointed by President)
Marion Haggarty-France, Official	University Secretary (University Governance)
Brad Hamdon, Official	General Counsel (Appointed by President)
Gitta Kulczycki, Official (Term end: June 30, 2021)	Vice-President (Finance and Administration) (Appointed by President)
Matthias Ruth, Official (Term end: June 30, 2023)	Vice-President (Research) (Appointed by President)
Andrew Sharman, Official (Term end: June 30, 2021)	Vice-President (Facilities and Operations) (Appointed by President)
Kelly Spencer, Official	Interim Vice-President (Advancement) (Appointed by President)
Catherine Swindlehurst, Official	Interim Vice-President (University Relations) Chief of Staff (President's Office) (Appointed by President)
Juli Zinken, Official	Board Secretary and Manager, Board Services (University Governance)

ACCOUNTABILITY STATEMENT

The University of Alberta's Annual Report for the year ended March 31, 2020, 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 Kate Chisholm

Kate Chisholm, QC
Chair, Board of Governors

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

University of Alberta'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's 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 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 David H. Turpin

David H. Turpin
President and Vice-Chancellor

Original signed by Gitta Kulczycki

Gitta Kulczycki
Vice-President (Finance & Administration)
and Chief Financial Officer

MESSAGE FROM THE PRESIDENT

The University of Alberta is proud to help build this province through outstanding teaching, research, and community engagement. That work begins with students. In fall 2019, we welcomed a record 40,649 students to our campuses. We draw top-tier students from across Alberta and Canada, and around the world—talented individuals who bring their passions, skills and ideas into our classrooms and communities.

We educate and prepare our students to become the highly-skilled and qualified people that Alberta's economy needs to thrive. Every year, U of A students engage in a growing number of work-integrated experiential learning opportunities that connect them with businesses, industry, and organizations throughout the province. These experiences prepare them to make an immediate impact in the workforce, and the U of A now ranks third in Canada for graduate employability—94 percent of our graduates are employed two years after graduation. Our first-ever PhD Career Preparation and Outcomes study this year revealed that 80 percent of our PhD students secure jobs *before* graduating.

With Albertans increasingly linked into the global economy, our diverse campuses reflect the breadth of ideas and talents befitting a leading global university. In September 2019, the U of A achieved record-high enrolment of Indigenous students and students from outside of Alberta; we also met our 15 percent enrolment target for international undergraduate students. We continue to emphasize equity, diversity, and inclusion, recognizing that these principles enrich the lives of all those who work, study and live on campus.

Our ability to contribute to society also flows from the connections we hold with local, national, and international communities. The U of A became the only Canadian university with two Network Centres of Excellence when the new Canadian Mountain Network joined our other NCE, GlycoNet. Both centres facilitate nation-wide networks of partnerships with industry and researchers, helping us find joint solutions to shared problems and magnifying the reach and impact of Alberta's research excellence.

As the world now grapples with the COVID-19 pandemic, research that serves the public good is more important than ever. When COVID-19 first emerged in Canada, 11 U of A research projects received \$5.9 million in federal grants to help rapidly detect, manage, and reduce the transmission of the virus. Law professor Timothy Caulfield is serving on the Royal Society of Canada's Task Force on COVID-19—and researchers across the university are working on the diverse challenges that lie ahead.

Turning our attention forward, we embrace our role to continue building one of the world's great public universities for the public good. We are committed to educating the next generation of citizens and leaders who will build Alberta and help it to thrive. We are committed to enriching lives and communities through our world-class research. And as we expand our industry, research, and community partnerships, we are committed to finding the innovative and compelling solutions that will benefit all Albertans.

Original signed by David H. Turpin

David H. Turpin, CM, PhD, LLD, FRSC
President and Vice-Chancellor

OPERATIONAL OVERVIEW

From its inception more than 100 years ago, the University of Alberta (the university/U of A) has been committed to serving the province of Alberta. The university remains true to this role as a world-class public education institution that is transformative to the respective groups it serves: students, the community, the province, our country and the world.

Ranked among the top universities in the world, teaching, learning, and discovery fundamentally contribute to the well being of the province and its citizens. The U of A's innovative and wide-ranging discoveries generate the new knowledge and processes needed to create a more diversified economy, to solve complex critical social and political issues, and to offer an enhanced quality of life for Albertans and others.

As the province's largest and leading post-secondary institution in the province, the University of Alberta supports the development of a plan and mechanism to ensure the province is not left behind; ensuring support for research and innovation, delivering better access to Albertans, and providing our young people with the training and education they need in today's world to build a strong, diverse, responsive Alberta economy.

The university also plays a foundational role in the building of a better province through the generation of new ideas, and as an engine of social, cultural, and economic prosperity. In partnership with other key players of Alberta's adult learning system, the U of A contributes to greater economic diversity, supporting the growth of a diverse, skilled, and agile workforce, and addressing critical social issues including quality of life and healthcare, food security, and sustainable energy production – to name only a few.

In its strategic plan, *For the Public Good*, the university affirms that “we are a public university acting for the public good” and articulates this continued commitment through five goals that describe our work: Build, Experience, Engage, Excel, and Sustain. Across its teaching, learning, and discovery activities, and administrative support structures, the university seeks to embody these ideas and instill them in our graduates, faculty and staff.

As presented in this 2019-2020 Annual Report, the goals, priority initiatives, and expected outcomes articulated in the 2019-22 Comprehensive Institutional Plan (CIP) are all designed to fully realize the key strategic objectives found in *For the Public Good* - in alignment with the mandate set out for the U of A by the province and with Alberta's adult learning principles: Accessibility, Affordability, Quality, Coordination, and Accountability.

The U of A continued on the path outlined in the 2019-22 CIP: this included no major changes to programming in terms of overall enrollment increases or decreases.

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

The focus of the university's strategic plan, *For the Public Good* is to "inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good." *For the Public Good* goals directly support the principles of Alberta's adult learning system, as seen in the table below.

<u>Adult Learning System Principles</u>	<u>For the Public Good Goals</u>
Accessibility , which means that every Albertan should have the same opportunity to get a post-secondary education.	Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all. Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world. Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.
Affordability , which means that every Albertan should have the same opportunity to get a post-secondary education, regardless of financial circumstances.	Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.
Quality , which means that Albertans should get the best education possible here at home.	Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research and service. Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world. Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success. Engage communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations.
Coordination , which means that Albertans should get full advantage from a diverse post-secondary system.	Engage communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations. Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success. Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all. Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research and service.
Accountability , which means that post-secondary education providers must be accountable to students, the government, and Albertans.	Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world. Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

This section speaks to key accomplishments and progress made in the 2019-20 fiscal year, compared against the U of A's Comprehensive Institutional Plan (CIP) for 2019-2022, and in alignment with principles of Alberta's adult learning system and goals of *For the Public Good*.

Adult Learning System Principle:

Accessibility - every Albertan should have the same opportunity to get a post-secondary education.

Related *For the Public Good* Goals: Sustain, Build, Experience

Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world.

Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.

Key Accomplishments:

The University of Alberta is the province's leading educator, the largest Comprehensive Academic and Research University in the province, and one of the leading major medical and research universities in Canada. The university endeavours through a variety of mechanisms, to ensure that all Albertans have access to the institution's high-quality post-secondary offerings.

- At 40,649 students (8,225 graduate students and 32,424 undergraduate students), the university has reached a record high with respect to total, graduate, and undergraduate enrolment. We have seen this growth trend since 2015/16.
- The U of A ranks third overall in Canada for graduate employability according to the 2020 QS World University Rankings, with 83.5 per cent of its graduates employed one year after graduation.
- The results of the first PhD Career Preparation and Outcomes study from the Faculty of Graduate Studies and Research suggest that graduates are in-demand in diverse fields and sectors. More than 99 per cent of PhD graduates surveyed are currently employed, and 80 per cent secured jobs before graduation.
- Massive Open Online Courses (MOOC) are free online courses with no prerequisites and available to everyone. They remain popular with both internal and external users. Joining the very popular courses Dinos 101, Indigenous Canada, Black Holes, and Mountains 101, a new course Bugs 101 attracted more than 9,000 enrolments in its first seven months.
- The new Digital Scholarship Centre offers resources and tools for students and researchers from all disciplines that allow them to remain competitive scholars by integrating digital practices into their research and digitizing their own work.
- Two new signature areas were approved:
 - AI 4 Society will build on more than four decades of expertise in artificial intelligence and machine learning. Over the last 30 years the University of Alberta has consistently been ranked as one of the top three institutions worldwide for AI research.
 - Situated Knowledges: Indigenous Peoples and Place will build on the U of A's rich history of Indigenous scholarship.
- Two new programs were approved:
 - The streamlined Modern Languages and Cultural Studies program is not offered elsewhere in Canada and replaces several previously-available individual degree programs. The program emphasizes skills building and experiential learning.
 - The new Media Studies undergraduate program in the Department of Interdisciplinary Studies in the Faculty of Arts examines the content, history, and effects of media on social, political, and cultural systems.

Report on 2019-22 CIP Progress in Relation to Accessibility

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G1 SUSTAIN Objective 19	Prioritize and sustain student, faculty and staff health, wellness and safety by delivering proactive, relevant, responsive and accessible services and initiatives. (ongoing)	2017-P1. Operationalize our integrated, institution-wide health and wellness strategy, which increases the reach and effectiveness of existing health, mental health and wellness resources, programs and services and promotes resilience and work-life balance. (ongoing) 2017-P2. Continue the implementation of top recommendations of the 2016 Review of the University of Alberta's Response to Sexual Assault. (ongoing)	2017-EO1. Infuse health into everyday operations, business practices and academic mandates through the launch of an integrated health and wellness strategy to support the health, well-being and safety of the university community. (2019) EO completed; implementation ongoing through regular business activities. 2019-EO1. Full implementation of the Healthy University Strategic Plan, with particular focus on sexual violence prevention, suicide prevention, integrated mental health awareness, and campus-wide collaborations. 2018-EO2. Enhanced institutional understanding of the new sexual violence policy through educational opportunities for students and staff, communications and committee oversight. (ongoing)		2019-EO1. Healthy University Strategic Plan in implementation; priority initiatives include sexual violence prevention, suicide prevention, mental health awareness, and campus-wide collaborations. 2018-EO2. Sexual Violence Policy implementation ongoing with emphasis on awareness, education, and training
2017-G2 BUILD Objective 14	Develop, in consultation and collaboration with internal and external community stakeholders, a thoughtful, respectful, meaningful and sustainable response to the report of the Truth and Reconciliation Commission of Canada. (ongoing)	2017-P4. Responding to record Indigenous student enrolment, continue to advocate to develop the Maskwa House of Learning as a place of understanding, welcome and cultural connection for all, and where Indigenous students can access the social, cultural and spiritual supports that enable their academic success. Improve cultural supports for Indigenous colleagues so they feel an essential part of the fabric of the university and for non-Indigenous colleagues so they can be more inclusive and welcoming and supportive. (2019) 2017-P5. Foster learning opportunities across our campuses that enable student, staff and faculty participation in reconciliation. (2020)	2017-EO3. An increased understanding and inclusion of First Nations, Métis and Inuit perspectives in university activities, supported by increased visibility and celebration of Indigenous culture, researchers and learners. (2020) 2017-EO7. Incremental increase in the proportion of Indigenous students to more closely reflect their demographic representation in Alberta's population. Improved retention of Indigenous students to match retention for other groups in the same cohorts. (2025)		2017-EO3. Vice-Provost position on Indigenous Programs and Research established; development of an institutional strategic plan on Indigenous initiatives underway. 2017-EO7. Indigenous student recruitment activities doubled from the previous cycle.

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G3 BUILD Objective 1	Build a diverse, inclusive community of exceptional undergraduate and graduate students from Edmonton, Alberta, Canada and the world. (2025)	2017-P3. Increase the opportunities for all undergraduate and graduate students to experience the benefits of living on campus, including guaranteeing the offer of a place in residence to every first-year undergraduate student who needs or requests it. (2018) Completed 2017-P7. Optimize our international recruiting strategies to attract well qualified international students from regions of strategic importance and enhance services and programs to ensure their academic success and integration into activities of the university. (2020) 2017-P9. Develop and implement an undergraduate and graduate recruitment strategy to attract top students from across the diverse communities in Alberta and Canada, leveraging our strengths as a comprehensive, research-intensive, multi-campus university offering francophone and rural liberal arts programming. (2025) 2017-P10. Develop and implement an undergraduate and graduate recruitment and retention strategy to attract Indigenous students from across Alberta and Canada (2025) 2017-P11. Highlight and strengthen the role that Campus Saint-Jean plays in reflecting and reinforcing the French/English linguistic duality of Canada as well as the world-wide multi-ethnic Francophonie, by positioning the university locally, nationally and internationally as a destination of choice for francophone and bilingual students; and by progressively improving Campus Saint-Jean students' and applicants' access to French language services. (2025)	2018-EO1. Moved to Affordability. 2017-EO2. An enriched student academic experience that links learning with other aspects of their lives such as a residential experience through the completion of 760 bed spaces on the Lister Hall site and in East Campus Village. Housing in on-campus residences supports student success and enhances access for rural, Indigenous, under-represented and international students. (2018) Completed 2017-EO6. Enhanced diversity of the student body to more closely reflect the demographic diversity of Alberta and Canada while continuing to attract top students and serve the needs of Alberta learners. (2025)	2017-PM1. Composition of the student body: proportion of Alberta students from outside Edmonton (2018/19: 31.1% undergraduate; 35.7% graduate); proportion of students from out-of-province (2018/19: 26.9% undergraduate; 60.5% graduate); and percentage of Indigenous students (target: Indigenous student population is proportionate to the Indigenous population in Alberta. 2017-PM3. Percentage of full-time students living in purpose-built student housing where there is intentional programming Target: 25% by 2040 (2018/19: 13.1%) Performance Measurement Results Just under one-third of U of A undergraduate students and just over one-third of graduate students come from outside of Edmonton. These proportions have remained relatively stable at approximately 30% and 35%, respectively, between 2017-18 and 2019-20. Over these same reporting periods, proportions of undergraduate and graduate students from outside of Alberta has also remained quite consistent at approximately 27% and 60%, respectively. (See Tables 1 and 2) The percentage of full-time students living in purpose-built student housing where there is intentional programming was 12%. <i>Note: this assumes full-time enrollment to be 35,750 in 2019/20.</i>	2017-EO6. <i>National Recruitment Strategy Year 3 complete and all KPIs achieved.</i>

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G4 BUILD Objective 2,3	Support the recruitment and retention of a diverse and inclusive faculty and non-academic staff to ensure that students have access to a university community reflective of Alberta's diversity. (2025)	2017-P6. Review, improve and implement equity processes and procedures for recruiting and supporting faculty and staff in all categories to ensure a balanced academy and workforce that is representative of women, visible minorities, sexual and gender minorities, Indigenous peoples and peoples with disabilities. (2020)	2017-EO4. Enhanced support for equity, diversity and inclusion promotes university values, ensures that the professoriate and university workforce more closely reflect the community at large and enhances the intellectual diversity of the academy. (ongoing, complete by 2025)	2017-PM2. Composition of faculty and staff: gender (target: 43% female professoriate by 2025; 2018/19: 38%), Indigenous (target: 26 faculty members by 2025), visible minority (target: 25% of faculty members by 2025), disability status. Note: Data are only available for continuing, operating-funded positions; broader data collection and target setting are under development. (Data are self-reported.)	2017-EO4. Review of recruitment policies and processes for faculty/staff completed, including development of toolkits; EDI considerations embedded in award and research adjudication processes; statements of EDI commitment by senior leaders in place; EDI Gateway launched.
			2017-EO5. Renewal of the professoriate to increase diversity. More applications from individuals with diverse backgrounds expand our available conceptual tools, leading to a more creative academy. (2025)	Performance Measurement Results In 2019-20, the proportion of faculty who are female was just under 38% indicating that the university is on track towards achieving its 2025 target of 43%). Staff who are female has remained quite stable at close to 64% of all staff. There has been a slight increase in the proportion of faculty members who are Indigenous or of a visible minority. (See Table 4 and Figure 1.) Fifty three (53) new assistant professors were recruited in the 2018-19 academic year.	2017-EO5. Workforce diversity census launched to establish baseline; targeted Canada Research Chair recruitments for members of federally designated groups completed in satisfaction of federal program targets.

Access and Enrolment Trends

Just under one-third of U of A undergraduate students and just over one-third of graduate students come from outside of Edmonton. These proportions have remained relatively stable over the reported period.

Table 1: Composition of the Student Body from Outside of Edmonton

Proportion of Alberta Students from Outside of Edmonton	2017-18	2018-19	2019-20
<i>Undergraduate</i>	31.2%	31.1%	30.2%
<i>Graduate</i>	35.2%	35.7%	35.5%
Total	31.7%	31.6%	30.8%

Source: Acorn Institutional Data Warehouse, U of A, Student Headcount and FLE

Notes: Proportion based on students registered on December 1 of the reported year. Alberta students from outside of Edmonton, have an original hometown census province of Alberta and an original hometown census division other than Edmonton. The undergraduate figures:

- Include students in career preparation programs.
- Exclude post-graduate medical residents, students who did not report a hometown, students who are only auditing courses, and withdrawn students.

Just over one-quarter of undergraduate students are from outside of Alberta. The majority of graduate students' (just under two thirds) are from outside of Alberta.

Table 2: Composition of the Student Body from Outside of Alberta

Proportion of Students from Outside of Alberta	2017-18	2018-19	2019-20
<i>Undergraduate</i>	26.9%	26.9%	26.8%
<i>Graduate</i>	59.6%	60.5%	61.9%
Total	33.5%	33.8%	34.1%

Source: Acorn Institutional Data Warehouse, U of A, Student Headcount and FLE

Notes: Proportion based on students registered on December 1 of the reported year.

Percent outside Alberta includes international students.

The undergraduate figures:

- Include students in career preparation programs.
- Exclude post-graduate medical residents, students who did not report a hometown province, students who are only auditing courses, and withdrawn students.

Masters students continue to experience the highest completion rates compared to Undergraduate and PhD students. Undergraduate student completion rates remain very stable hovering at about 76%. PhD student completion rates have fluctuated slightly since 2015-16, however, because the PhD cohort is small, changes of a few students result in relatively large percentage changes.

Table 3: Student Completion Rates

Report Year	Undergraduate	Masters	PhD
2018-19	77.7%	91.5%	81.4%
2017-18	76.1%	90.4%	82.2%
2016-17	76.0%	90.1%	84.5%

Source: Acorn Institutional Data Warehouse, U of A

Notes: Completion rates reflect the percentage of full-time students completing a degree-granting program within a designated number of years from the time of their first registration. Undergraduate completion rates reflect students in the following: Direct Entry Programs, admitted from high school (6 years); Second Entry Programs (5 years); and Transfers from other post-secondary institutions (5 years). Graduate completion rates reflect students in the following: Masters completion rates (5 years); and PhD completion rates (9 years). Graduate completion rates have been adjusted to provide additional time for students who change programs and to allow for convocation records that don't exactly align with the program of registration. Excludes withdrawn and part-time students.

Building Diverse and Inclusive Faculty and Staff

Representation of faculty who are female has been increasing over the past three years. The proportion of staff who are female has remained quite stable over the same time period at just under two thirds of all staff.

Table 4: Proportion of Faculty and Staff who are Female

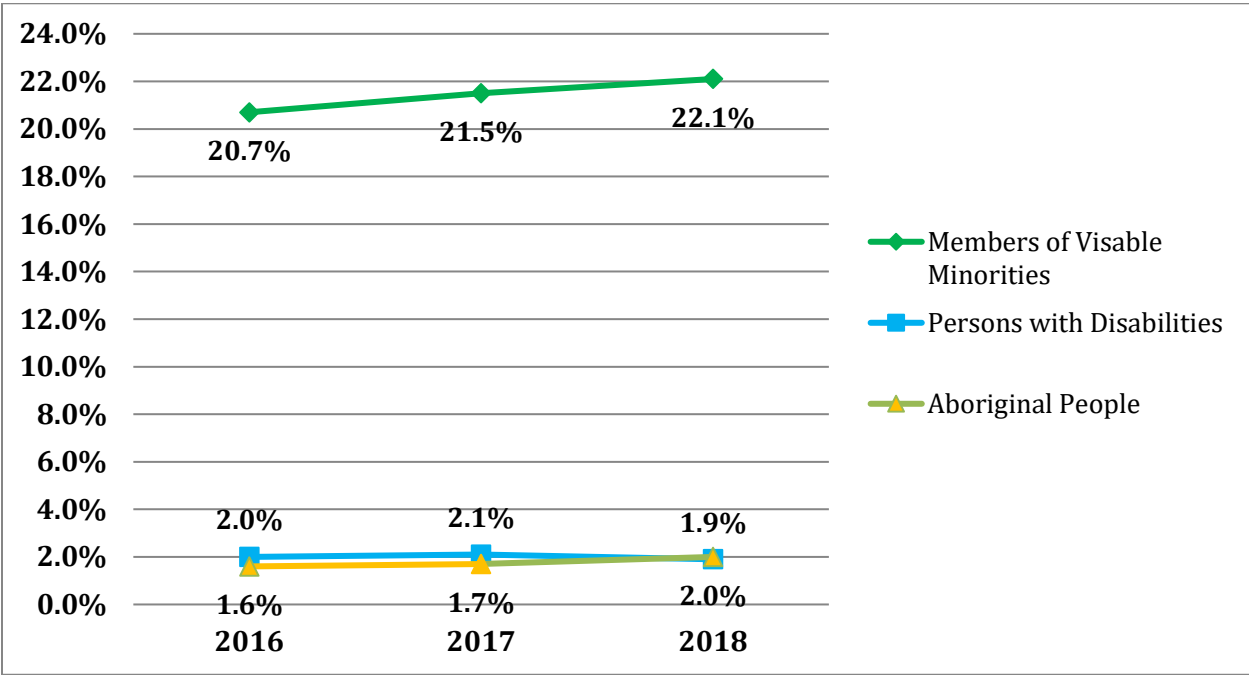
	2017-18	2018-19	2019-20
<i>Proportion of Faculty who are female</i>	37.0%	37.6%	37.9%
<i>Proportion of Staff who are female</i>	63.2%	63.4%	63.3%

Source: Acorn Institutional Data Warehouse, U of A, HR - Staff Headcount and FTE

Notes: Data are as of October 1 of each respective year. Faculty includes professors in teaching faculties. Staff includes the Administrative Professional Officers, Contract Academic Teaching Staff, Faculty Service Officers, Librarians, Research Academic Staff, and Support Staff (not casual).

The U of A continues to provide equal employment opportunities for Aboriginal people, persons with disabilities, and members of visible minorities.

Figure 1: Faculty Composition Trend, Percentage of All Professoriate, 2016 to 2018



Source: U of A Equity Survey

Notes: Faculty includes full, associate and assistant professors, including those who have an administrative appointment. Proportions are based on number of survey respondents. Aboriginal peoples are persons who self-identify as North American Indian (Status, non-Status, and Treaty), Inuit, or Métis. Persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning disability. Members of visible minorities are persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white in colour, regardless of their birthplace or citizenship. The visible minority category includes Chinese, South Asian, Black, Arab, West Asian, Filipino, Southeast Asian, Latin American, Japanese, Korean, Indigenous People from outside North America, and Persons of Mixed Origin. 2018 figures are preliminary and may change once finalized.

Adult Learning System Principle:

Affordability - every Albertan should have the same opportunity to get a post-secondary education, regardless of financial circumstances.

Related For the Public Good Goal:

Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

Key Accomplishments:

Affordability is underpinned by the university's ability to attract and steward resources which enable excellence in teaching, learning, research, and service. The University of Alberta's tuition and fees are among the lowest in the country and competitive globally, sometimes by a factor of double or triple for comparable programs.

- Donor contributions from individuals, corporations, and foundations totaled \$168 million for 2018-19, supporting more than 3,000 students and 700 research projects. Because of our donors, more students are able to have extraordinary learning experiences and researchers have greater capacity to tackle complex problems.
- The Board of Governors approved a new fixed program-based tuition model that will give international undergraduate students a tuition guarantee for the duration of their chosen program. With the previous course-based tuition model, tuition was dependent on what courses the student registered for. The new model gives students more predictability and assists with budget planning.
- Residence Services now offers eight-month contracts—in addition to eleven-month contracts—in Linden, Tamarack, Pinecrest, and Nipisiy undergraduate residences. This change allows students who are only enrolled in fall and winter semesters to pay for residence only for the length of time needed. Damage deposits have also been eliminated from all residence rentals and will instead go against the first month's rental payment.
- An increase in tuition is accompanied by an increase in student financial aid. For 2020-21, 15 per cent of the net increase to domestic tuition will be dedicated to student financial support, and we will continue to direct 7.55 per cent of all international tuition to support international students. We are also expanding efforts on growing philanthropic support for student awards and bursaries.

Report on 2019-22 CIP Progress in Relation to Affordability

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G6 SUSTAIN Objective 22	Goal was updated to: 2019-G6. Ensure robust student financial support in the context of financial stewardship to sustain, enhance, promote and facilitate the university's core mission and strategic goals. (2020)	2017-P1. Ensure that qualified undergraduate and graduate students can attend the university through the provision of robust student financial support (2025) 2017-P2. Encourage transparency and improve communication across the university through clear consultation and decision-making processes, substantive and timely	2019-EO1. Enhanced tracking and reporting on student merit-based and needs-based awards. (2018) Completed	2019-PM1. Student Financial Aid Report 2017-PM2 updated to: 2019-PM1. Financial sustainability. The university reports on financial sustainability through numerous established mechanisms, notably the Audited Financial Statements.	2019-EO1. <i>Provided almost \$67 million in needs-based student aid in 2018/19. Continued enhancements to Annual Student Financial Supports Report; implemented program-based tuition to provide for enhanced cost transparency for international students.</i>

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
		communication of information and access to shared, reliable institutional data. (2018) Completed	2017-EO3. Continued optimization of the university's financial resources, including the management of endowments, to support long-term student affordability and institutional sustainability. (2020)		2017-EO3. Joint tuition and budget consultation mechanism with students in place; budgeting system, and multi-year planning framework implemented; new budget model in multi-year implementation phase.
2017-G7. SUSTAIN Objective 20	Continue to build and support an integrated approach to social, economic and environmental sustainability that incorporates teaching and learning, research, outreach, capacity building and the operations that support them. (2020) Completed	2017-P3. Integrate sustainability into teaching, learning, research and outreach in ways that foster critical, interdisciplinary, long-term and systems thinking on sustainability. Completed	2017-EO2. Continued advancement of the three pillars of sustainability: environmental, economic and social, through action to "green" U of A activities, reduce energy demands and promote sustainability across all university activities. (2020) Completed	2017-PM1. STARS Rating The Sustainability Tracking, Assessment and Rating System (STARS) is an integrated assessment of institutional sustainability. The university targets a Gold rating (2017: Gold rating achieved). Performance Measurement Results: STARS evaluation is conducted on a tri-annual basis with the next rating due in 2020	Completed in 2019

Adult Learning System Principle:

Quality - Albertans should have the best education possible here at home.

Related For the Public Good Goals: Excel, Build, Experience, Engage

Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research and service.

Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world.

Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.

Engage communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations.

Key Accomplishments

The University of Alberta is ranked within the top five universities in Canada, and has an international reputation for excellence with both world-class teaching and research. It attracts top academic talent to Alberta, connects students with exceptional experiences that enable their success, and empowers leading researchers to generate widespread social and economic benefits.

- An unprecedented three U of A researchers each received a prestigious \$2.5 million Partnership Grant through Social Sciences and Humanities Research Council (SSHRC) to fund projects focused on how history is taught in K-12 classrooms, the preservation of Plains Cree and Tsuut'ina languages, and improvements to evidence-based testing for children.
- Canada Research Chairs represent research excellence at the national level. In 2019, 24 researchers from seven faculties received a total of \$18,300,000 from the Canada Foundation for Innovation.
- Marilyn Dumont, Associate Professor in the faculties of Arts and Native Studies, was awarded the Lieutenant Governor of Alberta's Distinguished Artist Award.
- When COVID-19 first emerged in Canada, 11 U of A research projects received \$5.9 million in grants from the federal government to examine measures to rapidly detect, manage, and reduce the transmission of the virus. One of our faculty members is serving on the Royal Society of Canada's Task Force to support Canada's response to and recovery from COVID-19.
- Robert Burrell, Chair of Biomedical Engineering, received Alberta's highest honour, the Alberta Order of Excellence. One of the technologies he's developed has been used in more than 100 countries around the world to treat wounds and save millions of lives.
- *More noteworthy accolades at a glance:*
 - Four Order of Canada appointees
 - One Royal Society of Canada fellow
 - Two Royal Society of Canada members
 - 29 Killam Laureates

RESEARCH AND SCHOLARSHIP CRITICAL TO ALBERTA

Economic Diversification

- Six U of A projects received a total of \$6 million in Western Economic Diversification Canada funding, including \$1.15 million to help develop and enhance programs to increase the number of students, skilled workers and companies trained in artificial intelligence and data analytics in post-secondary institutions in the Edmonton region.
- U of A research expertise in artificial intelligence attracted a gift of \$1.25 million from Scotiabank to the Department of Computing Science in the Faculty of Science. The gift will support ongoing artificial intelligence research by our faculty and provide several experiential learning opportunities for students.
- A \$14.9 million investment from government and industry has helped to establish the Centre for Autonomous Systems in Strengthening Future Communities. The U of A is leading this collaborative initiative, which will engage the collective capacity of Campus Alberta to deliver autonomous systems for transportation, medical, and industrial applications to address challenges related to future communities, health, efficient energy production use, healthcare, and advance manufacturing.
- Three U of A researchers received funding from Canada-UK Artificial Intelligence Initiatives. Through the initiative, the two countries support collaboration in AI between stakeholders and build

competitive economies and maximize the social and health benefits of AI.

Effective Resource Management

- The Future Energy Systems signature area formally launched to build on the U of A's \$75-million Future Energy Systems program which is working to examine and innovate across the full energy spectrum, from industry to governance. 500 faculty members are involved, with research ranging from upgrading bitumen in pipelines to new kinds of solar fuels. The signature area was launched with industry support including Alberta Innovates, EPCOR Water Canada, and Canada's Oil Sands Innovation Alliance.
- U of A spinoff Forge Hydrocarbons, which produces next-generation renewable fuels, received an investment from Shell Ventures to help build a \$30-million production facility.

Environmental Stewardship and Climate Leadership

- For the 11th year in a row, the U of A maintained its status as one of Canada's greenest employers, making it the only Canadian post-secondary institution to be on the national list in all of these years.
- The Canadian Mountain Network, hosted at the U of A, received funding so that researchers can work to improve Canada's ability to identify and respond to changing conditions in mountainous regions.
- A new discovery by U of A researchers found 19 genes linked with feed efficiency that could help cattle farmers save money while reducing greenhouse gas emissions from their herds. Ultimately, this discovery could help pave the way to making cattle farming cheaper and more sustainable.
- U of A researchers created a new hydrogel from waste materials typically discarded by the forestry and fishing industries. The hydrogel could be used to replace petroleum in a number of products and in a number of biomedical applications.

Engaged Individuals and Communities for a Healthy Alberta

- U of A-led research is revolutionizing the way health professionals assess the decision-making capacity of seniors in Edmonton and across the province with a new toolkit. Endorsed by Covenant Health and Alberta Health Service, use of the toolkit led to a 60 per cent drop in referrals to geriatricians and an 80 per cent drop in the number of capacity interviews required.
- Medical researcher Samiina Ali is leading the Western Canadian arm of the national initiative Solutions for Kids in Pain. This initiative aims to improve children's pain care by bridging the gap between current approaches and available evidence-based solutions. The unprecedented collaboration between researchers, hospitals, patients and families will accelerate the 17 years it typically takes for new research findings to be put into practice and help children.
- The Supportive Care Pathway for Patients with Advance-Stage Chronic Disease project, led by U of A researcher Sara Davison, will standardize the process of care for treating common chronic diseases. The project will help primary care physicians and specialists work together to provide better patient care and reduce the burden on acute care resources like emergency rooms.
- Atlas Biotechnologies is funding three research studies in the Faculty of Medicine & Dentistry which will explore the use of medical cannabis for the treatment of multiple sclerosis, Alzheimer's, and Huntington's diseases.

Report on 2019-22 CIP Progress in Relation to Quality

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G8 EXCEL Objective 12	Build a portfolio of Signature Areas of Research and Teaching Excellence where the University of Alberta is, or will be recognized, as a global leader. (2017-20)	2017-P1. Develop a process to identify and support established and emerging Signature Areas of Research and Teaching Excellence. (2018) Completed 2018-P1. Identify governance and oversight mechanisms for Signature Areas of Research and Teaching Excellence including review cycles and processes. (2020)	2017-EO1. Defined process identifying "signature", as well as emerging, areas of teaching and research excellence to be nurtured and strengthened for the future. (2017)		2017-EO1. Completed. <i>University has endorsed five Signature Areas of Research and Teaching: Precision Health, Energy Systems, Intersections of Gender, Situated Knowledges: Indigenous Peoples and Place, and AI4Society. Governance and oversight mechanisms in place.</i>
2017-G9 EXCEL Objective 13	Enable University of Alberta researchers to succeed and excel. (2020)	2017-P8. Secure and sustain funding for the continuous evolution and operation of research facilities and resources to meet the changing needs of our broad-based research community. (ongoing)	2017-EO2. Through partnerships with the federal and provincial governments, undertaking laboratory renewal projects that will modernize facilities to support research and learning environments on the Augustana Campus and at Campus SaintJean (supported by the Post-secondary Institutions Strategic Investment Fund (SIF). (2027) Completed 2017-EO6. A strong, dynamic research community pursuing excellent, relevant, interdisciplinary, high impact research to address complex problems at the local and global scales. (2020)	2017-PM3. Sponsored research funding: total and U15 rank (all sources and Tri-Council) (target: top 5; 2016/17: ranked 5). 2017-PM4. Citation impact. Targets not established. 2017-PM7. Research and teaching awards (Canada Research Chairs – CRCs – and 3M Teaching Awards) (Targets not established; Jan 2019 ranked fifth in CRCs) ----- Performance Measurement Results In the most recent available data (2017-18) the U of A reached its target by ranking in fifth place among U15 peers for total sponsored research funding. (See Figure 2) Over the past decade, the U of A has received the most 3M National Teaching Fellowship awards for excellence in educational leadership (See Table 11) and ranked fifth in receiving CRC Research Awards as of February 12, 2020 (See Table 12)	2017-EO6. 2020 update: Five Signature Areas of Research and Teaching endorsed; International Strategic Plan adopted and in implementation phase; major research collaborations are ongoing

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G10 ENGAGE Objective 17	Facilitate, build and support interdisciplinary, cross-faculty and cross-unit engagement and collaboration. (2020)	2017-P4. Identify and remove systemic barriers to interdisciplinary collaboration and where necessary, expand or create policies, resources, infrastructure and strategies to encourage and reward academic and administrative partnerships and collaborations. (2017-20)	2017-EO7. Development of an action plan for supporting and expanding interdisciplinary activities, beginning with an inventory of successes and challenges, an environmental scan and a review of best practices (2017-20)		2017-EO7. <i>The Office of the Vice-President (Research and Innovation) launched the Seed Grant pilot program - which requires involvement from at least two Faculties - in the fall of 2019, and the adjudication of the research proposals will take place in March 2020. The ongoing evolution of the five Signature Areas is also stimulating interdisciplinary teaching and research.</i>
2017-G11 BUILD Objective 2	Create a faculty renewal program that builds on the strengths of existing faculty and ensures the sustainable development of the University of Alberta's talented, highly qualified and diverse academy. (2025)	2017-P7. Attract and retain a diverse complement of faculty and postdoctoral fellows from around the world, with initial attention on increasing the proportion of assistant professors. (ongoing)	See Accessibility, 2017-EO4, 2017-EO5.	2017-PM6. Incremental increase in proportion of professoriate at rank of Assistant Professors (target: 21% of faculty members at the rank of Assistant Professor by 2021; 2017/18: 19%). ----- Performance Measurement Results The proportion of professoriate with the rank of Assistant Professors (compared to Professors overall) is 18.3% (375/2048).	
2017-G12 EXPERIENCE Objective 7	Increase graduate and undergraduate students' access to and participation in a broad range of curricular experiential learning opportunities that are well integrated with program goals and enrich their academic experience. (2020)	2018-P2. Develop global competency in our graduates through more access to short and long-term outbound international experiences. (ongoing) 2017-P2. Increase students' experiential learning through mutually beneficial engagement with community, industry, professional and government organizations locally, nationally and internationally. (2019) 2017-P3. Expand professional development opportunities for graduate students	2017-EO3. Implementation of a Good Supervision awareness campaign and Graduate Student Management System, encouraging collegial models of supervision and mentorship. (2017-18) 2017-EO4. Increased access to, and use of, professional development (PD) opportunities for graduate students and post-doctoral fellows to support their job market Competitiveness, including through internship programs, events and workshops and on-line resources to improve their ability to compete in the global employment market. (2018)	2017-PM2. Student reported participation in High-Impact Practices (National Survey of Student Engagement-NSSE). Note: NSSE is currently administered in three-year intervals; latest administration was in 2017 (2017: 83.9%). (See Tables 7 and 8 for data on High-Impact Practices and Experiential Learning, respectively.) 2019-PM1. Student reported citizenship development (NSSE) (2017: 84.9%) (See Table 13) 2017-PM5. Employment outcomes two years after graduation: employment rate and mean income by degree level (Alberta Graduate Outcomes Survey-GOS) (2016: 94%). (See Table 9)	2017-EO3. <i>Continued support for graduate mentorship and implementing an annual progress report for graduate students.</i> 2017-EO4: <i>Continuing to add new professional development programming support for graduate students; PD team was recognized with a Canadian Association of Graduate Studies Award for its outcomes.</i>

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
		and post-doctoral fellows. (2019)	2017-EO5. Enhanced and strengthened experiential learning opportunities for students achieved through the development of an institutional needs assessment, inventory and informational resource for students. (2017-19)	Performance Measurement Results As noted above, the 2017 NSSE results present the most recently available data. While the 2018 graduate employment rate shows a slight decrease from previous administrations of the GOS in 2016 and 2014, the employment rate is still very high at almost 94%. It should be noted that this decrease coincides with a similar decrease in Alberta's employment rate.	2017-EO5. <i>Informational resources about experiential learning opportunities are underway (e.g., Faculty of Arts currently leads the way with its Experiential Learning In Arts: Beyond the Classroom web site).</i>
2017-G13 EXCEL Objective 14	Inspire, model and support excellence in teaching and learning. (ongoing)	2017-P5. Foster, encourage and support innovation and experimentation in curriculum development, teaching and learning at the individual, unit and institutional levels. (2020) 2017-P6. Provide robust supports, tools and training to develop and assess teaching quality, using qualitative and quantitative criteria that are fair, equitable and meaningful across disciplines. (2017-20)	2017-EO8. Increased instructor access to training and mentorship and uptake of new models for instructional design, assessment and teaching by the professoriate. (2017-20)	2017-PM1. Student reported experience with faculty (National Survey of Student Engagement- NSSE) and graduate student satisfaction (Canadian Graduate and Professional Student Survey- CGPSS). Performance Measurement Results The most recent administration of NSSE (2017) shows that just over 82% of survey respondents evaluated their entire educational experience at the U of A as <i>Good</i> or <i>Excellent</i>. This is an increase from approximately 79% in both the 2011 and 2014 survey administrations. The 2016 administration of the CGPSS shows respondent ratings of their overall experience at the U of A as <i>Good</i>, <i>Very Good</i> or <i>Excellent</i> remained consistently high (over 87%) over the past three survey administrations in 2010, 2013 and 2017. (See Tables 5 and 6.)	2017-EO8. <i>The Centre for Teaching and Learning developed a framework for teaching effectiveness; online capacity has increased for asynchronous teaching workshop delivery, also increasing ease of access; a new Teaching Institute for development of teaching practices was piloted in August 2019.</i>

Student Satisfaction, Senior Students

Consistently measured and monitored student satisfaction ratings serve as a barometer for educational experience (e.g. university performance, service delivery, student life, etc.). The following tables show that the undergraduate and graduate populations are consistently highly satisfied with their educational experience at the U of A.

Table 5: Student Satisfaction, Senior Students – Undergraduate Students

<i>Undergraduate</i>	2011	2014	2017
<i>How would you evaluate your entire educational experience at this institution?</i> (Percent responding <i>Good</i> or <i>Excellent</i>)	78.5%	79.2%	82.1%

Source: National Survey of Student Engagement (NSSE)

Note: Senior Students are in their final program year.

Table 6: Student Satisfaction – Graduate Students

<i>Graduate</i>	2013	2016	2019
<i>How would you rate the quality of your overall experience at this university?</i> (Percent responding <i>Good</i> , <i>Very Good</i> or <i>Excellent</i>)	87.3%	87.1%	88.3%

Source: Canadian Graduate and Professional Student Survey (CGPSS)

Notes: Represents responses from students in both course-based and thesis-based graduate programs.

Due to their positive associations with student learning and retention, certain undergraduate opportunities are designated as *high-impact*. High-Impact Practices (HIPs) share several traits: they demand considerable time and effort; facilitate learning outside of the classroom; require meaningful interactions with faculty and students; encourage collaboration with diverse others; and provide frequent and substantive feedback.

From the National Survey of Student Engagement, the table below shows that the proportion of U of A Senior Students with HIP participation is slightly higher than the U15 average.

Table 7: Experiential Learning, Senior Students, High-Impact Practices

<i>Participation in High-Impact Practices (HIP)</i>	2014	2017
<i>Proportion of students participating in one or more high-impact practices</i>	84.0%	83.9%
<i>U15 average</i>	79.3%	81.4%

Source: National Survey of Student Engagement (NSSE)

Notes: Figures include participation in a learning community, service-learning, research with faculty, participation in an internship or field experience, study abroad, and culminating senior experience. NSSE is conducted every three years. Senior Students are in their final program year.

-
- Co-op programs allow students to gain complementary employment experience that will assist them in making informed decisions regarding their future education, training, and careers.
 - Co-op participation has been consistent over the past years and is concentrated in the faculties of Business and Engineering.

Table 8: Experiential Learning, Co-op Programs

<i>Participation in Co-op Programs</i>	2017-18	2018-19	2019-20
<i>Percent of students participating in a co-op program</i>	8.3%	8.5%	8.6%

Source: Acorn Institutional Data Warehouse, U of A, Student Headcount and FLE

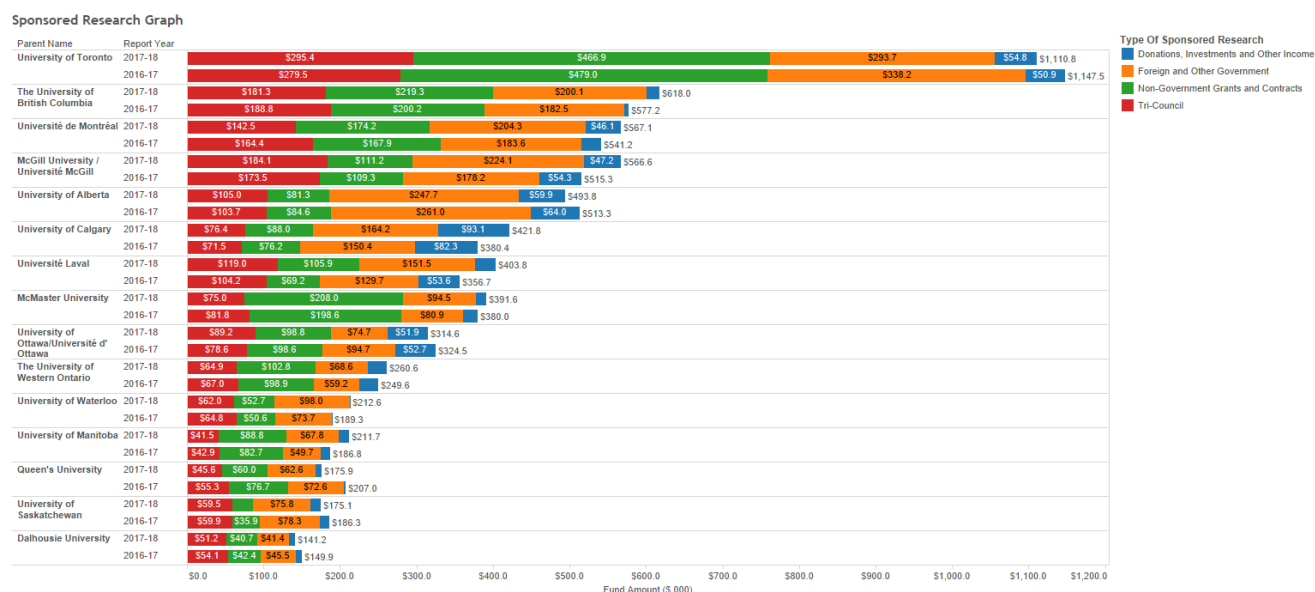
Notes: Participation rates reflect undergraduate students registered on December 1 of the reporting year. Excludes post-graduate medical education residents, students who are only auditing courses, and withdrawn students.

Sponsored Research Funding Received

Federal funding through the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council, and the Social Sciences and Humanities Research Council (collectively termed Tri-Council funding) supports both basic and applied research. In addition, the university attracts substantial research funding support from other international, regional, and private sector partners. This measure demonstrates the U of A's success in attracting all types of research relative to Canada's other U15 universities.

The University of Alberta was ranked in fifth place (as of 2017-18) amongst U15 peers for total sponsored research funding as seen below.

Figure 2: Sponsored Research Funding (in thousands of dollars)



Source: Canadian Association of University Business Officers (CAUBO): Financial Information of Universities and Colleges, Report 3.1

Notes: Income from Tri-Council includes the following: Social Sciences and Humanities Research Council (SSHRC); Natural Sciences and Engineering Research Council (NSERC); and Canadian Institutes of Health Research (CIHR). Other Government income reflects income from all government departments and agencies; grants and contracts (less Tri-Council support), and includes foreign government income. Donations, Investment and Other income and Non-Government Grants and Contracts, are reported in each respective category on the CAUBO report. Université de Montréal includes HEC Montréal and École Polytechnique de Montréal.

Data are the most recent available.

Graduate Employment, Two Years Post-Graduation

Graduate employment is regarded as a key outcome indicator. The U of A's graduate employment rate remains strong over the reported period. This indicator is sensitive to economic factors beyond the university's control, however, and will rise or fall with Alberta's employment rate. The decrease in 2016 and 2018 coincides with a similar decrease in Alberta's employment rate¹.

Table 9: Graduate Employment, Two Years Post-Graduation

	2014	2016	2018
<i>Percent of respondents employed</i>	96.7%	93.9%	93.7%

Source: Alberta Graduate Outcomes Survey (GOS)

Notes: Includes degree recipients, two years post-graduation. The GOS survey instrument was slightly modified for each administration year, possibly contributing to deviations in the graduate employment rates.

Student Perceptions of Teaching, Senior Students

Effective teaching practices are an indicator of student engagement. Students learn first-hand how experts think about and solve problems by interacting with faculty members.

U of A senior students report higher perceptions of teaching than their U15 counterparts, as indicated below.

Table 10: Student Perceptions of Teaching, Senior Students

	NSSE 2014 Mean score	NSSE 2017 Mean score
<i>Effective teaching practices</i> (Students report receiving clear course goals and requirements; organized course sessions; use of examples/illustrations; providing feedback on work in progress; providing feedback on completed work)	36.6	35.8
<i>U15 average</i>	34.8	34.3

Source: National Survey of Student Engagement (NSSE)

Notes: Each indicator is scored on a 60-point scale. To produce an indicator score, the response set for each item is converted to a 60-point scale (i.e. Never = 0; Sometimes = 20; Often = 40; Very often = 60), and the rescaled items are averaged. Thus a score of zero means a student responded at the bottom of the scale for every item, while a score of 60 indicates a student responded at the top of the scale for every item. Senior Students are in their final program year.

¹ Alberta Government Labour Force Statistics: <https://open.alberta.ca/publications/2727158>

Major Research and Teaching Awards

The 3M National Teaching Fellowship awards excellence in educational leadership and teaching at the university and college level in Canada. Candidates are nominated, and up to ten fellowships are selected annually. The U of A’s strength in garnering 3M National Teaching Fellowships demonstrates its proficiency in delivering exceptional teaching and learning opportunities. Compared to U15 peers, Table 11 shows that from 2011 to 2020, the U of A has received the most 3M awards.

Table 11: Major Teaching Awards - 3M National Teaching Fellows (2011-2020)

Rank	University	3M Fellows
1	University of Alberta	9
2	The University of British Columbia	8
3	University of Toronto	7
4	Western University	5
5	McMaster University	4
5	University of Calgary	4
6	Queen’s University	2
6	Dalhousie University	2
6	University of Saskatchewan	2
7	University of Ottawa	1
7	McGill University	1
7	University of Waterloo	1

Source: 3M award counts from Society of Teaching and Learning in Higher Education

Notes: Data are the most recent available.

Canada Research Chairs

The Canada Research Chairs Program invests approximately \$265 million per year to attract and retain some of the world's most accomplished and promising minds². Chair holders aim to achieve research excellence in engineering and the natural sciences, health sciences, humanities, and social sciences. As of February 12, 2020, the U of A is home to 84 Chair holders.

Table 12: Major Research Awards Canada Research Chairs (CRCs), by U15 University

Rank	U15 University	CRCs
1	University of Toronto	252
2	The University of British Columbia	155
3	McGill University	140
4	Université de Montréal, including HEC & Polytechnique	127
5	University of Alberta	84
6	Université Laval	68
6	McMaster University	59
8	University of Ottawa	57
9	University of Waterloo	56
10	University of Calgary	51
11	Queen's University	42
12	The University of Western Ontario	40
13	The University of Manitoba	38
14	Dalhousie University	36
15	University of Saskatchewan	19

Source: Social Sciences and Humanities Research Council of Canada

Notes: Includes active CRCs as of February 12, 2020. Includes awards funded from SSHRC, CIHR and NSERC. Université de Montréal includes École Polytechnique de Montréal and HEC Montréal. (A French-language management education and research university)

Student-reported Citizenship Development, Senior Students

The percentage of senior students who felt that their U of A experience contributed to them being informed and active citizens remains high; and in the 2017 reporting period is slightly higher than the U15 average.

Table 13: Student-reported Citizenship Development, Senior Students

	2014	2017
<i>Experience at U of A has contributed to citizenship</i>	81.7%	84.9%
<i>U15 Average</i>	81.4%	83.7%

Source: National Survey of Student Engagement (NSSE)

Notes: Includes senior students who answered *Some*, *Quite a bit* or *Very much*, to the following question: "How much has your experience at this institution contributed to your knowledge, skills, and personal development in being an informed and active citizen?" Senior Students are in their final program year.

² Source: <http://www.chairs-chaires.gc.ca>, accessed April, 2018.

Adult Learning System Principle:

Coordination - Albertans should get full advantage from a diverse post-secondary system.

Related For the Public Good Goals:

Engage communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations.

Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.

Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research and service.

Key Accomplishments including Community Outreach Collaborations:

The University of Alberta engages post-secondary and industry partners, non-profit organizations, communities and government to create reciprocal and mutually beneficial collaborations. These connections promote joint solutions to shared problems, facilitate knowledge translation, and magnify the reach and impact of Alberta's world-class research-intensive university.

- The University of Alberta and City of Edmonton are the first Canadian partnership to join more than 40 members in the international MetroLab Network. Through this partnership our researchers will engage in three meaningful projects related to transportation, elder care, and building sustainability for the benefit of many Edmontonians.
- The University of Alberta is the leading Canadian university in academic relations between Canada and China. A student and research exchange agreement with Tsinghua University in China was renewed following 20 years of successful collaboration that includes 35 joint research projects in the areas of clean energy, energy policy, transportation, and environment.
- The U of A received \$18.3 million of federal funding through the Networks of Centres of Excellence program for hosting the interdisciplinary Canadian Mountain Network. The Networks of Centres of Excellence is a federal government initiative that funds partnerships between universities, industry, government and not-for-profit organizations to create large-scale research networks.
- World-renowned chemist and glycomics expert Lara Mahal was named a Canada Excellence Research Chair and joined GlycoNet, a pan-Canadian Network of Centres of Excellence of more than 140 researchers at U of A.
- The *Housing for Health* pilot projects brings together academics at the U of A, health-care providers, housing developers, and multiple government and community partners to collaborate in the planning and design of housing developments for aging populations in Edmonton and Whitecourt.
- In support of veterans, soldiers, and their families, the Faculty of Rehabilitation Medicine established the Heroes in Mind, Advocacy & Research Consortium (HiMARC). In partnership with Alberta Health Services, Royal Canadian Legion Alberta, NAIT, Canadian Armed Forces, Veteran Affairs Canada, Covenant Health, and the Department of National Defence, U of A faculty has established several initiatives and projects, including the use of virtual reality to treat PTSD.
- Experts from the U of A and two universities in California partnered to launch the world's first open-source database for injury research. The availability of this data will improve research and treatment worldwide for about half a million patients.

Report on 2019-22 CIP Progress, in Relation to Coordination

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G14 ENGAGE Objective 14	Seek, build, strengthen and sustain partnerships with local, national or international research agencies, governments, government ministries and agencies, universities, Indigenous communities, libraries, not-for-profits, industry, business and community organizations. (2017-20)	2017-P1. Provide leadership in Alberta's post-secondary sector and support integration, collaboration and partnership across the province's six-sector model through collaborations including but not limited to: project management support for Norquest college capital expansion; hosting of Olds College PeopleSoft financial system; coordinated commercialization activities between TEC Edmonton and NAIT. (ongoing) 2017-P2. Maintain and pursue partnerships across the global academy to expand research and/or funding opportunities for our researchers and thus increase their capacity for success. (ongoing) 2017-P3. Work closely with key provincial partners and government agencies, including members of Campus Alberta, Alberta Health Services, Alberta Innovates, The Alberta Library, NEOS, etc., to undertake mutually beneficial research and where possible, coordinate, streamline and deliver shared systems, services and processes to the benefit of all Albertans. (ongoing)	2017-EO1. Identification of specific opportunities for new and/or enhanced shared administrative services through discussions with the Government of Alberta and Campus Alberta institutions. (ongoing) 2017-EO2. Enhancement of research partnerships supporting resource management, environmental stewardship, and healthy communities. (2020)		2017-EO1. <i>Numerous shared service and collaboration initiatives in place, including in capital project management and IT procurement.</i> 2017-EO2. <i>Examples of research partnerships include Future Energy Systems, a ten-year, \$75 million collaboration; Precision Health; and Rupertsland Centre for Metis Research.</i>
2017 G15 ENGAGE Objective 9	Enhance, support, and mobilize the unique experiences and cultures of all University of Alberta campuses to the benefit of the university as a whole. (2017-20)	2017-P5. Welcome increased community access, participation, and engagement at all University of Alberta sites, such as our downtown campus at Enterprise Square and our sports facilities at South Campus. (2017-20) 2017-P6. Facilitate and deepen inter-campus connections, communication, and collaborations with Augustana Campus, and ensure that it is strengthened as a leading a liberal arts college, and	2019-EO1. Enhancement of inter-campus connections and community access to University of Alberta campuses (2020)	2017-PM2. Development of action plan for leveraging multi-campus environment	2019-EO1. <i>Enhancement of service access at Augustana and Campus Saint-Jean underway, guided by consultation.</i>

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
		as a living laboratory for teaching and learning innovation, to the benefit of the entire university. (2017-20)			
2017-G16 ENGAGE Objective 16	Enhance, increase, and sustain reciprocal, mutually beneficial community relations, community engagement, and community engaged research and scholarship that will extend the reach, effectiveness, benefit, and value of our university community connections. (2021 and ongoing)	2017-P4. Engage with government, community, industry, business, and the post-secondary sector to address shared local, provincial, national, and global challenges, building on the success of collaborative projects like the Future Energy Systems). (2020)	2017-EO3 updated to: 2019-EO2. Development of a Community Engagement Consultation to inform development of an institutional community engagement plan.	2017-PM1. Moved to Quality.	2019-EO2. <i>Community engagement consultation sessions completed. Drafting report/plan in 2020.</i>
2017-G17 SUSTAIN Objective 21	Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals. (ongoing)	2017-P7. Through delivery of the Information Technology investment plan, facilitate easy access to, and use of, university services and systems; reduce duplication and complexity; and encourage cross-institutional administrative and operational collaboration. (ongoing)	See Accountability, 2019-EO1		

Adult Learning System Principle:

Accountability - Post-secondary education providers must be accountable to students, the government, and Albertans.

Related For the Public Good Goals:

Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world.

Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

Key Accomplishments:

As a proud public institution, the University of Alberta not only serves Albertans and Canadians, but also receives their steadfast support. It maintains that support and trust by taking seriously the responsibility to steward and sustain public investments in its people, operations, infrastructure, and systems.

- The U of A held strong as one of the top five universities in the country, according to the 2020 QS World University Rankings and *Maclean's* 2020 Canadian University Rankings.
- The U of A implemented a new activity-based budget where faculty revenues depend on teaching and research activities rather than on historical allocation of resources. The new model promotes a greater accountability of and responsibility for how resources are allocated and used, which allows the university to be more strategic and ensures financial sustainability.
- The U of A participated in review of administrative services on campus. In 2019 two surveys and an activity data collection were completed. The information gathered will help to ensure that the university remains a reliable and effective steward of public support.
- With feedback from the campus community, the U of A implemented its Integrated Asset Management Strategy which is the framework within which all infrastructure planning occurs. It sets out a collective mission, principles, goals, and actions for future-proofing our physical infrastructure and related costs.
- With newly-granted approval to transfer land assets to the University of Alberta Properties Trust Inc., the U of A now has an opportunity to develop a long-term revenue stream into an endowment that can be leveraged to assist in upgrading campus infrastructure in support of our teaching, learning, and research mission.
- With consideration for public health initiatives and changing habits and regulations around tobacco, vaping, and cannabis, the U of A is working to develop new guidelines about smoking on campus.
- The University of Alberta's story needs to be shared, understood, and valued by our many communities both here at home and much further afield. To do that, we must understand how that story is being shared and received today. To better understand the university's public reputation and profile, a brand audit was initiated locally, provincially, and nationally.
- In response to a request from the provincial government The University of Alberta formally adopted a Statement of Free Expression that is reflective of the university's commitment to providing spaces that balance discourse and debate with inclusiveness and respect for human dignity.
- *Alberta's Public Interest Disclosure Act* (PIDA) – no disclosures were reported this past year.

Report on 2019-22 CIP Progress, in Relation to Accountability

Goal Type <i>For the Public Good Alignment</i>	Goal Description	Priority Initiative and Expected Completion Date and, if Applicable, Revised Expected Completion Date (from CIP)	Expected Outcomes	Performance Measures	Status / Progress Made in Last 12 Months
2017-G18 BUILD Objective 6	Build and support an integrated, cross institutional strategy to demonstrate and enhance the University of Alberta's local, national and international story, so that it is shared, understood and valued by the full University of Alberta community and its many stakeholders. (2019)	2017-P1. Develop a set of equitable, meaningful and relevant measures to monitor our progress towards strategic goals and develop the tools required to report on them. (2018) Completed, as reflected in CIP Performance Measures and in annual reports to the Board of Governors 2017-P2. Communicate, using both quantitative and qualitative evidence, how the University of Alberta serves as a cornerstone of the community bringing widespread economic and societal benefits to all Albertans, as well as to national and international partners and stakeholders. (2019)	2017-EO1. Enable the university to satisfy accountability requirements and expectations for key stakeholder communities. (ongoing) 2017-EO3. Increased community awareness of the university and its social, economic and historical contributions to the province, the country and the world. (2019) 2017-EO4. Ongoing advocacy and increased pride in the institution among key stakeholders and the community at large, achieved through engagement with and exposure to U of A scholars and the work of the university. (2021)	2017-PM1. Media impact: mentions. Media impact measures assist in evaluating the university's performance in communicating its value and contributions to the community at large. Performance Measurement Results During this reporting period, the U of A had approximately 71,400 media mentions	2017-EO1. Ongoing work to deliver clear, evidence-based communications. 2017-EO3. Evaluation of national awareness completed. 2017-EO4. A broad portfolio of alumni programs are offered to deepen engagement among U of A alumni networks. Alumni programs showcase alumni impact and university discovery, and demonstrate the impact of volunteerism in supporting students, career mentorship and community projects.
2017-G19 SUSTAIN Objective 21, 22	Ensure responsible and accountable stewardship of the university's resources and demonstrate to government, donors, alumni and community members the efficient and careful use of public and donor funds. (2020)	2017-P3. Ensure a sustainable budget model to preserve and enhance our core mission and reputation for excellence in teaching, learning, research and community engagement. (2019)	2017-EO2. Demonstration of strong financial stewardship through the implementation of a revised budget model to demonstrate the alignment of financial resources with university objectives. (2019)	2017-PM2. Financial stewardship. The university's Audited Financial Statements and accompanying analysis are the foundational reporting and accountability mechanisms for goals and initiatives related to financial stewardship. Operational efficiency is reported under Affordability (PM2).	2017-EO2. Continued enhancement of budget transparency; budgeting system, and multi-year planning framework implemented; new budget model in multi-year implementation phase Also, with feedback from the campus community, the U of A implemented its Integrated Asset Management Strategy which is the framework within which all infrastructure planning occurs. It sets out a collective mission, principles, goals, and actions for future-proofing our physical infrastructure and related costs..

ENROLMENT & PROGRAM CHANGES

Enrolment

Overall:

- Program enrolment has been stable and is expected to continue to be stable over the next three years.
- The University's proportion of international students remains stable.

Program Changes

The following programs were approved by Advanced Education this past year:

- Bachelor of Arts in Media Studies
- A streamlined Modern Languages and Cultural Studies Program
- Graduate Certificate in School Leadership
- Graduate Certificate in "Administration et Leadership Scolaire"

UNDERREPRESENTED LEARNERS

COMMUNITY PARTNERSHIPS TO ENHANCE ACCESS AND PATHWAYS INTO LEARNING

This past year, the university undertook a number of key activities upholding its commitment to support underrepresented learners, and to develop strong networks with community partners to enhance access and pathways into learning; examples of these activities are highlighted below.

- Provision of funding to undergraduate students on the basis of both merit and need continues to be a priority. Supporting affordable access to post-secondary education for Albertan, Canadian, Indigenous, and international students is critical in ensuring the university attracts and retains outstanding students from diverse regions and backgrounds. As such, the university began development and consultation for a new Policy Suite on Student Financial Support (SFS). The proposed policy articulates the university's commitment to provide and optimize student financial supports to ensure academically qualified students can attend the university, and reasserts the important partnership that exists between the University, governments and students in funding education.
- The university implemented a new tuition model for international students starting fall 2020. A program-based approach was introduced in order to offer a tuition guarantee. This offers stable and predictable tuition over a longer term and provides applicants with approved tuition amounts earlier in the process, creating an environment where international students can better plan for their education.
- The university has continued to actively recruit rural students. This year, the university introduced *Green and Gold Getaway*, a new initiative to provide prospective learners from across the province to visit campus for a weekend to experience the U of A. The university's investment in expanding student residence capacity directly supports access for Albertan students from outside Edmonton, and particularly rural students, and provides students living in residence with a range of supports.
- The university continued to play a key role in supporting access for francophone students across the province. Campus Saint-Jean is the only francophone post-secondary campus in western Canada, offering an immersive cultural and academic experience that ensures Franco-Albertan students can access high quality university programs in French without leaving their home province.
- The U of A has maintained its emphasis on providing a range of resources to support students with disabilities and students with other diverse needs. Where warranted, and without compromising its academic standards, the university will modify program course load, examination procedures, and other academic requirements to permit students with disabilities to complete their programs. Accommodations are provided through student support services, and include modifications for courses and examination. In addition, the Centre for Teaching and Learning provides support for instructors, including guidance on inclusive language and inclusive interactions and on principles of universal design in education. The university incorporates accessibility considerations into new capital construction projects, including significant renovations of existing facilities.
- The university supports sexual and gender minorities across our campuses through policies, programs, services, and events. Specific supports include: providing a dedicated Community Liaison Officer through University of Alberta Protective Services; identifying single-use, all-gender washrooms across North Campus; offering gender inclusive housing in residences; and providing access to health services through the University Health Centre. The university celebrates Pride Week annually to celebrate the diversity of our sexual and gender minority community.

- Formally adopted in 2019, the university's four-year Strategic Plan for Equity, Diversity, and Inclusivity (EDI) includes the following components and will report on progress against its EDI objectives on an annual basis:
 - To identify any gaps in EDI-related student services and to review accommodation policies and processes.
 - A range of data collection initiatives to enhance our understanding of barriers to student inclusion and to identify additional opportunities to enhance student supports.
 - The plan complements and builds on a number of faculty-level plans and programs, including faculties' gender equity plans for Canada Research Chairs. Several faculties, including Engineering and Science, have implemented senior leadership positions focused on gender equity and other aspects of EDI.

Also as part of the EDI plan, a website has been launched (EDI Gateway) to improve accessibility of services and supports.

- The university implemented a Workforce Diversity Census with a focus on the importance for students to have access to a university community reflective of Alberta's diversity.
- To promote both consistency among the supports available to students and timely decision-making efforts, the Office of the Vice-Provost and Dean of Students began an active review of accommodation practices across the university.
- In response to the changing needs of all our students, the university has continued to refine processes, improve access to information and enhance the ways in which we support and serve our students and faculty partners. Examples of this include:
 - We have developed a virtual assistant tool for our Student Connect Service centre. Vera (named in honor of our university motto *quaecumque vera*) is designed to answer questions 24/7 and has already reduced the number of inquiries received by Student Connect and the speed at which students can access information.
 - The Enrolment Management Policy Suite, which was approved by the Board of Governors in May 2019, provides a framework for managing institutional enrolment and meeting short- and long-term faculty objectives through shared planning and data-driven decision-making.
- A key component of building an equitable and inclusive university is responding to the Calls to Action in the Truth and Reconciliation Commission. The Vice-Provost (Indigenous Programming and Research) portfolio was established to lead development, consultation, and approval of the Indigenous Strategic Plan, build and nurture positive relationships with Indigenous communities, support the work of faculties and departments to Indigenize curricula across programs, and foster a supportive environment for Indigenous faculty, students, and staff.
- Along with the other 16 Canadian medical schools, the U of A endorsed the national Joint Commitment to Action on Indigenous Health which outlines actions for building meaningful relationships with Indigenous communities, increasing the number of Indigenous physicians, developing an Indigenous health curriculum, and developing policies of cultural safety.
- Land-based learning is a significant part of Indigenous cultures and involves interaction with nature to encourage critical thought. In an effort to recognize its value in classrooms, the Faculty of Native Studies hosted its first land-based class on campus.
- With the formal launch of the Intersections of Gender Signature Area, the U of A is the first university to make intersectional gender research and teaching a strategic priority.

- USchool celebrated its 10th anniversary in 2019. USchool offers programming to students from socially vulnerable or marginalized communities, including Indigenous communities, newcomers, and single-parent families. Since its inception, approximately 5,200 elementary and junior high students have participated in the program.
 - Theetso Motsamai received his PhD in diamond research and exploration from the Faculty of Science, making him the first-ever diamond research expert from Botswana Africa. Motsamai joined the U of A community as a PhD student because he “wanted to learn from the world’s best known diamond experts.”
 - The U of A formally signed The Dimensions Charter, a national agreement aimed at increasing equity, diversity, and inclusivity in Canada’s post-secondary institutions. The university is currently on track to meet targets for diversity among its representative Canada Research Chairs, and has incorporated equity, diversity, and inclusiveness into its selection process for major academic and research awards.
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INTERNATIONALIZATION

The university's international collaborations continue to create exceptional learning, discovery, citizenship, and innovation opportunities to advance the institutional vision of being one of the world's top publicly funded institutions for the benefit of our students and the province.

A key focus of the university's international goals is to ensure that University of Alberta students graduate with the curiosity, confidence, and competence to engage in an increasingly globalized world. Providing students with opportunities to enhance their global understanding and develop intercultural competencies takes place in our classrooms through experiential learning and education abroad programming, and in the social and extra-curricular activities happening across our campuses. International students contribute to the diversity of our campus learning environment. Many wish to become Canadian permanent residents after graduation, contributing their talent and resources to further strengthening Alberta's position as an investment-ready province with a highly skilled workforce. International students who return home are potential allies for deepening trade relationships between their home countries and Alberta.

As an enrolment managed institution, the university builds its class with a clear focus on attracting students from all parts of Alberta. Rural and Indigenous Albertan students are designated as priority undergraduate enrolment groups in the design of outreach and recruitment programming. In the University of Alberta Calendar, we also set out a specific commitment to access for Alberta students, i.e., "[n]o non-resident shall be admitted to a Faculty who is less qualified than any Alberta resident who is denied admission to that Faculty."

GLOBAL LEARNING

U of A programs enhance student perspectives on challenging global issues and promote cross-cultural understanding and communication skills. Many of these experiences are made possible through reciprocal agreements between the U of A and other institutions across the globe. Alberta students would not have these opportunities unless we equally offer them to visiting international students. Our student-centred initiatives, which promote global learning, include:

- Placements funded by the Queen Elizabeth Scholarship (QES) program: U of A has been awarded funding for four separate initiatives. The first two (now concluded) sent Alberta students abroad and welcomed visiting international scholars focused on the themes of *Global Generation: Energy and the Environment* and *Improving Individual and Community Health in the Commonwealth*. Over the course of four years, 142 students received funding for their placements. Currently, the Faculty of Nursing is operating its QES Advanced Scholars program, which will provide funding for 24 outgoing and incoming PhD and Post-Doctoral researchers and scholars. As well, UAI is administering a new project focused on the theme of *Securing our Shared Global Future: Student Leadership for Change*. This project will provide funding for 43 U of A students to complete placements around the globe focused on the UN sustainable development goals.
- The Worldwide Universities Network Summer School, hosted in July 2019, which welcomed 21 students from 13 WUN member universities to learn about energy transitions from faculty and researchers across many disciplines.
- Enhanced experiential, internship and co-op opportunities in international settings (including e3 in Berlin, Brazil, the French Alps, and Washington DC, as well as other educational and research abroad programs in more than 60 countries).

- The Certificate in International Learning (CIL), an embedded undergraduate certificate, documenting students' participation and achievement in international learning. This past year, 69 students completed the CIL. Students are required to have a significant intercultural experience, course work and a capstone project to demonstrate their international learning.
- The Canada Learning Initiative in China (CLIC), through which we provide national leadership to increasing Canadian students' understanding of China. 2019-2020 highlights include:
 - A total of 196 students studied in China (54 from U of A).
 - University of Toronto and McGill University joined the consortium, bringing the total membership to 11 of Canada's U15 universities.
 - A joint workshop between Canadian and Chinese universities was held in Ottawa with a focus on increasing participation and student learning outcomes.
- Increased opportunities for U of A students to participate in shorter-duration international experiences, either as an integral component of academic courses or independently.
- Many formal joint and double degree programs with partner institutions from around the world.
- International Week, which completed its 35th year, with a focus on the UN's Sustainable Development Goals (SDGs) and how we can all play a role in working towards them. The program included 14 events ranging from keynotes to a Student Clubs Fair to a concert. Attendance at these events was over 1,400.
- The World's Challenge, which invited U of A students to share their innovative solution to a major global issue. The team with the best proposal was awarded \$10,000 to make their solution a reality and will go on to represent the U of A at the international finals at Western University in June 2020, where they will compete for a \$30,000 prize.

DIVERSITY & INCLUSION

The presence of international students and foreign-trained post-doctoral fellows, faculty and staff broadens the perspective, impact, and relevance of the U of A's teaching, research, creative activities, and community service work. They also bring cultural diversity together with global connections, insights, and alternative perspectives on issues and challenges that better position the university, businesses, and the province.

Recruitment of exceptional undergraduate and graduate students from targeted highly ranked foreign institutions, and the recruitment of international students already studying at Canadian high schools and post-secondary institutions, advances the university's global academic enterprise and objectives, and also enhances reputation, assisting with the development of diversity in Alberta and Canada. The University of Alberta was pleased to welcome 1,379 new international undergraduate students to campus this year, representing 73 countries, along with 755 new international graduate students from 70 countries. In 2019-20, 15.3 percent of our undergraduate population and 39.8 percent of our graduate population were international students.

Supporting our international students' success and ensuring they are welcomed and included in our communities is of critical importance. Initiatives to highlight this year include:

- The U of A coordinated the Edmonton Post Secondary Airport welcome booth, greeting close to 1,000 newly arriving international students in late August.

- A new on-line orientation program was delivered to over 900 students in preparation for their move to Canada.
- Valuable paid work experiences for over 600 graduate students, provided by the U of A, since the Graduate Student Internship Program (GSIP) formally launched in January 2016. The program is based on a wage subsidy model supported by funds from a Government of Alberta grant called *A Vision for Innovation in Alberta: Excellence and Transformative Talent*. International students are taking advantage of GSIP to gain valuable Canadian work experience as they represent approximately 50% of the graduate student internship talent pool. International students also access the support of GSIP Advisors to get help with their resumes and prepare for upcoming interviews.
- The university's PhD onboarding event in August, which supported the transition from PhD applicant to student. Nearly 60% of the 123 registrants were international students; the cornerstone of the event was a session called *Strategies for Succeeding in Graduate Studies and Beyond* (affirming that students have what it takes to excel in a Canadian university and the steps they need to take to continue this journey). A second event in February focused on strategies for speaking to a supervisor, as considered through a multicultural lens.
- *Share the Cheer*, a program that connects members of the university community to host international students for a meal during the winter holidays, which matched 96 hosts with 308 students in 2019.
- The university welcomed five new recipients of the President's Award in 2019. They are from South Sudan, Somalia (2), Burundi and the Democratic Republic of the Congo. U of A assists these students in a number of ways including through a program that recruits and trains volunteers to support them. This year, 28 volunteers supported the President's Award recipients.

RESEARCH

The U of A is a research-intensive institution with output that is recognized globally in diverse disciplines. Through active, collaborative research with teams from all over the world, professors advance knowledge, education, and pedagogy in their respective disciplines. Global research engagement has many benefits for the U of A and the province, including leveraging funding resources and expertise from other parts of the globe to address challenges that affect everyone, including Albertans. Much of this funding goes to support domestic students in advanced degrees. The university continues to engage in high-quality, multidisciplinary, multinational research projects in many parts of the globe, including:

- Strengthening existing strategic international institutional partnerships, as highlighted below.
- Fostering new, multidisciplinary, multinational research projects in diverse disciplines with partner institutions from other countries.
- Leveraging international funding to secure resources to tackle emerging problems in regions of interest enhancing reach and implementation of U of A research outcomes at home and abroad.

U of A is currently leading or involved with six Research Development Funds (RDFs) through its membership in the Worldwide Universities Network (WUN), a group of 23 universities spanning 13 countries on six continents. WUN creates opportunities for international collaboration with other top universities, including research, internships, and study abroad.

INTERNATIONAL INSTITUTIONAL PARTNERSHIPS - RESEARCH CONSORTIA AND PARTNERSHIPS FORMED WITH TOP-TIER INTERNATIONAL PARTNERS

CHINA

The annual joint research workshop of the University of Alberta - East China Normal University (ECNU) Joint Institute of Advanced Science and Technology took place in Edmonton in June 2019. During the 2-day event, five ECNU professors had discussions with over 30 U of A faculty members, post-doctoral fellows and PhD students in the areas of photonics, spectroscopy, lasers and nanoscience. The joint institute steering committee meeting also took place after the workshop and the plans for future development were discussed.

The Joint Research Centre for Future Energy and Environment between U of A and Tsinghua University, China's leading science and technology research-university, continued its strong development. The Centre focuses on developing low-carbon, sustainable energy solutions while tackling global environmental challenges in Canada and China. In March 2019, the Chinese Ministry of Education (MoE) announced that the Low Carbon & Clean Energy Innovation International Collaborative Joint Research Lab had passed the review undertaken in January 2019 and completed its initial 3-year establishment stage. After a further 3-year development stage, it will be eligible to become a MoE funded joint research lab. In July 2019, seven joint research projects were funded, following an initial seven projects funded in 2018. An annual joint research workshop was held at U of A in September 2019.

In October 2019, President Turpin presented a keynote speech on "Alternative Energy: Potential to Power the Future" as part of the Canadian Embassy in Beijing's "Canada in Conversation" high-profile lecture series, hosted by Ambassador Dominic Barton. A panel of leading members of industry, academia, and non-governmental organizations, including the UN Development Programme, were also part of the event, which was widely covered in the Chinese media.

U of A continues to welcome the most China Scholarship Council students and scholars of all universities in the world.

GERMANY

The U of A works with several major research partners, including the Alexander von Humboldt Foundation, German Research Foundation (DFG), the German Academic Exchange Service (DAAD), and the Helmholtz Association of German Research Centres.

The university has been building up key partnerships with RWTH Aachen University and the University of Bielefeld, which include research collaboration, internships, and study abroad programs. RWTH Aachen and U of A launched a senior research fellowship program, which provides support to researchers for short term research visits.

In Fall 2019, academics from U of A attended the Berlin Week of Science, one of the world's most prestigious symposiums on scientific advancements, and hosted two events at the Canadian Embassy to lead the German-Canadian dialogue on innovation through intersectional gender analysis. The events were organized by U of A International, U of A's Intersections of Gender Signature Area, and the Institute of Interdisciplinary Gender Studies at the Technical University Berlin, with support from the German Research Foundation (DFG), Global Affairs Canada and the University of Bielefeld. The panels featured German and Canadian senior research administrators, including from the National Research Council of Canada and the Canadian Institutes of Health Research.

INDIA

In January 2020, the U of A signed agreements with several Indian Institutes of Technology (IITs), India's top science and technology institutions, to establish Joint Doctoral Degree Programs (JDPs) that will facilitate mobility of PhD students to pursue research under a host supervisor for periods of up to one year. The programs will be launched in 2020 with IIT Bombay, IIT Kharagpur and IIT Roorkee. While leading institutions in other countries such as Australia, Germany and Singapore have comparable JDPs with IITs, these are the first of their kind among Canadian universities.

U of A also received almost 50 applications in 2019 for the 10 inaugural placements of the Science and Engineering Research Board (SERB) of India's Overseas Visiting Doctoral Fellowship (OVDF), a sponsored visiting PhD student program which involves supervisors from both U of A and India. U of A is one of only two universities worldwide authorized to participate in the OVDF and was the first to sign an agreement for it with SERB in 2016.

In April 2019, Engage India: Association of Professors, a network of professors interested in fostering collaborative research and academic exchanges with partners in India, was launched at the U of A. Membership has since grown to over 40 researchers covering nine U of A faculties, each with their own affiliations and interests in Canada-India relations.

MEXICO

During President Turpin's visit to Mexico in December 2019, the University of Alberta signed an agreement with Tecnológico de Monterrey, one of the country's top universities. The institution-wide MOU includes plans for a Seed Grant Program for Joint Research Projects, through which each side will contribute to funding up to six joint projects per year, for three years.

USA

In 2019-2020 the University of Alberta welcomed three visiting Fulbright Research Chair scholars. Two scholars from US universities were placed in the Faculty of Arts in the Fulbright Chair positions "Society and Culture" and "Arts and Humanities." The third Fulbright Research Chair scholar was placed in the Faculty of Education.

The university recently added a new Fulbright Research Chair position. The School of Public Health at U of A established the Fulbright Canada Research Chair in Healthy Northern or Indigenous Communities. U of A now advertises eight Fulbright Research Chair positions, the most of all Canadian universities.

OTHER

During this past fiscal year:

- The university signed approximately 150 international collaboration agreements to facilitate activities ranging from faculty and student mobility to joint academic programs, to training for professionals.
- U of A International was involved in over 70 visits by representatives of international governments, universities, and other institutions in order to strengthen the university's opportunities, connections, and profile. Visitors included Her Imperial Highness Princess Takamado of Japan, the High Commissioner of India to Canada, a Member of the EU Parliament, a senior delegation from Aga Khan University, and groups of researchers from partners RWTH Aachen University in Germany, Tec de Monterrey in Mexico, and Tsinghua University in China.

- The University of Alberta continued to partner with the Institute of International Education (IIE) on the Scholar Rescue Fund through which 2 scholars, from Syria and Yemen, were supported in 2019/20 to do research at U of A.
- As a result of the first round of applications, three Master's students from Mexico and Chile arrived to study at U of A through the Canada-Pacific Alliance Scholarships Program (CPASP), which is administered by U of A International and funded by Global Affairs Canada. Eight trainees completed a two-week program at U of A in September 2019, and 13 participated in a short course taught by a U of A professor in Mexico in February 2020. Another 37 funded trainees from Pacific Alliance nations will complete short courses by June 2020.
- SENER-CONACyT Hydrocarbon Fund Networks: As part of U of A's engagement with the Mexican Secretariat of Energy (SENER)-National Council of Science and Technology (CONACyT) Hydrocarbon Fund, the first year deliverables of three networks funded by Mexico were implemented and year-one financial and technical reports submitted to the National Council of Science and Technology (CONACyT). Two of the networks are research-based and incorporate expertise housed in our Faculty of Engineering. The third network is a capacity development training project coordinated by U of A International.

Table 14: Transnational Programs

Name of Program	Type of Credential	Principal mode of delivery (e.g. in-person; international campus)	Name of Partner Institution	Country	Number of Students / Participants (19/20)	Number of Graduates / Completers
UNDERGRADUATE PROGRAMS						
Faculty of Arts - Ritsumeikan University Undergraduate Dual Degree Program	Bachelor of Arts from each institution	In person	Ritsumeikan University	Japan	1	0
GRADUATE PROGRAMS						
Faculty of Agricultural, Life & Environmental Sciences Transatlantic Master's Programs Leading to Dual Degrees in Forestry and Environmental Management (TRANSFOR-M)	MSc or Master of Forestry from U of A; degrees from other institutions vary	In person	Albert-Ludwigs-University (Freiburg)	Germany	5	IP
			Bangor University (Wales)	UK	3	
			University of Eastern Finland	Finland	0	
			University of Natural Resources and Life Sciences, Vienna	Austria	1	
			University of Padova	Italy	2	
Faculty of Agricultural, Life & Environmental Sciences - GSCAAS Joint Doctoral Degree Program	Joint PhD from U of A	In person	Graduate School of the Chinese Academy of Agricultural Sciences (GSCAAS)	China	0	0
Faculty of Arts - LMU Joint Doctoral Degree Program	PhD from home institution with notation on parchment	In person	Ludwig-Maximilians-Universität München (LMU)	Germany	4	IP
Faculty of Science - LMU Joint Doctoral Degree Program						
Faculty of Education - BNU Dual Master's Degree Program	MEd in Educational Psychology from U of A and Master's at BNU	In person	Beijing Normal University (BNU)	China	not yet started	
Faculty of Education - SNU Dual Graduate Degree Program	MA/MSc/MEd or PhD/EdD with notation on the parchment of both institutions.	In person	Seoul National University (SNU)	South Korea	1	IP
Faculty of Engineering - ULorraine Dual Master's Degree Program	MSc from U of A and Dipl. of Ing. degree or MSc from INPL	In person	University of Lorraine (ULorraine)	France	4	IP
Faculty of Engineering - USM Dual Doctoral Degree Program	PhD from each institution	In person	University Santa Maria (USM)	Chile	0	0
Faculty of Graduate Studies and Research - IIT Bombay Joint Doctoral Degree Program	Joint: PhD from home institution with notation on parchment at U of A, or with a separate certificate from IITB noting the co-supervision program	In person	Indian Institute of Technology (IIT) Bombay	India	not yet started	0
Faculty of Graduate Studies and Research - IIT Kharagpur Joint Doctoral Degree Program	Joint: PhD from home institution with notation on parchment	In person	Indian Institute of Technology (IIT) Kharagpur	India	not yet started	0
Faculty of Graduate Studies and Research - IIT Roorkee Joint Doctoral Degree Program	Joint: PhD from home institution with notation on parchment	In person	Indian Institute of Technology (IIT) Roorkee	India	not yet started	0
Faculty of Kinesiology, Sport, and Recreation - Yonsei Dual Doctoral Degree Program	PhD from each institution	In person	Yonsei University	South Korea	0	0
Name of Program	Type of Credential	Principal mode of delivery (e.g. in-person; international campus)	Name of Partner Institution	Country	Number of Students / Participants (19/20)	Number of Graduates / Completers

		international campus)				
Faculty of Medicine & Dentistry - Saarland Joint Doctoral Degree Program	PhD from home institution with notation on parchment	In person	Universität des Saarlandes	Germany	1	IP
Faculty of Medicine & Dentistry - TUK Joint Doctoral Degree Program	PhD from home institution with notation on parchment	In person	Technische Universität Kaiserslautern (TUK)	Germany	not yet started	0
Faculty of Pharmacy and Pharmaceutical Sciences - USP Dual Graduate Degree Program	MSc or PhD from each institution	In person	Universidade de Sao Paulo (USP)	Brazil	0	0
Faculty of Science - TUM Joint Doctoral Degree Program	PhD from home institution with notation on parchment	In person	Technical University of Munich (TUM)	Germany	1	0
Faculty of Science - UNICAMP Joint Doctoral Degree Program	PhD from home institution with notation on parchment	In person	Universidade Estadual de Campinas (Unicamp)	Brazil	0	0
Faculty of Science - UPM Dual Doctoral Degree Program	PhD from each institution	In person	Universiti Putra Malaysia (UPM)	Malaysia	1	IP
School of Business - NUCB Dual Master's Degree Program	MBA from each institution	In person	Nagoya University of Commerce and Business (NUCB)	Japan	0	0
School of Business - WHU Dual Master's Degree Program	MBA from U of A and MSc or MBA from WHU	In person	WHU – Otto Beisheim School of Management	Germany	0	0
School of Business - EDHEC Dual Master's Degree Program	MBA from U of A and MSc from EDHEC	In person	EDHEC Business School	France	4	IP
School of Business - Master of Business Administration (MBA) in Mandarin Program in Shenzhen	MBA from U of A	International branch program	Shenzhen Leaguer Co., Ltd.	China	84 (9 admissions to Winter 2020 cohort deferred to Spring due to coronavirus)	IP
School of Business - Master of Business Administration (MBA) in Mandarin Program in Shanghai	MBA from U of A	International branch program	Shanghai Joint-Share Business Management Co., Ltd.	China	0 (15 admissions to Winter 2020 cohort deferred to Spring due to coronavirus)	IP
School of Business - Master of Financial Management (MFM) in English Program in Shenzhen	MFM from U of A	International branch program	Xi'an Jiao Tong University	China	90 (13 admissions to Winter 2020 cohort deferred to Spring due to coronavirus)	IP
School of Business - Master of Financial Management (MFM) in Mandarin Program in Shanghai	MFM from U of A	International branch program	Xi'an Jiao Tong University	China	115	IP

Sources: Faculty of Graduate Studies and Research and University of Alberta International

Notes:

- Year is calculated starting from the spring term (i.e. 2019/20 includes Spring, Summer, Fall 2019 and Winter 2020)
- International branch campus refers to U of A programs being offered abroad in collaboration with a local institution.

IP = In Progress

CAPITAL PLAN

Introduction

The University of Alberta's 2019-20 Capital Plan attempts to establish an environment in which Alberta's oldest and largest post-secondary institution recalibrates its capital priorities in a way that ensures its current infrastructure inventory remains capable of supporting the best possible learning and research setting. With an emphasis on the well-planned and strategic repurposing and renewal of existing facilities, significant efforts were also expended in reducing reliance on externally leased space and the strategic decommissioning and demolition of functionally obsolete buildings.

The U of A recognizes that it competes in a global market for the best and brightest students, researchers, and faculty and that the supporting infrastructure capable of meeting 21st century expectations must remain a part of the U of A's competitive advantage.

Capital Projects

Capital investments, both scheduled and aspirational, remain strategically linked to the 2019-22 Comprehensive Institutional Plan (CIP) goals and are aligned with the Government of Alberta's post-secondary and research system's goals of accessibility, affordability, quality, coordination, and accountability.

Top Three

The three highest priority projects identified in the CIP remained aspirational throughout 2019-20 in that the absence of the requisite funding has not allowed for progress to occur.

Faculty of Arts – Expansion and Renewal					
Type	Description	Total Cost	Funding		
			Sources	Received	Revised
Expansion	As an alternative to a new downtown campus development, a multi-year phased renewal and expansion program will address program pressures in several buildings including Fine Arts, Industrial Design, HUB, Tory and the School of Business. Strategic renewal and expansion of existing facilities will ensure undergraduate programming and functional needs are achieved.	\$168.0 million	100% GoA	\$0	\$0

Biological Sciences - Renewal					
Type	Description	Total Cost	Funding		
			Sources	Received	Revised
Preservation	A renewal program for a 40-year-old facility focusing on mechanical and electrical base building infrastructure. As aged infrastructure is starting to fail, the ability to continue teaching and research in this space is at risk. There are significant challenges in upgrading these systems in this building as each wing is cross-linked meaning the renewal is best undertaken for the entire building. As planned, mechanical and electrical systems renewals will also support internal architectural renewals.	\$59.6 million	100% GoA	\$0	\$0

Chemistry East – Teaching Research Lab Modernization and Renewal					
Type	Description	Total Cost	Funding		
			Sources	Received	Revised
Preservation	These labs are original to the 1973 building and in very poor condition; to the degree that usability is in jeopardy. Continued use of these labs presents risks to the institution (quality of instruction and reputation) and the environment.	\$14.2 million	58% GoA	\$0	\$0
	Renewal and modernization of 14 teaching labs will support teaching and research while also reducing energy consumption, improving environmental sustainability and addressing lab safety with upgraded fume hoods.		42% U of A		

Other Priorities

Recognizing the uniqueness of operating multiple distinct and unique campuses, beyond the top three priorities identified above, numerous other projects were identified in our CIP as priorities. For ease of presentation, these projects have been grouped by campus and, as with the “top three” above, have all undergone significant planning to the point that each is ready to proceed pending the emergence of the requisite funding.

Augustana Campus					
Type	Project	Total Cost	Funding		
			Sources	Received	Revised
Expansion	Science (phase 1 and 2 renewal)	\$14.7 million	100% GoA	\$0	\$0

Campus Saint-Jean					
Type	Project	Total Cost	Funding		
			Sources	Received	Revised
Expansion	Science (expansion and classroom upgrades)	\$11.2 million	100% GoA	\$0	\$0
Minor Preservation	Campus electrical	\$4.8 million	100% GoA	\$0	\$0

North Campus					
Type	Project	Total Cost	Funding		
			Sources	Received	Revised
New	Maskwa House of Learning	\$28 million	100% GoA	\$0	\$0
Expansion	Morrison Structures Engineering Lab	\$16 million	100% GoA	\$0	\$0
Expansion	Earth Sciences (central systems)	\$19 million	100% GoA	\$0	\$0
Expansion	Mechanical Engineering	\$90 million	100% GoA	\$0	\$0
Preservation	Cameron Library (building envelope)	\$24.8 million	100% GoA	\$0	\$0
Preservation	Chemistry West (Level 0, 1, and 2)	\$15.5 million	100% GoA	\$0	\$0
Preservation	Medical Sciences (phase 1 renewal)	\$26 million	100% GoA	\$0	\$0
Preservation	Universiade Pavilion (building envelope)	\$17 million	100% GoA	\$0	\$0
Preservation	Clinical Sciences (building envelope)	\$18 million	83% GoA 17% U of A	\$0	\$0
Preservation	Convocation Hall (renewal)	\$9.9 million	80% GoA 20% U of A	\$0	\$0

North Campus					
Type	Project	Total Cost	Funding		
			Sources	Received	Revised
Preservation	Medical Sciences (floor renewal)	\$7.2 million	72% GoA 28% U of A	\$0	\$0
Minor Preservation	Asset Reduction Impacts	\$6.0 million	69% GoA 31% U of A	\$0	\$0
Minor Preservation	Tory (mechanical)	\$8.0 million	100% GoA	\$0	\$0
Minor Preservation	Heritage Medical Research (ventilation)	\$4.0 million	75% GoA 25% U of A	\$0	\$0
Minor Preservation	Animal Research (Heritage Medical Research, Medical Sciences, and Biological Sciences)	\$5.0 million	100% GoA	\$0	\$0
Minor Preservation	All-gender Washroom / Universal Access	\$4.5 million	100% GoA	\$0	\$0
Programming	Asset Reduction (Phase 1)	\$0.7 million	100% GoA	\$0	\$0

South Campus					
Type	Project	Total Cost	Funding		
			Sources	Received	Revised
New	High Performance Training and Research Facility and Community Arenas	\$65 million	30% GoC 35% CoE 35% philanthropic	\$0	\$0
New	South Campus (basic infrastructure)	\$15.6 million	100% GoA	\$0	\$0
New	Utilities / District Energy Plant	\$132.2 million	100% GoA	\$0	\$0

Other					
Type	Project	Total Cost	Funding		
			Sources	Received	Revised
Expansion	Enterprise Square Densification	\$10 million	100% GoA	\$0	\$0
Preservation	Ellerslie Site Remediation	\$12.6 million	75% GoA 25% U of A	\$0	\$0
Preservation	Heating Plant (turbine generator #3)	\$89.2 million	53% GoA 47% District Energy System	\$0	\$0

2019-20 was a challenging year in that the delay in the release of the provincial budget severely curtailed our ability to advance maintenance projects (e.g. sign contracts) without confirmation of funding levels. Recognizing the U of A already had several multi-year projects in progress and that other critical work simply had to proceed to avoid catastrophic building failures, the institution provided \$20 million in interim funding while awaiting the final amount awarded under the Infrastructure Maintenance Program (IMP) grant (\$34.9 million in 2018/19). The U of A felt it was acting prudently by proceeding with projects within a notional budget decrease of up to 40 percent. However, when Budget 2019 was released in November 2019, the IMP grant was reduced to zero.

As such, plans were executed to limit spending to \$20 million in 2019/20; and the U of A is planning for a return to previous funding levels as detailed in Budget 2020.

Current Projects - Timelines and Status				
Description	Start	Completion	Status	Progress in 2019/20
Campus Utility Building - Electrical (CUBE) – a new core and shell building (unoccupied) will ingrate with EPCOR's three-year plan to bring new power services to South Campus.	November 2016	November 2020	In progress	- Design completed - Construction award completed and building construction substantially completed
Central Academic Building (mechanical)	November 2018	February 2020	In progress	- Tenders awarded - Demolition and abatement work completed - Duct and electrical work substantially completed
Central Academic (lower level functional renewal)	April 2018	August 2019	Completed	- Tenders awarded - Demolition and abatement work completed - Renewal completed
Chemistry West (south)	May 2019	September 2020	In progress	- Awarded design-build contract - Demolition and abatement work completed - Floor leveling, framing, boarding, and electrical has begun
Dentistry / Pharmacy – building renewal	October 2017	July 2023	In progress	- Hazmat and selective demolition completed - Major demolition completed - Excavation and piling underway
Electrical Vault (Chemistry)	July 2018	October 2020	In progress	- Phase 1 - Level 0 loading dock addition and shipping/receiving renewal - Phase 2 - decant and renewal - Phase 3 - emergency power and electrical servicing renewal
Electrical Vault (Van Vliet)	April 2018	March 2020	In progress	- Excavation complete allowing for footings and walls - Installed secondary transformers - Installed all conductors and transformers on secondary side
Garneau Switchgear Upgrade and North Campus Electrical Feed Expansion	January 2019	December 2022	In progress	- Contract with EPCOR has been signed - EPCOR awaiting regulatory approval to proceed
Integrated Asset Management Strategy	June 2019	N/A	In progress	- Served notice to cancel external lease for Campus Towers allowing for densification of Enterprise Square, University Terrace, and the North Power Plant. - Decommissioned and demolished Alumni House
Lister Centre (Mackenzie Tower)	February 2019	August 2020	In progress	- Awarded construction management contract for Mackenzie Tower - Demolition and abatement completed - Concrete restoration underway (outer facades) - Mechanical and electrical system infrastructure nearing completion - Finalized furniture, fittings, and equipment product selections for all three towers

Description	Start	Completion	Status	Progress in 2019/20
Natural Resources Engineering Facility	May 2017	June 2020	In progress	Selective demolition completed allowing for mechanical, electrical, and other work to proceed
R.E. Phillips Building renewal	February 2019	September 2020	In progress	- Tender awarded - Concrete and steel structure completed
Van Vliet Centre (functional renewal [change rooms])	June 2018	April 2020	In progress	Project completed
University of Alberta Botanic Garden – Infrastructure	April 2018	August 2020	In progress	- Entry pavilion design completed and construction initiated - Completed expansion of southeast pump house - Issued request of proposals to install sanitary infrastructure

Priority Projects

Other than the “in progress” projects detailed above, there are no projects commencing in 2020/21 that meet the GoA threshold for reporting here. In fact, once the renewal projects for Dentistry/Pharmacy and Lister are complete, spending on capital projects is projected to fall precipitously.

However, the University of Alberta continues to rely heavily on its BLIMS submission to highlight to the Government of Alberta its infrastructure needs ranging from critical building fixes to renewals to address aged building inventories.

INFORMATION TECHNOLOGY

The primary areas where Information Technology (IT) is applied to support the U of A's core mission are:

- Support for teaching and learning: increasing capacity to use digital technologies to enhance learning experiences in-person and for distance education, including support for alternative delivery programs, blended delivery, flipped classrooms and other innovative delivery models.
- Support for research: providing consulting and state-of-the-art systems to support innovative research, including advanced research computing and large-scale data storage.
- Support for access: offering enhanced systems and processes for undergraduate and graduate admissions and student scholarships and awards, including enrolment management system, the monitoring and performance reporting of student progress, and other systems that support and enhance student life.
- Support for efficiency and sustainability: increasing the efficiency of administrative systems that support core institutional activities and enhancing the university experience by facilitating easier ways to get things done.

U of A's Information Technology was recognized this past year with several national awards for innovations in automation, and in cyber security, delivered in 2018/19. In 2019/20, the U of A delivered the following:

- Implemented new capabilities for students:
 - Online applications for graduate student awards, and review and approval of those awards.
 - Online records of professional development activities by graduate students.
 - New cloud-based system for undergraduate applications for admission.
 - New case management system for students in residence, to support their non-academic needs.
 - Developed and deployed a new capability for distributing, administering, and grading exams online.
 - Created a new active learning classroom at Campus St. Jean.
- Supported researchers through:
 - Implementation of a digital research administration workflow, replacing manual signatures and paper forms for grant applications and approvals
 - Regular boot camps to train new faculty members, postdocs, and graduate students in skills needed to apply advanced research computing
- Made numerous improvements in support processes and systems, including:
 - Implemented a new integrated governance committee to handle the overlapping areas of information and information systems.
 - Completed a PCI compliance review of all university payment systems and merchant accounts.
 - Deployed a modern identity and access management system, which will enable further enhancements in institutional cyber security.
 - Converted telephony trunks from previous generation "T" carrier lines to IP-based services.
 - Implemented a number of automation and self-serve capabilities, including chatbots for undergraduate and international students, automated the process of hiring graduate teaching assistants, process automation in paying vendors with whom the university has high numbers of transactions, and automating maintenance of chart of accounts.
 - Electronic documents: migrated the system to the Amazon cloud, implemented records management capability, implemented scanning and automated tagging of records of employment for casual staff, automated classification of forms submitted by applicants, automated adjudication of undergraduate entrance awards.
 - Supported the university's transition to a new Web content management system.
 - Collaborated with the other 25 Alberta post-secondary institutions to define and develop sectoral skills in cyber security.
 - Facilitated the amalgamation of the provincial post-secondary IT organization AAHEIT into ShareIT, and continued to support the development of shared procurement in the post-secondary sector.
 - Collaborated nationally with five other post-secondary institutions to develop the Canadian Shared Security Operations Centre (CanSSOC).
 - Replaced paper forms used to request access to the ERP with digital workflow.
 - Automated the process for allocating new endowment contributions and endowment spending.
 - Implemented changes to tuition processing required by Bill 19.
 - Continued rationalization and standardization of client Windows domain environments to improve overall customer experience and supportability.

RISK MITIGATION ANALYSIS

Revenue decline mitigation strategies

The vast majority of the university's operating revenues are controlled by government. To the extent that legislation and government authority permits the university to increase tuition, these levers may be applied.

The risk associated with alternative revenue sources remains high. The university must increase its capacity to generate alternative sources of revenue to offset constraints to grant funding and tuition revenue limitations.

Expenditure increase mitigation strategies

With limited ability to control or increase university revenues, our main mitigation strategies must necessarily focus on expense reduction.

As such, the university exercises caution in adding permanent staff positions. Any compensation changes must be negotiated with bargaining agents. The vast majority of the university's employees are unionized. To manage benefits costs, the university looks to achieve efficiencies with its benefit carriers, and work with the university-union benefit committees to review plan design.

Over the long term the university is looking at opportunities to increase space utilization, and retire buildings where it no longer makes sense to upgrade them.

Overall the university is examining administrative processes seeking cost and quality improvements, recognizing that the priority is to support the academic and research mission of the university.

**APPENDIX A: AUDITED
FINANCIAL STATEMENTS**



Consolidated Financial Statements

**For the Year Ended
March 31, 2020**

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FINANCIAL SERVICES

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CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS YEAR ENDED MARCH 31, 2020

(in millions of dollars)

The consolidated financial statement discussion and analysis should be read in conjunction with the University of Alberta audited financial statements. The university's financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards. For more in-depth discussion and analysis of the university's goals and objectives please refer to the following documents:

For the Public Good, Comprehensive Institutional Plan, Investment Reports.

<https://www.ualberta.ca/reporting>

The consolidated financial statement discussion and analysis provides an overview of the university's:

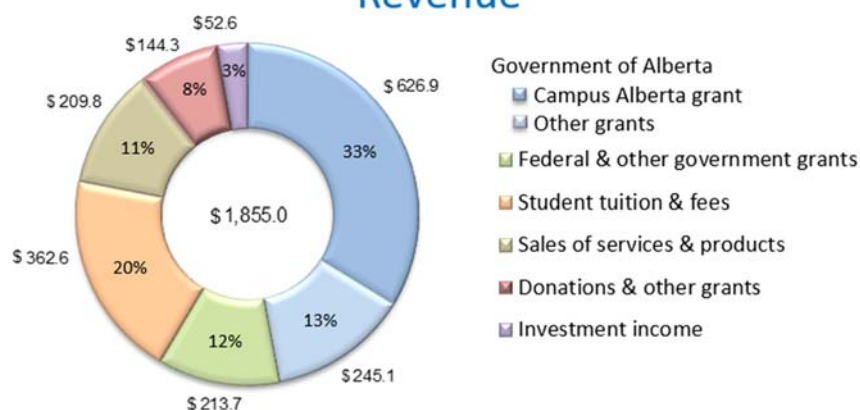
- Summary of Financial Results
- Revenue and Expense
- Capital Acquisitions
- Net Assets and Net Debt
- Areas of Significant Financial Risk

Summary of Financial Results

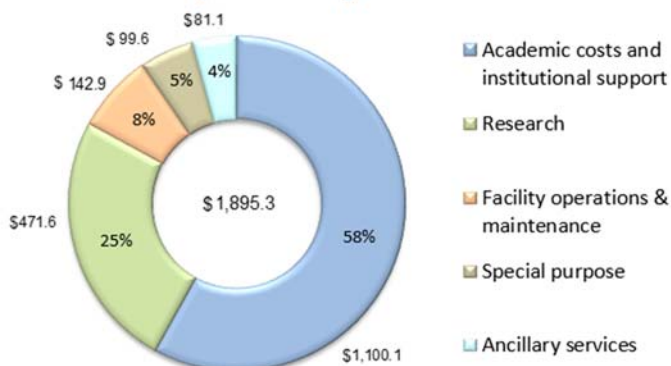
The university ended the year with an annual deficit of \$14.7 million. Of this amount \$25.6 million are donations directed to endowments and endowment capitalized investment income and therefore are not available for spending. The annual operating deficit was \$40.2 million; 2.2% of total revenue (budget annual operating surplus: \$37.7; 1.9% of total revenue). This decrease from the prior year annual operating surplus of \$123.3 was primarily due to a decrease in the Campus Alberta operating grant, lower investment income from realized capital losses and higher pension expense caused by higher plan expenses (current services costs and interest expense).

Net assets of \$1,982.8 million decreased from the prior year (2019: \$2,179.5). The decrease is mainly due to a decrease in the fair value of endowments.

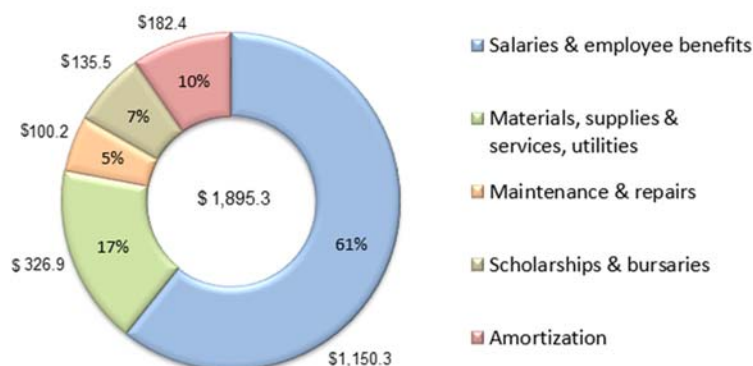
Revenue



Expense by Function



Expense by Object

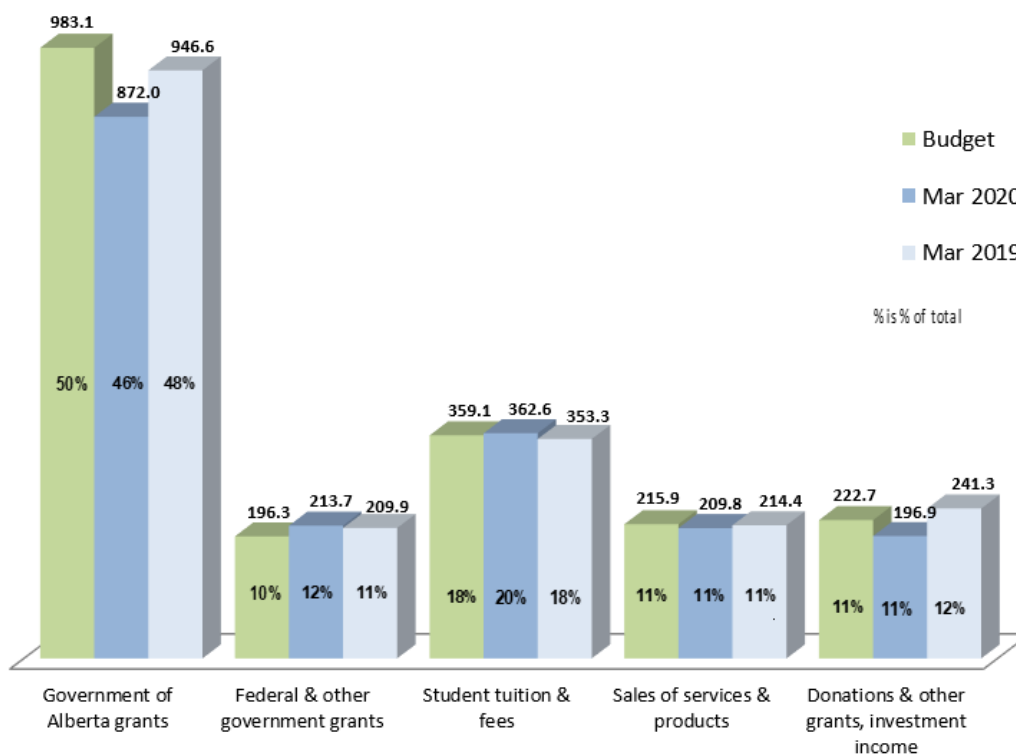


CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS YEAR ENDED MARCH 31, 2020

(in millions of dollars)

Revenue

Total revenue for the year was \$1,855.0 million, a decrease of \$110.5 million over the prior year and \$122.1 million (6.2%) less than budget.



Government of Alberta grants

Government of Alberta grants (GoA) represent the single largest source of funding for university activities at 46% of total revenue. GoA grant revenue of \$872.0 million was \$74.6 million lower than prior year and \$111.1 million lower than budget. The decrease over prior year is primarily due to a 6.9 percent reduction in the Campus Alberta operating grant (\$44.4 million) and a one year cancellation of the Infrastructure Maintenance Program grant (\$34.9 million). These two items are also the primary reasons for the decrease compared to the budget for GoA revenue.

Federal and other government grants

Federal and other government grants primarily support the university's research activities. Federal and other government grants revenue of \$213.7 million was \$3.8 million higher than prior year and \$17.4 million higher than budget. The increase over prior year and the budget is due to increased research funding from the Government of Canada, including funding for research on COVID-19 of \$5.3 million.

Student tuition and fees

Student tuition and fees includes instructional fees, market modifiers, program differential fees, international student fees, and mandatory non-instructional fees. Student tuition and other fees revenue of \$362.6 million was \$9.3 million higher than prior year and \$3.5 million higher than budget. The increase over prior year and the budget is mainly due to higher international student enrolment. In the October 2019 provincial budget the GoA announced that the freeze of domestic tuition fees has been lifted and institutions can raise domestic tuition beginning in fiscal year 2021 by up to 7% per year for the next three years.

Sales of services and products

Sales of services and products revenues are generated by ancillary services and faculties and administrative units to both individuals and external organizations to support university activities. Sales of services and products revenue of \$209.8 million was \$4.6 million lower than prior year and \$6.1 million lower than budget. There was no one individually significant item that has caused the reduction.

Donations and other grants

Donations and other grants support many university activities. Donations and other grants revenue of \$144.3 million was \$2.3 million less than prior year but was \$6.3 million more than budget. There was no one individually significant item that accounted for these variances.

CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS YEAR ENDED MARCH 31, 2020

(in millions of dollars)

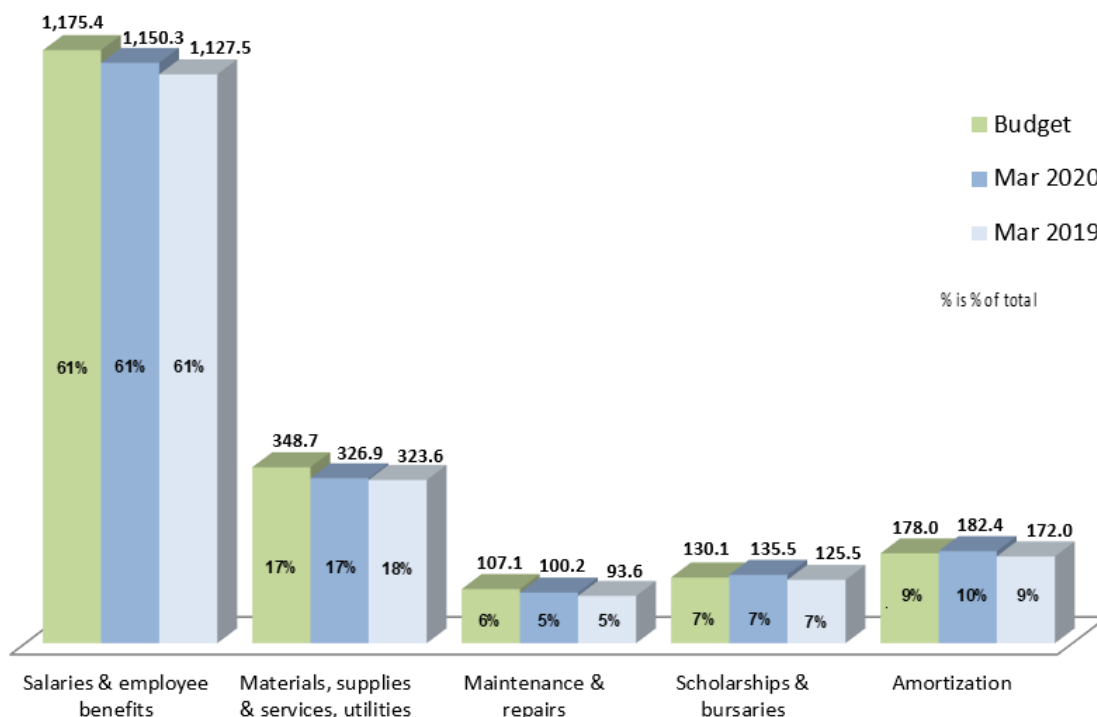
Investment income

Investment income supports many university activities. Investment income revenue of \$52.6 million was \$41.9 million lower than prior year and \$32.1 million lower than budget. The decrease over prior year and the unfavorable to budget was due to the realization of a capital loss on the disposal of two oil and gas indexed funds. Investments fall into two categories, the University Endowment Pool (UEP) and the Non-Endowed Investment Pool (NEIP). The UEP had a loss of 10.2% (2019: 5.9% return) and represents the majority of the university's long-term investment strategy. The NEIP investments which are allocated to short-term, mid-term and long-term investment strategies had a loss of 1.3% (2019: 3.5% return).

Expense

Total expense for the year was \$1,895.3 million, an increase of \$53.1 million over the prior year and \$44.1 million (2.3%) less than budget. Salaries and employee benefits are the single largest expense representing 61% of total expense.

Expense by Object



Salaries and employee benefits

Salaries and employee benefits of \$1,150.3 million was \$22.8 million more than prior year and \$25.1 million less than budget. The increase over prior year is mainly due to higher pension expense caused by higher plan expenses (current services costs and interest expense). The decrease compared to budget is mainly due to lower salary costs across a number of areas.

Materials, supplies and services and utilities

Materials, supplies and services, and utilities of \$326.9 million was \$3.3 million more than prior year and \$21.8 million less than budget. Materials, supplies and services, and utilities was comparable to prior year and less than budget due to units restricting their spending due to GoA funding cuts.

Maintenance and repairs

Maintenance and repairs of \$100.2 million was \$6.6 million more than prior year and \$6.9 million less than budget. The increase over prior year was due to the recognition of an environmental liability for the remediation of the university's snow bank facilities. Maintenance and repairs was less than budget due to units restricting their spending due to GoA funding cuts.

Scholarships and bursaries

Scholarships and bursaries of \$135.5 million was \$10.0 million more than prior year and \$5.4 million more than budget. The increase over prior year and increase over budget was due to funding from endowments and GoA grants for both undergraduate and graduate awards. This expense aligns with the University's goal to attract and support undergraduate and graduate students.

CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

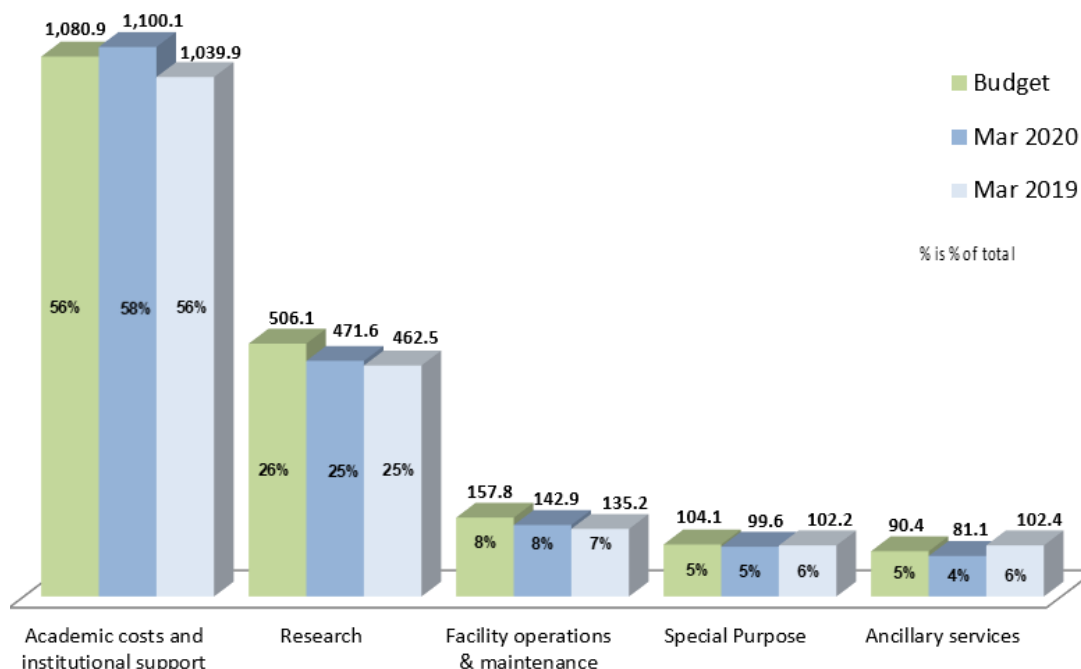
YEAR ENDED MARCH 31, 2020

(in millions of dollars)

Amortization

Amortization of \$182.4 million was \$10.4 million more than prior year and \$4.4 million more than budget. The increase over prior year and the increase over budget was due to an adjustment of the useful life of a number of buildings.

Expense by Function



Academic costs and institutional support

Academic costs and institutional support expenses effectively represents the operating activities of the university. A significant component of this category is salary and employee benefit costs. Expenses for this category of \$1,100.1 million was \$60.2 million more than prior year and \$19.2 million more than budget. The increase over prior year was mainly due to higher pension expense and higher internally funded scholarships. The increase over budget was mainly due to higher pension expense caused by higher plan expenses (current services costs and interest expense).

Research

Research expenses are funded by restricted grants and donations along with internal funds designated for research related activities. Research expenses of \$471.6 was \$9.1 million more than prior year and was \$34.5 million less than budget. The increase over prior year has no one individually significant item. The decrease over budget was mainly due to lower expenditures for salaries on research activities.

Facility operations and maintenance

Facility operations and maintenance represents the cost of maintaining university facilities and grounds. Facility operations and maintenance expense of \$142.9 million was \$7.7 million more than prior year and \$14.9 million less than budget. The increase over prior year is due to the recognition of an environmental liability for the remediation of the university's snow bank facilities. The decrease over budget was mainly due to lower maintenance and repairs caused by the one year cancellation of the GoA Infrastructure Maintenance Program grant.

Special purpose

Special purpose expenses are for student awards and bursaries and other programs involving teaching and learning, and community service specifically funded by restricted grants and donations. Special purpose expense of \$99.6 million was \$2.6 less than prior year and \$4.5 million less than budget. No one individually significant item is accountable for these variances.

Ancillary services

Ancillary services include the university bookstore, parking services, utilities and student residences. Ancillary services expense of \$81.1 million was \$21.3 million less than prior year and was \$9.3 million less than budget. The decrease over prior year is mainly due to lower maintenance costs for residences and lower input costs for the utilities ancillary. The decrease over budget is attributable to the same reasons.

CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

YEAR ENDED MARCH 31, 2020

(in millions of dollars)

Capital Acquisitions

The university expended \$157.6 million (2019: \$124.6) on construction and other tangible capital asset acquisitions.

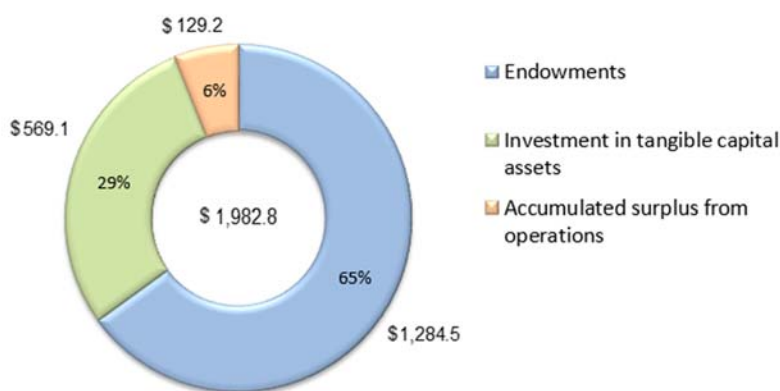
The most significant construction and capital asset acquisitions in 2020 are:

- Lister Centre renewal – a multi-year project to upgrade three residence towers in the Lister Centre complex.
- Dentistry and Pharmacy Renewal and Repurpose - a multi-year project to renovate the Dentistry Pharmacy building.
- Natural Resources Engineering Facility (NREF) Renewal and Renovation project – a multi-year project to repurpose a number of floors of the facility to high tech research laboratory space.

Net Assets and Net Debt

Net assets

The net asset balance is an important indicator of financial health for the university. The net assets measure provides the economic position of the university from all years of operations. The university's net assets include endowments of \$1,284.5 million. Endowments represent contributions from donors that are required to be maintained in perpetuity, as well as capitalized investment income that is also required to be maintained in perpetuity to protect the economic value of the endowment. Endowments are not available for spending. Of the remaining \$698.3 million in net assets, \$569.1 million represents funds invested in tangible capital assets.



	Unrestricted	Internally restricted	Investment in tangible capital assets	Endowments	Total
Net assets, beginning of year	\$ 138.3	\$ 55.1	\$ 553.8	\$ 1,432.3	\$ 2,179.5
Annual operating deficit	(40.2)	-	-	-	(40.2)
Endowments contributions and capitalized income	-	-	-	25.5	25.5
Transfer to endowment	(2.3)	-	-	2.3	-
Tangible capital assets	(15.3)	-	15.3	-	-
Transfer from endowments	30.5	-	-	(30.5)	-
Transfer from internally restricted	15.0	(15.0)	-	-	-
Change in accumulated remeasurement gains	(36.9)	-	-	(145.1)	(182.0)
(Decrease) increase	(49.2)	(15.0)	15.3	(147.8)	(196.7)
Net assets, end of year	\$ 89.1	\$ 40.1	\$ 569.1	\$ 1,284.5	\$ 1,982.8

The decrease in accumulated surplus from operations is mainly due to the annual operating deficit (\$40.2) and to a decrease in the fair value of portfolio investments causing a decrease in the unrealized remeasurement gains (\$36.9). The university also transferred \$2.3 million from accumulated surplus to endowments for capitalization of unrestricted income and transferred \$30.5 million from endowments to accumulated surplus for unfunded endowment expenditures.

CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

YEAR ENDED MARCH 31, 2020

(in millions of dollars)

The university has an internally restricted investment income reserve (\$40.1). The purpose of the reserve is to create a buffer for risk management purposes; that is, to ensure that future financial obligations can be fulfilled in the event of significant investment losses. The reserve target is 17% of the underlying obligations (investment cost), currently \$87 million, which allows for fluctuations in capital and equity markets to the degree experienced during the financial crisis in 2008-09. Once the reserve target is met, allocations will be made to a Strategic Initiatives Fund that will be used to support long-term institutional goals. This year the university withdrew \$15.0 million from the reserve to replace funding for committed capital initiatives that were impacted by the one year cancellation of the Infrastructure Maintenance Program grant.

The increase in investment in tangible capital assets of \$15.3 million consists of additions (\$87.3) and debt repayments (\$14.5), less new financing (\$20.0) and amortization (\$66.5). These additions include construction projects, equipment, furnishings, computer hardware/software and library resources.

The university's endowment spending policy provides for an annual spending allocation (2020: \$53.0; 2019: \$49.0) to support a variety of key initiatives in the areas of academic programs, chairs and professorships, scholarships, bursaries and research. The decrease in endowments of \$147.8 million is due to a decrease in fair value (\$145.1) and a transfer of endowment principal to unrestricted net assets to cover unfunded endowment expenditures (\$30.5), partially offset by new contributions (\$25.5) and a transfer of miscellaneous sales revenue from unrestricted net assets (\$2.3). During the year the university's investment income earned from endowment investments was not sufficient to fund the annual spending allocation of \$53.0 million along with the investment management and administration fees of \$18.8 million. Total investment income was \$13.8 million leaving an unfunded allocation of \$58.0 million. Of this amount, \$30.5 million was spent by the endowment holders and was funded by a transfer from endowments net assets to unrestricted net assets. The remaining \$27.5 million represents unspent allocation per the University Endowment Pool (UEP) Spending policy and is being managed by the university as is a future commitment.

Net debt

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. Net financial assets (net debt) is a measure of an organization's ability to use its financial assets to cover liabilities and fund future operations.

The net debt (excluding portfolio investments restricted for endowments) indicates that the university has a \$168.6 million deficiency (2019: \$97.8). The deficiency can be attributed to the acquisition of prepaid expenses \$9.3 (2019 - \$8.1), tangible capital assets acquired by debt financing \$288.5 (2019 - \$283.1), partially offset by the accumulated operating surplus \$129.2 (2019 - \$193.4). Net debt has increased mainly due to the acquisition of tangible capital assets.

Areas of Significant Financial Risk

Fiscal Uncertainty

The Campus Alberta grant is the primary source of funding for the university's day-to-day operating activities. Government support is under pressure given the impacts of COVID-19, the drop in oil prices and the province's fiscal outlook. Grants, tuition and other revenue generation initiatives are largely under government control, which puts significant pressure on university finances. The impact to university revenue of a 1% change to the Campus Alberta base operating grant is \$6.2 million and a 1% change to domestic tuition is \$2.0 million.

The COVID-19 pandemic has had a large impact in how the university conducts its operations. The major operational change was the change to on-line delivery of instructional courses to students. It is anticipated that there will be negative impacts to major revenue streams, especially with regards to enrollment (international students) and fundraising. Staffing levels will be impacted as the university and the Non-Academic Staff Association (NASA) agreed to a Letter of Understanding regarding temporary layoffs on April 15, 2020. The full financial impact to the university has yet to be established and won't be known for a period of time. The liquidity position of the university is strong so there are no immediate cash flow concerns.

Unfunded Pension Liability

The university participates with other Alberta post-secondary institutions in the Universities Academic Pension Plan (UAPP) to provide pensions for the university's participating employees. The unfunded deficiency in the UAPP is currently being funded by a combination of employee and employer contributions and the Government of Alberta. The deficiency is required to be eliminated by 2043. At March 31, 2020, based on actuarial assumptions, the university has recorded a UAPP employee future benefit liability of approximately \$116 million.

The impact to the university's share of the unfunded liability of a 1% increase in the inflation rate assumption would be an increase of approximately \$83 million, a 1% increase in the salary escalation assumption would be an increase of approximately \$17 million, while a decrease of 0.25% in the discount rate assumption would lead to an increase of approximately \$47 million.

CONSOLIDATED FINANCIAL STATEMENT DISCUSSION AND ANALYSIS
YEAR ENDED MARCH 31, 2020

(in millions of dollars)

Deferred Maintenance

As the largest and oldest post-secondary institution in the province, the university's deferred maintenance obligations continue to increase. As of December 2019, the liability stood at \$309 million and is estimated to increase to approximately \$872 million over the next five years. As part of the fiscal 2020 budget, the government eliminated the Infrastructure Maintenance Program (IMP) grant (\$35 million) which was a main source of funding in dealing with the deferred maintenance issue. This funding was re-established in the fiscal 2021 provincial budget. The university continues to identify and address priority deferred maintenance issues through joint renewal and repurposing projects to maintain the functionality of our building inventory.

STATEMENT OF MANAGEMENT RESPONSIBILITY

YEAR ENDED MARCH 31, 2020

The consolidated financial statements of the University of Alberta have been prepared by management in accordance with Canadian public sector accounting standards. The consolidated financial statements present fairly the financial position of the university as at March 31, 2020 and the results of its operations, remeasurement gains and losses, changes in net financial assets and cash flows for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has developed and maintains a system of internal control designed to provide reasonable assurance that university 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 and Risk Committee. With the exception of the President, all members of the Audit and Risk Committee are not employees of the university. The Audit and Risk Committee meets with management and the external auditors and internal auditors to discuss the results of audit examinations and financial reporting matters. The external and internal auditors have full access to the Audit and Risk Committee, with and without the presence of management.

These consolidated financial statements 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.

Original signed by David H. Turpin

President and Vice-Chancellor

Original signed by Gitta Kulczycki

Vice-President (Finance & Administration)
and Chief Financial Officer

**INDEPENDENT AUDITOR'S REPORT
YEAR ENDED MARCH 31, 2020**



Independent Auditor's Report

To the Board of Governors of the University of Alberta

Report on the Consolidated Financial Statements

Opinion

I have audited the consolidated financial statements of the University of Alberta (the Group), which comprise the consolidated statement of financial position as at March 31, 2020, and the consolidated statements of operations, change in net financial assets, remeasurement gains and losses, and cash flows 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 Group as at March 31, 2020, 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 University of Alberta's Annual Report, but does not include the consolidated financial statements and my auditor's report thereon. The University of Alberta's 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.

INDEPENDENT AUDITOR'S REPORT YEAR ENDED MARCH 31, 2020

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 25, 2020
Edmonton, Alberta

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2020
(thousands of dollars)

	Note	2020	2019
Financial assets excluding portfolio investments restricted for endowments			
Cash and cash equivalents	3	\$ 75,343	\$ 19,581
Portfolio investments - non-endowment	4	989,681	1,040,126
Accounts receivable		145,435	145,148
Inventories held for sale		1,994	2,133
		1,212,453	1,206,988
Liabilities			
Accounts payable and accrued liabilities		188,720	172,470
Employee future benefit liabilities	7	219,057	217,774
Debt	8	403,550	335,797
Deferred revenue	9	569,742	578,758
		1,381,069	1,304,799
Net debt excluding portfolio investments restricted for endowments		(168,616)	(97,811)
Portfolio investments - restricted for endowments	4	1,284,568	1,432,304
Net financial assets		1,115,952	1,334,493
Non-financial assets			
Tangible capital assets	10	2,657,080	2,684,090
Prepaid expenses		9,287	8,118
		2,666,367	2,692,208
Net assets before spent deferred capital contributions		3,782,319	4,026,701
Spent deferred capital contributions	11	1,799,471	1,847,187
Net assets	12	\$ 1,982,848	\$ 2,179,514
Net assets is comprised of:			
Accumulated surplus		\$ 1,913,944	\$ 1,928,600
Accumulated remeasurement gains		68,904	250,914
		\$ 1,982,848	\$ 2,179,514

Contingent assets and contractual rights (note 13 and 15)

Contingent liabilities and contractual obligations (note 14 and 16)

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENT OF OPERATIONS
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

	Note	Budget (Note 18)	2020	2019
Revenue				
Government of Alberta grants	19	\$ 983,086	\$ 872,029	\$ 946,643
Federal and other government grants	19	196,265	213,653	209,900
Student tuition and fees		359,053	362,593	353,280
Sales of services and products		215,928	209,786	214,434
Donations and other grants		138,061	144,367	146,752
Investment income		84,682	52,596	94,489
		1,977,075	1,855,024	1,965,498
Expense				
Academic costs and institutional support		1,080,927	1,100,086	1,039,925
Research		506,125	471,604	462,497
Facility operations and maintenance		157,783	142,927	135,198
Special purpose		104,117	99,546	102,207
Ancillary services		90,374	81,107	102,383
		1,939,326	1,895,270	1,842,210
Annual operating (deficit) surplus		\$ 37,749	(40,246)	123,288
Endowment contributions	12		25,506	36,227
Endowment capitalized investment income	12		84	39,236
			25,590	75,463
Annual (deficit) surplus			(14,656)	198,751
Accumulated surplus, beginning of year			1,928,600	1,729,849
Accumulated surplus, end of year	12		\$ 1,913,944	\$ 1,928,600

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

	Budget (Note 18)	2020	2019
Annual (deficit) surplus	\$	\$ (14,656)	\$ 198,751
Acquisition of tangible capital assets, net of proceeds on disposals	(188,945)	(157,333)	(124,342)
Amortization of tangible capital assets	177,953	182,376	172,006
Loss on disposal of tangible capital assets	-	1,967	275
Change in prepaid expenses	(170)	(1,169)	(137)
Change in spent deferred capital contributions	(41,051)	(47,716)	(53,054)
Change in accumulated remeasurement gains		(182,010)	(25,058)
(Decrease) increase in net financial assets		(218,541)	168,441
Net financial assets, beginning of year		1,334,493	1,166,052
Net financial assets, end of year	\$	\$ 1,115,952	\$ 1,334,493

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

	Note	2020	2019
Accumulated remeasurement gains, beginning of year		\$ 250,914	\$ 275,972
Unrealized (losses) gains attributable to:			
Portfolio investments - non-endowment:			
Quoted in an active market		(15,794)	8,778
Designated at fair value		(25,427)	4,143
Portfolio investments - restricted for endowments:			
Quoted in an active market		(38,002)	42,822
Designated at fair value		(123,096)	8,676
Amounts reclassified to consolidated statement of operations:			
Portfolio investments - non-endowment:			
Quoted in an active market		683	(10,803)
Designated at fair value		3,659	(3,601)
Portfolio investments - restricted for endowments:			
Quoted in an active market		3,767	(62,425)
Designated at fair value		12,200	(12,648)
Net change for the year		(182,010)	(25,058)
Accumulated remeasurement gains, end of year	12	\$ 68,904	\$ 250,914
 Accumulated remeasurement gains is comprised of:			
Portfolio investments - non-endowment		\$ 5,001	\$ 41,880
Portfolio investments - restricted for endowments		63,903	209,034
		\$ 68,904	\$ 250,914

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

	2020	2019
Operating transactions		
Annual (deficit) surplus	\$ (14,656)	\$ 198,751
Add (deduct) non-cash items:		
Amortization of tangible capital assets	182,376	172,006
Expended capital recognized as revenue	(115,828)	(111,570)
Loss (gain) on sale of portfolio investments	20,309	(89,477)
Loss on disposal of tangible capital assets	1,967	275
Increase (decrease) in employee future benefit liabilities	1,283	(20,000)
Change in non-cash items	90,107	(48,766)
(Increase) decrease in accounts receivable	(341)	8,083
Decrease in inventories held for sale	139	207
Increase (decrease) in accounts payable and accrued liabilities	17,177	(7,954)
(Decrease) increase in deferred revenue	(9,016)	30,742
Increase in prepaid expenses	(1,169)	(137)
Cash provided by operating transactions	82,241	180,926
Capital transactions		
Acquisition of tangible capital assets, net of proceeds on disposals, less in kind donations	(149,855)	(120,669)
Cash applied to capital transactions	(149,855)	(120,669)
Investing transactions		
Purchases of portfolio investments	(403,015)	(362,768)
Proceeds on sale of portfolio investments	398,004	207,680
Cash applied to investing transactions	(5,011)	(155,088)
Financing transactions		
Debt repayment	(15,747)	(14,509)
Debt - new financing	83,500	-
Increase in spent deferred capital contributions, less in kind donations	60,634	54,843
Cash provided by financing transactions	128,387	40,334
Increase (decrease) in cash and cash equivalents	55,762	(54,497)
Cash and cash equivalents, beginning of year	19,581	74,078
Cash and cash equivalents, end of year	\$ 75,343	\$ 19,581

UNIVERSITY OF ALBERTA
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

1. Authority and purpose

The Governors of The University of Alberta is a corporation that manages and operates the University of Alberta (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 institution 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.

2. Summary of significant accounting policies and reporting practices

(a) General – Canadian public sector accounting standards (PSAS) and use of estimates

These consolidated financial statements have been prepared in accordance with PSAS. The measurement of certain assets and liabilities is 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. Employee future benefit liabilities and amortization of tangible capital assets 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 generally measured as follows:

- Cash and cash equivalents, Accounts payable and accrued liabilities - cost
- Portfolio investments - fair value and amortized cost
- Accounts receivable - lower of cost and net recoverable value
- Inventories held for sale - lower of cost and expected net realizable value
- Debt - amortized cost
- Derivatives - fair value

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 assessed annually for impairment. Impairment losses are recognized as a decrease in revenue, except for the restricted amount which is recognized as a decrease in deferred revenue. A write-down of an investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial assets and liabilities measured at amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial assets and liabilities that are measured at amortized cost and expensed when 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.

Derivatives are recorded at fair value in the consolidated statement of financial position. Derivatives with a positive or negative fair value are recognized as financial assets or liabilities. Unrealized gains and losses from changes in the fair value of derivatives are recognized in the consolidated statement of remeasurement gains and losses. Upon settlement, the realized gains and losses are reclassified as revenue or expense in the consolidated statement of operations.

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either measure the entire contract at fair value 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 course of business are not recognized as financial assets or liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

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

(c) Revenue recognition

All revenue is reported on an accrual basis. Cash received for which services and products 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 when 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 assets.

Government grants without terms for the use of the grant are recognized as revenue when the university is eligible to receive the funds. Non-government grants and donations with no restrictions 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 a fair value can be reasonably determined.

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 be reasonably determined, the in kind grant or donation is recognized at nominal value.

Endowment donations

Endowment donations are recognized as revenue in the consolidated statement of operations in the year in which they are received, and are required by donors to be maintained intact in perpetuity.

Investment income

Investment income includes dividends, interest income and realized gains and losses on the sale of portfolio investments. 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 when the terms of the grant or donation are met.

The endowment spending allocation portion of investment income earned by endowments is recognized as deferred revenue when the terms for use by the endowment create a liability. Investment income earned by endowments in excess of the endowment spending allocation is recognized as revenue in the consolidated statement of operations (realized income) and the consolidated statement of remeasurement gains and losses (unrealized gains and losses), and is capitalized and maintained intact in perpetuity.

(d) 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.
- Investment income earned (excluding unrealized income) by the endowments in excess of the amount required for spending allocation is capitalized to maintain and grow the real value of the endowments. Benefactors as well as university policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and by reinvesting unexpended income.

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

- Investment income earned by the endowments to be withheld from distribution to avoid fluctuations in the amounts distributed, generally to regulate the distribution of income earned by the endowments.
- Encroachment on the capital of the endowments to avoid fluctuations in the amounts distributed and generally to regulate the distribution of investment income earned by the endowments 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
(thousands of dollars)

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

(d) Endowments (continued)

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

(e) Inventories held for sale

Inventories held for sale are measured using the weighted average method.

(f) Tangible capital assets

Tangible capital asset acquisitions are recognized at cost, which includes amounts that are directly related, such as design, construction, development, improvement or betterment of the assets, and costs associated with asset retirement obligations. Cost includes overhead directly attributable to construction and development. Construction in progress is not amortized until after the project is complete and the asset is in service.

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

Buildings and utilities	10 - 40 years
Equipment, furnishings and systems	5 - 10 years
Learning resources	10 years

Tangible capital asset write-downs are recognized when conditions indicate the asset no longer contributes to the university's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. Net write-downs are recognized as expense.

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.

(g) Asset Retirement Obligations

Asset retirement obligations are recognized for statutory, contractual or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The obligations are measured initially at fair value, determined using present value methodology, and the resulting costs are capitalized into the carrying amount of the related asset. In subsequent periods, the liability is adjusted for the accretion of discount and any changes in the amount or timing of the underlying future cash flows. The capitalized asset retirement obligations are amortized on the same basis as the related asset and the discount accretion is included in determining the results of operations.

(h) 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
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2. Summary of significant accounting policies and reporting practices (continued)

(i) Employee future benefits

Pension

The university participates with other employers in the Public Service Pension Plan (PSPP) 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. The UAPP activity and financial position are allocated to each participating employer based on their respective percentage of employer contributions. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life of the related employee group.

The university does not have sufficient plan information on the PSPP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recognized for the PSPP is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially pre-determined amounts that are expected, along with investment income, to provide the plan's future benefits.

Long-term disability

The cost of providing non-vesting and non-accumulating employee future benefits for compensated absences under the university's long-term disability plan is charged to expense in full when the event occurs which obligates the university to provide the benefits. The cost of this benefit is actuarially determined using the accumulated benefit method, a discount rate based on the university's cost of borrowing and management's best estimate of the retirement ages of employees, expected health care costs and the period of employee disability. Actuarial gains and losses on the accrued benefit obligation are amortized over the average expected period the benefit will be paid.

Early retirement

The cost of providing accumulating post-employment benefits under the university's early retirement plans is charged to expense over the period of service provided by the employee. The cost of these benefits is actuarially determined using the projected benefit method prorated on services, a discount rate based on the university's cost of borrowing and management's best estimate of expected health care, dental care, life insurance costs and the period of benefit coverage. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life of the related employee group.

Supplementary retirement plans

The university provides non-contributory defined benefit supplementary retirement benefits to the executive staff based on years of service and earnings. The expense for this plan is actuarially determined using the projected benefit method prorated on service. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life of the related employee group.

The university provides non-contributory defined contribution supplementary retirement benefits to eligible executive, academic, and management and professional staff based on years of service and earnings. The expense for these plans is the employer's current year contribution to the plan as calculated in accordance with the plan rules.

Administrative/professional leave

The university provides for the executive staff to accrue a paid leave of absence at the end of their executive appointment. The expense for this plan is actuarially determined using the projected benefit method prorated on service. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life of the related employee group.

General illness

The cost of providing non-vesting and non-accumulating compensated absences to a maximum of 26 weeks (academic staff) or 120 days (support staff) under the university's general illness plan is charged to expense in full when the event occurs which obligates the university to provide the benefit. The cost of this benefit is actuarially determined using the accumulated benefit method and management's best estimate of the period of employee disability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
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2. Summary of significant accounting policies and reporting practices (continued)

(j) Investment in government partnerships

Proportionate consolidation is used to recognize the university's share of the following government partnerships:

- Northern Alberta Clinical Trials and Research Centre (50% interest) - a joint venture with Alberta Health Services to support the shared missions of Alberta Health Services and the university for collaborative clinical research.
- TEC Edmonton (50% interest) - a joint venture with Edmonton Economic Development Corporation to stimulate entrepreneurialism, advance corporate development and accelerate commercialization of new ideas and technologies that benefit society.
- Tri-University Meson Facility (TRIUMF) (7.14% interest) - a joint venture with thirteen other universities to operate a sub-atomic physics research facility.
- Western Canadian Universities Marine Sciences Society (20% interest) - provides research infrastructure in the marine sciences for member universities and the world-wide scientific community.

These government partnerships are not material to the university's consolidated financial statements; therefore, separate condensed financial information is not presented.

(k) Investment in government business enterprises

Effective March 11, 2015, the university established a wholly owned government business enterprise, University of Alberta Properties Trust Inc. Government business enterprises are included in the consolidated financial statements using the modified equity method. Since inception, this entity has no transactions.

(l) Liability for contaminated sites

Contaminated sites are a result of contamination of a chemical, organic or radioactive material or live organism that exceeds an environmental standard, being introduced into soil, water or sediment. Contaminated sites occur when an environmental standard exists and contamination exceeds the environmental standard.

A liability for remediation of contaminated sites from an operation in productive use is recognized net of any expected recoveries when all of the following criteria are met:

- the university has a duty or responsibility to others, leaving little or no discretion to avoid the obligation;
- the duty or responsibility to others entails settlement by future transfer or use of assets, or a provision of services at a specified or determinable date, or on demand; and
- the transaction or events obligating the institution have already occurred.

A liability for remediation of contaminated sites from an operation no longer in productive use, and/or an unexpected event occurs resulting in contamination, is recognized net of any expected recoveries when all of the following criteria are met:

- the university is directly responsible or accepts responsibility;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

(m) Expense by function

The university uses the following categories of functions on its consolidated statement of operations:

Academic costs and institutional support

Expenses relating to support for the academic functions of the university both directly and indirectly. This function includes expenses incurred by faculties for their scholarly activities and learning administrative services.

Research

Expenses for research activities funded by externally sponsored research funds intended for specific research purposes as well as internal funds designated for research related spending. Other expenses associated with this function include costs such as research administration and research related amortization.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
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2. Summary of significant accounting policies and reporting practices (continued)

(m) Expense by function (continued)

Facility operations and maintenance

Expenses relating to maintenance and renewal of facilities that house the teaching, research and administrative activities within the university. These include utilities, facilities administration, building maintenance, custodial services, landscaping and grounds keeping, as well as major repairs and renovations.

Special purpose

Expenses for student awards and bursaries and other programs involving teaching and learning, and community service specifically funded by restricted grants and donations.

Ancillary services

Expenses relating to services and products provided to the university community and to external individuals and organizations. Services include the university bookstore, parking services, utilities and student residences.

(n) 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.

(o) 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 issued PS 3400 Revenue. This accounting standard is effective for fiscal years starting on or after April 1, 2022. Revenue 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. Cash and cash equivalents

	2020	2019
Cash	\$ 15,369	\$ 1,104
Money market funds	59,974	18,477
	\$ 75,343	\$ 19,581

Money market funds also include short-term notes and treasury bills with a maturity less than three months from the date of acquisition.

4. Portfolio investments

	2020	2019
Portfolio investments - non-endowment	\$ 989,681	\$ 1,040,126
Portfolio investments - restricted for endowments	1,284,568	1,432,304
	\$ 2,274,249	\$ 2,472,430

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
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4. Portfolio investments (continued)

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

	2020				2019			
	Level 1 ⁽¹⁾	Level 2 ⁽²⁾	Level 3 ⁽³⁾	Total	Level 1 ⁽¹⁾	Level 2 ⁽²⁾	Level 3 ⁽³⁾	Total
Cash and money market funds	\$ 81,686	\$ 469,590	\$ -	\$ 551,276	\$ 132,503	\$ 423,971	\$ -	\$ 556,474
Canadian government and corporate bonds	-	120,910	-	120,910	-	259,280	-	259,280
Foreign government and corporate bonds	-	253,630	-	253,630	-	206,940	-	206,940
Canadian equity	204,758	-	-	204,758	289,543	-	-	289,543
Foreign equity	776,892	-	-	776,892	962,214	-	-	962,214
Private equity	-	-	92,085	92,085	-	-	78,415	78,415
Hedge funds	-	179,703	-	179,703	-	30,137	-	30,137
Private credit	-	-	9,190	9,190	-	-	657	657
Real estate funds	-	-	84,772	84,772	-	-	87,731	87,731
	1,063,336	1,023,833	186,047	2,273,216	1,384,260	920,328	166,803	2,471,391
Other at amortized cost				1,033				1,039
	\$ 1,063,336	\$ 1,023,833	\$ 186,047	\$ 2,274,249	\$ 1,384,260	\$ 920,328	\$ 166,803	\$ 2,472,430

The fair value measurements are those derived from:

- ⁽¹⁾ Quoted prices in active markets for identical assets.
- ⁽²⁾ 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).
- ⁽³⁾ Valuation techniques that include inputs for the assets that are not based on observable market data.

As at March 31, 2020, the average effective yields and the terms to maturity are as follows:

- Money market funds: 1.59% (2019 - 2.18%); term to maturity: less than one year.
- Canadian government, corporate and foreign bonds: 2.72% (2019 - 2.54%); terms to maturity: range from less than one year to more than 10 years.

The changes in fair value of level 3 portfolio investments are as follows:

	2020	2019
Balance, beginning of year	\$ 166,803	\$ 141,323
Unrealized (losses) gains	(14,008)	9,439
Purchases	52,250	40,696
Proceeds on sale	(18,998)	(24,655)
	\$ 186,047	\$ 166,803

The economic uncertainty resulting from COVID-19 has impacted the availability of reliable market metrics for certain level 3 portfolio investments. Due to this uncertainty of the economic environment as a result of COVID-19, fair value estimates could be subject to changes and such changes could be material.

5. Derivatives

Derivative financial instruments are used by the university to manage its commodity exposure with respect to portfolio investments. As at March 31, 2020, the university did not hold any commodity futures contracts (2019 - 5 contracts with a notional amount of \$35,522). The fair value of outstanding commodity futures contracts receivable is \$nil (2019 - \$54) and of commodity futures contracts payable is \$nil (2019 - \$927). The fair value measurement of derivative financial instruments is categorized into level 1 as described in note 4.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
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6. Financial risk management

The university is exposed to the following risks:

Market price risk

Market price risk is 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 policies and procedures in place governing asset mix, diversification, exposure limits, credit quality and performance measurement. The university's Investment Committee, a subcommittee of the Board of Governors, has the delegated authority for oversight of the university's portfolio investments. The university's management of this risk has not changed from prior year.

The university assesses its portfolio sensitivity to a percentage increase or decrease in the market prices. The sensitivity rate is determined using the historical annualized standard deviation for the total University Endowment Pool over a five year period as determined by the university's investment performance measurement service provider. At March 31, 2020, if market prices had a 8.4% (2019 - 6.9%) increase or decrease, with all other variables held constant, the increase or decrease in accumulated remeasurement gains for the year would be \$127,531 (2019 - \$116,302). The economic uncertainty surrounding COVID-19 has caused some volatility in the equity markets, fluctuations in the fair value of investments may be experienced as the situation evolves.

Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The university is exposed to foreign exchange risk on portfolio investments that are denominated in foreign currencies. The university does not hedge its foreign currency exposure with currency forward contracts or any other type of derivative financial instruments.

The impact of a change in value of the Canadian dollar against foreign currencies is as follows:

Currency	Fair Value	2.5% decrease	1.0% decrease	1.0% increase	2.5% increase
US dollar	\$ 1,359,907	\$ (33,998)	\$ (13,599)	\$ 13,599	\$ 33,998

Credit risk

Counterparty credit risk is the risk of loss arising from the failure of a counterparty, debtor or issuer to fully honor its financial obligations with the university. The university is exposed to credit risk on investments and has established an investment policy with required minimum credit quality standards and issuer limits to manage this risk. The university's exposure, based on the risk rating of our money market funds and bonds, has not changed significantly year over year.

The credit risk from accounts receivable is low as the majority of balances are due from government agencies and corporate sponsors with small amounts due from students and various vendors. Management has established a provision for receivables and assesses it annually to address any new concerns that may arise. Given the nature of the university's accounts receivable balances, management has assessed that, based on current economic outlook and the potential impact of COVID-19, the change to our expected credit losses is not considered material.

The distribution of money market funds and bonds by risk rating is as follows:

- Money market funds: R-1(high) 72.9% (2019 - 75.3%); R-1(mid) 27.1% (2019 - 24.7%).
- Bonds: AAA 54.3% (2019 - 63.1%); AA 5.2% (2019 - 10.0%); A 10.3% (2019 - 7.3%); BBB 19.9% (2019 - 11.7%); below BBB and not rated 10.3% (2019 - 7.9%).

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 portfolio of short-term investments with rolling maturity dates to manage short-term cash requirements. The university maintains a short-term line of credit of \$20,000 to ensure that funds are available to meet current and forecasted financial requirements. In 2020, the line of credit was not drawn upon (2019 - not drawn upon). The university believes, based on its assessment of future cash flows that incorporate the effects of COVID-19, it will have access to sufficient capital through internally generated cash flows, external sources and the undrawn short-term line of credit to meet current spending forecasts.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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6. Financial risk management (continued)

Interest rate risk

Interest rate risk is the risk that the university's earnings will be affected by the fluctuation and degree of volatility in interest rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income instruments that the university holds. If interest rates increase by 0.25%, and all variables are held constant, the potential loss in fair value to the university would be approximately \$5,420 (2019 - \$4,692). Interest rate risk on the university's debt is managed through fixed rate agreements with Alberta Capital Finance Authority note 8.

The maturity and effective market yield of interest bearing investments are as follows:

	< 1 year	1 - 5 years	> 5 years	Average effective market yield
	%	%	%	%
Money market funds	100.0	-	-	1.6
Canadian government, corporate and foreign bonds	4.3	42.0	53.7	2.7

7. Employee future benefit liabilities

	2020			2019		
	Academic staff	Support staff	Total	Academic staff	Support staff	Total
Universities Academic Pension Plan	\$ 115,671	\$ -	\$ 115,671	\$ 116,439	\$ -	\$ 116,439
Long-term disability	10,708	27,203	37,911	9,546	25,855	35,401
Early retirement	-	26,728	26,728	-	26,748	26,748
SRP (defined contribution)	29,688	-	29,688	27,301	-	27,301
SRP (defined benefit)	6,328	-	6,328	8,543	-	8,543
Administrative/professional leave	1,194	-	1,194	1,396	-	1,396
General illness	716	821	1,537	863	1,083	1,946
	\$ 164,305	\$ 54,752	\$ 219,057	\$ 164,088	\$ 53,686	\$ 217,774

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

Universities Academic Pension Plan (UAPP)

The UAPP is a multi-employer contributory joint defined benefit pension plan for academic staff members. An actuarial valuation of the UAPP was carried out as at December 31, 2018 and was then extrapolated to March 31, 2020, resulting in a UAPP deficit of \$1,276,244 (2019 - \$996,451) consisting of a pre-1992 deficit of \$882,338 (2019 - \$827,872) and a post-1991 deficit of \$393,906 (2019 - \$168,579). The university's portion of the UAPP deficit has been allocated based on its percentage of the plan's total employer contributions for the year.

The unfunded deficit for service prior to January 1, 1992 is financed by additional contributions of 1.25% (2019 - 1.25%) of salaries by the Government of Alberta. Employees and employers equally share the balance of the contributions of 2.90% (2019 - 2.90%) of salaries required to eliminate the unfunded deficit by December 31, 2043. The Government of Alberta's obligation for the future additional contributions is \$266,237 (2019 - \$258,270) at March 31, 2020.

The following special payments apply to the post-1991 period, and are shared equally between employees and employers:

- 3.38% of salaries until June 30, 2020, then 3.24% of salaries until December 31, 2021 (2019 - 4.44% of salaries until December 31, 2021)
- 1.71% (2019 - 1.71%) of salaries for 2022 and 2023
- 0.70% (2019 - 0.70%) of salaries for 2024 and 2025
- 0.25% (2019 - 0.25%) of salaries for 2026 and 2027

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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7. Employee future benefit liabilities (continued)

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

Long-term disability (LTD) and general illness (GI)

The university provides long-term disability and general illness defined benefits to its academic and support staff. An actuarial valuation of these benefits was carried out as at March 31, 2020. The long-term disability plan provides pension and non-pension benefits after employment, but before the employee's normal retirement date. The general illness plan provides similar benefits but for a maximum of 26 weeks (academic staff) or 120 days (support staff).

Early retirement

The early retirement benefits for support staff include a bridge benefit (2020 - \$19,204; 2019 - \$19,376) and a retirement allowance (2020 - \$7,524; 2019 - \$7,372). An actuarial valuation of these benefits was carried out as at March 31, 2020. The bridge benefit allows eligible employees who retire early to continue participating in several staff benefit programs between the date of early retirement and the end of the month in which the former employee turns 65. Benefits include group life insurance, employee family assistance program, supplementary health care and dental care. The support staff retirement allowance provides eligible employees (those with 20 years of pensionable service at retirement date) one week's base pay per full year of employment to a maximum 25 days pay.

Supplementary retirement plan (SRP)

The university provides a non-contributory defined benefit supplementary retirement benefit to executive. The SRP obligation is calculated based on assumptions, including inflation, which are prescribed each month by the Canadian Institute of Actuaries, which management has adopted as their best estimate. An actuarial valuation of these benefits was carried out as at March 31, 2020. The SRP was closed to new members effective June 30, 2014, as part of the approval of the new defined contribution SRP for executives.

Administrative/professional leave (leave)

The university provides for certain executive to accrue a paid leave at the end of their executive appointment. Upon completing their term of service, the individual's salary and benefits in effect at the end of the service are paid for the duration of the leave. The leave obligation is calculated based on assumptions, including inflation, which are prescribed each month by the Canadian Institute of Actuaries, which management has adopted as their best estimate. An actuarial valuation of these benefits was carried out as at March 31, 2020.

The expense and liability of these defined benefit plans are as follows:

	2020				2019			
	UAPP	LTD, GI ⁽¹⁾	Early retirement ⁽¹⁾	SRP, leave ⁽¹⁾	UAPP	LTD, GI ⁽¹⁾	Early retirement ⁽¹⁾	SRP, leave ⁽¹⁾
Expense								
Current service cost	\$ 48,489	\$ 17,815	\$ 929	\$ 349	\$ 44,499	\$ 17,386	\$ 964	\$ 617
Interest cost, net of earnings	10,955	1,812	749	317	3,714	2,075	1,052	436
Amortization of actuarial losses (gains)	6,019	328	(588)	79	(8,669)	1,519	(163)	171
	\$ 65,463	\$ 19,955	\$ 1,090	\$ 745	\$ 39,544	\$ 20,980	\$ 1,853	\$ 1,224
Liability								
Accrued benefit obligation								
Balance, beginning of year	\$ 1,327,412	\$ 38,136	\$ 19,095	\$ 9,564	\$ 1,201,832	\$ 39,380	\$ 24,210	\$ 10,418
Current service cost	48,489	17,815	929	349	44,499	17,386	964	617
Interest cost	75,406	1,812	749	317	73,098	2,075	1,052	436
Benefits paid	(58,743)	(17,854)	(1,110)	(3,162)	(56,064)	(17,082)	(1,430)	(1,785)
Actuarial losses (gains)	3,630	2,744	(45)	(34)	64,047	(3,623)	(5,701)	(122)
Balance, end of year	1,396,194	42,653	19,618	7,034	1,327,412	38,136	19,095	9,564
Plan assets	(1,147,191)	-	-	-	(1,147,170)	-	-	-
Plan deficit	249,003	42,653	19,618	7,034	180,242	38,136	19,095	9,564
Unamortized actuarial (losses) gains	(133,332)	(3,205)	7,110	488	(63,803)	(789)	7,653	375
Accrued benefit liability	\$ 115,671	\$ 39,448	\$ 26,728	\$ 7,522	\$ 116,439	\$ 37,347	\$ 26,748	\$ 9,939

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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7. Employee future benefit liabilities (continued)

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

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

	2020			2019		
	UAPP	SRP, leave	LTD, GI, early retirement	UAPP	SRP, leave	LTD, GI, early retirement
	%	%	%	%	%	%
Accrued benefit obligation						
Discount rate	5.6	3.8	3.8	5.6	3.9	3.9
Long-term average compensation increase	3.0	3.0	3.0	3.0	3.0	3.0
Benefit cost						
Discount rate	5.6	3.9	3.8	6.0	4.3	4.3
Long-term average compensation increase	3.0	3.0	3.0	3.0	3.0	3.0
Alberta inflation (long-term)	2.0	2.0	2.0	2.0	1.5	2.0
Estimated average remaining service life	10.6 yrs	Note ⁽¹⁾	1 - 13 yrs	10.6 yrs	Note ⁽¹⁾	1 - 13 yrs

⁽¹⁾ SRP actuarial gains and losses are amortized over the remaining contract terms of the participants.

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

Public Service Pension Plan (PSPP)

The PSPP is a multi-employer contributory 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, it is accounted for on a defined contribution basis. The pension expense recognized in these consolidated financial statements is \$29,602 (2019 - \$29,947).

An actuarial valuation of the PSPP was carried out as at December 31, 2017 and was then extrapolated to December 31, 2019. At December 31, 2019, the PSPP reported an actuarial surplus of \$2,759,320 (2018 - surplus of \$519,218). For the year ended December 31, 2019 PSPP reported employer contributions of \$321,306 (2018 - \$337,390). For the 2019 calendar year, the university's employer contributions were \$29,728 (2018 calendar year - \$30,142).

(c) Defined contribution plans

Supplementary retirement plans (SRP)

The university provides non-contributory defined contribution supplementary retirement benefits to eligible executive and academic staff members. The expense recognized in these consolidated financial statements is \$4,680 (2019 - \$3,315).

(d) COVID-19 impact

The fair value of the pension plans are subject to significant market volatility due to the economic crisis stemming from the global pandemic COVID-19 virus. To the extent that the pension plans may not recover market-losses during the remainder of 2020, the funded status of the plans would experience a correlated decline. The financial market impact of the outbreak has been rapidly evolving, which precludes a reasonable estimate of the impact.

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8. Debt

The following debt is with Alberta Capital Finance Authority and is measured at amortized cost:

	Maturity Date	Interest rate %	2020	2019
Collateral				
Title to land, building	August 2024 - March 2048	2.815 - 6.000	\$ 185,918	\$ 192,842
Cash flows from facility	May 2020 - December 2047	4.814 - 6.250	41,988	44,629
General Security Agreement	December 2028 - June 2049	2.420 - 3.623	161,470	82,992
None	December 2025 - September 2036	2.599 - 5.353	14,174	15,334
Balance, end of year			\$ 403,550	\$ 335,797

Interest expense on debt recognized in these consolidated financial statements is \$13,380 (2019 - \$12,211).

Land and buildings pledged as collateral have a net book value of \$283,262 (2019 - \$293,236).

Principal and interest payments are as follows:

	Principal	Interest	Total
2021	\$ 17,466	\$ 14,370	\$ 31,836
2022	16,678	13,650	30,328
2023	17,336	12,992	30,328
2024	18,024	12,304	30,328
2025	18,741	11,587	30,328
Thereafter	315,305	108,570	423,875
	\$ 403,550	\$ 173,473	\$ 577,023

9. Deferred revenue

	2020			2019
	Unspent externally restricted grants and donations	Student tuition and other revenue	Total	Total
Balance, beginning of year	\$ 547,908	\$ 30,850	\$ 578,758	\$ 548,016
Net change for the year				
Grants, donations, endowment spending allocation and tuition	539,775	370,562	910,337	1,003,853
Transfers to spent deferred capital contributions	(68,112)	-	(68,112)	(58,516)
Recognized as revenue	(483,029)	(368,212)	(851,241)	(914,595)
Net change for the year	(11,366)	2,350	(9,016)	30,742
Balance, end of year	\$ 536,542	\$ 33,200	\$ 569,742	\$ 578,758

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020
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10. Tangible capital assets

	2020					2019
	Buildings and utilities	Equipment, furnishings and systems	Learning resources	Land	Total	Total
Cost						
Beginning of year	\$ 3,653,721	\$ 1,278,528	\$ 476,733	\$ 84,027	\$ 5,493,009	\$ 5,384,360
Acquisitions	60,852	75,192	21,546	-	157,590	124,566
Disposals	(12,616)	(14,543)	(8,114)	-	(35,273)	(15,917)
	3,701,957	1,339,177	490,165	84,027	5,615,326	5,493,009
Accumulated amortization						
Beginning of year	1,425,505	1,025,353	358,061	-	2,808,919	2,652,331
Amortization expense	96,759	63,670	21,947	-	182,376	172,006
Disposals	(10,981)	(13,954)	(8,114)	-	(33,049)	(15,418)
	1,511,283	1,075,069	371,894	-	2,958,246	2,808,919
Net book value, March 31, 2020	\$ 2,190,674	\$ 264,108	\$ 118,271	\$ 84,027	\$ 2,657,080	\$ 2,684,090
Net book value, March 31, 2019	\$ 2,228,216	\$ 253,175	\$ 118,672	\$ 84,027	\$ 2,684,090	

Included in buildings and utilities is \$68,683 (2019 - \$18,548) recognized as construction in progress, which is not amortized as the assets are not in service.

Acquisitions include in kind donations in the amount of \$7,478 (2019 - \$3,673).

The university holds library permanent collections and other permanent collections which include works of art, museum specimens, archival materials and maps. These collections are expensed and therefore are not included in tangible capital assets.

11. Spent deferred capital contributions

Spent deferred capital contributions is comprised of externally restricted grants and donations spent on tangible capital assets, less amortization recognized as revenue.

	2020	2019
Balance, beginning of year	\$ 1,847,187	\$ 1,900,241
Net change for the year		
Transfers from unspent externally restricted grants and donations	68,112	58,516
Expended capital recognized as revenue	(115,828)	(111,570)
Net change for the year	(47,716)	(53,054)
Balance, end of year	\$ 1,799,471	\$ 1,847,187

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12. Net assets

	Unrestricted	Investment in tangible capital assets	Internally restricted	Endowments	Total
Net assets, March 31, 2018	\$ 74,160	\$ 552,127	\$ -	\$ 1,379,534	\$ 2,005,821
Annual operating surplus	123,288	-	-	-	123,288
Transfer to internally restricted	(55,051)	-	55,051	-	-
Endowments					
New donations	-	-	-	36,227	36,227
Capitalized investment income	-	-	-	39,236	39,236
Transfer to endowments	(882)	-	-	882	-
Tangible capital assets					
Acquisitions	(65,606)	65,606	-	-	-
Debt repayment	(13,371)	13,371	-	-	-
Debt - new financing	16,837	(16,837)	-	-	-
Amortization	60,436	(60,436)	-	-	-
Change in accumulated remeasurement gains	(1,483)	-	-	(23,575)	(25,058)
Net assets, March 31, 2019	\$ 138,328	\$ 553,831	\$ 55,051	\$ 1,432,304	\$ 2,179,514
Annual operating deficit	(40,246)	-	-	-	(40,246)
Transfer from internally restricted	15,000	-	(15,000)	-	-
Endowments					
New donations	-	-	-	25,506	25,506
Capitalized investment income	-	-	-	84	84
Transfer to endowments	(2,327)	-	-	2,327	-
Transfer from endowments	30,522	-	-	(30,522)	-
Tangible capital assets					
Acquisitions	(87,313)	87,313	-	-	-
Debt repayment	(14,564)	14,564	-	-	-
Debt - new financing	20,024	(20,024)	-	-	-
Amortization	66,548	(66,548)	-	-	-
Change in accumulated remeasurement gains	(36,879)	-	-	(145,131)	(182,010)
Net assets, March 31, 2020	\$ 89,093	\$ 569,136	\$ 40,051	\$ 1,284,568	\$ 1,982,848

Net assets is comprised of:

Accumulated surplus	\$ 84,092	\$ 569,136	\$ 40,051	\$ 1,220,665	\$ 1,913,944
Accumulated remeasurement gains ⁽¹⁾	5,001	-	-	63,903	68,904
	\$ 89,093	\$ 569,136	\$ 40,051	\$ 1,284,568	\$ 1,982,848

⁽¹⁾ Accumulated remeasurement gains are unrealized gains which are not recognized as revenue until realized.

Internally restricted net assets

Internally restricted net assets represent amounts set aside by the university's Board of Governors for an investment income reserve to ensure that future obligations can be fulfilled in the event of significant investment losses. This amount is not available for other purposes without the approval of the Board and does not have interest allocated to it.

	2020	2019
Investment income reserve	\$ 40,051	\$ 55,051

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12. Net assets (continued)

The university's investment income earned from endowment investments was not sufficient to fund the current year's endowment spending allocation. Investment income earned was \$13,822 leaving an unfunded allocation of \$58,044. Of this amount, \$30,522 was spent by endowment holders. As such, the university has recorded a temporary encroachment on its endowment net assets of \$30,522 as at March 31, 2020. In addition, the university also has a future commitment of \$27,522 representing the unspent allocation provided per the University Endowment Pool (UEP) Spending policy. Since this \$27,522 represents a future commitment at March 31, 2020, it has not been recorded in the financial statements.

13. Contingent assets

The university has initiated a number of insurance claims arising in the normal course of business in which the outcomes may result in assets in the future. While the outcomes of these claims cannot be reasonably estimated at this time, the university believes that any settlement will not have a material effect on the financial position or the results of operations of the university. These contingent assets are not recognized in the consolidated financial statements.

14. Contingent liabilities

- (a) 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 recognizing a liability.
- (b) The university has identified a potential liability 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 facilities will be recognized in the period in which there is certainty that the renovation or demolition project will proceed and there is sufficient information to estimate fair value of the obligation.

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
2021	\$ 1,638	\$ 2,388	\$ 4,026
2022	1,253	2,300	3,553
2023	880	2,280	3,160
2024	449	2,225	2,674
2025	260	1,742	2,002
Thereafter	416	4,309	4,725
	\$ 4,896	\$ 15,244	\$ 20,140
Total at March 31, 2019	\$ 6,900	\$ 11,771	\$ 18,671

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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15. Contractual rights (continued)

During the year, the university entered into a 25 year lease to provide space to an entity under common control for a nominal amount. The remaining fair value over the lease term is estimated to be \$6,797.

The university also has contractual rights which cannot be reasonably estimated due to the nature of the agreements. The total of these rights is not material.

16. Contractual obligations

- (a) The university has contractual obligations that will result in liabilities in the future when the terms of the contracts are met. The estimated aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

	Capital projects	Service contracts	Long-term leases	Total
2021	\$ 141,114	\$ 80,683	\$ 3,990	\$ 225,787
2022	115,921	11,392	2,538	129,851
2023	74,652	2,157	1,854	78,663
2024	38,499	842	1,794	41,135
2025	25,521	842	1,139	27,502
Thereafter	20,000	351	1,766	22,117
	\$ 415,707	\$ 96,267	\$ 13,081	\$ 525,055
Total at March 31, 2019	\$ 480,137	\$ 121,592	\$ 16,520	\$ 618,249

The significant service contracts are as follows:

- In order to manage its exposure to the volatility in the electrical industry, the university has entered into contracts to fix a portion of its electrical cost. The two contracts (2019 - three contracts) with expenditures totaling \$7,199 (2019 - \$16,212) expire over the next two years.
 - Effective August 1, 2015, the university entered into an agreement with an external party for dining and catering services. The agreement has four months remaining with a total estimated cost of \$3,467 (2019 - \$13,867). The agreement will be renewed effective August 1, 2020.
 - The university entered into agreements with two external parties for information technology support. The first agreement, effective July 1, 2015 for infrastructure management services, has three months remaining with a cost of \$934 (2019 - \$5,625). The agreement will be renewed effective July 1, 2020. The second agreement, effective July 1, 2019 for application management services, has two years remaining with a cost of \$3,667 (2019 - \$812).
 - Effective August 1, 2019, the university entered into an agreement with an external party for custodial services. The agreement has two years remaining with a cost of \$13,032 (2019 - \$3,300).
- (b) 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, 2019, CURIE had an accumulated surplus of \$90,185 (2018 - \$79,338), of which the university's pro rata share is approximately 7.33% (2019 - 7.34%). This accumulated surplus is not recognized in the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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17. Related parties

The university is a related party to organizations within the Government of Alberta reporting entity. Related parties also include key management personnel, including the Board of Governors, and their close family members. Transactions with these entities and individuals are considered to be in the normal course of operations and are recorded at the exchange amount, which approximates fair value.

The university utilizes space provided by other related parties, mainly Alberta Health Services. This space is provided at a nominal cost. Due to the unique physical and operating arrangements in place, the specialized nature of the space and the integrated nature of operations, the fair value of these lease arrangements cannot be reasonably determined.

The university has debt with Alberta Capital Finance Authority as described in note 8.

18. Budget

The university's 2019-20 budget was approved by the Board of Governors and was presented to the Minister of Advanced Education as part of the university's submission of its 2019-20 Comprehensive Institutional Plan.

19. Government transfers

	2020	2019
Government of Alberta grants		
Advanced Education - Campus Alberta grant	\$ 626,861	\$ 671,283
Advanced Education - other grants	80,648	116,303
Alberta Health Services - Academic Medicine and Health Services Program	60,429	52,668
Alberta Health Services - other grants	6,642	5,022
Economic Trade and Development	44,844	66,217
Health	25,081	24,928
Other departments and agencies	9,336	17,989
	853,841	954,410
Expended capital recognized as revenue	68,147	67,238
Deferred revenue	(49,959)	(75,005)
	\$ 872,029	\$ 946,643
Federal and other government grants		
Natural Sciences and Engineering Research Council	\$ 55,793	\$ 52,643
Canadian Institutes of Health Research	38,992	35,899
Social Sciences and Humanities Research Council	30,468	30,981
Canada Research Chairs	15,497	12,430
Canadian Foundation for Innovation	13,156	13,843
Canada First Research Excellence Fund	12,264	13,090
Other	44,050	46,458
	210,220	205,344
Expended capital recognized as revenue	19,927	18,242
Deferred revenue	(16,494)	(13,686)
	\$ 213,653	\$ 209,900

The university currently holds \$11,553 (2019 - \$8,788) on behalf of federal and other government agencies. These amounts are not recognized in the university's consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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20. Expense by object

	2020 Budget (Note 18)	2020	2019
Salaries	\$ 976,351	\$ 941,083	\$ 942,685
Employee benefits	199,075	209,241	184,786
Materials, supplies and services	298,588	279,345	276,808
Scholarships and bursaries	130,124	135,461	125,476
Maintenance and repairs	107,061	100,243	93,620
Utilities	50,174	47,521	46,829
Amortization of tangible capital assets	177,953	182,376	172,006
	\$ 1,939,326	\$ 1,895,270	\$ 1,842,210

Salaries and employee benefits include accrued termination benefits of \$6,247 (2019 - \$1,188) and \$408 (2019 - \$nil) respectively.

21. Salaries and employee benefits

2020							
	Base salary ⁽⁵⁾	Other cash benefits ⁽⁶⁾	Non-cash benefits ⁽⁷⁾	Non-cash benefits (DB SRP) ⁽⁸⁾	Non-cash benefits (DC SRP) ⁽⁹⁾	Non-cash benefits (leave) ⁽¹⁰⁾	Total
Governance ⁽¹⁾							
Board of Governors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Executive							
President	500	250	52	31	64	63	960
Provost and Vice-President (Academic) ⁽¹¹⁾	415	-	44	-	50	-	509
Vice-President (Research and Innovation) ⁽²⁾	375	10	42	-	26	77	530
Vice-President (Facilities and Operations)	370	9	43	-	28	30	480
Vice-President (Finance and Administration)	375	9	52	-	30	32	498
Vice-President (University Relations) ⁽³⁾	230	476	34	-	15	13	768
Vice-President (Advancement)	206	74	39	-	16	-	335
2019							
	Base salary ⁽⁵⁾	Other cash benefits ⁽⁶⁾	Non-cash benefits ⁽⁷⁾	Non-cash benefits (DB SRP) ⁽⁸⁾	Non-cash benefits (DC SRP) ⁽⁹⁾	Non-cash benefits (leave) ⁽¹⁰⁾	Total
Governance ⁽¹⁾							
Board of Governors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Executive							
President	500	170	50	30	47	99	896
Provost and Vice-President (Academic) ⁽¹¹⁾	415	-	43	-	43	-	501
Vice-President (Research) ⁽²⁾	367	10	46	-	25	58	506
Vice-President (Facilities and Operations)	370	9	42	-	27	39	487
Vice-President (Finance and Administration)	375	9	52	-	25	41	502
Vice-President (University Relations)	350	9	41	-	26	35	461
Vice-President (Advancement) ⁽⁴⁾	305	29	41	-	20	22	417

(1) The Chair and Members of the Board of Governors receive no remuneration for participation on the Board.

(2) The position title was changed July 29, 2019. In 2019, two individuals held this position. The interim Vice-President (Research) did not participate in any executive benefit programs except the DC SRP.

(3) In 2020, two individuals held this position. The interim Vice-President (University Relations), who served in this role on a part time basis, did not participate in any executive benefit programs except the DC SRP.

(4) In 2019, two individuals held this position. The interim Vice President (Advancement) did not participate in any executive benefit programs except the DC SRP.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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21. Salaries and employee benefits (continued)

- (5) Base salary includes pensionable base pay for all executive.
- (6) Other cash benefits include academic executive allowances, salary supplements, performance pay, market supplements, car allowances, mobile allowances and relocation allowances. Other cash benefits in 2020 also includes severance payments (salary continuance and lump sum payment) and a vacation payout for the former Vice President (University Relations).
- (7) 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 and family assistance program, critical illness, supplementary health care, short and long-term disability plans, and dental plan. Benefits for some of the executive also include supplemental life insurance and forgivable housing loans.
- (8) Under the terms of the Defined Benefit Supplementary Retirement Plan (DB SRP), the executive may receive supplemental payments. Retirement arrangement costs as detailed below are not cash payments in the period but are period expenses for the rights to future compensation. Costs shown reflect the total estimated cost to provide supplementary retirement benefits. The DB SRP provides future benefits to participants based on years of service and earnings. The cost of these benefits is actuarially determined using the projected benefit method pro rated on service, a market interest rate, and other assumptions included in the Canadian Institute of Actuaries' lump sum commuted value standard. Net actuarial gains and losses of the benefit obligations are amortized over the remaining terms of the participants' contracts. Current service cost is the actuarial present value of the benefits earned in the current year. The DB SRP was closed to new members effective June 30, 2014.

The DB SRP current service cost and accrued benefit obligation is as follows:

	2019		2020			
	Years of eligible University of Alberta service	Accrued benefit obligation	Service costs	Interest and other costs	Actuarial (gain) loss	Accrued benefit obligation ^(8b)
President ^(8a)	4.8	\$ 99	\$ 27	\$ 4	\$ (6)	\$ 124

(8a) The DB SRP was closed to new members effective June 30, 2014. However, a portion of the supplementary retirement benefit for the current President is calculated on a defined benefit basis, and the liability will be disclosed on this basis as service is provided.

(8b) The significant actuarial assumptions used to measure the accrued benefit obligation are disclosed in note 7.

- (9) Under the terms of the executive Defined Contribution Supplementary Retirement Plan (DC SRP), the executive may receive supplemental payments. Retirement arrangement costs as detailed below are not cash payments in the period but are period expenses for the rights to future compensation. Costs shown reflect the total cost to provide supplementary retirement benefits. The DC SRP provides future benefits to participants based on the value of the contributions at the end of their service. The cost of these benefits is calculated based on pensionable salary multiplied by a factor based on age and service. The DC SRP was introduced effective July 1, 2014, for all executives commencing employment on or after that date.

The DC SRP current service cost and obligation is as follows:

	2019		2020			
	Years of eligible University of Alberta service	DC SRP obligation	Service costs	Interest and investment earnings ^(9b)	DC SRP obligation	
President	4.8	\$ 180	\$ 48	\$ 16	\$ 244	
Provost and Vice-President (Academic)	4.8	126	39	11	176	
Vice-President (Research and Innovation)	1.9	24	25	1	50	
Vice-President (Facilities and Operations)	3.6	54	24	4	82	
Vice-President (Finance and Administration)	3.4	62	25	5	92	
Former Vice-President (University Relations) ^(9a)	2.3	40	11	3	54	
Interim Vice-President (University Relations)	0.4	-	1	-	1	
Interim Vice-President (Advancement)	1.4	6	15	1	22	

(9a) Includes service to September 29, 2019 and the DC SRP obligation shown is at September 29, 2019.

(9b) Contributions are made on an annual basis at the end of the plan (calendar) year. Interest is paid in lieu of contributions being made every month. Investment earnings are distributed to each plan participant based on the overall return of the plan's investments.

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21. Salaries and employee benefits (continued)

⁽¹⁰⁾ The administrative/professional leave (leave) plan current service cost and accrued benefit obligation is as follows:

		2019		2020			
	Years of eligible University of Alberta service	Accrued benefit obligation	Service costs	Interest and other costs	Actuarial (gain) loss	Accrued benefit obligation ^(10d)	
President ^(10a)	4.8	\$ 339	\$ 90	\$ (27)	\$ 43	\$ 445	
Vice-President (Research and Innovation) ^(10b)	1.9	59	79	(2)	(136)	-	
Vice-President (Facilities and Operations)	3.6	102	38	(8)	1	133	
Vice-President (Finance and Administration)	3.4	100	40	(8)	1	133	
Former Vice-President (University Relations) ^(10c)	2.3	63	16	(3)	2	78	

^(10a) The current service cost and accrued benefit obligation for the President have been calculated based on the base salary which will be in effect at the end of the term of service on June 30, 2020. That base salary will be \$447 as stipulated in the *Reform of Agencies, Boards and Commissions (Post-secondary Institutions) Compensation Regulation, Schedule 2*. If calculated using the base salary of \$500, the accrued benefit obligation at March 31, 2020 would have been \$57 higher.

^(10b) The Vice-President (Research and Innovation) has given the university notice of departure effective April 30, 2020. Based on the relevant employment agreement, there are no longer any circumstances under which a leave benefit will need to be paid out, and so the accrued benefit obligation has been reduced to \$0.

^(10c) Includes service to September 29, 2019 and the accrued benefit obligation shown is at September 29, 2019.

^(10d) The significant actuarial assumptions used to measure the accrued benefit obligation are disclosed in note 7.

⁽¹¹⁾ The Provost and Vice-President (Academic) participates in the administrative leave program available to faculty members in eligible administrative positions. Under that administrative leave program, an individual must apply for and receive approval for a leave; therefore, there is no leave accrual.

22. Approval of financial statements

The consolidated financial statements were approved by the Board of Governors.

23. Comparative figures

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

24. Subsequent events

On March 11, 2020, the World Health Organization declared the COVID-19 disease to be a global pandemic. On March 17, 2020, the Government of Alberta declared a state of public health emergency over the COVID-19. These declarations have impacted how the university operates. Specific impacted areas are:

Staff

On April 15, 2020, the university announced its intention to conduct temporary staff layoffs for a period of 16 weeks in response to the change in how the university operates under the public health emergency. The university intends to hire these staff back once the university resumes normal operations. No allowance has been made to the financial statements for this item.

Enrolment

The announced closure of Canada's borders to non-essential international travel is expected to have an impact on enrolment, especially if the restriction is still in place when the fall semester is to begin. This will have a negative impact on tuition revenue which cannot be reasonably estimated at this time. It is anticipated that enrolment of domestic students may increase as a result. No allowance has been made to the financial statements for this item.

Fundraising

The economic impacts of COVID-19 present uncertainty for fundraising in the year ahead. However, it is too early in the year to forecast specific implications to fundraising targets and results. No allowance has been made to the financial statements for this item.

Provincial government funding

Before the emergence of the COVID-19 pandemic, the university was operating under a general guideline of proposed funding cuts to its operating grant over this and the next two fiscal years. The emergence of this pandemic along with the historic drop in oil prices has resulted in uncertainty if the proposed guideline of cuts is still applicable. The overall impact to the university is uncertain and therefore cannot be reasonably estimated at this time. No allowance has been made to the financial statements for this item.

APPENDIX B: ENROLMENT TABLE

No update available from previous year.