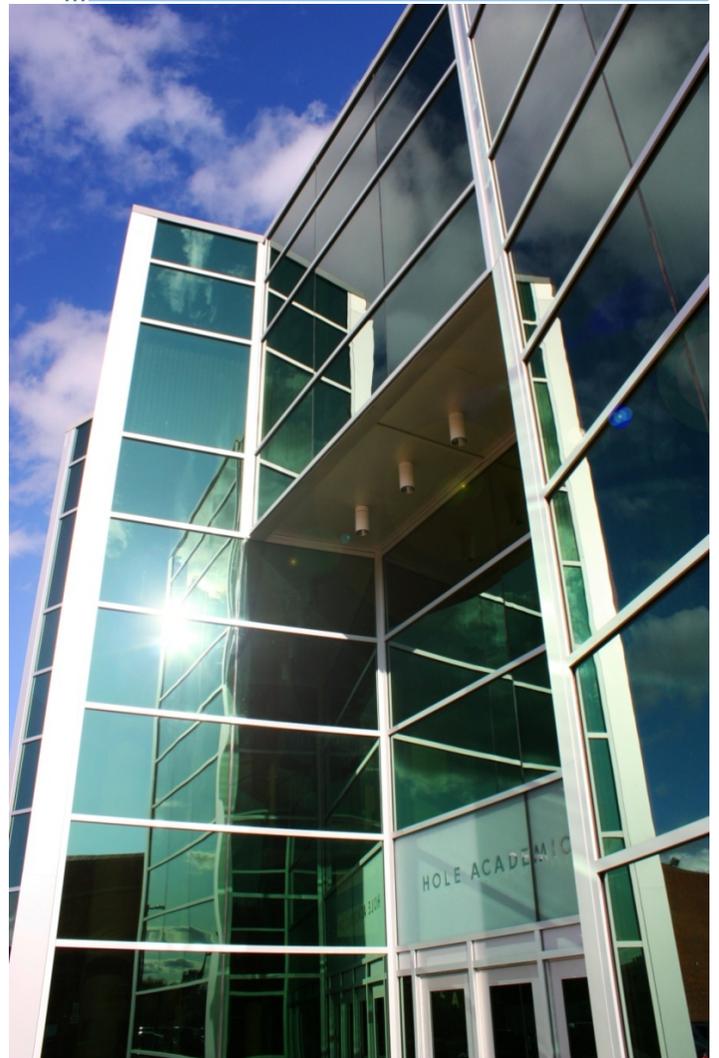




2011-2014

Comprehensive Institutional Plan



Comprehensive Institutional Plan
Submitted to Alberta Advanced
Education & Technology
June 1, 2011



CONCORDIA
UNIVERSITY COLLEGE OF ALBERTA

Comprehensive Institutional Plan

Submitted to Alberta Advanced Education

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1 EXECUTIVE SUMMARY

As the largest member of the Independent Academic Institutions of Campus Alberta, Concordia University College of Alberta endeavours to be an active, engaged, and collaborative partner in Alberta's post-secondary system. In keeping with the goals of Alberta Advanced Education and Technology, Concordia seeks to meet the challenge of maintaining the highest standards in teaching and service, program design, faculty and staff recruitment, professional development, scholarly research, and student services. Such goals require accountability. Accordingly, Concordia submits this Comprehensive Institutional Plan (CIP) in accordance with AET guidelines for the Independent Academic Sector. It includes Concordia's academic plans, research plans and performance measures, a Capital Plan, and the 2011-12 institutional budget. This CIP also outlines Concordia's short-term and long-term plans, goals, and resource needs and implications.

Concordia focuses distinctively on its students to give them a university education of the highest quality. Faculty and staff recognize and care for all students as individuals. Personalized student care begins with first contact, extends throughout their education at Concordia, and remains a life-long commitment to alumni.

Concordia's mission and vision, which permeates this document, affirms our commitment to a learner-centred approach, whereby every student at Concordia will be given the opportunity to achieve the goals to which he/she aspires.

Concordia's focus remains

- on superior teaching;
- on student engagement in research and scholarship;
- on service to all learners in the community, including our aboriginal population and new immigrants;
- on a positive learning experience for every student;
- on accessibility through affordable tuition and student support through scholarships and bursaries.

Concordia is committed to the careful stewardship of existing resources in the day-to-day delivery of our core learning so as to maintain our mission and to pursue strategic and visionary long-term planning, as conceived and implemented through our "Concordia Tomorrow" initiative, in order to sustain and enhance our capacity to be "recognized nationally and internationally for its graduates' knowledge, skill, integrity, and wisdom."

In this CIP we identify those areas over which Concordia has control and has sought to be innovative, effective, and efficient with the resources available. Yet we also seek to identify those areas in which the support of the provincial government and of our partners in the community remains crucial. A cooperative effort of all stakeholders is required for Concordia to maintain, enhance, and expand the superior educational experience it currently provides to the people of Alberta.

Concordia continues to benefit from the same opportunities afforded other institutions of Campus Alberta, but also faces similar challenges that are compounded by the unique conditions of the Independent Academic Sector. Yet, along with other universities within Campus Alberta, Concordia is exposed to the negative implications of provincial, national, and international economic vicissitudes. As goes the resourcing of government, so does the resourcing of publicly funded institutions. With other universities, Concordia is facing reduced operational funding, smaller population in the 18-25 age group, and increased inter-competition within the post-secondary sector.

1.1 GOALS, CIP STRATEGIES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

The goals, operational strategies, expected outcomes and performance measures identified in this CIP are geared to achieve the realization of the Strategic and Operational Goals already outlined in Concordia's 2010 Business Plan. These continue to be articulated in the seven directional statements of our "Concordia Tomorrow" program that are meant to guide Concordia through its renewal and work towards the development of a comprehensive Academic Plan, whereby:

- Concordia will continue to be **student-centred**.
- Concordia will be of **sufficient size** to prosper and be able to weather major demographic variables.
- Concordia will distinguish itself through the development and implementation of **superior program designs and program delivery**.
- Concordia will **seek out and initiate collaborations** in areas where clear mutual benefit can be demonstrated.
- Concordia will **encourage and support research** by all faculty and academic staff as well as by individual and groups of students when appropriate.
- Concordia will **provide a foundation of faith and intellectual integrity** that supports a scholarly community based on acceptance and respect.
- Concordia will **establish, maintain, and review administrative and policy structures** that satisfy the criteria of Campus Alberta for the efficient and successful operation of a post-secondary institution.

Concordia's strategic goals and "Concordia Tomorrow" strategies support the Government of Alberta's higher education goals as articulated in Advanced Education and Technology's Business Plan 2011-14, as will be demonstrated below.

1.2 FINANCIAL INFORMATION

Concordia is committed to maintaining financial stability, while exploring funding options that advance Concordia towards its goals. Securing adequate funding will remain a priority in light of the continued economic uncertainties in Alberta and throughout the world. Measures to maintain a positive cash flow to enable Concordia to carry out its core objectives will be presented in the course of this plan. Concordia prepares its budgets in anticipation of the yearly audit by KPMG under the Canadian Generally Accepted Accounting Principles (GAAP). The current 2011-12 consolidated budget reflects the entire operations of Concordia in terms of its unrestricted and restricted funds. This includes general operations, research activities, capital projects, and ancillary operations. For 2011-12, the excess (shortfall) of revenue over expense is budgeted at an estimated (\$72,823). This includes an estimated \$1.8 million of costs related to Concordia's pension obligations. Furthermore, this budget includes a \$550,000 (amortization) deficit for 2011-12.

1.3 ACCESSIBILITY/ENROLMENT PLAN

Concordia's enrolments have faced severe pressures with demographic shifts, the advent of duplicate programming, and excess capacity in undergraduate study spaces in the capital region. Nevertheless, Concordia is optimistic regarding future growth. We are establishing strategies that will open doors to a broader spectrum of students, which, in combination with an enhanced international reputation, will serve to expand our enrolments to levels that will maximize efficiencies in space and operations.

Concordia has sought a number of collaborations with partner institutions to explore the possibility of innovative programming, sharing resources on planning and project management, increasing system efficiencies, and leveraging economies of scale. We maintain some international partnerships that have benefits to our students and that expand the boundaries of our own university experience. Concordia continues to offer students from Alberta and abroad an excellent alternative choice in superior university education.

Investment by the federal government through the KIP over the last two years has resulted in the development of enhanced research and teaching spaces at

Concordia. This rejuvenated space, in combination with the resources for research provided by the funding councils, foundations, and programs are the cornerstones that enhance Canada's competitiveness, productivity, and prosperity, and Alberta's innovation initiatives. However, in spite of the widespread positive impact of such investments in Concordia, the scale that Concordia represents limits its capacity to be all that it could be. An increase to 3000 FLE as stated in the Summary Statements at the end of this document is crucial for Concordia's long-term viability and effectiveness.

In order to achieve this target Concordia aims to address the matter of underfunded students and unfunded programs by seeking equitable support from historical provincial funding sources as well as entrepreneurial initiatives already operative in our Professional and Continuing Education department, which operates on a cost-recovery basis.

Furthermore, the funding of new (unsupported) programs already approved by the Campus Alberta Quality Council and the Minister will require the careful reallocation of resources from existing programs, the seeking of stakeholder support, and creating efficiencies in content delivery through distributed learning models.

Concordia can in no way compromise its commitment to the maintenance of the highest program quality in order to attract and retain students, as we continue to place priority on the overall student experience, engagement, retention, and completion rates. New initiatives this fall will seek to establish the foundation for student mentoring, as well as emphasizing curricular and co-curricular activities.

Most lacking at Concordia is our capacity to recruit internationally. Concordia does not have the budget to expend resources in the pursuit of international students, or the means of supporting international students with services that are needed and expected by international students once on campus. Nevertheless, 6% of Concordia's student body are visa students, most in our graduate programs. We hope to increase this to 15% in the coming ten years. Small steps already have been taken: articulation agreements with the University of Hamburg and Carl von Ossietzky Universität in Oldenburg have seen German students study at Concordia, including during the 2010-11 academic year. Concordia is a member of the Steering Committee of the Alberta-Saxony Internship Abroad initiative; and Concordia is deliberating engagement in the AUCC's Brazil mission to establish articulation agreements between Brazilian and Canadian universities.

Most immediately we are attempting to increase access and engagement of under-represented groups, particularly First Nations, Métis, and rural students. We believe Concordia can facilitate their integration into a post-secondary environment most effectively. This access begins with Concordia's very successful 26-year-old University and College Entrance Program (UCEP) and continues with academic and career counselling. Concordia's Director of UCEP is the IAI representative on the Campus Alberta Administration subcommittee on Aboriginal Education.

1.4 TUITION PROJECTIONS

Whereas tuition at Concordia has increased by an average of 1.8%, Concordia has established a number of new bursaries and scholarships that will serve to decrease the overall burden on students by directing these restricted funds to assist the students for whom they have been designated. Concordia's tuition remains at a premium relative to the fully publicly funded institutions, yet fails to adequately bridge the gap between required operational revenue and necessary expenditures. Concordia continues to expend considerable energy in balancing accessibility with overall cost. Concordia predicts a decline in tuition revenue despite the rise in rates as less expensive university education is available at MacEwan and the University of Alberta. Preliminary enrolment data supports this forecast.

2 STATEMENT OF ACCOUNTABILITY

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

Respectfully submitted on behalf of the Board of Governors of Concordia University College of Alberta,



Dr. Martin Mueller
Chair, Board of Governors
Concordia University College of Alberta

June 1, 2011

3 INSTITUTIONAL CONTEXT

3.1 MISSION

Concordia University College of Alberta is a community of learning grounded in scholarship, freedom, and the Christian faith, preparing students to be independent thinkers, ethical leaders, reflective servants in their occupations, and citizens for the common good.

3.2 VISION

Concordia University College of Alberta will be recognized nationally and internationally for its graduates' knowledge, skill, integrity, and wisdom.

3.3 OPERATIONAL GOALS

In seeking to achieve its mission and vision, Concordia continues to pursue the operational goals which incorporate the planning priorities of AET:

- Concordia is seeking an institutional reputation and profile both locally and nationally as an excellent smaller Christian university true to its mission and vision, and a good choice for all students seeking to enrol in its programs.
- Concordia is seeking to be an equal yet distinctive partner in Campus Alberta with practical inclusion in public academic decision-making forums and with equitable funding to reflect this status.
- Concordia's new round of strategic planning coincides with the Government of Alberta's efforts to develop a provincial planning framework for program development and research priorities.
- Concordia maintains its mission as a Christian university serving the public.
- Concordia is seeking to respond effectively to the expanding expectations of a diverse population of students, faculty, and staff with various worldviews and experiences, varied generational attitudes, various accommodation requirements, and with a growing sense of the necessity of equal treatment in Canada's pluralistic society.
- Concordia seeks exemplary faculty who support Concordia's mission.
- Concordia seeks to provide an appropriate support infrastructure for its students and employees, which is of similar range and quality to those of public competitor institutions.
- Concordia seeks to recruit, retain, and train administrators and staff who contribute to its mission and also to put in place appropriate human

resource planning to support Concordia's ongoing mission in spite of the constant challenges of competition for scarce human resources.

- Concordia seeks to grow and sustain the enrolments necessary for viable programs in the face of varied demographic, economic, and competitive factors beyond our direct control.
- As Concordia selects and develops new programs it seeks to build on its strengths and expertise with an eye to provincial priorities, to the scale and type of program, and the impact this will have on resources.
- Concordia will seek collaborative opportunities with community partners and other educational institutions which make sense and allow it to enhance its mission without placing undue hardships on our institution brought about by such arrangements.
- Concordia seeks to strengthen its communication with all constituencies through effective marketing which reflects what Concordia has to offer and connects with contemporary audiences.

3.4 STRATEGIC GOALS

In the midst of setting some concrete directions, Concordia continues to hold fast to the strategic goals that are echoed in the various articulations of Concordia's self-understanding and purpose already articulated. Reiterated below is the direction that Concordia has charted:

- **Foster a dynamic intellectual environment...**

...marked by students engaged in learning both inside and outside the classroom, by faculty dedicated to excellence in teaching, mentoring, and professional achievement, and by a rich blend of rigorous undergraduate programs complemented by select graduate and professional programs.

- **Deliver a distinctive education...**

...that integrates fields of study, connects theory to practice, combines liberal with professional education, and promotes interaction between campus life and classroom learning in order to form men and women who will flourish in an increasingly diverse and interconnected world.

- **Provide an enriching student experience...**

...with programs and facilities that enhance students' capacity to lead socially, culturally, and physically satisfying lives, and that develops leaders, promotes service, and builds community.

- **Model the best in an education that embraces dialogue between faith and secular thought...**

... by continually discovering new ways to connect faith and reason in the lives of students, thereby enabling them to become ethical and responsible citizens, and by continuing to lead the conversation in our independent sector in terms of the value it brings to post-secondary offerings of Campus Alberta.

- **Pursue Concordia's historic commitment to the public good through enhanced visibility and accessibility in education for all segments of society....**

. . . by enhancing strategies to recruit and retain a diverse student body, especially students from northern, rural, minority, aboriginal, and under-represented communities (such as the handicapped), that is both multicultural and international, so as to ensure that Concordia is proactive in meeting the educational needs of a changing Canadian society.

- **Configure campus spaces thoughtfully and aesthetically...**

...so as to enhance learning, build community, and radiate hospitality.

4 PLAN DEVELOPMENT

4.1 INTERNAL CONSULTATION

The development of the current CIP builds on the work of previous years. The management of Concordia is inherently consultative and relatively flat in structure, and the current CIP is the product of this process. All major initiatives on the academic front are developed in consultation with the whole faculty, which begins with standing faculty committees to which faculty administrators belong on an *ex officio* basis and ends with the engagement and approval of the Faculty Council. Institutional policies (including Faculty Agreements) have their genesis throughout the institution. New policies and policy revisions are discussed at the departmental and divisional level, in Deans' and Directors' meetings, as well as the President's Administrative Council, and approved and implemented with the approval of the Faculty Council. Concordia's culture is highly consultative and consensual, and the production of this CIP is no exception.

4.2 EXTERNAL CONSULTATION

Concordia's primary external stakeholders are represented on its Board of Governors, several Advisory Councils, the Independent Academic Institutions Council, the Dean's Councils (Education and Graduate), and various informal relationships established by virtue of being a member of Campus Alberta.

Consultations that relate to program development specific to this CIP have invariably been vetted by external experts (e.g., the development of the Master of Information Systems Assurance Management in the coming year, and the commensurate review of the existing Master of Information Systems Security Management that is due with the Quality Council this year). Collaborations are being pursued with other institutions in the IAI sector, as are some collaborative initiatives with Athabasca University; this CIP reflects the consultations and benefits of cooperation with these post-secondary institutions. In the process, both Presidents and VPs Academic of other institutions have been engaged in dialogue with Concordia regarding its role within Campus Alberta. A number of consulting services have been extensively engaged in order to ensure best practices at all levels; for example, Leading -By-Design, Canada's "leading" university consultants have been engaged at Concordia for over a year. Recommendations made by this firm are foundational to our "Concordia Tomorrow" initiative and are woven throughout this CIP. The engagement of the President on the civic, provincial and federal level, including active participation in the AUCC, has ensured a well-informed perspective on various matters that are raised in the CIP. In summary, Concordia extends its internal consultative culture to the external community, producing a CIP that is open, transparent, and consistent with the goals of internal and external stakeholder interests.

5 ENVIRONMENTAL SCAN

ENVIRONMENTAL SCAN (SWOT)

Internal Conditions

Experienced and stable staff.

Enhancements to faculty.

Need to alter internal processes to more effectively utilize new information technology.

Need for more diverse sources of revenue.

External Conditions

Increasing number of student seats resulting from expansion of Grant MacEwan, increased number of University of Alberta undergraduate spaces, NAIT's offering of Applied Degrees.

Demographic trend that diminishes population age 18 to 25.

Increased demand for professional upgrading and lifelong learning.

Trends toward on-line learning and distance education.

Financial constraints imposed by reduction in provincial government funding.

Effect of funding due to Government priorities.

Limited credit markets.

Concordia has operated for 90 years as an educational institution in Edmonton. During those years, Concordia has evolved from being a parochial institution with the single purpose of preparing young men for ministry in the Lutheran church to becoming a full and proud post-secondary member in Campus Alberta. Offering 12 majors, 14 areas of concentration, a number of cohort-based after degrees, as well as two master's programs, Concordia continues to expand its offerings that retain a focus on the essence of a university education in order to be a full partner in the building of the knowledge-based society that the Ministry is striving to create.

Concordia's place in the post-secondary educational system of Alberta is affected by both internal and external conditions which together shape the future of this, the largest independent university college in Alberta.

5.1 INTERNAL CONDITIONS

Since its accreditation in 1987, and in keeping with the vision articulated in its mission statement, Concordia has been steadily adding new areas of concentration so that as many of its students as possible can complete their educational objectives here. This has in turn allowed for greater flexibility in meeting the needs of students seeking to transfer into or out of Concordia from other post-secondary institutions in Alberta.

This strategy has led to positive results. Concordia continues to have a solid cohort of returning students each year – evidence that our students continue to choose Concordia whenever possible for degree completion.

As already stated above, this CIP builds on previous business plans. Along with these plans, this CIP reiterates that Concordia needs to increase the number of its first-year students and retain them to degree completion in order to build a viable student and graduate base. While retention remains an issue for various reasons, Concordia has become a net receiver of incoming transfer students in years two and three, primarily on the strength of its management degree program, while maintaining the retention rate for returning students.

Concordia's enrolments have in fact stabilized according to LERS actual counts after several years of decline. Despite this stabilization, Concordia has been compelled to lower its expectations for the future, and has budgeted for relatively flat tuition revenue for the 2011-2012 academic year; in fact, we are budgeting lower tuition revenue for all the years spanning the current CIP to 2014. A major factor in this conservative forecast remains MacEwan's competitive advantage in terms of lower tuition, better access, and expanded facilities, and NAIT's offering of Diploma and Degree programs that mirror Concordia's Bachelor of Management degree.

This lack of optimism is the result of the realization that Concordia has very limited resources to allocate to advertising, as all tuition income and government funding at Concordia is necessarily allocated to basic student services and teaching. The implementation of a new targeted recruitment strategy has replaced very expensive awareness advertising, though the outcome of this initiative is as yet difficult to measure. Current enrolment figures indicate an increase in registrations in Arts and Science programs. This marks something of a recovery from a decline in enrolment in these faculties subsequent to MacEwan's renaming and rebranding as a university with attendant programs.

Nevertheless, Concordia remains concerned that these expansions, coupled with lower tuition fees at the fully funded institutions, will continue to erode our capacity as a partially funded post-secondary institution to recruit and retain students. These factors prove especially challenging for Concordia, since future funding models appear to be predicated on proposed enrolment corridors that are responsive to the meeting of enrolment targets.

The expansion of four-year undergraduate degree programs in the Capital region has also had Concordia reconsider its strategy to expand its offerings of four-year

degrees. The failure of this strategy in the face of similar (or identical) programs at the U of A and MacEwan, and to some degree NAIT, is evidenced in our four-year Bachelor of Management program. What began as a highly successful four-year program that provided a degree opportunity to NAIT and MacEwan diploma students has now been severely constricted. A levelling out of enrolment may be experienced at all institutions offering these degrees, as has been the experience in Arts and Science programs. And enrolment in the Bachelor of Management program still exceeds the projected targets for the program. Yet Concordia has been unable to maintain the momentum that had the program exceed its proposed targets by nearly 60 (unfunded) students. What has become clear is that Concordia needs a better SWOT analysis in light of the fact that the current system review structure does not guarantee that duplication (or the carte-blanche implementation) of already existing programs is precluded.

Concordia experienced a further setback in its enrolment strategy with the untimely passing of Dr. Richard Kraemer in the fall of 2010. Dr. Kraemer was the Director of the new M.A. in Biblical and Christian Studies program and its chief recruiter. His absence (and Concordia's inability to replace him, as he was an emeritus professor who worked on a very low-cost contract basis) has had a significant impact on our recruiting to the MA program. While we celebrated our first two graduates from this program at the 2011 convocation, the upcoming year has far fewer enrolments than anticipated. As this program is resourced by internal funds, the recruitment of a new Director who would work on a stipend as Dr. Kraemer did will prove difficult. Only two or three new students are anticipated to enrol in the MA in the coming year. At the same time, contract options and new staffing arrangements are being explored, and 2011-2012 may have to be written off as an unfortunate but temporary hiatus.

On the positive side, Concordia's professional programs continue to provide stability and strength to the enrolment picture. The Bachelor of Environmental Health (After Degree) has been highly successful in meeting the public health needs of Alberta and the other western provinces. In fact, a third of all Public Health Inspectors in Alberta are now Concordia graduates. Student demand has led us to project a future enrolment of 58 in this program. The Master of Information Systems Security Management program has been building on the foundation of our science programs, while serving the needs of Albertans in a technological area that is vital to the province's future economic development. The conversion of that program from a diploma program has proven to be a more attractive option for students preparing for a career in that area of specialization. At least 25 MISSM graduates now work in government security-related positions.

The implementation of the new Master of Information Systems Assurance Management program in the coming academic year will address a further need within the IT management sector and be of benefit to enrolments at Concordia.

Concordia's B.Ed. (After Degree) graduates continue to have success in gaining teaching positions. Concordia's Bachelor of Education (After Degree) graduates have also continued to receive a proportionately higher share of nominations for first-year teaching awards. Also encouraging is the news that close to 100% of our graduates in Applied Psychology and Environmental Health are currently gaining employment in their fields or are entering graduate programs.

Province-wide Graduate Outcome Surveys continue to indicate that more than 95% of Concordia's graduates are highly satisfied with the overall quality of their educational experience. In the most recent Canadian Universities Survey Consortium (CUSC) survey, Concordia again ranked among the top four of the fifty-five universities surveyed in the nation in terms of student satisfaction with their choice of university, while the results of the Globe and Mail survey of smaller universities ranked Concordia near the top in terms of its teaching excellence, satisfaction with the overall educational experience, student and faculty relationships, and the quality of our library services.

5.2 EXTERNAL COMPETITION AND STUDENT DEMOGRAPHICS

Concordia's success in meeting its goals in the future is largely contingent upon the positioning of the other key post-secondary institutions in Edmonton—institutions which have been competing with Concordia and with each other for the same students.

The kind of competition that Concordia faces can be shown in its duplicate application rate. Historically, Concordia has had the highest rate of duplicate applications in the province. By far the highest number of those duplicate applications has been with the University of Alberta and Grant MacEwan University. The total number of duplicate applications reached its highest level—53.7%—in 1996 and lowest level—40.69%—in 2000. During the subsequent years it has remained consistently around the 46.5% level.

On the one hand, the high duplication rate has its advantages—it is a clear indication that Concordia remains one of the top three choices for applicants in the Edmonton region. On the other hand, the fact that the other two institutions are able to offer equivalent educational opportunities at a lower tuition rate (due to higher government support) adds to the challenge. Nevertheless, we are

becoming increasingly successful in convincing applicants to consider Concordia their institution of choice. An entrance scholarship program introduced five years ago, and recently expanded to allow for the renewal of these scholarships, has done much to enhance our recruitment initiatives.

A further consideration is the declining numbers of matriculation graduates from secondary schools throughout Alberta. As a result, enrolment from this demographic group is expected to decline incrementally for the foreseeable future. Data from Alberta Learning forecasts a significant decline in student numbers in the secondary system for the next 10 years according to the *Alberta Access Planning Framework: A Context for Access and Demand* (June 2009), 14-15. See data by Alberta Learning: <http://education.alberta.ca/apps/statistics/studpop/viewall.asp>

Concordia has decided to take a proactive stance in dealing with these external factors. For example, we extended block transfer agreements with Grant MacEwan and NAIT (which are of limited utility after these institutions were granted the ability to grant their own degrees) to include Grande Prairie Regional College, Keyano College, and Red Deer College, allowing more students to ladder from business certificate and diploma programs to our degree program in Management.

We continue to be very concerned about MacEwan's expansion of degree programs. A more direct and excellent recruitment and retention strategy, along with our strong academic programs, may enable Concordia to regain its market share so that we can fulfill our mission effectively in the future.

The nomenclature issue continues to gail many of Concordia's faculty, staff, stakeholders, and Board members. MacEwan is now called a university, though it has no graduate programming, nor can it under the government's (current) Roles and Mandates Framework. Though Concordia does research and is the recipient of Tri-Council funding, and has been mandated to grant three Masters' degrees, it continues to be blocked from calling itself a university. The prospect of offering doctoral degrees is also within the government's Framework, while the nomenclature of "university college" militates against the ready validation of these degrees. Our 'university college' designation continues to confuse the public about the nature of our programming. For the majority of the public the proper noun "college" remains misunderstand as long as "university" is merely a qualifier and not the proper noun. This inversion militates against the value of the credential awarded and masks the fact that Concordia offers full university undergraduate and graduate degrees, so that our graduate students experience difficulty with their applications to PhD programs outside of the province of Alberta. It also continues

to have a significant negative impact on Concordia's ability to recruit locally and internationally.

Given the common understanding of the term 'university,' and the fact that Concordia has long offered undergraduate, and now graduate, university degrees, "university" actually applies more accurately to Concordia than to MacEwan. Yet since MacEwan has been permitted to take the title "university," Concordia's capacity to raise its profile remains greatly diminished locally, provincially, nationally, and internationally. *It goes without saying that part of Concordia's strategy in the current CIP plan is to remediate this misapplication of nomenclature and continue to press to have Concordia renamed "Concordia University Edmonton" in due course.*

5.3 MARKET DEVELOPMENTS

During the next three years Concordia will need to monitor carefully the impact of its marketing strategies. For example, it will need to increase its efforts to recruit students in the Edmonton area who are attracted to Concordia because of the educational opportunities that it offers. Increasingly, targeted strategies will need to be employed to market programs that are new or not yet filled.

As part of its ongoing business planning, Concordia has engaged the services of The MET agency to develop a brand new marketing plan. In consultation with The MET, Concordia will endeavour to raise profile and achieve increased awareness among prospective post-secondary students. A new Logo, Word Mark, Web-Site, and other publications have all been implemented since the last Business Plan was submitted, and Concordia's marketing plan will build on this momentum.

A significant impact on the public perception of Concordia has been Concordia's full integration into Apply Alberta. Concordia and the other independent accredited university colleges appreciate the intervention of the previous Minister that has ensured that our institutions have representation in the planning process that is responsible for the development of the Alberta post-secondary application process. Participation in APAS has become crucial to Concordia's recruitment and retention efforts. The APAS Society accepted Concordia's membership at its November 5, 2009 meeting, and has since released the \$300,000 allocated to Concordia. *AET has fulfilled its promise, whereby Concordia is now fully integrated into Apply Alberta in all of its advertising as a destination for post-secondary students, which has made it possible for prospective Concordia students to apply through Apply Alberta as of January 2011.*

In keeping with all these goals, during the next three years Concordia will further refine its marketing efforts, though we are steering away from the expense of television and general awareness media. The goal of advertising as part of overall marketing in previous years was to increase awareness that Concordia is a degree-granting institution and no longer to be considered one of the city's "best-kept secrets." Future marketing resources will focus on targeted recruitment. To ensure success in its recruitment strategies, Concordia is planning to employ the services of Noel-Levitz during the next academic year.

5.4 FINANCIAL CONSIDERATIONS

The freeze in funding for three successive years, withdrawal of envelope funding, and curtailing of the Access to the Future (Renaissance) Fund all have placed severe financial pressure on Concordia. With little room left to manoeuvre, Concordia has in this year implemented a 6-day unpaid furlough for all faculty and staff, has negotiated several early retirements, and has terminated positions that were crucial for administration but were sacrificed in order to free resources to be made available directly for service of students. In the upcoming three years, in order to keep tuition fees affordable to students while retaining solvency for the institution, short-term restructuring, further hiring freezes, and targeted dismissals and retirements will have to be imposed. As a result, Concordia projects tuition increases for the next three years to remain at an average rate of 1.8% per year. Again, it is the sacrifice of our faculty and staff via furloughs that is making it possible for Concordia to cap tuitions in order to maintain the level of accessibility that AET has outlined in various documents, including the 2011-14 Business Plan. In order to survive, Concordia will have to advocate ever more strongly for an equitable funding model for all post-secondary institutions promised in the Roles and Mandates Policy Framework, whereby equal access and affordability will be provided for all Alberta learners, no matter which post-secondary institution they choose.

Concordia at a Glance

Concordia in the present year is:

Serving 1583 (1,306 FLE) Students (including UCEP)

Offering 26 Undergraduate Degree Programs in

Arts (5 four-year; 10 three-year)

Sciences (4 four-year; 4 three-year)

Management (four-year)

Education (After Degree)

Environmental Health (After Degree)

Offering 3 Graduate Degrees

Master of Information Systems Security Management

Master of Information Systems Assurance Management
(starting in 2011-12)

Master of Arts in Biblical and Christian Studies

Employing 159 Full-Time Faculty and Staff

(Issuing 461 T4s for 2010)

Maintaining collaborative agreements with international post-secondary institutions such as:

Universität Hamburg (Germany)

Carl von Ossietzky Universität

Jerusalem University College (Israel)

Member of Steering Committee for the Alberta-Saxony Internship
Abroad Initiative

Retaining membership in:

Association of Universities and Colleges in Canada

Association of Commonwealth Universities

Canadian Association for Graduate Studies

Western Canadian Deans of Graduate Studies

The full responsibility for the funding of capital projects remains within the institutions in the Independent Academic Sector. Concordia's last capital campaign involved increased fund-raising efforts in the community and within Concordia's natural constituency to produce the funds to finance the new academic building. Given the fact that none of the funding for such a building came directly from government sources, Concordia continues to be an exceptional post-secondary educational value and superior educational choice for the people of Alberta.

Key Challenges and Opportunities

Challenge	Opportunity
Economic Uncertainty <ul style="list-style-type: none"> • Aging baby boomers cause stress to social services • Rate of recovery from global recession is uncertain 	Collaboration <ul style="list-style-type: none"> • Coordinated system planning • Economic downturn is typically associated with enrolment growth
Access <ul style="list-style-type: none"> • Marginalized groups have difficulty accessing system <ul style="list-style-type: none"> ○ Rural Albertans ○ First Nations ○ Disabled ○ Lower social economic status 	Leveraging Investment <ul style="list-style-type: none"> • Maximize use of available resources through synergies among post-secondary providers and government • Create efficiencies in the system
Declining Youth Population <ul style="list-style-type: none"> • Median population age will increase • FLE increase for all post-secondary in Edmonton is expected to be 4,780 (Alberta 14,445) over next ten years. This increase is not linear. • U of A forecasts increase of 4,030, and NAIT increase of 225 FLE over the ten years • No need for increased capacity 	Student Mobility – Increasing Alberta’s Strengths <ul style="list-style-type: none"> • Improve pathways between different learner providers and programs • Improve pathway between labour market and learning • Increased international migration to Edmonton • Inter-provincial migration to Edmonton • Intra-provincial migration to cities continues • First Nations population is fastest growing population segment • Increase adult learning and improve participation rates
Increase enrolment in Graduate and Professional Programs <ul style="list-style-type: none"> • Encourage Albertans to pursue higher levels of education attainment within the Province. • Create a vibrant and intellectual culture to draw top talent to the province 	Increase post-secondary participation <ul style="list-style-type: none"> • Increase Albertan participation in advanced learning • Increase educational attainment levels of populations that are traditionally under-represented

6 GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Concordia's CIP for 2011-2014 incorporates the major goals which are particularly relevant to the Strategic Priorities outlined in Alberta Advanced Education and Technology's 2011-2014 Business Plan as it relates to Campus Alberta.

Concordia's unique goals, which meet the niche criteria of the Roles and Mandates Policy Framework, as well as align with the *Goals, Priority Initiatives, Expected Outcomes and Performance Measures* articulated in the 2011-14 Business Plan, are presented below.

CUCA Alignment with AET Goals and Priorities

Concordia is:

- *fully engaged in aligning learners with labour market demand in such fields as business management, education, environmental health, and information technology;*
- *strategically placed to address the shortage of health inspectors in the province and nationally;*
- *developing programs in areas such as healthcare management, applied psychology, and IT Security Management;*
- *committed to maintaining and enhancing academically rich programs in Arts and Science;*
- *increasing its research-intensive focus, thereby enhancing the research skills and experience of all students;*
- *committed to offering affordable and accessible post-secondary education, including to under-represented populations.*

Alberta's post-secondary system is composed of diverse institutions that all play a critical role in support of the ongoing learning needs of Albertans. These needs are often shaped by current economic conditions and attendant forecasts. A broad vision and long-term planning are required to sustain and enhance Alberta's post-secondary system. The Alberta government recognizes the need to coordinate and match post-secondary education output with current market demands as well as long-term, lifelong learning strategies. The solution that Alberta Advanced Education and Technology has provided is a multi-faceted six-sector model that provides diverse educational opportunities in which Concordia plays a crucial role. An examination of Concordia's current and proposed program offerings reveals that Concordia continues to be fully engaged in aligning learners with labour market demand in such fields as business management, education, environmental health, and information technology, and is strategically placed to address the shortage of health inspectors in the province and nationally. Currently under external review is Concordia's proposal for an on-line Master in Public Health. A Master's in Information Systems Assurance Management has been

approved by the Minister and will be phased in during the 2011-12 academic year. As a university, Concordia is also committed to maintaining and enhancing academically rich programs in Arts and Science for students who are intellectually gifted and who will be in the forefront of a knowledge-based society. Only such graduates will be equipped with the breadth of knowledge, skills, and attributes necessary for fast-changing professions and careers in an equally fast-paced economy. Concordia will therefore increase its research-intensive focus, as already demonstrated by the several hundred-thousand dollars in research grants received this year by virtue of initiatives of Concordia's faculty. This success is partially based upon Concordia's ability to grant masters' degrees. A particular focus will be enhancing the research skills and experience of all students.

Concordia will therefore serve qualified students in Arts and Science, maintain consistent cohort-based enrolment in programs like Education and Environmental Health that are currently at their maximum capacity, continue to expand access to its Bachelor of Management program, continue to expand its new Master of Information Systems Security Management program with the addition of a complementary Master of Information Systems Assurance Management (MISAM), and increase enrolment, retention, and success among aboriginal students. Building on the success of its block transfer agreements in Management with Grant MacEwan College, NAIT, Grande Prairie Regional College, Keyano College, and Red Deer College, Concordia will continue to articulate agreements with post-secondary partners to increase accessibility and learner choice. Further collaborations are envisioned, especially with Athabasca University, which will facilitate Concordia's ability to build into its programs enhanced distance delivery and distributed learning methods to provide opportunity for students who are not able to obtain their education on site. Course offerings during weekend, evening, and spring and summer session will be reviewed to provide opportunity for those who are unable to attend weekday sessions. By the building of the Hole Academic Centre, Concordia has increased space to accommodate a significant number of additional students. During the next three years, Concordia will also manage its financial resources efficiently to maintain the affordability of its education to all students.

6.1 ACCESS

CUCA as a Learner Centered Accessible Institution

Concordia is engaged in a full structural and program review called "Concordia Tomorrow," the goal of which is to meet the following priorities, whereby the Concordia of tomorrow will:

- Be student-centred
- Be of sufficient size to maximize efficiencies
- Have superior program designs and program delivery
- Seek out and initiate collaborations
- Encourage and support research
- Provide a foundation of faith and intellectual integrity
- Establish, maintain, and review administrative and policy structures to ensure best practices and alignment with Campus Alberta

Advanced education is critical to the maintenance of a civil society. This goal of Alberta Advanced Education and Technology recognizes the importance of encouraging a greater percentage of students to attend university for the love of learning, and the opportunity to mature and develop in a rich and supportive environment. Alberta also encourages an increasing number of adult learners to receive foundational learning that will equip them for further specialized training for the fast-changing professions and careers in a diversifying economy. Concordia will address all of these needs, even as it recognizes the foundational importance of a well-balanced liberal arts education to meaningful lifelong learning. In keeping with its mission, Concordia will therefore continue to prepare highly satisfied graduates who will serve society as dedicated leaders, responsible citizens, and competent professionals. In order to fulfill this mission, Concordia's educational objectives in Arts and Science will continue to include the goal of providing students with

courses that challenge and develop their ability to read and listen critically, to write persuasively, and to speak with a confidence born of knowledge. Graduates in Management will continue to gain the edge in filling strategic positions in the management profession with integrity and a solid ethical foundation. Graduates in Education will continue to demonstrate the highest possible level of commitment to the teaching profession and plant within their pupils that love of learning that will carry them through life. Environmental Health graduates will continue to meet the public health needs of communities across the Prairies. Graduates of the Master of Information Systems Security Management program will leave their mark on the computer security field. Distance learning opportunities will be provided in strategic areas for students in under-represented regions.

6.1.1 RELATIONSHIP TO THE MINISTRY'S STRATEGIC PRIORITIES

This goal contributes to the Ministry's second strategic priority, whereby Concordia fulfills its role within a Campus Alberta that is "a learner centered, affordable advanced learning system accessible to Albertans." Concordia plays a vital role in helping develop this culture for all learners who study here, and we will endeavour to strengthen this goal in all undergraduate programs and the professional and graduate programs that contribute to it.

6.1.2 EXPECTED OUTCOMES AND MEASURES

Quality of Programs

Concordia maintains or exceeds its 95%+ ratings on Graduate Outcomes surveys when it comes to measuring the overall quality of their educational experience.

Access to Programs

Concordia will seek to be fully integrated in Campus Alberta and improve its affordability and accessibility to all its students, especially those from aboriginal and disadvantaged immigrant communities.

Support for Programs

Concordia students currently receive over \$1,000,000 in scholarships and bursaries funded by the donations of key stakeholders and from within the operational resources of the institution.

Review of Programs

Concordia will continue to engage in curriculum renewal to ensure programs meet learner needs, implement recommendations of program reviews, reflect upon learning outcomes, and align student services to ensure student success.

An increasing number of students will look to Concordia to meet their educational goals, particularly in areas that are recognized for being unique and high in quality. Teaching excellence will be enhanced as Concordia maintains or exceeds its 95%+ ratings on Graduate Outcomes surveys when it comes to measuring the overall quality of their educational experience. The same will be true of ratings in the annual Globe and Mail University Report Card survey in which Concordia, along with one other BC institution, was evaluated as having the best university instructors that students had come to experience among fifty-five Canadian universities. With membership in the AUCC and the Association of Commonwealth Universities, Concordia's graduates can be assured that their degrees are recognized by other premier Canadian universities and given due consideration in their application to graduate and professional programs. Through our alumni department, we will track students as they engage in graduate studies or pursue professional programs upon graduation.

In 2011-2012 Concordia will also continue its program review policy, which calls for the evaluation and review of all academic programs on a five- to seven-year rotating basis. A new policy will be implemented to enhance quality in the development of distance learning courses.

6.1.3 ALIGNMENT WITH AET AFFORDABILITY FRAMEWORK

Concordia students currently receive over one million dollars in scholarships and bursaries that are funded by the donations of key stakeholders and from within the operational resources of the institution. Entrance scholarships, enhanced by Rutherford Scholarships, serve to draw students who can demonstrate academic excellence and who will increase the overall quality of Concordia's student body; in-course scholarships have aided greatly in retention and serve as an encouragement for students to do their best. For students in need, bursaries and scholarships have been specifically designated to eliminate financial barriers. The allocation of matching resources by the Alberta government through the Renaissance Fund has done much to contribute to the affordability of university education at Concordia, as have the various components of the Affordability Package outlined in the Affordability Framework. Yet the assumptions in this CIP have changed in light of the abrogation of envelope funding and the Renaissance (Access to the Future) fund, despite the provision of student loan opportunities. Concordia nevertheless hopes to maintain that level of access which AET envisions. Concordia itself will therefore continue to expand current scholarships and bursaries, establish foundation-based funding mechanisms, and seek to increase donor gifts even in the absence of matched Government resources. Such designated resources, directed to students specifically, will continue to open doors of post-secondary education to students for whom the cost of such an education would otherwise prove prohibitive. Concordia will engage its development department to increase donations for the purpose of ensuring accessibility and affordability.

Concordia will also voluntarily remain *close* (i.e., within 1.5%) to the government tuition caps that are mandated for the fully funded public institutions to maintain an affordable education for students in need of a smaller and more personally accessible university education. Concordia will also seek to align its individual access plan with the provincial priorities outlined in the Alberta Access plan. The goal of such an alignment is to fully comply with Alberta Advanced Education and Technology's desire to achieve specific outcomes in key areas of need, and at the same time to attain that funding which allows Concordia to fulfill the Ministry's aspirations while retaining its own mission and vision.

The newly announced funding models, which have eliminated envelope funding, will put serious stress upon Concordia in its attempt to be innovative in the implementation of new programs. While this approach greatly simplifies budgeting and eliminates convoluted formulas for reporting and assessment, it nevertheless has reduced Concordia's overall resourcing significantly. Some programs will be

under stress, while others will not be supported sufficiently to attain self-sustainability. This will have implications for access to programs at Concordia that might have made Concordia a more desirable destination. Concordia is nevertheless determined to achieve the goals that AET has set through restructuring and flexible planning.

Finally, the former Minister of AET, Honourable Doug Horner, provided the fiscal means and ministerial impetus whereby Concordia and the other members of the Independent Sector are now fully included in the work of the APAS society, and have already made great strides to be fully integrated into Apply Alberta. The expeditious full inclusion of Concordia was crucial in order for us to provide our students with government-supported student loans and financial aid, as this gateway provides the only means by which such resources will be available to Alberta learners seeking to study at Concordia.

6.1.3.1 RELATIONSHIP TO THE MINISTRY'S AFFORDABILITY FRAMEWORK

The Ministry's focus on affordability has a commensurate effect upon accessibility. Concordia understands that only "*an affordable advanced learning system*" will be open to all capable and eligible students, and it is a key focus of Concordia's strategic plan to facilitate access by making post-secondary education more affordable. Therefore, this component remains a key part of Concordia's CIP.

6.1.3.2 EXPECTED OUTCOMES AND MEASURES

Any increase in resources other than those derived directly from student tuition ultimately makes post-secondary education more affordable and increases accessibility to students. The removal of a barrier such as unaffordable tuition should lead to a greater participation in post-secondary education, with a commensurate increase in enrolment at Concordia. It is not unreasonable to assume that a 1% or 2% increase in overall enrolment, including greater participation by aboriginal and immigrant learners, would be realized with equitable operational funding, since this would permit Concordia to reduce tuition without compromising institutional financial viability.

Concordia is also committed to providing those services that facilitate the greatest possible access to all Alberta learners. Concordia has amended its policy that deals with the accommodation of students with disabilities. The revised policy provides a comprehensive approach for the accommodation of students in this category. Concordia has also become a partner with the Alberta Association for Community Living in the delivery of their Inclusive Post-Secondary Education program. This is a program which allows adults with developmental disabilities to choose a program

of study which will lead to a future career path. Concordia has asked Alberta Advanced Education and Technology to again provide next year a share of the funds being made available to public institutions for the purpose of assisting students with disabilities. Some funds have been made available in the past; it is our understanding that such resourcing is currently under review, and we hope that such funding will be made available to help students achieve their full potential with the resources that can make their success possible.

A career counsellor is now available on a full-time basis to provide guidance to students who are planning their career futures. The Hole Academic Centre has a newly integrated Student Life and Learning Centre that provides easy access on a walk-in basis for students requiring special needs accommodation, career counselling, and help in other areas like study skills and time management. A consolidation of services in the area of psychological counselling has resulted in more time available for students requiring such assistance.

Concordia has also been strengthening its support services for aboriginal students. The Hole Academic Centre includes a counselling centre for aboriginal students. Building on its extensive experience with aboriginal upgrading programs, Concordia in the future will be able to focus even more intentionally on the needs of aboriginal university students.

Below is a summary of initiatives that are geared to facilitate student access in the areas of need identified by the GOA, AET, and Concordia in its Concordia Tomorrow strategy.

6.1.4 SPECIAL NEEDS STUDENTS

- **Goal: To expand technical and human support for students with disabilities**

STRATEGY

Under the direction of the new Director and the Administrative Coordinator of Student Life and Learning, expand the learning supports that are available to these students.

Seek funding for enhanced services.

PERFORMANCE INDICATOR

Positions established and filled, and services expanded.

Funding secured.

- *Goal: To provide suitable personnel, space, and infrastructure to meet expanding number and accommodation expectations of students*

STRATEGY	PERFORMANCE INDICATOR
Restructure, expand, and provide adequate office space for Learning Accommodations department.	Department restructured, expanded, and office space built.
Seek an appropriate level of funding from AET which reflects all the costs of this expectation.	Funding requested and cost-recovery process initiated.

6.1.5 STUDENTS IDENTIFIED BY ACADEMIC REQUIREMENTS

- *Goal: To provide enhanced programming for academically at-risk students*

STRATEGY	PERFORMANCE INDICATOR
Expand Concordia's program for identifying and supporting at-risk students to include incoming students with low high school averages.	Expanded program established in 2011 and further expanded in 2012.
Seek funding to provide this additional help for at-risk students.	Funding requested and cost-recovery process initiated.

- *Goal: To provide enhanced counseling and other support services for aboriginal students attending Concordia*

STRATEGY	PERFORMANCE INDICATOR
Hire a full-time aboriginal counselor and equip counseling office.	Counselor secured and office equipped.
Furnish and equip a suitable lounge space for aboriginal students on campus.	Lounge space established and furnished.

6.1.6 EXPANDED RESOURCES FOR GRADUATE STUDENTS AND INTERNATIONAL STUDENTS

- *Goal: Provide suitable space and supports for growing graduate student population*

STRATEGY	PERFORMANCE INDICATOR
Set aside bookable space for graduate student study and for carrying out their Teaching Assistant and Research Assistant responsibilities.	Space established.
Establish and equip an office for the Graduate Students' Association.	Office established and equipped.
Provide suitable exclusive lounge space for group identity formation among graduate students.	Lounge space established.

- *Goal: Expand on and nurture the international learning experiences for academic credit such as Students for Development and Washington Centre*

STRATEGY	PERFORMANCE INDICATOR
Identify faculty with international interests in research and curriculum who can spearhead programs.	Faculty identified and engaged.
Hire at least a 0.5 F.T.E. staff person to develop and administer and provide liaison for well-chosen opportunities for Concordia's students.	Staff person engaged.

6.1.7 SERVICES FOR ALL STUDENTS

- *Goal: To provide the best possible services to all students*

STRATEGY	PERFORMANCE INDICATOR
Improve Student Services under the direction of the new Directors of Enrolment Services and Student Life and Learning.	New Directors secured and engaged in these initiatives.

Specific initiatives include:

Improve and expand study and lounge spaces available for students.	Improved spaces established and furnished.
Streamline registration processes for students, including online registration.	Improved registration processes implemented.
Improve communications with students through email, student portal, and digital displays.	Improved communications initiatives implemented.
Improve public means of transportation available to students through enhanced bus service, shuttle service, and perhaps UPass implementation.	Improved public transit options implemented.
Create a safer environment through implementation of a Behavioural Support and Intervention, and on-campus Crisis Communication, programs.	Programs established.
Expand recreational opportunities for all Concordia students and employees who wish to use them.	Recreational opportunities expanded.
Expand services of career placement for all students.	Career planning and placement services expanded.

6.1.8 ACCESSIBILITY SUMMARY

The goals above and the discussion that precedes it contribute to the Ministry's strategic priority to align all post-secondary education to have Campus Alberta "become a learner-centred, affordable advanced learning system accessible to Albertans" (February 2, 2011). Concordia is filling needs in business and management, and makes a significant contribution to the health sector with its preventative focus and the training of Health Inspectors in the Bachelor of Environmental Health (After Degree) program. Concordia has also made significant contributions through its graduates in the fields of IT security with its flagship Master of Information Systems Security Management degree. Furthermore, in the field of mental health, Concordia will continue to enhance its Applied Psychology

program, which already boasts a proportionately large cohort of graduates annually. With upgrading programs on the Concordia campus, Concordia will encourage aboriginal and immigrant learners to transfer more readily into university programs in a campus community with which they have become familiar. Finally, on the professional level, Concordia's Bachelor of Education (After Degree) celebrates a superior reputation for program design, delivery, and consequently the quality of graduates placed throughout Alberta and British Columbia.

During the next four years Concordia will need to capture a larger "market share" of a declining student demographic (as determined by data from Alberta Learning) in order to maintain adequate student numbers in an increasingly competitive post-secondary educational environment by rigorous recruiting. Concordia has revised enrolment projections in its Bachelor of Management degree program in light of the challenge of the competition mounted by MacEwan and NAIT. They were able to spend a combined total of close to a million dollars to market their Business degree programs alone. Concordia's entire institutional marketing/advertising budget is less than \$200,000 (for general institutional awareness and all individual programs) and we are simply unable to expend the kind of multi-million-dollar resources available for advertising to the fully funded public institutions.

Concordia is concerned that operational dollars, which ought to be utilized to enhance the student experience, quality of learning, and greater access is being diverted to advertising agencies. Concordia believes that the competitive model imposed upon the post-secondary sector, despite all talk of collaboration, is counter-productive. This is in need of re-evaluation so as to preclude the unnecessary expenditure of tax-payer dollars for a public good such as post-secondary education. In the Canadian context it would be deemed an abomination for hospitals to advertise and compete for patients. Furthermore, the competition within Alberta's post-secondary sectors is counter-productive to the Ministry's strategy to be competitive on a global scale, as energy and resources are being expended in the pursuit of students for duplicate programs within the same geographic area (a clear failure of the System Review process). It is Concordia's sincere desire that the collaboration sought by the Ministry can actually be realized and that the conditions that foster the expensive and damaging institutional competition be remediated.

The drop in enrolments in the Management program that began last year is anticipated to continue into the near future, with the result that Concordia has revised its FLE numbers downward to a maximum of 138 FLE by the 2013-2014

academic year. In the meantime, it appears that a new interest in the Arts and Sciences will see some rise in student numbers in these areas, compensating for the drop in Management numbers and maintaining constant enrolment overall.

At the same time, increasing linkages are being planned to provide services to aboriginal students enrolled in Concordia's UCEP and degree programs, with the goal of increasing the academic performance and completion rate of aboriginal students. Increased information will be made available to potential students identifying the spectrum of educational opportunities available at Concordia. Tuition increases will remain responsive to market demand and ministry directives. This year's tuition increase was approximately 1.8% on average for all programs. Yet it is anticipated that some tuition reductions may be achievable if government operational grants rebound in a manner that will address inflationary and additional program costs adequately in the coming years. Through designated scholarships and bursaries, financial aid will be increased for students showing financial need. Budgets will be managed in a cost-effective manner. Administrative expenditures, as a percentage of total expenditures less ancillary expenditures, will be reduced as efficiencies are gained by consolidations and restructuring. For example, Concordia will operate with only 3 Deans: one Dean of Undergraduate Studies, one Dean of Graduate Studies, and a Dean of Education. As to senior administration, it will consist of only a VP Academic as CAO and VP Finance as COO, along with the President as CEO.

6.2 ENROLMENT PLANS

6.2.1 INSTITUTIONAL ENROLMENT PLAN

Concordia is endeavouring to develop a realistic enrolment strategy in view of the considerations explored above, and will do so in consultation with Noel-Levitz. Included in these considerations is a more aggressive local and international strategy, which includes engaging in the initiatives sponsored by the Association of Universities and Colleges in Canada (AUCC). While fiscal constraints precluded Concordia's participation in the India/China missions, Concordia intends to participate in the Brazil initiative scheduled for April/May of 2012. It is clear to Concordia's administration that the establishment of duplicate programs at various post-secondary institutions in the capital region leaves many seats unfilled, including those at Concordia. To fill those spaces, other markets need be explored, and Concordia is compelled to expend its resources to pursue those markets. The enrolment projections in Table 1 are the conservative estimates predicated on a shrinking domestic demographic, variable economic conditions, and unrealized

international participation. Subsequent CIPs are expected to present a more optimistic picture, as strategies of the “Concordia Tomorrow” initiative are effectively implemented

TABLE 1 ENROLMENT PROJECTIONS

	LERS Actual		Census	2011/12	2012/13	2013/14
	2008/09	2009/10	2010/11			
Arts & Science	767	748	816	832	849	866
Education	128	135	139	140	140	140
Management	193	165	130	133	135	138
Environmental Health	44	58	41	42	43	43
MISSM	37	32	26	27	27	28
MISAM				6	15	30
MA	0	5	5	5	10	15
Open Studies	73	88	74	75	75	75
UCEP	55	106	75	77	78	80
Total	1,298	1,337	1,306	1,336	1,372	1,415
Actual [Estimated]						
Graduates	380	401	351	[333]	[340]	[346]

In the meantime, Concordia continues to reassess enrolments in view of a number of key factors, many of which are out of the institution's control. Concordia's capacity to maintain itself in the post-secondary environment is clearly under severe stress. It had already been reported that registrations for 2008-2009 were down by 77 students (14%) from 2007-2008. Figure 1 below is illustrative of a modest recovery in the 2009-10 academic year, followed by another decline (corresponding to MacEwan's being declared a university and expansion of duplicate business programs both at NAIT and MacEwan - which had been key 2+2 transfer institutions). We anticipate recovery in the next three years, primarily in the Arts and Sciences, as well as Graduate program offerings.

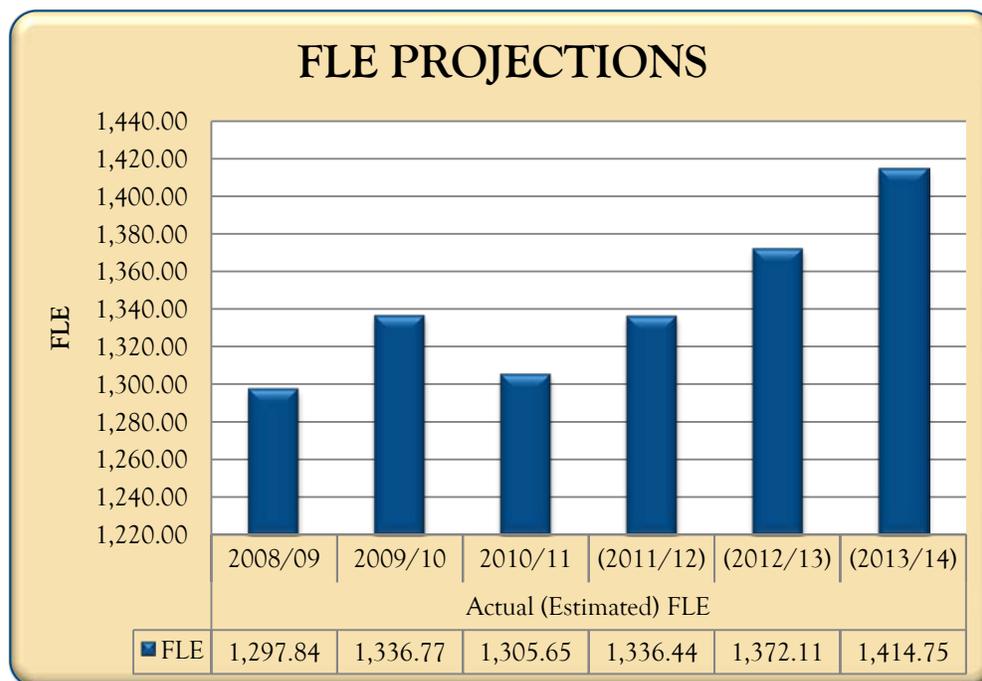


FIGURE 1 FLE TRENDS

Concordia’s enrolments also continue to be challenged by Alberta’s economy. Though still in slow recovery, the draw of potential learners into the workforce for immediately lucrative jobs remains strong. This situation is exacerbated by lower numbers of high school graduates, increased seats in available undergraduate degree programs at institutions such as Grant MacEwan University (which, due to their much higher public funding models and profile, are able to offer significantly lower tuition than Concordia).

Already highlighted above as a case in point is Concordia’s Management program. It has receded to levels that correspond to initial expectations, rather than the explosive growth it experienced during its first four years. 130 FLE students were enrolled in the Management program this past fall and winter terms. Nevertheless, we project a recovery in the Bachelor of Management program in view of a significant re-evaluation of its current position within the Edmonton post-secondary market. Concordia intends not only to recover, but return to a 200+ FLE enrolment in the Management program within this decade.

The demand for seats in our professional programs continues to increase. The B.Ed. (After Degree) program, for example, currently has 120 applications for its 70 first-year seats. The program ran at close to full capacity during this past year and we expect this to continue well into the future.

We have been expanding the capacity of our Bachelor of Environmental Health (After Degree) program. It appears that this program will meet 47 FLE in the near future.

The Master of Information Systems Security Management program receives well over 100 inquiries per year, mostly from international students. Interest is constant. Nevertheless, it is accurate to say that this program has also been under some stress; but with the addition of the MISAM in the coming academic year, a full FLE recovery is projected for both programs by the end of the current CIP. A concerted effort is also underway to attract and include within the student body a larger number of Alberta and Canadian students.

In summary, **Concordia is still able to accommodate more seats in its undergraduate programs and is taking aggressive steps to fill those seats while pursuing the goal of becoming even more accessible to Alberta learners.** We continue to be at our current full capacity in our after-degree program in Elementary Education, but are seeking to expand our capacity in our other after-degree and graduate programs. Furthermore, as Concordia High School has vacated its present location, a further 20,000 square feet of instructional space has now become available. Concordia's entrance scholarship program continues to assist in attracting an increasing number of academically gifted students. It retains its goal of being fully accessible to all Alberta learners.

6.2.2 PROGRAM ACCESS PLAN

Concordia's degree streams are well designed as excellent university programs in the liberal arts, sciences, and professional and applied realms. Consistent monitoring of individual degree programs by departments was implemented at Concordia after the institution's last comprehensive self-evaluation. Such reviews reflect upon program strengths and weaknesses and provide the opportunity for adjustment of course offerings to meet market demands while maintaining program requirements. New programs in carefully targeted areas that align with ministry objectives (e.g., a Master of Public Health) have been finalized and are under external review.

Having received final approval from the Campus Alberta Quality Council and the Minister, Concordia's Master of Arts in Biblical and Christian Studies has graduated its first two graduates. The unique characteristics of this program lead Concordia to anticipate relatively high demand from across Western Canada, though recruiting efforts have been hampered by unexpected staffing reductions.

Concordia has received Ministerial approval for its Master of Information Systems Assurance Management (MISAM). It is a course-based professional master's program. The program integrates some course work from the current MISSM program and also new information systems audit and governance courses which form the core of this new master's program.

This new program, which will be implemented in the 2011-12 academic year, will help satisfy obvious market needs as well as the government's stated priorities.

During the next three years, Concordia is also reviewing its four-year B.A. degree programs with the intent of adding majors in Sociology, Combined Concentrations, Psychology (General), and Political Economy. These will not be included in our enrolment and fiscal projections until they have moved beyond the planning stage.

<i>Program Expansion (changes to existing programs)</i>	<i>Rationale (brief overview only)</i>	<i>Funding Source</i>
Through program improvement, and strategic marketing and recruitment, increase enrolments in: 4-year Bachelor of Arts, Bachelor of Science, and Bachelor of Management programs Master of Arts, Biblical and Christian Studies	Program capacities exceed current enrolments. Program capacity exceeds current enrolment.	Funding in place with addition of fees from additional students. Funding in place with addition of fees from additional students.

<i>Program Contraction/ Termination</i>	<i>Rationale</i>	<i>Funding Implications</i>
BA Sociology 3-year	Enrolment will drop as proposed new BA Sociology 4-year is implemented.	Funding for these 3-year programs will be transferred to assist with proposed 4-year programs.
BA Psychology 3-year	Enrolment will drop as proposed new BA Psychology General 4-year is implemented.	
BA 3-year	Enrolment will drop as proposed new 4-year BA Combined Concentrations is implemented.	
BA Political Economy 3-year	Program will be phased out as proposed 4-year Political Economy BA, and 3-year Political Science concentration, are phased in.	

<i>New Program Development</i>	<i>Rationale</i>	<i>Projected Funding Source</i>	<i>Planned Implementation Year</i>
Master of Information Systems Assurance Management	Program approved by AET to satisfy student demand and capitalize on institutional capacity.	Student fees and reallocation of existing resources in MISSM.	2012
Master of Public Health	Proposal to meet student demand and capitalize on institutional capacity.	Student fees and industry sponsorship	2012

BA Sociology 4-year	Program will build on the existing 3-year concentration and provide students with a stronger foundation in a high-demand discipline.	Resources transferred from gearing down of 3-year program; AET funds, student fees.	2012
BA Combined Concentrations 4-year	Program will enable students who desire a general 4-year BA to combine 2 existing 3-year concentrations.	Existing funds, used more efficiently.	2012
BA Psychology General 4-year	Program will complement existing Psychology (Applied Emphasis) 4-year BA and build on the existing 3-year concentration, giving students a stronger foundation in a high-demand discipline.	Resources transferred from gearing down of 3-year program; AET funds, student fees.	2012
BA Political Economy 4-year	Program will give students a good grounding in public policy, an area in high demand as governments replace retiring staff.	Resources transferred from phased-out 3-year program; AET funds, student fees.	2013
BA 3-year Political Science concentration	Program will provide students with the opportunity to take a 3-year program focusing in a high-demand discipline.	Rolled in with 4-year BA in Political Economy above.	2013

6.3 RESEARCH

Despite financial constraints, Concordia continues to provide support for faculty research through leaves, reductions in teaching for research purposes, and funding for conference attendance and other research purposes.

With the introduction of new graduate programs, Concordia's Dean of Research and Graduate Studies has made great advances that have served to enhance Concordia's research culture. As a result, Concordia now has full membership in Canadian Association for Graduate Studies and full membership in the Western Canadian Deans of Graduate Studies. In keeping with this status, Concordia has developed a new Strategic Research Plan and approved a Revised Policy on Integrity in Research as well as a Policy on Research Involving Human Subjects. Furthermore, a comprehensive plan has been developed and submitted to AET. As a further benefit, this plan will attract more funds for graduate student research support. Recruitment efforts are underway to attract high-performing candidates for admission to graduate programs. Faculty members with a demonstrated record of accomplishment in scholarship and research are the preferred candidates for teaching in the graduate faculty. As noted above, a priority in Concordia's Strategic Research Plan is the fostering of research skills in undergraduate, professional, and graduate students.

6.3.1 IRP SUMMARY

The guidelines for the CIP state that in the current year a comprehensive submission of a new research plan is not required. Concordia, can, however, highlight that a centre of excellence has been established through resources granted by SSHRC. The Centre for the Study of Scholarship and the Christian Faith has received some \$30,000 per year for a three-year pilot project, and exists under the auspices of Concordia's School of Graduate Studies and the Religious Studies Division.

The IRP that was submitted in October summarized Concordia's other research endeavours that relate more closely to AET's overall goals as follows:

As the Government of Alberta's document *Strategic Research and Innovation Priorities* indicates, "ICT is the pervasive engine of innovation across many diverse areas." This is true at Concordia, where ICT has been essential to the development of programs and research in many disciplines and in particular in the following three areas of research strength:

- Information Systems Security
- Computational and Applied Mathematics
- Public Health

GOAL 1 ESTABLISH A FOCUSED INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) CENTER

Concordia has developed niche graduate programs in the first two areas above: the Master of Information Systems Security Management (MISSM), launched in January 2006; the Master of Information Systems Assurance Management, to be implemented in 2011; and the Master of Public Health, proposed to be implemented in 2012. Both the Information Systems Security Department and the Environmental Health Department have generated applied research in their respective areas. The Mathematics Department does not have a graduate program, but the main researcher in that area is actively involved in a collaborative project with researchers at the University of Saskatchewan and the University of Alberta. This research is supported by MITACS, NSERC, and a Concordia research grant.

All three of the research areas listed above are heavily dependent on ICT. Concordia proposes to advance research in these areas by purchasing a bank of computer servers dedicated to supporting research in the areas listed above. These servers would be housed on campus and would be accessible to authorized researchers on-line.

GOAL 2 DEVELOP CONCORDIA'S STRENGTH IN PUBLIC HEALTH

Concordia presently offers a Bachelor of Environmental Health (After Degree). It is now proposing a new Master of Public Health program. In 2010 Concordia hired a new faculty member with research strength in issues relating to physical trauma and pain. This researcher will be applying for CIHR funding to support her research. Concordia will be seeking CIHR eligibility in order to be able to support this and future research in the public health area.

Concordia will also be encouraging the Psychology Department's plan to develop after-degree courses in clinical psychology, to be made available to working psychologists seeking professional development. Concordia is also exploring the possibility of developing a collaborative PsyD degree and is in discussions with the Psychologist's Association of Alberta to develop protocols.

GOAL 3 BIO SOLUTIONS

Concordia intends to continue to support the research on *endosymbiont Wolbachia pipientis*, the *WO bacteriophage*, and insect hosts including *Drosophila*, mosquitoes, and agricultural pests.

This research is well established and is currently supported by a second consecutive NSERC Discovery Grant. The primary investigator is a Concordia professor with an adjunct position at the University of Alberta, which supplies the laboratory and graduate-student assistants for the research. As indicated above, the research could have far-reaching implications for insect biocontrol.

6.3.2 IRP FUTURE CAPACITY AND RESOURCE REQUIREMENTS

We will request funding to add two more graduate student researchers to support the research on *endosymbiont Wolbachia pipientis*, the *WO bacteriophage*, and insect hosts including *Drosophila*, mosquitoes, and agricultural pests at a cost of \$43,854.

In subsequent years, we will continue to request funding to support the additional graduate student researchers in biology research as stated above according to the following schedule:

Year 2: \$43,854

Year 3: \$47,454

Year 4: \$47,454

Year 5: \$47,454

6.4 SUSTAINABILITY

6.4.1 REVENUE PROJECTIONS

The operational grants from the province for post-secondary programs are expected to continue to fall short of operational needs for the foreseeable future, despite concurrent moderate increases in the cost of living. Government grants account for some 45% of all revenue coming into Concordia; while operational costs will continue to increase, funding that does not will demand efficiencies in overall operations that can only be sustained in the short term. Since no operational grant increase for university programs is predicted for at least another fiscal year, and since Concordia has had its funding reduced by 7% over the past two years, it is not possible to anticipate completely what consequences reduced funding will have for the years of this CIP. Consequently, Concordia is engaged in some very extensive restructuring and re-evaluation of every aspect of its operations, expending resources on consulting expertise that has already paid significant dividends.

6.4.1.1 REVENUE-GENERATING ACTIVITIES

To realize its goals within the milieu of economic restraint and restricted government funding, Concordia must optimize opportunities for revenue generation. Three streams of revenue can be partly directed by internal strategies: revenue from tuition, auxiliary activities, and donations. An integrated planning process, which currently is in progress, will help to identify specific revenue-generating initiatives.

With respect to tuition, Concordia endeavors to increase student enrolment and increase tuition rates that at maximum equal cost-of-living increases. Increases in tuition revenue must come from enrolment increases. Notably this will require targeted and effective marketing to improve public awareness of Concordia's academic options, selective increasing of program options that capture unmet needs for continuing education and professional development, improvement of public transportation access to the Concordia site, and enhancing the undergraduate student experience on campus. Specific initiatives are also being taken to improve self-service opportunities and the quality-of-service standards for student admission and registration processes, along with marketing initiatives that will raise the profile of Concordia in Alberta. Initiatives are in place through the Concordia Tomorrow project to address these needs.

Auxiliary revenue will be enhanced by expanding conference and other rental of the Concordia facility. To this end, a full-time facility director has been engaged.

Preliminary indications are that this was a long overdue strategy. In addition, as funding is available, residence space will be expanded to accommodate larger student

and public audiences for conference residence spaces. Renovations of several spaces at Concordia that are anticipated to improve facility marketability (such as a multi-use Board Room/Reception Centre) is also under discussion and should be realized within the 2011-12 academic year.

Finally, efforts are needed to increase donation income for capital projects, student bursaries, new equipment, and recruitment initiatives. Most notable is the initiation of a Lobster Fest that is geared to attract up to 300 individuals to Concordia's campus and familiarize existing and prospective donors with Concordia's campus.

6.4.2 COST EXPECTATIONS

A number of issues present continuing risk to Concordia's sustainability. The most important issues are:

- Rapid increases in the cost of pension and group benefit costs
- Volatile energy costs
- Major costs associated with upgrades to IT services
- The pending effect on debt servicing costs resulting from rising interest rates
- Increases to compensation costs that may result from job reclassification
- Limited resources for the accommodation of special needs students

Recent increases in employee benefit costs continue to be a cause for concern. This applies to both pension and group insurance benefits. Concordia provides a defined benefit plan through the Worker Benefit Plans sponsored by Lutheran Church-Canada. The pension plan is having some difficulty meeting required valuation and solvency requirements. Post-retirement benefit costs have increased from 11% of salary in June, 2009, to 18.6% of salary as of June 1, 2011. This represents an increased expense of approximately \$800,000 in two years. Going forward, pension costs will depend upon investment market returns and changing actuarial determinants. Furthermore, the measures that have been taken to mitigate the risk to the pension plan (e.g., the phase-out of a 100% employer paid Defined Benefit plan in favour of an employee contributory Defined Contribution plan) will in the short while impose yet higher employer contribution costs upon Concordia. The effect of these changing contingencies is still unknown, and it appears probable that there may be significant further increases in the next four years.

Group insurance costs, especially health and dental benefit costs, continue to increase at a much more rapid rate than salaries generally.

Fluctuating energy costs also impose some risk. Long-term energy contracts in the past facilitated some budget stability. The natural gas contract was renewed in 2010, with a \$5 a Gigajoule rate locked in for 5 years. The electricity contract is pending in the fall of 2011. Natural gas and energy rates are at historic lows, with likely reductions in costs on the short-term horizon. Long-term forecasts are more uncertain and subject to considerable volatility.

Rapidly changing technology requires continual renewal of IT equipment and software. The need for a robust and integrated ERP system has been identified and discussed above. Much institutional energy has been expended in addressing the need to replace existing student information and business office systems. Even if shared with a consortium of colleges, as is planned, costs of such conversion will be very substantial.

Another concern for Concordia will be the effect of rising interest rates on the cost of borrowing. Concordia currently carries in excess of \$9.5 million in medium to long-term debt. Interest costs at current rates are in excess of \$500,000 per year. Although a large part of the debt is locked in at a fixed rate, an increase of even one or two percentage points at the time of renewal could significantly affect interest costs. Interest rates appear likely to remain stable in the foreseeable future.

Sensitivity to salaries in the external labour market is needed to ensure that Concordia retains or attracts quality faculty and staff. Pressure to increase salaries is partly alleviated as a result of the recent slow-down of the North American economy, but the need for a compensation review of all staff and faculty has been identified. A job classification review for administrative personnel is currently in progress with advice from the Hay Group, and this will likely lead to salary revisions and modified pay grids. The immediate effect may be an upward adjustment of some salaries, which may place some financial stress on Concordia over the four-year horizon. Longer term, this action will stabilize compensation and ensure that Concordia's pay scales are consistent with the external market place.

6.5 COMMUNITY

6.5.1 COLLABORATION: ALBERTA-BASED

This plan assumes the continuation of Concordia's collaborative arrangements reflected in the library's memberships in NEOS and COPPUL. Concordia's Library Director, Mr. Dan Mirau, is serving as the chair of the NEOS consortium. This illustrates not only Concordia's commitment to this initiative, but it also highlights the acknowledgment by NEOS of the expertise of Concordia's Library Director. Our library also has membership in the Canadian Research Knowledge Network, a national consortium of academic libraries committed to equitable and affordable access to online research collections.

Concordia expanded its block transfer agreements with Grant MacEwan College and NAIT to include Grande Prairie Regional College, Keyano College, and Red Deer College for students wishing to complete degree requirements in our Bachelor of Management program. These agreements enable more students to ladder from certificate and diploma to degree credentials.

During the next four years, Concordia plans to strengthen the following other areas of collaboration that are essential to the delivery of its programs:

B.Ed. (After Degree)	<p>More than 100 schools in over 30 public and separate school districts across the province, in addition to a number of accredited independent Christian schools, have been providing student practicum opportunities for our students.</p> <p>Many school teachers from area public and separate jurisdictions, as well as senior graduate students and professors from Alberta's universities, participate as instructors in our program or provide instructional support for practicums.</p>
Bachelor of Environmental Health (After Degree)	Each year at least 20 practica are normally administered through the Capital Health Authority, other health authorities in Alberta, and three authorities outside Alberta.
4-Year B.A. in Psychology (Applied Emphasis)	More than 60 sites are available for field experience opportunities.

4-Year B.Sc. in Chemistry	Collaborative discussions and agreements have been occurring with companies like Sherritt, Celanese, and DeGussa.
Bachelor of Management	Collaboration and support is being provided from 12 members of the business community through their participation in the program's advisory committee. Special lectures given in classes by members of the business community.
Master of Information Systems Security Management	24 persons from 17 firms and agencies have provided advice on the design, development, and delivery of the program.
Aboriginal Programs	Collaboration and support are being provided by the Edmonton aboriginal Education Council, Northern Alberta Development Council, and the aboriginal Educational Counselors' Conference.
Career Development Diploma Program	Two firms have collaborated on program delivery. Other companies and individuals have consulted on program development and delivery.

Nor are these the only opportunities that Concordia is pursuing. In general terms, Concordia has the goal of entering into collaborative agreements with other institutions for the purposes of

- increasing the educational opportunities available to Concordia's students, and
- making more effective use of already engaged institutional resources.

STRATEGY

PERFORMANCE INDICATOR

Explore opportunities for strategic cooperation with other institutions.

Plan produced.

Engage in discussions with other institutions.

Discussions and negotiations engaged in.

Secure collaborative agreements achieving the following goals:

Agreements secured.

Expand the educational opportunities available to our students.

Expanded opportunities made available.

Minimize the number of undersubscribed senior-level sections by course delivery collaborations with other institutions.

Undersubscribed senior sections reduced.

6.5.2 COLLABORATION: GLOBAL NETWORKING

Concordia has signed student and faculty exchange agreements with the University of Oldenburg and the University of Hamburg. Five students from Hamburg have attended Concordia over the last four academic years. Concordia's Master of Information Systems Security Management program has been enrolling numerous students from India, China, Nigeria, Pakistan, Chile, Saudi Arabia, and the United Arab Emirates.

We have a partnership with Deutsche Telekom which involves the placement of two to six interns at Concordia for periods of six weeks at a time. This partnership has been flourishing to the point that our German partner is discussing the possibility of further increasing the number of interns.

Concordia also regularly places students in the Student for Development Program in Africa, sponsored by CIDA, and students in internships at the Washington Centre. This latter initiative is assisted by Advanced Education and Technology.

More recently, Concordia was invited by the International Office of AET, along with a consortium that includes the Universities of Alberta, Calgary, Lethbridge, as

well as SAIT and MacEwan, to engage in a student internship initiative with several universities in Saxony, Germany. This has been put into effect, and the project is underway bearing the title: [Internship Abroad: Alberta Saxony Program](http://www.international.ualberta.ca/goabroad/InternshipsAlberta-Saxony.cfm) (<http://www.international.ualberta.ca/goabroad/InternshipsAlberta-Saxony.cfm>).

Other possibilities are also being explored for global networking in England, the United States, and, as discussed elsewhere in this document, Brazil. Concordia's strategy is to focus on selective partnerships in the global arena. The Alberta government, in conjunction with the federal government, has greatly assisted recruiting opportunities for international students with the signing of the Memorandum of Agreement for off-campus work permits. This has served to highlight Concordia as a possible university destination for international students.

Finally, while Concordia has been working on the development of mutually beneficial exchange agreements with institutions in other countries, it has also been strengthening support services for international students who enrol at Concordia. For example, special arrangements for health insurance coverage are being made through Concordia's Office of Student Life and Learning.

6.5.3 COMMUNITY ENGAGEMENT

Concordia has for 90 years been part of the Edmonton community, and actively engaged in its cultural, social and artistic development. Below is an outline that summarizes this engagement. Concordia has as one of its goals the provision of meaningful educational, cultural, and social activities for the community as an extension of Concordia's mission.

STRATEGY

PERFORMANCE INDICATOR

Host presentations and forums on issues of community concern.

Events hosted.

Continue to provide performances and opportunities for community involvement through Concordia's School of Music community ensembles:

- Concordia Community Chorus
- Concordia Symphony Orchestra
- Festival City Winds
- Singspiration summer camps

Community Chorus engagement continued.
Orchestra involvement continued.
Band activities continued.
Singspiration camps continued.

Expand opportunities for children in the realm of athletics and team sports by establishing new summer sports and recreation programs.

Number of athletics camps greatly increased.

Expand opportunities for children in academic areas of interest in summer programs.

Summer academic camps established.

Provide the appropriate F.T.E. level of support for coordinating these activities.

Necessary support secured.

6.6 COMPETITIVENESS

6.6.1 INNOVATIVE CURRICULUM DEVELOPMENT

In the area of innovative curriculum development, Concordia has continued to deliver various courses throughout Canada by way of distance delivery, as well as through “distributed” and “pod-cast” learning initiatives. Furthermore, talks have begun with Athabasca University to engage in mutually cooperative learning models, whereby resources of both institutions could be mutually accessible. To this end, Concordia is operating under a new Distributed Learning Policy.

Concordia has again offered three 600-level courses in Public Health this past academic year. The courses drew 70 registrations from most provinces across

Canada. These courses were used to measure demand for a proposed new Master of Public Health program.

Furthermore, six courses continue to be available for transfer credit to Concordia in the area of Religious Studies for professional church workers. The courses are delivered via the Internet by a consortium of Lutheran universities in the United States and are virtually equivalent to courses available at Concordia. Three more distance-delivery courses have been developed by Concordia itself for the benefit of professional church workers in the field.

The development of a distance-delivery facility, as a result of grant funding, is providing other opportunities to deliver programs of study in new alternative methods, in Education and Environmental Health particularly. We are aggressively exploring these opportunities, facilitated by grants obtained by a number of faculty.

Concordia will also continue to offer its Diploma Program in Career Development through a number of alternate delivery paths, including correspondence courses, extension programs, and other off-campus delivery modes.

6.6.2 TECHNOLOGY INTEGRATION

Integration of technology continues to be a priority at Concordia. As a smaller university college, financial resources limit the capacity to meet the expectations of faculty, staff and students. Collaboration and cooperation with education providers will be essential if information technology priorities of Concordia are to be met.

The highest priority will be to integrate IT technology to create a structure for IT governance within Concordia that clarifies an IT strategy, ensures selection of the most cost-effective technology options, establishes effective guidance for implementation and training associated with new systems, and ensures line management responsibility in alignment with institutional policies.

Concordia is committed to participate with the PSI Collaborative ERP consortium with the intent of creating a cooperative enterprise resource planning (ERP) technology solution. The PSI Consortium consists of a partnership with Portage College, Lakeland College, Keyano College, and Alberta College of Art and Design that has recently submitted its proposal to AET for a standardized externally hosted integrated software solution to support provision of business office, admission, registration, and development functions.

Concordia will also support and cooperate with other provincial initiatives to promote greater sharing of data, software, and networks with the intention of working to common standards and processes.

6.6.2.1 INFORMATION TECHNOLOGY

Concordia will continue to make appropriate use of technology to improve the learning environment, enhance services to students, and effect internal operational effectiveness.

Main priorities are as follows:

- Website redesign completed with further development planned
- Enhancement and optimization of learning technologies in the lecture room
- Integration of Student Enrolment Services to improve admission and registration processes and provide better interface with business office and education technologies
- Create a central student portal to provide a centralized electronic location for student information. This will include on-line course selection, student friendly degree audits, on-line payment (completed), etc.
- Upgrade telephone systems to embrace digital and PBX technology
- Replacement of aging photocopiers

7 FINANCIAL AND BUDGET INFORMATION

7.1 STATEMENT OF EXPECTED REVENUE AND EXPENSES

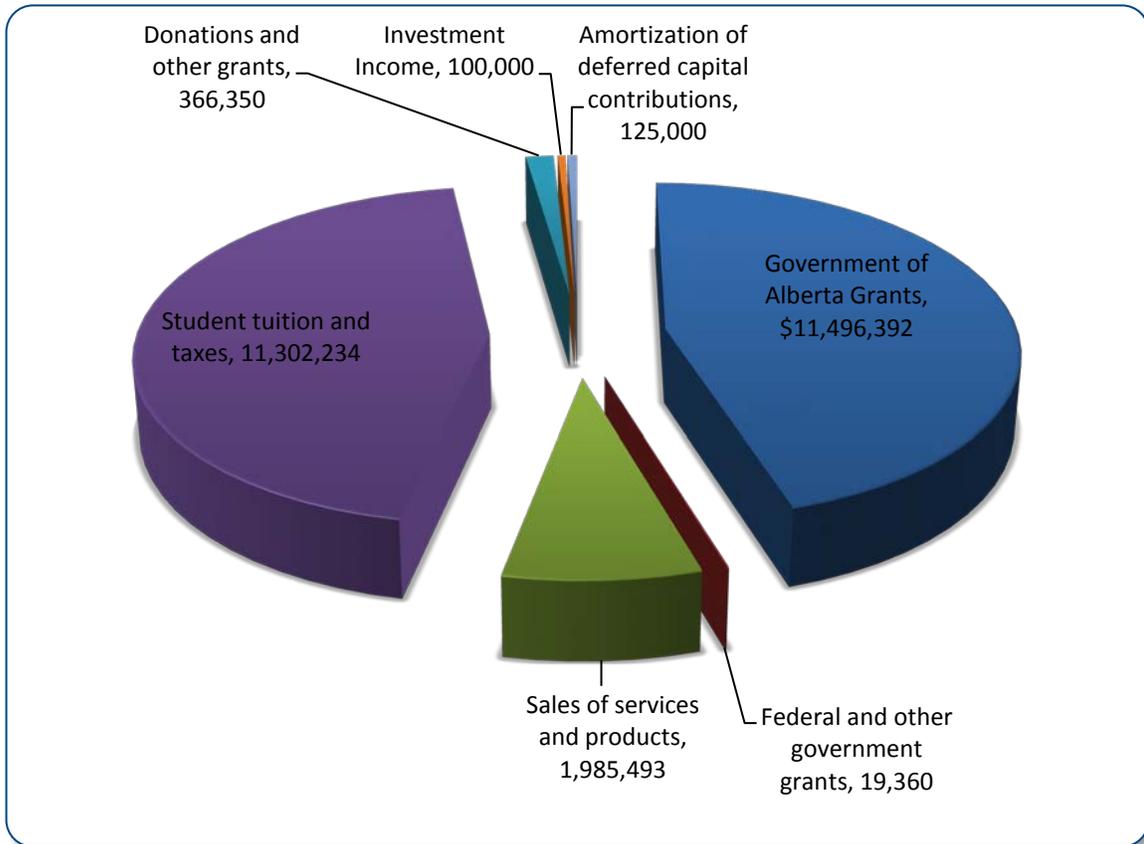
Forecast of revenue and expense until the end of fiscal year 2013-2014 are shown in Table 2. The forecast reflects operating expenses and revenue on an accrual basis that includes amortization and recognition of deferred revenue and expense. It excludes capital expenditures. A small operating deficit is budgeted for 2011-12, with larger deficits forecast for the following two fiscal years.

Cash flow forecasts for the current and following fiscal years are reflected in Table 3. A small cash deficit of \$28,631 is forecast in fiscal year 2010-11, and cash surplus of \$138,523 in fiscal year 2011-12.

TABLE 2: FORECAST REVENUE AND EXPENSES (EXCLUDING CAPITAL OUTLAY)

	Budget 2010-11	Forecast 2010-11	Budget 2011-12	Forecast 2012-13	Forecast 2013-14
Revenue					
Government of Alberta Grants	\$11,496,392	\$11,673,638	\$11,496,392	\$11,496,392	\$11,496,392
Federal and other government grants	-	-	19,360	19,360	19,360
Sales of services and products	1,979,438	2,026,976	1,985,493	2,046,155	2,191,014
Student tuition and taxes	10,723,477	10,803,147	11,302,234	11,814,264	12,174,004
Donations and other grants	294,850	255,460	366,350	366,350	366,350
Investment Income	85,000	167,883	100,000	125,000	150,000
Amortization of deferred capital contributions	115,000	107,271	125,000	135,000	145,000
	24,694,157	25,034,376	25,394,828	26,002,521	26,542,119
Expenses					
Salaries, Wages & Benefits	14,269,553	4,085,005	14,192,950	14,920,805	15,190,019
Employee Benefits	3,301,000	3,212,548	3,578,312	3,809,772	3,961,384
Utilities	733,345	699,295	633,718	638,362	645,057
Maintenance	225,550	267,345	217,500	268,120	235,287
Property Tax	16,500	27,500	27,500	28,800	30,200
Supplies & Services	3,710,765	3,849,671	3,930,036	4,348,672	4,411,877
Scholarships & Bursaries	415,500	415,500	458,000	559,625	638,500
Cost of sales - Goods & Services	676,000	669,514	651,000	576,300	580,659
Debt Servicing	495,000	485,000	486,500	486,500	486,500
	23,843,213	23,711,378	24,175,516	25,636,957	26,179,482
Net Operating Excess-(Deficiency)	\$ 850,944	\$ 1,322,998	\$ 1,219,312	\$ 365,564	\$ 362,637
Less: Amortization of Goods and Services	1,265,000	1,269,442	1,292,135	1,340,500	1,350,500
Excess- (Deficiency) of revenue over Expense	\$ (414,056)	\$ 53,556	\$ (72,823)	\$ (974,936)	\$ (987,863)

ESTIMATED REVENUE 2011-12 PIE CHART



ESTIMATED EXPENDITURE 2011-12 PIE CHART

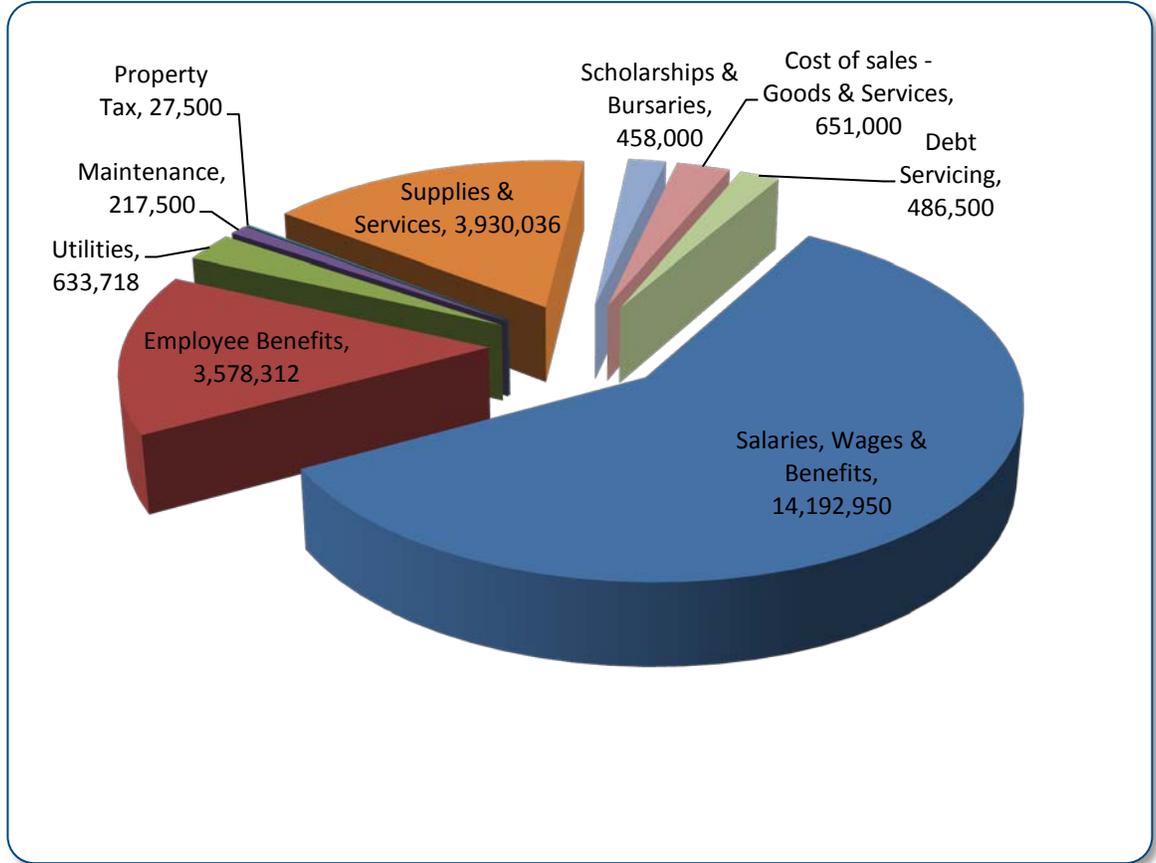


TABLE 3: CASH FLOW FORECAST 2010-11, 2011-12

	<i>Forecast 2011-12</i>	<i>Forecast 2010-11</i>	<i>Actual 2009-10</i>
Net inflow (outflow) of cash related to the following activities			
Operating			
Surplus (deficiency) of revenue over expenditure	\$ (72,823)	\$ 53,556	\$ 368,008
Items not involving cash:			
Amortization of capital assets	1,292,135	1,262,521	1,238,930
Loss on disposal of leased asset		-	2,507
Repayment of capital leases		-	
Amortization of deferred capital contributions	(125,000)	(107,021)	-
Realized (gain) loss on sale of investments		-	(74,605)
Unrealized change in fair value of investments	(50,000)	(72,767)	(25,518)
	1,044,312	1,136,289	1,509,322
Change in non-cash working capital:			
(Increase) decrease in accounts and loans receivable	-	(179)	178,565
(Increase) decrease in bookstore inventory	-	(2,281)	(11,479)
(Increase) decrease in prepaid expenses	-	476	(104,384)
(Decrease) increase in accounts payable and accrued liabilities	-	(631,137)	362,751
(Decrease) increase in deferred revenue	100,000	148,724	109,751
(Decrease) increase in funds held in specially designated funds	-	548	(5,225)
	1,144,312	652,440	2,039,301
Investing			
Capital assets purchased	(473,000)	(1,498,503)	(1,428,420)
Proceeds from sale of capital assets		-	24,000.00
Proceeds from sale of investments	-	95,708	432,732
Investments purchased	(175,000)	(447,179)	(272,340)
	(648,000)	(1,849,974)	(1,244,028)
Financing			
Increase in deferred capital contributions	155,000	943,261	392,898
Increase in endowed funds	50,000	89,977	24,807
Proceeds capital acquisitions loan	-	-	1,500,000
Proceeds capital improvement loan	-	250,000	200,614
Proceeds from capital loan	-	-	-
Repayment of revolving demand loan	-	-	(350,000)
Repayment of capital acquisitions loan	(85,062)	(85,062)	(1,500,000)
Repayment capital loan	(4,344)	(4,344)	(3,395)
Repayment capital acquisition loan	(149,063)	(149,063)	(37,500)
Repayment of capital leases	(55,564)	(76,593)	(145,769)
Repayment of term loan	(240,125)	(228,437)	(217,316)
	(329,158)	739,740	(135,662)
(Decrease) increase in cash	167,154	(457,794)	659,612
Cash: Beginning of year	(28,631)	429,163	(123,428)
Cash: End of year	\$ 138,523	\$ (28,631)	\$ 429,163

7.2 BUDGET ASSUMPTIONS

The budget for 2011-12 forecasts an operating deficit of \$72,823. This includes net amortization expense of \$1,219,312 and revenue recognition from deferred capital contributions of \$125,000. Operating surplus before amortization and excluding deferred revenue from deferred capital contributions will be \$1,094,312. This provides sufficient reserve to cover loan repayment obligations of approximately \$534,158 and capital expenditures of \$473,000.

Capital acquisitions include equipment and furnishings, purchases in excess of \$5,000, renovations and upgrades to facilities, capital leases, and library book expenditures. These items are cash outlays in the coming fiscal year, but capitalized at year end. Net deficit exclusive of capital expenditures is \$72,823.

The budget forecasts a modest increase in tuition revenue of \$683,286. This will result from a combination of modest enrolment growth combined with tuition increase. Tuition increase is as follows:

Undergraduate tuition - 1.81%

After-degree programs - 1.63% (note increase for Environmental Health is 13.12%)

Special Sessions increase - 4.01%

Graduate Programs increase - 5.08%

International Student fees - 13.24%

Modest enrolment increase from Arts & Science and Management program is forecast at 20.33 FLE. This is augmented by enrolment from the new MISAM program, new post-graduate environmental health courses, and moderate growth in the Environmental Health after-degree program.

Government revenue is frozen at \$11,496,392. Other government grants (i.e., Access to the Future-Renaissance Fund \$240,000) have been eliminated.

Additional revenue of \$100,000 is anticipated to support the Hockey program. Initiatives are in place to increase facilities and events rentals. The full benefit of these initiatives will not likely be realized until the 2012-13 fiscal year.

Expenses are expected to increase \$332,000 in the 2011-12 budget. Salary cost-of-living increase is 1.0% plus normal step increment. Average increase per employee is 2.53%. Total resulting cost of increase for permanent staff would be \$271,000.

To partially offset the cost of salary increases, staff and faculty have agreed to take 6 days of unpaid furloughs throughout the fiscal year. This results in net saving of \$244,952.

Sessional salaries increase by 5% resulting in cost of \$100,000. Sessional staff have not had any increase in compensation for three years. A recent review of sessional compensation confirms that compensation for sessional staff at Concordia is well below that paid by other provincial post-secondary institutions.

New staffing is limited to hiring two faculty during the year in association with implementation of the new graduate-level MISAM program in January 2013. Expense during fiscal year 2011-12 is approximately \$100,000. Most of this is offset by attrition or staffing reductions in other areas.

Employee benefit costs are expected to increase by \$277,312. This largely results from increase in post-retirement and pension cost obligation of 3.6% of eligible employee salaries. Increasing post-retirement costs result from fluctuating investment markets and unprecedented low interest rates. Concordia has no control over these increases, and they present a challenge considering existing constraint on government funding and revenue from student sources.

A number of significant temporary measures have been taken to reduce expenditures to match anticipated revenue in fiscal 2011-12. Many of these measures are not sustainable for more than one year. Significant deficits are forecast for fiscal years 2012-13 and 2012-14. Unless a way is found to enhance revenue, further reductions in expenses are needed over these fiscal years.

7.3 DEFICITS

Operating deficits are forecast for the next three fiscal years. The budgeted operating deficit of \$72,823 in 2011-12 is manageable in light of a forecast cash surplus of \$138,523. Going forward, operating deficits of \$974,936 and \$987,863 are forecast respectively.

This level of deficit is thought to be sustainable for two fiscal years, but not viable over a longer term. The larger deficits result largely from the realization of expenses that are deferred in the first of the three fiscal years. These include realization of salary costs with elimination of 6-day unpaid furlough, normal salary increase (2%), continued escalation of post-retirement costs (based on actuarial projections), and reinstatement of supply and service costs that are postponed in fiscal year 2011-12.

Unless new sources of revenue can be found from ancillary operations, student fees, and/or government funding, measures will be needed to reduce operating expenses to match revenue and expenses.

7.4 TUITION

Tuition increases vary depending on the choice of program. Generally speaking, Concordia's tuition and fee structure for a full-time student are 20% higher than the cost of attending an equivalent program at the least costly public university. These higher fees reflect the fact that Concordia, an independent post-secondary institution, receives provincial government funding at approximately 70% of the level of equivalent public institution programs.

On average, undergraduate arts, science, and management tuition and mandatory fees increased 1.81% in 2011-12 with the result that a full-time student will pay annual tuition and fees of \$7,470. Increase in tuition and fees are expected to be less than 2% per year for each of the ensuing two years. Projected tuition trends are shown in Table 4.

TABLE 4: PROJECTED UNDERGRADUATE TUITION AND FEES 2010-11 TO 2013-14

Tuition Fees	2010-11	2011-12	2012-13	2013-14
Tuition-Credit Hour	\$ 265	\$ 270	\$ 275	\$ 280
Full time cap (30 Credit Hours)	6,630	6,750	6,885	7,025
Mandatory Fees	712	720	727	734
Total Fees per FLE	\$ 7,342	\$ 7,470	\$ 7,612	\$ 7,759

As a percentage, tuition and fees represent approximately 45% of total revenue. If government funding remains frozen over the next three years, the proportion of revenue from tuition and fees will gradually increase. Sources of revenue in proportion to total revenue are shown in Table 5.

TABLE 5: CONCORDIA UNIVERSITY COLLEGE OF ALBERTA SOURCES OF REVENUE

Sources of Revenue	2011-12		2010-11		2009-10	
	Budget	%	Forecast	%		%
Government of Alberta Grants	\$ 11,496,392	45%	\$11,673,638	47%	\$11,907,176	48%
Gifts, Grants, and Deferred Capital						
Grants	510,710	2%	362,731	1%	399,769	2%
Tuition & Fees	11,302,234	45%	10,803,147	43%	10,387,510	42%
Auxiliary Enterprise & Student Activities	1,985,493	8%	2,026,976	8%	1,989,360	8%
Investment Activities	100,000	0%	167,883	1%	57,107	0%
	\$ 25,394,828	100%	\$25,034,376	100%	\$24,740,922	100%

8 RESOURCE IMPLICATIONS

8.1 INFORMATION TECHNOLOGY

Concordia's information system infrastructure is in need of upgrading. The current infrastructure includes an aging Student Information System that was designed and programmed internally. The system lacks some needed functionality and integration with other business office functions. Additional functionality is needed to facilitate on-line student and staff portal capability, and integration with other learning technologies. A number of business process issues, particularly with respect to student enrolment, have been linked to inefficiencies and deficiencies in information technology. Automation of a number of existing Human Resource functions is also needed.

A new ERP system that integrates student information systems and business office functions is sought to alleviate IT infrastructure deficiencies. A new ERP system is estimated to cost between \$1 million and \$6 million. The cost is prohibitive if Concordia unilaterally pursues this kind of initiative.

Concordia is participating as part of an ERP consortium with five colleges in Alberta. The six organizations intend to work collaboratively to purchase a centralized corporate ERP solution. The total cost of the integrated ERP is estimated at \$23 million over a three-year period. The group is seeking provincial government funding of \$18 million to support the project. Concordia's ability to participate in this project will be contingent upon the approval of this funding.

8.2 CAPITAL PLAN

Capital facility renewal will remain a high priority for Concordia for the foreseeable future. The Highlands campus makes effective use of a wide assortment of buildings ranging in age. The oldest of these, the Schwermann Hall administration building and Founder’s Hall men’s dormitory and cafeteria, date back to 1926. In total, 8 buildings were built before 1960. The newest building is the 56,000 sq.ft. Hole Academic Centre completed in 2007.

In the summer of 2009, funding approval through the federal government’s Knowledge Infrastructure Program provided access to a \$1 million grant to support renovations of close to \$2 million throughout the aging facilities. Work began in 2009, and was completed by fall of 2010. This work addressed a large portion of major maintenance requirements for the next three years.

For this reason many capital priorities for facility improvement have been dealt with through this initiative.

Capital requirements for the coming three years deal mainly with routine facility maintenance, furnishings and equipment replacement, minor renovations, and acquisition of library books. Capital budget for the next three years is shown in Table 6.

TABLE 6: CAPITAL BUDGETS 2012-12 TO 2013-14

	Buildings	Grounds	Furnishings	Equipment	Library Books	Total
2011-12	139,350	20,000	41,000	120,650	150,000	\$ 471,000
2012-13	138,700	107,500	18,600	85,200	150,000	\$ 500,000
2013-14	219,500	47,500	30,000	55,000	148,000	\$ 500,000

In addition to planned improvement to existing facilities, construction of a new residence building is a priority. The current available space is roughly 90 double occupancy rooms, providing merely 5% on-campus residence space for Concordia’s current student body. Furthermore, all facilities have common washroom and shower facilities, which, along with the dormitory spaces themselves, have high infrastructure renewal needs as the last major renovations date back to the 1960s. This means that a large portion of current residence accommodation at Concordia is *de facto* at the end of its useful life, but is also

functionally insufficient and incapable of supporting the goals of Concordia as articulated in its “Concordia Tomorrow” strategy (e.g., to reach 3000 FLE in 10 years), or in fulfilling the access goals articulated by the Minister in the 2011-14 AET Business Plan. Yet residences are a major capital upgrade, with an estimated cost of approximately \$7.2 million. New residences and concurrent renovations of existing facilities will be needed within the next three years.

SUMMARY STATEMENTS

Concordia University College of Alberta will realize its vision through discerning, innovative, and flexible planning.

Internally, Concordia will develop well-grounded undergraduate, graduate, and professional programs that meet the needs of its students through flexible learning opportunities. It will maintain and increase opportunities for research and scholarship to enhance its academic reputation and the quality of instruction and potential for student satisfaction in all programs. Concordia will also design and align its governance, operational, administrative, and policy structures to create efficient and cost-effective processes that give students the best university services and experience. Innovative and flexible planning in these areas will increase Concordia's student population to 3000 FLE in ten years.

Externally, Concordia will collaborate with other academic institutions on judiciously selected scholarly and research initiatives, and similarly cooperate with relevant industries at local, national, and international levels. Concordia's reputation for providing superior education in top-quality programs will enhance its visibility and distinctiveness, as its graduates enter graduate studies and post-graduate programs within Campus Alberta, the AUCC, and the Association of Commonwealth Universities, and as they contribute professionally and economically within Alberta and Canada. Concordia will be identified as a university built on a solid foundation of academics and faith with an open door to higher learning. As a dynamic institution, and by adopting best practices and recognizing future trends, Concordia will move forward with purpose and focus.