



The King's University  
2021-22 Annual  
Report

For fiscal year ended 31 March 2022  
Submitted 04 October 2022

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## Accountability Statement

The King's University's Annual Report for the year ended March 31, 2021 was prepared under the Board of Governor's direction in accordance with ministerial guidelines. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of this report.

A handwritten signature in black ink, appearing to read 'R. Huizinga', is positioned above a horizontal line.

Robert Huizinga, PhD  
Chair, Board of Governors  
The King's University

# Management’s Responsibility for Reporting

The King’s University’s management is responsible for the preparation, accuracy, objectivity, and integrity of the information contained in the Annual Report, including the financial statements, performance results and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information and to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized and executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained and assets are properly accounted for and safeguarded.

The Finance Committee of the Board of Governors provides oversight in the development of the consolidated financial statements and the accompanying management discussion and analysis. Kingston Ross Pasnak LLP performs an annual independent audit of the consolidated financial statements in accordance with Canadian generally accepted auditing standards.

The Annual Report has been approved by the Board of Governors and is prepared in accordance with Ministerial guidelines.

Signature



Robert Huizinga, PhD  
Chair, Board of Governors

Signature



Melanie Humphreys, PhD  
President, The King’s University

## President's Message

On behalf of The King's University, I am pleased to present the University's annual report to the Minister of Advanced Education for the year ending March 31, 2022.

As President of King's, I acknowledge the land and peoples who are our hosts. Amiskwaciy-waskahikan, Edmonton, is located where the prairie and boreal forest meet, a gathering place and home for many Indigenous peoples since time immemorial. We acknowledge that this is Treaty Six territory and part of the Metis homeland. We look forward to continuing to learn how we can be good neighbours with the original peoples of this land and with Creation.

Our interim strategic plan – Flexible Learning, Workplace, and Experiences – is substantially complete and served us well. There were many key accomplishments worth noting that align with provincial priorities including ways to improve access and the student experience, developing skills for jobs and improving sustainability. A key accomplishment worth noting here is that we secured gifts worth \$22 million towards a Centre for Excellence in Sciences. Building on a strength, King's is eager to expand our science offerings into areas related to human health and flourishing.

We returned to in-person classes in January. Unwinding health guidelines proved to be as difficult as implementing them. We continued to adjust expectations for teaching and research and responded to significantly elevated mental health concerns. The provincial mental health grant provided critically needed resources for meeting mental health concerns that continue to be amplified by the pandemic.

The quality of mentoring students receive at King's is unparalleled in the system. We believe that students are best served by faculty who are contributing to the advancement of knowledge and engaging their students in that pursuit as well. Students learn, research, and explore their areas of interest with faculty who are current, engaged, and dedicated to seeing their students succeed.

Our King's students and alumni give me great hope for tomorrow.



Melanie Humphreys, PhD  
President, The King's University

## Public Interest Disclosure (Whistleblower Protection) Act

The Alberta Public Interest Disclosure (Whistleblower Protection) Act (PIDA) came into force on June 1, 2013. PIDA facilitates the disclosure and investigation of wrongdoing in the public sector and protects public employees from reprisals for making a disclosure. While not technically part of the public sector, The King's University is one of the twenty-six publically funded post-secondary institutions in Alberta.

The King's University (the "University") is committed to the highest standard of legal, fiscal, and ethical behaviour. The University provides a positive, supportive environment whereby employees can seek advice and make a disclosure of wrongdoing without fear of reprisal. A commitment to preserving the confidentiality of employees and all records or information is of primary importance to the University. A Whistleblowers policy was approved by the Strategic Leadership Team on November 13, 2018.

## About The King's University

The King's University is one of five Independent Academic Institutions that are part of Campus Alberta. As such, King's operates within the framework of the 2007 Government's Roles and Mandates Policy Framework for Alberta's Publicly Funded Advanced Education system. Regarding Independent Academic Institutions, this Policy Framework states the following:

***Independent Academic Institutions*** will provide primarily liberal arts, science, and education baccalaureate programs. They may offer graduate programming in niche areas where demand warrants, and in areas that do not duplicate existing graduate program offerings. Applied research and scholarly research activity may be conducted as a basis to enhance the instructional mandate of these institutions within degree program disciplines.

Established by Private Act (The King's University College Amendment Act, SA 2015 c26), The King's University has the authority to provide instruction and research in the liberal and fine arts; the humanities; theology; the physical, natural, and social sciences; professional studies; and any other fields of study the Board of Governors may determine. The University has the authority to confer baccalaureate, masters, and doctoral degrees and awards, diplomas, certificates of merit and proficiency in other areas of learning.

The Mission of The King's University is to provide university education that inspires and equips learners to bring renewal and reconciliation to every walk of life as followers of Jesus Christ, the Servant-King.

The King's University's Vision is to be widely known as a Christian university serving to build a more humane, just, and sustainable world.

As a Christian undergraduate university, The King's University offers the following undergraduate programs:

*Degrees Offered*

<i>Degree</i>	<i>Duration</i>	<i>Number of Disciplines</i>
Bachelor of Arts	3-year	11
Bachelor of Arts	4-year	7
Bachelor of Science	3-year	3
Bachelor of Science	4-year	4
Bachelor of Commerce	4-year	1
Bachelor of Music	4-year	1

Bachelor of Education (after-degree)	2-year	2
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The King's University has a bicameral model of university governance. As a non-profit charitable corporation, The King's University is controlled by a Board of Governors elected annually from among and by the supporters of the University. The Executive Committee of the Board of Governors meets four times per year and acts on behalf of the Board of Governors during the time between the full Board's three meetings per year. The University's Senate, composed of Board members, external academics, faculty, staff, and students oversees the academic and co-curricular programming and it advises the Board of Governors on these matters.



## Operational Overview

The King's University has been operating under an interim strategic plan as we navigate the pandemic. This plan has well-defined goals that fall under the categories of flexible learning, flexible workplace, flexible student experiences, and financial organizational sustainability. This annual report shows that we made significant progress in these areas. We have also made progress in developing our next institutional strategic plan which we expect to come into effect in 2023.

The total number of applications in the 2021/22 fall term was 775, up from 695 in 2020/21. The number of new students attending the University was 314 in 2021/22 (40. 5% of applications) compared to 286 (41. 2% of applications) in 2020/21.

Student enrolment rose to 724. 607 FLE compared to 689. 172 in 2020/21. The overall retention rate decreased from 79. 2% in 2020/21 to 78. 5% in 2021/22.

During the second year of the pandemic, The King's University determined that we would continue prioritizing in-person learning while following all the guidelines provided by the province. The rapidly changing situation in the province, which eventually led to the vaccine mandate, created havoc for the University and students. King's responded by designating our whole campus a learning space and requiring vaccinations or rapid tests to come to classes and labs. As a result, we experienced an enrollment loss of 2% at the end of September 2021. The institution decided to refund students all their tuition money if they left by the end of September. We had very few COVID cases on campus throughout the fall term, which showed how effective our measures were in keeping people healthy.

We started the winter semester fully in-person at the beginning of January and experienced the same wave of COVID cases as the rest of the province. No significant outbreaks were experienced on campus, and our health measures seemed to make King's a safe place for students and employees. Despite this success, we experienced another drop in student numbers, leading to approximately 3% of our student body leaving for various reasons. As restrictions were lifted at the end of the winter term, we were able to begin some social activities on campus. The result of the turmoil caused by the pandemic is that our headcount dropped from 859 in September 2021 to 815 at the end of April 2022. This will create long-term challenges for the institution.

We implemented our new Bachelor of Science in Interdisciplinary Science during the 2021/22 academic year, adding 21 students. We pursued final development of a new 4-year B. Sc. degree in Psychology, which we expect to submit for government approval in the 2022/23 academic year. Four-year programs in Kinesiology and Theology & Philosophy are also in development and will be submitted in the next two years.

The King's University faculty members continue to be actively engaged in scholarship even though the pandemic has made this extremely challenging. Despite the challenges, faculty continue to advance their research programs and include undergraduate students. Scholarly output increased slightly this year, showing that faculty are managing the challenges of COVID.

Our new Canada Research Chair in Transitions to Sustainability began this year. Dr. Adrian Beling's scholarship focuses on helping current society imagine what a more sustainable future will look like and how we can take steps to achieve this goal. The interdisciplinary Chair will be cross-appointed in our Sociology and Environmental Studies departments and will have connections with business, economics, politics, and history.

During the 2021-22 academic year, King's restructured its Student Services under the banner of Co-curricular Education. This restructuring will allow us to better meet students' needs by collaborating more smoothly when delivering supports. Along with this, we have established a new Centre for Teaching and Learning.

The University continues to rely on charitable donations from its supporting constituency to balance its annual operating budget, which has been a challenge during the pandemic. In the 2021-22 fiscal year, \$2,061,039 in charitable donations were recognized as revenue, a 17% decrease from the previous year. This drop in donations presents a significant challenge in the coming years, and the institution's financial health will depend on recovering to pre-pandemic donation levels.

For the period April 1, 2021, to March 31, 2022, The King's University ran an operating surplus thanks to the generous support from the federal government during COVID. This is reflected in the cash flow statement where our operating cash generation went from \$5.5 million in 2021 to \$4.0 million in 2022. TKU's cash balance remained stronger over pre-COVID years, sitting at \$2.1M at year-end.

# Goals, Priority Initiatives, Expected Outcomes and Performance Measures

During this reporting period, The King’s University is operating on an interim strategic plan as we work to create our next post-pandemic institutional strategic plan, which is expected to be completed by spring 2023. The interim plan is focused on helping the institution deliver high-quality education in a time of pandemic and beyond. The plan identified the following goals to pursue over two years:

1. Flexible Learning
2. Flexible Workplace
3. Flexible Student Experience
4. Financial & Organizational Sustainability

Each of these four goals has several priority initiatives that are reported below. We have also listed expected outcomes alongside completed performance measures that demonstrate success in achieving the outcomes. All the goals are directly focused on allowing The King’s University to fulfill its legislated roles and mandates as outlined in the Post-secondary Learning Act and elaborated in the Roles and Mandates Policy Framework for Alberta’s Adult Learning System.

As with last year’s report, scholarship is absent from the plan. King’s continued to support scholarship as described in section nine, but given the need to support direct learning during COVID-19, the interim plan focuses on items that directly impact learning. The restrictions placed on researchers and projects during COVID have also made it challenging to develop new scholarship initiatives as an institution. We are still in a period of maintenance and support but look forward to the next stage in scholarship development post-pandemic.

The coloured boxes indicate the item fits into:

- programming and student supports to meet the needs of both students and employers (green)
- collaborations with other learning providers, such as work with Community Adult Learning providers, other publicly funded post-secondary institutions, First Nations Colleges, or Private Career Colleges (orange)

Type	Description	Expected Completion Date and Status	Performance Measures Achieved	Revised Expected Completion Date
Goal 1	Flexible Learning			
Priority Initiatives				

Type	Description	Expected Completion Date and Status	Performance Measures Achieved	Revised Expected Completion Date
P1.1	Complement student learning through creative, accessible, immersive, collaborative, personalized, and online enriched educational experiences.	Complete	<ul style="list-style-type: none"> <li>• Provided online access to in-person classes for the 2021/22 academic year.</li> </ul>	Ongoing
P1.2	Expand access to diverse student groups not currently served.	In progress	<ul style="list-style-type: none"> <li>• Started new programs and concentrations for students.</li> </ul>	Ongoing
<b>Expected Outcomes</b>				
EO1.1.1	Initiated an online teaching pilot.	In progress	<ul style="list-style-type: none"> <li>• Initiated a pilot project with five faculty members to develop policy and practice for online education at King's.</li> </ul>	
EO1.1.2	Upgrade to Moodle; increase adoption of tools by teachers.	Complete	<ul style="list-style-type: none"> <li>• Upgraded to Moodle 3.11.</li> <li>• Created Moodle training and PD resources for teachers.</li> </ul>	
EO1.1.3	Invest in training for faculty in flexible learning, technology-enabled & accessible pedagogies, & strategies for developing community online.	Complete	<ul style="list-style-type: none"> <li>• Offered a summer resourcing workshop for faculty.</li> <li>• Created a Centre for Teaching and Learning.</li> <li>• Created a year-long PD program for faculty.</li> </ul>	Ongoing
EO1.1.4	Collaborate with institutions to enhance course offerings.	In progress	<ul style="list-style-type: none"> <li>• Continued a course-sharing project with Canadian Mennonite University.</li> <li>• Initiated a course share with Trinity Western University.</li> <li>• Collaborated with Naiits: an indigenous learning community to introduce more indigenous studies courses into the curriculum.</li> <li>• Created an MOU with Newman Theological College to deliver natural science courses as part of their B.A. Catholic Studies program.</li> </ul>	Ongoing

Type	Description	Expected Completion Date and Status	Performance Measures Achieved	Revised Expected Completion Date
EO1.2	Prioritize new program development.	In progress	<ul style="list-style-type: none"> <li>• Began offering the Interdisciplinary Science degree.</li> <li>• Began offering an accounting concentration in the B.Com. Business degree.</li> <li>• Prepared a program proposal for a B.Sc. Psychology degree.</li> </ul>	Ongoing
<b>Goal 2 Flexible Workplace</b>				
<b>Priority Initiatives</b>				
P2.1	Provide workplace flexibility for employees as needed and as possible for health or personal reasons.	Complete	<ul style="list-style-type: none"> <li>• Created policy that allows employees to work from home.</li> </ul>	
P2.2	Cultivate a safe, inclusive environment of mutual respect.	In progress	<ul style="list-style-type: none"> <li>• Implemented protocols to ensure all in-person learners and employees were following AHS guidelines while maintaining in-person education as our primary focus.</li> </ul>	
P2.3	Invest in training and development for faculty & staff.	In progress		
<b>Expected Outcomes</b>				
EO2.1	Create ways for employees to work from home.	Completed	<ul style="list-style-type: none"> <li>• Created a work-from-home policy.</li> </ul>	
EO2.2.1	Publicize the work of the EDI task force.	Completed	<ul style="list-style-type: none"> <li>• Presented report to the Board of Governors.</li> <li>• Presented report to the community.</li> </ul>	
EO2.2.2	Invest in unconscious bias and anti-racism training for faculty and staff.	In progress	<ul style="list-style-type: none"> <li>• Secured an online PD platform for employee basic-level training.</li> </ul>	

Type	Description	Expected Completion Date and Status	Performance Measures Achieved	Revised Expected Completion Date
			<ul style="list-style-type: none"> <li>Began developing leadership development training.</li> </ul>	
EO2.3.1	Update the academic handbook & policies.	In progress	<ul style="list-style-type: none"> <li>Overhauled policies on faculty expectations, teaching load, course relief, teaching evaluations, scholarship, research ethics, faculty leaves, off-campus events, and non-accredited course offerings.</li> </ul>	2023
EO2.3.2	Restructure academic administration.	In progress	<ul style="list-style-type: none"> <li>Started planning for a Centre for Teaching and Learning.</li> <li>Re-organized departments to create a co-curricular educational focus within the institution.</li> </ul>	June 2022
EO2.3.3	Provide missional training & development for faculty & staff.	In progress	<ul style="list-style-type: none"> <li>Applied for funding to hold a faculty resourcing day focused on having conversations and discerning God's calling.</li> </ul>	Ongoing
<b>Goal 3 Flexible Student Experiences</b>				
<b>Priority Initiatives</b>				
P3.1	Create opportunities for connection, belonging, experience, and access for all students.	In progress	<ul style="list-style-type: none"> <li>Maintained in-person teaching and programming throughout the year.</li> </ul>	Ongoing
<b>Expected Outcomes</b>				
EO3.1.1	Create a new first-year experience program to enhance new student success.	In progress	<ul style="list-style-type: none"> <li>Began planning for the King's Connect program.</li> </ul>	Ongoing
EO3.1.2	Re-imagine campus ministry.	In progress	<ul style="list-style-type: none"> <li>Began a year of discernment to re-imagine ministry before hiring our next campus minister.</li> </ul>	Ongoing

Type	Description	Expected Completion Date and Status	Performance Measures Achieved	Revised Expected Completion Date
EO3.1.3	Establish a Mental Health Taskforce.		<ul style="list-style-type: none"> <li>Submitted the mental health audit report.</li> </ul>	
EO3.1.4	Establish a Mental Health Committee.	In progress	<ul style="list-style-type: none"> <li>Completed a mental health needs assessment.</li> <li>Developed collaborations with Athabasca U. and Providence University College and Theological Seminary to be a practicum site for Masters in Counselling students.</li> <li>Received a Bell Let's Talk grant for mental health supports.</li> </ul>	
EO3.1.5	Hold ceremony for FNM flag-raising alongside national & provincial flags.	Removed		
EO3.1.6	National Day of Truth and Reconciliation.	Completed	<ul style="list-style-type: none"> <li>Held reconciliation events on campus on September 30<sup>th</sup> for all faculty, staff, and students.</li> </ul>	
EO3.1.6	Revitalization of student spaces on campus.	Ongoing	<ul style="list-style-type: none"> <li>Adopted an institutional design standard.</li> <li>Cafeteria phase two renovation in progress.</li> <li>Upgraded indoor aesthetics.</li> <li>Planted trees and created natural spaces.</li> </ul>	
EO3.1.7	Create a technology help desk for students.	Ongoing	<ul style="list-style-type: none"> <li>Planning initiated to create a student support desk established with IT, Academic, and co-curricular supports.</li> </ul>	Sept 2022
<b>Goal 4</b>	<b>Financial &amp; Organizational Sustainability</b>			
<b>Priority Initiatives</b>				
P4.1	Net credit hours for 21-22, 22,344.	In Progress	<ul style="list-style-type: none"> <li>Actual credit hours 21-22, 22,174.</li> </ul>	
P4.2	Update administrative software infrastructure.	In Progress	<ul style="list-style-type: none"> <li>Contracted with Anthology to provide new systems.</li> </ul>	

Type	Description	Expected Completion Date and Status	Performance Measures Achieved	Revised Expected Completion Date
P4.3	Renewal of strategic planning.	In Progress	<ul style="list-style-type: none"> <li>Contracted with CREDO for support in the development process.</li> </ul>	
<b>Expected Outcomes</b>				
EO4.1	10,826 in Fall 20-21.	Complete	<ul style="list-style-type: none"> <li>Actual credit hours 20-21 Fall 10,968.5.</li> <li>Actual credit hours 20-21 Winter 10,728.75.</li> </ul>	Ongoing
EO4.2.1	Upgrade to internet bandwidth/resources.	Complete		
EO4.2.4	Public lecture series.	Ongoing	<ul style="list-style-type: none"> <li>Held 19 lectures.</li> </ul>	
EO4.2.5	Secure funds for the Centre for Excellence in the Sciences.	Ongoing	<ul style="list-style-type: none"> <li>Received \$21,787,860 donation commitments.</li> </ul>	Ongoing
EO4.3.1	Establish a Centre for Excellence in Sciences Planning Group.	Complete		
EO4.3.2	Define process & timeline for re-engaging strategic planning.	Complete		
EO4.3.3	Strategic planning.	Ongoing	<ul style="list-style-type: none"> <li>Employed Credo consultants to help manage strategic planning.</li> <li>Conducted leadership and community consultation.</li> </ul>	2022



## Financial and Budget Information

Table 1 Operations 2021-2022 Actual vs. Budget below provides actual vs. budgeted revenues and expenses for the year 2021-2022.

Table 1 Operations 2021-2022 Actual vs. Budget

	Actual 2021-2022	Budget 2021-2022	Difference
<b>REVENUE</b>			
Government Grants	\$5,534,700	5,440,120	\$94,580
Government of Alberta	5,075,736	4,987,854	87,882
Government of Canada	458,964	458,172	792
Other Governments	-	-	-
Student Tuition and Fees	10,973,875	10,712,535	261,340
Sales, Rentals and Services	1,314,114	1,957,944	(643,830)
Donations and Other Contributions	2,061,039	2,150,143	89,104
Investment Income	249,238	83,864	165,374
Extraordinary Revenue	1,705,232	-	1,705,232
Other Revenue	138,108	196,302	(58,194)
<b>Total Revenue</b>	<b>21,976,306</b>	<b>20,540,908</b>	<b>1,435,398</b>
<b>EXPENSE</b>			
Salaries and Benefits	13,213,004	12,889,799	323,205
Materials, Supplies and Services	4,344,913	4,715,563	(370,650)
Scholarships, Bursaries and Awards	1,022,813	1,066,900	(44,087)
Amortization of Capital Assets	1,671,181	1,821,965	(150,784)
Debt Servicing Cost	410,587	430,000	(19,413)
Extraordinary Expense	-	-	-
<b>Total Expense</b>	<b>20,668,698</b>	<b>20,924,227</b>	<b>(255,529)</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	6,200	-	6,200
<b>ANNUAL OPERATING RESULT</b>	<b>\$1,307,608</b>	<b>(\$383,319)</b>	<b>\$1,690,927</b>

The 2021-22 highlights of operations include:

- 3% increase to salary grids;
- Provincial government funding decreased 1.1%;
- Some permanent layoffs;
- An overall fee increase of 3.78%, with no change in tuition rates;
- Employees sharing federal CEWS funding;
- A surplus of \$1,307,608 mainly due to continuing CEWS funding; and
- Capital purchases of \$1,168,861 were made during the year

King’s had experienced some fiscal gains due to the CEWS money in 2020-21, but with uncertainty due to COVID, the Board approved the University’s first deficit budget for 2021-22. September saw better than budget student numbers. Unfortunately, January 2022 saw a significant reduction in those student numbers which impacted the fall’s gains. Employee layoffs were announced at that time.

The extension of the CEWS program continued to improve the cash position of the institution over typical years and enhanced the financial recovery over the loss of winter term students. The final sharing of CEWS funding to staff was made in March of 2022.

The new strategic plan is being finalized. That will be unveiled in the spring 2023 Board Meeting. However, the University anticipates further belt-tightening going into the 2023-24 operational year. Softer student numbers and higher CPI will require strong fiscal measures. A tuition increase of 5.5%, matching the PSI maximum, is anticipated.

Major initiatives known, include the continuation of the \$4M ERP/SIS upgrade over the next 2-3 years, and fundraising for the Centre for the Excellence in the Sciences (CES): a \$20M Building plus a \$9M endowment (estimated to occur over the next 10 years). A major donor has been obtained for the building and the first installment has been received. \$500K of the ERP has been pre-paid. Other initiatives to come from the strategic plan, are not finalized yet so any financial impacts are unknown.

## Capital Plan

The King's University is reliant on external donors, supporters, partners, the Federal Government and internal funds generated by operations for our capital expenditures. King’s must continue to support these initiatives to function well since no Alberta Infrastructure Maintenance Grant funding is unavailable to us.

The University spent \$1.17M on capital in 21-22. Continued work was done to update the infrastructure for online course delivery and respond to COVID challenges. The \$4M ERP SIS implementation start date was delayed but commenced in the spring of 2022 with an approximate 2024 end date.

*Table 2 Summary of Capital Expenditures – Actual vs. Budget*

Capital Expenditure	2021-2022	2021-2022	Variance
	Actual	Budget	
Land Improvements	8,868		
Main Building Improvements	74,867		

Residence Improvement	10,946		
Cafe Improvements	33,254	20,000	
<b>Building and Site improvements</b>	<b>127,935</b>	<b>20,000</b>	<b>107,935</b>
Furniture	11,330		
Other various equipment	49,351	35,000	
<b>Equipment and furniture</b>	<b>60,681</b>	<b>35,000</b>	<b>25,681</b>
Laptop equipment purchases	110,071	140,000	
Infrastructure Ever-greening	617,548	495,000	
ERP/SIS Replacement	27,399	1,000,000	
Software Upgrades	36,140	5,825	
<b>Computer and telephone equipment</b>	<b>783,514</b>	<b>1,640,825</b>	<b>(857,331)</b>
<b>Library</b>	<b>93,190</b>	<b>114,000</b>	<b>(20,810)</b>
<b>Construction in Progress</b>	<b>70,544</b>	<b>77,000</b>	<b>(6,456)</b>
<b>Building systems</b>	<b>32,998</b>	<b>54,000</b>	<b>(21,002)</b>
	<b>\$1,168,682</b>	<b>\$1,940,825</b>	<b>\$(771,963)</b>

A café refresh, planned for the summer of 2022, for an estimated \$300K, in addition to the ERP project, \$1.7M, are the major expenditures for the coming fiscal year.

In addition, fundraising for the Centre for Excellence in Science has begun. The first major installment of \$2M of a \$20M donation for the complete building has been received. Additional smaller donations totaling \$600K have been received to March 31st. Depending on cash in hand, ground breaking may occur in approximately 3-4 years.

It is hoped a new program will also accompany the opening of this new Centre. The former, an additional new program, as well as a \$9M endowment would fund ongoing operations. All of these

initiatives would come from institutional fundraising efforts, sponsorships, other self-generated funding and the new program tuition.

## Research, Applied Research, and Scholarly Activities

When The King's University was established as a post-secondary institution in 1979, the University intentionally made faculty scholarship a high priority. This deliberate institutional effort continues to be a central part of our identity. There is an active culture of scholarship in all areas and a specific focus on involving undergraduate students in faculty scholarship. The table below demonstrates that the combination of our institutional culture and our faculty commitment produces a substantial number of scholarly publications for a primarily undergraduate university. The table also demonstrates the active participation of undergraduate students in this work.

Despite the challenges posed by the pandemic, our faculty continued to pursue their scholarship. The institution supported five research sabbaticals (10% of our faculty complement), three of which were first-time sabbaticals for faculty. This provided critical time for these faculty members to advance their scholarship programs and produce high-quality research.

Scholarly output increased during this second pandemic year with 154 scholarly publications by our 48 faculty members. The King's University research culture takes pride in having undergraduate students involved in research. This past year there were 39 examples of undergraduate student participation in scholarly output.

Table 3: Summary of Scholarly Contributions – 2017-2021

<b>Type of Scholarly Contribution</b>	<b>Number of contributions</b>				
	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>
Book – authored/co-authored	2		5	2	3
Book – edited/co-edited	1		3	1	1
Book chapter	6	6	9	9	6
Article – refereed journal	28	21	40	24	32
Article – non-refereed journal	3	4	3	3	5
Creative work, publication, or performance	33	14	13	8	11
Conference/scholarly meeting presentation	60	76	67	19	25
Refereed conference presentation	29	19	36	28	31
Other scholarly work	45	27	41	37	40
<b>Total Scholarly Contributions</b>	<b>207</b>	<b>167</b>	<b>217</b>	<b>131</b>	<b>154</b>
<b>Undergraduate Student Involvement</b>					
Research assistance and authorship	50	42	36	17	25
Research assistance only	12	6	25	5	14
<b>Total Undergraduate Student Involvement</b>	<b>62</b>	<b>48</b>	<b>61</b>	<b>22</b>	<b>39</b>

As documented in Table 2, funding for scholarly activity comes from three sources:

- Federal Tri-Council agencies (SSHRC, NSERC), external sources such as Alberta Environment and Parks and the Alberta Conservation Association, and other provincial, national, and international granting agencies.

- Internal research, conference, and professional development funds.
- Internal support for sabbaticals.

External funding for research declined marginally this past year as Tri-Council funding decreased. Internal research funding, both through direct funding and sabbatical funding, rose from last year as faculty were able to engage in more research, attend more conferences, and go on sabbatical.

Table 4: Sources of Research Funding – 2013-2022

<i>Fiscal Year</i>	<i>External Funding</i>	<i>Internal Research Funds and Conference/PD Funding</i>	<i>Net Salary Cost of Sabbaticals</i>	<i>Total</i>
	\$	\$	\$	\$
2013	316,646	64,552	75,404	456,602
2014	303,128	53,017	52,675	408,820
2015	391,759	70,349	50,751	512,859
2016	336,099	69,485	41,195	446,779
2017	360,792	85,355	41,541	487,688
2018	452,925	62,394	38,649	553,968
2019	468,889	76,020	38,716	583,625
2020	593,775	64,043	53,048	710,866
2021	469,398	15,934	8,795	494,127
<b>2022</b>	<b>446,926</b>	<b>21,686</b>	<b>40,032</b>	<b>508,643</b>
<b>Total</b>	<b>4,140,337</b>	<b>582,835</b>	<b>526,442</b>	<b>5,249,614</b>

This past year we made some progress on our Strategic Research Plan. The plan focuses on our strengths and establishes ways we can target our resources to improve our impact. As we emerge from the pandemic, we will have to re-evaluate how to continue the support of scholarship and how to identify new resources to dedicate to this important task. We have established five research themes:

**1. Religion, Culture, and Society**

The encompassing theme of Religion, Culture, and Society reflects the liberal arts foundations/general education curriculum of The King’s University. As a Christian university, investigating the role that belief plays in shaping both our perception of the world and our theorizing about it is fundamental to our identity; it provides us with a unique lens for doing scholarship as well as a distinct position from which to investigate the interplay of religion, culture, and society. Research currently being done includes:

- The King’s University was home to two Tier 2 Canada Research Chairs in this area, one in Christian Continental Philosophy and the second in Modernist Literature and Print Culture.
- Historiography that focuses on marginalized voices.
- Performance and research projects in visual arts, drama, and music wherein faculty members connect these disciplines to the rich history of deep belief structures that underlie them and to a Christian understanding of truth and beauty.
- Psychology of religion and the cognitive and moral dimensions of belief.
- Business as Mission: how faith and business intersect.
- Political theology and theology of justice (e.g. public policy that seeks justice).
- Literary interpretation in cultural and historic contexts.

## **2. Community Engaged Research**

CER is an approach to research that works towards positive social change through collaborative relationships between universities and community partners. It focuses on bringing the tools of modern scholarship to the problems in our communities. This year we had seven community-engaged research projects involving 22 students. The projects resulted in nine presentations, six agency reports, and five other forms of output. As we look to grow the CER program in the coming years, a goal is to expand beyond the social sciences into the arts, natural sciences, and business.

## **3. Pedagogy**

As a teaching and research institution, The King’s University offers unique opportunities for scholars to engage in advancing pedagogical understanding in a wide range of disciplines through scholarship. The pedagogy theme of scholarship focuses on improving the ways we teach in the classroom and the ways we communicate to the broader society. Research in this area includes:

- Literacy and linguistics in the classroom.
- How mathematics can be taught in a social justice context.
- Understanding authority in the diverse classroom.
- Research focused on pedagogy in the natural sciences, most of it done in conjunction with The King’s Centre for Visualization in the Sciences ([www.kcvs.ca](http://www.kcvs.ca)). The Centre is committed to improving the public understanding of science through the development of innovative ways to visualize science.
- The University’s collaboration with the Modernist Archives Publishing Project (MAPP; [www.modernistarchives.com](http://www.modernistarchives.com)) has yielded numerous open-access pedagogical resources and materials.

## **4. Human Health and Wellness**

Human health and wellness research touches all areas of our institution. The King’s University believes that human health and wellness has physiological, psychological, social, and spiritual components. Our advantage, as a small liberal arts and science institution, is that our researchers can tackle our societal health and wellness challenges from multiple disciplines. Current research in this area includes:



- Research in the natural sciences that contributes to health from the molecular to the physiological.
- Cardiovascular health.
- Health and wellness research in the social sciences and education that places personal health and wellness within the context of community, whether that be in the classroom, family unit, city, province, country, or global community.
- Leder School of Business faculty members’ research that emphasizes the important role institutions and businesses play in both hurting and helping humans live healthier lives.
- Developing better ways of living that place value on wisdom and the joy brought by literature, art, and music.
- Wellness of leaders in post-secondary institutions in times of crisis.

**5. Environment and Transitions to Sustainability**

The broad theme of Environment and Transitions to Sustainability includes a wide range of research projects that examine our current environmental situation and how we as humans might change to live in more sustainable ways. Currently, research in this area includes:

- The award of a Canada Research Chair in Transitions to Sustainability.
- Conservation biology of limber pine.
- The transmission of zoonotic parasites along a rural to urban gradient.
- Educating citizens to better understand their impact on the planet.
- Laying out the strengths and limits of technological solutions in addressing the issue of sustainability.
- Social sciences research focused on identifying the current economic and political structures that hamper the transition to sustainability.
- Developing language and modes of thought that may contribute to more sustainable ways of living.
- Exposing deep assumptions made about our culture and challenging modes of thinking that lead to unsustainable lifestyles, choices, and practices.

With faculty members in over 16 academic disciplines, the University has a large breadth of research topics being studied. The table below summarizes, by theme, examples of research that were published in the reporting year.

<b>Research Theme</b>	<b>Examples of types of presented and published research</b>
Religion, Culture, and Society	<ul style="list-style-type: none"> <li>• Ukrainian Art Song Project</li> <li>• Worship Matters: Liturgy of St. Basil the Great and the Feast of Presentation</li> <li>• Four Blake Seasons (2018) for bass voice and piano</li> <li>• ‘There is No Need to Hurry’: Rosehaven Home and ‘Eugeric’ Histories</li> <li>• Students as Scholars: How a Small Change in Perspective Makes a Big Difference for Everyone</li> </ul>

- A Man of Sufferings and Acquainted with Grief
  - Beyond Last Rites: Spiritual Care and Aging in Alberta, 1960s-1990s
  - Carnal Sacrality: Phenomenology, the Sacred and Material Bodies in Richard Kearney
  - [Serving the Mission Field in Your Own Backyard: A Christian Response to Prisons](#)
- Community Engaged Research
- Students' Sense of Campus Belonging and Perceived Stress at The King's University
  - Alumni Survey: An Agency Report Provided to Alumni Services, The King's University
  - Animals helping people: Re-imagining Animal Assisted Services across Canada, A national dialogue
- Pedagogy
- A systems approach to chemistry is required to achieve sustainable transformation of matter: the case of ammonia and reactive nitrogen
  - Understanding intercultural socialization and identity development of international students
  - Crisis Response in Higher Education: Insights from Educational Leaders
  - Situating Classroom Management in English Language Arts, Math, and Social Studies
  - When learners read in two languages: Understanding Chinese-English bilingual readers through miscue analysis and social context
  - An undergraduate peer mentoring program at a Canadian university: Impact on student learning as perceived by instructors, peer mentors, and students
  - Situating classroom management in English language arts, math, and social studies
- Human Health and Wellness
- Description and analysis of similarities and differences in men's health journeys
  - [Couples' perspectives on facilitator and barriers to cancer-related dyadic efficacy](#)
- Environment and Transitions to Sustainability
- A systems approach to chemistry is required to achieve sustainable transformation of matter: the case of ammonia and reactive nitrogen
  - Planetary Boundaries Interactive Learning Tool

- Assessing the policy gaps of decentralized rural water management: qualitative evidence from Ghana
- Faith-Based Environmental Engagement in Canada: An Environmental Governance Perspective
- Climate of Lament
- Canine Nematode Infections in Dogs in Edmonton, Alberta
- Decadal trends in a population of urban white-tailed jackrabbits at the northern edge of its range

## Regional Stewardship, Foundational Learning, Underrepresented Learners

The King's University does not have Regional Stewardship and Foundational Learning needs in our roles and mandates as defined by the government; nevertheless, King's is committed to supporting foundational learning pathways.

### Foundational Learning Pathways

The King's University supports our foundational learners in at least three ways academically.

1. King's offers "How to Succeed at University" to all interested students,
2. "Post-secondary English at King's", an English Academic Language course that is for students whose Academic English is marginal and need better reading comprehension and writing in preparation for success in university, and
3. "Educational Strategies" is a course that is for students admitted on probation or placed on probation.

All of these courses provide stronger foundational skills so that our students have a stronger chance of succeeding in University.

King's is committed to creating opportunities for underrepresented learners. To that end, we have some initiatives that seek to extend access to our courses and programs to diversify our student population.

### Indigenous Learners and First Nations Initiatives

During the 2021/22 fiscal year, The King's University had 39 self-identified indigenous students (4.1% of our student body). Our community is aware of its colonial roots and is working toward its missional value of reconciliation as was demonstrated when it was the only post-secondary institution in Alberta to cancel classes and request that all students and faculty attend the Truth and Reconciliation Commission meetings in Edmonton in 2014. An Indigenous Student Group is active at King's supported by the Student Association and Student Life. The group's website includes comprehensive funding packages for Metis, First Nations, and Inuit students available through the Student Finance office. We also have an email distribution list and regularly disseminate valuable information about student wellness, funding, scholarships, work opportunities, notices about important dates, and meetings to our indigenous students.

In terms of First Nations initiatives, King's continues to fulfill its commitments under the Truth and Reconciliation process. Prominent among these is the Reconciliation Bench and Garden which is the site of annual chapel services to which members of the Indigenous communities are invited to take a leading role. Educating for reconciliation and acknowledgement is in our mission statement, and our engagement toward Truth and Reconciliation is an important part of that.

Our practice is to recognize aboriginal lands as part of our major academic events throughout the year. Last spring King's had our first special acknowledgement of First Nations graduands at our Spring

Convocation with guidance and oversight from a Treaty Six Knowledge Keeper and former Board member. We plan to do this again once convocation can safely proceed again in a face-to-face manner.

### Learners with disabilities

King's continues to be committed to serving students with disabilities through our accessibility services and counselling and wellness. This past year we supported 108 students with confirmed disabilities, and another 28 in the process of diagnosis, or with temporary issues, or who eventually withdrew from classes for a total of 136 students, 14.42% of our total student body. This is a significant increase from previous years.

King's also works with Inclusive Post-Secondary Education and had four students in our Inclusive Post-Secondary Education initiative, one of whom completed their program this year.

### Learners from low-income and rural backgrounds

This past academic year, we were able to secure the commitment of \$100,000 additional dollars to our Financial Aid portfolio specifically targeted for students with financial need including those that come from rural and urban communities outside of Edmonton, who have extra expenses associated with living away from home. This funding was and is highly needed with our rising tuition costs as an Independent Academic Institution and we will continue to work toward addressing this.

### Transfer Agreements with First Nations Colleges

We continue to maintain transfer credit agreements with First Nations institutions. We have extensive transfer credit arrangements with Blue Quills First Nations College, Maskwacis Cultural College, and Yellowhead Tribal College. We hope to continue to expand these, as well as engage the other First Nations institutions in the province over the next year, post-COVID-19.

### Collaborative Operational Research with University nuhelot'ine thaiyots'ini nistameyimâkanak Blue Quills

This year King's has agreed to participate in a study by Blue Quills in the cost of delivery of their programs, with other institutions, including King's, providing comparative information.

## Internationalization

The King's University continued its memberships in the Council of Christian Colleges & Universities (CCCU), Christian Higher Education Canada (CHEC), and the International Association for the Promotion of Christian Higher Education (IAPCHE).

In 2021/22 we had 97 international students, making up 10.3% of our unduplicated headcount. This is consistent with our 2020/21 results when 10.1% of our students were international. 60 countries (including Canada) were represented in our student body in 2021/22.

The Coordinator of Intercultural Student Programs works with the International Recruitment and Advising Coordinator to be prepared for incoming international students each semester. With the help of three International Student Assistants (ISAs), we host a specific orientation to acclimate international students not only to King's but to the wider Edmonton community as well as through workshops that focused on tax information, study permits and post-grad work permits. The International Students' Buddy Program pairs student leaders with new international students for facilitating cross-cultural adjustment.

This year, we worked with 3 international recruitment agents. As a general rule, our agents are trained through ICEF, an international organization connecting educators and recruitment agents, and then vetted a second time through our hiring process with a minimum of two reference checks. We are slowly seeing the fruit of these connections.

The celebration of Global Awareness Week at King's was filled with enjoyable, interactive activities to showcase the vibrant and diverse backgrounds of our student body. Our Food Services provided a special dish highlighting a different country each day, flags from various countries were hung in the hallways of King's and many prizes were handed out based on participation in various activities.

Due to the ongoing uncertainty surrounding international travel during the 2021-22 academic year, King's was not able to offer our Field Course in International Development in Honduras in which we participate in a clean water project in rural Honduras with local Honduran partners. Neither were we able to send students on global internships or to our Quest Mexico reading week learning opportunity in Cuernavaca, Mexico. Nevertheless, we partnered with Edmonton-area donors to fund \$18,000 in grassroots community water and sanitation projects in Choluteca, Honduras. We look forward to sending a group of students to Cuernavaca, Mexico in February 2023.

A cohort of community learners participated in our online learning about the right to clean water. With our partner WorldRenew, we hosted several Honduran community development practitioners to share their work in southern Honduras and to invite the King's community to partner with them in a variety of ways.

As a follow-up to this event, the Micah Centre held several educational events about the human right to clean water and the importance of access to clean water around the world over 6 weeks in March and

April of 2022. Over 100 students participated in several events, including a letter-writing campaign, a documentary viewing, and a water-and-sustainability advocacy campaign.

Finally, the Micah Centre continues to contribute as a member of the Alberta Council for Global Cooperation.

# Appendix A – Audited Financial Statements



**THE KING'S UNIVERSITY**  
**Financial Statements**  
**Year Ended March 31, 2022**

**THE KING'S UNIVERSITY**  
**Index to Financial Statements**  
**Year Ended March 31, 2022**

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KINGSTON  
ROSS  
PASNAK<sup>LLP</sup>

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August 29, 2022  
Edmonton, Alberta

## **INDEPENDENT AUDITOR'S REPORT**

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To the Members of The King's University

### **Opinion**

We have audited the financial statements of The King's University (the Organization), which comprise the statement of financial position as at March 31, 2022, and the statements of changes in net assets, operations and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2022, and the results of its operations and cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### **Basis for Opinion**

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

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

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

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

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

(continues)

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

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

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

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

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



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**Kingston Ross Pasnak LLP**  
Chartered Professional Accountants

**THE KING'S UNIVERSITY**  
**Statement of Financial Position**  
**March 31, 2022**

	2022	2021 <i>Consolidated</i>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 2,175,601	\$ 2,731,501
Accounts receivable (Note 3)	82,027	327,769
Goods and Services Tax receivable	33,560	20,524
Bookstore inventory	39,637	35,234
Prepaid expenses and deposits	940,465	413,521
Short term investments (Note 4)	8,742,876	4,321,632
	<b>12,014,166</b>	7,850,181
INVESTMENTS (Note 4)	<b>10,438,034</b>	9,251,403
PROPERTY AND EQUIPMENT (Note 5)	<b>18,045,279</b>	18,553,801
	<b>\$ 40,497,479</b>	<b>\$ 35,655,385</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities (Note 6)	\$ 2,086,276	\$ 1,200,056
Source deductions payable	375,762	506,702
Deferred revenue	2,147,396	2,042,117
Deferred contributions (Note 7)	9,723,817	8,398,911
Commercial mortgage due in one year (Note 8)	500,460	511,466
	<b>14,833,711</b>	12,659,252
Commercial mortgage due thereafter (Note 8)	<b>12,310,234</b>	13,288,534
	<b>27,143,945</b>	25,947,786
DEFERRED CAPITAL CONTRIBUTIONS (Note 9)	<b>4,910,311</b>	2,648,627
	<b>32,054,256</b>	28,596,413
<b>NET ASSETS</b>		
Investment in property and equipment	324,275	2,385,151
Endowments (Note 10)	4,760,298	4,290,726
Internally restricted (Note 11)	282,459	282,459
Accumulated operating surplus	3,076,191	100,636
	<b>8,443,223</b>	7,058,972
	<b>\$ 40,497,479</b>	<b>\$ 35,655,385</b>

**ON BEHALF OF THE BOARD**

Signed - "Stephanie Bolt"  
Treasurer

Signed - "Gerald Jansen"  
Director

**THE KING'S UNIVERSITY**  
**Statement of Changes in Net Assets**  
**Year Ended March 31, 2022**

	Investment in Property and Equipment	Endowments	Internally Restricted	Accumulated Operating Surplus	2022	2021 <i>Consolidated</i>
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 2,385,151	\$ 4,290,726	\$ 282,459	\$ 100,636	\$ <b>7,058,972</b>	\$ 3,094,758
Excess of revenue over expenditure	-	-	-	1,307,608	<b>1,307,608</b>	3,425,536
Endowment contributions <i>(Note 10)</i>	-	469,572	-	-	<b>469,572</b>	538,678
Foundations net assets to deferred contributions <i>(Note 10)</i>	-	-	-	(392,929)	<b>(392,929)</b>	-
Transfer for:						
Acquisition of internally funded property and equipment	1,168,860	-	-	(1,168,860)	-	-
Amortization of internally funded property and equipment	(1,465,933)	-	-	1,465,933	-	-
Net book value of property and equipment disposals	(6,200)	-	-	6,200	-	-
Change in mortgage, debenture and long term debt payable	(1,757,603)	-	-	1,757,603	-	-
<b>NET ASSETS - END OF YEAR</b>	\$ 324,275	\$ 4,760,298	\$ 282,459	\$ 3,076,191	\$ <b>8,443,223</b>	\$ 7,058,972

**THE KING'S UNIVERSITY**  
**Statement of Operations**  
**Year Ended March 31, 2022**

	Budget (Note 15)	2022	2021 <i>Consolidated</i>
<b>REVENUES</b>			
Tuition fees (Note 3)	\$ 10,712,535	\$ 10,973,875	\$ 10,462,964
Government grants (Note 9)	5,033,825	5,075,736	5,162,985
Donations (Note 9)	2,150,143	2,061,039	2,485,003
Canadian Emergency Wage Subsidy (Note 3)	-	1,705,232	2,480,082
Residence and other sales (Note 12)	1,957,944	1,314,114	816,519
Research grants	406,295	458,964	463,220
Investment income (Note 13)	83,864	249,238	225,596
Other income	196,302	138,108	96,725
	20,540,908	21,976,306	22,193,094
<b>EXPENSES</b>			
Salaries and benefits	12,889,799	13,213,004	12,587,621
Operating supplies and services	2,251,722	2,273,970	1,955,034
Amortization	1,821,965	1,671,181	1,662,650
Scholarships and awards	1,066,900	1,022,813	915,203
Cost of goods sold	704,988	521,500	182,762
Maintenance and equipment rent	520,485	517,544	366,748
Utilities	467,380	477,168	458,425
Interest on debenture payable	430,000	410,323	92,330
Travel, hospitality and conferences	549,090	345,847	98,513
Insurance and taxes	166,898	160,463	138,066
Professional fees	55,000	48,421	74,274
Loss on disposal of equipment	-	6,200	1,810
Interest on line of credit	-	264	16
Interest on long term debt	-	-	87,560
Interest on mortgage payable	-	-	146,546
	20,924,227	20,668,698	18,767,558
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	\$ (383,319)	\$ 1,307,608	\$ 3,425,536

**THE KING'S UNIVERSITY**  
**Statement of Cash Flow**  
**Year Ended March 31, 2022**

	2022	2021 <i>Consolidated</i>
<b>OPERATING ACTIVITIES</b>		
Cash received from students for tuition and fees	\$ 11,081,695	\$ 10,753,481
Cash received from government	7,340,628	8,136,519
Cash received from donors	2,705,966	2,613,560
Cash received from sale of goods and services	1,557,376	607,437
Cash received from other sources	133,908	93,925
Cash paid to employees for salaries and benefits	(13,222,983)	(12,299,121)
Cash paid to suppliers for materials and services	(5,146,600)	(4,253,046)
Cash paid to creditors for interest	(410,588)	(179,907)
Cash flow from operating activities	<b>4,039,402</b>	5,472,848
<b>INVESTING ACTIVITIES</b>		
Cash received restricted for capital purposes	83,264	-
Cash received from income on investments	84,786	765,792
Cash received on disposal of property and equipment	-	2,000
Cash applied to purchase of property and equipment	1,168,860	(926,771)
Cash invested in investments	(5,571,635)	(2,319,546)
Cash flow used by investing activities	<b>(4,234,725)</b>	(2,478,525)
<b>FINANCING ACTIVITIES</b>		
Cash paid for line of credit	-	(650,000)
Cash received from endowments	187,115	382,359
Cash paid for long term debt repayments	(989,306)	(13,490,769)
Cash received for commercial mortgage	-	13,800,000
Cash used by (flow from) financing activities	<b>(802,191)</b>	41,590
<b>(DECREASE) INCREASE IN CASH</b>	<b>(997,514)</b>	3,035,913
CASH - BEGINNING OF YEAR	<b>3,350,975</b>	315,062
<b>CASH - END OF YEAR</b>	<b>\$ 2,353,461</b>	\$ 3,350,975
<b>CASH CONSISTS OF:</b>		
Cash	\$ 2,175,601	\$ 2,731,501
Cash included in short term investments (Note 4)	177,860	619,474
	<b>\$ 2,353,461</b>	<b>\$ 3,350,975</b>



**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

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1. AUTHORITY AND PURPOSE

The King's University (the "University"), formerly The King's University College, operates under the authority of The King's College Act, Statutes of Alberta 1979, as amended. Its mission is to provide university education that inspires and equips learners to bring renewal and reconciliation to all walks of life as followers of Jesus Christ, the Servant King.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The King's University is a registered charitable organization for purposes of the Income Tax Act (Canada) and, as such, is not liable for the payment of income taxes.

Dissolution

On June 30, 2021, the Kings University Foundation ("Foundation") was dissolved and the remaining balances were combined into the University. The Foundation was administered by a Board of Directors and its principal purpose was to receive gifts and donations and to provide grants and property to the University.

The subsequent merger of the Foundation and University allowed the combined Organization to streamline its process in order to continue to support and promote the educational and research activities of the University.

The following amounts were combined into the statement of financial position as at June 30 ,2021:

Cash	\$	128,903
Prepaid expenses and deposits		104,346
Investments		990,674
Accounts payable and accrued liabilities		(8,602)
Deferred contributions		(78,308)
Endowments		(672,792)
Accumulated operating surplus		(444,221)
Internally restricted net assets		(20,000)

Comparative figures have been previously presented on consolidated basis, which included balances of the University and the Foundation. As a result, the comparative figures are unchanged for presentation purposes.

Investments

The University's investments are recorded at fair value and consist of money market, fixed income, and equity based instruments. The investment portfolio is managed by a third party investment manager and is subject to an investment policy set by the Board of Governors. The main objective of the investment policy is the growth and preservation of capital. The fixed income investments which consist of federal, provincial and corporate bonds are capable of prompt liquidation. The equity based investments are widely held and diversified and are traded on a regular basis on the recommendation of the investment manager and approval of the University.

*(continues)*

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Property and equipment

Purchased property and equipment are recorded at cost less accumulated amortization. Contributed property and equipment are recorded at fair value at the date of contribution.

Property and equipment are amortized on a straight-line basis over the assets' estimated useful lives as follows:

	<u>Years</u>
Buildings and site improvements	10 - 40
Furniture and equipment	5 - 20
Library materials	5 - 10

Property and equipment is not amortized until available for use. Construction on the building amounts to \$839,602 as at March 31, 2021 (2021 - \$769,057) and has not been amortized during the year.

Endowments

Endowments represent externally restricted contributions of which the principal is to be held intact. Investment earnings on endowments are included in deferred contributions and must be used in accordance with the conditions imposed by the donor's terms of reference. Investment earnings to be added to endowment principal are recorded as direct increases in net assets.

Inventory

Inventory of merchandise held for resale is recorded at the lower of purchased cost and net realizable value, with cost being determined on an average cost basis. Total inventory expensed to cost of goods sold in the year is \$119,109 (2021 - \$171,062).

*(continues)*

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Revenue recognition

The University follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable. Contributions restricted for purposes other than endowments or the acquisition of property and equipment (including research grants) are deferred and recognized as revenue in the year in which the related expenses are incurred. Endowment contributions are recognized as direct increases in net assets in the period in which they are received or receivable. Contributions restricted for the acquisition of property and equipment having limited lives are recorded as deferred capital contributions in the period in which they are received and are amortized to revenue over the useful lives of the related assets. Contributions restricted for the acquisition of property and equipment that will not be amortized are recognized as direct increases to net assets in the period in which they are expended.

Donated materials and services are recognized as revenue at fair value when a fair value can be reasonably determined and when they would otherwise have been purchased. Pledges are recognized when collection is reasonably assured.

Investment income includes dividend and interest income, and realized and unrealized investment gains and losses. Unrealized gains and losses on investments are either included in investment income and recognized as revenue in the statement of operations, deferred or reported directly in net assets, depending on the nature of any external restrictions imposed on the investment income. Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Investment earnings on internally designated funds are recognized as revenue when received or receivable. Other unrestricted investment income is recognized as revenue when earned.

Tuition fees are recognized as revenue when the instruction is delivered and the tuition fees have been received or are considered receivable. Residence, food, conference, bookstore, other and consulting service sales are recognized as revenue when the product or service has been provided and the agreed upon amount is received or considered receivable.

Government grants and subsidies are recognized as revenue in the year to which they relate.

Deferred revenue consists of tuition, residence fees, government grants and facility rental income received in advance.

Employee future benefits

The University participates with other employers in the Canadian Christian School Pension Plan and Trust Fund (the "Plan"). The Plan is a contributory, defined benefit pension plan that provides pensions for the University's eligible employees based on their years of service and earnings.

Pension cost is disclosed as a part of salaries and benefits and is comprised of the amount of employer contributions required for the University's employees during the year, based on rates that are expected to provide benefits payable under the Plan. The University's portion of the pension plan's deficit or surplus is not recorded by the University as this portion is not readily determinable, therefore the pension is being accounted for as a defined contribution plan.

*(continues)*

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. The significant estimates pertain to the physical and economic lives of property and equipment, the collectability of accounts receivable, the allocation of costs for the purpose of recognizing deferred contributions and the amortization of deferred capital contributions.

Financial instruments

All financial instruments are initially measured at fair value, and, unless otherwise noted, the Organization subsequently measures its financial instruments at amortized cost.

3. ACCOUNTS RECEIVABLE

	<b>2022</b>	2021
Accounts receivable	\$ 283,036	\$ 500,213
Allowance for doubtful accounts	(201,009)	(172,444)
	<b>\$ 82,027</b>	<b>\$ 327,769</b>
Bad debt (recovery) expense, included in tuition fees	<b>\$ 31,589</b>	<b>\$ (14,928)</b>

Included within accounts receivable is \$nil of Canada Emergency Wage Subsidy (2021 - \$132,287). During the year, the University received \$nil in Temporary Wage Subsidy (2021 - \$25,000) and \$1,705,232 of Canada Emergency Wage Subsidy (2021 - \$2,480,082), included in government grants.

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

4. INVESTMENTS

	2022	2021
<b>Short term investments</b>		
Corporate notes	\$ 8,565,016	\$ 3,702,158
Cash	177,860	619,474
	<b>\$ 8,742,876</b>	<b>\$ 4,321,632</b>
<b>Long term investments</b>		
Equity funds - Canada	\$ 6,892,811	\$ 3,801,945
Corporate notes	2,758,104	2,770,689
Equity funds - Emerging markets	272,476	342,233
Deposit agreement	217,812	354,127
Equity funds - Overseas	212,116	222,912
Cash surrender value of life insurance policies	84,715	80,972
Equity funds - U.S.	-	653,532
Equity linked notes - Canada	-	1,024,993
	<b>\$ 10,438,034</b>	<b>\$ 9,251,403</b>
	<b>\$ 19,180,910</b>	<b>\$ 13,573,035</b>

Investments include corporate notes that mature at various dates to January 29, 2027. The remaining investments include publicly traded equities and are held by investment managers in equity fund portfolios. The University's fixed income investments bear interest at rates of 0.40% to 3.78% (2021 - 0.55% to 3.78%). The rate of return on the remainder of the portfolio is dependent on the performance of the funds.

A portion of the investments are held in equity linked notes. Equity linked notes provide investments in a notional portfolio of shares selected using a quantitative model with the ability to allocate to fixed income investments based on the trend of the S&P/TSX Composite Index for Canada and S&P 500 Index for US. The goal of this strategy is to be exposed to the shares selected by the model when the trend is positive for the equity markets and to reduce or eliminate equity exposure as the trend for the equity markets becomes negative.

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

5. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	<b>2022 Net book value</b>	2021 Net book value
Buildings and site improvements	\$ 32,416,606	\$ 18,831,100	<b>\$ 13,585,506</b>	\$ 14,498,071
Furniture and equipment	11,073,923	8,999,223	<b>2,074,700</b>	1,649,454
Land	1,852,592	-	<b>1,852,592</b>	1,852,592
Library materials	3,995,461	3,462,980	<b>532,481</b>	553,684
	<b>\$ 49,338,582</b>	<b>\$ 31,293,303</b>	<b>\$ 18,045,279</b>	<b>\$ 18,553,801</b>

6. CONTINGENT LIABILITY

As a facet of operations, the University may, from time to time, have to deal with issues of a legal nature surrounding employees who no longer work for the University. During the year, a unique and specific circumstance, felt to be without merit by the University, may result in additional costs of \$117,000 (included in accounts payable and accrued liabilities).

As at year end, University does not expect an exposure to losses in excess of this balance.

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

7. DEFERRED CONTRIBUTIONS

Deferred contributions represent restricted investment income and unspent resources externally restricted for research grants, scholarships and designated donations. Changes in the deferred contributions balance are as follows:

	2022	2021
<b>Beginning balance, related to operating fund</b>	<b>\$ 5,978,656</b>	<b>\$ 5,588,089</b>
<u>Add:</u>		
Restricted donations	2,361,736	919,379
Restricted government grants	165,000	165,000
Restricted research grants	453,738	449,024
	<b>2,980,474</b>	<b>1,533,403</b>
<u>Less:</u>		
Donations recognized as revenue	(1,523,298)	(574,796)
Government grants recognized as revenue	(401,969)	(164,316)
Research grants recognized as revenue	(47,560)	(343,724)
Amounts transferred to endowments	-	(60,000)
	<b>(1,972,827)</b>	<b>(1,142,836)</b>
<b>Ending balance, related to operating fund</b>	<b>6,986,303</b>	<b>5,978,656</b>
<b>Beginning balance, related to investment income</b>	<b>2,417,194</b>	<b>1,075,270</b>
<u>Add:</u>		
Changes in unrealized gains	1,466,656	842,787
Dividend and interest income earned	490,608	745,155
Amounts transferred to investments	(84,625)	-
	<b>1,872,639</b>	<b>1,587,942</b>
<u>Less:</u>		
Amount recognized as investment income in the period	(1,202,869)	(87,613)
Amount added directly to endowments	(279,450)	(155,344)
	<b>(1,482,319)</b>	<b>(242,957)</b>
<b>Ending balance, related to investment income</b>	<b>2,807,514</b>	<b>2,420,255</b>
	<b>\$ 9,793,817</b>	<b>\$ 8,398,911</b>

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

8. COMMERCIAL MORTGAGE

The commercial mortgage with Christian Credit Union bears interest at bank prime plus 0.55%; is payable on demand, but until demand, in monthly blended payments of principal and interest in the amount of \$74,741 per month; and is secured by a General Security Agreement covering all present and after acquired personal property and a continuing collateral mortgage for corporations in the amount of \$17,300,000 against specific properties of the University. As of March 31, 2022, the effective interest rate was 3.25% (2021 - 2.45%).

	<b>2022</b>
2023	\$ 500,460
2024	515,432
2025	532,926
Subsequent years	11,261,876
	<b>\$ 12,810,694</b>

9. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the net book value of contributed property and equipment, and property and equipment purchased with restricted contributions. The changes in the deferred capital contributions balance are as follows:

	<b>2022</b>	2021
Balance, beginning of year	\$ 2,648,627	\$ 2,883,519
Capital contributions from donors	2,456,372	-
Capital contributions from government	10,559	-
Amounts amortized to revenue, included in government grants, donations and research grants	(205,247)	(234,892)
Balance, end of period	<b>\$ 4,910,311</b>	\$ 2,648,627

Amounts amortized to revenue, and included in government grants and donations are \$25,286 (2021 - \$47,655) and \$179,961 (2021 - \$187,237) respectively.



**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

10. ENDOWMENTS

	2022	2021
Balance, beginning of period	\$ 4,290,726	\$ 3,752,048
Net contributions and earnings on restricted donations	469,572	538,678
<b>Balance, end of period</b>	<b>\$ 4,760,298</b>	<b>\$ 4,290,726</b>

Balance consists of the following:

Designated for scholarships, bursaries or awards in:		
Commerce	\$ 951,568	\$ 726,865
Various disciplines	722,775	637,585
Christian ministry or service	510,980	489,051
Education	423,146	409,950
Music	394,899	387,489
Arts	327,320	317,468
Natural Sciences	283,229	277,841
Political Science, History, Economics	205,378	199,947
Environmental Sciences	161,581	154,017
Social Sciences	139,256	132,878
Centre for Excellence in the Sciences	276,280	210,748
Mephibosheth Scholarship	107,554	107,554
Alumni Student Assistance Program	102,296	101,341
Other	74,953	71,954
Micah Centre	79,083	66,038
	<b>\$ 4,760,298</b>	<b>\$ 4,290,726</b>

The increase in endowments relates to \$306,968 for new endowment donations, \$97,657 for CPI indexing, and \$64,947 for non-cash donations of investments.

11. INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets represent funds designated by the Board of Governors. The principal is to be held intact and investment earnings on the principal are to be used for scholarships, bursaries and awards.

12. RESIDENCE AND OTHER SALES

	2022	2021
Residence	\$ 597,810	\$ 467,985
Food services	282,440	8,062
Other	168,618	46,568
Bookstore	141,687	212,381
Conference services	123,559	81,523
	<b>\$ 1,314,114</b>	<b>\$ 816,519</b>

**THE KING'S UNIVERSITY**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

13. INVESTMENT INCOME

	2022	2021
Amounts (deferred) recognized	\$ (1,440,215)	\$ (1,207,532)
Dividend and interest income earned in the period	490,608	745,155
Interest income earned on general bank account	11,639	530
Amounts added directly to endowments	(279,450)	(155,344)
Changes in unrealized (losses) gains	1,466,656	842,787
	<b>\$ 249,238</b>	<b>\$ 225,596</b>

14. BANK INDEBTEDNESS

The line of credit with Christian Credit Union bears interest at bank prime plus 0.88%, payable monthly, has an authorized limit of \$3,500,000 and is secured by the same terms as the mortgage payable (Note 8). At March 31, 2022, \$nil was drawn upon (2021 – \$nil), and the effective interest rate was 3.58% (2021 - 2.45%).

15. BUDGET

The 2022 fiscal year budget was approved by the Board of Governors in March 2021. The budgeted amounts have been provided for information purposes only and are unaudited.

16. PENSION PLAN

The pension expense recorded in these financial statements represents the University's annual contributions payable of \$745,974 for the year ended March 31, 2022 (2021 - \$692,226).

An actuarial valuation of the Canadian Christian School Pension Plan and Trust Fund (the Plan) was performed as of August 31, 2020 and signed by consulting actuary Mercer.

In accordance with pension benefits legislation, the next actuarial valuation of the Plan will be required as at a date not later than August 31, 2022, or as the date of an earlier amendment to the plan.

The major assumption changes in the actuarial estimate issued in June 2020 include reducing the discount rate from 5.65% to 5.40%, and increasing the discount rate for actuarial basis for benefits assumed to be settled through a lump sum from 2.76% to 2.81%.

As of August 31, 2021, the Plan reported a surplus of approximately \$73 million in a fund with net assets available for benefits of approximately \$520 million and pension obligations of \$502 million.

17. FINANCIAL INSTRUMENTS

The Organization is exposed to various risks through its financial instruments. The following analysis provides information about the Organization's risk exposure and concentration as of March 31, 2022. Unless otherwise noted, the Organization's risk exposure has not changed from the prior year.

*Credit risk*

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Organization is exposed to credit risk from students and customers, and the maximum exposure to this risk is the carrying value of accounts receivable on the balance sheet. The University has a significant number of students and customers which minimizes concentration of credit risk.

*Liquidity risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is exposed to this risk mainly in respect of its receipt of funds from its students, donors and other related sources, callable debt, contributions to the pension plan, and accounts payable and accrued liabilities. Shortfalls are met with the use of the available credit facilities.

*Market risk*

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The Organization is mainly exposed to market risk through its exposure to potential fluctuations in investment values.

*Currency risk*

Currency risk is the risk to the Organization's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Organization is exposed to foreign currency exchange risk on cash of \$7,933USD (2021 - \$12,320USD). These amounts are of short duration, which minimizes the University's exposure to foreign currency fluctuations.

*Interest rate risk*

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Organization manages exposure through its normal operating and financing activities. The Organization is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.