

# Annual Report Template

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This template will be used to collect the required content requested for PSI Annual Reports which will be submitted to the Ministry of Advanced Education.

- ▶ Use the links in the Table of Contents tab to provide the required content requested in the Annual Report Guidelines. Ensure required content is completed in the appropriate tab.
- ▶ Self-generated revenue information can be inserted into the chart in Tab 5.
- ▶ Capital report information can be inserted into the chart in Tab 6.
- ▶ Enter your responses in the blue boxes shaded and outlined like this one. In some instances, additional rows may need to be inserted in tables to accommodate a larger number of items.

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# Information

*Institution Name* Ambrose University

*President's Name* Dr. Bryce Ashlin-Mayo

*Board Chair's Name* Debra Mills

# 1. Accountability Acknowledgement (a & b)

*Copy signatures in graphic form into the cells outlined in red in the column for your institution type.*

## a. Accountability Statement

The President and the Chair of either the board (PSI) or the governing body (IAI) (Board Chair) are required to sign the appropriate accountability statement below based on their institution type.

### Public Post-secondary Institutions

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

*Signature of the President*

*Signature of the Board Chair*

### Independent Academic Institutions

The institution's Annual Report for the year ended was prepared under the governing body 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.

*Signature of the President*



*Signature of the Board Chair*



## b. Management's Responsibility for Reporting

This accountability statement, signed by both the President and Board Chair, outlines management’s responsibility for preparing and submitting the annual report. The President and Board Chair must sign the appropriate accountability statement below based on their institution type.

**Public Post-secondary Institutions**

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

The Annual Report has been developed under the oversight of the institution audit committee, as well as approved by the Board of Governors and is prepared in accordance with the *Sustainable Fiscal Planning and Reporting Act* and the *Post-secondary Learning Act* .

The Auditor General of Alberta, the institution’s external auditor appointed under the *Post-secondary Learning Act* , performs an annual independent audit of the consolidated financial statements which are prepared in accordance with Canadian public sector accounting standards. (Note: This last paragraph does not apply to The Banff Centre.)

Signature of the President

**Independent Academic Institutions**

The institution’s management is responsible for the preparation, accuracy, objectivity, and integrity of the information contained in the Annual Report. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, and assets are properly accounted for and safeguarded. The Annual Report has been approved by the governing body and is prepared in accordance with Ministerial guidelines.

Signature of the President



*Signature of the Board Chair*

*Signature of the Board Chair*

Deb Mills

## 2. Public Interest Disclosure (Whistleblower Protection) Act

**The requirements of this section do not apply to Independent Academic Institutions (IAI).**

Fulfill disclosure requirements under the *Public Interest Disclosure (i.e. Whistleblower Protection) Act* (the Act).

The Act applies to provincial government departments, offices of the Legislature and to public entities. Public entities include any agency, board, commission, Crown Corporation, or other entity designated in the Regulations.

The purposes of the Act are to:

- Facilitate the disclosure and investigation of significant and serious matters an employee believes may be unlawful, dangerous or injurious to the public interest;
- Protect employees who make a disclosure;
- Manage, investigate, and make recommendations respecting disclosures or wrongdoings and reprisals; and
- Promote public confidence in the administration of the departments, Legislative offices, and public entities.

Section 32(1) of the Act requires every chief officer (as defined in the Public Interest Disclosure Regulation) to prepare a report annually on all disclosures that have been made to the designated officer.

Section 32(2) of the Act requires that the chief officer's report includes the number of disclosures received, acted on and not acted on, the number of investigations commenced, a description of any wrongdoing found, and any recommendations made or corrective measures taken regarding the wrongdoing or the reasons why no corrective measure was taken.

Section 32(3) of the Act requires this information be included in public entities' annual reports.

Provide the numbers for each item below, if applicable.

Number of disclosures received	
Number of disclosures acted on	
Number of disclosures not acted on	
Number of investigations commenced	
Number of investigations still underway	

Provide a description of any wrongdoing found and any recommendations made or corrective measures taken regarding the wrongdoing, or the reasons why no corrective measure was taken.

For more information, please visit: <https://yourvoiceprotected.ca/chief-designated-officers/>



### 3. Goals and Performance Measures

#### Goals and Performance Measures

List the progress made over the past year on the institution's goals and related performance measures. Demonstrate alignment between your institution's strategic plan, performance measures, and achieved outcomes.

- Initiating the development of an institutional strategic plan was a presidential priority for the reporting year. An external consultant was hired and a group of university leaders, faculty and staff were invited to serve on a Strategic Planning Team in February, 2025. The process is nearing completion which is targeted for the end of 2025.
- '- The President requested a Program Prioritization process to be launched across all university units. The process is led by the President's Cabinet and will occur over an 18 month period. The purpose of the process is to consider the sustainability of existing programs and initiatives and determine if we should invest more, maintain or divest in any area. This is occurring in concert with the Strategic Planning process.
- '- Priorities listed below arise from the Master Academic Plan 2023-2028, which was approved by GFC in October 2023
  - Academic Priority** : focus on programs that build foundations for innovative change
  - `-NSSE results indicate that Ambrose students participate at high levels in what NSSE has determined to be High Impact Practices (HIPs), including service-learning, research with faculty, internships, and culminating senior experiences. 95% of Ambrose students have participated in a least one and 84% in two or more as compared to 84% and 61% for Canadian universities participating in the Survey. Ambrose results for NSSE Engagement Indicators of Student-Faculty Interaction, Effective Teaching Practices, Quality of Interactions and Supportive Environments

#### a. Student Supports and Resources

Outline student support services and resources your institution offers that address the diverse needs of your students and helps them to excel in and to complete their post-secondary studies (e.g., academic and career advising, financial and housing assistance, health & wellness services, etc.).

- received an extension to the Alberta Indigenous Learning Grant (ILG) to promote services and create initiatives to support Truth and Reconciliation initiatives across the institution. '

'- Ambrose receives provincial grants in the areas of Student Accessibility and Mental Health which support counselling, education (workshops and training), and peer to peer education.

'- Ambrose received an extension to a grant related to Gender Based Violence, which provides support for initial responder training.

Student Supports through Student Academic Success:

- Focus on academic coaching, with specific attention to international student success and student-athlete challenges.

- Launched a revised 'early alert' system whereby students can identify their own challenges along with faculty referrals, including follow-up through academic coaching, tutoring, social and wellness supports

- Implemented paperless system for tracking, processing and approvals of student accommodations, provided a consistent approach for

## b. Strategic Research Priorities

Outline your institution's strategic research priorities. Describe how these priorities align with provincial strategies (e.g., Alberta 2030: Building Skills for Jobs, Alberta Technology and Innovation Strategy, etc.). For each priority area, describe key achievements, and how they have contributed to the advancement of your institution's own strategic research priorities.

The main research priority at Ambrose is to focus on harnessing our strengths to build our research ecosystem. A mechanism by which we will do this is to recognize new ways of disseminating and using knowledge. This is in alignment with the Alberta 2030: Building Skills for Jobs report which has as an objective to reduce the skill gap by fostering employer, industry and post-secondary partnerships. A substantial grant was recently awarded to Ambrose from the Lilly Foundation that focuses on working with young leaders who work at summer camps for kids. The camp directors were seeking credit programming that would teach leadership skills relevant to the needs of summer camps but also facilitate access to university programs so their young adults could pursue further education. Ambrose is providing the curriculum to the employer and youth camping movement, and also undertaking research with this population to further explore unique applications to leadership development in the context of summer camps.

Another one of our research priorities is to support faculty in applying for research funding. During the reporting period, new external research grants have been secured with the AB Conservation Association for a study on the invasion of rosy red minnows, the Government of Canada's Research Support Fund, the AB Ministry of Education for Early Career Supports for New Teachers, and the Lilly Foundation for

## c. Collaboration with Other Learning Providers

Outline your institution's collaboration with other learning providers such as First Nations Colleges, publicly funded post-secondary institutions, or Private Career Colleges, specific to:

- a. Brokered programs
- b. Collaborative delivery (satellite or other arrangements)
- c. Institution-level research collaborations
- d. Learner pathways (e.g., transfer credit for courses/programs)

- We currently collaborate with NAITTS - an Indigenous Learning Community- to offer undergraduate Indigenous Studies courses designed and taught by Indigenous scholars

'- Work Integrated Learning employment partners are increasing in numbers to meet the student demands

'-Ambrose has now completed updating Alberta Council on Admissions Transfer (ACAT) catalogue and data, increasing learner pathways.

'-Ambrose continues to offer Dual Credit options with an MOU with the Palliser School District.

'-Ambrose renewed a Memorandum of Understanding (MOU) with Inclusion Alberta to offer students with developmental disabilities to be fully included in their studies, campus life, pursuit of career aspirations, development of lifelong friendships, gaining of independence, and building of life-enriching experiences.

`-An example of collaborative research by an Ambrose research Institute:

`The Flourishing Congregations Institute concluded a project in collaboration with several scholars – Joel Thiessen and Arch Wong (Ambrose University), Cathy Holtmann (University of New Brunswick), Sam Reimer (Crandall University), Katie Steeves and Jason Burt and Michael Wilkinson (Trinity Western University), Frederic Dejean (University du Quebec a Montreal), Mark Chapman and Andrea Chang and

## 4. Financial Information

Provide your institution's financial reporting for the fiscal year, including approved budget figures, actual

### a. Budget Variances

Using the budget submitted to Advanced Education by May 31<sup>st</sup>, identify key variances between budgeted and actual figures. Provide a detailed explanation for all material variances.

<i>Category</i>	<i>Budgeted Amount</i>	<i>Actual Amount</i>	<i>Variance</i>
<b>Revenue</b>			
Tuition and Student Fees	\$ 11,276,999	\$ 10,513,889	-\$ 763,110
Donations and Constituent Support	\$ 3,025,000	\$ 2,070,998	-\$ 954,002
Government Grants	\$ 3,110,690	\$ 3,467,574	\$ 356,884
Sales, rent and Ancillary, net	\$ 992,216	\$ 1,159,244	\$ 167,028
Endowment and Other	\$ 987,376	\$ 1,181,363	\$ 193,987
Deferred capital contributions recognized, gains on annuities and fees on third-party annuities	\$ -	\$ 1,409,444	\$ 1,409,444
<b>Expenses</b>			
Employee compensation, benefits and other	\$ 12,998,793	\$ 12,770,457	-\$ 228,336
Operating Supplies	\$ 2,119,876	\$ 1,685,038	-\$ 434,838
Scholarships and bursaries	\$ 1,401,175	\$ 1,689,860	\$ 288,685

Interest	\$ 291,000	\$ 202,976	-\$ 88,024
Communications, advertising and events	\$ 580,646	\$ 479,511	-\$ 101,135
Facilities	\$ 1,259,995	\$ 1,022,001	-\$ 237,994
Travel and hospitality	\$ 375,419	\$ 380,682	\$ 5,263
Professional fees	\$ 236,970	\$ 336,841	\$ 99,871
Annuity Payments	\$ 82,760	\$ 62,447	-\$ 20,313
Other expenses		\$ 164,408	\$ 164,408
Amortization of capital assets		\$ 1,918,175	\$ 1,918,175

## b. Audited Financial Statements

Ensure your audited financial statements are included in your Annual Report.

Audited Financial Statements included in Annual Report?

results, and audited financial statements.

d statement of operations and actual audited results.

Variance Explanation
Anticipated # of credit hours not met; drop in international students
Overbudgeted donations
Unbudgeted non-operating grants received
Underbudgeted prior year corrections (other)
Unbudgeted items. Our budget took an approach to cash
Cost containment measures university-wide. Budget included capital expenditures that were capitalized.
Unanticipated awarded scholarships and bursaries

For cash flow purposes, budget includes principal repayment.
Cost containment measures university-wide
Cost containment measures university-wide
Unbudgeted consulting fees
Annuity maturities
Unbudgeted bad debts expense and prior year corrections
Unbudgeted items. Our budget took an approach to cash

Yes
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(Separate document - 2025-04-30 Ambrose University FS - SIGNED - uploaded to CAPS Nov 17 2025)

## 5. Self-generated Revenue

Report all revenue your institution generates through its various enterprises and activities. Each revenue stream must be categorized a description of the activity, annual revenue, and profit/loss. Categories include:

### a. Tuition and Mandatory Fees

Report all revenue from tuition and mandatory student fees associated with instruction. Examples may include, but are not limited to, international student tuition, continuing education fees, and other mandatory student fees associated with instruction.

<i>Revenue Source</i>	<i>Description</i>
Domestic Tuition	All Undergrad, School of Ministry and Seminary Degrees (excluding A&S - International). Includes audit tuition
International Student Tuition	International Tuition and fees - students enrolled in an Arts and Science Degree Program
Continuing Education Fees	ELQS Leadership Certificate and Foundations for Ministry
Other Mandatory Student Fees	Includes Student Services, Registration fees, course fees and program fees
Subtotal	

### b. Donations and Investment Income

Report all revenue from donations received and investment income earned. Examples of donations may include, but are not limited to and donations in-kind. Investment income examples may include, but are not limited to, interest earned, interest earned on endowme and unrealized gains and losses. Please also identify if the revenue is restricted or unrestricted.

<i>Revenue Source</i>	<i>Description</i>
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Cash Donations	Cash donations and constituent support
Donations In-Kind	Stock donations, Life Insurance and others
Interest Earned	
Interest on Endowments	
Realized Gains/Losses	
Unrealized Gains/Losses	
Other	Endowment Grant Revenue (recognize from previous fiscals)
Other	Deferered capital contributions recognized
Subtotal	

### c. Research Grants

Report all research grant revenue from external sources, not including grants received from the Province of Alberta. Examples may incl limited to, grants from not-for-profit organizations, other provincial governments, and businesses.

Grant Source	Description
--------------	-------------

Not-for-Profit Organizations	
Federal Government	Research Support Fund
Other Provincial Governments	
Businesses	
Other	
Subtotal	

#### d. Other Grants

Report all non-research grant revenue from external sources, not including grants received from the Province of Alberta. Examples may not be limited to, grants from not-for-profit organizations, other provincial governments, and businesses.

<i>Grant Source</i>	<i>Description</i>
Not-for-Profit Organizations	Mitacs
Federal Government	
Other Provincial Governments	

Businesses	
Other	
Subtotal	

### e. Auxiliary / Ancillary Services

Report revenue from all auxiliary and ancillary operations. Examples may include, but are not limited to, bookstores, student residence services, laundry facilities, printing services, sports and recreational facilities, rental services, catering operations, and cafeterias.

<i>Service</i>	<i>Description</i>
Bookstores	
Student Residences	
Parking Services	
Laundry Facilities	
Printing Services	
Sports and Recreational Facilities	

Rental Services	Facility Rentals, Residence Rentals (short term and long term)
Catering Operations	External and Internal Clients
Cafeterias	Residence meal plans and Walkup Sales
Other	Security, Events, Cell Tower, Equipment Rental and Apparel, Payment Plan Fees
Other	COGS
Subtotal	

#### f. Academic Enterprise

Report revenue from activities that are integral to your institution's educational, research, public service, and campus support function should align with your academic mission rather than being primarily profit-driven. Examples may include, but are not limited to, continuing programs, culinary school restaurants, agricultural operations, and breweries.

<i>Enterprise</i>	<i>Description</i>
Continuing Education Programs	
Culinary School Restaurants	

Agricultural Operations	
Breweries	
Other	
Subtotal	

g. Land Trusts and For-Profit Ventures

Provide information on all revenue-generating subsidiary entities, including a detailed description of each venture's primary business a of operation.

Venture	Description of Primary Business and Areas of Operation
Venture 1	
Venture 2	
Venture 3	
Subtotal	

h. Other

Report any additional self-generated revenue not captured in the previous categories. Include clear descriptions of each revenue source

Revenue Source	Description of Primary Business and Areas of Operation
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Other Source 1	Sponsorship
Other Source 2	Misc
Other Source 3	Annuity maturities
Subtotal	
Grand Total	

[You can find Advanced Education's Self-Generated Revenue policy on Campus Alberta Project Site \(CAPS\).](#)

and include a

domestic tuition,

Annual Revenue	
\$	8,445,336
\$	763,160
\$	83,550
\$	1,221,843
\$	10,513,889

, cash donations  
nts and realized

Annual Revenue	
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\$	1,992,038
\$	78,960
\$	4,870
\$	412
\$	994,447
\$	1,173,139
\$	4,243,866

lude but are not

Annual Revenue



\$ 27,437
\$ 27,437

y include but are

<i>Annual Revenue</i>
\$ 10,000

\$ 10,000

es, parking

Annual Revenue
\$ 197,561
\$ 698,265
\$ 174,173
\$ 3,452

\$	231,413
\$	175,045
\$	485,301
-\$	1,290,494
\$	1,159,244

is. These activities  
uing education

<i>Annual Revenue</i>

\$ -

activities and areas

<i>Annual Revenue</i>
\$ -

ce.

<i>Annual Revenue</i>
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\$	39,500
\$	142,134
\$	236,305
\$	417,939
\$	16,372,375

# 6. Capital Report

While IAs do not receive capital funds from the Government of Alberta, these institutions should describe capital expansion and renovation plans in this section.

Provide an overview of your institution's capital plan and include the total project costs and detailed funding source breakdowns for each of the following categories: Government of Alberta, Government of Canada, institutional funds, donations, foundations, and industry. For each funding source category specify the percentage of contribution from each source to each project, and amounts received to date.

## a. Top Three Priority Projects

Define and describe your top three priority capital projects proceeding within the next three to five years that exceed either \$2.5 million or 50% of your institution's Infrastructure Maintenance Program grant, whichever is greater. These projects may include infrastructure supporting high-demand programs, research initiatives, critical health and safety improvements, or essential information technology systems.

### Project 1

Ambrose has no expansion or renovations projects to report

Name

Description	Total Project Cost	Start Date	End Date

### Funding Sources

Source	Amount	Percentage	Received to Date
Government of Alberta		0%	
Government of Canada		0%	
Institutional Funds		0%	
Donations		0%	
Foundations		0%	

Industry		0%	
Total	\$ -	0%	\$ -

### Project 2

Name

Description	Total Project Cost	Start Date	End Date

### Funding Sources

Source	Amount	Percentage	Received to Date
Government of Alberta		0%	
Government of Canada		0%	
Institutional Funds		0%	
Donations		0%	
Foundations		0%	
Industry		0%	
Total	\$ -	0%	\$ -

### Project 3

Name

Description	Total Project Cost	Start Date	End Date

### Funding Sources

<i>Source</i>	<i>Amount</i>	<i>Percentage</i>	<i>Received to Date</i>
Government of Alberta		0%	
Government of Canada		0%	
Institutional Funds		0%	
Donations		0%	
Foundations		0%	
Industry		0%	
Total	\$ -	0%	\$ -

## b. All Other Projects

Document all active and proposed capital projects, including maintenance, expansion, and new construction initiatives.

<i>Name and Description</i>	<i>Type</i>	<i>Total Cost</i>	<i>Current Status</i>
Project 4			
Project 5			
Project 6			
Project 7			
Project 8			



Total	\$	-	
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## 7. Mandatory Non-instructional Fees (MNIF) Reporting

*The requirements of this section do not apply to Independent Academic Institutions (IAI).*

Mandatory non-instructional fees (MNIFs) are paid by students to support specific goods and services that enhance the student experience. MNIFs are:

- not tuition fees as defined in the Tuition and Fees Regulation;
- required to complete programs approved under the Programs of Study Regulation, established under the *Skilled Trades and Apprenticeship Education Act*, or approved under the *Student Financial Assistance Act*;
- not membership fees for a student organization; and
- are cost-recovery based.

PSIs must report on MNIFs to demonstrate compliance with Section 61(5) of the PSLA and Section 7(1) of the Tuition and Fees Regulation. This reporting ensures transparency regarding the cost-recovery nature of these fees and verifies that goods and services supported by each MNIF are related.

### a. MNIF Financial Summary

For each MNIF provide the name of the fee, identify all specific goods and/or services supported by the fee, the budget and actual amounts for all specific goods and/or services for the reporting period and provide a brief explanation for any significant variances between budget and actual amounts.

<i>Fee Name</i>	<i>Supported Goods / Services</i>	<i>Budgeted Amount</i>	<i>Actual Amount</i>	<i>Variance Explanation</i>
Student Services Fee				
Technology Fee				
Athletic/Recreation Fee				

Health & Wellness Fee				
Other Fee 1				
Other Fee 2				
Other Fee 3				
Total		\$ -	\$ -	

## b. Compliance Statement

Confirm whether any new MNIFs were introduced or existing MNIFs substantively changed (including changes to scope of goods/services or student population) during the reporting period. For any new or substantively changed MNIF, confirm that written approval was obtained from each of the institution's students' councils as required under Section 61(6) of the PSLA, and that appropriate consultation was conducted with student organizations prior to implementation.

Were any new MNIFs introduced or existing MNIFs substantively changed during the reporting period?

If YES, provide the following information:

<i>Fee Name</i>	<i>Description of Change</i>	<i>Written Approval from Student Councils (Date)</i>	<i>Consultation Process</i>


Note: For any new or substantively changed MNIF, confirm that written approval was obtained from each of the institution's students' councils as required under Section 61(6) of the PSLA, and that appropriate consultation was conducted with student organizations prior to implementation.

## 8. Free Speech Reporting

### a. Free Speech Policy Information

Please provide the URL where your institution's free speech policy is posted.

<https://ambrose.edu/about/freedom-expression>

Has your institution amended its free speech policy during the 2024-25 fiscal year?

No

If YES, please detail any amendments made to the policy during the reporting period.

### b. Cancelled Events

During the reporting period, were any events at your institution cancelled for reasons related to free speech?

No

If YES:

- Provide the event name and originally scheduled date
- Explain why the event was cancelled
- Detail the decision making process and policies considered, and how it was resolved.
- If any complaints arose from the event's cancellation, please provide further details regarding the complaints under section c.



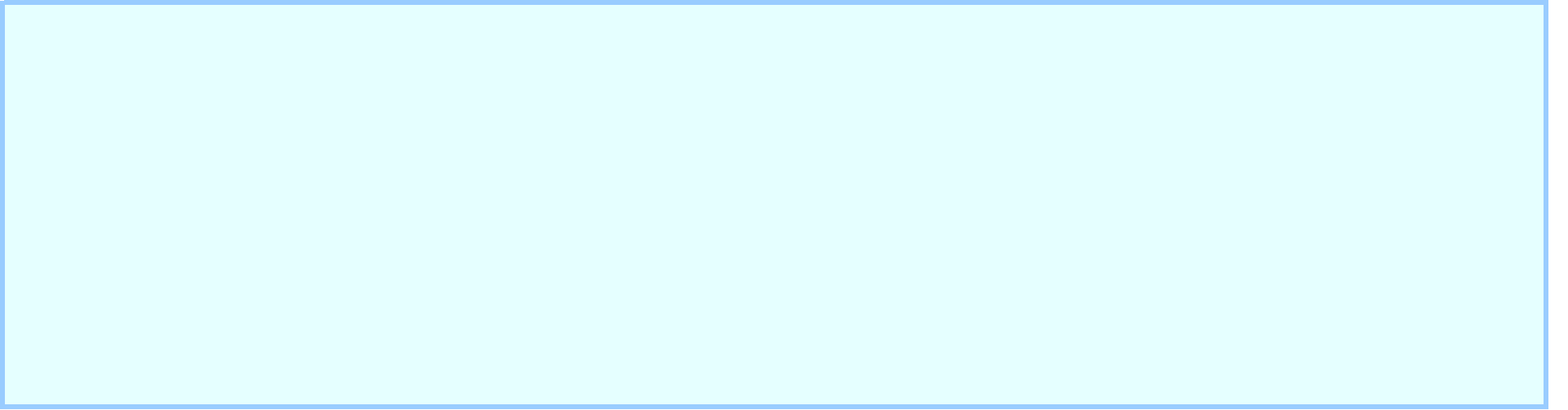
### c. Free Speech-Related Complaints

Describe any complaints related to free speech policies within the time frame including number of complaints, description, context and complaint resolutions.

No complaints related to free speech policies have been received by Ambrose within the timeframe of this report.

### d. Additional Information

Provide any additional concerns in relation to campus free speech that are not captured in the above.



## 9. Board of Governors Training on For-profit Ventures

*The requirements of this section do not apply to Independent Academic Institutions (IAI).*

Provide an overview of the training opportunities for board members on for-profit ventures, including responses to the questions below and a description of training materials. Include relevant materials as a separate attachment.

a. Have all current board members completed for-profit ventures training?

b. When did current board members last complete for-profit ventures training?

c. Provide a brief description of the training materials used and include relevant materials as a separate attachment.