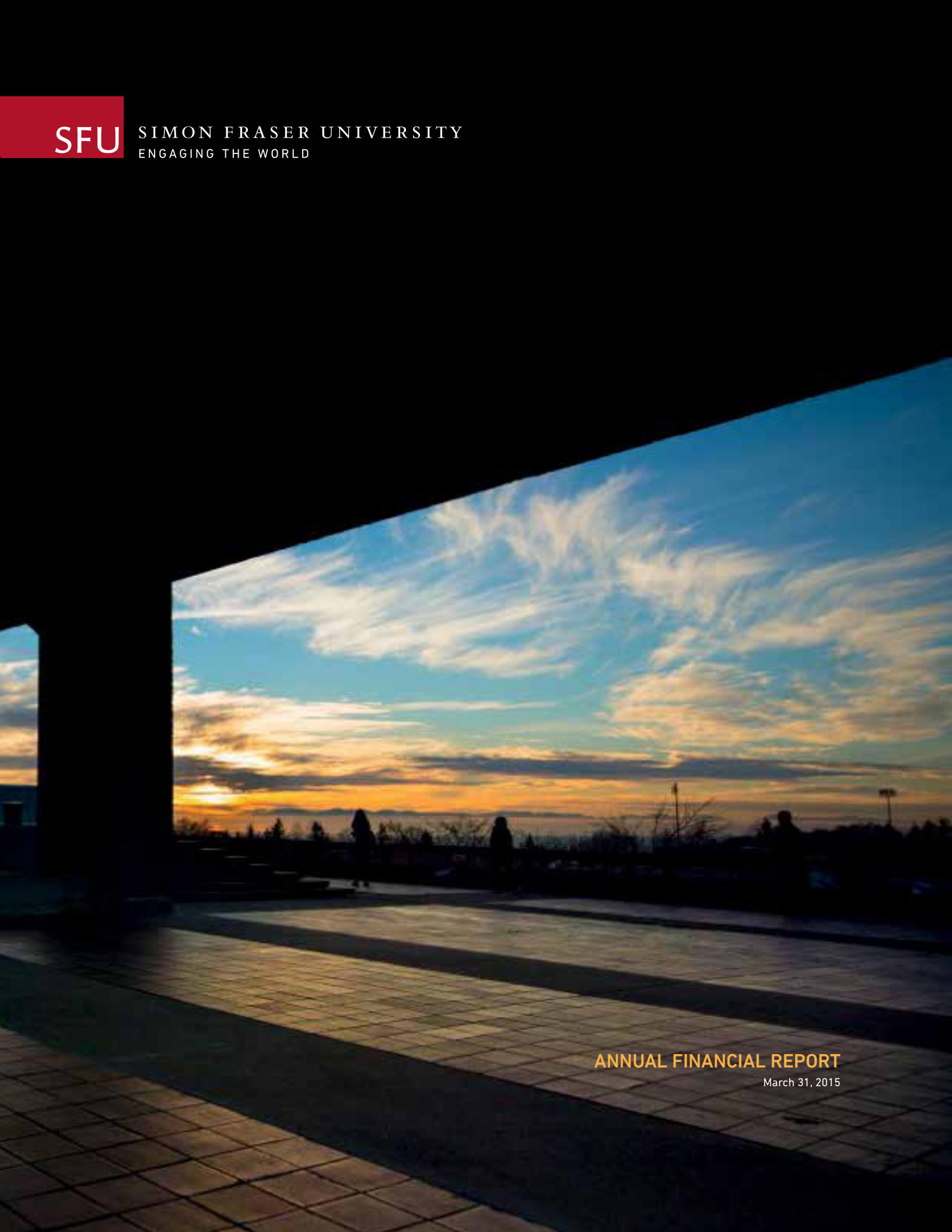
SFU SIMON FRASER UNIVERSITY
ENGAGING THE WORLD

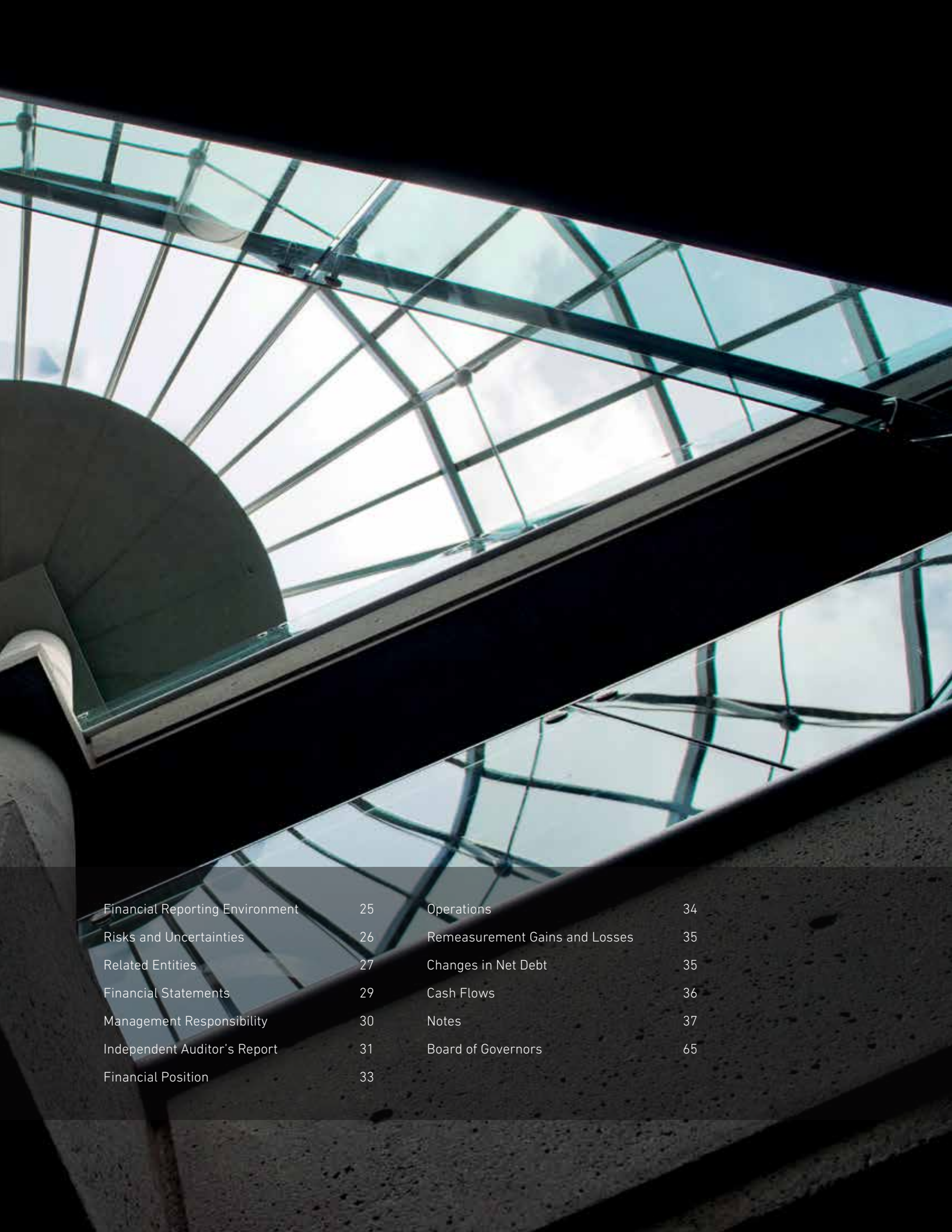


ANNUAL FINANCIAL REPORT

March 31, 2015

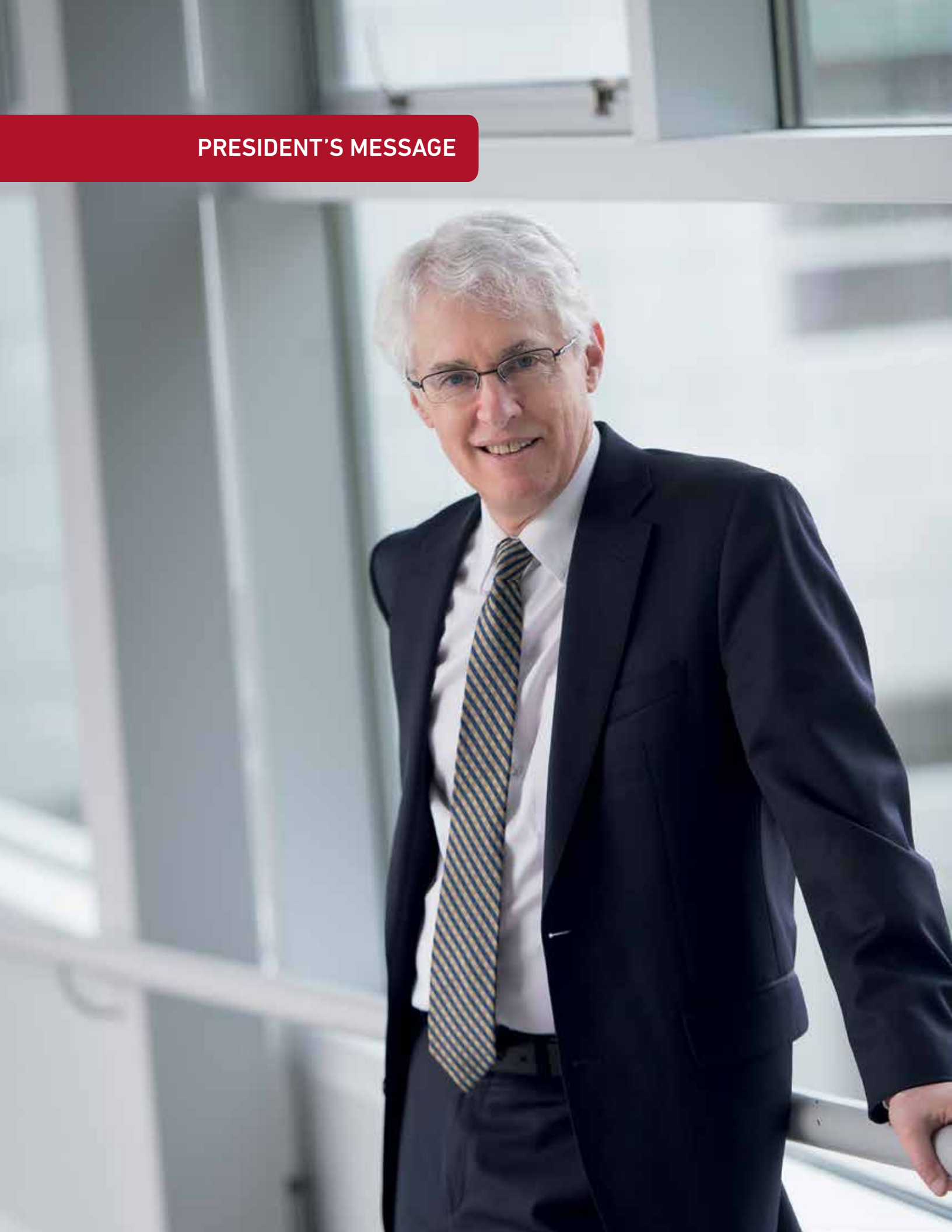
TABLE OF CONTENTS

President's Message 2
Vice-President's Message 4
Engaging Students 6
Engaging Research 8
Engaging Communities 10
Underlying Principles 12
Management Discussion and Analysis (Unaudited) 15
Forward-Looking Statements 16
Planning and Management 18
Financial Highlights 19
Financial Information 20
Operating Environment 24



Financial Reporting Environment	25
Risks and Uncertainties	26
Related Entities	27
Financial Statements	29
Management Responsibility	30
Independent Auditor's Report	31
Financial Position	33
Operations	34
Remeasurement Gains and Losses	35
Changes in Net Debt	35
Cash Flows	36
Notes	37
Board of Governors	65

PRESIDENT'S MESSAGE



The Engaged University

As we count down to our 50th anniversary year, it is a time to take stock of our history, celebrate our achievements and appreciate the many people who have contributed to our past five decades of success. It is also a time to look forward and to demonstrate our continuing commitment to our vision of SFU as "the leading engaged university defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement." The realization of this vision does not come quickly or easily; it requires collective and persistent institutional efforts over many years to build strength, demonstrate results, gain recognition and attract believers.

We have made significant progress over the past few years in pursuit of our vision, which has further strengthened our sense of purpose as well as SFU's reputation. The vision has produced positive, tangible results to date and has gained recognition for SFU locally, nationally and internationally.

To further our objectives around Engaging Students, we have continued to implement the five-year Academic Plan, focusing on improving course access, expanding experiential learning opportunities, improving English language support and developing a flexible learning strategy. We have also made substantial progress toward accreditation by the Northwest Commission on Colleges and Universities.

Rated by Maclean's as Canada's top comprehensive university, SFU is constantly pursuing opportunities to enhance our research productivity and impact. In our efforts around Engaging Research, we seek to broaden research relationships, foster innovation, encourage research mobilization and enhance research funding. Research priorities include developing a university-wide innovation strategy, encouraging expansion of community-based research, and initiating a new five-year Strategic Research Plan.

SFU is also committed to being a world-leading centre for dialogue and community engagement on key public issues, enriching the fabric of the communities we serve. Our focus on Engaging Communities further animates our vision and strengthens our community connections. In October, we hosted our third annual SFU Public Square Community Summit, "Innovation: The Shock of the Possible," which included a round table on health innovation, a zero waste conference, an economic conference, a conference on the future of education and an open textbook session. The Summit generated countless stimulating, informative and thought-provoking conversations.

As a university that has grown up without growing old, we have much to celebrate – and much to look forward to in the next 50 years.

Professor Andrew Petter

President and Vice-Chancellor

VICE-PRESIDENT'S MESSAGE

In the face of significant challenges, SFU continues to deliver sound fiscal management in support of the University's teaching and research mission, and to help realize our vision of being the engaged university.

SFU experienced a $2.3 million decrease in government funding for 2014/15 as part of a sector-wide reduction in the provincial operating grant. Tuition and student fees have now surpassed the provincial operating grant as the largest source of revenue for the University.

After several years of focus on cost controls, cost-cutting opportunities within the University have largely been exhausted. With decreased funding and inflationary pressures on costs, SFU must make difficult choices about targeted cost savings while continuing to support the University's mission and fund strategic priorities.

The University is working hard to alleviate the fiscal pressure exerted by escalating pension funding requirements and deferred maintenance costs. SFU's defined benefit pension plan for staff employees continues to be a concern. SFU continues to engage with relevant stakeholders in seeking an appropriate, balanced solution to the plan's funding and structural gaps.

Faced with increasing deferred maintenance and capital renewal requirements, the University is dedicating an increasing share of internal revenues to address the most urgent maintenance issues. In funding these capital requirements from internal sources, the University must allocate resources which would otherwise be used to support the University's core academic and research programs.

The University produced strong investment returns in 2014/15, which provide a valuable source of funds for student financial aid, research activities, athletics and library materials. SFU adopted a new Responsible Investment Policy in the year and became a signatory to the United Nations' Principles for Responsible Investment (UN PRI). The new policy provides for governance of our investment strategy consistent with the UN PRI and our investment objectives, allowing us to take a more activist position grounded in application of environmental, social and governance (ESG) factors and using an evidence based approach to positively influence the companies in which SFU invests.

As we approach our 50th anniversary year, SFU will continue to leverage the strengths in its core operations, control costs, manage risks, invest in strategic initiatives, and enhance the financial sustainability of Simon Fraser University.

Dr. Pat Hibbitts

Vice-President,
Finance and Administration

ENGAGING STUDENTS

Our vision: "To equip SFU students with the knowledge, skills, and experiences that prepare them for life in an ever-changing and challenging world."

There is no such thing as a typical SFU student. Some are straight out of high school; others are returning after years in the work force. All of our students—undergraduate, graduate and lifelong learners—are valued members of the diverse and growing SFU community.

SFU is committed to providing all of our students with an unparalleled selection of experiential learning opportunities that allow them to apply knowledge, grow as individuals, engage with diverse communities, develop entrepreneurial skills and refine their sense of civic literacy. Experiential learning is about learning through doing, allowing students to apply their theoretical knowledge both inside and outside the classroom. SFU instructors have demonstrated an enthusiastic desire to integrate and explore experiential education techniques to overcome teaching challenges and create more engaging learning experiences. Examples include Earth Science students conducting hands-on experiments in 4D LABS, SFU's materials research institute; Business students working with 100 Mile Catering, a sustainable student start-up business; and Human Nutrition students conducting "real-world" diet analysis by reflecting on their own nutrition habits. This is but a small sample of the diverse and transformative learning opportunities that will help SFU students fulfill their potential in whatever field they choose.

Being an engaged university means not only providing students with a classroom education and hands-on learning opportunities, but also giving them the opportunity to engage in communities. International field schools offer a combination of coursework, assignments and field studies which allow students to integrate their learning with their location. A recent Environmental and Ecological Education field school helped to develop students' environmental perspectives through hands-on field work in Indonesia. The program involves visits to local communities, interactions with local university students, cultural events, and volunteer work with community organizations and schools.

According to the popular business-networking site LinkedIn, SFU ranks among the top five schools in the world in terms of the proportion of students and graduates reporting volunteer experience. At SFU, students are encouraged to become more engaged on campus and off, and to use those volunteer experiences to kick-start their careers. SFU provides students with a range of personal and professional development programming, including Passport to Leadership, DIRECTIONS, Emerging Graduate Leaders, Peer Education and Peer Mentorship. In addition, a Student Ambassador program that recognizes short-term volunteer opportunities as a means of introducing students to the volunteer experience, has been expanded from SFU's Surrey campus to all three campuses.

SFU's vision of an engaged university also includes supportive campus and learning environments for students. SFU's Healthy Campus Community (HCC) initiative helps to create a more holistic health-promotion model that considers not just physical health but also mental and social health. The program encourages staff and faculty to work collaboratively to create campus environments that positively influence health and well-being. For example, a classroom well-being project encourages faculty to develop instruction practices that permit more social connections between students and provide students with more flexibility around work schedules and assessments in order to reduce stress. The HCC initiative was awarded the Canadian Association of College and University Student Services Innovation Award in June 2014.

A further example of the University's commitment to student engagement is the hugely successful President's Dream Colloquium, which brings leading thinkers to SFU and provides an annual forum for intensive interdisciplinary exchange amongst faculty and students. The Colloquium provides a great experience for students, who are able to hear groundbreaking ideas directly from some of the top minds in the world. The two Colloquia in the Spring 2015 term focused on "Protecting Indigenous Cultural Heritage" and "Taking Action on Climate Change" and again proved to be very popular.

Jeremy Pearce

Recipient of the 2014
SFU Terry Fox Gold Medal

Jeremy Pearce, pursuing a joint major in Criminology and Sociology with a minor in Legal Studies, is the recipient of the 2014 SFU Terry Fox Gold Medal. The medal is awarded annually to a student who demonstrates courage in the face of adversity and the qualities of a role model. As a full-time student and varsity football athlete, Jeremy has maintained one of the team's highest GPAs while working at the School of Criminology Forensic Entomology Lab and volunteering as a Big Brother and a Special Olympics coach. Jeremy also founded a Simon Fraser Student Society club called "SFU Team Up" that aims to bridge the divide between athletes and students while giving back to the community.

ENGAGING RESEARCH

Our vision: "To be a world leader in knowledge mobilization by building on a strong foundation of fundamental research."

Discovery

As a comprehensive university, SFU champions the arts, humanities and sciences, and promotes individual and collaborative research. We cultivate excellence in research across the University in order to maximize opportunities for discovery and innovation. The generation and transfer of knowledge through research, scholarship and teaching are fundamental to the University's mission.

SFU facilitates collaborations across disciplinary and institutional boundaries to address research questions that are multidimensional and inspired by global societal, environmental and economic change. For instance, SFU will play a leadership role in Canada's first national research and innovation network focused on aging and wellness. The AGE-WELL (Aging Gracefully across Environments to Ensure Well-being, Engagement and Long Life) initiative connects 25 universities and more than 80 industry and not-for-profit organizations in a network of research and innovation on technology and aging. AGE-WELL's mission is to share groundbreaking research in emerging areas such as artificial intelligence, e-health and mobile technologies to drive innovation, find solutions and develop services that benefit older adults and their care providers.

Innovation

SFU takes a full-cycle approach to innovation, from pedagogy through to delivery and beyond. The University is building a world-class entrepreneurship program that takes a broad-based approach to new ventures. SFU's Innovation Office is a key driver in achieving this cultural change throughout the University, helping to facilitate the creation of new research and development partnerships with industry and to commercialize the results of university-based research.

Students, faculty and staff are able to put their ideas into action with the support of Venture Connection concept validation and mentorship programs, as well as the VentureLabs business accelerator. Part of SFU's Innovation Office, Venture Connection is a university-wide program offering entrepreneurship training services and opportunities for students and recent alumni.

SFU's Technology, Innovation, Marketing and Entrepreneurship (TIME) Centre focuses on helping startup ventures and entrepreneurs who are developing solutions to improve productivity in the Digital Economy or enhance sustainability in the Green Economy. The GreenTech Exchange (GTEx) is an industry forum focused on accelerating clean technology innovation and deploying clean energy solutions in a regional Cleantech cluster. The goal is to connect investors, professionals, government and agencies with entrepreneurs, emerging companies and commercial enterprises to empower the Cleantech ecosystem.

Impact

Our vision commits SFU to becoming a world leader in knowledge mobilization, disseminating knowledge and harnessing new ideas and innovations for the benefit of society.

SFU researchers are consistently recognized for their high level of peer-reviewed scholarly output and their impact on the advancement and transfer of knowledge. Since 2008, SFU has consistently placed first in publication impact among Canadian comprehensive universities, measured by the probability of an article being cited in peer-reviewed journals. SFU is also in the spotlight for its high level of international research collaboration, with more than half of SFU's total publications over a five-year period co-authored with researchers from outside of Canada. In addition, the SFU Library plays a leading role in the open access movement and the digitization of academic and cultural resources.

SFU mobilizes knowledge for economic and social impact through spinout companies and student ventures,research centres and institutes, and cross-faculty research collaborations. SFU's Innovation Office connects entrepreneurs and established companies with the University's research innovations, technologies, expertise and resources, helping to develop relationships between SFU researchers and industry in local and global markets. These activities generate new investment, new companies, new jobs and path-breaking new products and services that result in many benefits for BC, Canada and the World.

Regina Gries

Endured 180,000 bites from bedbugs during the research project

Professor Gerhard Gries

NSERC-Industrial Research Chair in Multimodal Animal Communication Ecology

SFU biologists Gerhard and Regina Gries and chemist Robert Britton, with the help of a team of students, have finally found a way to conquer the global bedbug epidemic—a set of chemical attractants, or pheromones, that lure the bedbugs into traps and keep them there. After a series of successful trials in bedbug-infested apartments in Metro Vancouver, the SFU researchers published their research in Angewandte Chemie, a leading general chemistry journal in Germany, and the research has since attracted worldwide media attention.

ENGAGING COMMUNITIES

Our vision: "To be Canada's most community-engaged research university."

SFU was founded almost 50 years ago with a mission to be a different kind of university—to bring an interdisciplinary approach to learning, embrace bold initiatives and engage with communities near and far. With a vision of being Canada's most engaged university, SFU continues to contribute to the social, economic, environmental and cultural well-being of the communities we serve.

SFU's Centre for Dialogue partners with government, business and community groups to generate non-partisan and constructive dialogue and explore important local, national and international issues. Programming at the Centre occupies an unusual intersection, seamlessly connecting student learning, university research and community engagement. A good example is the SFU Semester in Dialogue, a one-semester, full-time program designed to inspire students with a sense of civic responsibility and encourage their passion for improving society. Each semester the program offers an original, interdisciplinary experience that bridges the classroom with the community and creates space for students to reflect on what they are doing and why it matters. Recent courses have included "Governance for the 21st Century: Retaining, Retooling, or Rebuilding?" and a "Semester in Energy Futures."

Another example of SFU's use of dialogue to explore difficult topics is Carbon Talks, which provides a platform to discuss, define and manage the transition to a low-carbon economy. Carbon Talks looks for opportunities where carbon shifts are possible, convening dialogues on issues ranging from greening the built environment to the role of transportation in a low-carbon economy.

Our signature community engagement initiative is SFU Public Square, which assembles the hearts, minds and talents of diverse communities to promote inclusive, intelligent and inspiring dialogue. SFU Public Square is designed to spark, nurture and restore community connections. The annual Community Summit creates the space for residents to come together to jointly research, discuss, identify solutions and take action on emerging and relevant issues. In the most recent summit, "Innovation – The Shock of the Possible," the complex topic of innovation was explored through various lenses including health care, the economy, the environment and education.

SFU is committed to fostering a unique interplay between learning, discovery and community outreach. SFU's Institute for Diaspora Research & Engagement promotes interdisciplinary research and links that research with community engagement, capacity-building and education. The Institute's core mandate is to combine leading interdisciplinary scholarly research on diaspora with community-based research; engage in innovative, responsive programming and collaborative dialogue; and exchange and partnership with the wider community. Recent research topics have included Italian identity in Vancouver and Chinese transnationalism.

SFU Lifelong Learning works in the classroom and beyond to deliver current and innovative programs that extend the traditional academic work of the University to the larger community, partnering with organizations, businesses and other community groups to reach students. By serving mid-career professionals, seniors, new Canadians, international students, marginalized social groups, the regionally remote and others, we help to build stronger, healthier communities. Our Lifelong Learning students and graduates are effecting change not only in their own lives, but throughout the world.

SFU Philosophers' Café is a series of informal public discussions focused on "Thinking the unthinkable, imagining the impossible, and discussing the improbable" in the heart of our communities. This award-winning program engages the interests of scholars, seniors, students, philosophers and non-philosophers through stimulating dialogue and the passionate exchange of ideas. A new series of Bike Cafés engages with the local cycling community and others to discuss the sustainable evolution of our cityscape, and a series of Teen Cafés provides space to discuss contemporary and controversial issues around teen rights, social issues, schooling and more.

These are just a few examples that illustrate how SFU is living up to its vision of being Canada's most community-engaged research university. Around the block or around the world, our students, faculty, staff and alumni are making a difference.

Biomedical engineering PhD students Sujoy Ghosh Hajra and Careesa Liu came up with idea for a local training program that exposes student innovators—from high school to grad school—to training and career experience in health technology. The program will provide students with hands-on research experience, scientific training and mentorship from SFU researchers, local business leaders and community thought-leaders. The two PhD students pitched their initiative, the Surrey Collaborative Outreach and Research Experience (SCORE), to the inaugural SFU–Central City Community Engagement competition and won $5,000 from Blackwood Partners to implement their idea.

Careesa Liu

PhD student in SFU's School of Engineering Science

Sujoy Ghosh Hajra

PhD student in SFU's School of Engineering Science

Underlying Principles

In addition to the goals of engaging students, engaging research, and engaging communities, SFU is committed to the following principles which underpin all strategic activities at the University:

Academic and Intellectual Freedom

SFU will be an open and inclusive university whose foundation is intellectual and academic freedom.

We work to create a culture that celebrates robust and vigorous debate within an academic milieu characterized by reason, tolerance and mutual respect. In 2014, artist, indigenous feminist activist and prostitution abolitionist Cherry Smiley accepted SFU's Nora and Ted Sterling Prize in Support of Controversy, an award which honours and encourages work that provokes or contributes to the understanding of controversy.

Diversity

SFU will foster a culture of inclusion and mutual respect, celebrating the diversity and multi-ethnic character reflected amongst its students, staff, faculty and our society.

SFU boasts a diverse student body and has forged strong connections with Vancouver's multicultural communities. The University is committed to promoting the values of diversity and social equity both in its own employment practices and through its community engagement activities. For example, the SFU Nancy McKinstry Awards for Leadership in Diversity recognize outstanding achievement in organizational diversity.

Internationalization

SFU will value international knowledge, understanding and engagement, and will seek to engender an active global citizenship among its students, faculty and staff, and to ensure that SFU is an engaged partner and contributor on the international stage.

International engagement at SFU has been an important activity since the earliest days of the University and is a key part of our mission to prepare our students as engaged global citizens. SFU International provides university-wide strategic leadership in the development, integration and promotion of international partnerships, initiatives, projects and programs. The purpose of internationalization is to improve our response to changing local and global environments, and to integrate SFU into the global community of knowledge, talent and discovery.

Respect for Aboriginal Peoples and Cultures

SFU will honour the history, culture and presence of Aboriginal peoples. The University will welcome and nurture Aboriginal students and seek opportunities for greater representation of Aboriginal peoples amongst its faculty and staff.

SFU is located on the traditional territory of the Coast Salish Peoples and offers a variety of services and events that honour Aboriginal culture and history. In 2014, SFU opened its new Indigenous Student Centre, a spacious suite of offices and meetings rooms at the Burnaby campus. More than two years in the planning and building, the Centre will serve as a home-away-from-home for approximately 600 indigenous students and house the office of the First Nations Student Association.

Supportive and Healthy Work Environment

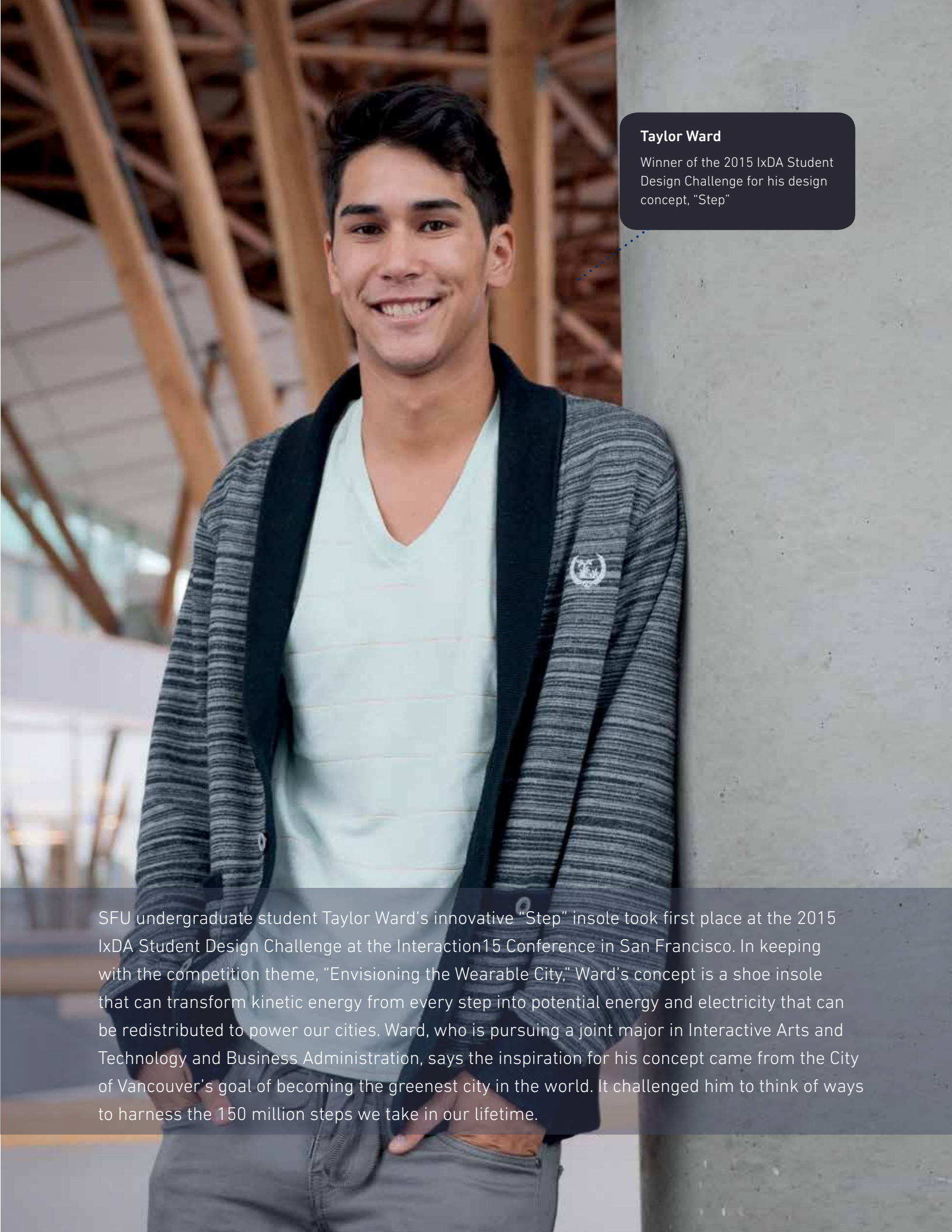
SFU will recognize, respect and value the essential contribution made by staff and faculty, and will seek to build and sustain a work environment that is equitable, supportive, rewarding and enjoyable.

SFU is one of the largest employers within the City of Burnaby and has a substantial employment presence in downtown Vancouver and the City of Surrey. Excellent parental benefits, retirement benefits, three on-site daycare facilities and access to fitness facilities are just a few of the employee benefits contributing to SFU's eighth consecutive ranking as a Canada Top 100 Employer.

Sustainability

SFU will pursue ecological, social and economic sustainability through its programs and operations. Through teaching and learning, research and community engagement, SFU will seek and share solutions. In its own operations it will develop and model best practices, from minimizing its ecological footprint to maximizing its social health and economic strength.

We integrate sustainability into the full range of our teaching and learning, research, community engagement and day-to-day operations. SFU offers Canada's first Bachelor of Environment (BEnv) degree, which aims to graduate environmental problem-solvers and decision-makers capable of making a contribution to mitigating climate change. SFU also achieved a significant milestone in 2015 with the University's first LEED certification for the Surrey campus space known as Podium 2.



Taylor Ward

Winner of the 2015 IxDA Student Design Challenge for his design concept, "Step"

SFU undergraduate student Taylor Ward's innovative "Step" insole took first place at the 2015 IxDA Student Design Challenge at the Interaction15 Conference in San Francisco. In keeping with the competition theme, "Envisioning the Wearable City," Ward's concept is a shoe insole that can transform kinetic energy from every step into potential energy and electricity that can be redistributed to power our cities. Ward, who is pursuing a joint major in Interactive Arts and Technology and Business Administration, says the inspiration for his concept came from the City of Vancouver's goal of becoming the greenest city in the world. It challenged him to think of ways to harness the 150 million steps we take in our lifetime.

Simon Fraser University

MANAGEMENT DISCUSSION AND ANALYSIS (UNAUDITED)

Forward-Looking Statements

Objective of Forward-Looking Statements

The objective of this Management Discussion and Analysis (MD&A) is to assist readers of SFU's financial statements to better understand the financial position of the University and operating activities for the fiscal year ended March 31, 2015. It provides a look at the internal and external factors that influenced the year's financial results and a basis for future performance. Although the MD&A is unaudited, this discussion should be read in conjunction with the annual audited financial statements and accompanying notes.

The MD&A provides an overview of the University's:

- Planning and Management
- Financial Highlights
- Financial Information
- Operating Environment
- Financial Reporting Environment
- Risks and Uncertainties
- Related Entities

Cautionary Note on Forward-Looking Statements

Some statements in this MD&A are forward-looking statements, based on assumptions and addressing future events and conditions, and by their nature involve risks and uncertainties. Actual results could differ materially from those anticipated in forward-looking statements. Readers should not place undue reliance on any forward-looking statements. Factors that could cause results to differ materially from expectations include, but are not limited to: the performance of financial markets, interest rate fluctuations, changes in legislation and regulations, the effects of competition, and business continuity risks. SFU does not undertake any obligation to update or revise these forward-looking statements to reflect events or circumstances after the date of this report, or to reflect the occurrence of unanticipated events, except as required by law.

Office for Aboriginal Peoples
3140

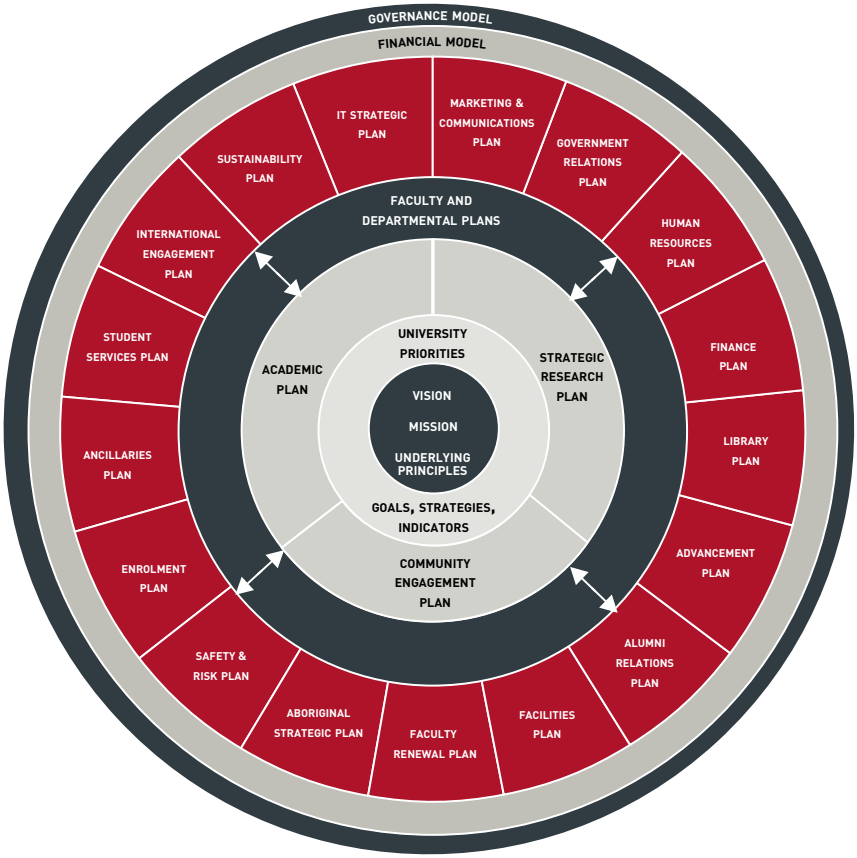
Planning and Management

Strategic Planning

SFU's dynamic planning process is centred around the University's Strategic Vision: To be the leading engaged university, defined by its dynamic integration of innovative education, cutting-edge research and far-reaching community engagement. The Strategic Vision has three core themes: Engaging Students, Engaging Research and Engaging Communities. To achieve its vision, SFU must also leverage the strength found in its infrastructure: human, financial and capital. For each core theme, the University has identified a strategic goal and supporting activities which are intended to lead to the attainment of that goal.

The University's integrated planning framework illustrates how various institutional plans are integrated and aligned with the Strategic Vision. Each component of the planning framework supports the realization of the Strategic Vision in a manner consistent with a set of underlying principles. These principles represent values and priorities embraced by SFU and underpin all strategic activities. The University has also identified targeted outcomes for each of the strategic goals. The outcomes are observable and/or measurable results that are expected to be achieved by the end of the planning horizon. A series of indicators have been established to measure progress towards each outcome.

Integrated Planning Framework



Financial Governance Framework

The University's financial governance framework is designed to ensure that the University's financial resources are strategically directed, optimized and protected to maximize program service benefits. These objectives are achieved through the application of financial management principles and control standards that deliver stakeholder value and enhance the University's reputation for financial integrity, ethical conduct and effective stewardship.

The governance framework is set in the context of external factors such as legislative requirements and stakeholder expectations. It establishes a set of financial and operational governance principles that build accountability into the financial management of the University and support the achievement of SFU's Strategic Vision.

Financial Highlights

Financial Health

SFU ended the year with total assets of $1,647 million (2014: $1,544 million) and consolidated revenue of $653 million (2014: $635 million). The University experienced continued strength in domestic and international enrolments and increased research revenue, complemented by continued success in actively managing controllable costs.

Operating commitments provide the University with resources to fund one-time commitments and strategic initiatives in order to sustain operations and advance the University's strategic goals. The balance of net operating accumulated surplus at March 31, 2015 is $18.9 million (2014: $26.6 million), of which $8.6 million was allocated to the University Priority Fund to fund strategic initiatives.

Investments

SFU's restricted investments of $286.8 million (2014: $263.2 million) provide a source of funds for student financial aid, research, athletics and library materials. The increase from the prior year resulted primarily from donations of $12.7 million and capitalization of investment earnings of $10.4 million.

Portfolio investment balances increased to $454.0 million (2014: $381.8 million), mainly due to strong performance in both fixed income and equity investments. SFU also adopted a new Responsible Investment Policy in the year and became a signatory to the United Nations' Principles for Responsible Investment (UN PRI).

Operations and Fiscal Restraint

The University's academic operations are funded primarily by government grants and tuition fees. In 2015 the provincial operating grant funded 17,682 undergraduate and 2,521 graduate program-based full-time equivalent student seats. Funding for domestic student seats is essentially unchanged since 2010. Growth in enrolment since that time is attributed to increases in international student enrolment.

Tuition and student fees generated revenue of $222.1 million in 2015 (2014: $215.3 million). Since 2005, government policy has limited tuition fee increases to 2% annually, but this policy is not applicable to international student tuition fees.

While SFU continues to actively manage costs, increased salary and benefits expenses associated with progress through the ranks and step increases are not funded by the government. Salary and benefits expense represents 64.4% of total expense. The increase in total University expenses for the year was 1.3%, which is roughly in line with inflation for the period.

Government Grants

SFU's provincial operating grant decreased by $2.3 million in 2015 as part of a sector-wide reduction in provincial funding for the public post-secondary system, with additional decreases planned for future periods. A decrease of 4.0% in federal research funding was offset by a comparable increase in US and other government funding.

Provincial capital and maintenance funding has been reduced from $9.2 million in 2006 under the former Annual Capital Allowance (ACA) to $2.8 million in 2015 under the Routine Capital Fund. The pressures associated with failing capital infrastructure are alleviated in small part by efforts to optimize working cash for maintenance and capital renewal projects. For instance, the University has committed up to $30 million in internal loans over 10 years to address deferred maintenance issues and has established a specific fund to help address the most critical requirements. The deferred maintenance fund was budgeted at $4.0 million for 2015 and is expected to increase by $1 million per year.

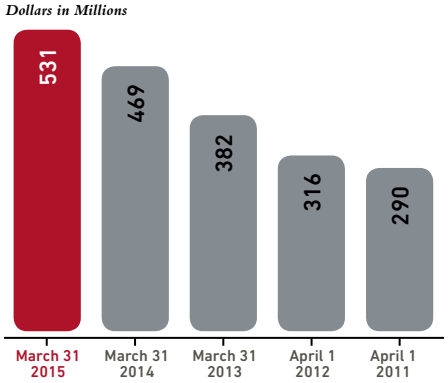
Capital

SFU's Five Year Capital Plan guides decision-making related to the construction and renewal of campus facilities. The Capital Plan is based on four strategic programs that will significantly contribute to the University's goals by fostering supportive campus environments for students, research and the community:

- SFU Surrey Expansion
- SFU Burnaby Renewal and Rehabilitation
- Community Engagement
- Sustainability and Climate Action.

Financial Information

Financial Assets

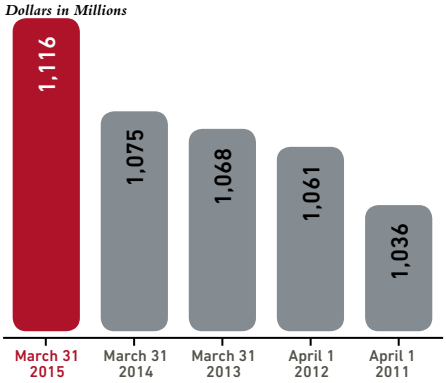


Financial assets increased 13.1% to $531M.

Dollars in Thousands	2015	2014
Cash and cash equivalents	30,272	34,301
Accounts receivable	8,644	7,757
Inventories for resale	1,436	1,479
Due from related parties	14,668	20,227
Portfolio investments	453,990	381,785
Investment in Great Northern Way Campus Trust	14,586	15,397
Investment in SFU Community Trust	7,047	8,077
Total Financial Assets	**530,643**	**469,023**

Cash and cash equivalents fluctuates seasonally and is within the normal range at this time of year.
Due from related parties decreased as a result of a $6.7M payment received from SFU Community Trust, partially offset by an additional $1.2M distribution receivable from Great Northern Way Campus Trust.
Portfolio investments increased by $72.2M to a market value of $454M due to strong performance in both fixed income and equity investments, and an improved financial position.
Investment in Great Northern Way Campus Trust reflects the University's 25% share in the equity of Great Northern Way Campus Trust. The change from the prior year relates to SFU's 25% share of the Trust's net income of $1.1M, comprehensive income (loss) of ($0.8M) and a distribution of $1.1M.
Investment in SFU Community Trust represents the University's 100% interest in SFU Community Trust. The decrease reflects the Trust's net loss of $1.0M.

Non-Financial Assets



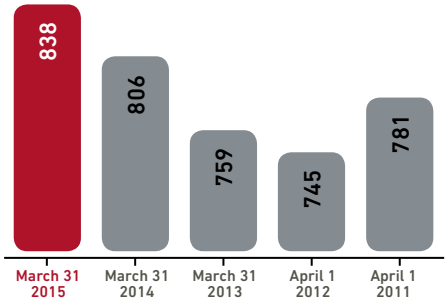
Non-financial assets increased 3.8% to $1,116M.

Dollars in Thousands	2015	2014
Tangible capital assets	827,214	809,226
Restricted investments	286,811	263,191
Prepaid expenses	914	1,197
Prepaid lease	865	1,179
Inventories of supplies	534	486
Total Non-Financial Assets	**1,116,338**	**1,075,279**

Tangible capital assets include land, buildings, leasehold improvements, library acquisitions, computers, and equipment and furnishings. The increase in the net book value of tangible capital assets is the result of $71.3M of capital additions, partially offset by $53.3M of amortization. Significant additions include equipment and furnishings ($17.9M), building improvements ($17.6M), site services ($12.8M), library acquisitions ($11.9M) and computer equipment ($9.8M).
Restricted investments consists of investments that are not available for use in University operations. The $23.6M increase from the prior year resulted primarily from donations of $12.7M and capitalized investment earnings of $10.4M.

Liabilities

Dollars in Millions



Liabilities increased 4.0% to $838M.

Dollars in Thousands	2015	2014
Accounts payable and accrued liabilities	44,347	41,707
Pensions	27,337	32,063
Employee future benefits	64,996	59,629
Long-term debt	147,818	151,463
Deferred revenue	138,100	102,310
Deferred capital contributions	379,447	382,416
Deferred lease proceeds	35,996	36,389
Total Liabilities	**838,041**	**805,977**

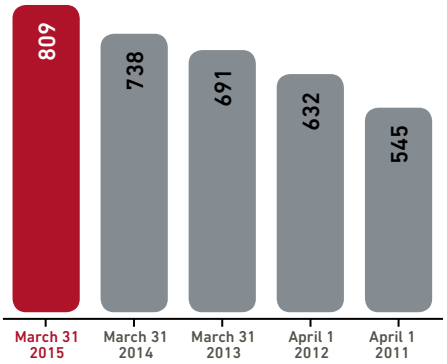
Pensions is the net pension liability determined from actuarial valuations extrapolated for accounting purposes. The decrease of $4.7M is the net result of changes in the funded status of the plans and the unamortized actuarial gain or (loss). The funded status of the pension plans improved from a deficit of ($33.8M) to a surplus of $36.2M, an improvement of $70.0M. The unamortized net actuarial gain changed from a loss of ($1.7M) to a gain of $63.6M, to be recognized over the expected remaining service life of active employees.

Employee future benefits represent future obligations of employee post-retirement and compensated absence benefit plans. The $5.4M increase results from a $3.3M increase in the non-pension retiree benefits liability and a $2.1M increase in the long-term disability obligation. The retirement benefit plans have $10.1M of unamortized net actuarial losses to be recognized over the expected remaining service life of active employees.

Deferred revenue increase is primarily from the growth in endowment income that was the result of very strong investment performance. Increases in research and specific purpose project revenues also contributed to the increase in deferred revenues.

Accumulated Surplus

Dollars in Millions



Accumulated surplus increased 9.6% to $809M.

Dollars in Thousands	2015	2014
Internally restricted for operating commitments	57,105	66,470
Investment in tangible capital assets	427,259	385,318
Endowment	285,869	263,191
Total Accumulated Operating Surplus	**770,233**	**714,979**
Accumulated remeasurement gains	38,707	23,346
Accumulated Surplus	**808,940**	**738,325**

Internally restricted for operating commitments consists of departmental carryovers of $25.8M, down from $38.4M in 2014, and $31.3M of University project commitments.

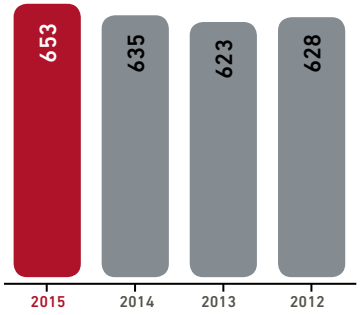
Investment in tangible capital assets represents the amount of accumulated surplus that is not available for other purposes because it has been invested in capital assets.

Endowment accumulated surplus increased primarily as a result of $12.7M of donations and $10.4M of capitalized investment earnings.

Accumulated remeasurement gains relates primarily to unrealized investment gains and losses.

Revenue

Dollars in Millions



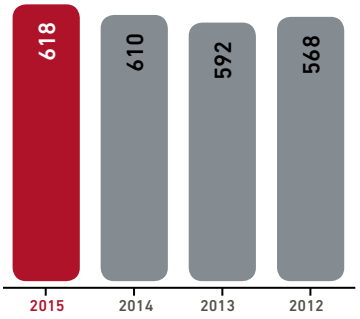
Revenue increased 2.9% to $653M.

Dollars in Thousands	2015	2014
Government grants and contracts	293,565	294,179
Tuition	222,062	215,291
Sales of goods & services	43,417	41,514
Donations, non-government grants and contracts	42,423	38,561
Investment income	26,428	21,533
Investment income - GNWCT	1,139	28
Amortization of deferred capital contributions	16,818	16,744
Other revenue	7,449	6,975
Total Revenue	**653,301**	**634,825**

Government grants and contracts decreased primarily due to a $2.3M reduction in the provincial operating grant. A decrease of 4.0% in federal research funding was offset by a comparable increase in other government funding.
Tuition revenue increased primarily as a result of an international student fee increase. Overall enrolment remains stable.
Sales of goods and services include sales from the bookstore, residences, parking, food services, printing, and meeting, events and conference services (MECS). The increase primarily relates to increased revenues in food services and MECS.
Investment income is the realized portion of investment income. The increase in investment income is primarily due to strong performances in both equity and fixed income investments as a result of buoyant market conditions.
Donations, non-government grants and contracts increased as a result of additional non-government funding for contract and specific purpose projects.

Expense

Dollars in Millions



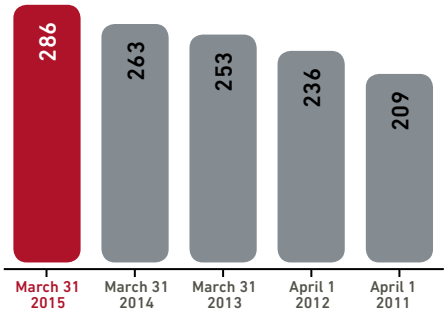
Expense increased 1.3% to $618M.

Dollars in Thousands	2015	2014
Salaries and employee benefits	398,004	394,988
Supplies and operating expenses	57,872	59,076
Amortization of tangible capital assets	53,295	53,300
Professional and contracted services	36,052	30,852
Scholarships and bursaries	30,413	29,664
Training and travel	16,681	15,882
Cost of goods sold	7,043	8,086
Interest on long-term debt	9,279	9,364
Utilities	9,301	8,967
Total Expense	**617,940**	**610,179**

Salaries and employee benefits increased primarily as a result of step increases and progress through the ranks.
Supplies and operating expenses decreased primarily due to lower renovation costs in the year.
Professional and contracted services increased due to increased activity in operating, specific purpose and research projects requiring software and/or professional consulting, as well as higher contracted food service costs.
Cost of goods sold decreased primarily as a result of reduced demand for course materials from the bookstore.

Accumulated Surplus – Endowment

Dollars in Millions



Accumulated surplus – endowment increased 8.6% to $286M.

Dollars in Thousands	2015	2014
Faculty, academic & other programs	100,281	92,140
Student financial aid	82,311	74,120
Research chairs	81,272	75,848
Professorships	13,766	13,163
Library collections	5,301	5,072
Athletics	2,938	2,848
Total Accumulated Surplus - Endowment	**285,869**	**263,191**

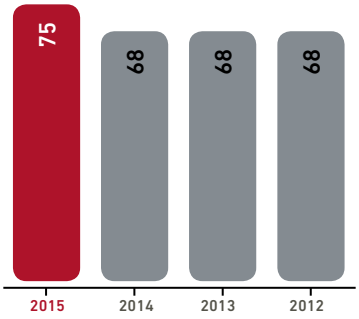
Endowments consist of externally restricted donations received by the University, the principal of which is required to be maintained intact in perpetuity to support the activities of the University. Investment income generated from endowments must be used in accordance with the purposes stipulated by the donors. There were 821 individual endowment funds in 2015 that provided $13.1M (2014: $11.0M) in funding support.

Donors, as well as University policy, stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and capitalizing a portion of investment income in order to preserve purchasing power. Donations of $12.7M and a capitalization of investment earnings of $10.4M helped the endowment principal grow to $285.9M.

The income stabilization account, which is a component of deferred contributions, protects endowment spending against market fluctuations in the endowment investment fund, and has a surplus of $78.3M (2014: $52.1M).

Sponsored Research Contributions

Dollars in Millions



Sponsored research contributions increased 10.8% to $75M.

Dollars in Thousands	2015	2014
Government of Canada	50,818	46,779
Province of British Columbia	8,541	3,966
Canadian not-for-profit	13,032	9,711
Foreign not-for-profit	827	1,630
Industry	3,083	3,252
Other governments and institutions	3,804	1,409
Contributions Recorded to Deferred Revenue	**80,105**	**66,747**
Contributions for tangible capital assets	(4,876)	1,166
Total Sponsored Research Contributions	**75,229**	**67,913**

Research is primarily funded by three federal granting agencies: Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC), and Canadian Institutes of Health Research (CIHR).

Sponsored research contributions have an externally restricted purpose. The funds received are recorded as deferred revenue and recognized as revenue in the period in which the related expenditures are incurred. As such, sponsored research revenue and expenditures are equal while sponsored research contributions will differ from what is recognized as sponsored research revenue for the year.

In addition to research that is funded on an externally restricted basis, as described above, research is also funded from other external sources and from internal sources.

Operating Environment

Many factors contribute to SFU's operating environment, including shifts in BC's student demographic, labour markets, government priorities and the broader economic environment.

Student Demand

The changing demographic of BC's population over time creates shifts in demand for education. At a provincial level, the BC Ministry of Education projects grade 12 public school enrolments to decrease each year to 2018 and then increase each year to 2023. BC Stats projects the post-secondary school age population (18-24 years) in BC to follow a similar pattern but over a different timeframe, declining each year to 2023 and then increasing annually to 2036.

From a local perspective, SFU's three campus communities of Burnaby, Vancouver and Surrey have all experienced positive population growth in recent years and this trend is expected to continue into the future, creating additional student demand for post-secondary education in these communities. Demand continues to rise and exceed the spaces available, resulting in increased competition for space.

Labour Markets

Growth in labour markets in the region also creates significant market demand for university graduates. The provincial government's BC Labour Market Outlook anticipates that from 2012 to 2022, demand for workers in the Mainland/Southwest region is expected to increase by an average of 1.4% each year. By 2016, the demand for workers in BC will exceed the supply of workers. Of the 985,100 job openings projected to 2022, 78% will require a university degree or some post-secondary education and training.

Overall, the statistics demonstrate clear demand for an increase in post-secondary capacity in the region in the years ahead.

Government Priorities

SFU's strategic objectives are well-aligned with the objectives articulated in the Ministry of Advanced Education's strategic framework. The University's focus on providing students with knowledge, skills and experience serves to align education and training with labour market demand, helping students to achieve their employment goals. SFU's Aboriginal Strategic Plan is also helping to improve access for Aboriginal students and nurture Aboriginal student success.

Another of the Ministry's goals is to maintain a high-quality post-secondary education system that provides BC with a global competitive advantage. SFU embeds internationalization across the full spectrum of academic and research activities, facilitating the global flow of students, faculty, staff and ideas across international boundaries. SFU has well over 500 international agreements in more than 60 countries around the world, furthering the Ministry's goals around international participation.

To help the Province develop an efficient education and training system that supports BC's diverse communities, SFU is actively participating in the sector-wide Administrative Services Delivery Transformation initiative, which focuses on saving costs, achieving administrative efficiencies, sharing best practices and enhancing the quality of services. In addition, SFU's comprehensive approach to knowledge mobilization fosters the creation of new ideas and solutions to address the most pressing economic, social, scientific and environmental issues in our society.

A further Ministry goal is to engage with the public through enhanced communication and access to services. SFU is deeply committed to community engagement, leveraging the capacities of its three campuses to enhance the social, economic, environmental and cultural well-being of local and global communities.

Economic Environment

The Economic Forecast Council estimates that BC real (inflation-adjusted) GDP growth was 2.3% in 2014. Looking ahead, the Council forecasts provincial real GDP growth of 2.6% in 2015 and 3.1% in 2016. The Council cites a respectable performance in domestic activity and export industries, as well as a rebounding US economy, a weak Canadian dollar, low oil prices and continued low interest rates as key drivers of economic growth for BC.

Potential risks to the province's economic outlook include fluctuations in the Canadian dollar and weak inflation, partly due to lower oil prices. Additional risks include continued geopolitical tensions, turmoil in global energy markets, the slowdown in emerging markets and generally underperforming economies in Europe. In light of the modest economic forecast for the province, SFU has adopted a conservatively optimistic fiscal outlook.

Financial Reporting Environment

The University is deemed to be within the Government Reporting Entity (GRE) of the Province of British Columbia and, as such, is required to present its financial statements in accordance with Canadian Public Sector Accounting Standards (PSAS) issued by the Public Sector Accounting Board of Canada (PSAB). The provincial government has directed that PSAS be applied without the optional section 4200 not-for-profit provisions within PSAS.

The provincial government has also directed that all restricted contributions for the purpose of acquiring tangible capital assets be accounted for as Deferred Capital Contributions (DCCs). Under PSAS, DCCs are only recorded when they meet the definition of a liability and are recognized as revenue when those liabilities are satisfied. This requirement is implicitly aligned with the PSAS not-for-profit option within PSAS. Essentially, the Restricted Contributions Regulation has enabled utilization of this one component of the not-for-profit optional provisions of PSAS. This variation from PSAS without the not-for-profit provisions results in the financial statements being presented on a compliance basis, rather than a regular PSAS basis. This compliance basis is referred to in these financial statements as the Financial Reporting Framework (FRF) and this approach is reflected in the audit opinion.

The notes to the financial statements provide more detailed information on the differences in reported financial results between the PSAS and FRF methods of financial reporting.

Risks and Uncertainties

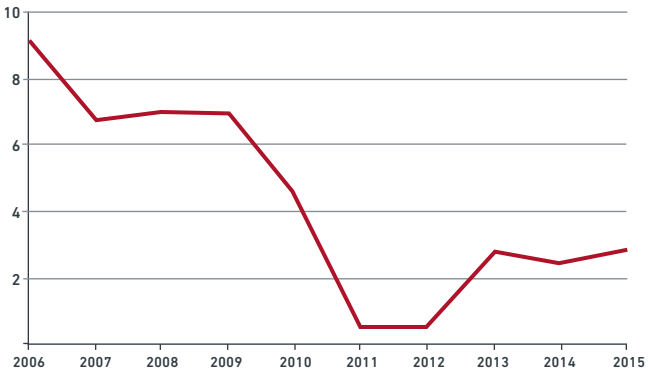
The University operates in an increasingly complex environment and must assume certain risks in order to meet its objectives and realize its Strategic Vision. To successfully manage strategic risks, the University has implemented a framework for the identification, measurement and monitoring of risks. The following is an overview of the most significant financial risks currently facing the University.

Deferred Maintenance

As SFU's Burnaby campus enters its 50th year, the aging campus infrastructure requires significant rehabilitation and renewal to improve the overall condition of the campus and ensure the reliability of facilities and infrastructure in support of SFU's long-term Strategic Vision. Provincial capital and maintenance funding has been reduced dramatically, from $9.2 million in 2006 to $2.8 million in 2015. The challenge of funding deferred maintenance costs from internal sources places significant financial pressure on core University programs.

These pressures are alleviated in small part by efforts to optimize working cash for maintenance and capital renewal projects. For instance, the University has committed up to $30 million in internal loans over 10 years to address deferred maintenance issues and established a specific fund to help address the most critical requirements. The deferred maintenance fund was budgeted at $4.0 million for 2014/15.

ACA (Annual Capital Allowance) Grants



Pensions

Another significant challenge relates to rising contribution rates and actuarial funding deficiencies of the University's pension plans. All contributions to the plans are made by the University.

The Academic Plan is primarily a defined contribution plan with comparatively lower risks and uncertainties to the University than the Administrative/Union Plan, which is a defined benefit plan. In common with all defined benefit plans, variation in plan investment returns can significantly impact the actuarial liability.

The risk associated with adequately funding the defined benefit plans rests solely upon the University. Stakeholders are actively engaged in seeking an appropriate, balanced and sustainable way forward in addressing the plan's funding and structural gaps.

International Students

SFU has been successful in attracting international students, in part due to the contractual arrangement with Fraser International College (FIC), a private college adjacent to the Burnaby campus that provides transition programs for international students. The University places considerable reliance upon international student revenues to help alleviate budgetary constraints and with large numbers of international students coming from a limited number of geographic regions, there is significant exposure to the economic markets of those regions.

Government Funding

SFU experienced a $2.3 million decrease in government funding for 2014/15 as part of a sector-wide reduction in the provincial operating grant, with additional decreases planned for future periods. The provincial government has also issued a moratorium on new long-term financial liabilities, including capital leases, and has prohibited universities from offering financial guarantees.

The decrease in government funding and restrictions on financing options create significant challenges in meeting budgetary requirements and a lack of financial flexibility in undertaking projects and initiatives designed to help realize the University's Strategic Vision. To mitigate this risk, the University is engaged in ongoing communication with government at various levels to advocate for adequate funding of capital projects. In addition, a percentage of operating revenues are allocated to an internal University Priority Fund (UPF) to provide one-time funding in support of University strategic initiatives.

Related Entities

The University's consolidated financial statements include the following related entities.

Simon Fraser University Foundation

The Simon Fraser University Foundation encourages public awareness of—and support for—SFU and its benefits to the people of British Columbia. The Foundation is an agent of the Crown and is therefore exempt from income taxes under Section 149 of the Income Tax Act. The majority of the Foundation's revenue is rental income from 10 rental units in the Verdant housing complex that are owned by the Foundation for the purposes of leasing to SFU's faculty and staff.

The Foundation is consolidated in the University's financial statements.

TRIUMF and WCUMSS

SFU participates with other universities in two research joint venture entities. Tri-University Meson Facility (TRIUMF) is Canada's national laboratory for particle and nuclear physics. TRIUMF is owned and operated by a consortium of 12 Canadian universities.

Western Canadian Universities Marine Sciences Society (WCUMSS) is a non-profit society that provides a permanent base for marine and coastal-oriented field operations from its location in Bamfield, British Columbia. SFU is one of five university members in WCUMSS.

SFU's interest in these two joint ventures is reported in the University's financial statements by proportionate consolidation.

SFU Community Trust

SFU Community Trust's mandate is to oversee the development of UniverCity, a compact, mixed-use residential neighbourhood founded on four pillars of sustainability: environment, equity, education and economy. The Official Community Plan (OCP) allows for up to 4,536 residential units in two distinct neighbourhoods to the south and east of SFU's Burnaby campus, each with its own elementary school and neighbourhood park. The OCP includes provisions for a commercial core, community facilities, and an extensive network of pedestrian paths and bike trails.

The Trust oversees the development of UniverCity through the provision of zoned, serviced, subdivided sites to private sector developers on a prepaid, long-term (99-year) leasehold basis.

The Trust is governed by a Board of Directors composed of key SFU stakeholders, faculty and student representatives, as well as a number of prominent real estate and development professionals from around the Lower Mainland. The Board of Directors establishes policy for SFU Community Trust and plays a very active role in shaping the planning and development of UniverCity.

The University's interest in the Trust is accounted for using the modified equity method.

Great Northern Way Campus Trust

The Great Northern Way Campus Trust (GNWCT) is a collaborative university campus with a mandate to intersect arts, technology and the environment in a manner that bridges academia with industry, artists with technology, and innovation with development. GNWCT is jointly owned by four academic institutions: Simon Fraser University, University of British Columbia, Emily Carr University of Art + Design, and the British Columbia Institute of Technology.

The University's interest in GNWCT is accounted for using the modified equity method.

CONSOLIDATED FINANCIAL STATEMENTS

Simon Fraser University

Statement of Management Responsibility

The University is responsible for the preparation of the consolidated financial statements and has prepared them in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and the Restricted Contribution Regulation 198/2011 issued pursuant to it. The regulations require the consolidated financial statements to be prepared in accordance with the standards of the Canadian Public Sector Accounting Board except that the contributions received or receivable by the University for the purpose of acquisition of tangible capital assets are accounted for as deferred capital contributions as described in note 2c(v) of the consolidated financial statements. The consolidated financial statements present the financial position of the University as at March 31, 2015 and the results of its operations, changes in net debt, remeasurement gains and losses, and its cash flows for the year then ended.

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

The Board of Governors carries out its responsibility for review of the consolidated financial statements and oversight of management's performance of its financial reporting responsibilities principally through the Board's Audit Committee. Members of the Audit Committee are neither officers nor employees of the University.

The committee meets with management, the internal auditor and the external auditors to discuss the results of audit examinations and other financial reporting matters. The external auditors have full access to the Audit Committee, with and without the presence of management.

The audited consolidated financial statements for the year ended March 31, 2015 have been reported on by BDO Canada LLP. The Independent Auditor's Report outlines the scope of the examination and provides the firm's opinion on the presentation of the information in the statements in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Professor Andrew Petter

President and Vice-Chancellor

Dr. Pat Hibbitts

Vice-President, Finance and Administration

Burnaby, BC
May 28, 2015

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Vancouver BC V6C 3L2 Canada

Independent Auditor's Report

To the Board of Governors of Simon Fraser University, and
To the Minister of Advanced Education, Province of British Columbia

We have audited the accompanying consolidated financial statements of Simon Fraser University, which comprise the Consolidated Statement of Financial Position as at March 31, 2015, and the Consolidated Statements of Operations, Remeasurement Gains and Losses, Changes in Net Debt and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation of these consolidated financial statements in accordance with the accounting requirements of section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements of Simon Fraser University as at March 31, 2015 and for the year then-ended are prepared, in all material respects, in accordance with the accounting requirements of section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 2 of the Consolidated Financial Statements which describes the basis of accounting used in the preparation of these consolidated financial statements. Note 15 of the Consolidated Financial Statements discloses the impact of these differences between such basis of accounting and Canadian public sector accounting standards.

Other Matter

The comparative figures presented in these consolidated financial statements for the year ended March 31, 2014 were audited by the Auditor General of British Columbia who expressed an unmodified opinion on those consolidated financial statements in his report dated May 29, 2014.

BDO Canada LLP

Chartered Accountants
Vancouver, British Columbia
May 28, 2015

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

Consolidated Statement of Financial Position

As at March 31, 2015

Dollars in Thousands	Note	2015	2014
Financial Assets			
Cash and cash equivalents	4	30,272	34,301
Accounts receivable	5	8,644	7,757
Inventories for resale		1,436	1,479
Due from related parties	6	14,668	20,227
Portfolio investments	7	453,990	381,785
Investment in Great Northern Way Campus Trust	8	14,586	15,397
Investment in SFU Community Trust	9	7,047	8,077
Total Financial Assets		**530,643**	**469,023**
Liabilities			
Accounts payable and accrued liabilities	10	44,347	41,707
Pensions	11	27,337	32,063
Employee future benefits	12	64,996	59,629
Long-term debt	13	147,818	151,463
Deferred revenue	14	138,100	102,310
Deferred capital contributions	15	379,447	382,416
Deferred lease proceeds	16	35,996	36,389
Total Liabilities		**838,041**	**805,977**
Net Debt		**(307,398)**	**(336,954)**
Non-Financial Assets			
Tangible capital assets	17	827,214	809,226
Restricted investments	7	286,811	263,191
Prepaid expense		914	1,197
Prepaid lease		865	1,179
Inventories held for use		534	486
Total Non-Financial Assets		**1,116,338**	**1,075,279**
Accumulated Surplus	18	**808,940**	**738,325**
Accumulated Surplus is comprised of			
Internally restricted for operating commitments		57,105	66,470
Investment in tangible capital assets		427,259	385,318
Endowment		285,869	263,191
Accumulated Operating Surplus		**770,233**	**714,979**
Accumulated Remeasurement Gains		38,707	23,346
Accumulated Surplus		**808,940**	**738,325**

The accompanying notes are an integral part of these financial statements

Approved:

Mr. Bill Cunningham

Chair, Board of Governors

Dr. Pat Hibbitts

Vice-President, Finance and Administration

Consolidated Statement of Operations

For the year ended March 31, 2015

Dollars in Thousands	Note	Budget	2015	2014
		Note 28		
Revenue				
Government grants and contracts				
Province of British Columbia	19	225,289	226,484	227,373
Government of Canada	19	65,483	63,702	66,357
Other governments	19	2,880	3,379	449
Tuition				
Credit courses		198,316	196,703	189,072
Non-credit courses and other student fees		24,545	25,359	26,219
Sales of goods and services		46,596	43,417	41,514
Donations, non-government grants and contracts		40,235	42,423	38,561
Investment income	20	14,382	26,428	21,533
Investment income - Great Northern Way Campus Trust	8		1,139	28
Amortization of deferred capital contributions	15	15,439	16,818	16,744
Other revenue		5,948	7,449	6,975
		639,113	**653,301**	**634,825**
Expense	21			
Instruction		491,138	480,361	490,350
Research		117,163	116,155	100,273
Community engagement		20,186	21,424	19,556
		628,487	**617,940**	**610,179**
Gain (loss) on sale of tangible capital assets				(15)
Annual Operating Surplus Before Restricted Contributions		**10,626**	**35,361**	**24,631**
Net restricted endowment contributions	22	15,106	22,678	9,750
Annual Operating Surplus		**25,732**	**58,039**	**34,381**
Accumulated Operating Surplus, Beginning of Year		714,979	714,979	680,598
Impact of adoption of new accounting standard	25		(2,785)	
Accumulated Operating Surplus, End of Year		**740,711**	**770,233**	**714,979**
Annual Operating Surplus was allocated to increase Accumulated Surplus for				
Internally restricted for operating commitments			(6,580)	4,653
Investment in tangible capital assets			41,941	19,978
Endowment			22,678	9,750
			58,039	**34,381**

The accompanying notes are an integral part of these financial statements

Consolidated Statement of Remeasurement Gains and Losses

For the year ended March 31, 2015

Dollars in Thousands	Note	2015	2014
Accumulated Remeasurement Gains, Beginning of Year		**23,346**	**10,372**
Unrealized Gains (Losses) Attributable to			
Portfolio investments		10,291	18,912
Designated fair value financial instruments		11,692	(3,733)
Foreign currency translation		(216)	41
Amounts Reclassified to Consolidated Statement of Operations			
Portfolio investments		(4,572)	(2,607)
Designated fair value financial instruments		(1,254)	(34)
Foreign currency translation		194	(10)
Other Comprehensive Income - Great Northern Way Campus Trust	8	(774)	405
Net Remeasurement Gains for the Year		**15,361**	**12,974**
Accumulated Remeasurement Gains, End of Year		**38,707**	**23,346**

Consolidated Statement of Changes in Net Debt

For the year ended March 31, 2015

Dollars in Thousands	Note	Budget	2015	2014
Annual Operating Surplus		**25,732**	**58,039**	**34,381**
Net restricted endowment contributions	22	(15,106)	(22,678)	(9,750)
Contribution of residual interest in real property			(942)	
Net effect of remeasurement gains		3,972	15,361	12,974
		(11,134)	**(8,259)**	**3,224**
Acquisition of tangible capital assets	17	(53,927)	(71,283)	(51,853)
Proceeds from sale of tangible capital assets				52
Amortization of tangible capital assets	17	49,314	53,295	53,300
(Gain) loss on sale of tangible capital assets				15
		(4,613)	**(17,988)**	**1,514**
Net effect of prepaid expense		480	283	643
Net effect of prepaid lease		314	314	315
Net effect of inventories held for use		40	(48)	(5)
		834	**549**	**953**
Decrease in Net Debt in the Year		**10,819**	**32,341**	**40,072**
Net Debt, Beginning of Year		(350,605)	(336,954)	(377,026)
Impact of adoption of new accounting standard	25		(2,785)	
Net Debt, End of Year		**(339,786)**	**(307,398)**	**(336,954)**

The accompanying notes are an integral part of these financial statements

Consolidated Statement of Cash Flows

For the year ended March 31, 2015

Dollars in Thousands	2015	2014
Operating Transactions		
Annual operating surplus	58,039	34,381
Items not involving cash		
Amortization of tangible capital assets	53,295	53,300
Loss on sale of tangible capital assets		15
Amortization of deferred capital contributions	(16,818)	(16,744)
Pensions	(4,726)	3,105
Employee future benefits	5,367	4,578
Income from investment in Great Northern Way Campus Trust	(1,139)	(28)
Loss (income) from investment in SFU Community Trust	1,030	(8,796)
Amortization of deferred lease proceeds	(393)	(385)
	94,655	**69,426**
Changes in non-cash operating balances		
Accounts receivable	(887)	4,843
Due from related parties	5,559	(4,462)
Inventories for resale and held for use	(5)	278
Prepaid expense	283	643
Prepaid lease	314	315
Accounts payable and accrued liabilities	(145)	(4,284)
Deferred revenue	35,790	46,314
Deferred lease proceeds		8,796
Cash Provided by Operating Transactions	**135,564**	**121,869**
Investing Transactions		
Increase in investments, net of remeasurement gain	(79,690)	(82,630)
Distribution from/(contribution to) from Great Northern Way Campus Trust	1,176	(1,260)
Distribution from SFU Community Trust		5,646
Cash Used in Investing Transactions	**(78,514)**	**(78,244)**
Financing Transactions		
Deferred capital contributions	13,849	5,937
Long-term debt principal repaid	(3,645)	(229)
Cash Used in Financing Transactions	**10,204**	**5,708**
Capital Transactions		
Acquisition of tangible capital assets	(71,283)	(51,853)
Proceeds from sale of tangible capital assets		52
Cash Used in Capital Transactions	**(71,283)**	**(51,801)**
Net Increase (Decrease) in Cash and Cash Equivalents	**(4,029)**	**(2,468)**
Cash and Cash Equivalents, Beginning of Year	34,301	36,769
Cash and Cash Equivalents, End of Year	**30,272**	**34,301**

The accompanying notes are an integral part of these financial statements

Notes to the Financial Statements

For the year ended March 31, 2015

1. Authority and purpose

Simon Fraser University (the University) operates under the authority of the University Act of British Columbia. It is a comprehensive research university engaged in research and delivering a full range of undergraduate, graduate and Lifelong Learning programs from campuses in Burnaby, Vancouver and Surrey, BC. Simon Fraser University is a not-for-profit entity governed by a Board of Governors, the majority of whom are appointed by the Province of British Columbia. The academic governance of the University is vested in its Senate. The University is a registered charity and is exempt from income taxes under section 149 of the Income Tax Act.

2. Summary of significant accounting policies

a. Basis of accounting

Financial Reporting Framework

The consolidated financial statements have been prepared in accordance with section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and the Restricted Contribution Regulation 198/2011 issued pursuant to it.

The Budget Transparency and Accountability Act requires that the consolidated financial statements be prepared in accordance with PSAS except as modified by regulation 198/2011. The regulation requires that contributions received or receivable by the University for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be are accounted for as deferred capital contributions as described in note 2c(v). Note 15c summarizes the impact of FRF versus PSAS on the consolidated financial statements.

Revenue recognized in the Consolidated Statement of Operations and certain related deferred capital contributions are recorded differently under the Financial Reporting Framework (FRF) described herein than under the Canadian Public Sector Accounting Standards (PSAS).

b. Basis of consolidation

Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of organizations which are controlled by the University. Controlled organizations are consolidated or proportionately consolidated, except for government business enterprises which are accounted for by the modified equity method. Inter-organizational transactions, balances and activities have been eliminated on consolidation.

The following organizations are consolidated or proportionately consolidated in the financial statements to the degree of interest in each:

- Consolidation: SFU Foundation (100%); SFU Community Corporation (100%); SFU Initiatives Corporation (100%); and SF Univentures Corporation (100%).

- Proportionate consolidation: TRIUMF (8.3% interest); Western Canadian Universities Marine Sciences Society (20% interest); and Great Northern Way Campus Ltd. (25% interest).

The University's proportionate interest in TRIUMF changed from 9% in 2014 to 8.3% after the University of Calgary became a member of TRIUMF.

Investment in government business enterprises

Government business enterprises are accounted for by the modified equity method. Under this method, the University's investment in the business enterprise and its net income and other changes in equity are recorded as earned. No adjustment is made to conform the accounting policies of the government business enterprise to those of the University. Other comprehensive income is accounted for as an adjustment to accumulated surplus of the University. Inter-organizational transactions and balances have not been eliminated, except for any profit or loss on transactions involving assets that continue to be controlled by the University.

The following organizations are controlled government business enterprises and are accounted for by the modified equity method. These entities have fiscal years ending December 31 and adjustments are made to recognize any significant transactions between their fiscal year end and the University's March 31 fiscal year end.

- SFU Community Trust (SFUCT) (100% interest).
- Great Northern Way Campus Trust (GNWCT) (25% interest).

c. Revenue recognition

(i) Operating government grants not restricted in use are recognized when received or receivable. Such grants, if contributed for a future period, are deferred and reported as deferred revenue until that future period.

(ii) Other unrestricted revenue, including tuition and sales of goods and services, is reported as revenue at the time the service or product is provided, or, in the case of tuition, the refund period has lapsed.

(iii) Unrestricted contributions and donations are recognized as revenue when received.

(iv) Gifts-in-kind are recorded at fair market value on the date of their donation or at nominal value if the fair market value cannot be reasonably determined.

(v) Externally restricted contributions (grants and donations) are recorded as deferred revenue and then recognized as revenue when the restrictions specified by the contributors are satisfied.

- Contributions for specific purposes other than endowment or the acquisition of tangible capital assets are recorded as deferred revenue and recognized as revenue in the year in which the related expenses are incurred.
- Contributions restricted for capital purposes by external restrictions or the Restricted Contribution Regulation described in note 2a are recorded as deferred revenue until the amount is spent:
  - If the tangible capital asset acquired is land or property rights, the amount is recorded as revenue in the period of acquisition and as an increase to tangible capital assets.
  - If the tangible capital asset has a limited life, the amount invested is recorded as a deferred capital contribution and amortized on a straight-line basis over the useful life of the asset. Amortization commences once the asset is put into use and is charged against investment in tangible capital assets.
- Endowment contributions, matching contributions and associated investment income allocated for preservation of endowment capital purchasing power are recognized in the Consolidated Statement of Operations in the period in which they are received or earned.

(vi) Investment income includes interest recorded on an accrual basis, declared dividends, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other than temporary. For operating investments recorded at fair value, unrealized gains and losses are recorded in the Consolidated Statement of Remeasurement Gains and Losses.

(vii) Income on externally restricted investments is deferred and recognized when the related expenditure is made or stipulations are met.

d. Financial instruments

Financial instruments are classified into two categories: (i) fair value and (ii) cost/amortized cost.

(i) Fair value category: portfolio instruments that are quoted in an active market are reflected at fair value as at the reporting date. Other investments held by the University which are managed on a fair value basis have been designated to be recorded at fair value, with the exception of the long-term annuity and residual interest in real property. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are immediately recorded as an expense. Unrealized gains and losses on unrestricted financial assets are recognized in the Consolidated Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to sale or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Consolidated Statement of Operations and related balances are reversed from the Consolidated Statement of Remeasurement Gains and Losses.

Financial instruments are classified as level 1, 2 or 3 for the purposes of describing the basis of the inputs used to measure the fair values of financial instruments in the fair value measurement category, as described below:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Market-based inputs other than quoted prices that are observable for the asset or liability either directly or indirectly.

Level 3 - Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

(ii) Cost/amortized cost category: Cash and cash equivalents are recorded at cost. Other financial instruments including the long-term annuity, residual interest in real property, accounts receivable, due from related parties, accounts payable and accrued liabilities, and long-term debt are measured at amortized cost using the effective interest rate method. Gains and losses are recognized in the Consolidated Statement of Operations upon derecognition or impairment.

e. Inventories for resale

Inventories of merchandise for resale are recorded at the lower of cost and net realizable value.

f. Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets are initially recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Contributed tangible capital assets are recorded at fair market value at the date of contribution. Amortization is recorded on a straight-line basis over the estimated useful life of the asset.

2/ Estimated useful life of tangible capital assets

Life in Years	
Buildings - concrete	50
Buildings - wood	30
Site services	50
Leasehold improvements	Term of lease 3 to 7
Computer equipment	3
Equipment and furnishings	8
Library books	10

Land is not amortized as it is considered to have an unlimited useful life. Assets under construction are not amortized until the asset is put into productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. There were no write-downs of tangible capital assets in 2015 (2014: $nil).

(ii) Works of art and cultural assets are not recorded as assets. Information on these special collections is included in note 17.

(iii) Inventories held for use are recorded at the lower of cost and replacement cost.

(iv) Prepaid lease expense is capitalized and amortized over the term of the related lease.

g. Pensions

The University contributes to two pension plans whose Boards of Trustees, representing the members and the employer, manage the plans including the investment of assets and administration of benefits. Accordingly, the pension plans have separate financial statements.

For accounting purposes, the defined benefit pension obligation and cost of pension benefits earned by employees are recognized using extrapolations from each of the plans tri-annual actuarial funding valuations using the projected unit cost method pro-rated on service. A variety of assumptions made by management factor into the extrapolated results including expected investment performance, inflation rates, compensation levels, retirement age and life expectancy. Adjustments arising from changes in assumptions and extrapolated gains and losses are amortized over the Expected Average Remaining Service Lifetime (EARSL) of active employees.

h. Employee future benefits

The University operates three employee future benefit plans providing non-pension retiree medical, extended health and dental benefits, early retirement benefits and provisions for long-term disability.

For accounting purposes, the University recognizes the accrued benefit obligations and determines the expense of the fiscal period through actuarial valuations and extrapolations. Adjustments arising from changes in actuarial assumptions and actuarial gains and losses are amortized over the Expected Average Remaining Service Lifetime (EARSL) of active employees, except for long-term disability which, as an event-driven compensated absence benefit, is recognized immediately.

i. Deferred capital contributions

Funding received for the acquisition of depreciable tangible capital assets or contributed tangible capital assets is recorded as deferred capital contributions and is amortized to income at the same rate that the related tangible capital assets are amortized to expense. This is not consistent with the requirements of Canadian Public Sector Accounting Standards which require that government transfers be recognized when approved and eligibility criteria have been met, unless the transfer contains a stipulation that creates a liability, in which case the transfer is recognized over the period that the liability is extinguished. Note 15c quantifies the impact of this difference.

This accounting for deferred capital contributions is in compliance with the requirements of the Budget Transparency and Accountability Act of the Province of British Columbia and the Restricted Contribution Regulation 198/2011 issued pursuant to it.

j. Pledges

Pledges from donors (cash donations and gifts-in-kind) are not recognized as revenue in the consolidated financial statements until the donations are received since their collection cannot be reasonably assured until that time. For information purposes, they are disclosed in note 23.

k. Asset retirement obligations

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

l. Foreign currency translation

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the consolidated financial statements in equivalent Canadian dollars at the exchange rate in effect on the date of the consolidated financial statements. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or consolidated financial statement date is recognized in the Consolidated Statement of Remeasurement Gains and Losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the Consolidated Statement of Remeasurement Gains and Losses, and the exchange gain/loss in relation to the exchange rate at the date of the item's initial recognition is recognized in the Consolidated Statement of Operations.

m. Measurement uncertainty

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the consolidated financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include: the useful life of tangible capital assets, pension and employee future benefits, liability for contaminated sites, rates for amortization and impairment of assets.

Estimates are based on the best information available at the time of preparation of the consolidated financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these consolidated financial statements. Actual results could differ from these estimates.

n. Liability for contaminated sites - adoption of new accounting standard

Contaminated sites are a result of contamination of a chemical, organic or radioactive material or live organism that exceeds an environmental standard, being introduced into soil, water or sediment. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all of the following criteria are met:

i. an environmental standard exists;
ii. contamination exceeds the environmental standard;
iii. the University is directly responsible or accepts responsibility; and
- is directly responsible; or
- accepts responsibility; and

iv. a reasonable estimate of the amount can be made.

This new accounting standard (PS 3260) has been retroactively applied with no restatement of prior periods effective April 1, 2014. As a result of the adoption of this standard a liability of $2,785,000 was recorded as an adjustment to opening accumulated surplus at April 1, 2014. There was no change to the estimate of this liability during the year, nor were additional contaminated sites identified during the year. The adoption of this accounting standard had no impact on the annual operating surplus for the year ended March 31, 2015.

o. Budget figures

Budget figures have been provided for comparative purposes and are derived from budgets approved by the Board of Governors as further described in note 28.

3. Financial instruments risks

The fair value of a financial instrument is the estimated amount that the University would receive or pay to settle a financial asset or liability at the reporting date.

The financial instruments of the University and the nature of risks that they may be subject to are as follows:

			Market Risks		
Financial Instrument	**Credit Risk**	**Liquidity Risk**	**Foreign Exchange**	**Interest Rate**	**Other Price**
Cash and cash equivalents	X				
Accounts receivable	X				
Due from related parties	X	X			
Investments - portfolio and restricted	X	X	X	X	X
Accounts payable and accrued liabilities		X	X		
Long-term debt		X		X	X

Credit risk

The University is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The University does not directly hold any collateral as security for financial obligations receivable.

Cash and cash equivalents

Credit risk associated with cash and cash equivalents is minimized by ensuring that these assets are invested in Schedule A Canadian Chartered Banks.

Accounts receivable

Management believes concentrations of risk with respect to accounts receivable is limited.

- Student accounts receivable is a made up of large population of limited amounts. The University has leverage to stop further enrolment and the granting of transcripts until payment is made. Additionally, the University is proactive in its management of collections.
- Other receivables, advances and tax recoveries are generally with governments, major institutions and other credit worthy institutions.

The University maintains allowances for potential credit losses and such losses to date have been within the University's expectations. In making estimates in respect of the allowance for doubtful accounts, current economic conditions, historical information, reasons for the accounts being past due and line of business from which the receivable arose are all considered in the determination of when to allow for past due accounts. The same factors are considered when determining whether to write off amounts charged to the allowance account against the amounts receivable.

Due from related parties

The University believes its receivable from SFU Community Trust is collectible based on its understanding of the business plans of the Trust.

Investments - portfolio and restricted

The University has investment policies to ensure investments are managed appropriately in order to balance preservation of capital, liquidity requirements and investment returns. The University retains several external investment management firms to invest funds in accordance with its investment policies, utilizing diverse agreed upon investment strategies primarily in active trading markets. The fair value hierarchy for fair value measurements provides an indication of the overall types of investments held at March 31, 2015: 97% quoted prices in active markets for identical investments (level 1), 0% direct or indirect observable prices that are not quoted prices (level 2), and 3% inputs that are not observable market data (level 3).

Liquidity risk

Liquidity risk is the risk that the University will not be able to meet a demand for cash or fund its obligations as they come due. Liquidity risk also includes the risk of the University not being able to liquidate assets in a timely manner at a reasonable price.

The University meets its liquidity requirements by holding assets that can be readily converted into cash and preparing annual operating and capital expenditure budgets, which are monitored and updated as required. In addition, to assist with the management of capital the University requires authorizations of expenditures on projects.

Market risks

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual financial instrument or factors affecting financial instruments traded in the market. The significant market risks to which the University is exposed are foreign exchange risk, interest rate risk and other price risk.

Foreign exchange risk

Foreign exchange risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate in Canadian dollar value due to changes in foreign exchange rates.

The functional currency of the University is the Canadian dollar. The University transacts some revenue and expenditure activity in US dollars and other currencies due to certain operating costs being denominated in US dollars and other currencies.

The University uses foreign exchange forward contracts only as a defensive strategy for significant known future obligations to manage foreign exchange transaction exposures. There were no contracts outstanding at March 31, 2015.

Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

The interest rate exposure of the University arises from its interest bearing assets and its fixed income investments including bonds and debentures.

The University's cash includes amounts on deposit that earn interest at market rates. The University manages its exposure to the interest rate risk of its cash in order to maximize the interest income earned on funds available for investment while maintaining the minimum liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market rates of interest on cash do not have a significant impact on the University's results of operations.

The primary objective of the University with respect to its investments in fixed income investments is to ensure the security of principal amounts invested and provide for a high degree of liquidity, while achieving a satisfactory investment return.

The primary objective of the University with respect to its investments in fixed income investments is to ensure the security of principal amounts invested and provide for a high degree of liquidity, while achieving a satisfactory investment return.

Other price risk

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from foreign exchange risk or interest rate risk). The University is exposed to price risk through its investment in equities. The price risk associated with bonds is considered as part of interest rate risk for these purposes.

4. Cash and cash equivalents

Cash and cash equivalents are demand deposits in Schedule A Canadian chartered banks, held primarily in Canadian currency, and are presented net of outstanding items including cheques written but not cleared by the bank as at the date of the Consolidated Statement of Financial Position.

5. Accounts receivable

Dollars in Thousands	2015	2014
Revenue receivable	4,796	5,231
Other receivables	4,970	3,265
Provision for doubtful accounts	(1,122)	(739)
Accounts Receivable	**8,644**	**7,757**

Revenue receivable includes receivables related to student billings, ancillary services billings and government grants. Other receivables include a lease deposit, employee travel advances and third party billings.

6. Due from related parties

Dollars in Thousands	2015	2014
SFU Community Trust receivable		
Promissory note, interest at prime rate less 0.5% per annum, due December 31, 2020	5,149	
Parking agreement receivable, interest at prime rate, due June 17, 2015	4,474	4,474
Accrued interest receivable on parking agreement	109	103
Promissory note, interest at 2.5% per annum, due June 15, 2016	3,760	3,760
Non-interest bearing receivables with no fixed repayment terms		11,890
Due from SFU Community Trust	**13,492**	**20,227**
GNWCT receivable without interest or fixed repayment terms	**1,176**	
Due from Related Parties	**14,668**	**20,227**

Pursuant to a parking agreement, the University and SFUCT have agreed to the total amount of the obligation of $15,000,000, of which $526,000 (2014: $526,000) has been received. Recognition of the receivable from SFUCT occurs in relation to phases of development; $10,000,000 remains to be recognized in relation to future phases of development.

Repayment terms for receivables from SFUCT related to the East Academic Annex and the University Crescent building were renegotiated during the year from non-interest bearing receivables with no fixed repayment terms to a promissory note, interest at prime rate less 0.5% per annum, due December 31, 2020.

7. Investments

7a/ Consolidated Statement of Financial Position presentation of investments

Dollars in Thousands	Reported Value 2015	Reported Value 2014
Financial assets presentation category		
Portfolio investments	**453,990**	**381,785**
Non-financial assets presentation category		
Endowment investments	285,869	263,191
Non-endowment investment	942	
	286,811	**263,191**
Total Investments	**740,801**	**644,976**

7b/ Investments

Dollars in Thousands	Reported Value 2015	Reported Value 2014	Cost 2015
Investments Recorded at Fair Value			
Designated to the fair value category (level 1)			
Actively managed bond fund			
Federal bonds	30,753	23,788	29,770
Provincial and municipal bonds	49,603	42,283	47,457
Corporate bonds	75,394	58,431	72,983
	155,750	**124,502**	**150,210**
Indexed bond fund	144,389	126,244	139,650
Sinking fund investments	2,991	2,578	2,424
Term deposits	1,590	1,913	1,590
Total Fixed Income Investments	**304,720**	**255,237**	**293,874**
Equity instruments quoted in an active market (level 1)			
Canadian equities	211,095	195,593	165,576
Foreign equities	190,489	165,293	132,068
Total Level 1 Category Financial Instruments	**706,304**	**616,123**	**591,518**
Designated to the fair value category (level 3)			
Private equities	22,136	16,436	20,491
Other investments	1,604	1,586	1,347
Total Level 3 Category Financial Instruments	**23,740**	**18,022**	**21,838**
Investments Valued at Cost/Amortized Cost			
Long-term annuity	9,815	10,831	9,815
Residual interest in real property	942		942
Total Investments Valued at Cost/Amortized Cost	**10,757**	**10,831**	**10,757**
Total Investments	**740,801**	**644,976**	**624,113**

Bonds in the actively managed bond fund mature between 2015 and 2067 and have coupon rates between 0% and 11.80% (2014: 1.25% and 11.80%).

The indexed bond fund is benchmarked to the FTSE TMX Canada Universe Bond Index which references 1,358 bonds that are 37% (2014: 38%) federal government, 34% (2014:32%) provincial and municipal government, and 29% (2014:30%) corporate debentures. As at March 31, 2015 the fund's one year return was 10.3% and the duration was 7.5 years.

Sinking fund investments are held and invested by the Province of British Columbia. These funds will provide for the retirement of debentures issued to the Province at maturity in 2022.

Term deposits consist of: $1,000,000 non-redeemable, paying 2.15% per annum, maturing on November 19, 2017; and $590,000 proportionate share in redeemable and non-redeemable GICs with maturities in April 2015 and September 2015 held by TRIUMF.

Canadian equities are managed by two investment management firms, each with their own investment strategy. One is a growth stock selection strategy, while the other uses a strategy that is a combination of value and growth stock selection.

Foreign equities are invested approximately 48% (2014: 44%) in United States markets and 52% (2014:56%) outside of the United States.

Private equities consist of six pooled private equity funds in which the University participates.

Other investments consist of hedge funds, real estate and mortgages which are invested via the Vancouver Foundation. There are two hedge funds: one follows a Canada-focused diversified strategy and the other follows a diversified liquid multi-strategy. Real estate and mortgages consist of pooled real estate funds and direct mortgages secured by real estate, all of which relate to properties located in Canada.

The long-term annuity is receivable in installments of $2,257,000 annually in 2016 and 2017, $8,257,000 in 2018 and bears interest at 11.48%.

Other investments valued at cost/amortized cost include the residual interest in a charitable gift of real property. The investment was initially recorded at the net present value using a discount rate of 3% over 16 years.

7c/ Reconciliation of investment cost to reported value

Dollars in Thousands	2015	2014
Investments at cost	**624,113**	**567,771**
Unrealized amounts reported in the Consolidated Statement of Remeasurement Gains and Losses		
Balance, beginning of year	22,750	10,211
Change in the year	16,155	12,539
Balance, End of year	**38,905**	**22,750**
Deferred revenue related to restricted endowments		
Balance, beginning of year	54,455	14,748
Change in the year (note 14)	23,328	39,707
Balance, End of year	**77,783**	**54,455**
Total Investments at Reported Value	**740,801**	**644,976**

8. Investment in Great Northern Way Campus Trust

The Great Northern Way Campus Trust (GNWCT) was established under the laws of the Province of British Columbia for the benefit of the British Columbia Institute of Technology, Emily Carr University of Art + Design, Simon Fraser University and the University of British Columbia. SFU has a 25% proportionate interest in GNWCT. GNWCT offers a Masters of Digital Media degree program. Additionally, GNWCT is engaged in short-term property management and site development of land in the City of Vancouver that was 80% gifted by Finning International Inc. to the partner institutions in 2001.

Great Northern Way Campus Ltd., a company 25% proportionately owned by the four beneficiaries of GNWCT, has the sole purpose of being the Trustee of GNWCT and has no business operations.

The University's proportionate interest in GNWCT is classified as a government business enterprise, accounted for on the modified equity basis utilizing the draft annual financial statements of GNWCT prepared as at December 31. Any adjustments between the draft and audited versions of the GNWCT financial statements of the comparative year that are not material to the consolidated financial statements of the University are adjusted in the current year. As the fiscal periods of GNWCT and the University are not coterminous, any significant financial transactions that occur during the intervening period are recorded in these consolidated financial statements based on the fiscal year of the University.

Other comprehensive income from GNWCT is included in the Consolidated Statement of Remeasurement Gains and Losses.

8a/ Investment in Great Northern Way Campus Trust

Dollars in Thousands	2015	2014
Great Northern Way Campus Trust equity, December 31	58,345	61,587
SFU proportionate interest	25%	25%
Investment in SFUCT, End of Year	**14,586**	**15,397**

8b/ Change in investment in Great Northern Way Campus Trust

Dollars in Thousands	2015	2014
Great Northern Way Campus Trust net income for the calendar year per draft financial statements	4,557	6,161
Adjustment for difference between GNWCT draft and audited financial statements of prior year		(50)
Adjustments to align GNWCT with SFU fiscal year end		
Gain on sale in current year of GNWCT and the prior year of SFU		(6,000)
	4,557	**111**
SFU proportionate interest	25%	25%
SFU Share of GNWCT Net Income	**1,139**	**28**
Other comprehensive income (loss) for the calendar year	(3,094)	1,620
SFU proportionate interest	25%	25%
SFU Share of GNWCT Other Comprehensive Income (Loss)	**(774)**	**405**
Contributions to/(distributions from) GNWCT by partner institutions	(4,705)	5,041
SFU proportionate interest	25%	25%
SFU Share of Contributions to (from) GNWCT by partner institutions	**(1,176)**	**1,260**
Change in SFU Investment in GNWCT	**(811)**	**1,693**
SFU Investment in GNWCT, beginning of year	15,397	13,704
SFU Investment in GNWCT, End of Year	**14,586**	**15,397**

8c/ Life-to-date investment in Great Northern Way Campus Trust

Dollars in Thousands	2015	2014
Initial settlement upon GNWCT	33,787	33,787
GNWCT cumulative comprehensive income	27,875	26,412
Distributions from GNWCT	(12,499)	(7,794)
Contributions by partner institutions	9,182	9,182
	58,345	**61,587**
SFU proportionate interest	25%	25%
SFU Investment in GNWCT	**14,586**	**15,397**

8d/ Financial summary - Great Northern Way Campus Trust

Dollars in Thousands	December 31, 2014	December 31, 2013
Financial Position		
Total assets	80,086	83,069
Total liabilities	21,741	21,482
Trust Balance, End of Year	**58,345**	**61,587**
Results of Operations & Trust Balance		
Revenue	13,072	33,720
Expense	8,515	27,609
Net Income for the Year	**4,557**	**6,111**
Comprehensive income (loss)	(3,094)	1,620
Distributions (to) from beneficiaries	(4,705)	5,041
Net changes in the year	**(3,242)**	**12,772**
Trust balance, beginning of year	61,587	48,815
Trust Balance, End of Year	**58,345**	**61,587**
Cash Flows		
Operating activities	(423)	24,362
Investing activities	(15,880)	(3,428)
Financing activities	25	26
Increase (Decrease) in Cash During the Year	**(16,278)**	**20,960**

9. Investment in SFU Community Trust

SFU Community Trust (SFUCT) was established in 2002 to develop land adjacent to the Burnaby campus. This development is known as UniverCity. The University granted SFUCT the ability to sell to real estate developers rights to enter into 99-year leases on land that is owned by the University.

SFUCT is a taxable business trust and must pay income taxes on any taxable income not allocated to beneficiaries. The beneficiaries are the University and Simon Fraser University Foundation, whose beneficiary is also the University.

SFU Community Corporation, a company wholly owned by the University, has the sole purpose of being Trustee of SFUCT and has no business operations.

The University's 100% interest in SFUCT is classified as a government business enterprise, accounted for on the modified equity basis utilizing the annual audited financial statements of SFUCT prepared as at December 31.

As the fiscal periods of SFUCT and the University are not coterminous, any significant financial transactions that occur during the intervening period are recorded in these consolidated financial statements based on the fiscal year of the University.

In applying the modified equity basis of accounting to its interest in SFUCT, the University makes adjustments for related party transactions where the underlying assets remain under the University's control. The inter-entity rights to grant 99-year leases that were recorded by the SFUCT at fair market values are eliminated from equity/investment in SFUCT until realized by third party transactions. The ultimate sale to developers of these 99-year lease rights represents the culmination of the transaction for SFUCT who then report such amounts as "sales". The University, as the grantor of the 99-year leases, adjusts these sales to amortize the net sales revenue on a straight-line basis over a 99-year lease period as further described in note 16.

9a/ Investment in SFU Community Trust

Dollars in Thousands	2015	2014
Net income (loss) reported by SFUCT	(1,030)	7,258
Reduction in the cost of sales to reflect SFU's original cost of leases		1,538
Interest in SFUCT Income (Loss) for the Year	**(1,030)**	**8,796**
Distributions from SFUCT in the year		(5,646)
Investment in SFUCT, beginning of year	8,077	4,927
Investment in SFUCT, End of Year	**7,047**	**8,077**

9b/ Trust equity reconciled to investment in SFU Community Trust

Dollars in Thousands	2015	2014
Trust equity as reported by SFUCT	**14,740**	**15,770**
Less: adjustment to eliminate the inter-entity gain on the 99 year lease rights		
First rights settlement	(9,418)	(9,418)
Second rights settlement	(8,126)	(8,126)
Lease rights recognized through sales to third parties	9,851	9,851
	(7,693)	**(7,693)**
Investment in SFUCT, End of Year	**7,047**	**8,077**

9c/ Life-to-date investment in SFU Community Trust

Dollars in Thousands	2015	2014
Settled on formation at fair market value	14,339	14,339
Adjustment to eliminate the inter-entity gain on the 99-year lease rights	(9,418)	(9,418)
Settled upon SFUCT at University cost	**4,921**	**4,921**
Second settlement	8,126	8,126
Adjustment to eliminate the inter-entity gain on the 99-year lease rights	(8,126)	(8,126)
Settled upon SFUCT at University cost		
Cumulative income as reported by SFUCT	27,542	28,572
Lease rights recognized through sales to third parties	9,851	9,851
Interest in SFUCT cumulative income	**37,393**	**38,423**
Distributions from SFUCT:		
Applied to accounts receivable	(4,882)	(4,882)
Derived from SFUCT net income	(30,385)	(30,385)
	(35,267)	**(35,267)**
Investment in SFUCT	**7,047**	**8,077**

In addition to an equity interest in the net income of SFUCT, the University is entitled to base rent under certain conditions.

9d/ Life-to-date base rent

Dollars in Thousands	2015	2014
Balance, beginning of year	1,095	1,095
Base rent earned in the year		
Balance, End of Year	**1,095**	**1,095**

9e/ Financial summary - SFU Community Trust

Dollars in Thousands	December 31, 2014	December 31, 2013
Financial Position		
Total assets	54,279	60,194
Total liabilities	39,539	44,424
Trust Balance, End of Year	**14,740**	**15,770**
Results of Operations & Trust Balance		
Revenue	1,828	28,833
Expense	2,858	21,575
Net Income (Loss) for the Year	**(1,030)**	**7,258**
Distributions to beneficiaries		(5,646)
Trust balance, beginning of Year	15,770	14,158
Trust Balance, End of Year	**14,740**	**15,770**
Cash Flows		
Operating activities	(5,582)	26,574
Investing activities	(3,384)	(7,315)
Financing activities	1,390	(12,001)
Increase (Decrease) in Cash During the Year	**(7,576)**	**7,258**

10. Accounts payable and accrued liabilities

Dollars in Thousands	2015	2014
Trade payables and accruals	13,700	15,999
Salaries and benefits payable	14,255	11,301
Accrued vacation pay	6,400	6,300
Other	9,992	8,107
Accounts Payable and Accrued Liabilities	**44,347**	**41,707**

11. Pensions

The University has two registered pension plans providing pension benefits to its employees: the Academic Plan and the Administrative/Union Plan. The provisions of these plans stipulate that the University has no formal claim to any pension plan surplus or asset.

The Boards of Trustees for each of these plans represent plan members and the University. The trustees are fully responsible for the management of the plans including the investment of assets and administration of benefits. The University is responsible for funding the pension plans.

For funding purposes, and to determine the contribution rate, the BC Pension Benefits Standards Act (the Pension Act) requires an actuarial valuation of plan liabilities for each defined benefit Formula Retirement Benefit Plan (FRB), at intervals of not more than three years. The actuarial valuations are prepared using the projected unit cost method, prorated on service, and provide two measurements: a going concern valuation and a solvency valuation. The going concern valuation considers liabilities for benefits earned up to the valuation date assuming the plan continues indefinitely. The solvency valuation assesses whether all past liabilities would be fully funded if the plan was wound up at the valuation date.

Under the Pension Act solvency valuation deficits may be addressed by either making contributions or by the provision of increasing Letters of Credit over a maximum of five years. The University has elected to address the solvency valuation deficit through Letters of Credit.

Pension plan for members of the academic staff (Academic Plan)

The Academic Plan provides pension benefits primarily on a defined contribution basis whereby funding is directed to individual Money Purchase Accounts (MPA). Benefit payments are based upon the asset value within the individual MPA at the time of retirement. While all contributions to the plan are made by the University, additional contributions may also be made by employees to their individual MPA. An actuarial valuation is not required for the Academic MPA Plan.

During the 2014 calendar year, contributions made by the University to the Academic MPA Pension Plan were 9.6% (2013: 9.6%) of pensionable earnings, totalling $12,367,000 (2013: $12,034,000).

The Academic Plan also includes a grandfathered FRB plan. The Academic FRB Plan is a defined benefit plan which provides benefits based on earnings and years of service at SFU, indexed relative to the increase in the Consumer Price Index (CPI) up to a maximum of 3% per annum. Contributions made to the Academic FRB Plan are by the University and for the calendar year 2014 were $541,000 (2013: $541,000) in respect of the going concern deficit.

The most recent tri-annual actuarial valuation for the Academic FRB Plan was completed as at December 31, 2012; the next valuation will be prepared as at December 31, 2015.

Pension plan for administrative/union staff (Administrative/Union Plan)

The Administrative/Union Plan is a defined benefit plan based on a combination of years of service and the average of the highest sixty consecutive months' salary. Pensions are indexed to CPI up to a maximum of 3% per annum. Additional voluntary contributions to the Administrative/Union Plan may be made to individual Money Purchase Accounts (MPA) by employees. Pursuant to an agreement between the University and the employee organizations, in certain circumstances, a portion of assets in excess of liabilities may be payable to plan members. In such circumstances, these payments would be directed to the individual MPA. No contributions were directed to the Administrative/Union MPA Plan by the University in the current or prior year.

Contributions to the Administrative/Union Pension Plan made by the University during the 2014 calendar year are at a rate of 17.14% (2013: 15.3%) of pensionable earnings, totalling $17,488,000 (2013: $15,482,000). In addition, contributions of $2,998,000 (2013: $2,473,000) were made in respect of commuted value solvency holdbacks.

The most recent tri-annual actuarial valuation of the Administrative/Union Plan was completed as at December 31, 2013; the next valuation will be prepared as at December 31, 2016.

Commencing with the March 31, 2013 fiscal year end, the University adopted the Financial Reporting Framework, with an April 1, 2011 transition date. An election was made on adoption to continue using the yield on long-term high quality corporate bonds as the discount rate until the next full evaluation, December 31, 2014, where the discount rate assumption would change to the expected return on plan assets. See note 11(a).

A full actuarial valuation of the Administrative/Union plan was completed as at December 31, 2013 and formed the basis of the December 31, 2014 extrapolation where an actuarial gain of $53,713,000 resulted.

In determining the actuarial gain, the two most significant factors are: (a) an increase in the discount rate assumption to 6.5% from 5.0% which reduced the plan obligation by $71,963,000; and (b) the offsetting impact of a change in the mortality table assumption which increased the plan obligation by $15,517,000.

The actuarial gain will be recognized by the University over the next ten years (EARSL).

Defined benefit pension plan liability and expense

The liabilities of the FRB pension plans and current service costs for the year are extrapolations based on actuarial valuations using the projected unit cost method, prorated on service.

Pension expense is reported by function, within the Consolidated Statement of Operations, while the accrued pension liability is reported on the Consolidated Statement of Financial Position.

11a/ Significant actuarial assumptions

	Administrative/ Union	Academic FRB
Effective date of most recent actuarial valuation report for funding purposes	31-Dec-13	31-Dec-12
Measurement date of plan assets / accrued benefit obligation	31-Dec-14	31-Dec-14
Expected future inflation rate	2.25%	n/a
Post-retirement inflation increase	n/a	2.25%
Estimated Average Remaining Service Lifetime of active employees (EARSL)	10 yrs	n/a
Average remaining pension payment period	n/a	16 yrs
Beginning of period		
Discount rate - yield on long-term high quality corporate bonds	5.00%	n/a
Discount rate - plan asset earnings	n/a	5.75%
Expected long-term rate of return on plan assets	6.25%	5.75%
Rate of compensation increase	2.75%	n/a
End of period		
Discount rate - plan asset earnings	6.50%	6.50%
Expected long-term rate of return on plan assets	6.50%	6.50%
Rate of compensation increase	2.75%	n/a

11b/ Life Expectancy assumptions

	December 31, 2014 Life expectancy at 65 for a member currently				December 31, 2013 Life expectancy at 65 for a member currently			
	Age 65		Age 45		Age 65		Age 45	
Years	Male	Female	Male	Female	Male	Female	Male	Female
Administrative/Union								
2014 Private Sector Mortality Table	21.4	23.9	22.6	24.9				
1994 Uninsured Pensioner Mortality Table					19.8	22.1	21.3	22.9
Academic (FRB)								
1994 Uninsured Pensioner Mortality Table	19.8	22.1	21.3	22.9	19.8	22.1	21.3	22.9

11c/ Net pension liability

Dollars in Thousands	Administrative / Union	Academic FRB	2015	2014
Accrued benefit obligation, beginning of year	295,893	29,018	324,911	328,844
Current period benefit cost (net of employee contributions)	16,633		16,633	17,879
Employee contributions / transfer from MPA	32		32	1,300
Interest cost	14,849	1,593	16,442	13,711
Benefit payments	(14,482)	(2,618)	(17,100)	(16,431)
Actuarial gain	(53,713)	(987)	(54,700)	(20,392)
Accrued Benefit Obligation, End of Year	**259,212**	**27,006**	**286,218**	**324,911**
Fair value of plan assets, beginning of year	263,244	27,880	291,124	247,622
Employer contributions	20,332	541	20,873	18,625
Employee contributions / transfer from MPA	32		32	1,300
Actual return on plan assets	24,575	2,973	27,548	40,008
Benefit payments	(14,482)	(2,618)	(17,100)	(16,431)
Fair Value Plan Assets, End of Year (*)	**293,701**	**28,776**	**322,477**	**291,124**
Funded Status, Pension Plan (Surplus) Deficit	**(34,489)**	**(1,770)**	**(36,259)**	**33,787**
Unamortized net actuarial gain (loss)	58,057	5,539	63,596	(1,724)
Net Pension Liability	**23,568**	**3,769**	**27,337**	**32,063**

* For both 2015 and 2014, defined benefit pension plan assets consist of:

	Administrative/ Union	Academic FRB
Equity securities	61%	65%
Debt securities	39%	35%
	100%	100%

11d/ Defined benefit pension expense

Dollars in Thousands	Administrative / Union	Academic FRB	2015	2014
Current period benefit cost (including employee contributions)	16,665		16,665	19,179
Less: employee contributions	(32)		(32)	(1,300)
Amortization of net actuarial loss (gain)	1,438	(186)	1,252	5,606
Interest cost on unfunded pension obligation	14,849	1,593	16,442	13,711
Expected earnings on average pension plan assets	(16,637)	(1,543)	(18,180)	(15,466)
Pension Expense	**16,283**	**(136)**	**16,147**	**21,730**

Defined benefit pension plan solvency

Pursuant to the BC Pension Benefits Standards Act, instead of making solvency deficiency payments, the University chose to arrange Letters of Credit (LOC) to satisfy solvency contribution requirements.

11e/ Defined benefit pension plans: solvency deficiency payment and Letter of Credit requirements

Dollars in Thousands	Annual Solvency Deficiency Payment		Cumulative Letter of Credit Requirements	
Calendar Year	**Administrative**	**Academic**	**Administrative**	**Academic**
2014	10,358	2,609	69,820	9,800
2015	10,358	1,295	75,020	11,404
2016	nil	*	77,750	*
2017	*	*	*	*

The foregoing is based on the Administrative/Union 2013 actuarial report and the Academic FRB 2012 actuarial report.

* The next actuarial valuation reports of the plans will establish the future Letter of Credit (LOC) and solvency payment requirements.

	Effective Date of Next Actuarial Valuation	**Impact on Solvency and LOC Requirements**
Administrative/ Union	31-Dec-16	2017 and beyond
Academic FRB	31-Dec-15	2016 and beyond

11f/ Sensitivity to actuarial assumptions, as at December 31, 2014

	Administrative / Union Obligation		Academic FRB Obligation	
Dollars in Thousands	**$**	**%**	**$**	**%**
Estimated increase				
0.5% decrease in discount rate	21,018	8.1	1,156	4.3
0.5% increase in inflation	13,948	5.4	1,205	4.5
0.5% increase in compensation	4,955	1.9		
10% reduction to mortality rates (0.8 years for a 65 year old)	4,936	1.9	1,053	3.9

12. Employee future benefits

Some benefit plans for employees involve payments to be made after the provision of service, or for compensated absences, and are described as employee future benefits. For accounting purposes, the University measures the accrued benefit obligations and determines the expense for the current fiscal period through actuarial valuations and extrapolations. The University does not segregate assets to specifically offset this liability.

12a/ Significant actuarial assumptions

	Non-Pension Retiree	**Early Retirement**	**Long-Term Disability**
Measurement date of accrued benefit obligation	31-Dec-14	31-Dec-14	31-Dec-14
Expected future inflation rate	2.25%	2.25%	2.25%
Expected Average Remaining Service Lifetime of active employees (EARSL)	9 yrs	7 yrs	n/a
Weighted average remaining years until last payment	n/a	n/a	5 yrs
Beginning of period discount rate	4.70%	4.70%	4.70%
End of period discount rate	4.00%	4.00%	4.00%
Assumed health care cost trend rates, including inflation of 2.00%			
Medical Services Plan	4.00%	n/a	4.00%
Dental	4.25%	n/a	4.25%
Extended Health Benefits(EHB)	7.60%	n/a	7.60%
EHB cost trend rate declines to	5.00%	n/a	5.00%
Year that EHB rate reaches the rate it is assumed to remain at	2028	n/a	2028

Description of benefit plans

The University provides retirement and compensated absence benefits to employees.

Retirement benefits

Retirement benefits represent obligations of the University to provide benefits to the employees in return for their services. As employees render services, the value of the retirement benefits are attributed to those services and recorded as liabilities and expenses. As such, gains or losses resulting from extrapolations performed on the most current actuarial valuations are amortized over the Expected Average Remaining Service Lifetime of active employees (EARSL) using the straight-line method, commencing the following fiscal year. The most recent tri-annual actuarial valuations of the retirement benefit plans were completed as at December 31, 2012; the next valuations will be as at December 31, 2015.

Non-pension retiree

Non-pension retiree benefits represent the obligation for portions of future premiums payable on behalf of eligible current employees and retirees for medical, extended health and dental benefits. Only employees hired before dates between July 1, 2001 and May 1, 2003, depending on employee group, are eligible for this benefit. The most recent extrapolation reported an actuarial loss of $2,621,000 (2013 gain: $11,969,000) to be amortized over EARSL. The loss is primarily attributed to changes in key actuarial assumptions that included a decrease in the discount rate from 4.70% to 4.00%.

Early retirement

Early retirement benefits represent the obligation to employees who took early retirement in the mid-1990s and other employees who receive supplementary pensions. The most recent extrapolation reported an actuarial loss of $423,000 (2013 gain: $283,000) primarily resulting from a decrease in the discount rate assumption from 4.70% to 4.00%. The loss is to be amortized over EARSL.

Compensated absence benefits

Compensated absence benefits represent a liability that is created when an event that obligates the University occurs. The expected cost of providing the benefit is recognized immediately in the period when the event occurs. Gains or losses resulting from actuarial valuations are accounted for using the immediate attribution method. Actuarial valuations are performed each year for such event-driven liabilities.

Long-term disability

Long-term disability is an event-driven compensated absence benefit, representing the liability to employees who are being paid for claims pursuant to the University's self-insured long-term disability plans. An insurance company administers the plans and is reimbursed for disability claim payments plus service fees. The actuarial valuation, completed as at December 31, 2014, reported an actuarial loss of $728,000 (2013 gain: $853,000), which has been fully recognized and reported by function within the Consolidated Statement of Operations. The loss can be attributed to a decrease in the discount rate assumption to 4.00% from 4.70% and an increase in the number of members accessing the plan.

12b/ Liability and benefit expense for employee future benefits

	Retirement Benefits		Compensated Absence Benefit		
Dollars in Thousands	**Non-Pension Retiree**	**Early Retirement**	**Long-Term Disability**	**2015**	**2014**
Liability for Employee Future Benefits					
Accrued benefit obligation, beginning of year	59,206	3,216	5,602	68,024	78,368
Current period benefit cost	756	55	2,466	3,277	2,790
Interest cost	2,767	145	288	3,200	2,897
Benefit payments	(1,426)	(308)	(1,404)	(3,138)	(2,926)
Actuarial (gain) loss	2,621	423	728	3,772	(13,105)
Accrued Benefit Obligation, End of Year	**63,924**	**3,531**	**7,680**	**75,135**	**68,024**
Unamortized net actuarial loss	(9,545)	(594)	-	(10,139)	(8,395)
Liability for Employee Future Benefits, End of Year	**54,379**	**2,937**	**7,680**	**64,996**	**59,629**
Employee Future Benefits Expense					
Current period benefit cost	756	55	2,466	3,277	2,790
Recognition of actuarial loss	1,246	54	728	2,028	1,817
Interest cost on unfunded benefit obligation	2,767	145	288	3,200	2,897
Employee Future Benefits Expense	**4,769**	**254**	**3,482**	**8,505**	**7,504**

12c/ Sensitivity to actuarial assumptions, as at December 31, 2014

Dollars in Thousands	Non-Pension Retiree Obligation		Early Retirement Obligation		Long-Term Disability Liability	
	$	%	$	%	$	%
Estimated increase						
0.5% decrease in discount rate	5,955	9.3	159	4.5	217	2.8
0.5% increase in MSP, Dental and EHB cost trend rates	5,729	9.0	n/a		n/a	
10% reduction to mortality rates (0.8 years for a 65 year old)	3,054	4.8	192	5.4	n/a	
0.5% increase in inflation rate	n/a		146	4.1	202	2.2
0.5% increase in compensation	n/a		69	1.9	n/a	

The amounts above have been determined assuming all other assumptions remain unchanged.

13. Long-term debt

Long-term debt reported on the Consolidated Statement of Financial Position is recorded at amortized cost and is comprised of the following:

13a/ Long-term debt

Dollars in Thousands	2015	2014
Debentures, senior unsecured	142,161	141,883
Debenture, Province of British Columbia	4,943	4,935
Term loan		3,641
Mortgage, Verdant	714	1,004
Total	**147,818**	**151,463**

Senior unsecured debentures issued at a discount by the University in 2003 for $150,000,000 with a coupon rate of 5.613%, interest paid semi-annually, due June 10, 2043, and are recorded using the effective interest method. Net proceeds of the issue were used to finance capital projects. The debentures are neither obligations of, nor guaranteed by, the Province of British Columbia.

The Province of British Columbia debenture is unsecured, bears interest at a rate of 8.75% and is due in 2022.

The term loan bore interest at 4.26%, with annual payments of $400,000 including principal and interest, and was due September 30, 2014.

The mortgage collateralized by the Verdant rental units bears interest at 5.20%, has quarterly payments of $84,165, including principal and interest and is due June 1, 2017.

Sinking fund investments are held and invested by the Province of British Columbia. These funds totalling $2,991,000 (2014: $2,578,000) will provide for the retirement at maturity of debentures issued to the Province. The amount forms part of the investment balance shown on the Consolidated Statement of Financial Position. Annual sinking fund payments due within the next five years are included in the annual payments table. Annual payments of principal, sinking fund installments and interest due over the next five years and thereafter are as follows:

13b/ Annual payments on long-term debt

Dollars in Thousands	Principal	Sinking Fund	Interest
2016	305	44	8,888
2017	322	44	8,872
2018	87	44	8,858
2019		44	8,857
2020		44	8,857
2021 to 2042		132	185,229
2043	150,000		8,420

14. Deferred revenue

Contributions subject to external restrictions pursuant to legislation, regulation or agreement, are deferred and recognized as revenue in the period in which the stipulations are met.

The nature of such contributions, restrictions and recognition criteria vary, and include:

- Sponsored research and specific purpose amounts received are restricted to specific expenditures or class of expenditure.
- Endowment investment earnings are restricted until expended per donor terms of reference.

14a/ Changes in deferred revenue

Dollars in Thousands	Sponsored Research	Endowment	Specific Purpose	2015	2014
Balance, beginning of year	31,469	57,544	13,297	102,310	55,996
Donations and grant revenue received	75,229		21,396	96,625	92,988
Transferred to revenue	(66,835)		(20,622)	(87,457)	(88,362)
Endowment investment income earned		47,327		47,327	53,191
Transferred to investment income (note 20)		(10,265)		(10,265)	(9,219)
Transferred to net endowment contributions (note 22)					
Endowment principal addition		(7,818)		(7,818)	(2,284)
Preserve purchasing power		(2,622)		(2,622)	
Balance, End of Year	**39,863**	**84,166**	**14,071**	**138,100**	**102,310**

14b/ Source of deferred revenue, end of year

Dollars in Thousands	Sponsored Research	Endowment	Specific Purpose	2015	2014
Province of British Columbia	2,385		3,188	5,573	4,472
Government of Canada	32,678		2,852	35,530	33,528
Endowment income stabilization account	4,800	78,303		83,103	52,057
Other		5,863	8,031	13,894	12,253
Balance, End of Year	**39,863**	**84,166**	**14,071**	**138,100**	**102,310**

Endowment deferred revenue

Endowment contributions are recorded in the Consolidated Statement of Operations as Net Restricted Endowment Contributions (note 22). The related accumulated surplus is separately accounted for (note 18b). Endowment investments are reported within Restricted Investments (note 7a).

Endowment investment returns are initially recorded as deferred revenue in the endowment income stabilization account. Allocations are then made to individual endowment spending accounts for expenditure pursuant to the donor terms. When expenditures occur, the related investment income is recognized in the Consolidated Statement of Operations (note 20).

Allocations are also made from the endowment income stabilization account to Net Restricted Endowment Contributions in order to preserve the purchasing power of the individual endowments.

14c/ Endowment income stabilization account

Dollars in Thousands	2015	2014
Balance, beginning of year	**52,057**	**9,869**
Endowment investment income externally restricted for the year		
Realized income	23,999	13,483
Unrealized income (note 7)	23,328	39,707
Endowment income allocated to		
Individual endowment spending accounts	(13,121)	(11,002)
Principal addition	(5,338)	
Preserve purchasing power (note 22)	(2,622)	
Increase in the Year	**26,246**	**42,188**
Balance, End of Year	**78,303**	**52,057**

15. Deferred capital contributions

As described in note 2c(v), contributions restricted for capital purposes are deferred and amortized to revenue over the estimated life of the related assets.

15a/ Change in deferred capital contributions

Dollars in Thousands	2015	2014
Balance, beginning of year	382,416	393,223
Contributions in the year	13,849	5,937
Amortized to revenue	(16,818)	(16,744)
Balance, End of Year	**379,447**	**382,416**

15b/ Source of deferred capital contributions, end of year

Dollars in Thousands	2015	2014
Province of British Columbia	292,706	301,227
Government of Canada	35,992	33,322
Other	50,749	47,867
Balance, End of Year	**379,447**	**382,416**

The impact of this difference on the consolidated financial statements of the University would be as follows:

15c/ Difference between FRF and PSAS

Dollars in Thousands	2015 FRF	2015 PSAS	2014 FRF	2014 PSAS
Liabilities				
Deferred capital contributions	379,447		382,416	
Accumulated Surplus				
Accumulated surplus	808,940	1,188,387	738,326	1,120,742
Revenue				
Government grants and contracts	293,565	307,414	294,179	300,116
Amortization of deferred capital contributions	16,818		16,744	
Annual Operating Surplus				
Annual operating surplus	58,039	55,070	34,381	23,574

16. Deferred lease proceeds

The University accounts for its 100% interest in SFU Community Trust (SFUCT) by the modified equity method as described in note 9. The net income from SFUCT determined by the modified equity method that relates to 99-year leases of University land is then deferred and recognized over the terms of the leases. Pursuant to the terms of the distributions from SFUCT, the income so determined is recorded as restricted endowment contributions.

16a/ Change in deferred lease proceeds

Dollars in Thousands	2015	2014
Balance, beginning of year	36,389	27,978
SFUCT income to be deferred and amortized over lease terms		8,796
Amortized and transferred to net restricted endowment contributions (note 22)	(393)	(385)
Balance, End of Year	**35,996**	**36,389**

16b/ SFUCT income recognized as restricted endowment contributions

Dollars in Thousands	2015	2014
Interest in SFUCT income (loss) for the year (note 9)	(1,030)	8,796
Less: income of current year deferred to future years		(8,796)
Income in the year recognized in the year	**(1,030)**	
Amortized to income in the year	393	385
Total Income Recognized in the Year as Restricted Endowment Contributions (note 22)	**(637)**	**385**

16c/ SFU Community Trust endowment component of accumulated surplus

Dollars in Thousands	2015	2014
Interest in SFUCT cumulative income (note 9)	37,393	38,423
Less: deferred lease proceeds	(35,996)	(36,389)
Life-to-date SFUCT Income Recognized as Endowment Contributions	**1,397**	**2,034**
Base rent revenue earned	1,095	1,095
Initial settlement of investment into SFUCT	40	40
Life-to-date capitalized investment income	3,365	2,540
SFUCT Endowment Component of Accumulated Surplus	**5,897**	**5,709**
Total non-SFUCT Endowment Accumulated Surplus	279,972	257,482
Endowment Accumulated Surplus	**285,869**	**263,191**

17. Tangible capital assets

17a/ Tangible capital assets - net book value

Dollars in Thousands	Cost	Accumulated Amortization	2015	2014
Buildings - concrete	810,890	188,270	622,620	612,708
Buildings - wood	23,169	12,342	10,827	10,189
Site services	52,315	13,675	38,640	24,855
Leasehold improvements	13,392	10,612	2,780	2,290
Computer equipment	26,639	12,581	14,058	13,785
Equipment and furnishings	101,570	52,626	48,944	46,387
Library books	92,756	43,667	49,089	46,689
Land	19,299		19,299	19,299
Assets under construction	20,957		20,957	33,024
Total	**1,160,987**	**333,773**	**827,214**	**809,226**

Assets under construction of $20,957,000 (2014:$33,024,000), have not been amortized. Amortization will commence when these assets are put into service.

Additions to buildings during the year include capitalized interest of $nil (2014: $nil).

Contributed tangible capital assets have been recognized at fair market value at the date of contribution. Where an estimate of value could not be made, contributed tangible capital assets are recognized at a nominal value. The value of contributed assets received during the year is approximately $4,234,000 (2014: $2,096,000).

Special Collections are not recognized as a tangible capital asset under the FRF. Special Collections includes the University's art collection and the SFU Bill Reid Gallery collection. In 2015, additional donated works of art with an appraised value of $380,000 (2013: $542,000) were received but are not recognized in these consolidated financial statements. The art collections are insured at a replacement value of $31,000,000.

17b/ 2015 Tangible capital asset cost - opening and closing balances

Dollars in Thousands	Opening	Additions	Change in Assets Under Construction	Disposals and Adjustments	2015
Buildings - concrete	841,298	16,684	10,331	(57,423)	810,890
Buildings - wood	21,792	918	459		23,169
Site services	39,745	12,794	1,935	(2,159)	52,315
Leasehold improvements	12,209	1,201	(18)		13,392
Computer equipment	30,515	9,798		(13,674)	26,639
Equipment & furnishings	105,888	17,949	(640)	(21,627)	101,570
Library books	89,428	11,939		(8,611)	92,756
Land	19,299				19,299
Assets under construction	33,024		(12,067)		20,957
Total	**1,193,198**	**71,283**		**(103,494)**	**1,160,987**

17c/ 2015 Tangible capital assets amortization - opening and closing balances

Dollars in Thousands	Opening	Additions	Disposals and Adjustments	2015
Buildings - concrete	228,590	17,103	(57,423)	188,270
Buildings - wood	11,603	739		12,342
Site services	14,890	944	(2,159)	13,675
Leasehold improvements	9,919	693		10,612
Computer equipment	16,730	9,525	(13,674)	12,581
Equipment and furnishings	59,501	14,752	(21,627)	52,626
Library books	42,739	9,539	(8,611)	43,667
Total	**383,972**	**53,295**	**(103,494)**	**333,773**

17d/ 2014 Tangible capital asset cost - opening and closing balances

Dollars in Thousands	Opening	Additions	Change in Assets Under Construction	Disposals and Adjustments	2014
Buildings - concrete	833,946	19,500	(12,148)		841,298
Buildings - wood	21,370	422			21,792
Site services	37,992	3,435	(1,682)		39,745
Leasehold improvements	12,209	402	(402)		12,209
Computer equipment	27,120	9,255		(5,860)	30,515
Equipment & furnishings	116,526	10,263	(104)	(20,797)	105,888
Library books	88,610	8,576		(7,758)	89,428
Land	19,299				19,299
Assets under construction	18,688		14,336		33,024
Total	**1,175,760**	**51,853**		**(34,415)**	**1,193,198**

17e/ 2014 Tangible capital asset amortization - opening and closing balances

Dollars in Thousands	Opening	Additions	Disposals and Adjustments	2014
Buildings - concrete	211,834	16,756		228,590
Buildings - wood	10,894	709		11,603
Site services	14,129	761		14,890
Leasehold improvements	9,311	608		9,919
Computer equipment	12,986	9,605	(5,861)	16,730
Equipment and furnishings	64,659	15,571	(20,729)	59,501
Library books	41,207	9,290	(7,758)	42,739
Total	**365,020**	**53,300**	**(34,348)**	**383,972**

17f/ Assets under construction by asset class

Dollars in Thousands	2015	2014
Buildings - concrete	17,911	28,242
Buildings - wood		459
Site services	580	2,515
Leasehold improvements	500	482
Equipment and furnishings	1,966	1,326
Assets Under Construction	**20,957**	**33,024**

18. Accumulated surplus

18a/ Accumulated surplus

Dollars in Thousands	2015	2014
Internally restricted for operating commitments		
Departmental operating budget carryover	25,776	38,372
Unfunded pension obligation from conversion to FRF	(3,716)	(7,803)
Internal advance for tangible capital assets	(30,000)	(30,000)
	(7,940)	**569**
Operating special projects	11,070	9,992
Internally funded research	15,737	16,013
Net operating	**18,867**	**26,574**
Ancillary operations	14,470	14,882
Specific purpose	14,990	14,613
Long-term lease commitment	8,012	9,547
Self-insurance	766	854
Internally Restricted for Operating Commitments	**57,105**	**66,470**
Investment in tangible capital assets, before internal advance	397,259	355,318
Internal advance for tangible capital assets	30,000	30,000
Investment in tangible capital assets	**427,259**	**385,318**
Endowment	**285,869**	**263,191**
Accumulated Operating Surplus, End of Year	**770,233**	**714,979**
Accumulated remeasurement gains	**38,707**	**23,346**
Accumulated Surplus, End of Year	**808,940**	**738,325**

18b/ Change in accumulated surplus - endowment

Dollars in Thousands	2015	2014
Balance, beginning of year	263,191	253,441
Net restricted endowment contributions in the year (note 22)	22,678	9,750
Balance, End of Year	**285,869**	**263,191**

18c/ Change in accumulated operating surplus

Dollars in Thousands	Internally Restricted for Operating Commitments	Investment in Tangible Capital	Restricted for Endowment Principal
Accumulated Operating Surplus, beginning of year	66,470	385,318	263,191
Impact of adoption of new accounting standard	(2,785)		
Annual surplus	58,039		
Increase in investment in tangible capital assets	(41,941)	41,941	
Net restricted endowment contributions (note 22)	(22,678)		22,678
Accumulated Operating Surplus, End of Year	**57,105**	**427,259**	**285,869**

Investment in tangible capital assets is comprised of	
Tangible capital assets	827,214
Sinking fund investment	2,991
Long-term debt	(147,818)
Deferred capital contributions	(379,447)
Other net assets invested in capital	116,646
Due from related party, SFU Community Trust	7,673
Investment in Tangible Capital Assets	**427,259**

19. Government grants and contract revenue

Dollars in Thousands	2015	2014
Province of British Columbia		
Operating	218,713	216,912
Sponsored research	7,446	3,375
Specific purpose	4,742	5,714
Tangible capital assets	2,334	1,372
Net deferred revenue	(6,751)	
	226,484	**227,373**
Government of Canada		
Operating	8,049	7,579
Sponsored research	51,950	52,504
Specific purpose	9,232	9,877
Tangible capital assets	3,635	1,619
Net deferred revenue	(9,164)	(5,222)
	63,702	**66,357**
Other governments		
Sponsored research	2,448	448
Specific purpose	931	1
	3,379	**449**
Government Grants and Contract Revenue	**293,565**	**294,179**

20. Investment income

Dollars in Thousands	Operating	Endowment	2015	2014
Interest and dividend income	10,530		10,530	9,663
Realized gains transferred from Consolidated Statement of Remeasurement Gains and Losses	5,633		5,633	2,651
Income from deferred contributions (note 14)		10,265	10,265	9,219
Investment Income	**16,163**	**10,265**	**26,428**	**21,533**

21. Expense by object

Dollars in Thousands	2015	2014
Salaries	329,200	324,201
Employee benefits	68,804	70,787
Supplies and other operational expense	57,872	59,076
Amortization of tangible capital assets (note 17)	53,295	53,300
Professional and contracted services	36,052	30,852
Scholarships and bursaries	30,413	29,664
Training and travel	16,681	15,882
Cost of goods sold	7,043	8,086
Interest on long-term debt	9,279	9,364
Utilities	9,301	8,967
Expense	**617,940**	**610,179**

22. Net restricted endowment contributions

Endowment consists of restricted donations to the University. The investment income generated from endowments must be used in accordance with purposes established by donors. Donors, as well as University policy, stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and endowing a portion of investment income in order to maintain purchasing power.

Dollars in Thousands	2015	2014
Donations	12,686	6,879
Capitalized investment income (note 14)		
Endowment principal addition	7,818	2,284
Preserve purchasing power	2,622	
Equity income(loss) for the year from SFU Community Trust (note 16)	(637)	385
Matching and other funds endowed	189	202
Net Restricted Endowment Contributions in the Year (note 18)	**22,678**	**9,750**

23. Pledges

Pledges are not recognized as revenue in the consolidated financial statements until the donations are received. Pledges for future years include estimated cash donations of $39,059,000 (2014: $41,321,000) and estimated gifts-in-kind of $708,000 (2014: $5,797,000).

24. Contingent liabilities

From time to time, the University is involved in litigation or proceedings relating to claims arising out of its operations in the ordinary course of business. It is expected that the ultimate outcome of these claims will not have a material effect on the financial position of the University. The majority of these claims are covered by the University's insurance coverage. Any University payouts that may result from these claims will be recorded in the period when it becomes likely and determinable.

The University is a member in a self-insurance cooperative, in association with other Canadian universities, to provide property and general liability insurance coverage. Under the Canadian Universities Reciprocal Insurance Exchange (CURIE), the University is required to share in any net losses experienced by CURIE beyond the reserves that CURIE has accumulated from member premiums. Members of CURIE have exposure to retroactive premium assessments should the premiums be insufficient to cover losses and expenses. No provision has been made for this potential liability. The University is committed to this insurance arrangement until December 31, 2017.

At March 31, 2015 the University is liable for Letters of Credit in the amount of $81,224,000 in relation to its pension plans.

25. Liability for Contaminated Sites

Effective April 1, 2014 the University adopted new Public Sector Accounting Handbook Standard PS 3260, Liability for Contaminated Sites. The standard requires the recognition of a liability for the remediation of contaminated sites in the financial statements when the recognition criteria outlined in the standard is met. This change in accounting standard has been prospectively applied with no restatement of prior periods. The impact on the liability for contaminated sites and opening accumulated surplus on adoption of this standard is $2,785,000 (2014: n/a). The liability for remediation results from salt leaking from a salt shed into nearby groundwater and surface water. The estimated total undiscounted future expenditures are $2,785,000. The University plans to remediate the contamination over the next two years.

The balance is recorded in accounts payable and accrued liabilities.

26. Asset retirement obligations

The University recognizes asset retirement obligations where a reasonable estimate of the fair market value of the obligation and the future settlement date of the retirement of the asset can be determined. The University has identified potential asset retirement obligations relating to removal and disposal of environmentally hazardous building materials in some facilities that may be incurred upon major upgrades or demolition in the future. At this time, the University has not recognized these asset retirement obligations as there is an indeterminate settlement date of any potential future demolition or renovation of the facilities and therefore the fair value cannot be reasonably estimated.

27. Contractual obligations

The University has entered into multi-year contracts for property leases and the delivery of services. These contractual obligations will become liabilities in the future when the terms of the contracts are met. Disclosure in the table below relates to the unperformed portion of the contracts.

Dollars in Thousands	2016	2017	2018	2019	2020	Thereafter
Long-term lease	4,821	5,421	5,464	5,618	5,618	39,055
Service contracts	4,821	4,729				
Construction contract	2,500					
Total	**12,142**	**10,150**	**5,464**	**5,618**	**5,618**	**39,055**

28. Financial reporting framework budget

Budget figures have been provided for comparative purposes and are developed and approved in two phases:

(a) the Consolidated Budget for 2014/15, approved by the Board of Governors on March 27, 2014.

(b) the 2014/15 Carry Forward Plans and other adjustments, with the revised 2014/15 Consolidated Budget approved by the Board of Governors on May 29, 2014.

28/ Financial reporting framework budget

Dollars in Thousands	Phase (a)	Phase (b)	Consolidated FRF Budget
Revenue	639,113		639,113
Expense	628,352	135	628,487
Annual operating surplus before restricted contributions	**10,761**	**(135)**	**10,626**
Net restricted endowment contributions	15,106		15,106
Annual Operating Surplus	**25,867**	**(135)**	**25,732**

29. Comparative amounts

Certain amounts on the consolidated financial statements for the year ended March 31, 2014 have been reclassified in order to conform to the presentation adopted in the current year.

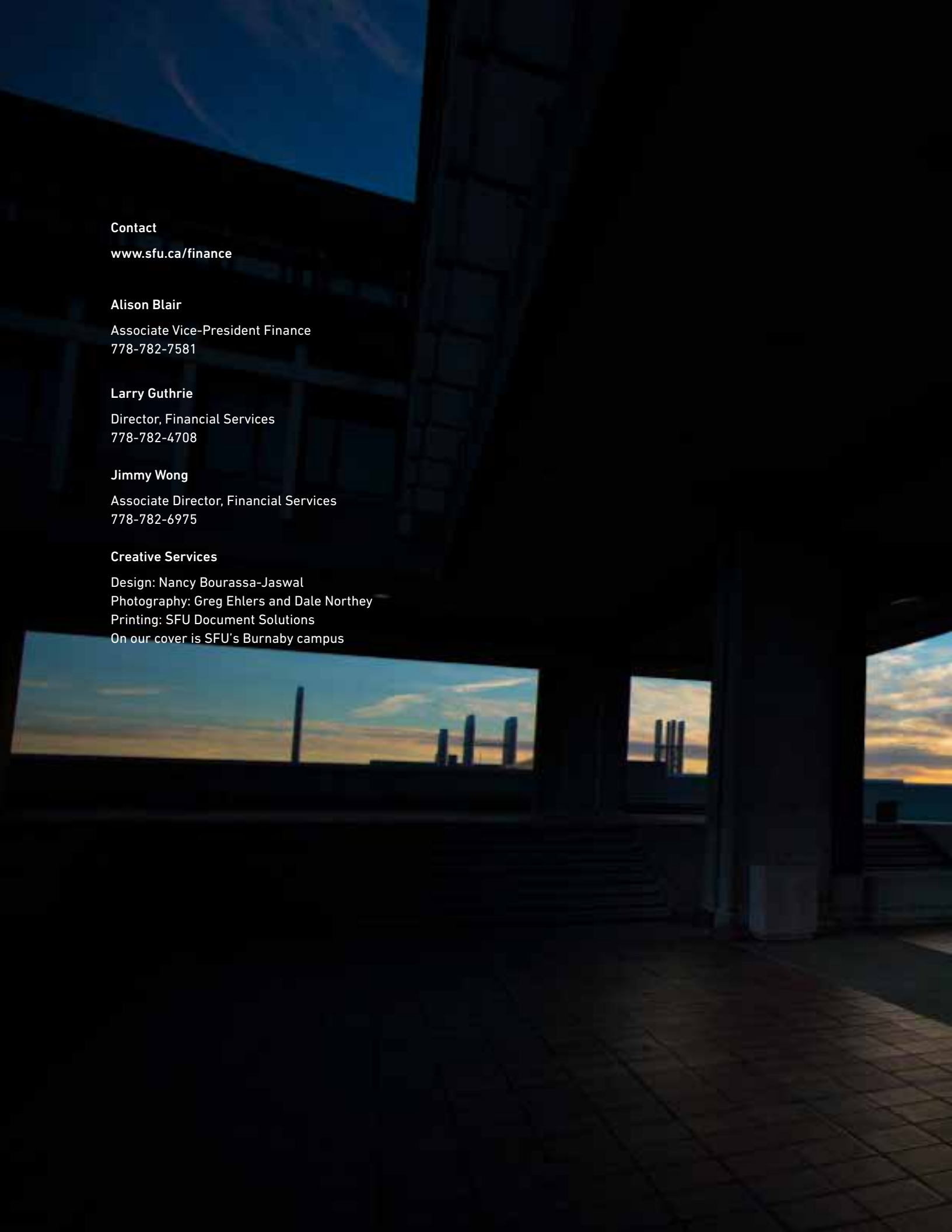
March 2015

Simon Fraser University
Board of Governors

Standing (left to right)
Mr. Deven Azevedo
Mr. Bill Cunningham (Board Chair)
Ms. Julia Kim (Deputy Board Chair)
Ms. Jo Hinchliffe
Mr. Elio Luongo
Ms. Patty Sahota
Mr. Jesse Taylor

Seated (left to right)
Mr. Christopher Lewis
Dr. June Francis
Professor Andrew Petter (President and Vice-Chancellor)
Ms. Anne Giardini, Q.C. (Chancellor)

Members not present for the photo
Ms. Jill Earthy
Mr. David Poole
Ms. Fiona Robin
Dr. Peter Ruben



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