

THE CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION

FINANCIAL STATEMENTS

JULY 31, 2014

INDEPENDENT AUDITORS' REPORT

To the Directors of
The Centre for International Governance Innovation

We have audited the accompanying financial statements of The Centre for International Governance Innovation (the "Organization"), which comprise the statement of financial position as at July 31, 2014 and the statements of revenues and expenses and changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these 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 an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Organization's preparation and fair presentation of the 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 Organization'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 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 financial statements present fairly, in all material respects, the financial position of the Organization as at July 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

December 17, 2014
Toronto, Ontario

Zeifmans LLP

Chartered Accountants
Licensed Public Accountants

STATEMENT OF FINANCIAL POSITION
AS AT JULY 31, 2014

ASSETS

JULY 31, 2014

JULY 31,
2013Restricted Funds

	<u>Long Term Endowment</u>	<u>Capital Asset</u>	<u>Campus</u>	<u>Africa</u>	<u>J Holmes</u>	<u>Decade</u>	<u>ILRP</u>	<u>Operating</u>	<u>Total</u>	<u>Total</u>
Current assets										
Cash and cash equivalents	\$ 1,901,515	\$ -	\$ 851,602	\$ 2,781	\$ 402,767	\$ 3,538,224	\$ 4,909,697	\$ 273,031	\$ 11,879,617	\$ 1,532,794
Accounts receivable	-	-	297	-	-	-	90,676	423,878	514,851	208,784
Prepaid expenses	-	-	52,967	36,673	-	-	1,064	116,298	207,002	382,800
	1,901,515	-	904,866	39,454	402,767	3,538,224	5,001,437	813,207	12,601,470	2,124,378
Other assets										
Property and equipment (note 3)	-	4,280,099	63,056,973	-	-	-	-	-	67,337,072	70,574,984
Portfolio investments (note 5)	53,890,111	-	28,883,959	6,390,421	-	7,540,767	25,291,839	21,961,249	143,958,346	123,178,864
	53,890,111	4,280,099	91,940,932	6,390,421	-	7,540,767	25,291,839	21,961,249	211,295,418	193,753,848
TOTAL ASSETS	\$ 55,791,626	\$ 4,280,099	\$ 92,845,798	\$ 6,429,875	\$ 402,767	\$ 11,078,991	\$ 30,293,276	\$ 22,774,456	\$ 223,896,888	\$ 195,878,226

(See notes to financial statements)

STATEMENT OF FINANCIAL POSITION
AS AT JULY 31, 2014

LIABILITIES AND FUND BALANCES

	JULY 31, 2014									JULY 31, 2013
	Restricted Funds									
	Long Term Endowment	Capital Asset	Campus	Africa	J Holmes	Decade	ILRP	Operating	Total	Total
Current liabilities										
Accounts payable and accrued liabilities	\$ -	\$ -	\$ 374,683	\$ 69,748	\$ 1,311	\$ 280,878	\$ 55,836	\$ 695,634	\$ 1,478,090	\$ 1,185,624
Deferred revenue	-	-	70,184	-	-	-	-	320,534	390,718	171,075
Unrealized loss on forward contracts (note 4)	-	-	-	-	-	-	-	-	-	216,266
TOTAL LIABILITIES	-	-	444,867	69,748	1,311	280,878	55,836	1,016,168	1,868,808	1,572,965
Fund balances										
Invested in capital assets	-	4,280,099	63,056,973	-	-	-	-	-	67,337,072	70,574,984
Externally restricted	55,791,626	-	28,434,040	6,360,127	401,456	10,798,113	30,237,440	-	132,022,802	103,040,047
Internally restricted	-	-	909,918	-	-	-	-	-	909,918	900,089
Unrestricted	-	-	-	-	-	-	-	21,758,288	21,758,288	19,790,141
TOTAL FUND BALANCES	55,791,626	4,280,099	92,400,931	6,360,127	401,456	10,798,113	30,237,440	21,758,288	222,028,080	194,305,261
	\$ 55,791,626	\$ 4,280,099	\$ 92,845,798	\$ 6,429,875	\$ 402,767	\$ 11,078,991	\$ 30,293,276	\$ 22,774,456	\$ 223,896,888	\$ 195,878,226

COMMITMENTS (NOTE 8)

APPROVED AND AUTHORIZED FOR ISSUE BY THE COMPANY'S BOARD OF DIRECTORS ON DECEMBER 17, 2014.



DIRECTOR



DIRECTOR

(See notes to financial statements)

STATEMENT OF REVENUE AND EXPENSES AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JULY 31, 2014

	2014									2013
	Restricted Funds									Total
	Long Term Endowment	Capital Asset	Campus	Africa	J Holmes	Decade	ILRP	Operating	Total	
REVENUE (LOSS)										
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000	\$ -	\$ 30,000,000	\$ -
Realized investment income	-	-	-	663,390	3,732	793,300	601,297	9,789,453	11,851,172	7,041,438
Unrealized investment gain (loss)	-	-	-	(113,939)	576	33,996	(70,995)	1,263,905	1,113,543	4,322,320
Other	-	-	746,062	-	13,774	-	2	112,025	871,863	665,702
Government grants (repayment)	-	-	(1,608)	-	-	-	292,865	113,563	404,820	29,700
	-	-	744,454	549,451	18,082	827,296	30,823,169	11,278,946	44,241,398	12,059,160
EXPENSES										
Research and conferences	-	-	2,262,077	446,135	350	2,119,877	321,547	3,480,751	8,630,737	7,213,750
Amortization	-	448,441	3,065,168	-	-	-	-	-	3,513,609	3,478,072
Administration	-	-	278,136	249,756	448	569,376	133,515	730,058	1,961,289	1,886,368
Facilities	-	-	787,463	-	-	110,098	-	183,709	1,081,270	1,043,773
Technical support	-	-	548,634	6,115	12,972	150,156	16,987	250,549	985,413	1,018,462
Loss (gain) on disposal of assets (note 12)	-	-	346,261	-	-	-	-	-	346,261	(1,470)
	-	448,441	7,287,739	702,006	13,770	2,949,507	472,049	4,645,067	16,518,579	14,638,955
Excess of revenue over expenses (expenses over revenue)	-	(448,441)	(6,543,285)	(152,555)	4,312	(2,122,211)	30,351,120	6,633,879	27,722,819	(2,579,795)
Fund balances, beginning of the year	53,979,352	4,306,613	95,568,004	6,526,486	411,376	13,723,288	-	19,790,142	194,305,261	196,885,056
Interfund transfers (note 13)	1,812,274	421,927	3,376,212	(13,804)	(14,232)	(802,964)	(113,680)	(4,665,733)	-	-
Fund balances, end of the year	\$ 55,791,626	\$ 4,280,099	\$ 92,400,931	\$ 6,360,127	\$ 401,456	\$ 10,798,113	\$ 30,237,440	\$ 21,758,288	\$ 222,028,080	\$ 194,305,261

(See notes to financial statements)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED JULY 31, 2014**

	2014	2013
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenue over expenses (expenses over revenue) for the year	\$ 27,722,819	\$ (2,579,795)
Items not requiring an outlay (providing an inflow) of cash:		
Unrealized investment gain	(1,113,543)	(4,322,320)
Amortization	3,513,609	3,478,072
Loss (gain) on disposal of assets	346,261	(1,470)
Gain on redemption and sale of portfolio investments	(8,214,011)	(5,197,453)
Net changes in non-cash working capital items related to operations:		
Accounts receivable	(306,067)	187,904
Accounts payable and accrued liabilities	292,466	(218,034)
Deferred revenue	219,643	132,965
Prepaid expenses	175,798	198,546
	22,636,975	(8,321,585)
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of property and equipment	(621,959)	(234,871)
Repayment of amount payable	-	(31,898)
Purchase of portfolio investments	(66,655,565)	(47,717,246)
Proceeds on redemption and sale of portfolio investments	54,987,372	53,152,585
Proceeds on sale of assets held for sale	-	1,222,970
	(12,290,152)	6,391,540
NET INCREASE (DECREASE) IN CASH FOR THE YEAR	10,346,823	(1,930,045)
CASH, BEGINNING OF THE YEAR	1,532,794	3,462,839
CASH, END OF THE YEAR	\$ 11,879,617	\$ 1,532,794

(See notes to financial statements)

1. BASIS OF PRESENTATION

The Centre for International Governance Innovation ("CIGI" or the "Organization") is a charitable organization and an independent, nonpartisan think tank on international governance. Led by experienced practitioners and distinguished academics, CIGI supports research, forms networks, advances policy debate and generates ideas for multilateral governance improvements. Conducting an active agenda of research, events and publications, CIGI's interdisciplinary work includes collaboration with policy, business and academic communities around the world. The Organization is incorporated under the *Canada Corporations Act* as a not-for-profit organization and is a registered charity under the Income Tax Act. As a result, the Organization is not subject to income taxes.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) General -

The Organization's accounting policies are in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and are applied consistently.

(b) Fund accounting -

The Organization follows the restricted fund method of accounting for contributions.

The Operating Fund accounts for the Organization's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.

The Capital Asset Fund reports the assets, liabilities, revenue and expenses related to the Organization's capital assets, excluding those of the CIGI Campus (the "Campus").

Resources contributed for endowment are included in the Long Term Endowment Fund. Certain of such resources are to be held for a period of ten years or upon the dissolution, liquidation or winding up of the Organization, whichever occurs later. Certain of such resources contributed by the Federal Government of Canada is restricted in perpetuity. Investment income earned on resources of the Long Term Endowment Fund is reported in the Operating Fund.

The Decade Fund is focused on long-term research and capacity building projects to contribute to the development of innovative ideas that are relevant to the Province of Ontario.

The Africa Fund is focused on the effects of climate change on Africa's security and socioeconomic development.

The Campus Fund is a CIGI initiative in collaboration with provincial and federal governments designed to house several graduate schools and programs. One such initiative is the already established Balsillie School of International Affairs ("BSIA"). Other initiatives on the Campus are currently being developed by CIGI. As a hub of different schools and programs, the Campus cultivates an interdisciplinary learning environment focused on developing knowledge of global issues.

The John Holmes Fund is focused on funding the operations of the library.

Based at the CIGI, the International Law Research Program (the "ILRP") is a \$60 million, ten-year, integrated and multi-disciplinary research and teaching program that will provide leading academics, government and private sector legal experts, as well as students from Canada and abroad with the opportunity to contribute to advancements in international law. The law program was initiated on September 1, 2013 and is funded equally between CIGI and the Province of Ontario. The following are the ILRP's three primary areas of focus: international intellectual property law, international environmental laws and treaties, and international economic, financial and investment law, regulation and governance.

(c) Cash and cash equivalents -

Cash and cash equivalents consist of balances with banks and brokers, bank overdrafts and investments in money market instruments with original maturities of three months or less.

(d) Revenue recognition -

Contributions are recognized as revenue in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund when received or receivable.

Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions of other materials and services are recognized at fair value on the date of contribution if fair value can be reasonably estimated.

(e) Portfolio investments -

Mutual funds, equities and fixed income fund units are carried at fair value based on the latest closing price. Alternative investments are carried at fair value based on net asset value. The fair value of derivative financial instruments is based on the estimated amounts receivable or payable from the derivative contracts at the reporting date. The portfolio investments have been designated as those to be measured at fair value. Realized and unrealized gains or losses are recognized in the statement of revenue and expenses and change in fund balances for the year.

(f) Property and equipment -

Property and equipment are stated at cost and amortization is provided as follows:

Buildings and improvements	- straight-line over ten to forty years
Furniture and fixtures	- straight-line over five years
Computer software	- straight-line over three years
Computer equipment	- straight-line over three years
Office equipment	- straight-line over three years
Vehicles	- straight-line over five years

One-half of the above rates is applied in the year of acquisition.

The Organization tests for impairment of long-lived assets whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value in the statement of revenue and expenses and fund balances.

(g) Significantly influenced entities -

Significant influence over a for profit entity

Investments in companies subject to significant influence by the Organization are accounted for by the equity method. Under this method, the original cost of the investment is adjusted for the Organization's share of dividends received and undistributed earnings or losses since acquisition.

Significant influence over a not for profit organization

Investments in not for profit organizations subject to significant influence by the Organization are accounted for by the cost method. Under this method, the original cost of the investment is adjusted for by earnings to the extent they are received or receivable. The Organization also discloses a description of the relationship with the significantly influenced organization; a clear description of the organization's purpose, intended community of services, its status under income tax legislation and its legal form; and the nature and extent of any economic interest that the Organization has in the significantly influenced organization.

(h) **Contributed services -**

Volunteers contribute many hours per year to assist the Organization in carrying out its charitable activities. Because of the difficulty in determining their fair value, contributed services are recognized in these financial statements only when a fair value can be reasonably estimated and when the materials and services are used in the normal course of the Organization's operations and would otherwise have been purchased.

(i) **Measurement uncertainty -**

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities, if any, at the date of the financial statements, and the reported amount of revenue and expenses during the reported period. Actual results may vary from the current estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the statement of revenue over expenses and fund balances in the period in which such adjustments become known. Examples of estimates are the determination of the useful life of property and equipment, the determination of the value of assets disposed of and accrued liabilities.

(j) **Comparative figures -**

Certain of the prior year figures have been reclassified for consistency with the presentation adopted for the current year.

3. PROPERTY AND EQUIPMENT

Property and equipment are comprised as follows:

	2014			2013
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>	<u>Net book value</u>
Buildings and improvements	\$ 76,976,843	\$ 10,190,842	\$ 66,786,001	\$ 70,124,919
Land	297,346	-	297,346	297,346
Furniture and fixtures	623,939	451,047	172,892	112,491
Computer software	151,028	82,902	68,126	-
Computer equipment	891,765	883,887	7,878	36,078
Office equipment	341,626	336,797	4,829	4,150
Vehicles	32,754	32,754	-	-
	\$ 79,315,301	\$ 11,978,229	\$ 67,337,072	\$ 70,574,984

Included in buildings and improvements are assets with a net book value of \$63,027,445 (2013 - \$66,184,464) and included in furniture and fixture are assets with a net book value of \$29,528 (2013 - \$83,907) relating to the Campus. Also, included in computer software are assets in the amount of \$68,126 that were not amortized as they are currently not in use.

4. SIGNIFICANTLY INFLUENCED NOT FOR PROFIT ORGANIZATION

The Balsillie School of International Affairs (the “BSIA”) was incorporated on August 19, 2013 under the Canada Not for Profit Corporations Act. The Organization, through its representation on the board of directors, has significant influence over the BSIA. The purpose of BSIA is to support interdisciplinary research in the fields of multilateral and global governance with a view to raising the quality of people’s lives worldwide by identifying and offering options for solutions to critical issues facing humanity; to facilitate and promote research relationships and collaborations among academic researchers, students and other qualified experts affiliated with the members in multiple disciplines; and to provide networking, professional development and research opportunities for students, post-doctoral fellows and research associates affiliated with the members. The Organization does not intend to benefit economically from the operations of the BSIA.

5. PORTFOLIO INVESTMENTS

Portfolio investments are recorded at fair value and are comprised as follows:

	<u>2014</u>	<u>2013</u>
Equities and equity mutual fund units	\$ 62,733,496	\$ 70,243,273
Fixed income fund units	75,948,659	49,647,880
Alternative investments	4,285,695	1,974,897
Term deposits	909,918	900,089
Money market fund units	-	410,801
Unrealized gain on forward currency contracts (a)	80,578	1,924
	143,958,346	123,178,864
Unrealized loss on forward currency contracts (a)	-	(216,266)
	\$ 143,958,346	\$ 122,962,598

NOTES TO THE FINANCIAL STATEMENTS
JULY 31, 2014

- (a) The Organization enters into foreign currency forward contracts. These contracts require the Organization to purchase specific amounts of foreign currencies at a set price at specific future dates. The Canadian dollar amounts that could be received and the weighted average exchange rates for the foreign currency forward contracts are comprised as follows:

	<u>2014</u>		<u>2013</u>	
	<u>Contract Amount Canadian \$</u>	<u>Weighted Average Rate</u>	<u>Contract Amount Canadian \$</u>	<u>Weighted Average Rate</u>
US dollar	\$ 8,952,832	\$ 1.1083	\$ 8,425,920	\$ 1.0058
Euro	950,165	1.0966	550,469	1.2714
British pound	626,634	2.0091	480,950	1.5115
Japanese yen	<u>129,069</u>	0.0107	<u>20,047</u>	0.0102
Total	<u>\$ 10,658,700</u>		<u>\$ 9,477,386</u>	

The exchange rates were:

	<u>2014</u>	<u>2013</u>
US dollar	1.0890	1.0287
Euro	1.4581	1.3675
British pound	1.8391	1.5618
Japanese yen	0.0106	0.0105

6. BANK INDEBTEDNESS

The Organization has an unsecured \$500,000 overdraft credit facility against which \$nil has been drawn as at July 31, 2014 (2013 - \$nil). Under the overdraft credit facility agreement, outstanding amounts bear interest at the bank's prime lending rate plus 0.75% per annum.

7. CAPITAL DISCLOSURES

The Organization's capital is comprised of its net fund balances. The Organization's capital management objectives are to safeguard its capital and to ensure it is able to finance its growth and strategic plans. There were no changes to the Organization's approach to capital management during the year.

Included in the Organization's Endowment Fund is a restricted fund created by contributors including the Federal Government of Canada. The income from the fund is used for the Organization's operations but the capital is restricted from encroachment, is to be protected in perpetuity and may not fall below \$30,000,000. At July 31, 2013 and 2014 the capital balance of this fund is calculated to be \$50,650,903.

8. COMMITMENTS AND CONTINGENCIES**(a) Organizational obligations -**

The Organization is committed to making payments to various organizations towards various initiatives to promote public interest and debate regarding Canadian foreign policy and international relations and in international relations and international institution-building and governance.

These payments are due and will be expensed as follows:

In the year ending July 31, 2015	\$ 730,000
2016	730,000
2017	<u>730,000</u>
	<u>\$ 2,190,000</u>

(b) Lease commitment -

The Organization has a commitment to lease land from the City of Waterloo for a period of ninety-nine years ending June 2107 for \$1 per annum for the purposes of the Campus.

(c) Programs obligation -

In 2011, the Organization signed a program agreement with the Institute for New Economic Thinking. In 2013, this agreement was amended. The Organization is committed to expenditures of \$20,000,000 over the term of the amended agreement which is to expire July 31, 2021. For the period from the signing of the original agreement to July 31, 2014 the Organization has incurred cumulative expenses in the amount of \$5,869,683 (for the period from signing of the agreement to July 31, 2013 - \$3,849,805). A total of \$2,019,878 of expenses were incurred in the current year (2013 - \$1,673,962).

In 2013, the Organization signed an agreement with a provincial government and private donor to develop and launch the International Law Research Program. The Organization is committed to expenditures of \$60,000,000 over the term of the agreement which is to expire July 31, 2024. The funding is to be split in equal portions between the two parties. The private donor is a related party who has significant influence on the Organization and has contributed \$30,000,000 during the year (2013 - \$nil). The provincial government has funded \$202,189 of its total commitment of \$30,000,000 during the year (2013 - \$nil). For the period from the signing of the agreement to July 31, 2014, the Organization has incurred total cumulative costs of \$585,397 (for the period from signing of the agreement to July 31, 2013 - \$nil), which includes \$113,348 of start-up capital costs for furniture, the costs of which are captured within the Capital Asset Fund.

(d) Claims and litigation -

From time to time, the Organization is involved in claims and litigation primarily arising from the normal course of business. The outcome of such claims and litigation is indeterminable at this time. Management believes that the resolution of these actions will not have a material adverse effect on the financial condition of the Organization.

9. CASH FLOW AND SUPPLEMENTARY INFORMATION**(a) Interest paid -**

Cash interest paid during the year was \$nil (2013 - \$814).

(b) **Foreign currency translation loss -**

During the year, the Organization incurred a foreign currency translation loss in the amount of \$641,122 (2013 – \$36,514) which is netted against realized investment income.

10. POST EMPLOYMENT BENEFITS

The Organization operates a defined contribution retirement plan for its employees. The retirement plan is funded by payments from the employees and the Organization. The payments by the Organization are charged to the statement of revenue and expenses for the period as incurred. The Organization has no legal or constructive obligations to pay further contributions after its payment of the fixed contribution. The assets of the pension plan are held by an independent entity. Pension expense for the year ended July 31, 2014 was \$138,704 (2013 – \$110,990).

11. FINANCIAL INSTRUMENTS

(a) **Financial assets -**

The carrying amount of financial assets measured at fair value is \$155,837,963 (2013 - \$124,711,658).

The carrying amount of financial assets measured at amortized cost is \$424,175 (2013 - \$208,784).

(b) **Financial risks -**

(i) **Price risk -**

The portfolio is exposed to price risk, which is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. Approximately 43% (2013 - 59%) of the Organization's portfolio investments are in equities and alternative investments and subject to price risk.

Approximately 49% (2013 - 40%) of portfolio investments are invested in fixed income securities.

(ii) **Foreign exchange risk -**

The Organization is also subject to foreign exchange risk as \$23,520,154 (2013 - \$17,343,652) of portfolio investments and \$651,056 (2013 - \$999,838) of cash and cash equivalents are denominated in United States dollars. Some of this risk is offset by the use of forward contracts denominated in United States dollars. In addition, the Organization is subject to foreign exchange risk on forward contracts in other currencies in that there is no cash or investments denominated in those currencies at year end. These currencies include the Euro, British pound and Japanese yen (see note 5(b)).

(iii) **Credit risk -**

Certain of the Organization's financial instruments are also subject to credit risk, being the risk of financial loss occurring as a result of default of counterparties on their obligations. As at July 31, 2014, there is no significant concentration of the Organization's receivable balance.

The Organization manages risk by employing professional, experienced portfolio advisors, by daily monitoring of the Organization's positions and market events and by diversifying the investment portfolio within the constraints of the investment objective. To assist in managing risk, the Organization also maintains a governance structure that oversees the Organization's investment activities and monitors compliance with the Organization's stated investment strategy and securities regulations.

12. LOSS ON DISPOSAL OF ASSETS

During the year, an area of approximately 2,655 square feet which was for two tiered classroom space in the campus building was modified to become office space. This necessitated the removal of existing seating and structures. As a result of this change, there was a disposition of the cost associated with the construction of the classrooms since it would no longer provide a future economic benefit. Therefore, a loss on disposition of assets in the amount of \$346,261 was recognized.

13. INTERFUND TRANSFERS

Transfers between funds during a reporting period do not result in increases or decreases in the economic resources of the Organization as a whole. These transfers represent an allocation of resources between various funds.

The following table summarizes the transfers during the year:

	Transfers to (from)							
	Endowment Fund	Capital Asset Fund	Campus Fund	Africa Fund	J Holmes Fund	Decade Fund	ILRP Fund	Operating Fund
To Endowment Fund from Operating Fund (a)	\$ 1,812,274	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,812,274)
To Capital Fund from Operating Fund (b)	-	308,247	-	-	-	-	-	(308,247)
To Campus Fund from Operating Fund (c)	-	-	3,376,212	-	-	-	-	(3,376,212)
To Operating Fund from Africa Fund (d)	-	-	-	(13,804)	-	-	-	13,804
To Operating Fund from John Holmes Fund (e)	-	-	-	-	(14,232)	-	-	14,232
To Operating Fund from Decade Fund (f)	-	-	-	-	-	(802,964)	-	802,964
From ILRP Fund to Capital Fund (g)	-	113,680	-	-	-	-	(113,680)	-
	\$ 1,812,274	\$ 421,927	\$ 3,376,212	\$ (13,804)	\$ (14,232)	\$ (802,964)	(113,680)	\$ (4,665,733)

- (a) The transfer from the Operating Fund represents excess assets in the Endowment Fund that were unable to be transferred to the Operating Fund prior to July 31, 2014.
- (b) The transfer to the Capital Asset Fund from the Operating Fund was made to fund outlays for property and equipment acquisitions and to fund shortfalls stemming primarily from amortization.
- (c) The transfer to the Campus fund from the Operating Fund was made to fund shortfalls stemming primarily from amortization.
- (d) The transfer to the Operating Fund from the Africa Fund represents an overdraw on the Africa Fund.
- (e) The transfer to the Operating Fund from the J Holmes Fund represents an overdraw on the J Holmes Fund.
- (f) The transfer to the Operating Fund from the Decade Fund represents an overdraw on the Decade Fund.
- (g) The transfer to the Capital Fund from the ILRP Fund reflects the costs of capital furniture.