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sheldon levy, chair of council



A strong Ontario needs talent

and innovation. Ontario universities provide these key drivers of the province's growth. We equip our graduates with the critical thinking and analytical skills that are transferable to different jobs in the knowledge economy. We foster a continuum of research, from discoveries to new products, services and processes, and everything in between. We actively engage in economic development activities, business partnerships and community outreach to solve problems and make Ontario stronger.

Ontario universities have a clear vision of how universities can help build future prosperity in the province. The vision includes enhancing efforts to help students reach their full potential, providing better pathways for students to transfer their credits between institutions, encouraging more innovation in teaching, and increasing accountability. We are also committed to accommodating more students and expanding access for underrepresented groups to ensure that everyone has the opportunity to contribute to Ontario's economy and be a part of the best-educated workforce in the world.

The future provides an opportunity to maximize the talent and research that universities produce. But there are major challenges facing our sector both globally and locally. Global challenges centre on the growing competition for the best and brightest from jurisdictions that have a deep commitment to winning the race for talent and a desire to keep their talent at home. In Ontario, we are challenged by financial constraints and the rising costs of doing more – from educating an ever-growing number of students, to enhancing the quality of their experience, to being even more accountable.

Ontario universities stand ready to seize the opportunity – to make the province stronger through the talent and research we produce. We will continue to innovate, evolve and transform our learning and research environments to better serve our students. Strong universities also need strong leadership from government, our partners in higher education. We will continue to work with the province to ensure that the policy and funding framework that underpins our universities is sustainable. The strength of our students and researchers is Ontario's strength.

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Advancing higher education, addressing government priorities and honouring excellence are the themes of COU's 2008-2009 *Annual Report*, which also includes a financial summary of the operations of the COU Secretariat.

In our work to advance higher education in Ontario and Canada, COU exists to support the goals of our universities. COU is continually expanding and deepening relationships with government, business, faculty and student groups, as well as with numerous other organizations and individuals. We play an important role in building consensus among our member institutions on key issues, conducting policy and analysis, promoting partnerships with business and other groups domestically and internationally, and building awareness of universities and their contributions to the province.

COU encourages collective action on government and university priorities such as student enrolment growth, the environmental sustainability of our campuses, accessibility for students with disabilities, the mobility of students between colleges and universities, and the accountability of our sector. COU also promotes the use of collective processes to increase our efficiencies. Some of our successful collaborations include the Ontario Universities' Application Centre, which processes applications for the province's universities; the Scholars Portal, which provides province-wide access to library and research resources; and the Inter-University Transit System, which distributes shared materials and mail among our institutions. We also ensure the quality of undergraduate and graduate programs through a robust and independent quality assurance program. Some of our work involves celebrating excellence in our universities through

the administration of awards and chairs programs, which we manage on behalf of the government.

Having returned to COU after 11 years as President of Trent University, I especially appreciate the importance of leveraging the collective strength and diversity of our member institutions in working with government and other stakeholders. The real champions of Ontario's future prosperity are the men and women who educate our students and advance the boundaries of knowledge through research, scholarship and innovation. I applaud them all – from our volunteer governors, the university presidents and their administrators whose passion and commitment to higher education knows no bounds, to the dedicated faculty and staff who contribute to the learning experience of our students in many vital ways. Above all, I applaud the students who pursue a postsecondary education. Today's students are Ontario's strength tomorrow.



bonnie m. patterson, president and ceo of cou

In 2009, the Council of Ontario Universities (COU) continued to advance higher education across the province. Through advocacy, research and policy development in collaboration with its members, COU strengthens the ability of the province's universities to foster the knowledge, innovation and discovery essential to the economic and social well-being of Ontario and Canada.

COU and its members focused on the next phase of Reaching Higher, the government's ambitious multi-year plan that comes to an end in 2010. The results of the first phase are significant:

- Over 100,000 undergraduate students added to the system since 2002
- Over 15,000 new graduate spaces funded
- Improved access for Aboriginal students, first-generation students and students with disabilities
- Increased numbers of international students
- Enhanced financial assistance for students
- Greater transparency through multi-year accountability agreements

Much has been accomplished but there is still more to do, particularly if the province is to reach Premier McGuinty's goal of ensuring that 70% of the population acquires higher education. Achieving this educational advantage is both noble and prudent, especially since many jurisdictions around the world are already focused on developing the knowledge capital that will help them become the most innovative and competitive places to live and work.

Gaining this educational advantage is being weighed against the economic realities of the recession and government deficits. In the United States, President Obama has boldly said that "the countries that out-teach us today will out-compete us tomorrow." Here in Canada, economists and think tanks such as Ontario's Task Force

on Competitiveness, Productivity and Economic Progress are saying that the recession has not changed the imperative to develop our human capital. If anything, it has heightened the need.

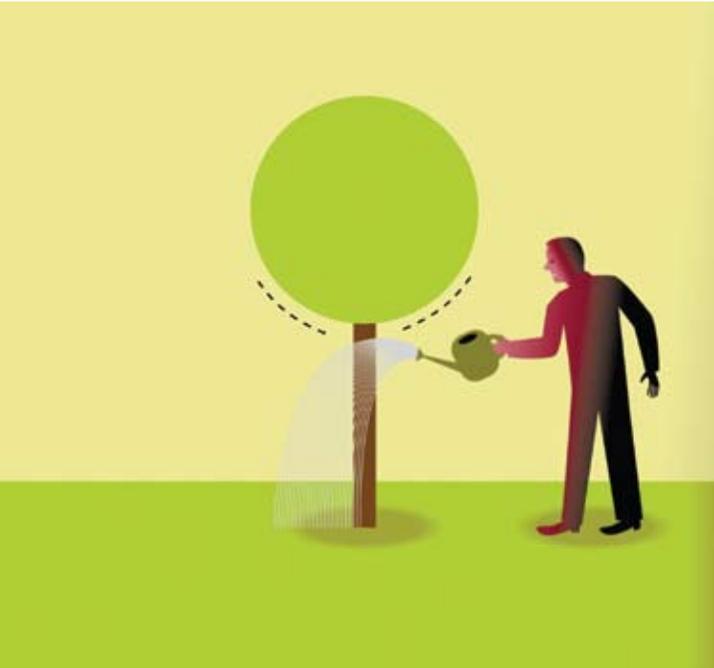
This is due to a growing realization that there will be a skills shortage over the next two decades. Moreover, many of the jobs that existed 20 years ago no longer exist, while many of the jobs of the future have yet to be invented. These will evolve as the knowledge economy evolves, and universities are well placed to provide people with the skills to successfully leverage this evolution. A university education provides graduates with an essential foundation in critical thinking and analytical skills that are transferable to any job or career in the knowledge economy.

That's why the provincial government wants Ontario universities to accommodate between 42,000 and 58,000 new students over the next five years, and our universities are prepared to do so. In its 2009 submission to government, *Reaching Even Higher: The Next Multi-Year Funding Plan for Postsecondary Education*, COU laid out proposals to address growth and predictable funding, an improved student experience, accountability and institutional diversity. The submission is available on COU's website (www.cou.on.ca).

The implementation of COU's recommendations will enable Ontario universities to produce an even larger pool of highly qualified personnel to move closer to the Premier's goal of a more highly educated population. The recommendations will also enhance the learning experience of students to improve their outcomes and graduation rates, as well as enhance student mobility between postsecondary institutions. Moreover, they will make accountability mechanisms more strategic and set goals and targets for differentiation based on each institution's individual vision and strengths.

Since December 2009, COU has been engaged with many ministries and officials in the Ontario government to discuss these recommendations and their importance to the future of the province. COU also works with government on a number of other important public policy priorities beyond our sector's interests.

**Higher education is the foundation for an
That's why the provincial government and Ontario
on advancing access and outcomes for our students.**



**innovative workforce and productive society.
universities are focused**

Committed to addressing government priorities



greening our campuses

In 2009, COU advanced Ontario's green agenda. While the government unveiled its new *Green Energy and Green Economy Act*, Executive Heads of the province's universities publicly declared their own commitment to environmental sustainability with the pledge *Ontario Universities: Committed to a Greener World*. The pledge was presented to government at a Queen's Park reception along with a report documenting the environmental and sustainability activities underway on university campuses. COU prepared the report after surveying all institutions about their green initiatives in nine areas: policy and administration; curriculum and research; buildings and green space; recycling and waste management; energy management; water management; transportation and fleet; purchasing and procurement; and partnerships and other initiatives. Both the summary and the full report are available on COU's website (www.cou.on.ca).

improving accessibility for students with disabilities

COU and its members are also working closely with the Ontario government to increase and enhance accessibility on campus.

Through the government's EnAbling Change Partnership Program, COU and Queen's University partnered with the Ontario Ministry of Community and Social Services in 2009 to create an online tool to assist the province's universities in complying with the training component of the Customer Service Standard, the first of five standards of the *Accessibility for Ontarians with Disabilities Act (AODA)* to be passed into regulation. This tool, which has been distributed to all universities, is helping our institutions to train faculty, staff, volunteers and contract workers on how to provide more accessible learning and student services. COU will continue to work with the government on the creation of tools and resources to assist our universities in implementing the remaining accessibility standards to contribute to a more accessible Ontario.

COU also facilitates discussion on each AODA standard as it is brought forward within the university sector and provides feedback to the government on the proposed regulations.

developing more educational options for students

Adapting to the changing needs of today's students is a priority for our institutions. COU helps to address the common priorities of students and government such as the desire to increase student mobility. COU and its members have been working with government and Ontario's colleges on new pathways for students to transfer between universities, and between colleges and universities. COU is an active participant in the Ministry of Training, Colleges and Universities' Steering Committee on Credit Transfer and is spearheading a number of university working groups to address issues concerning credit transfer and educational pathways for students. We recognize that there is still work to be done on creating a new and successful framework for credit transfer in Ontario.

There is already a wide range of collaborative programs between universities and colleges. Over 330 different types of bilateral and multi-lateral agreements provide students with opportunities to capitalize on the academic rigour of universities and the applied learning of colleges. Many thousands of students are involved in these joint university-college programs, which cover an array of areas including arts and humanities, business, engineering and technology, health sciences, and applied and social sciences. For example, the University of Guelph-Humber College initiative has nearly 3,000 students in eight different programs, while McMaster University and Mohawk College have 1,200 students in a number of health science programs. The joint Fine Arts degree offered by York University and Sheridan College attracts over 1,000 applications from around the world for its 120 places. These are just some of the collaborations underway that are providing students with a distinctive breadth of knowledge and experience that will benefit them when they enter the workforce.

COU

ensuring the efficient use of resources

A shining example of university collaboration is the Ontario Universities' Application Centre (OUAC), which processed over 373,000 online undergraduate and graduate applications for the 2010 academic year. Established in 1971 by COU, OUAC has become an international model of success. It created a highly useful online resource called *eINFO* that helps students to find important information about programs, their requirements and scholarships before they even apply to university. This online resource, which had over 1 million visits in 2009, also helps high school guidance counsellors and teachers understand which courses are required by particular programs so that they, in turn, can help students prepare for university admission.

08 The Scholars Portal is another example of how the sector has come together. The Portal, established by the Ontario Council on University Libraries (OCUL), an affiliate of COU, is a digital library that boasts 12 million searches a year and over 4.5 million downloads of articles by students and faculty. OCUL continues to accelerate the implementation of new modules for statistical data, e-books, health informatics and geospatial data.

COU also manages the Inter-University Transit System (IUTS), which provides members with a means to share or distribute a wide range of materials among institutions. IUTS was modernized in 2009 when COU engaged a new, more cost-effective service provider. In addition to the reduction of unit cost, in six months alone there were 22,000 fewer shipments as a result of consolidating more packages, which means lower rates for our members and decreased overall costs. Total annual savings are estimated at 40% for 2010 and are expected to rise to 60% for 2011.

improving accountability

COU supports the accountability efforts of our member institutions by providing a page that links the COU website to the universities' individual accountability websites (<http://ua.cou.on.ca>). Each institutional website provides extensive information on that university's activities and plans to meet the needs of its many audiences.

Of course, accountability extends to how the sector spends money. Infrastructure investments announced by both the federal and provincial governments in 2009 were quickly applied to the universities' shovel-ready construction projects that are now creating local jobs in the short term, and new learning and research environments for the long term. As a result of these investments, local communities have received a tremendous boost through the creation of over 12,000 jobs and increased sales for supplier companies that provide materials and services, all while addressing the sector's important physical infrastructure needs. The impact of these investments was celebrated in a brochure, which COU prepared and sent to both levels of government.



honouring excellence



While COU advances higher education in many different ways, the real champions of the Ontario university sector are the men and women who educate students and advance the boundaries of knowledge directly and indirectly. There is a host of people on campus whose work – whether in the offices, on the grounds or in the labs – contributes to the strength of our universities. Collectively, they help support and shape the talent and innovation that grow Ontario.

research

The prestigious John Charles Polanyi Prizes, established to honour the University of Toronto professor who was the co-recipient of the 1986 Nobel Prize in Chemistry, are administered by COU on behalf of the Ontario government. In 2009, Dr. Gustavo Javier Bobonis of the University of Toronto was awarded the prize for economics; Dr. Amelia DeFalco of McMaster University for literature; Dr. Michael Kiang of McMaster University for physiology/medicine; Dr. Nicholas Mosey of Queen's University for chemistry; and Dr. Laura Catherine Parker of McMaster University for physics.

COU also administers a number of research chairs on behalf of the Ontario government, including the competition for three research chairs in environmental science funded by the Ministry of the Environment. These Ontario Research Chairs will play an important role in conducting research to ensure that health and safety are top

priorities in the introduction of new products. They will also conduct research into replacing environmentally harmful processes with organic ones as well as using biomaterials to make high performance and toxin-free materials. In 2010, the Ontario Research Chair in Renewable Energy Technologies and Health was awarded to the University of Waterloo and its candidate, Dr. Siva Sivoththaman; and the two Ontario Research Chairs in Green Chemistry and Engineering were awarded to Queen's University and its candidate, Dr. Michael Cunningham, and to Trent University and its candidate, Dr. Suresh Narine.

Also in 2010, the Ontario Research Chair in Health Human Resources was awarded to McMaster University and its candidate, Dr. Arthur Sweetman, following a competition administered by COU on behalf of the Ministry of Health and Long-Term Care.

As part of its administration of the government's Ontario Research Chairs in Public Policy program, COU collaborated with the University of Toronto's School of Public Policy and Governance (SPPG) in 2009 to host a symposium to showcase the work of the eight Chairs selected in 2008. The symposium dealt with important public policy issues, including equity in health-care policy, the decriminalization of HIV transmission, differentiation between postsecondary institutions and gaps in student achievement. Information on the 2009 symposium can be found on the SPPG website (www.publicpolicy.utoronto.ca).

scholarship

COU also celebrates the achievements of those who have advanced higher education and scholarship with the annual David C. Smith Award for Significant Contribution to Scholarship and Policy on Higher Education in Canada. The 2009 recipient of the award, Dr. Martha C. Piper, was honoured for her leadership and advocacy in helping to shape the development of national research strategies that attracted international talent and boosted innovation in Canada. Dr. Piper, Past President of the University of British Columbia (UBC), helped transform UBC into a research powerhouse. As a former board member of the Association of Universities and Colleges of Canada, she also helped to galvanize the voices of her university peers in advancing the profile and investment in research throughout the country. Her speech is posted on COU's website (www.cou.on.ca).

teaching and learning

In 2009, nine provincial awards of excellence were presented to nursing faculty, students, staff and health program partners by the Council of Ontario University Programs in Nursing. The awards, which were created in 2008, focus on four key areas – excellence in teaching, innovation in research, student excellence and partnership support. The 2009 awards honoured the following individuals and institutions: Dr. Sue Coffey, York University's School of Nursing, and Dr. Kileen Tucker Scott, Ryerson University's Daphne Cockwell School of Nursing; Margaret Duff, University Health Network; Dr. Patrick O'Byrne, University of Ottawa; Jason McCready, University of Western Ontario; Hilary Hall, University of Toronto; Dr. Michael McGillion, University of Toronto; Deborah Walker, Hamilton Health Sciences; the University of Western Ontario's Arthur Labatt Family School of Nursing; and the Middlesex-London Health Unit.

profile of council of ontario universities

The Council of Ontario Universities (COU), made up of 19 member institutions and two associate member institutions, fosters dialogue on university issues, develops consensus, and engages with the provincial and federal governments on policies to advance higher education.

The Council is made up of two representatives from each institution: the executive head (president or principal) and an academic colleague appointed by each institution's senior academic governing body. It meets regularly during the academic year and is supported by the Executive Committee, which, in turn, is supported by a full-time secretariat that provides centralized service functions for the Council and its Standing Committees. There are also numerous affiliate organizations, special task forces, committees and other groups that support and work toward achieving the Council's objectives.

COU is committed to providing real value to its members and doing so in a fiscally responsible, transparent and fully accountable fashion.

Member Institutions

Algoma University
Brock University
Carleton University
University of Guelph
Lakehead University
Laurentian University
McMaster University
Nipissing University
University of Ontario Institute of Technology
University of Ottawa
Queen's University
Ryerson University
University of Toronto
Trent University
University of Waterloo
University of Western Ontario
Wilfrid Laurier University
University of Windsor
York University

Associate Member Institutions

Ontario College of Art & Design
Royal Military College of Canada

composition of cou

Council

Current Chair: Mr. Sheldon Levy
(July 1, 2009 to June 30, 2011)
President, Ryerson University

Past Chair: Dr. Peter George
(July 1, 2007 to June 30, 2009)
President, McMaster University

Standing Committees

Executive Committee
Committee on Government and
Community Relations
Committee on Nominations
Committee on Relationships with
Other Postsecondary Institutions
Ontario Universities' Application Centre
(OUAC) Advisory Board

COU Holding Association Inc.
- Board of Directors
- Budget and Audit Committee
Ontario University Athletics (OUA) Liaison

COU Secretariat

Office of the President
Communications and Public Affairs
Corporate Services
Office of Health Sciences
Ontario Council on Graduate Studies
Ontario Universities' Application Centre
Policy and Analysis
Secretary to Council
Strategic Initiatives

Affiliates

Council of Chairs of Ontario Universities
(CCOU)
Council of Ontario Faculties of Medicine
(COFM)
Council of Ontario University Secretaries
(COUS)
Council of Senior Administrative Officers
(CSAO) & its affiliates:
- Association of Auxiliary Services
Administrators
- Association of Computing Services
Directors (ACSD)
- Association of Ontario University Human
Resources Professionals (AOUHRP)

- Committee on Space Standards & Reporting
- Council of Environmental Health & Safety Officers (CEHSO)
- Council of Finance Officers – Universities of Ontario (COFO-UO)
- Ontario Association of College & University Security Administrators (OACUSA)
- Ontario Association of Physical Plant Administrators (OAPPA)
- Ontario University Purchasing Management Association (OUPMA)
- Council on University Planning & Analysis (CUPA)
- Ontario Council of Academic Vice-Presidents (OCAV) & its affiliates:
 - Council of Ontario University Programs in Nursing (COUPN)
 - Council of Deans of Arts & Science of Ontario Universities
 - Council of Ontario Deans of Engineering (CODE)
 - Council of Deans of Ontario Faculties of Law
 - Ontario Association of Deans of Education (OADE)
 - Ontario Committee on Student Affairs (OCSA)
 - Ontario Council of Library Schools
 - Ontario Council for University Lifelong Learning (OCULL)
 - Ontario Council of Deans & Directors of Schools of Social Work
 - Ontario Council of University Libraries (OCUL)
 - Ontario Council of University Programs in Rehabilitation Sciences (OCUPRS)
 - Ontario Universities' Council on Admissions (OUCA)
 - Ontario University Registrars' Association (OURA)
- Ontario Council on Graduate Studies (OCGS)
- Ontario Council on University Research (OCUR)
- Ontario Interdisciplinary Council for Aging & Health (OICAH)
- Ontario Universities' Public Affairs Council (OUPAC)

Special and Limited-Duration Groups and Committees

Canadian Graduate & Professional Student Survey (CGPSS) Steering Committee

COU-MTCU Graduate Employment Survey Steering Committee

CSAO-OAPPA Task Force on Facilities Condition Assessment

NSSE Steering Committee

OCUPRS Clinical Education Working Group

OCUPRS Task Force on Clinical Education Planning for Rehabilitation Sciences in the Hospital Sector

OCAV-CSAO Reference Group on Accessibility for People with Disabilities

Reference Group on Aboriginal Education

Task Force on Access & Privacy Issues

Task Force on Graduate Enrolment Expansion / Working Group on Graduate Education Expansion

Task Force on Student Financial Assistance

Working Group on University Capacity

Working Group on University Research

The Council and secretariat staff would like to thank everyone who served on COU committees, task forces and working groups during the period of July 1, 2008 to June 30, 2009. Their work makes it possible for COU to achieve its objectives.

COU

financial information

The statements of COU's Financial Position and its Income and Expenses for the year ended June 30, 2009, are derived from the audited financial statements of COU Holding Association Inc. The statements provide summary information on COU's assets, liabilities and fund balances, and its income and expenses relating to COU's general operating activities and other activities funded through restricted contributions. Financial information for the fiscal year ending June 30, 2008, has also been provided for comparative purposes.

COU Holding Association Inc. is responsible for the financial and business operations of COU. The directors of the corporation are the COU Chair, Vice-Chair, President and CEO, Treasurer and Secretary to Council.

It should be noted that government grants and other externally restricted contributions are used exclusively to fund projects and activities designated by sponsors; they are not used to finance the operations of the Council of Ontario Universities. The 2009 fiscal year covers the period July 1, 2008, to June 30, 2009.

STATEMENT OF FINANCIAL POSITION

As at June 30

	2009	2008
ASSETS		
Current assets	44,013,984	40,073,897
Capital assets	1,614,388	2,273,257
Investments held in trust	5,596,582	7,727,671
Total assets	51,224,954	50,074,825

LIABILITIES AND FUND BALANCES

Current liabilities

Accounts payable and accrued liabilities	7,534,285	9,410,737
Deferred income	253,642	374,614
Total liabilities	7,787,927	9,785,351

Fund balances

Unrestricted - general operations	1,129,237	1,451,668
Internally restricted funds	6,826,056	5,931,384
Externally restricted funds	26,242,346	23,008,165
Endowments	7,625,000	7,625,000
Invested in capital assets	1,614,388	2,273,257
Total fund balances	43,437,027	40,289,474

Total liabilities and fund balances	51,224,954	50,074,825
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STATEMENT OF INCOME AND EXPENSES

	GENERAL OPERATIONS 2009	INTERNALLY RESTRICTED FUNDS 2009	EXTERNALLY RESTRICTED FUNDS 2009	TOTAL 2009	GENERAL OPERATIONS 2008	INTERNALLY RESTRICTED FUNDS 2008	EXTERNALLY RESTRICTED FUNDS 2008	TOTAL 2008
INCOME								
Membership assessment	4,721,885	673,426	-	5,395,311	3,970,993	321,264	-	4,292,257
Investment income	97,915	345,943	311,166	755,024	229,036	830,714	1,266,457	2,326,207
Other income	111,551	2,223,352	13,615,015	15,949,918	33,741	2,395,831	10,989,670	13,419,242
Government grants	50,000	13,856	3,808,192	3,872,048	-	12,000	2,575,113	2,587,113
Application fees	-	6,091,072	-	6,091,072	-	4,958,475	-	4,958,475
Quality review fees	-	1,123,400	-	1,123,400	-	665,646	-	665,646
Total income	4,981,351	10,471,049	17,734,373	33,186,773	4,233,770	9,183,930	14,831,240	28,248,940
EXPENSES								
Compensation	3,457,797	5,123,161	608,144	9,189,102	2,846,405	4,359,347	286,831	7,492,583
Inter-University Transit System	1,031,780	-	-	1,031,780	480,434	-	-	480,434
Accommodation	424,347	558,403	24,604	1,007,354	287,687	454,022	429,723	1,171,432
Special projects	362,890	72,382	12,922,455	13,357,727	306,057	99,870	27,872,334	28,278,261
Professional fees	339,396	476,413	143,359	959,168	399,638	531,077	414,652	1,345,367
Travel and meeting	190,511	559,242	75,197	824,950	284,182	601,500	93,016	978,698
Amortization of property and equipment	162,986	1,029,546	-	1,192,532	142,894	851,753	-	994,647
Communications	98,139	966,308	11,466	1,075,913	102,168	981,681	5,698	1,089,547
Supplies and other office expenses	72,898	235,049	18,911	326,858	123,474	114,684	205,422	443,580
Computing	30,548	397,392	143,434	571,374	68,719	353,734	115,501	537,954
Internal cost recoveries	(950,938)	818,052	132,886	-	(1,026,240)	904,680	121,560	-
Foreign exchange (gain) loss	-	-	(1,628,627)	(1,628,627)	-	-	788,210	788,210
Total expenses	5,220,354	10,235,948	12,451,829	27,908,131	4,015,418	9,252,348	30,332,947	43,600,713
Unrealized loss on investments	-	-	(2,131,089)	(2,131,089)	-	-	(706,010)	(706,010)
EXCESS (DEFICIT) OF INCOME OVER EXPENSES FOR THE YEAR								
	(239,003)	235,101	3,151,455	3,147,553	218,352	(68,418)	(16,207,717)	(16,057,783)

COUNCIL OF
ONTARIO UNIVERSITIES

CONSEIL DES
UNIVERSITÉS DE L'ONTARIO

**Higher education is the Ontario government's highest priority,
and the Council of Ontario Universities works with its university members
to advance this priority through advocacy, research and policy development.**

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