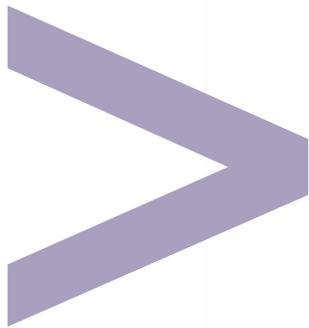




advancing...

higher education...



For students, higher education is not simply a means to access new economic opportunities. Higher education delivers a chance to learn the lessons of the past and gain the critical tools to rise to the challenges of the future.

> Sam Andrey, Executive Director, Ontario Undergraduate Student Alliance

SHELDON LEVY / We have a great system of universities in Ontario, working distinctly and together to have an impact on the creation and use of knowledge, here at home and globally. It is clear that all levels of education are vital, and postsecondary in particular has a role to play in the economic future of all Canadians, and the social good we see in health, culture and overall well-being. Partnerships are key among universities, students and government, to balance competing demands while, at the same time, striving to build the highest quality opportunities possible. The strength of our system relies on universities optimizing resources and making choices; but also on the value and priority society places on universities as worthy of support. We are seeing a growing recognition that these two factors must work together, and a new understanding that postsecondary education is not a consumable, but an investment in the longer term. We continue to experience very difficult economic times, but take confidence and encouragement from an increasing awareness on the part of all partners that quality relies on a shared responsibility to contribute, and a continuing affirmation of higher education as a critically important priority for success. **//CHAIR**



BONNIE M. PATTERSON / Ontario universities are well placed to give students the skills they need for the future and to conduct the research that influences how we live and work. COU, in turn, continues to strive for policy and funding frameworks that underpin our institutions in a sustainable way. We have made recommendations to government on numerous issues, including credit transfer, international recruitment, an online institute, pension sustainability, accessibility for people with disabilities, and enrolment planning and funding. Through consultations with Executive Heads and 31 affiliates of Council, and participation in government consultations and task forces, we have expanded and deepened our relationships with government, business, students and faculty groups. We have partnered on initiatives, built awareness of the sector and our issues, strengthened the capacity of the secretariat and enhanced services to our members. Continuing to augment our collaborative services that include our application centre, online scholars portal, inter-university transit services and quality assurance, COU is on a firm foundation to plan for the future – one surely to be filled with challenges, opportunities and impact. **// PRESIDENT & CEO**

government agendas.

ADVANCING GOVERNMENT AGENDAS

Universities strive to accommodate the growing numbers of qualified students who seek the benefits of a university education. To help meet this objective, the Council of Ontario Universities (COU) and its members continue to advocate for a more predictable basis for planning and funding growth. COU developed the Framework for Planning and Funding of Enrolment in June 2010, and its policy and advocacy work was rewarded in the March 2011 budget, when the provincial government announced a five-year framework for 60,000 students.

Creating more opportunities for students to transfer between colleges and universities is another goal shared by universities and the Ontario government. As part of the Credit Transfer Steering Committee, COU has been working with the government and other stakeholders to develop approaches for enhanced transition between institutions. A government investment of \$74 million for five years will help support additional credit transfer initiatives, and COU has advanced specific proposals for the use of this funding and accountability for credit

transfer. COU is working with the Ontario government, Colleges Ontario and the College University Consortium Council (CUCC) to develop a new co-ordinating body. These initiatives will see further definition and progress in the next year.

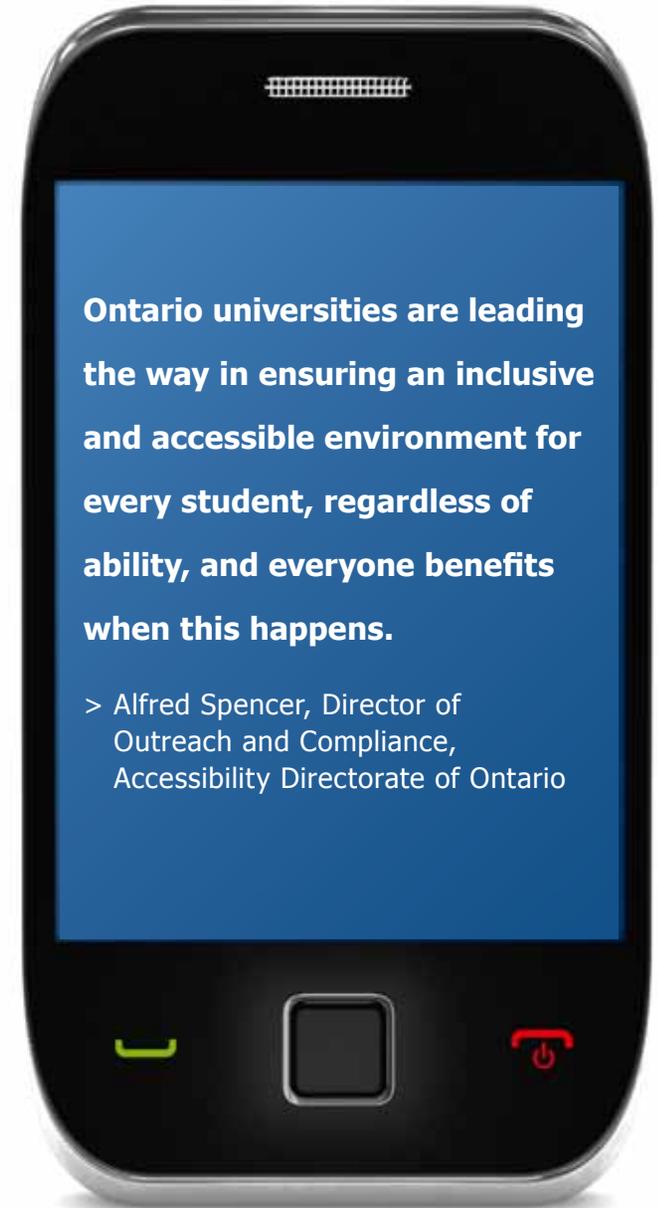
The creation of an online institute, announced in the March 2010 Speech from the Throne, is another government initiative to which COU and its members have devoted time and creativity. The university sector recommends a consortium model that leverages existing courses and programs, and can be scaled up over time. The key principles and features of this model have been submitted to the government's Special Advisor, who has been tasked to review all approaches and make recommendations.

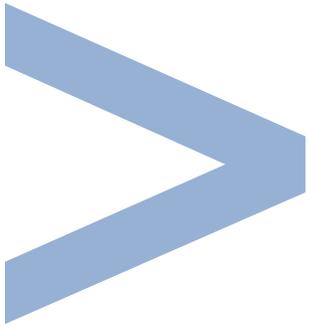
The 2010 Speech from the Throne also called for doubling the number of international students. COU responded to the announcement by working with members on the development of the Open Ontario Strategy for Internationalizing Postsecondary Education. The strategy includes a number of initiatives to ensure an ongoing pipeline of top

talent for universities in the province. One of these initiatives – the Ontario Trillium Scholarship Program for International PhD Students – was announced by the government in November 2010. Work is now underway to seek private sector partners for another proposed initiative: an international competition to bring students to Ontario to experience the academic and research strength of our universities. Participating students will return to their home countries as “culture carriers” and promote Ontario as an educational destination.

COU and its member institutions are also committed to making the university experience more accessible by identifying, preventing and removing barriers for persons with disabilities. While accessibility is always a priority, the Accessibility for Ontarians with Disabilities Act (AODA) has created significant new responsibilities for universities, resulting in a more focused, sustained and collective response on campus. In order to support our member institutions in meeting their obligations under the AODA, COU has partnered with the Ministry of Community and Social Services, the University of Toronto and the AODA Co-ordinators and Administrators on university campuses, to develop a toolkit of resources that will assist the sector in meeting the needs of persons with disabilities. Once completed, the COU Accessibility Toolkit will be housed on the COU website and available to all members. COU has also collaborated with members to provide feedback on the AODA standards as they have been developed.

To advance work in the area of mental health, COU’s Reference Group on Accessibility for People with Disabilities created a Sub Group on Mental Health, comprised of representatives from various student-focused and mental health-related organizations and affiliates. The Sub Group is working to identify key issues and develop a work plan for collaborative action on mental health and addiction issues across the university sector. In addition, COU continues to advocate for a more significant inclusion of postsecondary institutions in the Ontario government’s mental health strategy.





Ontario universities are strongly committed to quality assurance in their academic programs and processes, and the Quality Council ensures that this world-class level of quality is maintained.

> Dr. Sam Scully, Chair, Ontario Universities Council on Quality Assurance

The world-class, quality, accredited medical education available at Ontario universities is a key contributor to health human resources, quality care and patient safety in the province.

> Dr. Rocco Gerace, Registrar, College of Physicians and Surgeons of Ontario

ADVANCING RESPONSE TO SECTOR ISSUES

Ensuring the long-term sustainability of university pension plans has been a strong focus for COU and its members for several years. After considerable effort, temporary solvency relief was secured. The Working Group on University Pension Plans will seek to provide input to government as it reviews broader public sector pension plans, which is part of its broader review exercise to find efficiencies, improvements and innovations.

In response to member requests, COU also administered a process to secure an agreement for a student line of credit under the Student Access Guarantee for students in second-entry programs. After a request for proposals and selection process, COU was able to make an arrangement for a student line of credit with TD Canada Trust, on behalf of institutions that elected to participate, and to facilitate university implementation.

6

ADVANCING LEARNING OUTCOMES

Ensuring successful teaching approaches and excellent learning outcomes is an important priority for universities. Last year, COU and its members took this focus to a new level through the creation of the Teaching and Learning Task Force. Established by the Ontario Council of Academic Vice-Presidents (OCAV), the task force is identifying and promoting best practices, sharing information and resources, developing opportunities for inter-institutional co-operation in teaching and learning activities, and examining options for innovative programs that reduce time required for degree completion. The task force will also develop recommendations for effective investments by universities and government to improve teaching and learning at Ontario universities.

Quality assurance, another important aspect of the academic missions of our universities, has made a major advancement this year. In response to a review two years ago, members developed and refined a new quality assurance framework that was approved in April 2010. The framework has been adopted by all of Ontario's publicly-

learning outcomes...

assisted universities and will ensure that both new and continuing undergraduate and graduate programs meet the high standards of quality. The framework is administered by the Ontario Universities Council on Quality Assurance (Quality Council), an arms-length body designed to combine rigour with flexibility and ensure the quality of university programs. The Quality Council completed three university audit reports, which summarized the audits of each institution's reviews of undergraduate programs. Four one-year follow-up reports were also received from universities audited in the previous year. Under the new Quality Assurance Framework, each institution will conduct periodic reviews of current programs and will also be audited to ensure that program reviews are undertaken according to approved policies.

The education of health professionals has also undergone considerable expansion this past year, facilitated by COU's efforts. A business case, which recommended the creation of more educational spaces for students studying medical specialties, was approved in the fall and expansion of these spaces is now being implemented across the six Ontario Faculties of Medicine. The faculties also work in partnership

with the government to address Ontario's supply of physicians, implementing expansion across undergraduate and graduate programs, as well as the International Medical Graduates program. In rehabilitation medicine, a more co-ordinated and comprehensive model is being developed to deal with the shortage of clinical education spaces. A new provincial office was established within COU to provide a co-ordinating role for educational initiatives for primary health care (PHC) nurse practitioners, supporting a consortium approach to program delivery, mapping the necessary competencies to be addressed in the curriculum and ensuring consistency across the nine universities that educate PHC nurse practitioners.

COU has also engaged in determining the future of baccalaureate nursing education, which has been provided through collaboration of colleges and universities for the past 10 years as a result of the Ontario government's policy direction. A request by colleges to be allowed to grant stand-alone programs has opened up this area to university scrutiny and discussion with the government, since universities provided all accredited baccalaureate nursing education in Ontario before then.

Universities provide us with a unique platform to test ideas and technologies, which lead to the fundamental advances in science that will help transform our economy in the future.

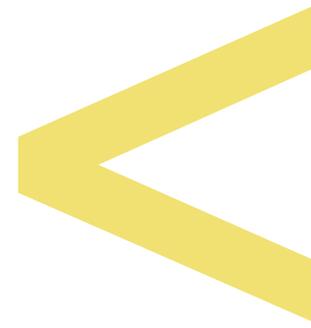
> Dr. Todd Hoare, 2010 Polanyi Prize Winner, Assistant Professor of Chemical Engineering, McMaster University

Transformation of the global energy system is the challenge of this century, and university research is one of the potent forces for change in this and many other important public policy areas.

> Dr. Jatin Nathwani, Ontario Research Chair in Public Policy and Sustainable Energy Management, University of Waterloo

Investment in university and student research allows us to quickly compete and seize the intrinsically linked challenges of foundational research questions and their new and emerging applications, which together improve the lives and well-being of Ontarians.

> Dr. Barbara Sherwood Lollar, Canada Research Chair in Isotope Geochemistry of the Earth and the Environment, University of Toronto



research &

ADVANCING RESEARCH AND INNOVATION

In November 2010, COU and the Ontario Council on University Research (OCUR) joined the federal government and other partners to showcase Ontario's research talent. The event, titled Canada Research Chairs: Thinking Ahead for a Strong Future, celebrated the 10-year anniversary of the CRC program, which attracts talent from across Canada and around the world to help answer big questions affecting the lives of Canadians. Attended by over 1,000 participants, the event was highly successful in demonstrating the direct impact of public investment on Ontario's economy and the quality of life of Ontarians. It also highlighted the increasing collaboration among research chairs, government and the private and community sectors.

A partnership between the Ontario Chamber of Commerce (OCC) and COU also sought to celebrate research and strengthen relationships among local businesses and universities. Titled Connect to Innovate, OCC and COU organized four events in Sudbury, the Region of York,

innovation...

London and Windsor. The events successfully enhanced understanding on both sides and provided a foundation for future collaboration.

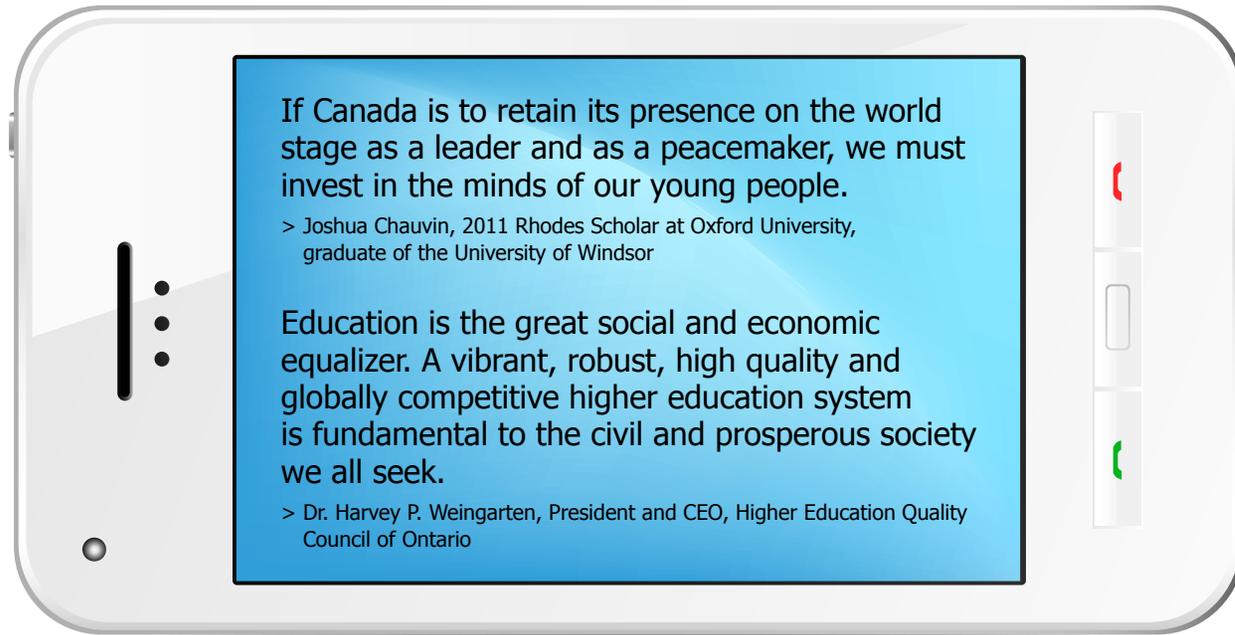
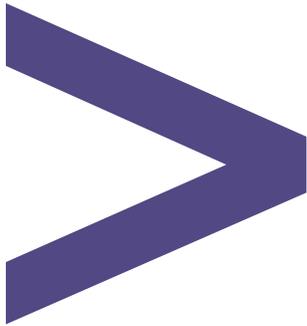
Working together on federal issues, such as research with the Association of Universities and Colleges of Canada (AUCC), COU has provided input on a number of important government processes and reviews, including submissions as part of the federal government's digital media consultation, its Research and Development review and its pre-budget process. Provincially, COU has been active in the areas of research infrastructure funding, the Ontario Innovation Agenda and research ethics. In particular, COU has been highly engaged in seeking support for high-performance computing (HPC) – a fundamental component of the processing, storage and networking capacity that underpins innovation and research excellence in Ontario. Transition funding has been secured for the coming year to permit continued operation of the HPC networks, and OCUR has commissioned work on a needs assessment to help determine the anticipated pressures that

will be faced by the system over the next 10 years, as well as identify funding options to ensure the ongoing sustainability of HPC in Ontario.

Research labs and faculty offices are not the only source of innovation. There is also an ongoing commitment to creative solutions on the environmental sustainability of university operations. In addition to producing the second Going Greener Report, COU hosted a Going Greener Forum in November 2010 and invited the broader public sector to share best practices around research and innovation, human capital and skills, green operations and community collaboration.

COU plays other roles in the research agenda by administering the selection of candidates for awards, such as the provincially-funded Polanyi Awards, and the selection of government-funded research chairs. This year, five of Ontario's leading university researchers were awarded the 2010 Polanyi Prize for their outstanding contributions to their disciplines: Dr. Todd Hoare of McMaster University for chemistry, Dr. Benjamin Lester of the University of Western Ontario for economics, Dr. Anna Louise Lewis of the University of Ottawa for literature, Dr. Anne Broadbent of the University of Waterloo for physics and Dr. Alex Wong of the University of Ottawa for physiology/medicine.

Last year also saw the appointment of the first ever Chair in Métis Studies – Dr. Brenda Macdougall (University of Ottawa). Selected by an arms-length selection panel in a process administered by COU, Dr. Macdougall is conducting research to increase understanding of Métis history, culture, language and issues affecting Métis in Ontario today. Funding for the Chair is provided through an endowment of \$3 million from the Government of Ontario, with the University of Ottawa committing an additional \$1 million to the endowment.



ADVANCING UNIVERSITY AWARENESS

Last year, COU re-developed its website to provide a window on what is happening at individual institutions and collectively across the sector. COU's new website (www.cou.on.ca) celebrates sector initiatives and accomplishments by aggregating news releases and stories from COU, universities and the government, along with policy positions, research papers and databases. COU also launched a Facebook page (www.facebook.com/CouncilofOntarioUniversities), which aggregates and promotes postsecondary news from a broader range of sources on a daily basis, and is complemented by our YouTube channel (www.youtube.com/ontariouniversities) and Flickr gallery (www.flickr.com/CouncilofOntarioUniversities). Work is underway to make the website more accessible to persons with disabilities through compliance with government accessibility standards.

Other related websites are being upgraded as well. The Ontario Universities' Application Centre (OUAC) updated its website (www.ouac.on.ca) to meet accessibility standards and to improve

service to its visitors. The site attracted over two million visits from 200 countries between June 2010 and January 2011. eINFO (www.electronicinfo.ca), the site associated with the OUAC website, and designed to provide secondary school students with a guide to universities and a capacity to compare programs, also attracts increasing attention, receiving as many as 20,000 visits a day. eINFO has become one of the primary counseling tools for students who consider the many opportunities in the Ontario university sector.

Further raising the profile of our universities is the ever successful Ontario Universities' Fair, which attracted a record of 130,000 students, parents and educators over a three-day period in September 2010. The fair complements the long-standing University Information Program, where university recruiters collaborate on town hall meetings around the province to provide information about their programs and services.

In addition, the David C. Smith Award dinner, hosted by COU every year, helps to raise awareness of higher education issues and build relationships with key government and third party stakeholders in the

.university awareness

sector. Don Drummond, former Chief Economist for the TD Bank, was the 2010 award recipient. Drummond, who has written extensively about a variety of public policy issues including postsecondary education, delivered a thought-provoking acceptance speech at the October 2010 dinner about the challenges faced by university presidents today.

ADVANCING MEMBER SERVICES

COU staff members provide policy work and secretariat support to various groups, including the Council, Executive Heads, over 31 affiliates, as well as many committees, task forces and working groups. During the 2009-10 year, the COU secretariat prepared pre-budget submissions to the federal and provincial governments; policy proposals on issues from funding and accessibility to mental health and credit transfer; and reports on various trends, including application statistics and university infrastructure. In addition, OUAC continues to produce a variety of statistical reports on university applications that assist universities with enrolment management, as well as provides useful trend data to the government.

This year, the secretariat sought further savings for members by continuing to re-engineer the management of the Inter-University Transit System (IUTS), which provides sharing services and distributes library and mail materials between institutions. COU achieved additional savings by changing to a new courier service provider and, most recently, by moving to a single point of pick up and delivery on each university campus. Savings are expected to reach 50 per cent by the end of 2011-2012.

OUAC has also focused on careful business stewardship and modernization efforts that included technology upgrades, a new telephone system and environmentally friendly processes that enable OUAC to better serve university applicants, universities and related stakeholders. The modernization of computer systems allows for increased processing capacity to accommodate the ongoing and future growth in application volume. It also provides more options for universities to customize their application process for the benefit of students.

PROFILE OF THE COUNCIL OF ONTARIO UNIVERSITIES / The Council of Ontario Universities (COU) is made up of 20 member institutions and one associate member institution. The Council consists 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.

MEMBERS

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

ASSOCIATE MEMBER

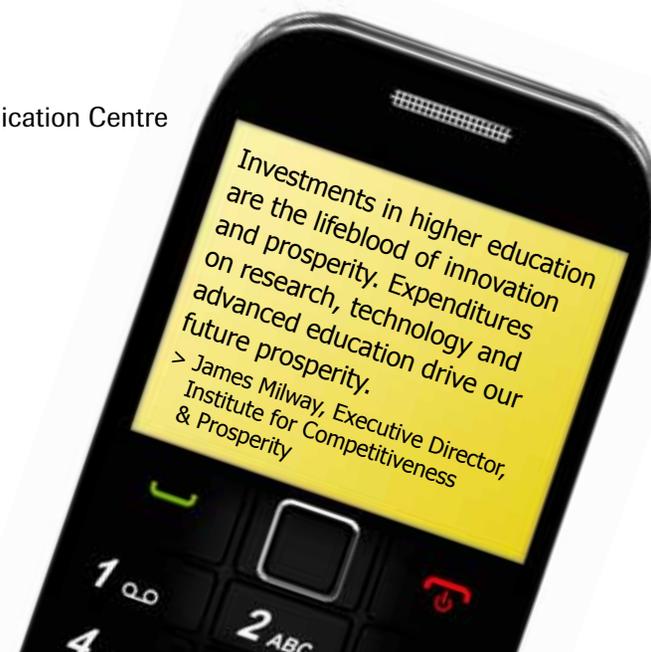
Royal Military College of Canada

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 Universities' Application Centre
Policy and Analysis
Quality Assurance
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) and its affiliates:
-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) and its affiliates:
-Council of Ontario University Programs in Nursing (COUPN)
-Council of Deans of Arts & Science of Ontario Universities (CODAS)
-Council of Ontario Educational Developers (COED)
-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 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/OR LIMITED-DURATION GROUPS AND COMMITTEES

Canadian Graduate & Professional Student Survey (CGPSS) Steering Committee
Chancellors of Ontario Universities
CSAO-OAPPA Task Force on Facilities Condition Assessment
Credit Transfer Resource Group
Information Management Strategy Working Group
International Working Group
MTCU Green Advisory Panel Reference Group
NSSE Steering Committee
Online Learning Working Group
OCAV-CSAO Reference Group on Accessibility for People with Disabilities
-Sub Group on Mental Health
Ontario Research Chairs Selection Panel
Ontario Universities Council on Quality Assurance
Reference Group on Aboriginal Education
Space Management Committee
Task Force on Access & Privacy Issues
Teaching and Learning Task Force
University Health Insurance Plan Steering Committee
Vice-Presidents Advancement
Working Group on University Capacity
Working Group on University Pension Plans
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. Their work makes it possible for COU to advance university education.

FINANCIAL INFORMATION / The statements of COU's Financial Position, and its Income and Expenses for the year ended June 30, 2010, 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, 2009 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 & 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 2010 fiscal year covers the period of July 1, 2009 to June 30, 2010.

STATEMENT OF FINANCIAL POSITION

As at June 30

ASSETS	2010	2009
Current assets	44,778,500	44,013,984
Capital assets	975,148	1,614,388
Investments held in trust	5,725,731	5,596,582
Total assets	51,479,379	51,224,954

LIABILITIES AND FUND BALANCES

Current liabilities		
Accounts payable and accrued liabilities *	8,314,987	7,443,285
Deferred income *	550,978	344,642
Total liabilities	8,865,965	7,787,927
Fund balances		
Unrestricted - general operations	1,259,627	1,129,237
Internally restricted funds	8,331,092	6,826,056
Externally restricted funds	24,422,547	26,242,346
Endowments	7,625,000	7,625,000
Invested in capital assets	975,148	1,614,388
Total fund balances	42,613,414	43,437,027
Total liabilities and fund balances	51,479,379	51,224,954

* Note: \$91,000 has been reclassified from Accounts payable and accrued liabilities to Deferred income for 2009 to conform to the presentation of the 2010 financial statements.

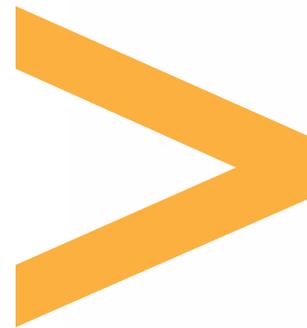
STATEMENT OF INCOME AND EXPENSES

	GENERAL OPERATIONS 2010	INTERNALLY RESTRICTED FUNDS 2010	EXTERNALLY RESTRICTED FUNDS 2010	TOTAL 2010	GENERAL OPERATIONS 2009	INTERNALLY RESTRICTED FUNDS 2009	EXTERNALLY RESTRICTED FUNDS 2009	TOTAL 2009
INCOME								
Membership assessment	4,509,038	677,926	–	5,186,964	4,721,885	673,426	–	5,395,311
Investment income	18,875	69,061	329,050	416,986	97,915	345,943	311,166	755,024
Other income	734,503	2,017,812	13,200,747	15,953,062	111,551	2,223,352	13,615,015	15,949,918
Government grants	271,312	23,452	2,397,068	2,691,832	50,000	13,856	3,808,192	3,872,048
Application fees	–	5,853,365	–	5,853,365	–	6,091,072	–	6,091,072
Quality review fees	–	1,234,218	–	1,234,218	–	1,123,400	–	1,123,400
Total income	5,533,728	9,875,834	15,926,865	31,336,427	4,981,351	10,471,049	17,734,373	33,186,773
EXPENSES								
Compensation	3,421,994	5,133,918	927,142	9,483,054	3,457,797	5,123,161	608,144	9,189,102
Special projects	516,726	120,428	15,355,670	15,992,824	362,890	72,382	12,922,455	13,357,727
Inter-University Transit System	354,163	–	–	354,163	1,031,780	–	–	1,031,780
Accommodation	354,065	546,951	22,893	923,909	424,347	558,403	24,604	1,007,354
Professional fee	260,523	523,144	213,384	997,051	339,396	476,413	143,359	959,168
Amortization of capital assets	142,946	953,679	–	1,096,625	162,986	1,029,546	–	1,192,532
Travel and meetings	126,075	478,587	88,422	693,084	190,511	559,242	75,197	824,950
Communication	88,390	684,382	5,460	778,232	98,139	966,308	11,466	1,075,913
Supplies and other office expenses	84,268	243,688	154,922	482,878	72,898	235,049	18,911	326,858
Computing	33,065	400,310	140,960	574,335	30,548	397,392	143,434	571,374
Internal cost recoveries	(782,765)	703,213	79,552	–	(950,938)	818,052	132,886	–
Foreign exchange (gain) loss	–	–	913,034	913,034	–	–	(1,628,627)	(1,628,627)
Total expenses	4,599,450	9,788,300	17,901,439	32,289,189	5,220,354	10,235,948	12,451,829	27,908,131
Unrealized gain (loss) on investments	–	–	129,149	129,149	–	–	(2,131,089)	(2,131,089)
EXCESS (DEFICIT) OF INCOME OVER EXPENSES FOR THE YEAR								
	934,278	87,534	(1,845,425)	(823,613)	(239,003)	235,101	3,151,455	3,147,553

COUNCIL OF
ONTARIO UNIVERSITIES
CONSEIL DES
UNIVERSITÉS DE L'ONTARIO

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Ontario's universities are crucial to the economic pillars of postsecondary education and lifelong learning, which equip Ontarians with the tools and skills to seize on new opportunities in the global marketplace today and in the future.

> Len Crispino, President and CEO,
Ontario Chamber of Commerce

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