

Council of Ontario Universities  
**Biennial Report**  
2004 – 2006

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

ONTARIO COLLEGE OF ART & DESIGN

ROYAL MILITARY COLLEGE OF CANADA



*The Council of Ontario Universities  
represents the collective interests of  
Ontario's 18 publicly assisted universities  
and two associate members.*

*Through COU,  
these institutions work to improve  
**the quality and accessibility of higher education**  
in Ontario and to strengthen understanding  
within the postsecondary sector, related interest groups,  
the provincial government and the public.*

## 2 The two years covered by this report have been a time of extraordinary attention to postsecondary education in Ontario.

Following the release of the report of the government's Postsecondary Review led by the Honourable Bob Rae, and a province-wide public awareness campaign undertaken by the Council of Ontario Universities (COU) in support of the review's findings, the Ontario Budget made education one of its top priorities in 2005.

Under the Reaching Higher plan, the government invested an additional \$6.2 billion in postsecondary education and training over five years, consisting of approximately \$1.5 billion for student financial assistance; \$1.9 billion for colleges, training and apprenticeship; and \$2.8 billion for universities. This new multi-year investment signalled the government's commitment to access and quality in higher education in the province. COU participated in a number of projects and activities to advise the Ministry of Training, Colleges and Universities on program design and resource allocation. COU also provided advice on qualitative and quantitative measures – appropriate for autonomous universities and mindful of institutional differences – that would allow the government to show results for its increased investment in universities. Accountability was also identified as a cornerstone of the Reaching Higher plan, and in 2005-06 universities entered into signed accountability agreements with government for the first time, augmenting the array of accountability mechanisms already in place in the sector.

The Reaching Higher investment coincided with an increasing awareness among Ontarians of the value of university education, as evidenced by higher-than-anticipated university enrolments over the past two years and projected for the duration of the decade. Thus, much of the increased investment will fund enrolment growth, while Ontario universities continue to struggle to implement quality improvements. The universities are committed to showing results for the government's investment, in particular improvements to the quality of the educational experience for both undergraduate and graduate students. But a substantial increase in the level of per-student revenue is needed in order to improve faculty-student ratios, reduce class size, improve library holdings, expand course and program offerings, and properly outfit classrooms and laboratories with state-of-the-art equipment.

Universities remain committed to working with government to ensure that the enthusiasm and excitement generated by the Reaching Higher plan are maintained, and that the potential for substantially improving postsecondary education in Ontario is not eroded. In the Premier's words, "A well-educated workforce will excel in the global, knowledge-based economy and create opportunities for everyone. To ensure Ontario and Canada prosper, we must invest in our colleges and universities." COU strongly echoes this comment.



Ross PAUL, *Chair of Council*

I am pleased to present COU's *Biennial Report*, which briefly summarizes the activities and achievements of COU over the past two years. We are very proud of the concerted effort made by COU member institutions and COU committees, task forces, working groups and affiliates in collectively working for the common good – to demonstrate to Ontarians the value of university education and research in contributing to the economic competitiveness and prosperity, social development and well-being of Ontario and Canada, and in helping secure Ontario's place in the global, knowledge-based economy.

Each COU affiliate, committee, task force and working group functions effectively because of the participation of institutional officials and staff at all levels who volunteer their time, expertise and energy to work on policy, program and operational issues in a wide variety of areas. All of the work is valuable, but I want to highlight the work of one group – the Quality and Productivity Task Force – to demonstrate how COU works quickly and effectively to respond to government and to the needs of its members.

The Quality and Productivity Task Force, consisting of a Vice-President Academic, Research or Administration, or senior institutional planner from each university, was established in the summer of 2005 in response to the introduction of the Reaching Higher plan in the 2005 Ontario Budget. Given the government's focus on results, COU undertook to identify the numerous and varied ways in which universities can demonstrate their commitment to quality and to using public funds for the best possible outcomes for students, taxpayers and the province. The Task Force issued its report in March 2006, noting that "the very act of compiling these examples made Task Force members aware of the wealth of innovative initiatives that are underway in the sector and has facilitated the sharing of best practices." A searchable database of these initiatives is now available on the home page of the COU web site. This is just one example of COU's collective efforts; numerous others are presented in this report.

## The period ahead will be a challenging one – funding issues will remain at the forefront of COU's advocacy with government

as we tackle such urgent issues as capital expansion to accommodate graduate growth, deferred maintenance and facilities renewal, and funding for basic research and research infrastructure. COU's efforts on behalf of its members will continue to focus on communicating the outstanding contribution of Ontario's universities to the province, the importance of university education, and the significant return on the public investment in university education, both to the individual and to society.

On a personal note, I am leaving COU in June 2007, after nine years as President. I have appreciated the opportunity to work on behalf of excellent institutions that contribute so much to Ontario. I have been well supported by an exceptional staff at the COU secretariat and want to commend them for their dedication, professionalism and hard work on behalf of Ontario's universities.

Ian CLARK, *President of COU*



## Three Functions of COU

The Council of Ontario Universities (COU) represents the collective interests of all 18 of Ontario's publicly assisted universities, plus the Ontario College of Art & Design and the Royal Military College of Canada. COU's mandate is to provide leadership on issues facing publicly assisted universities, to participate actively in the development of relevant public policy, to communicate the contribution of higher education in Ontario, and to foster co-operation and understanding among the universities, related interest groups, the provincial government and the general public.

COU achieves its mandate through **advocacy** (advancing the cause of higher education with both the public and the provincial government); **self-management** (providing common services, promoting best practices, undertaking quality appraisals and occasionally dealing with issues of resource allocation among member institutions); and providing **advice to government** (often through jointly staffed working groups).

These roles are mutually reinforcing, and all three rely on a common base of excellent data and analysis, as the following selected activities of Council serve to illustrate.

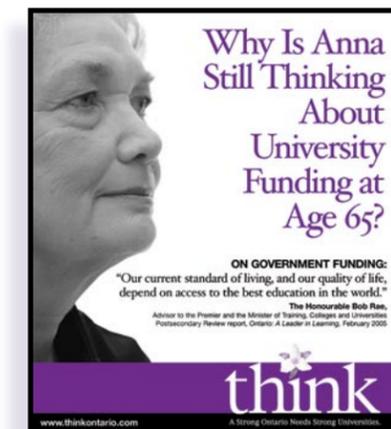
### PUBLIC ADVOCACY

Research has indicated that, until very recently, the large majority of the Ontario public was unaware of the challenges that Ontario universities face in delivering quality education to students. It became clear that outreach was essential, and that communicating the realities of Ontario universities' current and future fiscal situation would require a co-ordinated, province-wide public awareness initiative.

The initiative was appropriately titled *Think Ontario*. Rolled out in late 2004 and early 2005, *Think Ontario* conveyed one central, urgent message – **A Strong Ontario Needs Strong Universities**. The initiative heightened awareness among the general public and the decision-makers themselves of the importance of an increased investment in universities.

The message was conveyed through a diverse but complementary mix of vehicles and activities:

- a co-ordinated campaign of letters and visits to all MPPs;
- meetings with local newspaper editorial boards;
- the production of informational literature and publications;



- the creation of a web site that provided centralized, accessible information;
- extensive outreach to students, faculty and graduates; and
- pivotal grass-roots volunteer support.

Ontario universities found that the people of Ontario were surprised by the facts brought to light through the *Think Ontario* initiative, and expressed not only genuine concern but also support for the case for increased public investment in higher education in the province.

self-management advice to government **advocacy**

# self-management advice to government advocacy

## SELF-MANAGEMENT

Ontario universities undertake more common services and self-regulation collectively than their counterparts in most other jurisdictions. They use a common application timetable and oversee a common application centre that processes all the undergraduate applications for the 18 universities and the Ontario College of Art & Design.

Ontario universities have established common standards for financial reporting and statistical collection, as well as numerous consortial arrangements for purchasing and for providing information to the schools, prospective students and the public. In addition, all university libraries participate in exchange agreements and an interuniversity transit system to handle the transport of mail, documents and library materials among the institutions.

COU and its affiliates initiate and co-ordinate virtually all of these self-management arrangements, which are frequently reviewed to ensure both cost and time efficiencies.

## Linking Library Resources Together

One example of a highly successful consortial arrangement is the Scholars' Portal, a digital library service that connects university libraries in Ontario and major research libraries throughout the world. A brainchild of the Ontario Council of University Libraries, the Scholars' Portal ([www.scholarsportal.info](http://www.scholarsportal.info)) provides a single interface from which users can query over 65 million references to scholarly journal articles from over 50 major index and abstract databases. The electronic journal collection contains more than eight million articles from over 7,300 full text scholarly journals published by major distributors and presses. The library service also integrates and supports RefWorks, a web-based citation management system and interlibrary loan and document delivery protocols through RACER (Rapid Access to Collections by Electronic Requesting).

## Using Information Technology to Support COU Members

To better serve its many affiliates and committees and increase proficiency in communicating with each other and in collecting data, COU has developed and begun rolling out a multi-component IT package that includes a "one window" approach or portal for each group. The portal provides greater ease in planning meetings, accessing documents, exchange-

ing ideas and, in general, fostering a sense of community among member institutions. Another key component of COU's IT package is the development and design of a web database structure for the work of the Council of Finance Officers—Universities of Ontario. Once the database has been populated, universities can collect and disseminate data more easily, and compare and analyze data more quickly and accurately, leading to more sophisticated, tailored reports.

## Expanding OUAC's Web-Based Applications for Better Service

Less than a decade ago, students submitted paper applications to the Ontario Universities' Application Centre (OUAC) and staff manually input the information on the forms into a database. Today – thanks to OUAC's multi-year plan of providing web-based options for its many applications – not only do virtually all applicants for admission to an undergraduate program apply online through the web site

([www.cou.on.ca](http://www.cou.on.ca)), but they also respond to offers of admission using the web. In addition, OUAC operates online applications and other admissions support services on behalf of all Ontario university programs in medicine, law, teaching and rehabilitation sciences. The Centre also provides online application services – on a cost-recovery basis – for admission to graduate studies, part-time undergraduate, internal transfers and international student admissions;

and many institutions have opted for these added online services for their students.

This transference from paper to web application has resulted in tremendous savings in terms of cost, both time and human resources, enabling quicker transfer of data to the universities. In addition, the majority of OUAC's forms and publications are now posted online, including the electronic version of one of the more popular publications for high school students planning for admission to university, *INFO* magazine (which at its peak boasted print runs of over 300,000 copies). OUAC has also continued to partner with the Ontario College Application Services to expand electronic transcript services between colleges and universities, and today, as a result, all of Ontario's colleges are EDI (electronic data interchange) partners.

### Committed to Improving the Student Learning Experience

Ontario universities, in keeping with their commitment to improve the student learning experience, are participating in a few key surveys that measure student engagement. In 2006, COU's 18 member universities and the Ontario College of Art & Design, under the guidance of a steering committee that created Ontario-specific questions, opted to participate in Indiana University's highly respected National Survey of Student Engagement (NSSE).

NSSE is able to gauge the quality of the learning experience of students from a specific participating institution by using information, collected by contacting the undergraduates directly, on such factors as students' level of classroom participation and interaction with faculty to their involvement in extracurricular activities provided by the respective institution. Ontario universities will use the feedback they receive from NSSE – as well as feedback from the Canadian Graduate and Professional Student Survey and the Consortium on Student Retention Data Exchange – to refine their policies and practices to provide a more effective learning experience for their students.

### Establishing New Task Forces on Emerging Issues

Two new task forces were established to address issues related to the implementation of the government's Reaching Higher plan. To address the government's "results challenge," the Task Force on Quality Measurement is developing recommendations on the most appropriate methods for assessing the quality of university education at the institutional and sector level. This Task Force is also developing COU's initial

brief to the Higher Education Quality Council of Ontario (HEQCO). The Task Force on Student Financial Assistance is developing advice and recommendations on the implementation of the Student Access Guarantee, in particular relating to the impact on institutions' student financial assistance programs.

### Evaluating and Approving New Graduate Programs

Since 1965, every new graduate program in the province has to be judged of good quality and approved to commence by the Ontario Council on Graduate Studies (OCGS) – thought to be the longest continually operating graduate-level external quality-assurance agency in the world. Approval of graduate programs for provincial funding is contingent on the results of the OCGS appraisal. Once implemented, all graduate programs are then reappraised within a seven-year cycle, and the member universities have agreed not to continue to offer any graduate program that OCGS has not approved.

OCGS makes the formal decisions and classifications based on the recommendation of its Appraisal Committee, which conducts the substantive appraisal according to defined by-laws and procedures. The members of the Appraisal Committee are nominated by the universities, serve three-year terms and participate in one of four sections. With the government's new funding for graduate expansion and the anticipated larger number of proposed new graduate programs, OCGS has set up a special fifth section of the Appraisal Committee to operate on a 12-month-a-year basis dedicated exclusively to the appraisal of new programs.

## Ensuring Quality and Productivity at Ontario Universities

As part of Ontario universities' ongoing commitment to quality and

productivity and to demonstrate that institutions are making the best use of public funds, COU's Quality and Productivity Task Force was charged with examining initiatives that institutions are undertaking to improve the quality and productivity of university education in the province. In its report, *Quality and Productivity in Ontario Universities: Initiatives, Conclusions and Recommendations*, the Task Force identifies a number of ways in which quality and productivity initiatives are making a noticeable difference to student success and knowledge advancement, and concludes with a series of recommendations intended primarily to improve student engagement and re-direct resources to the front-line delivery of education and student services.

In the process of its work, the Task Force collected information on a wide range of initiatives, which COU compiled into a database and posted on its web site ([www.cou.on.ca](http://www.cou.on.ca)), along with a DVD that provides an overview of university initiatives province-wide. Using five themes – student learning, teaching, access, research, and sustainability and efficiencies – the database is fully searchable by university, theme and key words, and illustrates Ontario universities' commitment and inventiveness in enhancing quality and productivity at its institutions.

### Auditing Undergraduate Program Reviews to Ensure Quality

In a similar vein – maintaining and enhancing the quality of undergraduate education in the province – a decade ago the Ontario Council of Academic Vice-Presidents (OCAV), an affiliate of COU, established an audit process of Ontario universities' undergraduate program reviews. Over a seven-year cycle, Ontario's 18 universities and the Ontario College of Art & Design are visited by a team of auditors who assess that institution's undergraduate program reviews according to guidelines issued by OCAV's Undergraduate Program Review Audit Committee (UPRAC), which oversees the audit process. Audits entail a detailed assessment of the documentation provided by the university, an on-site visit of an institution's review policy and practice, and then submission of a report of the team's findings. Each university is required

to report within a year of the audit on how it has dealt with the auditors' recommendations. The academic year 2005–06 marked the third year of the second cycle of audits.

### Overseeing the New Ontario Research Chairs Program

In its 2005 budget, the provincial government allocated \$25 million to COU to create Ontario Research Chairs in eight key public policy areas. COU established an arm's-length selection panel led by David Strangway and aided by renowned experts in their field, to award the eight chairs through a competitive process. The chairs were ultimately awarded to McMaster University (Educational Achievement and At-Risk Students); Queen's University (Bioethics); University of Toronto (Biomarkers in Disease Management; Health Policy and System

Design; and Postsecondary Education Policy and Measurement); University of Waterloo (Environmental Policy and Renewable Energy); University of Windsor (Urban Policy – Crime or Transportation) and York University (Economics and Cross-Cultural Studies).

#### **Administering Award Programs Across the Province**

OCGS administers the competition for several awards programs, including the Ontario Women's Health Scholar Awards for master's and doctoral students and postdoctoral fellows; the Autism Scholars Awards for master's and doctoral students; the endowed chair in Autism Studies (which was awarded to the University of Western Ontario in 2005); and the John Charles Polanyi Prizes for young researchers at Ontario universities within five years of the receipt of their PhD.

#### **Implementing the Freedom of Information and Protection of Privacy Act**

In advance of the *Freedom of Information and Protection of Privacy Act* (FIPPA), which came into force on June 10, 2006, COU set up the Task Force on Access and Privacy Issues to make sure that members of the university community had a full and common understanding of the legislation. FIPPA provides Ontarians with a right of access to records of public bodies, including universities, and with protection for personal information held by these public bodies. The Task Force set up training sessions for university staff responsible for issues related to FIPPA. It also produced an implementation user's guide to help institutions to develop methods of notifying individuals about collecting personal information, responding to requests for information and identifying resource implications to ensure compliance.

#### **Improving Health-Related Programs to Improve Health Care for All Ontarians**

Ontario universities' commitment to quality has implications that go well beyond campus walls. COU affiliates, such as the Council of Ontario Faculties of Medicine and the Council of Ontario University Programs in Nursing, have continued to work closely and vigorously with the Ontario Ministry of Health and Long-Term Care to secure funding and support to advance programs that will also advance health care for Ontarians.

Funding increases, for example, have enabled the province's medical schools to create 70% more family medicine residency positions that will translate into 337 additional family physicians ready to practise in Ontario by 2008.

The International Medical Graduate-Ontario (IMG-O) program also helps to address the province's physician shortage by increasing the number of positions for international medical graduates. There are now 200 positions available each year, half in family medicine and half in specialties. The program provides a co-ordinated and transparent process for foreign-trained doctors who meet the province's regulatory requirements to gain entry to the Ontario professional health care system.

Areas in nursing also received critical funding and support. Investments continue to be made to further develop the Primary Health Care Nurse Practitioner Program, a 12-month post-baccalaureate certificate that is offered in both English and French to experienced nurses. The program, which can be taken on a full- or part-time basis, was set up in 1995 to meet the identified needs of primary and health care nurse practitioners who work in rural and remote areas of Ontario. The program's core curriculum is delivered via distance education by Ontario's 10 university schools of nursing. Additional funding has also enabled nursing schools to purchase clinical simulators – innovative teaching tools that allow nursing students to experience hands-on clinical practice in simulated situations as part of their undergraduate education.

## Mobilizing Minds for a Better Ontario

In 2006, COU's Partnerships Division created a thematic series,

entitled *Mobilizing Minds for a Better Ontario*, that demonstrated Ontario universities' commitment to addressing important issues that affect the well-being of the province. These regional forums are hosted by individual universities and funded by local industry partners as well as the provincial government.

The first forum, "Making Poverty History," was held at the University of Guelph on April 25 and 26, 2006. A diverse selection of guest speakers explored a number of important topics, including poverty issues directly affecting women and young people. "The Role of Universities in the Integration of Immigrants into the Ontario Economy" was the focus of the second forum, held at Ryerson University on June 21, 2006. Key topics included examining barriers to employment opportunities and their economic consequence to the province. Subsequent forums have been held and more are scheduled for 2007, with topics ranging from the future of Canada to emerging markets to the commercialization of research.

COU's Partnerships Division is the successor to the Office for Partnerships for Advanced Skills (OPAS).

# self-management **advice to government** advocacy

## ADVICE TO GOVERNMENT

COU, on behalf of Ontario universities, has provided advice to government on a wide range of issues and concerns, including funding for undergraduate and graduate growth, the proposed Student Access Guarantee, the tuition policy framework, credit transfers and legislation. This advice has taken shape through various vehicles – from letters, briefs and publications, to participation in special meetings and joint working groups.

### Responding to the Government's Comprehensive Postsecondary Review

In May 2004, when the Ontario government announced that it was commissioning a review of postsecondary education in the province to be led by the Honourable Bob Rae and supported by a seven-member Advisory Panel, the news was met with enthusiasm by Ontario universities. COU co-ordinated a series of formal meetings between Mr. Rae and Executive Heads of Ontario universities, as well as university representation in local consultations, round-table dialogues and town hall meetings scheduled throughout the province.

Mr. Rae summarized research and analysis on best practices for postsecondary education in Ontario, other parts of Canada and the world in *Higher Expectations for Higher Education: A Discussion Paper*, released in October 2004, to promote public awareness and debate in the consultation process. In response, COU submitted *A Vision for Excellence – COU Response to the Postsecondary Review Discussion Paper* to the Advisory Panel. Organized by the five categories proposed by the Discussion Paper – accessibility, quality, funding, accountability and system design – COU's submission combines analysis with specific funding proposals for a university-government partnership and makes recommendations in each category. Some recommendations establish a three-year time framework through to 2007–08 for addressing the most pressing revenue requirements, while others draw attention to the need for longer-term investments.

In February 2005, Mr. Rae released the Postsecondary Review's final report, *Ontario – A Leader in Learning*, which outlines seven strategies supported by 28 interrelated and interdependent recommendations for action to be taken by government. Underscoring the importance of universities and colleges to the economic prosperity of Ontario, the report stresses the need for government to significantly increase its investments in the province's postsecondary institutions.

### Making the Case for the Renewal of University Facilities

Another COU report, *Campus in Decline*, produced by the joint Task Force of the Council of Senior Administrative Officers (CSAO) and the Ontario Association of Physical Plant Administrators (OAPPA), was also submitted to the Advisory Panel. The CSAO-OAPPA report highlights the need for increased investment in order to renew Ontario university facilities. COU followed up in 2005 with *The Case for Renewal of Campus Facilities*, a brief submitted to the Ontario Minister of Finance, and in 2006 with the *Submission to the Standing Committee on Finance and Economic Affairs*, which makes the case for the university sector's urgent need to renew campus infrastructure.

Since 2001, the CSAO-OAPPA Task Force has overseen the Ontario Universities' Facilities Condition Assessment Program. The comprehensive audit program assesses the physical condition of buildings at Ontario universities by comparing the cost of fixing deficiencies

and renewing and adapting an existing building for effective use against its current replacement value. Over \$200 million is needed annually across the university sector to *minimally* maintain university buildings and to renew and adapt existing space – compared to the actual funding of \$26.7 million that the provincial government provides annually through the Facilities Renewal Program (with additional one-time grants of \$67.7 million in 2001 and \$133.3 million in 2005).

The gap between the regular annual funding and the real requirements for renewing campus facilities widens each year. Maintenance and repairs are deferred to another budget cycle, resulting in a growing backlog of deferred maintenance. In addition, the majority of university buildings in Ontario are more than 30 years old, which means they will need significant renewal investments. Program estimates put the cost of deferred maintenance and adaptation renovations at \$1.8 billion.

### Participating in Working Groups with the Government of Ontario

Several joint working groups, composed of representatives from the universities and the provincial government, met regularly to address specific issues and concerns affecting higher education in Ontario:

- The Working Group on University Capacity focused on examining the implications of applicant data and registrant projections for future years and developed advice on the Multi-Year Accountability Agreements

and sector performance measures, the new tuition framework and proposed Student Access Guarantee, and graduate expansion (pursuant to the 2005 budget commitment). It also received the report of the Working Group on Reporting Requirements.

- The Working Group on Reporting Requirements reviewed all current reporting requirements of the Ministry of Training, Colleges and Universities (MTCU) and, in its final report, provided options and recommendations for substantial streamlining of the reporting requirements.
- The Working Group on Graduate Education reviewed MTCU's graduate enrolment model and options for allocating operating and capital grants to support graduate expansion and provided advice to the government, through the Working Group on University Capacity, on a provincial framework to guide an effective, comprehensive and co-ordinated expansion of graduate education at Ontario universities.

- The Working Group on University Research examined strategic issues related to the establishment of the new Ministry of Research and Innovation and the Ontario Research and Innovation Council, and committed to work with these entities, through the Ontario Council on University Research, in the development of Ontario's innovation strategy to ensure the province's success in competing in the global marketplace. The Working Group also discussed international activities; federal-provincial activities establishing collaboration, planning and alignment of funding announcements across different government levels; and the priorities for provincial research funding including indirect costs of research and matching funds for Canada Foundation Innovation awards.

## Profile of COU

The Council of Ontario Universities represents the collective interests of Ontario's 18 member universities and two associate members, which are listed below. The organization was formed under the original name of the Committee of Presidents of the Universities of Ontario in 1962 in response to a need for institutional participation in educational reform and expansion.

The Council consists of two representatives from each member 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.

### MEMBER INSTITUTIONS

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 MEMBERS

Ontario College of Art & Design  
 Royal Military College of Canada

The condensed summaries of COU's Financial Position and its Income and Expenses for the years ended June 30, 2005 and 2006 are derived from the audited financial statements of COU Holding Association Inc. for the year ending June 30, 2006. They provide summary information on COU's assets, liabilities and fund balances, and its income and expenses relating to COU's general operating activities, self-supporting activities and other activities funded through restricted contributions.

COU Holding Association Inc. is the corporation responsible for the financial and business operations of COU. The directors of the corporation are the COU Chair, Vice-Chair, President, Vice-President of Policy and Analysis, COU Treasurer and two members of the senior management group.

### CONDENSED SUMMARY OF FINANCIAL POSITION

As at June 30, 2006

	2006	2005
<b>ASSETS</b>		
Current assets	\$46,998,578	\$44,286,822
Capital assets	1,127,283	1,616,810
Investments held for endowment	7,625,000	7,625,000
<b>Total assets</b>	<b>55,750,861</b>	<b>53,528,632</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	6,838,312	6,500,170
Deferred income	365,450	367,525
Program funds held in trust	28,085,004	28,718,890
<b>Total liabilities</b>	<b>35,288,766</b>	<b>35,586,585</b>
<b>Fund balances</b>		
Unrestricted – general operations	1,232,988	1,209,628
Internally restricted funds	6,774,462	5,903,990
Externally restricted funds	3,702,362	1,586,619
Endowments	7,625,000	7,625,000
Invested in capital assets	1,127,283	1,616,810
<b>Total fund balances</b>	<b>20,462,095</b>	<b>17,942,047</b>
<b>Total liabilities and fund balances</b>	<b>55,750,861</b>	<b>53,528,632</b>

### CONDENSED SUMMARY OF INCOME AND EXPENSES

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 2005 fiscal year covers the period July 1, 2004, to June 30, 2005; the 2006 fiscal year covers the period July 1, 2005, to June 30, 2006.

	GENERAL OPERATIONS 2006	INTERNALLY RESTRICTED FUNDS 2006	EXTERNALLY RESTRICTED FUNDS 2006	TOTAL 2006	GENERAL OPERATIONS 2005	INTERNALLY RESTRICTED FUNDS 2005	EXTERNALLY RESTRICTED FUNDS 2005	TOTAL 2005
<b>INCOME</b>								
Membership assessment	3,618,000	672,657	168,000	4,458,657	3,515,000	614,335	158,500	4,287,835
Quality review fees	-	1,077,491	-	1,077,491	-	874,238	-	874,238
Application fees	-	4,926,437	-	4,926,437	-	5,185,451	-	5,185,451
Government grants	-	52,170	3,725,802	3,777,972	-	7,763	815,035	822,798
Investment income	191,160	496,597	24,890	712,647	131,163	298,936	26,601	456,700
Other income	-	905,702	102,503	1,008,205	-	2,662,543	20,700	2,683,243
<b>Total Income</b>	<b>3,809,160</b>	<b>8,131,054</b>	<b>4,021,195</b>	<b>15,961,409</b>	<b>3,646,163</b>	<b>9,643,266</b>	<b>1,020,836</b>	<b>14,310,265</b>
<b>EXPENSES</b>								
Compensation	3,350,454	3,289,412	369,048	7,008,914	3,002,818	3,322,252	458,438	6,783,508
Accommodation	293,836	536,805	15,588	846,229	322,981	525,703	23,189	871,873
Communications	104,973	570,245	12,467	687,685	102,366	643,836	17,633	763,835
Computing	33,881	319,928	35,256	389,065	49,602	316,969	29,090	395,661
Professional fees	62,778	456,120	982,305	1,501,203	39,552	334,500	709,248	1,083,300
Special projects	524,166	37,952	167,298	729,416	294,401	1,602,213	567,537	2,464,151
Supplies and other office expenses	195,946	113,414	12,341	321,701	171,602	115,418	6,832	293,852
Travel and meeting expenses	175,625	408,597	96,405	680,627	161,121	337,872	151,541	650,534
Inter-University Transit System	495,572	-	-	495,572	470,085	-	-	470,085
Internal cost recoveries	(1,494,959)	1,280,215	214,744	-	(1,304,970)	1,028,526	276,444	-
<b>Total Expenses</b>	<b>3,742,272</b>	<b>7,012,688</b>	<b>1,905,452</b>	<b>12,660,412</b>	<b>3,309,558</b>	<b>8,227,289</b>	<b>2,239,952</b>	<b>13,776,799</b>
<b>EXCESS OF INCOME OVER EXPENSES FOR THE YEAR</b>								
	<b>66,888</b>	<b>1,118,366</b>	<b>2,115,743</b>	<b>3,300,997</b>	<b>336,605</b>	<b>1,415,977</b>	<b>(1,219,116)</b>	<b>533,466</b>

Amortization of Capital Assets for General Operations for fiscal year 2006 was \$146,355. Amortization of Capital Assets for General Operations for fiscal year 2005 was \$163,039.

Amortization of Capital Assets for Externally Restricted Funds for fiscal year 2006 was \$634,594. Amortization of Capital Assets for Externally Restricted Funds for fiscal year 2005 was \$637,697.

## COUNCIL

**Dr. Ross Paul**, President, University of Windsor  
*Chair: July 1, 2005 to June 30, 2007*

**Dr. Richard Van Loon**, President, Carleton University  
*Chair: July 1, 2003 to June 30, 2005*

## STANDING COMMITTEES

Executive Committee

Committee on Government and Community Relations

Committee on Human Rights (formerly Committee on Employment and Educational Equity and Committee on the Status of Women in Ontario Universities)

Committee on Nominations

Committee on Policy and Planning

Committee on Relationships with Other Postsecondary Institutions

Committee on Space Standards and Reporting

Ontario Commission on Interuniversity Athletics

## COU SECRETARIAT

**Office of the President** establishes short- and long-term objectives to advance COU's functions of providing leadership in developing relevant public policy, communicating the value of higher education and fostering co-operation among all stakeholders. The office also provides leadership to a full-time secretariat that supports these functions.

**Secretary to Council** supports the ongoing business of Council by providing timely information and service to the Executive Committee, Executive Heads, Council, and several standing committees and task forces, as well as by overseeing correspondence from the Office of the President. This unit also assists in the development of strategic plans in advocacy, communications and government relations.

**Research, Analysis and Policy (RAP)** division gathers, analyzes and publishes statistics on an array of topics including enrolment, faculty, finances, physical facilities, health sciences and university applications. These findings are published in various reports and policy papers available to government, the university community and the general public; they are also used to support advocacy initiatives and media relations. RAP also supports the activities of several COU affiliates and relies on these affiliates for advice in a host of policy areas.

**Office of Health Sciences** within RAP interacts closely with Ontario university health science programs in medicine, nursing and rehabilitation sciences, and those institutions with an interest in seniors' health care. It also supports and provides policy advice to COU affiliates that represent various branches of the academic health sciences community, and plays an important role in helping this community to respond to changes in provincial health care policy.

**Corporate and Information Services** is responsible for the general and financial administration of the secretariat: financial accounting and reporting, and budget planning and treasury for COU and its affiliated organizations; and COU's IT activities, including the co-ordina-

tion and integration of technology with COU member institutions as required. The division also produces print and audiovisual material in support of advocacy initiatives, and serves as a central point of access to universities to foster ongoing university-industry partnership.

**Ontario Council on Graduate Studies (OCGS)** strives to ensure quality graduate education and associated research at Ontario universities. OCGS conducts quality reviews of graduate (master's and PhD) programs that have been proposed for implementation at Ontario universities as well as quality reviews of existing graduate programs on a seven-year cycle. The unit also administers a number of awards programs and manages staff work in support of the Undergraduate Program Review Audit Committee.

**Ontario Universities' Application Centre (OUAC)**, a division of COU, provides centralized processing of applications to the province's undergraduate, medical, law, teacher education and rehabilitation sciences programs, as well as to the Ontario College of Art & Design and selected graduate programs. OUAC provides efficient service to applicants and reduces duplicate effort and cost on the part of universities. It is also responsible for administering various university and applicant surveys, and overseeing the production of statistical reports used for government and institutional planning. ([www.ouac.on.ca](http://www.ouac.on.ca))

The responsibilities of the Public Affairs unit (publications, advocacy and media relations) were subsumed within existing divisions in 2006.

A number of special groups, boards, commissions and affiliates contribute greatly to the work of COU.

## AFFILIATES

Committee of Deans of Ontario Faculties of Law

Council of Chairs of Ontario Universities (CCOU)

Council of Deans of Arts and Science of Ontario Universities (CDAS)

Council of Ontario Deans of Engineering (CODE)

Council of Ontario Faculties of Medicine (COFM)

Council of Ontario University Programs in Nursing (COUPN)

Council of Senior Administrative Officers – Universities of Ontario (CSAO-UO) and its affiliates:

Association of Auxiliary Services Administrators

Association of Computing Services Directors (ACSD)

Association of Ontario University Human Resources Professionals (AOUHRP)

Council of Environmental Health and Safety Officers – Universities of Ontario (CEHSO-UO)

Council of Finance Officers – Universities of Ontario (COFO-UO)

Ontario Association of College and University Security Administrators (OACUSA)

Ontario Association of Physical Plant Administrators (OAPPA)

Ontario University Purchasing Management Association (OUPMA)

Council on University Planning and Analysis (CUPA)

Office for Partnerships for Advanced Skills (OPAS)

Ontario Association of Deans of Education (OADE)

Ontario Committee on Student Affairs (OCSA)

Ontario Council for University Lifelong Learning (OCULL)

Ontario Council of Academic Vice-Presidents (OCAV)

## COMPOSITION OF COUNCIL OF ONTARIO UNIVERSITIES

Ontario Council of Deans and Directors of Schools of Social Work (OCDDSSW)

Ontario Council of University Libraries (OCUL)

Ontario Council of University Programs in Rehabilitation Sciences (OCUPRS)

Ontario Council on Graduate Studies (OCGS)

Ontario Council on University Research (OCUR)

Ontario Interdisciplinary Council for Aging and Health (OICAH)

Ontario Universities' Council on Admissions (OUCA)

Ontario Universities' Public Affairs Council (OUPAC)

Ontario University Registrars' Association (OURA)

### SPECIAL AND LIMITED-DURATION GROUPS AND COMMITTEES

Advisory Panel on Locally Developed Courses

COU-MTCU Graduate Employment Survey Steering Committee

CSAO-OAPPA Task Force on Facilities Condition Assessment

Learning Technology Network

National Survey of Student Engagement (NSSE) Steering Committee

OCAV Working Group on University Undergraduate Degree Level Expectations

OCUPRS Clinical Education Working Group

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

Ontario Research Chairs Selection Panel

Ontario Universities' Application Centre Advisory Board

Quality and Financing Task Force

Quality and Productivity Task Force

Task Force on Access for Ontarians with Disabilities Act (ODA)

Task Force on Privacy Issues (later renamed the Task Force on Access and Privacy Issues)

Task Force on Quality Measurement

Task Force on Student Financial Assistance

Working Group on Graduate Education (joint with the Government of Ontario)

Working Group on Reporting Requirements (joint with the Government of Ontario)

Working Group on Sector Performance (joint with the Government of Ontario)

Working Group on University Capacity (joint with the Government of Ontario)

Working Group on University Research (joint with the Government of Ontario)

**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, 2004 to June 30, 2006. Their work makes it possible for COU to achieve its objectives.**

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COUNCIL OF ONTARIO UNIVERSITIES

180 DUNDAS STREET WEST, SUITE 1100

TORONTO, ONTARIO M5G 1Z8

TEL: (416) 979-2165

FAX: (416) 979-8635

WWW.CO.UON.CA

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