# UNIVERSITÉ YORK UNIVERSITY

## FINANCIAL STATEMENTS

## APRIL 30, 2003

YORK UNIVERSITÉ UNIVERSITY U redefine THE POSSIBLE.

# YORK UNIVERSITY

# FINANCIAL STATEMENTS

# APRIL 30, 2003

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# STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

The administration of the University is responsible for the preparation of the financial statements, the notes thereto and all other financial information contained in this annual report.

The financial statements were prepared in accordance with accounting principles generally accepted for Canadian universities and in accordance with guidelines developed by the Canadian Association of University Business Officers and accounting standards developed by The Canadian Institute of Chartered Accountants. The administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2003 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments were employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

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

The University has retained Mercer Human Resource Consulting Limited in order to provide an estimate of the University's pension liability and other post-employment benefits for the current year. The administration has provided the valuation actuary with the information necessary for the completion of the University's report and retains ultimate responsibility for the determination and estimation of the pension liabilities reported.

The Board of Governors carries out its responsibility for review of the financial statements and this annual report principally through its Audit Committee. The majority of the members of the Audit Committee are not officers or employees of the University. The Audit Committee meets regularly with the administration, as well as the internal auditors and the external auditors, to discuss the results of audit examinations and financial reporting matters, and to satisfy itself that each party is properly discharging its responsibilities. The auditors have full access to the Audit Committee with and without the presence of the administration.

Ernst & Young LLP Chartered Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2003. The auditors' report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

(Signed)

Gary Brewer
Vice-President, Finance and Administration

(Signed)

Lorna R. Marsden, PhD
President and Vice-Chancellor

# INTRODUCTION TO YORK UNIVERSITY'S FINANCIAL STATEMENTS – 2002-2003

In 2002-2003, the University managed its finances in an environment characterized by significant enrolment growth and limited opportunities for revenue growth in the area of tuition fees and operating grants. Additional grants from the Province for increased enrolments provided some additional operating grant opportunities. However, cost pressures created by salary and benefits continued to grow.

The Statement of Operations and Changes in Deficit reports total tuition fee revenue increasing from $206 million in 2002 to $237 million in 2003. The majority of this growth is associated with the beginning of increasing domestic enrolments from double-cohort as well as growth in enrolments in international and non-credit programs.

Grants and contracts increased from $225 million in 2002 to $239 million in 2003, an increase of $14 million, which is directly attributable to incremental Undergraduate Accessibility funding tied to enrolment growth.

Investment income increased from $8 million in 2002 to $16 million in 2003. This incremental income was derived from investing the proceeds from the debenture issued late in the 2002 fiscal year. Although the proceeds of the issue of the debenture were used to finance capital expenditures during 2003, the University was successful in generating investment income prior to the capital expenditures being made.

Salary and benefits increased from $327 million in 2002 to $361 million in 2003. Salary levels were generally 3% higher than in the previous year and reflected the successful settlement of three year collective bargaining agreements that covered the majority of the University's personnel. The remainder of the increase was the result of higher benefit costs and additional hiring in both the academic and non-academic areas. Salary and benefit costs remained at historical levels of approximately 65% of gross revenue.

Scholarships and bursaries increased from $32 million in 2002 to $38 million in 2003. As detailed in the Summary of Revenue and Expenses, scholarships and bursaries have increased significantly over the last five years, from $15 million in 1999 to $38 million in 2003 largely as a result of the tuition reinvestment required by government and the results of OSOTF.

Interest on long-term debt increased from $9.7 million in 2002 to $14.6 million in 2003. The increase reflected the additional carrying charges attributable to the debenture, which was issued in the later part of the 2002 fiscal year.

As summarized on the Balance Sheet, the University's deficit was reduced to $46 million in 2003 from $54 million in 2002, and has been reduced from a high of $85 million at the end of 1998. The University will continue to manage this deficit responsibly.

The University carefully managed its capital-spending program during the year increasing its investment in capital assets from $275 million in 2002 to $427 million in 2003. The majority of its investment in capital assets during the year were in the Schulich School of Business, the Executive Learning Centre, Parking Structure III and the Technology Enhanced Learning Building. As reported last year, the University borrowed $200 million through a debenture offering to provide a portion of the financing for these capital projects. The remaining funds were generated through donations and funds from the SuperBuild program. The proceeds from the issue were invested in short-term investments at the end of the 2002 fiscal year and were drawn upon as capital expenditures were incurred. As a consequence, Investments, as detailed on the Balance Sheet, decreased from $432 million at the end of 2002 to $285 million at the end of 2003.

Also included within Investments on the Balance Sheet at April 30, 2003 is an amount of $150 million, which represents the market value of the University's endowments. Endowments increased by $4.5 million, as a result of new contributions.

The University has included in liabilities the costs associated with post-employment benefits. York recognizes the cost of retiree benefits over the working lifetimes of the employees, recognizing the liabilities for future retiree benefits for both active employees and current retirees. The liability at April 30, 2003 was $41.8 million versus $39.6 million for the prior year.

Heading into 2004, the University will continue to manage its finances responsibly. The challenges of balancing the combined pressures of increased enrolments, weak investment returns and its impact on endowments and pensions, limited tuition fee flexibility, an increasingly competitive market for faculty, increased pressures for salary and benefit costs, and the need to bring on stream new facilities in time for Fall 2003 are expected to impact through fiscal year 2003-04.

Gary Brewer,
Vice President, Finance and Administration

# SUMMARY OF REVENUE AND EXPENSES

## Total Revenue and Expenses (millions of dollars)

Year ended April 30

| REVENUE | 2003 $ | 2002 $ | 2001 $ | 2000 $ | 1999 $ |
|---|---|---|---|---|---|
| Grants and contracts | 239.4 | 225.4 | 212.0 | 202.6 | 182.2 |
| Student fees | 237.0 | 205.6 | 191.3 | 178.6 | 157.1 |
| Donations | 5.3 | 4.1 | 3.7 | 5.0 | 5.1 |
| Investment income | 16.1 | 8.5 | 10.3 | 8.2 | 7.8 |
| Sales and services | 53.0 | 51.0 | 45.6 | 43.8 | 39.7 |
| Amortization of deferred capital contributions | 5.2 | 3.7 | 3.5 | 3.5 | 3.4 |
| Recovery of salaries, benefits and other expenses | 19.0 | 16.7 | 16.0 | 15.3 | 15.0 |
| Other | 3.1 | 10.5 | 2.7 | 2.6 | 2.5 |
| | 578.1 | 525.5 | 485.1 | 459.6 | 412.8 |

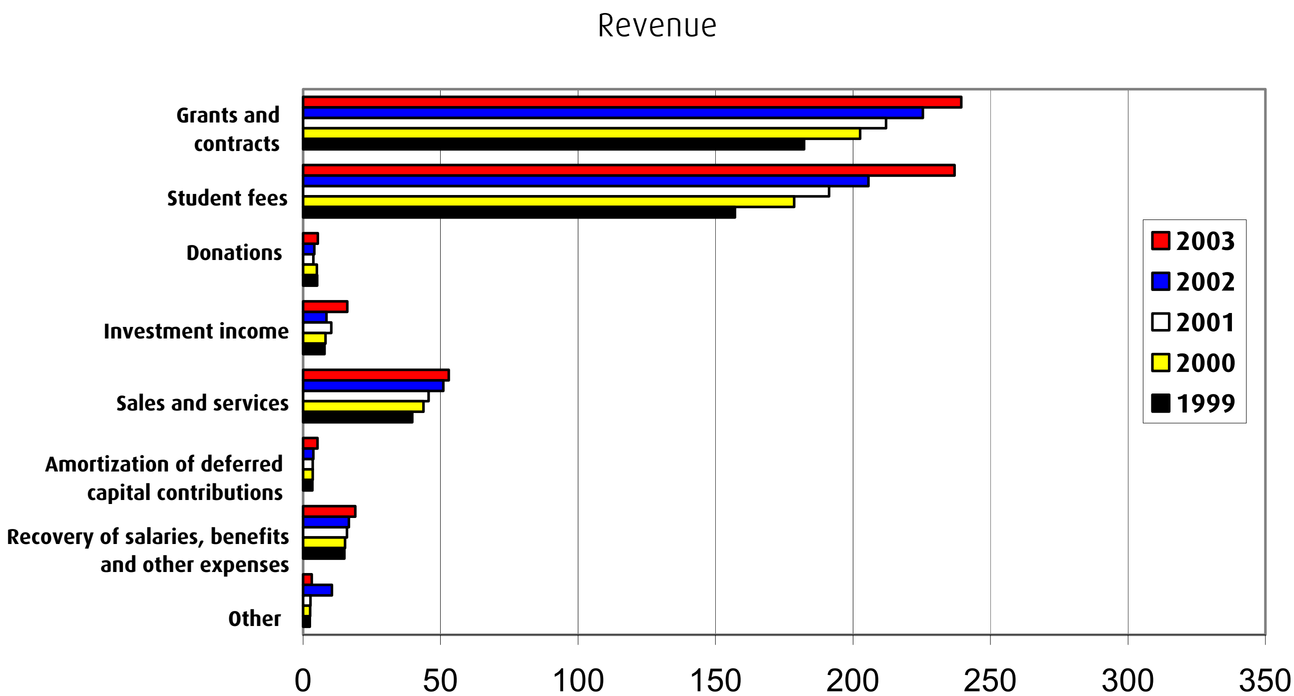
| EXPENSES | | | | | |
|---|---|---|---|---|---|
| Salaries and benefits | 360.7 | 327.5 | 303.2 | 289.0 | 270.5 |
| Operating costs | 76.2 | 76.4 | 73.9 | 67.9 | 62.7 |
| Amortization of capital assets | 22.7 | 22.3 | 21.6 | 22.9 | 22.4 |
| Cost of goods sold | 15.5 | 14.2 | 12.4 | 11.5 | 11.0 |
| Taxes and utilities | 25.9 | 24.3 | 24.0 | 18.4 | 17.6 |
| Scholarships and bursaries | 37.6 | 32.0 | 28.6 | 22.4 | 14.9 |
| Interest on long-term debt | 14.6 | 9.7 | 8.9 | 9.5 | 9.8 |
| | 553.2 | 506.4 | 472.6 | 441.6 | 408.9 |

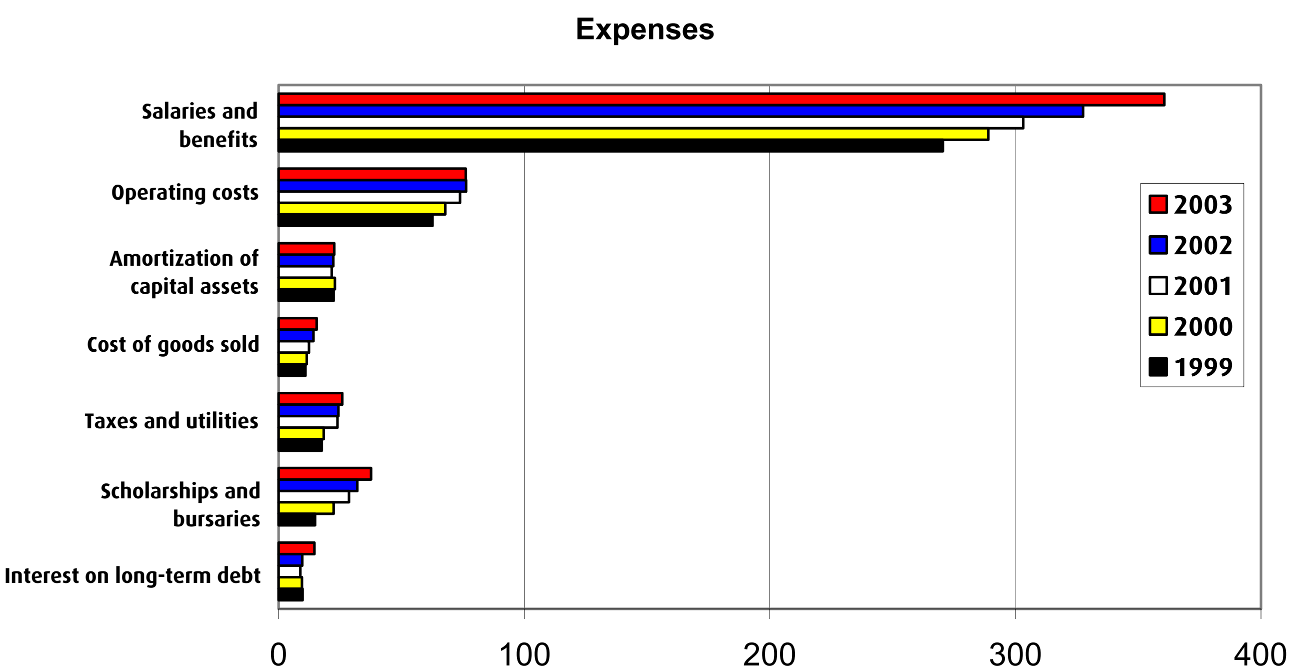
## % Of Total Revenue and Expenses

| REVENUE | 2003 % | 2002 % | 2001 % | 2000 % | 1999 % |
|---|---|---|---|---|---|
| Grants and contracts | 41.4 | 42.9 | 43.7 | 44.1 | 44.1 |
| Student fees | 41.0 | 39.1 | 39.4 | 38.9 | 38.1 |
| Donations | 0.9 | 0.8 | 0.8 | 1.1 | 1.2 |
| Investment income | 2.8 | 1.6 | 2.1 | 1.8 | 1.9 |
| Sales and services | 9.2 | 9.7 | 9.4 | 9.5 | 9.6 |
| Amortization of deferred capital contributions | 0.9 | 0.7 | 0.7 | 0.8 | 0.8 |
| Recovery of salaries, benefits and other expenses | 3.3 | 3.2 | 3.3 | 3.3 | 3.6 |
| Other | 0.5 | 2.0 | 0.6 | 0.5 | 0.7 |
| | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| EXPENSES | | | | | |
|---|---|---|---|---|---|
| Salaries and benefits | 65.2 | 64.7 | 64.2 | 65.4 | 66.2 |
| Operating costs | 13.8 | 15.1 | 15.6 | 15.4 | 15.3 |
| Amortization of capital assets | 4.1 | 4.4 | 4.6 | 5.2 | 5.5 |
| Cost of goods sold | 2.8 | 2.8 | 2.6 | 2.6 | 2.7 |
| Taxes and utilities | 4.7 | 4.8 | 5.1 | 4.2 | 4.3 |
| Scholarships and bursaries | 6.8 | 6.3 | 6.0 | 5.1 | 3.6 |
| Interest on long-term debt | 2.6 | 1.9 | 1.9 | 2.1 | 2.4 |
| | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

# SUMMARY OF REVENUE AND EXPENSES
## 1999 – 2003
(Millions of dollars)



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# AUDITORS' REPORT

To the Board of Governors of
York University

We have audited the financial statements of York University as at and for the year ended April 30, 2003 comprising the following:

Balance Sheet
Statement of Operations and Changes in Deficit
Statement of Changes in Net Assets
Statement of Cash Flows

These financial statements are the responsibility of the administration of the University. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the administration, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
July 21, 2003.

Chartered Accountants

# BALANCE SHEET
(Thousands of dollars)

As at April 30

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| ASSETS | | |
| Current | | |
| Cash and cash equivalents | 90,649 | 54,437 |
| Accounts receivable | 39,066 | 46,885 |
| repaid expenses | 10,734 | 5,652 |
| Inventories | 8,133 | 6,546 |
| Total current assets | 148,582 | 113,520 |
| Pension cost deferral *(notes 11 and 13)* | 5,742 | 7,442 |
| Investments *(notes 3 and 10)* | 284,815 | 431,998 |
| Capital assets, net *(note 4)* | 427,400 | 275,449 |
| | 866,539 | 828,409 |
| LIABILITIES AND NET ASSETS | | |
| Current | | |
| Accounts payable and accrued liabilities | 81,611 | 70,886 |
| Current portion of long-term debt *(note 9)* | 7,436 | 7,050 |
| Deferred contributions and income *(note 7)* | 56,998 | 51,773 |
| Total current liabilities | 146,045 | 129,709 |
| Long-term liabilities *(notes 8 and 13)* | 41,801 | 39,642 |
| Long-term debt *(note 9)* | 275,860 | 283,296 |
| Deferred contributions and income *(note 7)* | 17,341 | 29,878 |
| Deferred capital contributions *(note 10)* | 172,007 | 161,964 |
| Total liabilities | 653,054 | 644,489 |
| NET ASSETS | | |
| Deficit | (45,773) | (54,362) |
| Internally restricted *(note 11)* | 45,298 | 45,035 |
| Investment in capital assets *(note 5)* | 87,952 | 71,809 |
| Endowments *(note 12)* | 126,008 | 121,438 |
| Total net assets | 213,485 | 183,920 |
| | 866,539 | 828,409 |

See accompanying notes

On behalf of the Board of Governors

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Marshall A. Cohen
Chair

Lorna R. Marsden, PhD
President and Vice-Chancellor

# STATEMENT OF OPERATIONS AND CHANGES IN DEFICIT
(Thousands of dollars)

Year ended April 30

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| REVENUE | | |
| Grants and contracts | 239,392 | 225,443 |
| Student fees | 236,955 | 205,581 |
| Donations | 5,313 | 4,136 |
| Investment income *(note 3)* | 16,099 | 8,458 |
| Sales and services | 53,016 | 50,963 |
| Amortization of deferred capital contributions | 5,228 | 3,660 |
| Recovery of salaries, benefits and other expenses | 19,026 | 16,745 |
| Other | 3,058 | 10,478 |
| | 578,087 | 525,464 |
| EXPENSES | | |
| Salaries and benefits *(note 13)* | 360,723 | 327,495 |
| Operating costs | 76,204 | 76,440 |
| Amortization of capital assets | 22,660 | 22,265 |
| Cost of goods sold | 15,469 | 14,218 |
| Taxes and utilities | 25,941 | 24,247 |
| Scholarships and bursaries | 37,623 | 32,037 |
| Interest on long-term debt | 14,605 | 9,708 |
| | 553,225 | 506,410 |
| Excess of revenue over expenses for the year | 24,862 | 19,054 |
| Change in internally restricted net assets | (263) | (13,938) |
| Change in investment in capital assets | (16,010) | 3,684 |
| Internally restricted contributions to endowments | - | (171) |
| Change in deficit in the year | 8,589 | 8,629 |
| Deficit, beginning of year | (54,362) | (62,991) |
| Deficit, end of year | (45,773) | (54,362) |

See accompanying notes

# STATEMENT OF CHANGES IN NET ASSETS

(Thousands of dollars)

Year ended April 30

| | 2003 | | | | | 2002 |
|---|---|---|---|---|---|---|
| | Deficit<br>$ | Internally restricted<br>$ | Investment in capital assets<br>$ | Endowments<br>$ | Total<br>$ | Total<br>$ |
| | | *(Note 11)* | *(Note 5)* | *(Note 12)* | | |
| Net assets, beginning of year | (54,362) | 45,035 | 71,809 | 121,438 | 183,920 | 158,524 |
| Excess of revenue over expenses for the year | 24,862 | - | - | - | 24,862 | 19,054 |
| Change in internally restricted net assets *(note 11)* | (263) | 263 | - | - | - | - |
| Change in investment in capital assets *(note 5)* | (16,010) | - | 16,143 | - | 133 | 1,109 |
| Investment income credited directly to externally restricted endowments *(note 3)* | - | - | - | 39 | 39 | 1,685 |
| Contributions to externally restricted endowments *(note 12)* | - | - | - | 4,531 | 4,531 | 3,548 |
| Net assets, end of year | (45,773) | 45,298 | 87,952 | 126,008 | 213,485 | 183,920 |

See accompanying notes

# STATEMENT OF CASH FLOWS
(Thousands of dollars)

Year ended April 30

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| OPERATING ACTIVITIES | | |
| Excess of revenue over expenses for the year | 24,862 | 19,054 |
| Add (deduct) non-cash items: | | |
| Amortization of capital assets | 22,660 | 22,265 |
| Amortization of deferred capital contributions | (5,228) | (3,660) |
| Decrease (increase) in pension cost deferral | 1,700 | (1,002) |
| Net change in non-cash working capital balances *(note 14)* | 11,875 | 332 |
| Cash provided by operating activities | 55,869 | 36,989 |
| INVESTING ACTIVITIES | | |
| Disposal (purchase) of investments, net | 147,183 | (215,784) |
| Purchase of capital assets | (174,478) | (73,076) |
| Cash used in investing activities | (27,295) | (288,860) |
| FINANCING ACTIVITIES | | |
| Increase in long-term liabilities | 2,159 | 2,261 |
| Proceeds from long-term debt | - | 207,607 |
| Repayment of long-term debt | (7,050) | (6,495) |
| Increase (decrease) in deferred contributions and income | (7,312) | 6,813 |
| Contributions restricted for capital purposes | 15,271 | 34,461 |
| Investment income credited directly to endowments | 39 | 1,685 |
| Contributions to externally restricted endowments | 4,531 | 3,548 |
| Cash provided by financing activities | 7,638 | 249,880 |
| Net increase (decrease) in cash and cash equivalents during the year | 36,212 | (1,991) |
| Cash and cash equivalents, beginning of year | 54,437 | 56,428 |
| Cash and cash equivalents, end of year | 90,649 | 54,437 |

See accompanying notes

# NOTES TO FINANCIAL STATEMENTS

(All amounts are in thousands of dollars unless otherwise indicated)

April 30, 2003

## 1. DESCRIPTION

York University ("York" or the "University") is incorporated under the York University Act, 1965, a statute of the Legislative Assembly of Ontario. The University is dedicated to providing postsecondary and postgraduate education and to conducting research. The University is a registered charity and, under the provisions of Section 149 of the Income Tax Act (Canada), is exempt from paying income taxes.

The financial statements of York reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all the operations of the University and organizations that the University controls or has a primary economic interest in. Accordingly, these financial statements include the operating and the ancillary operations of the University; York University Development Corporation, a wholly owned subsidary, which is responsible for the development of undeveloped York lands and the administration of York Lanes; and York University Foundation 2001, an entity which fund raises for the University and which the University effectively controls.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared by the administration in accordance with Canadian generally accepted accounting principles. The preparation of financial statements requires the administration to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual amounts could differ from those estimates.

A summary of significant accounting policies is as follows:

### Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions, other than endowments, are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets.

Donations of materials and services that would otherwise have been purchased are recorded at fair value when fair value can be reasonably determined.

Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

Pledges are recorded as revenue on a cash basis since pledges are not legally enforceable.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### Cash and cash equivalents

Cash and cash equivalents consist of investments with original maturities at acquisition of three months or less.

### Inventories

Inventories are stated at the lower of cost and net realizable value.

### Investments

Short-term investments are recorded at the lower of cost and market value. Investments in fixed income securities, which are to be held to maturity, are recorded at cost plus accrued interest. Other investments are recorded in the accounts at market value. Unrealized gains (losses) are included in investment income. Externally restricted investment income, other than that designated for endowments, is recognized as revenue when the related expenses are incurred. Externally restricted investment income designated for endowments is recognized as direct increases in net assets. Internally restricted investment income is recorded as a transfer from unrestricted to internally restricted net assets in the Statement of Changes in Net Assets. Unrestricted investment income is recognized as revenue in the year it is earned.

### Financial instruments

The fair values of accounts receivable and accounts payable and accrued liabilities approximate their carrying amounts because of the short-term maturity of these instruments. The fair values of long-term receivables, liabilities, including long-term debt, approximate carrying values as the rates approximate market rates for the associated risk of the underlying instrument. Investments, other than fixed income securities, which are held to maturity, are recorded at market value. Fair value estimates are made at a specific point in time, based on relevant market information and information about the financial instrument. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and, therefore, cannot be determined with precision. Changes in assumptions could significantly affect the estimates.

### Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair market value at the date of contribution, except for land received under the terms of grants, which is carried at nominal value. Amortization of capital assets with a limited life is provided on a straight-line basis over their estimated useful lives as follows:

| | Annual Rate | Years |
|---|---|---|
| Buildings, plant facilities and infrastructure | 2.5% to 10% | 10 to 40 |
| Equipment and furnishings | 10% to 33.3% | 3 to 10 |
| Library collection | 100% | 1 |

Construction in progress expenditures are capitalized as incurred and are amortized as described above once the asset is placed in service. Commencing May 1, 2002, capitalized expenditures include interest on related debt funding such expenditures. The effect of this change in accounting on prior periods is not material to these financial statements.

Donation of items included in the art collection are recorded as direct increases in capital assets and net assets at an appraised value established by independent appraisal in the period receipted by the University. The art collection is considered to have a permanent value and is not amortized.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### Foreign exchange translation

The University accounts for transactions in a foreign currency at the exchange rate in effect at the date of the transactions. At year-end, monetary assets and liabilities denominated in a foreign currency are translated at year-end exchange rates and any translation gain or loss is included in operations. Foreign exchange gains and losses on investments have been included in investment income.

### Employee benefits plans

The University has a defined contribution pension plan, which provides a minimum level of pension benefits to substantially all of its employees. The cost of providing pension benefits and post-employment benefits other than pensions is actuarially determined and recognized in operations using the projected benefit method pro rated on service. Differences arising from plan amendments, changes in assumptions and actuarial gains and losses are recognized in income over the expected average remaining service life of employees.

## 3. INVESTMENTS

(a) Investments consist of the following:

| | Maturity | 2003 Weighted average interest rate | 2002 Weighted average interest rate | 2003 Total $ | 2002 Total $ |
|---|---|---|---|---|---|
| Short-term investments | 2003 to 2003 | 2.08% | 2.30% | 936 | 231,691 |
| Deposit notes | 2003 to 2003 | 3.59% | 6.20% | 9,203 | 37,623 |
| Government bonds | 2003 to 2043 | 4.61% | 5.22% | 160,797 | 59,595 |
| Corporate bonds | 2003 to 2039 | 4.12% | 6.11% | 40,234 | 17,491 |
| Canadian equities | | | | 35,709 | 40,143 |
| International equities | | | | 37,721 | 45,240 |
| Other | | | | 215 | 215 |
| Total | | | | 284,815 | 431,998 |

All investments are recorded at market value except certain government bonds that are held to maturity. The market value of total government bonds is $165,944 (2002 - $64,171).

(b) Investment income consists of the following:

| | 2003 $ | 2002 $ |
|---|---|---|
| Total investment income recognized | 16,138 | 10,143 |
| Less amounts credited directly to external restricted endowments (note 12) | (39) | (1,685) |
| Total | 16,099 | 8,458 |

## 4. CAPITAL ASSETS

Capital assets consist of the following:

| | 2003 | | | 2002 | | |
|---|---|---|---|---|---|---|
| | Cost<br>$ | Accumulated Amortization<br>$ | Net Book Value<br>$ | Cost<br>$ | Accumulated Amortization<br>$ | Net Book Value<br>$ |
| Land | 12,832 | - | 12,832 | 12,832 | - | 12,832 |
| Buildings, plant facilities and infrastructure | 399,750 | 191,046 | 208,704 | 366,916 | 180,054 | 186,862 |
| Equipment and furnishings | 75,825 | 51,380 | 24,445 | 68,240 | 51,288 | 16,952 |
| Library collection | 61,655 | 61,655 | - | 60,726 | 60,726 | - |
| Construction in progress | 177,383 | - | 177,383 | 54,900 | - | 54,900 |
| Art collection | 4,036 | - | 4,036 | 3,903 | - | 3,903 |
| Total | 731,481 | 304,081 | 427,400 | 567,517 | 292,068 | 275,449 |

The increase in net book value of capital assets is due to the following:

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| Balance, beginning of year | 275,449 | 223,529 |
| Purchase of capital assets funded by restricted contributions | 79,742 | 29,909 |
| Purchase of capital assets internally funded | 94,736 | 43,167 |
| Contributions to art collection | 133 | 1,109 |
| Fully depreciated capital assets at cost | (10,647) | (12,869) |
| Accumulated amortization on fully depreciated capital assets | 10,647 | 12,869 |
| Amortization of capital assets | (22,660) | (22,265) |
| Balance, end of year | 427,400 | 275,449 |

During the year, the total cost of items added to the library collection was $5,809 (2002 - $6,523) and the total cost of items removed was $4,880 (2002 - $4,555).

Construction in progress includes $4,549 of interest on related debt capitalized during the year.

The University's art collection consists of 93 paintings, prints and drawings. These donated items had an appraised value of $4,036 (2002 - $3,903).

The Glendon campus land and a majority of the Keele Street campus land were acquired by grants. These grants had restrictive covenants, which have been registered on the title of the property. Under these covenants, properties may only be used for educational or research purposes at the University level. As appraisals are not available at the date of the grants, these assets are recorded in the accounts at nominal value.

## 5. INVESTMENT IN CAPITAL ASSETS

The investment in capital assets consists of the following:

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| Capital assets | 427,400 | 275,449 |
| Less amounts financed by: | | |
| Long-term debt | (167,441) | (106,147) |
| Deferred capital contributions (note 10) | (172,007) | (97,493) |
| Balance, end of year | 87,952 | 71,809 |

## 5. INVESTMENT IN CAPITAL ASSETS (continued)

The change in investment in capital assets is calculated as follows:

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| Repayment of long-term debt | 5,864 | 5,599 |
| Purchase of capital assets internally funded | 94,736 | 43,167 |
| Increase in investment in capital assets | 100,600 | 48,766 |
| Capital expenditures funded from long-term debt | 67,158 | 33,845 |
| Amortization expense | 22,660 | 22,265 |
| Less amortization of deferred capital contributions (note 10) | (5,228) | (3,660) |
| Decrease in investment in capital assets | 84,590 | 52,450 |
| Change in investment in capital assets excluding contributions to art collection | 16,010 | (3,684) |
| Contributions to art collection | 133 | 1,109 |
| Change in investment in capital assets | 16,143 | (2,575) |

## 6. CREDIT FACILITY

As at April 30, 2003, the University had an available bank credit facility in the amount of $24.4 million (2002 - $11.3 million) after deduction of outstanding letters of credit totaling $5.6 million (2002 - $3.7 million). Interest is charged at the bank's prime rate of interest, 5.0% (2002 - 4.0%).

## 7. DEFERRED CONTRIBUTIONS AND INCOME

Deferred contributions and income represent unspent externally restricted grants and donations for research and other restricted purposes. The changes in the deferred contributions and income balance are as follows:

| | 2002<br>$ | Additions (Reductions)<br>$ | Transfers to Income<br>$ | 2003<br>$ |
|---|---|---|---|---|
| Current | | | | |
| Research and other grants and contracts | 43,703 | 42,938 | 47,311 | 39,330 |
| Fees and other income | 7,570 | 17,168 | 7,570 | 17,168 |
| Donations | 500 | - | - | 500 |
| | 51,773 | 60,106 | 54,881 | 56,998 |
| Long-term | | | | |
| Expendable investment and other income from trusts and endowments | 29,878 | (424) | 12,113 | 17,341 |
| Total | 81,651 | 59,682 | 66,994 | 74,339 |

## 8. LONG-TERM LIABILITIES

Long-term liabilities consist of accruals for early retirement benefits and other post-employment benefits excluding pensions but including comprehensive medical, supplementary hospital and dental care. The long-term liability at the year-end is $41.8 million (2002 - $39.6 million) (see note 13).

## 9. LONG-TERM DEBT

Long-term debt consists of the following:

| | Maturity | 2003 Weighted average interest rate | 2002 Weighted average interest rate | 2003 Cost $ | 2002 Cost $ |
|---|---|---|---|---|---|
| Debentures | 2017 to 2042 | 6.49% | 6.49% | 208,042 | 208,288 |
| Mortgages | 2006 to 2016 | 10.16% | 10.14% | 27,972 | 28,176 |
| Term loans | 2007 to 2012 | 5.42% | 5.39% | 47,282 | 53,882 |
| Total | | | | 283,296 | 290,346 |

All long-term debt has fixed rates of interest.

Certain assets have been pledged as collateral for mortgages and term loans.

Scheduled future minimum annual repayments of long-term debt are as follows:

| | $ |
|---|---|
| 2004 | 7,436 |
| 2005 | 7,844 |
| 2006 | 8,275 |
| 2007 | 8,543 |
| 2008 | 3,453 |
| Subsequent years | 247,745 |
| Total | 283,296 |

## 10. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of restricted donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the Statement of Operations and Changes in Deficit when the associated capital asset is brought into service. The changes in the deferred capital contributions balance are as follows:

| | 2003 | | | 2002 | | |
|---|---|---|---|---|---|---|
| | Expended $ | Unexpended $ | Total $ | Expended $ | Unexpended $ | Total $ |
| Balance, beginning of year | 97,493 | 64,471 | 161,964 | 71,244 | 59,919 | 131,163 |
| Contributions received in the year | 9,521 | 5,750 | 15,271 | 3,169 | 31,292 | 34,461 |
| Transfers | 70,221 | (70,221) | - | 26,740 | (26,740) | - |
| Amortization of deferred capital contributions | (5,228) | - | (5,228) | (3,660) | - | (3,660) |
| Balance, end of year | 172,007 | - | 172,007 | 97,493 | 64,471 | 161,964 |

The unexpended portion represents the amount that remains to be spent on construction projects. These amounts are included in unexpended deferred capital contributions above and investments on the Balance Sheet.

## 11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

| | 2002<br>$ | Appropriated<br>$ | Expended<br>$ | 2003<br>$ |
|---|---|---|---|---|
| Departmental carryforwards | 32,071 | 39,779 | 32,071 | **39,779** |
| Progress through the ranks | (20,606) | (6,833) | - | **(27,439)** |
| Computing systems development | 1,932 | 4,503 | 5,028 | **1,407** |
| Contractual commitments to employee groups | 2,215 | 3,848 | 4,228 | **1,835** |
| Purchase order commitments | 987 | 2,097 | 987 | **2,097** |
| Pension cost deferral | 7,442 | 11,222 | 12,922 | **5,742** |
| Capital reserve | 20,994 | 6,951 | 6,068 | **21,877** |
| Balance, end of year | 45,035 | 61,567 | 61,304 | 45,298 |

Internally restricted net assets include funds committed for specific purposes that reflect the application of the Board of Governors' policy as follows:

i. Departmental carryforwards - These represent the cumulative positions of all Faculties and Divisions with net unspent year-end balances at the 2003 year-end. Under Board policy, which is approved annually, Faculties and Divisions are entitled to carryforward the net unspent funds from previous years' allocations. These funds provide units with a measure of flexibility established through prudent administration over several years to assist with future balancing of their budgets in the face of additional anticipated budget reductions, as well as resources which are to meet commitments made during the year but not reflected at year end in purchase orders.

ii. Progress through the ranks (PTR) - This is the cumulative difference between the amounts paid for progress through the ranks salary adjustments and the budget funds provided under York's salary recovery policy. PTR adjustments are planned to be self-funding over time. However, on a year-to-year basis, the cost of providing PTR adjustments can be more or less than the funds provided depending on the number of retirements that occurred during the year.

iii. Computing systems development - The University has implemented several major administrative computing and information systems. These appropriated funds support forward commitments for these new systems in process, as well as planned future stages of system implementation not yet contracted for at year-end.

iv. Contractual commitments to employee groups - this is the net carryforward of funds to meet future commitments defined under Collective Agreements with various employee groups.

v. Purchase order commitments - this represents the net value across all operating budget units of purchase commitments for goods ordered but not received at year-end.

vi. Pension cost deferral - This represents the portion of University-funded contributions paid into the pension plan which exceed the accrued value of employee pension benefits earned during this period, as estimated in accordance with Canadian generally accepted accounting principles.

vii. Capital reserve - This represents funds restricted for deferred maintenance, capital emergencies and major capital projects.

## 12. ENDOWMENTS

Endowments include restricted donations received by the University and donations that have been internally designated. Investment returns generated from endowments are used in accordance with the various purposes established by the donors or by the Board of Governors. The University protects the future purchasing power of its endowments by designating a portion of the annual investment income earned to endowments, known as capital protection. Further, the University has established a policy of setting the amount of income available for spending to 5% of the endowment.

Net assets restricted for endowment consist of the following:

| | Endowments April 30, 2002 $ | New Contributions $ | Capital Protection $ | Transfers $ | Endowments April 30, 2003 $ |
|---|---|---|---|---|---|
| Externally restricted | 115,192 | 4,531 | 39 | - | 119,762 |
| Internally restricted | 6,246 | - | - | - | 6,246 |
| Total | 121,438 | 4,531 | 39 | - | 126,008 |

Ontario Student Opportunity Trust Fund

The Government of Ontario established the Ontario Student Opportunity Trust Fund (OSOTF) program to encourage companies and individuals to contribute funds to post secondary students. The University set up a fund, in fiscal 1997, and eligible donations made until March 31, 2000 were equally matched by the Province. Investment income earned in this fund is awarded to qualified students in need of financial aid.

The OSOTF fund is included in the total of externally restricted endowments.

The change in the OSOTF fund balance at market value is calculated as follows:

| | Opening Balance April 30, 2002 $ | Capital Protection $ | Investment Income (Loss) $ | Awards $ | Closing Balance April 30, 2003 $ |
|---|---|---|---|---|---|
| Endowed | 62,905 | 18 | - | - | 62,923 |
| Unallocated gains (losses) | 2,736 | - | (6,055) | - | (3,319) |
| | 65,641 | 18 | (6,055) | - | 59,604 |
| Expendable | 4,425 | - | 3,111 | (2,976) | 4,560 |
| Total fund | 70,066 | 18 | (2,944) | (2,976) | 64,164 |

During the year, 2,216 bursaries (2002 – 1,253 bursaries) were awarded.

## 13. EMPLOYEE BENEFITS

The University has a defined contribution pension plan, which provides a minimum level of pension benefits. Other retirement and post-employment benefits are also provided to most of its employees.

The employee benefits expense for the year includes pension expense of $12,922 (2002 - $9,589) and other retirement benefits expense of $4,109 (2002 - $4,414).

Information about the University's benefit plans as at April 30 is as follows:

| | 2003 | | 2002 | |
|---|---|---|---|---|
| | Pension Benefit Plans $ | Other Benefit Plans $ | Pension Benefit Plans $ | Other Benefit Plans $ |
| Accrued benefit obligation | 904,484 | 41,801 | 916,165 | 39,642 |
| Fair value of plan assets | 846,566 | - | 921,945 | - |
| Plan surplus (deficit) | (57,918) | (41,801) | 5,780 | (39,642) |
| Pension cost deferral | 5,742 | | 7,442 | - |
| Long-term liability | | 41,801 | | 39,642 |

The unfunded plan deficit in the Pension Benefits plans will be funded over 15 years.

The significant actuarial assumptions adopted in measuring the University's accrued benefit obligations are as follows:

| | 2003 | | 2002 | |
|---|---|---|---|---|
| | Pension Benefit Plans | Other Benefit Plans | Pension Benefit Plans | Other Benefit Plans |
| Discount rate | 6.50% | 7.00% | 6.75% | 7.00% |
| Expected long-term rate of return on plan assets | 7.00% | - | 7.00% | - |
| Rate of compensation increase | 5.00% | 5.00% | 5.00% | 5.00% |

For measurement purposes, a 10.00% annual rate of increase in the per capita cost of covered health care benefits was assumed for 2003. The rate of increase was assumed to decrease gradually to 4.50% in 2010 and to remain at that level thereafter.

Other information about the University's benefit plans is as follows:

| | 2003 | | 2002 | |
|---|---|---|---|---|
| | Pension Benefit Plans $ | Other Benefit Plans $ | Pension Benefit Plans $ | Other Benefit Plans $ |
| Employer contributions | 11,222 | - | 10,591 | - |
| Employees' contributions | 11,174 | - | 10,554 | - |
| Benefits paid | 34,529 | 2,253 | 36,605 | 2,127 |

## 14. STATEMENT OF CASH FLOWS

The net change in non-cash working capital balances related to operations consists of the following:

| | 2003<br>$ | 2002<br>$ |
|---|---|---|
| Accounts receivable | 7,819 | (15,461) |
| Prepaid expenses | (5,082) | (2,469) |
| Inventories | (1,587) | (573) |
| Accounts payable and accrued liabilities | 10,725 | 18,835 |
| Net change in non-cash working capital balances | 11,875 | 332 |

The amount of interest paid during the year was $19,113 (2002 – $9,708).

## 15. COMMITMENTS, CONTINGENT LIABILITIES AND SUBSEQUENT EVENTS

(a) Guaranteed housing loans

The University has guaranteed and is contingently liable in the amount of $1,469 (2002 - $1,906) for bank loans for faculty and staff. The loans to assist in the purchase of homes are collateralized by home mortgages.

(b) Canadian University Reciprocal Insurance Exchange

The University participates in a reciprocal exchange of insurance risks in association with fifty other Canadian universities. This self-insurance reciprocal, named CURIE, involves a subscriber agreement to share the insurable property and liability risks of member universities for a term of not less than five years. Plan members are required to pay annual deposit premiums, which are actuarially determined and are subject to further assessment in proportion to their participation in the event premiums are insufficient to cover losses and expenses. As at December 31, 2002, CURIE was fully funded.

(c) Capital and other commitments

The estimated cost to complete committed capital projects at April 30, 2003 is approximately $158,592 (2002 - $292,097). The projects include the construction of two new academic buildings for the Technology Enhanced Learning Building, the Schulich School of Business and the Executive Learning Centre, two parking structures, a residence and utilities and facilities upgrades. These costs will be financed by SuperBuild and other government grants and contributions, borrowings, debenture issue, future ancillary revenues and fundraising.

In addition, on March 3, 2003, the Board of Governors approved in principle the construction of a new General Academic Building and Performance Centre totaling $100 million, contingent upon receipt of a SuperBuild grant.

# YORK UNIVERSITY

## PUBLIC SECTOR SALARY DISCLOSURE
(UNAUDITED)

YORK UNIVERSITY

PUBLIC SECTOR SALARY DISCLOSURE 2002

The Public Sector Salary Disclosure Act, 1995 requires the University to publish the salaries of all employees of York University earning $100,000 or more.

| SURNAME | FIRST NAME | POSITION | SALARY | TAXABLE BENEFIT |
|---|---|---|---|---|
| Abella | Irving | Professor, History | 103,777.48 | 3,447.63 |
| Abner | Brian | Professor & Associate Vice-President Academic Resources Planning | 135,314.17 | 918.49 |
| Abramson | Morton | Professor, Mathematics & Statistics | 145,652.64 | 5,667.64 |
| Adelman | Howard | Professor, Philosophy | 106,476.18 | 934.74 |
| Agnew | Vijay | Professor, Social Science | 100,680.38 | 733.63 |
| Ahmet | Norman | AVP Human Resources & Employee Relations | 150,030.98 | 1,014.91 |
| Ahrens | Wolfgang | Professor, Lang, Lit & Linguistics | 108,574.30 | 802.18 |
| Albright | R Gordon | Professor School of Analytical Studies & Information Tech. | 104,886.36 | 721.22 |
| Aldridge | Keith | Professor, Earth & Atmospheric Science | 101,473.36 | 771.87 |
| Alexandris | Georgina | Assistant Dean, Osgoode | 100,172.79 | 729.08 |
| Allan | Robert | Professor, Chemistry | 105,021.68 | 786.80 |
| Amanatides | John | Professor, Computer Science | 100,745.40 | 736.52 |
| Appelbaum | Elie | Professor, Economics | 120,885.76 | 1,049.78 |
| Archer | Cynthia | University Librarian | 119,264.68 | 762.73 |
| Ariano | Louis | Registrar | 107,382.01 | 4,738.99 |
| Arjomandi | Eshrat | Professor, Computer Science | 122,897.36 | 919.75 |
| Armstrong | Christopher | Professor, History | 104,588.72 | 768.53 |
| Armstrong | Pat | Professor, Sociology | 104,593.92 | 761.05 |
| Arthurs | Harry | University Professor, Osgoode Hall Law School | 201,493.04 | 481.84 |
| Auster | Ellen | Professor, Schulich School of Business | 116,381.40 | 913.77 |
| Axelrod | Paul | Professor and Dean, Education | 112,925.00 | 785.20 |
| Barrows | David | Course Director, Schulich School of Business | 171,399.49 | 0.00 |
| Baudot | Alain | Professor, French Studies | 109,435.40 | 789.33 |
| Beare | John | Professor, Economics | 108,630.56 | 6,946.72 |
| Beare | Margaret Eve | Professor, Sociology | 110,483.12 | 685.47 |
| Beer | Frances | Professor, English | 100,820.08 | 622.06 |
| Belcourt | Monica | Professor, Administrative Studies | 113,450.66 | 804.49 |
| Bell | David V J | Professor, Environmental Studies | 154,636.89 | 1,006.09 |
| Benson | James | Professor, English | 102,745.41 | 2,215.25 |
| Bergeron | Nantel | Professor, Mathematics & Statistics | 102,346.20 | 741.50 |
| Bhanich Supapol | Atipol | Professor, Schulich School of Business | 126,054.88 | 680.45 |
| Bieler | Ted | Professor, Fine Arts | 107,337.64 | 804.27 |
| Bohme | Diethard | Distinguished Research Professor, Chemistry | 145,310.26 | 1069.25 |
| Boudreau | Francoise | Professor, Sociology | 103,368.11 | 742.34 |
| Bradshaw | Patricia | Professor, Schulich School of Business | 145,462.79 | 912.65 |
| Brewer | Gary | Vice-President, Finance and Administration | 171,969.05 | 1,155.10 |
| Brooks | William Neil | Professor, Osgoode Hall Law School | 148,230.87 | 1,069.26 |

PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| SURNAME | FIRST NAME | POSITION | SALARY | TAXABLE BENEFIT |
|---|---|---|---|---|
| Brown | Shirley | Professor, School of Arts & Letters | 106,009.28 | 780.66 |
| Brown | James | Course Director and Director Housing & Food Services | 107,105.85 | 8,151.39 |
| Burke | Ronald | Professor, Schulich School of Business | 125,797.74 | 1,011.11 |
| Burns | Robert | Professor, Mathematics & Statistics | 102,246.96 | 9,775.61 |
| Busby | Paul | Director, Network Services | 101,485.97 | 729.08 |
| Caldwell | John | Professor, Physics & Astronomy | 115,144.60 | 861.57 |
| Cameron | Barbara | Professor, Political Science | 101,159.33 | 704.54 |
| Cameron | B Jamie | Professor, Osgoode Hall Law School | 114,194.13 | 883.16 |
| Campbell | Heather | Professor, English | 100,728.68 | 706.21 |
| Campbell | Alexandra | Professor, Schulich School of Business | 115,959.28 | 658.87 |
| Campeanu | Radu | Professor, Science & Technology Studies | 134,494.79 | 732.01 |
| Cannon | Wayne | Professor, Physics & Astronomy | 103,693.48 | 776.83 |
| Cao | Melanie | Professor, Schulich School of Business | 132,761.80 | 993.69 |
| Carpenter | Kenneth | Professor, Economics & Visual Arts | 106,953.80 | 800.95 |
| Cavanagh | Walter Forbe | Professor, Administrative Studies | 101,269.34 | 763.31 |
| Chaput | Marie-Therese | Director, Development, Glendon College | 121,026.06 | 881.98 |
| Christie | Gordon Kenda | Professor, Osgoode Hall Law School | 104,819.50 | 708.72 |
| Chung | Janne Oiyin | Professor, Schulich School of Business | 131,653.32 | 956.30 |
| Claydon | John | Director, Osgoode Hall Law School | 158,000.04 | 1,181.52 |
| Coghlan | Michael | Professor, Music | 107,887.82 | 683.75 |
| Cohen | Avi | Professor, Economics | 100,303.47 | 741.67 |
| Cohen | Derek | Professor, English | 100,969.84 | 756.08 |
| Condon | Mary | Professor, Osgoode Hall Law School | 114,338.03 | 780.94 |
| Cook | Wade | Professor, Schulich School of Business | 178,569.87 | 930.21 |
| Coombe | Rosemary | Professor, Social Science | 130,897.74 | 1,031.87 |
| Corcos | Evelyne | Professor, Psychology | 101,036.36 | 595.90 |
| Costa | Elio | Professor, Lang, Lit & Linguistics | 112,091.56 | 746.10 |
| Couchman | Jane | Professor, French Studies | 100,885.80 | 756.08 |
| Cragg | Arthur Wesley | Professor, Schulich School of Business | 126,226.96 | 5,657.87 |
| Crandles | Norman | Director Hospitality & Food Services | 122,666.46 | 394.15 |
| Craven | Mary-Louise | Professor, Social Science | 104,452.68 | 3,242.79 |
| Crawford | John Douglas | Professor, Psychology | 104,023.76 | 764.36 |
| Darroch | Arthur G L | Professor, Sociology | 100,642.26 | 819.22 |
| Darroch | James | Professor, Schulich School of Business | 105,724.76 | 780.91 |
| Davids | Leo | Professor, Sociology | 102,635.22 | 795.92 |
| Davis | John | Professor, Osgoode Hall Law School | 129,678.17 | 903.96 |
| Denzel | George | Professor, Mathematics & Statistics | 117,414.72 | 875.36 |
| Dermer | Jerry | Professor, Schulich School of Business | 115,471.92 | 864.10 |
| Deutsch | Robert | Professor, Psychology | 103,399.56 | 714.48 |
| Dick | Madelyn | Professor, History | 104,272.58 | 796.79 |
| Dimick | David | Professor, Schulich School of Business | 119,346.05 | 878.18 |

PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| SURNAME | FIRST NAME | POSITION | SALARY | TAXABLE BENEFIT |
|---|---|---|---|---|
| Doan | Helen | Professor, Psychology | 111,611.20 | 824.99 |
| Dong | Ming | Professor, Schulich School of Business | 127,653.32 | 1,478.20 |
| Dosman | Edgar | Professor, Political Science | 118,204.05 | 730.44 |
| Drache | Daniel | Professor, Political Science | 116,856.67 | 787.39 |
| Drexler | Julianna | Librarian | 105,146.04 | 708.72 |
| Drost | Helmar | Professor, Economics | 106,406.74 | 796.74 |
| Drummond | Susan | Professor, Osgoode Hall Law School | 106,598.65 | 717.81 |
| Drummond | Robert | Professor and Dean, Arts | 121,146.48 | 847.02 |
| Duck | Tom | Professor, Kinesiology & Health Science | 101,140.20 | 756.92 |
| Durlak | Jerome | Professor, Social Science | 103,003.18 | 4,981.59 |
| Dusk | Cora Marie M | Assistant Vice-President, Campus Relations & Student Affairs | 113,476.62 | 1,959.62 |
| Dwyer | John | Course Director, School of Anlyt St & Info Tec | 187,387.78 | 0.00 |
| Dymond | Patrick | Professor, Computer Science | 141,698.68 | 1,060.97 |
| Edmonds | Jeffrey | Professor, Computer Science | 104,138.76 | 764.36 |
| Ellenwood | William | Professor, English | 101,976.66 | 761.04 |
| Ellis | Zilpha | Professor, French Studies | 101,043.08 | 756.92 |
| Embleton | Sheila | Professor and Vice-President Academic | 168,640.44 | 1,129.10 |
| Emond | D Paul | Professor, Osgoode Hall Law School | 120,494.26 | 1,011.15 |
| Ewoldt | Carolyn | Professor, Education | 113,084.00 | 846.64 |
| Fallis | George | Professor, Economics | 145,206.40 | 1,069.78 |
| Fancher | Raymond | Professor, Psychology | 104,787.40 | 784.33 |
| Favrod | Alain | Professor, French Studies | 103,737.72 | 714.48 |
| Feldman | Seth | University Professor, Film & Video | 105,516.62 | 774.81 |
| Fenton | M. Brock | Professor, Biology | 117,121.87 | 859.72 |
| Fields | Leona | Manager, Pension Fund | 113,112.57 | 726.61 |
| Fischer | Eileen Mary | Professor, Schulich School of Business | 142,567.10 | 878.95 |
| Fleming | Stephen | Professor, Psychology | 103,620.80 | 746.10 |
| Fletcher | Frederick J A | University Professor, Political Science | 107,430.16 | 5,016.57 |
| Fothergill | Robert | Professor, Theatre | 100,678.44 | 4,520.42 |
| Found | William | University Professor, Environmental Studies | 139,718.40 | 1,046.06 |
| Fowler | Barry | Professor, Kinesiology & Health Science | 109,065.40 | 768.53 |
| Freeman | Donald | Professor, Geography | 103,671.99 | 771.02 |
| Friendly | Michael | Professor, Psychology | 102,240.50 | 734.48 |
| Fudge | Judith Ann | Professor, Osgoode Hall Law School | 122,403.86 | 834.99 |
| Gaber | Brian George | Professor, Administrative Studies | 124,283.00 | 835.40 |
| Gagne | Robert | Executive Director Info Technology & CIO | 131,632.28 | 877.96 |
| Gainer | Brenda | Professor, Schulich School of Business | 113,437.44 | 809.19 |
| Gavigan | Shelley A M | Professor, Osgoode Hall Law School | 109,079.04 | 879.84 |
| Geva | Benjamin | Professor, Osgoode Hall Law School | 145,807.33 | 1,034.40 |
| Gibson | Joan | Professor, Humanities | 100,365.02 | 750.61 |
| Gill | Stephen | Professor, Political Science | 101,488.84 | 737.76 |

PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| SURNAME | FIRST NAME | POSITION | SALARY | TAXABLE BENEFIT |
|---|---|---|---|---|
| Gilmour | Joan | Professor, Osgoode Hall Law School | 122,819.18 | 850.78 |
| Gledhill | Norman | Professor, Kinesiology & Health Science | 120,126.18 | 710.85 |
| Gorbet | Fred | Dir Financial Services Prg, Schulich School of Business | 105,388.98 | 766.87 |
| Grayson | J Paul | Professor, Sociology | 109,204.20 | 2,546.99 |
| Green | Leslie J M | Professor, Osgoode Hall Law School | 168,852.10 | 1,139.18 |
| Greenberg | Leslie | Professor, Psychology | 114,061.12 | 13,161.47 |
| Guiasu | Silviu | Professor, Mathematics & Statistics | 106,181.48 | 795.14 |
| Gutmacher | Elaine | Associate Director, Executive Development, Schulich School of Business | 116,402.68 | 653.78 |
| Gutwinski | Waldemar | Professor, English | 100,920.76 | 756.08 |
| Haberman | Arthur | University Professor, Humanities | 113,219.07 | 832.11 |
| Haccoun | Robert | Professor, Administrative Studies | 117,602.32 | 879.04 |
| Hagerman | Edward | Professor, History | 101,135.05 | 749.39 |
| Harris | Laurence Roy | Professor, Psychology | 100,912.76 | 733.64 |
| Harris | Geoffrey | Professor, Chemistry | 141,614.78 | 1,041.66 |
| Hasson | Reuben | Professor, Osgoode Hall Law School | 139,461.00 | 1,044.48 |
| Hay | Charles | Professor, Osgoode Hall Law School | 120,183.54 | 1,066.74 |
| Heath | Ian | Professor, Biology | 108,762.85 | 795.93 |
| Heddle | John | Professor, Biology | 123,896.25 | 927.24 |
| Heeler | Roger | Professor, Schulich School of Business | 108,345.20 | 811.69 |
| Heller | Deborah | Professor, Humanities | 105,485.14 | 753.58 |
| Herren | Michael | Distinguished Research Professor, Humanities | 107,818.84 | 791.80 |
| Hessels | Eric | Professor, Physics & Astronomy | 120,496.32 | 879.47 |
| Hilliker | Arthur | Professor, Biology | 133,979.56 | 1,001.21 |
| Hobson | Deborah | Professor & Vice-President, Enrolment & Student Services | 151,483.40 | 1,130.38 |
| Hoffman | Randy | Professor, Administrative Studies | 102,945.60 | 754.43 |
| Hoffmann | Richard | Professor, History | 102,582.12 | 749.39 |
| Hoffmann | Ellen | Librarian | 123,403.42 | 988.31 |
| Hogg | Peter | University Professor and Dean, Osgoode Hall Law School | 186,836.53 | 1,339.33 |
| Hopkins | Elizabeth | Professor, English | 105,912.48 | 790.97 |
| Hopkinson | Alan | Professor, Chemistry | 101,747.16 | 761.89 |
| Horvath | Dezso | Professor and Dean, Schulich School of Business | 199,197.51 | 1,441.99 |
| Hutchinson | Allan | Professor, Osgoode Hall Law School | 138,907.87 | 10,890.95 |
| Imai | Shin | Professor, Osgoode Hall Law School | 117,535.54 | 807.51 |
| Innes | Christopher | Distinguished Research Professor, English | 119,461.12 | 1,040.28 |
| Irani | Khurshed | Executive Director Facilities Management | 118,402.28 | 10,670.51 |
| Irving | Richard | Professor, Schulich School of Business | 115,753.11 | 696.93 |
| Irwin | B Dale | Librarian | 102,566.31 | 734.93 |
| Irwin | Ross | Assistant Dean (Admin & Plan) Osgoode Hall Law School | 110,685.42 | 806.35 |
| Jarvie | Ian | Distinguished Research Professor, Philosophy | 127,032.72 | 938.87 |
| Jenkin | Michael | Professor, Computer Science | 121,641.66 | 862.85 |
| Johnson | David | Professor, Philosophy | 102,045.64 | 764.36 |
| Johnson | G. Thomas | Professor, Osgoode Hall Law School | 124,628.82 | 864.85 |

## PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| | | | | |
|---|---|---|---|---|
| Joshi | Sudhakar | Course Director, Physics & Astronomy | 117,557.48 | 5,998.32 |
| Jursza | Luana | Director ITS | 115,172.79 | 729.08 |
| Kanya-Forstner | A Sydney | Professor, History | 113,542.80 | 849.92 |
| Karch | Pierre | Professor, French Studies | 104,812.02 | 769.13 |
| Kater | Michael | Distinguished Research Professor, History | 130,567.84 | 962.91 |
| Katz | Shirley | Professor & Associate to the Counsel | 108,699.09 | 820.84 |
| Kehoe | Dalton | Professor, Social Science | 135,008.16 | 722.02 |
| Kelton | Roger | Professor, Kinesiology & Health Science | 113,495.36 | 797.58 |
| Kenedy | Robert | Course Director, Arts | 108,685.78 | 0.00 |
| Kierstead | Shelley Margot | Professor, Osgoode Hall Law School | 106,348.51 | 516.35 |
| Kirschbaum | Stanislav | Professor, Political Science | 113,588.20 | 749.39 |
| Klein | Irene | Professor, Lang, Lit & Linguistics | 101,574.00 | 698.73 |
| Koretsky | Allen | Professor, English | 103,520.04 | 775.15 |
| Kusyszyn | Igor | Professor, Psychology | 102,288.24 | 734.48 |
| La Rocque | Margot | Course Director, Social Science | 102,859.57 | 0.00 |
| Landa | Janet | Professor, Economics | 104,056.08 | 779.31 |
| Lanphier | C Michael | Professor, Sociology | 102,331.57 | 864.10 |
| Latham | Roger | Professor, Economics | 105,307.28 | 756.92 |
| Laxer | James | Professor, Political Science | 100,355.40 | 2,482.16 |
| Lay | Clarry | Professor, Psychology | 110,178.60 | 751.06 |
| Layton | Anne Louise | Director, Total Compensation | 104,342.00 | 708.80 |
| Le Goff | Timothy | Professor, History | 104,127.04 | 5,576.23 |
| Lee-Ruff | Edward | Professor, Chemistry | 100,756.40 | 754.42 |
| Lennox | John | Professor & Dean Graduate Studies | 120,175.90 | 890.07 |
| Lewis | Harriet | University Secretary & General Counsel | 141,409.87 | 1,045.66 |
| Leyton-Brown | David | Professor, Political Science | 146,303.56 | 934.16 |
| Leznoff | Clifford | Professor, Chemistry | 109,405.88 | 1,293.62 |
| Li | Jinyan | Professor, Osgoode Hall Law School | 116,590.55 | 800.01 |
| Liu | Joseph | Professor, Computer Science | 103,977.44 | 864.10 |
| Lovejoy | Paul | Distinguished Research Professor, History | 151,822.68 | 1,114.21 |
| Macdonald | Robert | Professor, Environmental Studies | 101,824.62 | 752.12 |
| Magee | Joanne | Professor, Administrative Studies | 115,976.26 | 844.25 |
| Magnotta | Michael | Professor, Lang, Lit & Linguistics | 100,333.78 | 722.00 |
| Mahant | Edelgard | Professor, Political Science | 102,255.84 | 771.02 |
| Majithia | Jayantilal | Professor, Computer Science | 110,885.40 | 830.03 |
| Mallin | Samuel | Professor, Philosophy | 101,919.16 | 645.72 |
| Mandel | Michael | Professor, Osgoode Hall Law School | 140,916.25 | 996.18 |
| Marsden | Lorna Ruth | President & Vice-Chancellor | 282,090.60 | 3,301.57 |
| Martell | George | Professor, Social Science | 100,438.16 | 751.90 |
| Martin | Ian | Professor, English | 102,549.50 | 711.20 |
| Martin | Dianne | Professor, Osgoode Hall Law School | 134,248.87 | 893.98 |
| Massam | Bryan | Professor, Geography | 110,150.92 | 898.96 |
| Mawani | Amin | Professor, Schulich School of Business | 137,870.32 | 1,031.87 |
| McCamus | John | Professor, Osgoode Hall Law School | 172,792.06 | 1,112.27 |
| McClean | Ronald | Professor, Schulich School of Business | 112,789.04 | 811.73 |
| McDougall | Ian | Professor, Osgoode Hall Law School | 136,978.48 | 960.47 |

PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| | | | | |
|---|---|---|---|---|
| McKechnie | Graeme | Professor, Economics | 124,052.30 | 819.15 |
| Mckellar | James | Professor, Schulich School of Business | 143,001.44 | 997.89 |
| McLeod-Dick | Ingrid | Course Director, Schulich School of Business | 120,451.04 | 0.00 |
| McMillan | Charles | Professor, Schulich School of Business | 107,225.36 | 1,260.39 |
| McNeil | C Kent | Professor, Osgoode Hall Law School | 122,819.18 | 850.78 |
| McRoberts | Kenneth | Professor and Principal, Glendon College | 125,013.95 | 3,281.15 |
| Middleton | Alan Charles | Professor, Schulich School of Business | 197,799.02 | 1,032.60 |
| Milevsky | Moshe Arye | Professor, Schulich School of Business | 138,674.16 | 2,227.20 |
| Miller | Barry | Professor & Director Academic Employee Relations | 103,854.66 | 741.08 |
| Mohammed | Tahir | Director Facilities Dev | 108,876.00 | 793.87 |
| Monahan | Patrick | Professor, Osgoode Hall Law School | 138,411.09 | 915.85 |
| Moore | Timothy | Professor, Psychology | 100,865.04 | 745.25 |
| Morgan | Gareth H J | Distinguished Research Professor, Schulich School of Business | 142,915.32 | 967.49 |
| Morley | C David | Professor and Dean Environmental Studies | 106,599.96 | 0.00 |
| Mosher | Janet | Professor, Osgoode Hall Law School | 122,362.73 | 839.88 |
| Mossman | Mary Jane | Professor, Osgoode Hall Law School | 139,094.94 | 1,088.36 |
| Mougeon | Raymond | Professor, French Studies | 104,346.16 | 775.99 |
| Muldoon | Martin | Professor, Mathematics & Statistics | 109,193.86 | 8,342.15 |
| Mykitiuk | Roxanne | Professor, Osgoode Hall Law School | 111,809.64 | 761.02 |
| Nagata | Judith | Professor, Anthropology | 108,841.08 | 800.10 |
| Nelles | Henry | Distinguished Research Professor, History | 115,714.20 | 851.63 |
| Newgren | Donald | Professor, Design | 106,784.40 | 799.67 |
| Noble | David | Professor, Social Science | 109,541.36 | 2,949.10 |
| Norcliffe | Glen | Professor, Geography | 101,281.36 | 758.60 |
| Nunn | Cim | Director Media Relations | 107,083.36 | 690.81 |
| O'Brien | George | Professor, Mathematics & Statistics | 112,941.03 | 812.95 |
| Okada | Ronald | Professor, Psychology | 102,611.80 | 768.53 |
| Okafor | Obiora | Professor, Osgoode Hall Law School | 109,372.36 | 4,042.82 |
| Olin | Philip | Professor, Mathematics & Statistics | 103,536.20 | 775.15 |
| Oliver | Peter | Professor, History | 106,013.44 | 790.96 |
| Oliver | Christine | Professor, Schulich School of Business | 150,231.23 | 1,075.45 |
| Olshen | Toni | Associate University Librarian | 110,352.18 | 808.41 |
| Ornstein | Michael | Professor, Sociology & Director ISR | 100,974.60 | 748.13 |
| Orpwood | Graham W F | Professor, Education | 118,700.53 | 669.66 |
| Ostroff | Jonathan | Professor, Computer Science | 111,443.08 | 834.17 |
| Paasche | J Gottfried | Professor, Sociology | 125,206.39 | 778.07 |
| Palumbo | Joseph | Executive Director Career Centre and International Placement, Schulich School of Business | 127,965.92 | 795.71 |
| Panitch | Leo | Distinguished Research Professor, Political Science | 123,656.64 | 906.70 |
| Parkinson | John | Professor, Administrative Studies | 108,015.72 | 2,236.26 |
| Pearlman | Ronald | Professor, Biology | 104,489.64 | 781.80 |
| Peck | Jeffrey | Professor, Lang, Lit & Linguistics | 122,316.20 | 984.59 |
| Penz | G Peter | Professor, Environmental Studies | 103,150.36 | 741.91 |
| Peridis | Theodoros | Professor, Schulich School of Business | 156,860.10 | 799.15 |
| Pesaro | Joanna | Director, Admissions | 103,316.08 | 622.71 |
| Pestano | Irvin | Course Director, Administrative Studies | 118,551.66 | 0.00 |

## PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| | | | | |
|---|---|---|---|---|
| Peterson | Rein | Professor, Schulich School of Business | 128,522.00 | 5,454.68 |
| Philipps | Lisa Coleen | Professor, Osgoode Hall Law School | 114,338.03 | 780.94 |
| Pietrowski | Alfred | Professor, Mathematics & Statistics | 112,341.80 | 6,109.09 |
| Pilgrim | Anne | Professor, English | 100,394.08 | 751.90 |
| Pilkington | Marilyn | Professor, Osgoode Hall Law School | 144,359.38 | 1,023.65 |
| Plourde | Charles | Professor, Economics | 115,063.24 | 861.57 |
| Pope | Richard | Professor, Lang, Lit & Linguistics | 103,973.88 | 774.35 |
| Prince | Robert | Professor, Physics & Astronomy | 133,163.48 | 996.61 |
| Prisman | Eliezer Zeev | Professor, Schulich School of Business | 155,904.28 | 13,113.19 |
| Promislow | S David | Professor, Mathematics & Statistics | 102,578.00 | 764.36 |
| Puri | Poonam | Professor, Osgoode Hall Law School | 103,256.76 | 704.54 |
| Ramsay | Iain Duncan | Professor, Osgoode Hall Law School | 137,811.88 | 971.97 |
| Regan | David | Distinguished Research Professor, Psychology | 157,580.52 | 388.83 |
| Reimer | Mary Lynn | Master Planner | 108,579.22 | 666.39 |
| Rennie | David | Professor, Psychology | 106,873.68 | 781.02 |
| Ripley | M Louise | Professor, Administrative Studies | 101,650.08 | 761.89 |
| Roberts | Gordon S | Professor, Schulich School of Business | 157,971.27 | 1,098.26 |
| Roy | S Paul | Professor, Schulich School of Business | 115,987.04 | 836.66 |
| Rudolph | Ross | Professor, Political Science | 106,605.32 | 795.96 |
| Rudolph | Jochen | Professor, Chemistry | 129,157.00 | 966.31 |
| Rutherford | Brent | Professor, Environmental Studies | 107,909.32 | 808.42 |
| Ryder | Bruce | Professor, Osgoode Hall Law School | 106,647.98 | 807.51 |
| Sabiston | Elizabeth | Professor, English | 101,848.36 | 762.69 |
| Saindon | Jean | Professor, School of Anlyt St&Info Tec | 104,776.74 | 449.56 |
| Salter | R L Liora | Professor, Osgoode Hall Law School | 139,106.36 | 981.23 |
| Sanders | Leslie | Professor, English | 105,020.80 | 746.90 |
| Sanderson Swartz | Nancy | Director, Alumni Relations, Schulich School of Business | 107,633.52 | 653.49 |
| Saul | John | Professor, Social Science | 114,032.76 | 854.12 |
| Savary | James | Professor, Economics | 109,860.60 | 815.91 |
| Schoenfeld | Stuart | Professor, Sociology | 103,626.88 | 741.12 |
| Scott | Craig Martin | Professor, Osgoode Hall Law School | 128,196.13 | 873.26 |
| Sevigny | Savitsa | Professor, French Studies | 101,292.64 | 3,131.78 |
| Shanks | Pamela | Chief Advancement Officer, Schulich School of Business | 109,579.70 | 806.35 |
| Shapson | Stan | Professor & Vice-President, Research & Innovation | 192,431.30 | 1,294.46 |
| Sheese | Ronald | University Professor, Psychology | 100,369.64 | 5,594.90 |
| Shore | Marlene | Professor, History | 103,855.40 | 758.32 |
| Shteir | Ann | Professor, Humanities | 101,938.36 | 748.55 |
| Shugarman | David | Professor, Political Science | 110,276.60 | 802.34 |
| Shum | Pauline M P | Professor, Schulich School of Business | 113,829.90 | 782.94 |
| Silver | Marie-France | Professor, French Studies | 105,061.79 | 787.01 |
| Silver | Phillip | Professor and Dean, Fine Arts | 136,479.20 | 915.59 |
| Simmons | Alan | Professor, Sociology | 106,806.36 | 793.60 |
| Sirsi | Ajay Kumar | Professor, Schulich School of Business | 105,550.36 | 672.13 |
| Siu | K W Michael | Professor, Chemistry | 127,653.06 | 902.03 |

PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| | | | | |
|---|---|---|---|---|
| Slattery | Brian | Professor, Osgoode Hall Law School | 133,172.50 | 1,048.51 |
| Smith | Neil | Professor, Kinesiology & Health Science | 110,968.52 | 514.28 |
| Smith | David | Director, Management Information | 149,372.17 | 791.46 |
| Snow | Kim | Professor, Administrative Studies | 104,218.84 | 523.36 |
| Spence | Susan Leigh | Director, Service Development & Delivery, CNS | 101,324.91 | 6,023.46 |
| Spence | Edward | Professor and Sr. Policy Advisor to the President | 150,230.58 | 1,031.25 |
| Spraakman | Gary | Professor, Administrative Studies | 112,337.72 | 8,257.31 |
| Spring | David | Professor, Mathematics & Statistics | 101,884.98 | 763.56 |
| Stachniak | Zbigniew | Professor, Computer Science | 104,733.32 | 6,081.23 |
| Stauffer | Allan | Professor, Physics & Astronomy | 106,186.52 | 795.14 |
| Stelmacovich | Andrew | Director of Development, Osgoode Hall Law School | 111,263.78 | 811.41 |
| Stevens | Paul | Professor, History | 110,277.36 | 825.87 |
| Stuart | Glenn | Director CLASP, Osgoode Hall Law School | 100,172.70 | 729.08 |
| Struk | Peter | Assistant Vice-President, Facilities Planning & Construction | 136,261.24 | 11,271.61 |
| Subtelny | Orest | Professor, History | 102,869.41 | 874.46 |
| Sutherland | Kate | Professor, Osgoode Hall Law School | 106,598.65 | 717.81 |
| Szmidt | Yvette | Professor, French Studies | 102,331.76 | 729.50 |
| Tatilon | Claude | Professor, French Studies | 103,900.17 | 746.90 |
| Taylor | Peter | Professor, Earth & Atmospheric Science | 113,642.92 | 851.63 |
| Teiman | Gillian | Course Director & Special Assistant to the President (Equity) | 101,256.90 | 450.82 |
| Thompson | David W A | Senior Executive Officer, Office of VP-Academic | 107,130.29 | 737.40 |
| Thompson | Donald | Professor, Schulich School of Business | 123,959.96 | 916.81 |
| Thorne | Linda Elizabeth | Professor, Schulich School of Business | 154,540.03 | 898.92 |
| Tian | Yisong | Professor, Schulich School of Business | 143,885.88 | 1,061.81 |
| Tong | Barbara | Assistant Director, Professional Development Program, Osgoode Hall Law School | 114,853.00 | 691.28 |
| Toukmanian | Shake | Professor, Psychology | 100,581.28 | 6,313.98 |
| Tourlakis | George | Professor, Computer Science | 105,901.80 | 5,136.86 |
| Trivedi | Viswanath | Professor, Schulich School of Business | 117,897.08 | 882.37 |
| Trojan | Allan | Professor, Mathematics & Statistics | 104,237.24 | 780.96 |
| Tsotsos | John | Professor, Computer Science | 175,568.36 | 1,256.19 |
| Tucker | Eric | Professor, Osgoode Hall Law School | 133,643.40 | 902.30 |
| Tweyman | Stanley | Professor, Philosophy | 115,178.84 | 795.14 |
| Unrau | John | Professor, English | 107,865.67 | 5,405.83 |
| Uppal | Anna | Director Budgets and Planning | 107,230.13 | 664.27 |
| Velazquez | Caridad | Professor, Hispanic Studies | 102,069.48 | 738.60 |
| Vercollier | Alain | Professor, French Studies | 100,516.36 | 722.02 |
| Victor | Peter Alan | Professor, Environmental Studies | 126,108.27 | 4,510.45 |
| Wacyk | Maria | Executive Director, Human Resources | 122,549.11 | 834.29 |
| Wai | Robert Sze-Kwok | Professor, Osgoode Hall Law School | 106,598.65 | 719.27 |
| Walker | Janet Elizabeth | Professor, Osgoode Hall Law School | 106,598.65 | 2,375.17 |
| Walker | Marshall | Professor, Mathematics | 106,978.84 | 2,777.90 |
| Warner | Mary Jane | Professor, Dance | 100,363.06 | 766.40 |
| Watson | Mary Elizabeth | Librarian | 102,436.06 | 771.41 |
| Watson | Garry | Professor, Osgoode Hall Law School | 172,131.76 | 1,172.28 |

## PUBLIC SECTOR SALARY DISCLOSURE 2002 (continued)

| | | | | |
|---|---|---|---|---|
| Waxer | Peter | Professor, Psychology | 104,124.24 | 3,763.83 |
| Webb | Rodney | Professor & Associate Vice-President Academic | 122,067.39 | 858.26 |
| Weiss | Stephen | Professor, Schulich School of Business | 112,808.62 | 879.04 |
| Weizmann | Fredric | Professor, Psychology | 107,972.44 | 801.78 |
| Wheeler | David | Professor, Schulich School of Business | 146,765.60 | 1,041.38 |
| Wiener | Neil | Professor, Psychology | 101,595.92 | 761.05 |
| Wiesenthal | David | Professor, Psychology | 104,958.72 | 723.66 |
| Williams | Gail | Professor, Osgoode Hall Law School | 124,629.36 | 864.85 |
| Wilson | Barrie | Professor, Humanities | 100,373.92 | 751.90 |
| Wilson | H Thomas | Professor, Schulich School of Business | 100,374.74 | 856.60 |
| Wilson | Hugh | Professor, Biology | 117,436.32 | 879.04 |
| Wintre | Maxine A G | Professor, Psychology | 106,772.08 | 1,961.46 |
| Wolf | Bernard | Professor, Schulich School of Business | 100,508.98 | 907.23 |
| Wood | J Stepan | Professor, Osgoode Hall Law School | 106,598.65 | 717.81 |
| Wright | Lorna | Professor, Schulich School of Business | 127,727.80 | 936.76 |
| Wu | Jianhong | Professor, Mathematics & Statistics | 121,202.52 | 907.30 |
| Wu | Gillian | Professor and Dean Pure & Applied Science | 164,118.76 | 1,083.46 |
| Zandi | Farrokh | Course Director & Associate Director iBBA Program, Schulich School of Business | 117,188.99 | 507.22 |
| Zemans | Joyce | University Professor, Visual Arts | 114,762.32 | 824.23 |
| Zemans | Frederick | Professor, Osgoode Hall Law School | 181,390.02 | 1,203.04 |
| Zemel | Carol | Professor, Visual Arts | 125,479.68 | 923.89 |
| Zingrone | Sylvia | Chief of Staff, Office of the President | 101,533.67 | 734.10 |

NOTE ON SALARY: These amounts include base salary and, if applicable, additional payments such as administrative stipends, payments for overload teaching, etc.