

Consolidated Financial Statements with Supplementary Schedules

Year Ended March 31, 2009

MEMORIAL UNIVERSITY OF NEWFOUNDLAND INDEX TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2009

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AUDITORS' REPORT

To the Board of Regents of **Memorial University of Newfoundland**

We have audited the consolidated statement of financial position of **Memorial University of Newfoundland** (the "University") as at March 31, 2009 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the University's management. 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 management, 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 March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

St. John's, Canada, June 4, 2009.

Chartered Accountants

Ernst & young UP

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31 (thousands of dollars)

| (mousaids of donars) | 2009 | 2008 |
|---|----------|----------|
| | \$ | \$ |
| ASSETS | | |
| Current | | |
| Cash and cash equivalents | 18,633 | 50,626 |
| Short-term investments | 60,799 | 15,058 |
| Accounts receivable | 45,939 | 41,965 |
| Accrued interest receivable | 3,964 | 2,134 |
| Inventory and prepaid expenses | 5,963 | 6,191 |
| Total current assets | 135,298 | 115,974 |
| Long-term receivable | 2,991 | 3,074 |
| Investments [note 6] | 61,783 | 64,419 |
| Capital assets, net [note 4] | 167,611 | 168,989 |
| | 367,683 | 352,456 |
| Current Bank indebtedness [note 8] | 19,028 | 5,075 |
| | 19.028 | 5.075 |
| Accounts payable and accrued liabilities | 19,322 | 20,280 |
| Deferred revenue | 21,782 | 19,566 |
| Current portion of employee future benefits [note 11] | 12,396 | 10,371 |
| Current portion of long-term debt [note 7] | 826 | 763 |
| Total current liabilities | 73,354 | 56,055 |
| Long-term debt [note 7] | 744 | 1,036 |
| Derivative liability [note 8] | 3,460 | |
| Employee future benefits [note 11] | 82,750 | 99,564 |
| Total liabilities | 160,308 | 156,655 |
| Deferred contributions [note 5] | 200,692 | 202,323 |
| Net assets | | |
| Net assets restricted for endowment purposes | 60,399 | 60,002 |
| Unrestricted net assets | (53,716) | (66,524) |
| Net total surplus (deficiency) | 6,683 | (6,522) |
| | 367,683 | 352,456 |

See accompanying notes to consolidated financial statements Contingencies [note 10]

On behalf of the Board:

"Signed" "Signed"

Chair of the Board of Regents

Chair of the Finance Committee

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31 (thousands of dollars)

| | 2009 | 2008 |
|---|----------|----------|
| <u>-</u> | \$ | \$ |
| REVENUE | | |
| Government grants | 315,105 | 284,792 |
| Student fees | 54,788 | 54,190 |
| Other revenue | 36,598 | 32,039 |
| Amortization of deferred capital contributions | 24,477 | 20,801 |
| Sales and services | 16,958 | 16,361 |
| Investment (loss) income [note 6] | (4,329) | 2,899 |
| | 443,597 | 411,082 |
| - | | |
| EXPENSES | | |
| Salaries | 242,012 | 217,802 |
| Employee benefits | 42,087 | 37,765 |
| Materials and supplies | 32,207 | 30,386 |
| Utilities | 23,586 | 22,162 |
| Amortization of capital assets | 23,528 | 20,926 |
| Scholarships, bursaries and awards | 21,942 | 19,813 |
| Repairs and maintenance | 19,552 | 17,434 |
| Travel and hosting | 16,282 | 14,188 |
| Other operating expenses | 13,789 | 16,983 |
| Externally contracted service | 12,527 | 13,367 |
| Professional fees | 12,443 | 12,801 |
| Interest expense | 3,815 | 362 |
| Equipment rentals | 2,675 | 2,249 |
| Employee future benefits | (14,789) | 10,393 |
| External cost recoveries | (18,441) | (17,516) |
| <u>-</u> | 433,215 | 419,115 |
| Excess of revenue over expenses (expenses over revenue) | 10,382 | (8,033) |

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

As at March 31 (thousands of dollars)

| | Restricted for Endowment Purposes | Unrestricted \$ | 2009 \$ | 2008 \$ |
|---|-----------------------------------|--------------------|-------------------|-------------------|
| Balance, beginning of year | 60,002 | (66,524) | (6,522) | (2,907) |
| Excess of (expense over revenue) revenue over expense | (2,426) | 12,808 | 10,382 | (8,033) |
| Endowment contributions | 2,823 | - | 2,823 | 4,418 |
| Balance, end of year | 60,399 | (53,716) | 6,683 | (6,522) |

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31 (thousands of dollars)

| | 2009 | 2008 |
|---|----------|----------|
| | \$ | \$ |
| OPERATING ACTIVITIES | | |
| Excess of revenue over expenses (expenses over revenue) | 10,382 | (8,033) |
| Add (deduct) items not involving cash: | , | () , |
| Amortization of capital assets | 23,528 | 20,926 |
| Net increase (decrease) in deferred contributions | • | ŕ |
| related to expenses of future periods | 4,299 | (796) |
| (Decrease) increase in long-term portion of employee | • | ` , |
| future benefits | (16,814) | 9,727 |
| Increase in current portion of employee future benefits | 2,025 | 470 |
| Amortization of deferred capital contributions | (24,477) | (20,801) |
| Loss on disposal of capital assets | 1,905 | 208 |
| Increase in derivative liability | 3,460 | - |
| Reduction in long-term receivable | 83 | - |
| Unrealized loss on investments | 8,534 | 3,605 |
| Change in non-cash working capital | (4,318) | 20,799 |
| Cash provided by operating activities | 8,607 | 26,105 |
| INVESTING ACTIVITIES | | |
| Capital assets acquired | (24,055) | (29,843) |
| Increase in short-term investments | (45,741) | (210) |
| Increase in investments | (5,898) | (3,622) |
| Cash used in investing activities | (75,694) | (33,675) |
| FINANCING ACTIVITIES | | |
| Increase (decrease) in bank indebtedness | 13,953 | (466) |
| Endowment contributions | 2,823 | 4,418 |
| Addition to deferred capital contributions | 18,547 | 19,387 |
| (Decrease) increase in long-term debt | (229) | 345 |
| Cash provided by financing activities | 35,094 | 23,684 |
| | | |
| Net (decrease) increase in cash and cash equivalents | (21.222) | |
| during the year | (31,993) | 16,114 |
| Cash and cash equivalents, beginning of year | 50,626 | 34,512 |
| Cash and cash equivalents, end of year | 18,633 | 50,626 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

1. AUTHORITY AND PURPOSE

Memorial University of Newfoundland (the "University") is a corporation operating under the authority of the Memorial University Act. It is a comprehensive research university offering a full range of undergraduate, graduate and continuing studies programs. The academic governance of the University is vested in the Senate. The University is a not-for-profit entity, governed by a Board of Regents, the majority of whom are appointed by the Province of Newfoundland and Labrador. The University is a registered charity under the Income Tax Act (Canada) and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

2. SIGNIFICANT ACCOUNTING POLICIES

General

These consolidated financial statements have been prepared in accordance with Canadian generally accepted accounting principles (GAAP). The significant accounting principles are summarized as follows:

Use of estimates

The preparation of financial statements in conformity with Canadian GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates. Estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Consolidated statements

These financial statements have been prepared on a consolidated basis, reporting the operations and financial position of the University and the following related not-for-profit organizations:

C-CORE

The Canadian Centre for Fisheries Innovation (CCFI)

Genesis Group Inc.

The Memorial University of Newfoundland Botanical Garden Incorporated

Memorial University Recreation Complex (MURC)

Western Sports and Entertainment Inc.

Campus Childcare Inc.

Newfoundland Quarterly Foundation

Edutech Services Inc.

Effective April 1, 2008 all assets and liabilities of the Canadian Center for Marine Communications (CCMC) were transferred to the Marine Institute School of Ocean Technology of the University.

Cash equivalents

Cash equivalents consist primarily of cash, treasury bills and bankers' acceptances. Investments with original maturities of three months or less are classified as cash equivalents.

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. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which related expenses are recognized. Contributions of capital assets are recorded at fair market value at the date of the contribution and deferred and amortized to operations on the same basis as the related asset. Endowment contributions are recognized as direct increases in the net assets in the year in which they are received. Revenues from contracts, sales and student fees are recognized when the goods or services are provided and collection is reasonably assured.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Contributed services

Volunteers, including volunteer efforts from the staff of the University, contribute an indeterminable number of hours per year to assist the University in carrying out its service delivery activities. The costs that would otherwise be associated with these contributed services are not recognized in these consolidated financial statements.

Capital assets

Purchased capital assets are recorded at cost. Donated capital assets are recorded at fair value at the date of acquisition. Repairs and maintenance expenditures are charged to expense. Betterments which extend the estimated life of an asset are capitalized.

The University's permanent art collection is expensed as incurred and the value of donated art is not recognized in these consolidated financial statements.

Capital assets are amortized using the following rates. One-half year's amortization is taken in the year of acquisition and no amortization in the year of disposal.

Buildings 8% declining balance
Furniture and equipment 20% declining balance
Computers 30% declining balance
Banner finance 20% declining balance
Vehicles 30% declining balance
Library collection 10 years straight-line

Employee future benefits

Pension costs and obligations

The employees of the University participate in a defined benefit pension plan administered under the Memorial University Pensions Act with any deficiencies being funded by the Province of Newfoundland and Labrador. Payments to the pension plan consist of contributions from employees and contributions from the University as prescribed in the Pension Benefits Act (1997) (PBA). In addition, where the plan experiences a solvency deficiency, the employer is required to contribute an amount sufficient to liquidate the deficiency within five years of the solvency valuation date. The University's contributions to the Pension Plan are recorded as an expenditure in the consolidated statement of operations.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

The most recent actuarial valuation prepared by Eckler Partners Ltd. disclosed a solvency deficiency of \$237.3 million and a going concern deficiency of \$271.0 million at March 31, 2009. Under the PBA, a going concern deficiency must be funded over a period of not more than 15 years while a solvency deficiency is to be funded over a maximum five year period.

The going concern deficiency of \$271.0 million includes \$68.0 million in respect of past service costs related to the introduction of indexing in 2004. This indexing liability is being financed under a special PBA provision through both employee and employer contributions over a remaining period of 35.25 years. In accordance with the PBA, the balance of the going concern, namely \$203.0 million, must be liquidated over a period of not more than 15 years. The first annual payment in respect of this balance is \$16.2 million and is required to be made during the 2009/10 fiscal year.

At present, the University has an exemption under the PBA from making payments relating to the solvency deficiency. This exemption expires December 31, 2010.

Other post-employment benefits

The University accrues its obligations for employee benefit plans. The employee future benefits earned by employees are actuarially determined using the projected benefit method pro-rated on service and administration's best estimate of salary escalation, retirement ages of employees and escalation in covered benefit expense outlays.

The University recognizes the cost of the Supplemental Retirement Income Plan (SRIP), the Voluntary Early Retirement Income Plan (VERIP) and the cost of future employee benefits which include severance, accrued vacation, group life insurance and health care benefits. Additional disclosure related to these plans is provided in note 11.

Agency obligations

The University acts as an agent which holds resources and makes disbursements on behalf of various unrelated groups. The University has no discretion over such agency transactions. Resources received in connection with such agency transactions are reported as liabilities and subsequent distributions are recorded as decreases to these liabilities.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Derivative financial instruments

Derivative financial instruments are utilized by the University in the management of interest rate exposure related to its bank indebtedness. The University does not utilize derivative financial instruments for trading or speculative purposes.

The University enters into interest rate swaps in order to reduce the impact of fluctuating interest rates on its floating rate bank indebtedness. The fair value of these derivatives is recorded on the consolidated statement of financial position and any "mark-to-market" adjustment is recorded in interest expense. These swap agreements require the periodic exchange of payments without the exchange of the notional principal amount on which the payments are based.

Derivative financial instruments are classified as held for trading and carried at fair value with the change in fair value being recorded in interest expense.

Financial instruments

The University has chosen to continue to apply the Canadian Institute of Chartered Accountants (CICA) Section 3861, *Financial Instruments – Disclosure and Presentation*, in place of CICA Section 3862, *Financial Instruments – Disclosures*, and CICA Section 3863, *Financial Instruments – Presentation*. The disclosures required by Section 3861 are provided in note 12.

3. CHANGES IN ACCOUNTING POLICY

Impact of adopting new accounting policies

Inventories

Effective April 1, 2008, the University adopted the recommendations of CICA Section 3031, *Inventories*. These recommendations provide guidance on the measurement and disclosure requirements for inventories. The adoption of these new recommendations had no impact on the University's consolidated financial statements.

The amount of inventories recognized as expense during the year was \$12.9 million (2008 - \$11.7 million).

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Capital disclosures

Effective April 1, 2008, the University adopted the recommendations of CICA Section 1535, *Capital Disclosures*, which require the disclosure of qualitative and quantitative information that enables users of the consolidated financial statements to evaluate the University's objectives, policies and processes for managing capital. The additional disclosures related to the adoption of these recommendations are provided in note 13.

General standards of financial statement presentation

The amendments to Section 1400, *General Standards of Financial Statement Presentation*, provides revised guidance on management's responsibility to assess and disclose the University's ability to continue as a going concern. There was no significant impact on these consolidated financial statements as a result of revisions to Section 1400.

Financial statement presentation

Effective April 1, 2008, the University adopted retroactively the changes to the recommendations in CICA Section 4400 Financial Statement Presentation for Non-For-Profit Organizations, which eliminate the requirement to separately disclose the amount of net assets in capital assets. The University therefore eliminated from the consolidated financial statements details regarding the amount of net assets invested in capital assets and the calculation of this amount. As a result, the University reclassified the prior year consolidated financial statements to include the amount of net assets invested in capital assets as at April 1, 2007 of (\$1.4 million) and as at April 1, 2008 of \$8.6 million in unrestricted net assets.

Impact of adopting future accounting policies

Recent accounting pronouncements that have been issued but are not yet effective and have a potential implication for the University, are as follows:

Financial statement presentation

The CICA has issued revisions to the Section 4400 series and certain other sections to amend or improve certain parts of the CICA Handbook that relate to not-for-profit organizations. With respect to presentation, these changes include requiring CICA Section 1540, *Cash Flow Statements*, to be applicable for not-for-profit organizations, and requiring the reporting of revenues and expenses on a gross basis in the consolidated statement of operations when a not-for-profit organization is acting as a principal in a transaction. A new section, CICA Section 4470, *Disclosure of Allocated Expenses by Not-for-Profit Organizations*, was included in the

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

revisions which require certain disclosures when fundraising and general support expenses are allocated to other functions. These changes in accounting policies are effective for the University's reporting period beginning April 1, 2009. No significant impact is expected upon the implementation of these amended standards.

Financial statement concepts

Section 1000, *Financial Statement Concepts* has been amended to focus on the capitalization of costs that truly meet the definition of an asset and de-emphasize the matching principle. The amendments are effective for the University's reporting period beginning April 1, 2009. The University is currently evaluating the impact of the adoption of this change on the disclosure within its consolidated financial statements. No significant impact is expected upon the implementation of these amendments.

Goodwill and intangible assets

The CICA issued a new accounting standard, CICA Section 3064, *Goodwill and Intangible Assets* replacing CICA Section 3062, *Goodwill and Other Intangible Assets* and CICA Section 3450, *Research and Development Costs*. CICA Section 3064 establishes standards for the recognition, measurement and disclosure of development costs. Management is currently assessing the impact of adopting this section for the University's reporting period beginning April 1, 2009.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

4. CAPITAL ASSETS

| | | 2009 | | 2008 |
|-------------------------|------------|--------------------------|----------------------------|----------------------------|
| | Cost \$ | Accumulated amortization | Net book value \$ | Net book value \$ |
| Buildings | 220,294 | 121,570 | 98,724 | 91,728 |
| Furniture and equipment | 75,957 | 45,926 | 30,031 | 37,821 |
| Computers | 22,407 | 15,274 | 7,133 | 7,100 |
| Banner finance | 1,722 | 1,315 | 407 | 508 |
| Vehicles | 3,101 | 2,015 | 1,086 | 1,301 |
| Library collection | 124,626 | 94,396 | 30,230 | 30,531 |
| | 448,107 | 280,496 | 167,611 | 168,989 |

Capital assets include certain assets under capital lease with a net book value of 2.4 million (2008 – 2.9 million).

5. DEFERRED CONTRIBUTIONS

Expenses of future periods

Deferred contributions related to expenses of future periods represent unspent externally restricted grants and donations for research and programs.

2000

| | 2009 \$ | 2008 |
|--|------------------|------------------|
| Balance, beginning of year Grants and donations received during the year | 49,038 48,444 | 49,834 45,229 |
| Expenses incurred during the year | (44,145) | (46,025) |
| | 53,337 | 49,038 |

2000

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Capital assets

Deferred capital contributions related to capital assets represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the consolidated statement of operations.

| | 2009 \$ | 2008 \$ |
|---|--------------------|--------------------|
| Balance, beginning of year | 153,285 | 154,699 |
| Additional contributions received Less amounts amortized to revenue | 18,547 (24,477) | 19,387 (20,801) |
| | 147,355 | 153,285 |
| Total deferred contributions | 2009 | 2008 |
| | \$ | \$ |
| Expenses of future periods | 53,337 | 49,038 |
| Capital assets | 147,355 | 153,285 202,323 |
| | 200,692 | 202,323 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

6. INVESTMENTS

| | 2 | 009 \$ | | 08 |
|---|----------------------------|----------------------------|--------------------------------------|--------------------------------------|
| | Cost | Fair Value | Cost | Fair Value |
| Fixed income Equities | 39,720 27,255 66,975 | 40,521 21,262 61,783 | 32,496 28,577 61,073 | 33,264 31,155 64,419 |
| | | | 2009 \$ | 2008 \$ |
| Investment income Unrealized loss on investments Related expenses | | | 5,129 (8,534) (924) (4,329) | 7,613 (3,605) (1,109) 2,899 |
| 7. LONG-TERM DEBT | | | | |
| | | | 2009 \$ | 2008 \$ |
| RBC Royal Bank, fixed term demand loan campus, 5.19% interest, repayable in 9 ed blended payments of \$121, maturing in A unsecured | qual annual, | Iarlow | 428 | 524 |
| CMHC mortgage on Queen's College, 5.8' interest, repayable in 50 equal, blended pa of \$29 semi-annually, maturing in June 20 secured | ayments | | 428 | 451 |
| Capital leases negotiated through the RBC interest rates vary, payable in equal annual | | | | |
| secured by assets under lease | | | 723 | 824 |
| Less current portion | | | 1,570 826 | 1,799 763 |
| Less current portion | | | 744 | 1,036 |
| | | | / 77 | 1,050 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Annual repayments of long-term debt over the next five years are as follows:

| | \$ |
|------|-----|
| 2010 | 826 |
| 2010 | 387 |
| 2012 | 44 |
| 2013 | 43 |
| 2014 | 43 |

8. BANK INDEBTEDNESS

Pursuant to Section 41 of the Memorial University Act, the University has received approval from the Lieutenant-Governor in Council to borrow to finance two capital projects. The projects involved the construction of a new residence complex for Sir Wilfred Grenfell College (Project 1) and the implementation of an energy performance program in five buildings on the University's main campus in St. John's (Project 2). Currently the debt has been negotiated using bankers' acceptances (BA's) which mature during the 2009/10 fiscal year. Management expects to refinance these loans through BA's for the balance of the term of the loan. Disclosure related to interest rate risk is provided in note 12.

Derivative liability

Project 1 interest rate swap transaction involves the exchange of the underlying Canadian BA rate for a fixed interest rate of 4.76% and expired on April 2, 2009. The notional amount of this swap transaction is \$3.2 million and the fair value is a liability of \$0.5 million.

Project 2 interest rate swap transaction involves the exchange of the underlying Canadian BA rate for a fixed interest rate of 5.12% and expired April 1, 2009. The notional amount of this swap transaction is \$14.6 million and the fair value is a liability of \$2.9 million.

9. MEMORIAL UNIVERSITY ACT

In accordance with the Memorial University Act, the University is normally prohibited from recording a deficit on their consolidated financial statements. During 1996, pursuant to Section 36 of the Memorial University Act, the University received approval from the Lieutenant-Governor in Council to record a deficit of up to \$5.0 million in 1996 and an additional \$10.0 million in 1997 as a result of the recognition of the liabilities related to VERIP for faculty and staff. During 2001, the University received approval from the Lieutenant-Governor in Council to exclude from the

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

definition of a deficit, pursuant to Section 36 of the Memorial University Act, any amounts resulting from the recognition of the liabilities related to recording vacation pay entitlements, severance and any other post-employment benefits.

10. CONTINGENCIES

(a) Reciprocal exchange of insurance risks

The University, in association with 58 Canadian universities, participates in a reciprocal exchange (CURIE) of insurance risks. The self-insurance cooperative involves a contractual agreement to share the insurance property and liability risks of member universities for a term of not less than five years.

The projected cost of claims will be funded through members' premiums based on actuarial projections. As at December 31, 2008, CURIE has a surplus of \$4.2 million, of which the University's pro-rata share is approximately 3% on an ongoing basis. In addition, the reciprocal has obtained \$995.0 million on re-insurance with commercial insurers to cover major property claims in excess of \$5.0 million per occurrence.

In respect of general liability, the limit is \$5.0 million per occurrence. Re-insurance for liability coverage in the amount of \$25.0 million in excess of a \$5.0 million per occurrence retention is in place.

In respect of errors and omissions liability policy, the limit is \$5.0 million per occurrence. Reinsurance for errors and omissions was purchased through a combined excess program with general liability in the amount of \$25.0 million.

As the originating insurers, CURIE has a contingent liability in the event that a re-insurer is unable to meet its obligations. In this respect, all re-insurance is placed with insurers registered in Canada and subject to supervision by the Office of the Superintendent of Financial Institutions Canada.

In the event that premiums are not sufficient to cover claims settlements, the member universities would be subject to an assessment in proportion to their participation.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

(b) Class action lawsuit

In 2007, a class action lawsuit was filed on behalf of all former employees of the University who retired or terminated employment on or before December 31, 1992 and were entitled to receive post-retirement life, health and dental group insurance benefits. The lawsuit alleges that this group of retirees were entitled to receive these insurance benefits for life, at no cost to the group of retirees. Presently, a decision is pending from the court as to whether this matter should be certified as a class action suit. The University continues to defend its position and the potential exposure to this claim is indeterminable at the present time.

11. EMPLOYEE FUTURE BENEFITS

The University has a number of defined benefit and defined contribution plans providing group life insurance and health care benefits on a cost shared basis to retired employees, and in certain cases, their surviving spouses. In addition, the University pays a severance payment, to certain employee groups, upon termination, retirement or death, provided they meet certain eligibility criteria.

In May 1996, the Board of Regents approved a SRIP to provide benefits to employees of the University whose salaries exceed the Canada Revenue Agency maximum pensionable salary and whose defined benefit pension, therefore, exceeds the maximum benefit payable from the Plan.

In February and May 1996, the University offered faculty and staff, who reached the age 55 and attained a minimum of 10 years pensionable service, an opportunity to take an early retirement under the provisions of the VERIP.

Subject to eligibility criteria, the Plan provided an incentive of enhanced pension benefits of up to five years pensionable service and waiver of actuarial reduction, if applicable, or a lump sum early retirement payment. The early retirement incentive is being funded from operations.

The significant actuarial assumptions used in measuring the University's accrued benefit obligation under each plan are as follows:

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Employee future benefits

Include a discount rate of 7.5% (2008 5.6%) and an average rate of compensation increase of 4.5% (2008 -4.5%).

Supplemental retirement income plan (SRIP)

Include a discount rate of 7.5% (2008 5.6%) and an average compensation increase of 4.5% (2008 - 4.5%).

Voluntary early retirement income plan (VERIP)

Include a discount rate of 7.5% (2008 5.6%).

| | SF | RIP | VEI | RIP | Other b | enefits |
|----------------------------|-------|-------|-------|-------|----------|---------|
| | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 |
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Accrued benefit obligation | | | | | | |
| Balance, beginning of year | 5,450 | 3,698 | 6,550 | 5,455 | 88,210 | 81,351 |
| Current service cost | 229 | 122 | ´— | _ | 3,300 | 3,393 |
| Interest cost | 305 | 259 | 367 | 437 | 5,331 | 4,257 |
| Benefits paid | (241) | (238) | (580) | (595) | (4,421) | (2,829) |
| Actuarial loss (gain) | (200) | 1,609 | (871) | 1,253 | (19,933) | 2,038 |
| , · | 5,543 | 5,450 | 5,466 | 6,550 | 72,487 | 88,210 |
| Current plan expense | | | | | | |
| Current service expense | 229 | 122 | | _ | 3,300 | 3,393 |
| Interest cost | 305 | 259 | 367 | 437 | 5,331 | 4,257 |
| Actuarial (gain) loss | (200) | 1,609 | (871) | 1,253 | (19,933) | 2,038 |
| . | 334 | 1,990 | (504) | 1,690 | (11,302) | 9,688 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

A summary of these accrued benefit obligations are as follows:

| | 2009 | 2008 |
|--|--------|---------|
| | \$ | \$ |
| Employee future benefits | 72,487 | 88,210 |
| Supplemental retirement income plan | 5,543 | 5,450 |
| Voluntary early retirement income plan | 5,466 | 6,550 |
| Accrued vacation | 11,650 | 9,725 |
| | 95,146 | 109,935 |
| Less current portion | 12,396 | 10,371 |
| Long-term employee future benefits | 82,750 | 99,564 |

12. FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification. Their classification depends on the purpose for which the financial instruments were acquired or issued, their characteristics and the University's designation of such instruments. The standards require that all financial assets be classified either as held-for-trading (HFT), available-for-sale (AFS), held-to-maturity (HTM), or loans and receivables and all financial liabilities to be classified as either HFT or other liabilities (OL). Subsequent to initial recognition, the standards require that all financial assets and financial liabilities be measured at fair value with the exception of loans and receivables, securities classified as HTM, liabilities classified as OL, and AFS financial assets that do not have quoted market prices in an active market. These are measured at amortized cost using the effective interest method (EIM).

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Classification of financial instruments

The University has designated its financial instruments as shown in the following table. The financial instruments are measured as follows based on their classification.

| Asset/Liability | Classification | Measurement |
|------------------------------|-----------------------------|--------------------------|
| | | |
| Cash and cash equivalents | Held-for-trading | Fair value |
| Investments | Held-for-trading | Fair value |
| Accrued interest receivable | Loans and receivables | Amortized cost using EIM |
| Accounts receivable | Loans and receivables | Amortized cost using EIM |
| Long-term receivable | Loans and receivables | Amortized cost using EIM |
| Accounts payable and accrued | | |
| liabilities | Other financial liabilities | Amortized cost using EIM |
| Bank indebtedness | Other financial liabilities | Amortized cost using EIM |
| Long-term debt | Other financial liabilities | Amortized cost using EIM |
| Derivative liability | Held-for-trading | Fair value |

Held-for-trading

HFT financial assets and liabilities are financial assets typically acquired for resale prior to maturity. They are measured at fair value at the consolidated statement of financial position date. Interest earned, interest accrued, gains and losses realized on disposal and unrealized gains and losses from market fluctuations are included in the consolidated statement of operations.

Loans and receivables

Loans and receivables are accounted for at amortized cost using EIM.

Other financial liabilities

Other liabilities are recorded at amortized cost and include all liabilities and long-term debt.

Embedded derivatives

There are no embedded derivatives in the consolidated financial statements of the University.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

Credit risk

The University is exposed to credit risk with respect to accounts receivable from students and clients. Services are provided to a large number of students and entities which minimizes the concentration of credit risk. The University routinely monitors the receivable balances and establishes an appropriate allowance for doubtful accounts based upon factors surrounding credit risk, historical trends, and other information.

Interest rate risk

The University's exposure to interest rate risk relates to its floating interest rate bank indebtedness which utilizes BA's. The University has managed this floating interest rate risk by entering into interest rate swap agreements with the RBC Royal Bank to offset the movement in the BA rates. Any change in BA rates will be offset by a corresponding change in the interest rate swap. The fair value of these interest rate swap agreements are recorded on the consolidated statement of financial position and the change in value is reflected in interest expense on the consolidated statement of operations.

Liquidity risk

The University is exposed to liquidity risk with respect to its contractual obligations and financial liabilities. This risk is managed by maintaining adequate cash and cash equivalents. The University believes that cash and cash equivalents on hand, future cash flows from government grants and student fees will be adequate to meet its financial obligations. There will also be savings associated with the energy performance contract which is expected to be sufficient to repay the floating term facility.

Market risk

The University is exposed to market risk on its investments due to future fluctuations in market prices. This risk is managed by a Statement of Investment Policy and Objectives approved by the Board of Regents which includes investment policy provisions for an acceptable asset mix structure and quality constraints on fixed income instruments.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009 (tabular amounts in thousands of dollars)

13. CAPITAL DISCLOSURES

The University considers its capital to be its net assets. Its restricted net assets consist of amounts restricted for endowment purposes. The University's objectives when managing its capital are to safeguard its ability to continue as a going concern in order to provide services to its students and research funding agencies. Annual budgets are developed and monitored to ensure the University's capital is maintained at an appropriate level. The University has no external restrictions imposed on its capital, excluding its endowments.

14. COMPARATIVE FIGURES

Certain of the 2008 comparative figures have been reclassified to conform to the financial statement presentation adopted in 2009.

AUDITORS' REPORT TO THE BOARD OF REGENTS MEMORIAL UNIVERSITY OF NEWFOUNDLAND ON SUPPLEMENTARY INFORMATION

To the Board of Regents of **Memorial University of Newfoundland**

We have audited and reported separately herein on the consolidated financial statements of **Memorial University of Newfoundland** (the "University") as at and for the year ended March 31, 2009.

Our audit was conducted for the purpose of forming an opinion on the basic consolidated financial statements of the University taken as a whole. The supplementary information included in Schedules 1 and 2 is presented for purposes of additional analysis and is not a required part of the basic consolidated financial statements. Such supplementary information has been subject to the auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic consolidated financial statements taken as whole.

St. John's, Canada, June 4, 2009.

Ernst * young UP

Chartered Accountants

MEMORIAL UNIVERSITY OF NEWFOUNDLAND SCHEDULE 1

CONSOLIDATED SCHEDULE OF FINANCIAL POSITION

As at March 31, 2009 (with comparative figures for 2008) (thousands of dollars)

| | OPERAT | EDIC. | ANCILL ENTERPI | | PLAN | T | SPONSO RESEAR | | SPECIAL PU AND TR | | тота | T |
|--|------------|------------|-------------------|------------|------------|------------|------------------|------------|----------------------|------------|------------|------------|
| | 2009 | | 2009 | 2008 | 2009 2008 | | | | 2009 2008 | | | 2008 |
| | 2009 \$ | 2008 \$ | 2009 \$ | 2008 \$ | 2009 \$ | 2008 \$ | 2009 \$ | 2008 \$ | 2009 \$ | 2008 \$ | 2009 \$ | 2008 \$ |
| • | φ | Ą | Ą | φ | φ | φ | φ | φ | φ | Þ | φ | ý. |
| Current assets: | | | | | | | | | | | | |
| Cash and cash equivalents | -46,017 | 1,085 | 2,305 | 3,459 | 2,923 | -9,747 | 32,087 | 27,898 | 27,335 | 27,931 | 18,633 | 50,626 |
| Short-term investments | 60,799 | 15,058 | - | - | = | - | - | - | - | - | 60,799 | 15,058 |
| Accounts receivable | 20,952 | 16,823 | 431 | 462 | 329 | 1,087 | 19,901 | 17,706 | 4,326 | 5,887 | 45,939 | 41,965 |
| Accrued interest receivable | 1,500 | 349 | - | - | - | - | - | - | 2,464 | 1,785 | 3,964 | 2,134 |
| Inventory and prepaid expenses | 3,901 | 4,439 | 1,950 | 1,646 | - | - | 55 | 67 | 57 | 39 | 5,963 | 6,191 |
| Interfund accounts | 805 | 583 | -805 | -583 | - | - | - | - | - | - | - | - |
| • | 41,940 | 38,337 | 3,881 | 4,984 | 3,252 | -8,660 | 52,043 | 45,671 | 34,182 | 35,642 | 135,298 | 115,974 |
| Long-term receivable | - | - | - | - | 2,991 | 3,074 | - | - | - | - | 2,991 | 3,074 |
| Investments (note 6) | - | - | - | - | - | - | - | 633 | 61,783 | 63,786 | 61,783 | 64,419 |
| Capital assets, net (note 4) | - | - | 2,040 | 427 | 164,266 | 166,251 | 1,178 | 2,198 | 127 | 113 | 167,611 | 168,989 |
| Total assets | 41,940 | 38,337 | 5,921 | 5,411 | 170,509 | 160,665 | 53,221 | 48,502 | 96,092 | 99,541 | 367,683 | 352,456 |
| Current liabilities: | | | | | | | | | | | | |
| Bank indebtedness (note 8) | - | - | - | - | 19,028 | 5,075 | - | - | - | - | 19,028 | 5,075 |
| Accounts payable and accrued liabilities | 12,321 | 13,007 | 231 | 373 | 2,240 | 1,747 | 3,831 | 4,431 | 699 | 722 | 19,322 | 20,280 |
| Deferred revenue | 1,949 | 4,053 | 363 | 249 | 4,709 | 3,243 | 14,734 | 11,962 | 27 | 59 | 21,782 | 19,566 |
| Current portion of employee future | | | | | | | | | | | | |
| benefits (note 11) | 12,396 | 10,371 | - | - | - | - | - | - | - | - | 12,396 | 10,371 |
| Current portion of long-term-debt (note 7) | - | - | - | - | 826 | 763 | - | - | - | - | 826 | 763 |
| • | 26,666 | 27,431 | 594 | 622 | 26,803 | 10,828 | 18,565 | 16,393 | 726 | 781 | 73,354 | 56,055 |
| Long-term debt (note 7) | _ | _ | _ | _ | 744 | 1,036 | _ | | _ | _ | 744 | 1,036 |
| Derivative liability (note 8) | _ | _ | _ | _ | 3,460 | - | _ | _ | _ | _ | 3,460 | - |
| Employee future benefits (note 11) | 81,492 | 97,958 | 318 | 401 | - | _ | 795 | 947 | 145 | 258 | 82,750 | 99,564 |
| Employee ratale belieffs (fiber 11) | 81,492 | 97,958 | 318 | 401 | 4,204 | 1,036 | 795 | 947 | 145 | 258 | 86,954 | 100,600 |
| Deferred contributions (note 5) | - | - | - | - | 146,001 | 150,984 | 34,288 | 30,992 | 20,403 | 20,347 | 200,692 | 202,323 |
| Net assets: | | | | | | | | | | | | |
| Net assets restricted for endowment purposes | - | - | - | - | - | - | - | - | 60,399 | 60,002 | 60,399 | 60,002 |
| Unrestricted net assets | -66,218 | -87,052 | 5,009 | 4,388 | -6,499 | -2,183 | -427 | 170 | 14,419 | 18,153 | -53,716 | -66,524 |
| • | -66,218 | -87,052 | 5,009 | 4,388 | -6,499 | -2,183 | -427 | 170 | 74,818 | 78,155 | 6,683 | -6,522 |
| Total liabilities, deferred contributions | | | | | | | | | | | | |
| and net assets | 41,940 | 38,337 | 5,921 | 5,411 | 170,509 | 160,665 | 53,221 | 48,502 | 96,092 | 99,541 | 367,683 | 352,456 |

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

CONSOLIDATED SCHEDULE OF OPERATIONS

For the year ended March 31, 2009 (with comparative figures for 2008) (thousands of dollars)

| | OPERATING | | ANCILLA ENTERPR | | PLAN | PLANT | | SPONSORED RESEARCH | | RPOSE JST | TOTAL | |
|---|-----------|---------|--------------------|--------|---------|---------|--------|-----------------------|--------|--------------|---------|---------|
| | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 |
| _ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| _ | | | | | | | | | | | | |
| Revenue: | 24.504 | 220.040 | 024 | 025 | | | 40.744 | 40.025 | 40.000 | 5 000 | 215.105 | 204.502 |
| Government grants | 261,504 | 229,949 | 831 | 835 | - | - | 42,541 | 48,025 | 10,229 | 5,983 | 315,105 | 284,792 |
| Student fees | 54,631 | 54,033 | - | 1.007 | - | - 2.107 | - | - | 157 | 157 | 54,788 | 54,190 |
| Other revenue | 12,552 | 14,733 | 2,559 | 1,907 | -5,938 | -3,197 | 14,183 | 12,093 | 13,242 | 6,503 | 36,598 | 32,039 |
| Amortization of deferred capital contributions | - | - | 16.050 | - | 24,317 | 20,329 | 149 | 462 | 11 | 10 | 24,477 | 20,801 |
| Sales and services | - | - 2.502 | 16,958 | 16,361 | - | - | - | - | - | | 16,958 | 16,361 |
| Investment income (note 6) | 3,422 | 3,582 | - | - | - | | -433 | -30 | -7,318 | -653 | -4,329 | 2,899 |
| Total revenue | 332,109 | 302,297 | 20,348 | 19,103 | 18,379 | 17,132 | 56,440 | 60,550 | 16,321 | 12,000 | 443,597 | 411,082 |
| Expenses: | | | | | | | | | | | | |
| Salaries | 207,316 | 184,692 | 8,890 | 7,798 | _ | - | 21,961 | 21,393 | 3,845 | 3,919 | 242,012 | 217,802 |
| Employee benefits | 37,382 | 33,514 | 1,255 | 1,069 | _ | _ | 2,885 | 2,629 | 565 | 553 | 42,087 | 37,765 |
| Materials and supplies | 13,794 | 14,512 | 7,709 | 7,653 | 2,053 | 266 | 7,465 | 6,992 | 1,186 | 963 | 32,207 | 30,386 |
| Utilities | 20,449 | 19,070 | 2,592 | 2,616 | , 9 | 18 | 259 | 276 | 277 | 182 | 23,586 | 22,162 |
| Amortization of capital assets | - | - | 125 | 118 | 23,239 | 20,333 | 151 | 464 | 13 | 11 | 23,528 | 20,926 |
| Scholarships, bursaries and awards | 8,736 | 7,578 | 2 | - | - | - | 8,616 | 7,977 | 4,588 | 4,258 | 21,942 | 19,813 |
| Repairs and maintenance | 8,007 | 7,498 | 1,529 | 1,452 | 9,267 | 7,708 | 581 | 500 | 168 | 276 | 19,552 | 17,434 |
| Travel and hosting | 8,470 | 7,352 | 73 | 66 | 8 | 4 | 5,215 | 4,748 | 2,516 | 2,018 | 16,282 | 14,188 |
| Other operating | 8,091 | 7,661 | 205 | 123 | 61 | - | 5,464 | 9,040 | -32 | 159 | 13,789 | 16,983 |
| Externally contracted service | 7,069 | 9,405 | 917 | 751 | 126 | 55 | 2,386 | 2,213 | 2,029 | 943 | 12,527 | 13,367 |
| Professional fees | 5,912 | 5,168 | 17 | 49 | 40 | 51 | 5,010 | 5,938 | 1,464 | 1,595 | 12,443 | 12,801 |
| Interest expense | 63 | 55 | 266 | 279 | 3,486 | 28 | - | - | - | - | 3,815 | 362 |
| Equipment rentals | 1,721 | 1,629 | 211 | 182 | 5 | 5 | 655 | 345 | 83 | 88 | 2,675 | 2,249 |
| Employee future benefits | -14,441 | 9,967 | -83 | 54 | - | - | -152 | 233 | -113 | 139 | -14,789 | 10,393 |
| External cost recoveries | -16,511 | -15,846 | -41 | -42 | -1,050 | -884 | -396 | -253 | -443 | -491 | -18,441 | -17,516 |
| Total expenses | 296,058 | 292,255 | 23,667 | 22,168 | 37,244 | 27,584 | 60,100 | 62,495 | 16,146 | 14,613 | 433,215 | 419,115 |
| Increase (decrease) for the year | | | | | | | | | | | | |
| before the following | 36,051 | 10,042 | -3,319 | -3,065 | -18,865 | -10,452 | -3,660 | -1,945 | 175 | -2,613 | 10,382 | -8,033 |
| Interfund transfers | -15,217 | -15,312 | 3,940 | 3,344 | 14,549 | 10,270 | 3,063 | 1,133 | -6,335 | 565 | - | _ |
| | | | | | | | | | | | | |
| Net increase (decrease) in net assets for the year | 20,834 | -5,270 | 621 | 279 | -4,316 | -182 | -597 | -812 | -6,160 | -2,048 | 10,382 | -8,033 |
| net assets for the year | 40,034 | -3,470 | 041 | 219 | -4,310 | -102 | -391 | -012 | -0,100 | -2,048 | 10,362 | -0,033 |

See accompanying notes to the financial statements

Unaudited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2009

SCHEDULE OF OPERATING REVENUE

Year ended March 31 (thousands of dollars) (unaudited)

| | 2009 | 2008 |
|---|---------|---------|
| | \$ | \$ |
| COMEDNIMENT CDANTE | | |
| GOVERNMENT GRANTS Province of Newfoundland and Labrador | | |
| Department of Education | 221,188 | 195,606 |
| Department of Health | 35,607 | 29,671 |
| Other | 316 | 307 |
| Government of Canada | 310 | 307 |
| Indirect cost of research | 4,393 | 4,365 |
| manoet cost of research | 261,504 | 229,949 |
| STUDENT FEES | | |
| Semester tuition | | |
| Undergraduates | 35,697 | 36,533 |
| Graduates | 4,248 | 4,004 |
| Non-credit courses | -, | ., |
| Continuing studies | 898 | 782 |
| Sir Wilfred Grenfell College | 287 | 170 |
| Marine Institute | 9,930 | 9,191 |
| Other fees | 3,571 | 3,353 |
| | 54,631 | 54,033 |
| OTHER REVENUE | | |
| Rental | 679 | 461 |
| Miscellaneous | 11,604 | 13,408 |
| Medical Practice Associates | 269 | 864 |
| | 12,552 | 14,733 |
| | | |
| INVESTMENT INCOME | 3,422 | 3,582 |
| | 3,422 | 3,582 |
| | 332,109 | 302,297 |
| | 332,109 | 304,497 |

SCHEDULE OF GROSS OPERATING EXPENDITURES BY FUNCTION

Year ended March 31 (thousands of dollars) (unaudited)

| | 2009 | 2008 |
|--|---------|---------|
| | \$ | \$ |
| ACADEMIC | | |
| Faculty of Arts | 28,577 | 26,329 |
| Faculty of Business Administration | 9,587 | 8,833 |
| Faculty of Education | 9,484 | 8,758 |
| Faculty of Engineering and Applied Science | 9,339 | 8,417 |
| Faculty of Medicine | 38,277 | 31,765 |
| Faculty of Science | 37,013 | 34,636 |
| School of Life Long Learning | 1,189 | 1,001 |
| School of Graduate Studies | 7,808 | 6,632 |
| School of Music | 2,752 | 2,567 |
| School of Nursing | 5,115 | 4,467 |
| School of Pharmacy | 2,198 | 2,687 |
| School of Human Kinetics | 3,751 | 3,358 |
| School of Social Work | 2,692 | 2,306 |
| Sir Wilfred Grenfell College | 20,126 | 18,060 |
| Labrador Institute of Northern Studies | 582 | 403 |
| Distance Education and Learning Technologies | 5,804 | 4,792 |
| Animal Care Unit | 1,496 | 1,281 |
| Fisheries and Marine Institute | 33,953 | 32,390 |
| Technical Services | 3,488 | 3,394 |
| Oil and Gas Development Partnership | 150 | 292 |
| Harris Centre | 405 | 414 |
| CREAIT | 1,286 | 846 |
| Co-op Education | 2,042 | 1,919 |
| | 227,114 | 205,547 |
| SUPPORT SERVICES | | |
| Administrative departments | 30,043 | 24,682 |
| Computing and Communications | 11,344 | 11,048 |
| Library | 16,209 | 15,273 |
| Student Services | 9,301 | 8,827 |
| Facilities Management | 26,568 | 26,412 |
| | 93,465 | 86,242 |
| | 320,579 | 291,789 |

Memorial University of Newfoundland

SCHEDULE C

SCHEDULE OF GROSS OPERATING EXPENDITURES BY OBJECT

Year ended March 31 (thousands of dollars) (unaudited)

| | Academ | nia. | Librai | | Stude Servic | | Faciliti Managen | | Computin Communic | | Administ | wation | Total | |
|--------------------------------|---------|---------|--------|--------|-----------------|-------|---------------------|---------|----------------------|--------|----------|--------|---------|---------|
| | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| _ | Ψ | Ψ | ý. | Ψ | Ψ | Ψ | Ψ | Ψ | Ψ | Ψ | Ψ | Ψ | ų. | Ψ |
| Academic salaries | 104,587 | 94,791 | 2,466 | 2,329 | 1,078 | 907 | _ | _ | _ | _ | 695 | 548 | 108,826 | 98,575 |
| Other instruction and research | | | | | | | | | | | | | | |
| salaries | 2,079 | 2,090 | 227 | 218 | 903 | 956 | 21 | 9 | 145 | 142 | 137 | 134 | 3,512 | 3,549 |
| Other salaries and wages | 53,131 | 46,234 | 4,269 | 4,060 | 3,748 | 3,038 | 12,326 | 10,906 | 4,811 | 4,356 | 16,693 | 13,974 | 94,978 | 82,568 |
| Employee benefits | 27,677 | 24,850 | 1,345 | 1,242 | 833 | 700 | 3,081 | 2,734 | 911 | 846 | 3,522 | 3,142 | 37,369 | 33,514 |
| _ | 187,474 | 167,965 | 8,307 | 7,849 | 6,562 | 5,601 | 15,428 | 13,649 | 5,867 | 5,344 | 21,047 | 17,798 | 244,685 | 218,206 |
| Travel and hosting | 6,287 | 5,336 | 116 | 83 | 556 | 564 | 189 | 164 | 97 | 85 | 1,225 | 1,120 | 8,470 | 7,352 |
| Materials and supplies | 11,718 | 12,903 | 58 | 170 | 987 | 1,165 | 1,197 | 1,513 | 1,364 | 2,365 | 1,290 | 1,572 | 16,614 | 19,688 |
| Renovations | 3,450 | 3,088 | 382 | 29 | 284 | 644 | 2,206 | 2,203 | 2,259 | 584 | 1,591 | 232 | 10,172 | 6,780 |
| Scholarships and bursaries | 7,780 | 6.812 | _ | | 597 | 566 | | 2,203 | | _ | 359 | 192 | 8,736 | 7,578 |
| Utilities | 3,474 | 3,397 | 31 | 26 | 37 | 51 | 16,417 | 15,360 | 347 | 63 | 143 | 173 | 20,449 | 19,070 |
| Rental | 841 | 839 | 93 | 97 | 20 | 17 | 87 | 51 | 569 | 551 | 111 | 74 | 1,721 | 1,629 |
| Externally contracted service | 2,795 | 2,928 | 90 | 298 | 114 | 121 | 1,591 | 2,745 | 1,648 | 2,635 | 831 | 678 | 7,069 | 9,405 |
| Professional fees | 3,002 | 2,693 | 11 | 24 | 127 | 31 | 293 | 306 | -138 | 57 | 2,617 | 2,057 | 5,912 | 5,168 |
| Other: | 3,002 | 2,073 | - 11 | 24 | 127 | 31 | 273 | 300 | -130 | 31 | 2,017 | 2,037 | 3,712 | 3,100 |
| Institutional memberships | 389 | 270 | 49 | 48 | 34 | 20 | 8 | 4 | 16 | 10 | 358 | 290 | 854 | 642 |
| Property tax | 143 | 102 | _ | _ | _ | _ | 610 | 1,387 | _ | _ | _ | _ | 753 | 1,489 |
| Insurance | 223 | 231 | _ | _ | _ | _ | 34 | 36 | 4 | 2 | 868 | 884 | 1,129 | 1,153 |
| Debt repayments | 181 | 127 | _ | _ | 26 | 36 | 33 | 1 | 14 | 17 | 12 | 12 | 266 | 193 |
| Space rental | 733 | 561 | _ | _ | 10 | 8 | _ | _ | _ | _ | 79 | 32 | 822 | 601 |
| Reference books | 2,219 | 1,877 | 7,165 | 6,751 | 8 | 6 | 12 | 10 | _ | _ | 34 | 37 | 9,438 | 8,681 |
| External cost recoveries | -3,595 | -3,582 | -93 | -102 | -61 | -3 | -11,537 | -11,025 | -703 | -665 | -522 | -469 | -16,511 | -15,846 |
| _ | 39,640 | 37,582 | 7,902 | 7,424 | 2,739 | 3,226 | 11,140 | 12,763 | 5,477 | 5,704 | 8,996 | 6,884 | 75,894 | 73,583 |
| _ | 227,114 | 205,547 | 16,209 | 15,273 | 9,301 | 8,827 | 26,568 | 26,412 | 11,344 | 11,048 | 30,043 | 24,682 | 320,579 | 291,789 |

COMPENSATION PRACTICES AT MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Compensation at Memorial University is determined by the duties and responsibilities of respective positions.

At the executive level, the Board of Regents, on the recommendation of its Executive Compensation Committee, determines the salary levels for the University's president and vice-presidents.

Compensation for deans, academic directors and academic department heads includes a salary on a faculty member's scale, based on experience, rank and highest degree, in accordance with a collective agreement negotiated with the Memorial University of Newfoundland Faculty Association (MUNFA). In addition, there is an administrative stipend, set by the Board of Regents, the level of which is dependent on the size and complexity of the faculty, school or department.

Compensation for administrative directors and managers is set by the Board of Regents. A review of compensation in these positions was conducted by an external consultant in 2007-08. A new salary structure for Senior Administrative Management was approved by the Board and implemented April 1, 2008.

For faculty and staff, compensation is determined through collective bargaining between the University and the various unions representing each employee group; MUNFA, the Canadian Union of Public Employees (CUPE), and the Newfoundland Association of Public Employees (NAPE). Periodic reviews of staff positions, including compensation levels, have been conducted with the assistance of external consultants since 1994.

Per-course lecturers are represented by Lecturer's Union of Memorial University (LUMUN).

The attached tabular information and explanatory notes provide an overview of salary ranges for academic, administrative and executive positions at Memorial University.

MEMORIAL UNIVERSITY OF NEWFOUNDLAND EXECUTIVE SALARY RANGES MARCH 31, 2009

| | Salary Range (\$) |
|--|---|
| President and Vice-Chancellor | 243,838 - 304,798 |
| Vice-Presidents: Academic and Pro Vice-Chancellor Administration & Finance Research | 185,726 - 232,158 165,080 - 206,350 165,080 - 206,350 |
| Executive Director (Marine Institute) | 141,498 - 176,872 |
| Dean-Student Affairs & Services | 159,562 - 199,453 |
| Principal – Sir Wilfred Grenfell College (SWGC) | 141,498 - 176,872 |

MEMORIAL UNIVERSITY OF NEWFOUNDLAND ACADEMIC SALARY RANGES (note 1) MARCH 31, 2009

| | Salary Range (\$) | Actual Minimum & Maximum Salaries | Number of Employees |
|-----------------------------------|-------------------|---|------------------------|
| Academic Executive: | note (2) | | 15 |
| Deans of Faculties/Schools | | | 7 |
| Directors of Schools | | | 5 |
| University Librarian | | | 1 |
| Associate Vice-President | | | 2 |
| Academic Management: | note (3) | | 77 |
| Vice Dean (Medicine) | | | 1 |
| Vice-Principal (SWGC) | | | 1 |
| Associate Vice Principal Research | | | |
| (SWGC) | | | 1 |
| Associate Deans | | | 14 |
| Assistant Deans | | | 5 |
| Department Heads | | | 38 |
| Directors | | | 5 |
| Associate Directors | | | 8 |
| Associate University Librarians | | | 4 |
| Academic Staff: | 28,202 - 136,378 | 33,370 - 187,427 | 1214 |
| Professors | 86,687 - 136,378 | 86,687 - 187,427 | 257 |
| Associate Professors | 73,255 - 110,193 | 73,255 - 148,810 | 287 |
| Assistant Professors | 63,181 - 78,292 | 53,107 - 106,835 | 294 |
| Lecturers (note 4) | 51,248 - 59,823 | 51,428 - 78,292 | 92 |
| Co-op Education Coordinators | 49,749 - 86,687 | 59,823 - 83,329 | 16 |
| Librarians | 44,712 - 120,267 | 46,391 - 108,514 | 37 |
| Instructors - Marine Institute | 28,202 - 106,090 | 33,370 - 100,385 | 231 |

- Note 1: Some individuals are in receipt of market differentials which may result in salaries that exceed the maximum levels in their approved salary ranges.
- Note 2: Academic Deans and Directors receive a salary depending upon professorial rank plus an administrative stipend in the range of \$6,000 to \$25,000 per year depending on the size and complexity of their academic units, and whether they are serving a first or a second term.
- Note 3: Academic Departments Heads receive a salary based upon their professorial rank plus an administrative stipend in the range of \$3,000 to \$10,000 depending on the size of their academic unit.
- Note 4: Lecturers include 31 Visiting Professors paid on the lecturer scale.

MEMORIAL UNIVERSITY OF NEWFOUNDLAND ADMINISTRATIVE SALARY RANGES (note 1) MARCH 31, 2009

| | Salary Range (\$) | Actual Minimum & Maximum Salaries | Number of Employees |
|--|-------------------|-----------------------------------|------------------------|
| Senior Administrative Management | | | |
| Level 1 to 5: (note 2) | 88,465 - 173,461 | 88,465 - 157,850 | 102 |
| Management and Professional Staff (note 3) | 25,844 - 96,770 | 38,402 - 98,472 | 295 |
| Administrative Staff (note 4) | 25,586 - 110,594 | 25,586 - 69,722 | 1950 |

- Note 1: Some individuals are in receipt of market differentials which may result in salaries that exceed the maximum levels in their approved salary ranges.
- Note 2: Senior Administrative Management category was implemented April 2008 and includes previous categories of Administrative Directors level 1 4, the Marine Institute Academic Industrial Response Unit Managers, and employees on previous Band Levels 12-15.
- Note 3: Management and professional staff ranges reflect 11 salary levels developed under the university's Job Evaluation System.
- Note 4: Administrative and academic support staff salary ranges reflect salary levels defined by union collective agreements or non-bargaining terms and conditions of employment.