



York University
Board of Governors

Notice of Meeting
Monday, February 22, 2010
3:00 pm to 6:00 pm

5th Floor, York Research Tower
Keele Campus

AGENDA

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II. OPEN SESSION (approximately 3:30 pm)

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- 2.1 Presentation: Professor John Tsostos, "Active Vision For Robotics Research Or How Star Trek Motivates the Lab" (Introduction: Stan Shapson)**

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CONSENT AGENDA

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Harriet Lewis
Secretary

**York University
Board of Governors**

Minutes of the Open Session of the Meeting of
Monday, 7 December 2009
5th Floor, York Research Tower, York University

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>	
Paul Cantor, Chair	Terrie-Lynne	James Allan	Barbara Sellers-Young
Susan Black	Devonish	Cynthia Archer	Stan Shapson
Guy Burry	Julia Foster	Noël Badiou	Martin Singer
Imogen Coe	Deborah Hutton	Bruno Bellissimo	Michael Siu
David Denison	Debbie Jamieson	Alex Bilyk	Walter Tholen
Billy Gyamfi	Kuttimol Kurian	Gary Brewer	Rob Tiffin
Rosemary Heneghan	Andrina Lever	Glen Craney	Jacqueline Volkhammer
Ozench Ibrahim	Kevin McKague	David Dewitt	Berton Woodward
Zahir Janmohamed	Roy McMurtry	Bob Gagne	Cathy Yanosik
Patrick LeSage	Randall Oliphant	Celia Haig-Brown	Sylvia Zingrone
Sandra Levy	Anna Porter	Wade Hall	
Robert Lewis	Emmett Soldati	Laurie Lawson	<i>Cheryl Underhill</i>
Mark Lievonon	David Tsubouchi	Paul Marcus	<i>Assistant Secretary</i>
Ken Ng		Mike Markicevic	
Timothy Price		Ijade Maxwell Rodrigues	<i>Elaine MacRae</i>
Penelope Reed-Doob		Ken McRoberts	<i>Board Coordinator</i>
Samuel Schwartz		Patrick Monahan	
Mamdouh Shoukri		Alice Pitt	
		Trudy Pound-Curtis	
<i>Harriet Lewis, Secretary</i>		Bud Purves	

II. OPEN SESSION

1. Chair's Items

Governors and guests were welcomed to the meeting.

In the *closed* session the Board:

- Concurred with the re-appointment of Robert J. Tiffin as Vice-President Students for a further five-year term, effective 1 July 2010;
- Received an update on labour relations matters;
- Received a presentation on institutional quality from the Vice-President Academic and Provost;
- Received and discussed a presentation from T. Hatherell, Deloitte Touche, on the University's enterprise risk management framework

1.1 Executive Committee Report

The Chair spoke to the written report of the Committee circulated with the agenda. The Committee's focus on risk allocation is continuing. Following its earlier exercise of allocating the first-tier risks to Board committees, it plans to assign the second-tier risks to committees as appropriate for their respective insight on risk management.

2. President's Items

The President spoke to several matters, including:

- Asia/internationalization objectives following on his recent trip
- implementing the recommendations of Task Force on Student Life
 - Academic planning initiatives;
 - Green/White Paper Process;
 - Decanal searches at Osgoode and the Faculty of Science & Engineering, and the search for a Vice-President University Relations;
- TTC Busway opening/subway progress

A few notable achievements at the University were highlighted, including:

- the Women's soccer team winning the provincial championship
- the opening of the University's new Psychology Clinic
- the Schulich School of Business' launch of an MBA program in India

A copy of the President's 2009 Report to the Community was distributed at the meeting.

3. Academic Resources Report

Mr Schwartz spoke to the written report circulated with the agenda. The challenging context for enhancing research at the University continues. It is anticipated that the White Paper will provide an opportunity to identify plans for responding to the challenges.

3.1 Appointments, Tenure and Promotion

Documentation circulated with the agenda was *noted* by Mr Schwartz. The Board was pleased to note the recent donation to the University by the CAW in support of the Jean Augustine Chair in the Faculty of Education. It was duly *agreed* to **approve the President's November 2009 report on Appointments, Tenure and Promotion.**

4. Community Affairs Report

Documentation circulated with the agenda was *noted* by Mr Lewis. The Committee has been discussing issues related to reputation – student satisfaction/experience, alumni plans and recent rankings results. The affects of the strike continue to linger, but positive developments are emerging. The importance of analyzing the abundance of data and feedback the University has gathered in this context and developing new media and communications strategies was highlighted.

4.1 Engaging York's Alumni: Report of the Alumni Office.

James Allan, Director of Alumni reported on recent activities and plans for alumni affairs in support of reputation building. A copy of the presentation slides are filed with the Minutes.

5. Finance & Audit

Referring to the written report included with the agenda, Mr Denison highlighted the potential significance to the University of the pension fund deficit. The funded position is slowly improving, but it remains a considerable operating budget risk. A sub-committee of governors will provide advice and support to management on the pension fund financial risks and liabilities.

5.1 *Scott Library Renovations*

Documentation circulated with the agenda was noted to by Mr Denison. This capital project is a good example of a measure to improve both student space and address maintenance needs. The project will be funded primarily by Library funding reserves and the University's maintenance budget. It was duly *agreed*,

That the Board of Governors approve a capital project of \$2,685,000 for a multi-phase renovation of the 2nd Floor of the Scott Library and related areas.

5.2 *Procurement Code of Ethics*

The proposed Code expands the University's framework of policies and procedures governing procurement and will bring it in compliance with the new Provincial government guidelines. It was duly *agreed*,

That the Board of Governors approve the adoption of the Procurement Code of Ethics.

5.3 *Long-Term Ancillary Plan*

Documentation circulated with the agenda was noted to by Mr Denison. The revised plan responds to the impact of the strike and the global financial crisis on the ancillary units. The decline in demand for undergraduate student housing on campus has prompted a review and a new business/marketing plan for the residences. It was duly *agreed*,

That the Board of Governors approve the update to the Long-Term Ancillary Plan.

6. **Governance and Human Resources**

The written report was reviewed by Mr Janmohamed. The Committee is actively seeking candidates for the Board to address its membership needs.

7. **Land and Property Committee**

On behalf of the Chair, Vice-President Brewer reported that the recommendations of the Heritage Preservation Board to City Council referenced in the Committee's written report, were recently approved by Council. The formal process of *designating* and *listing* the set of buildings on the Keele campus will proceed this year.

Vice-President Brewer also reported that City Council has also approved the new Secondary Plan for York University, which represents a significant milestone in campus planning. Further information on the Secondary Plan will be presented to the Board at a future meeting.

8. **Investment Committee**

On behalf of the Committee Chair, Mr Cantor provided an oral report from the Investment Committee, which had met the business day prior to the Board meeting. It was reported that:

- the endowment fund continues to recover from the investment losses over fall-winter 2008-09; the value of the fund at November 30, 2009 is approximately \$280 million, up from \$220 million at the lowest point in 2009;
- the Investment committees (of the University and the Foundation) approved the manager mandate for Mesirow Financial Investment Management Inc to provide specialty currency management to the endowment fund;
- the Investment committees approved a revised manager mandate for the Global Equity specialist manager, Sanford C. Bernstein & CO, LLC (AllianceBernstein); and
- the Investment committees approved revisions to the Statement of Investment Policies and Procedures (SIPP), which will come forward to the Board for approval at its next meeting.

9. Other Business.

There being no other business, the open session of the meeting concluded.

10. In Camera Session

An *in camera* session was held. No further decisions were taken.

PAUL CANTOR
Chair

HARRIET LEWIS
Secretary



Board of Governors

EXECUTIVE COMMITTEE

Report to the Board of Governors at its meeting of February 22, 2010

The Board Executive Committee met on February 12 and in addition to the items appearing on the Agenda for action or information, makes the following report.

President's Items:

In the absence of President Shoukri, Vice President Monahan provided an update on some current and emerging issues including recent press reports on activities and issues at the university, the potential for year end funding announcements from the Provincial Government, the progress of decanal searches currently underway, and the potential for York's participation in some fashion in the Toronto Pan Am Games.

Labour Relations: Negotiated Collective Agreements

In keeping with previous practice, the Committee concurred with the agreements reached with each of CUPE 1356-2 (part time security, parking and CCTV operators) and OPSEU Local 578 Unit 1 (full time English Language Instructors at the York English Language Institute). Both collective agreements were reached within the mandate and in a range consistent with the settlements reached with York's other unions. It was observed that going forward, expectations for mandates at current rates will be unrealistic and will need to be managed to reflect economic realities. 2010 will be an important benchmark year in the greater public and MUSH sectors as settlements reflect the economic downturn. This will impact York in its next round of bargaining in 2011.

The only contract which has not yet been settled in this current round is that with the Osgoode Hall Faculty Association and it is anticipated that that will shortly be concluded, again within mandate.

*Paul Cantor
Chair*



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Memo

To: Board of Governors
From: Paul Cantor, Chair, Executive Committee
Date: February 22, 2010
Subject: **Naming of TTC Busway**

Recommendation:

The Executive Committee recommends to the Board of Governors approval of the use of the University's name in the City's proposed naming of the TTC Busway as the "York University Busway"

Background:

The TTC Busway facility that connects Downsview Station to the Keele campus was officially opened on November 20, 2009 and became fully operational a few days later. Prior to its opening, City staff was unable to bring forward the necessary report to Council in order to establish a formal name for the facility. The importance of having an approved name was recently made clear as Toronto Emergency Services had difficulty responding to a bus/car accident that occurred at an intersection of a roadway with the busway, east of Keele Street. As a result, Councillor Anthony Perruzza's office has asked whether York University will consent to City Staff's recommendation to Council that the facility (running west from Dufferin Street and into the Keele campus) be officially named "York University Busway".

The proposed name is being deemed as appropriate, because the facility was constructed primarily to reduce the travel time for York students between the Downsview subway station and the University's Keele campus. The naming of the busway will provide additional public exposure of the York University name beyond the University's premises. Although the busway segment running through campus lands will be removed upon completion of the subway, the facility east of the campus is expected to remain in operation.

Upon the acceptance of the recommendation by the Board, the Councillor's office and City staff will be advised accordingly.



Board of Governors

ACADEMIC RESOURCES COMMITTEE

Report to the Board at its Meeting of February 22, 2010

The Academic Resources Committee met on February 2, 2010 and submits the following information report to the Board of Governors.

1. President's Report

Dr Shoukri advised the Committee on construction of the new Life Sciences Building and renovation of Osgoode Hall under the federal government's Knowledge Infrastructure Program. The President also expressed his support for the Provostial White Paper, and his appreciation for the collegial engagement it has facilitated.

1. Report of the Vice-President Academic and Provost

Vice-President Academic and Provost Monahan reported on the following items:

- time lines and further consultations in the development of the Provostial White Paper, a draft of which will circulate in February
- ongoing challenges associated with applications to York from secondary school graduates and other prospective students, and efforts that are being made to enhance recruitment, improve the University's share of first choice applicants, and maximize the conversion of applications to enrolments
- refinements of appointments procedures to ensure that faculty member search processes promote diverse applicant pools and the circulation of ideas by requiring that candidates should normally hold degrees from other institutions

2. Report of the Vice-President Research and Innovation

Vice-President Shapson updated the Committee on research intensification and pan-University research strategies and capacity building. A strong institutional commitment has been made toward regular and systematic increases in externally-sponsored research funding, including leadership in large scale projects. A number of recent successes have underlined the utility of pursuing this goal. Capturing these opportunities is also pivoted around leveraging pan-university research collaborations. Collaborative initiatives have gained significant momentum in digital media and climate change, and are building in other areas.

3. Recently Completed Undergraduate Reviews

The Committee received a report from Senate's Academic Standards, Curriculum and Pedagogy

Committee on completed Undergraduate Program Reviews for the School of Information Technology (Liberal Arts and Professional Studies) and for Biology (Science and Engineering). The document also conveyed closure reports for Health and Science, Labour Studies and Urban Studies (Humanities, Liberal Arts and Professional Studies), Theatre and Theatre Studies (Fine Arts), and Compute Science (Science and Engineering).

Documentation is attached as Appendix A.

4. Engagement of Governors

The Committee discussed ways to engage members of the Board across a range of activities on our campuses or in other capacities. Attendance by Governors at campus events not only fosters awareness of the University's rich diversity, but can also make significant contributions to objectives such as building partnerships and networks. We discussed a variety of possibilities, such as making connections between individual Governors and Faculties, and hope that other suggestions will emerge.

Sam Schwartz
Chair

Academic Policy, Planning and Research Academic Standards, Curriculum and Pedagogy

Joint Sub-Committee on Program Reviews Report to the Academic Resources Committee of the Board February 2010

COMPLETED UNDERGRADUATE PROGRAM REVIEWS

In keeping with the Undergraduate Program Review (UPR) Policy and Guidelines, the Joint Sub-Committee on Program Reviews conducts a review of progress made by programs approximately eighteen months after their initial UPR meeting with the joint Senate committee. The Sub-Committee is pleased to confirm that the UPR follow-up reports submitted by the (i) the Information and Technology program, Faculty of Liberal Arts and Professional Studies and (ii) the Biology program, Faculty of Science & Engineering describe progress towards achievement of program development objectives and goals (in bold), bringing closure to these undergraduate reviews. The progress reports from each unit are set below for information.

- (i) *School of Information Technology, Faculty of Liberal Arts and Professional Studies*

Concerns regarding the apparent gap between ITEC1620 and ITEC1630, including the question of TA selection and training.

ITEC1620 has two important learning objectives: working with Java objects and an introduction to structured programming techniques, which are used to write class methods. ITEC1630 is focused on efficient writing of multi-class applications, using inheritance and polymorphism.

We worked in 2007/08 to focus ITEC1620 on the work with Java objects. We ensured that at the end of the course students have adequate familiarity with manipulating Java objects.

The TAs in these programming courses come from two different pools: ITEC1620 uses CSE graduate students, while ITEC1630 uses ITEC graduates. We have improved our selection and training methods on both groups of TAs.

York had since 2002 over 1000 ITEC graduates, of which about half were Honours graduates. Moreover, some of these graduates have also acquired graduate degrees at other universities such as U of T or Queen's.

Development of an advisory board for ITEC, drawing on key IT industries, with the potential for using this as a source for 'adjunct faculty' who could contribute to the delivery of course components of the program.

Since December 2007 we have an industrial advisory board with 5 adjunct professors:

- Eduardo Bresani, Chief Information Officer, Toronto Hydro Corporation
- Dr. Leo Marland, Public Sector Chief Technology Officer, IBM Canada Ltd and IBM Distinguished Engineer and Member, IBM Academy of Technology
- Rares Pateanu, Vice President, Architecture – CGI
- Dr. Olivier St.Cyr, User Interface Designer, IBM Canada Ltd.
- Dr. Nicholas Zsifkov, IT Consultant, Internet Systems Architect

A March 2008 meeting between the advisory committee and the School faculty discussed the current ITEC curriculum and ways in which this curriculum can be improved. The next meeting will be in April 2009.

With the exception of Dr. Leo Marland, all adjunct professors are teaching in our undergraduate programs.

Plans for maintaining or improving full time faculty resources available for the undergraduate program while meeting the demands for development of a graduate program in ITEC.

The ITEC UPR recommended that our School hires 6 new FT faculty. Unfortunately these hirings had to be postponed due to the current financial situation of York.

The Master of Arts in Information Systems and Technologies (MAIST) program is now in the final stages of the approval process and we hope to start teaching graduate courses in September 2010. With the majority of ITEC professors participating in MAIST (9 out of 12) we expect to meet the demands of MAIST in 2010/11, but we definitely need additional faculty beyond that year.

Our School benefits from a strong pool of part-time IT instructors (4 of them being adjunct professors). Our industrial links allow us to increase that pool in times of need (sabbaticals, shift of FT faculty to graduate teaching). In addition, we have also benefited from our cooperation with CSE and the School of Administrative Studies, with several of our ITEC courses being taught by FT faculty from CSE and SAS.

Exploring an extension of the current bridges of cooperation between ITEC and Computer Science programs as one means of addressing the current shortfall in faculty available to deliver the desired range of ITEC courses.

In the past our cooperation with CSE involved swapping our FT faculty. More recently we were happy to have 3 different CSE FT faculty teaching ITEC courses. We certainly hope that CSE will continue to help us address occasional shortfalls in our faculty availability.

When we initiated our graduate program (MAIST) we approached the CSE faculty who potentially could be part of MAIST. Two CSE professors (Aijun An and Yves Lesperance) are part of the MAIST team and we hope that they will teach in MAIST. This would be in addition to the undergraduate teaching.

Exploring and laying groundwork for obtaining IS accreditation for the ITEC program in the future.

Currently our BAS ITEC program contains an IT Auditing Stream which prepares students for ISACA accreditation. Most of the other ITEC programs are suitable for IS accreditation. In the last 2 years we

focused primarily on the creation of our graduate program (MAIST). The IS accreditation work was postponed until 2011/12.

Clarifying the learning objectives of the ITEC Program, thereby distinguishing this program from applied degree programs taught through Ontario CAATs.

Ontario CAAT applied degree programs and our BA or BAS ITEC programs have very different learning objectives. CAAT courses have in general a narrow focus. Their learning objectives are machine, tool or language specific. ITEC courses have general learning objectives, which are not machine, tool or language dependent.

With respect to the differentiation between 90 credit and 120 credit BA program degree level expectations:

1) *Depth and breadth of knowledge*

Obviously the depth of knowledge is different. ITEC4000 level courses give a wide range of subjects of great interest to contemporary IT industry. Some courses have research focus (ITEC4000). Many honours students take these courses after a Technology Internship Program (TIP) in which they work in GTA companies and acquire organizational knowledge.

2) *Knowledge of methodologies*

Many ITEC4000 level courses utilize sophisticated industrial tools such Rational Architect (ITEC4010) or WebSphere (ITEC4101), while the 3 year programs introduce the basic methods and tools.

3) *Application of knowledge*

Most ITEC4000 level courses are group project based, in which students apply their knowledge and experience. TIP experience is also an important factor.

4) *Communications skills*

The development of communication skills is common for all ITEC programs. One could argue that TIP and the group project-based ITEC4000 level courses have an additional contribution to the strengthening of the communication skills.

5) *Awareness of limitations of knowledge*

ITEC graduates are ideally prepared for work in IT jobs in any type of organization. However, they are aware that their technical education will not allow them to work in large scale software products development. For those type of jobs graduates of Computer Science departments are more suitable.

6) *Autonomy and professional capacity*

ITEC graduates are professionals who can apply their knowledge to a wide range of IT jobs using different technologies. Even if they never worked with a certain technology, based on their education at York they are able to acquire rapidly the knowledge necessary to work with a specific technology.

Address the anomalous use of the term “Stream” in the ITEC Program, which appears to serve as a “mini Minor”.

The term “Stream” is indeed corresponding to a mini Minor, with 12 credits in the BA ITEC programs and 15 credits in the BAS ITEC programs.

Moreover, its meaning is different in the two sets of programs. In the BA ITEC programs the Stream relates to the non-IT courses (which are also part of the Major). In the BAS ITEC program, which is

already an Honours Double Major program, the Stream relates to an IT focus (analysis and design, programming, IT auditing).

(ii) Biology, Faculty of Science & Engineering

Continued development of the training and support program for teaching assistants in Biology, which includes the recently introduced course evaluation of teaching assistants and plans for an intensified training and mentoring program for teaching assistants in their first year. It was suggested that the Biology Program work closely with the Centre for Support of Teaching.

We have implemented and extended our intense and extensive mentoring and guidance of teaching assistants within Biology. We have been successful in obtaining a number of Teaching Development Graduate Assistant positions (with funding support through FGS). These positions are generally awarded to high-achieving graduate students who have demonstrated superior ability as teaching assistants themselves and a clear commitment to the training and improvement in the abilities of their peers. In collaboration with the Undergraduate Program Coordinator, Dr. Noel and the two new faculty members, Dr. Tamara Kelly and Dr. Julie Clark, these TDGAs coordinate a series of activities to train, orient and mentor new and continuing graduate students in how to be a successful and effective teaching assistant. Our two new alternate stream hires, Drs. Kelly and Clark, have also been instrumental in providing additional expertise in the pedagogy of science and in coordination of TA activities and duties. Part of their assigned workload is now coordination of all first and second year lab course TAs (including primary responsibility for day to day activities). Student evaluations of TAs are now regularly carried out in these large laboratory courses, providing feedback to TAs to help in professional development. The very large first and second year lab courses require the bulk of our TAs and have considerably improved the quality and professionalism of our TAs, increasing student satisfaction with these courses.

Measures to address the dual challenges posed by high student demand for the Biology program and the need for greater co-ordination and cooperation with programs such as Kinesiology & Health Sciences in the Faculty of Health to avoid course duplication.

This continues to be an area of considerable discussion which has been productive and meaningful, particularly in light of the new Life Science building which will allow a small increase in enrolments in both KHSc and Biology. However, we feel that the primary responsibility for dealing with issues of enrolment pressures, overlap and duplication will have to be dealt at the decanal level. We have made both Dean Cercone and Interim Dean Tholen aware of the challenges and we plan to work closely with the new Dean of FSE to address the serious issues of enrolment pressures and coordination.

Completion of an updated strategic plan addressing the integrated development of the graduate and undergraduate program, and which will include a three year teaching matrix for the undergraduate program to allow for the most efficient and effective resource deployment.

We now have a rolling 3 year teaching matrix which almost fully integrates the undergraduate teaching requirements with the graduate teaching requirements such that all faculties are expected to contribute to both programs. Faculty members in the Department have always contributed to the teaching of both graduate and undergraduate courses but the assignment of teaching of graduate courses has been somewhat ad hoc and informal. The overall UG/Grad teaching matrix has now been more fully rationalized and appropriate credit for teaching graduate courses is now incorporated with UG teaching loads which has made planning for the Chair and the Graduate Program Director (Dr. John McDermott) easier and allowed us to improve the course offerings in the graduate programs.

Develop an effective application process for the fourth year thesis course.

We still do not have a formalized application process for fourth year thesis courses – but, as Course Director, I have found that I have quite effectively been able to place students who cannot find supervisors on a case by case basis. This has worked relatively well following the severe crunch we

faced with the double cohort but it is likely we will have to further develop a method for placements which is more structured. We continue to work towards this.

Continue with the development of measures to address the high demand for labs, including the planned 3-year rotation of lab courses, use of computer simulation labs and decreasing the number of required lab sections.

We are continually revising and re-working our labs in consultation with Course Directors and our technical staff. We have combined the new and improved teaching matrix (looking forward 3 years) with our requests to the Academic Equipment Fund to allow us to plan in a strategic way for upgrades to our courses. We continue to experience bottlenecks in some courses which is almost exclusively related to resources issues (not enough lab rooms, not enough staff, not enough equipment) and we can address some of these but not all, particularly with tight financial budgets. We have increased the use of computer simulation (and other “dry” labs) in our first year Biology course, and in two of our largest second year courses, BIOL 2021 (Cell biology & biochemistry II), and BIOL 2040 (Genetics). Our major costs associated with labs are primarily “people” costs (as in YUSA staff) and we have limited control over this particular resource. We remain committed to providing a superlative laboratory experience to all of our students but we do not believe we can do it any better during times of budget cuts and increased enrolments. This is an area we will continue to struggle with for the foreseeable future.

CLOSURE REPORTS ON UNDERGRADUATE PROGRAM REVIEWS

Upon the completion of a program review and report by the internal and external consultants, and following the receipt of unit and decanal responses to the consultants' report and the summary report of the Associate Vice-President Academic, the Joint Senate Sub-Committee on Program Reviews meets with the program and Faculty representatives to review progress and identify priorities for further program development. Closure reports are then prepared by the sub-committee. Closure reports for the following programs are transmitted to Senate for information:

- (i) Health and Society, Labour Studies and Urban Studies Programs, Humanities, LA&PS
- (ii) Theatre and Theatre Studies, Faculty of Fine Arts
- (iii) Computer Science, Faculty of Science & Engineering

REPORTS

(i) *Health and Society, Labour Studies and Urban Studies Programs, Humanities, LA&PS*

The Undergraduate Program Reviews (UPR) of the Bachelor of Arts programs in Health and Society, Labour Studies, and Urban Studies were conducted in November 2007. Professors Hugh Armstrong, School of Social Work, Carleton University and Nick Bromley, Department of Geography, Simon Fraser University were the external consultants. Professor Glen Norcliff, Department of Geography of the then Faculty of Arts was the internal consultant.

The Senate Committee (then CCAS) met with the following Faculty representatives on May 20, 2009:

Richard Wellen, Chair, Department of Social Science
Barbara Beardwood, Coordinator, Health & Society
Carla Lipsig-Mumme, Coordinator, Labour Studies
Douglas Young, Coordinator, Urban Studies

A further meeting was held on September 25, 2009 to continue the discussion of the Health and Society program review with Professors Beardwood, Wellen and Professor Kim Michasiw, Associate Dean Curriculum and Enrolment, Faculty of Liberal Arts and Professional Studies.

Throughout the review process, the participation and responses of the programs have been thoughtful, open and constructive. The consultants provided positive evaluations of the quality of each of the programs. The Health and Society program was described as a 'fine exemplar of the interdisciplinary approach at the heart of the Division's mandate'; the broad interdisciplinary knowledge and skills of the faculty was identified as a strength of the Labour Studies program; and the Urban Studies program was commended for its "clear and coherent identity [and] clearly identified learning objectives that appear to be realized in its courses". Included below is a summary of the program development considerations, initiatives and plans identified at the meetings.

Overarching Program Issues

The discussion revealed several matters common to all the programs for which there was agreement on recommended courses of action. They are set out below.

Enrolment Planning

The issue of sufficient space in courses for upper year students is a significant challenge for the programs. The Senate Committee is particularly concerned about the considerable reliance the Health & Society, Labour Studies and Urban Studies programs have on other units to provide spaces in courses for their majors. The Dean's office is currently engaged in efforts to enhance enrolment planning through the analysis and application of historical enrolment patterns in Faculty-based courses. Coordinating the planning with the Social Science programs and discussions with other cognate units to meet the needs of the upper-year Social Science students may help remedy the current problem.

Governance

The variation in decision-making structures within the Social Science programs was raised by the reviewers as an issue to be addressed. The Department is exploring the creation of one governance framework for all programs. This initiative should bring the necessary consistency to programmatic decision-making.

Graduate Program(s)

All three programs expressed an interest in the possibility of developing Masters programs. Given the success and strength of each of the three undergraduate programs, the possibility of developing an interdisciplinary MA in Social Science within pre-existing graduate programs should be explored. However, to reiterate the advice of the reviewers, such a step should not be done at the expense of the undergraduate programs.

The meeting also identified a number of program specific initiatives for ongoing/future consideration by the respective programs - where feasible given constrained resources. They are enumerated below.

Health and Society

1. Jointly with the Office of the Dean, Faculty of Liberal Arts & Professional Studies - Initiate discussions at the decanal level with the Faculty of Health to explore both options of seconding faculty members from, and cross-listing courses with, the *School of Health Policy and Management* to help address current resource and enrolment challenges.
2. Review the program curriculum with a view towards identifying new options for course delivery in the current budget climate (i.e., shared core courses with related Social Science programs; revised courses with increased class size).
3. Discuss with the Office of the Dean, Faculty of Liberal Arts & Professional Studies, the extenuating circumstances surrounding the status of the full-time faculty in the program to identify possible options for filling the Program Coordinator position for FW'10.

Labour Studies

1. Explore advertising the program vis-à-vis community and professional partners to increase awareness of the program.
2. Continue/expand the involvement of upper level undergraduate students in research initiatives with faculty members to enhance the student experience.

Urban Studies

1. Review and identify options to meet student demand for enhanced computer skills.
2. Explore with relevant units (i.e., Geography and the Faculty of Environmental Studies) opportunities for joint programs/options and/or shared resources.
3. Continue to build a network with professional agencies in the external community to enhance students' exposure to the applied aspect of the field.
4. Review the success of the field school after its re-introduction in FW'09

(ii) Theatre, Faculty of Fine Arts

The Undergraduate Program Review of the Bachelor of Arts and Fine Arts degree programs in Theatre was conducted in October 2008. Professors *Kim McCaw*, *Department of Drama, University of Alberta* and *Jerry Wasserman*, *Department of Theatre and Film, University of British Columbia* were the

external consultants. *Professor Dorothy De Val, Department of Music in the Faculty of Fine Arts* was the internal consultant.

The Senate Committee (then CCAS) met with the following Faculty representatives on May 20, 2009: Shawn Kerwin, Chair of the Department of Theatre and Barbara Sellers-Young, Dean of the Faculty of Fine Arts .

The review was informed by all the necessary documents compiled under the UPR policy and guidelines, and meeting participants took note of the issues that had emerged during various phases of the process.

Of particular interest to the participants and the Committee were the following matters (identified at the meeting) associated with the following aspects of the Department's planning assumptions, objectives, and offerings:

- Student advising, particularly in the context of a program with distinct streams and evidence of some misunderstandings about program structures (identified in student surveys);
- Orientation activities, which have been enhanced in view of the need for students to be better aware of structures, opportunities, and departmental services;
- Identities and integration, given the divide which can appear between students in the distinct BA and BFA streams, together with the desirability of promoting the programs as two parts of a coherent whole;
- Course restructuring (including introduction of half courses) to permit greater choice for all students and more opportunities for studio-based instruction for students pursuing BA degrees;
- Co-curricular activities and performances to complement course instruction, cater to student interests, and extend the Department and Faculty's outreach efforts (which includes connections with the Toronto and Ontario theatre communities);
- Website enhancements to improve awareness, create greater visibility and promote interactivity;
- Critical skills development, and the commitment by the Faculty and Department to promote a more inclusive approach to the concept of "performance," one which can facilitate linkages to other disciplines; and
- Diversification within the curriculum, which has seen a growth in non-traditional forms and attention to a wider range of cultures.

The discussion was set against the backdrop of looming budget cuts which will necessitate innovations in order to realize objectives identified by the UPR process.

(iii) Computer Science, Faculty of Science & Engineering

The Undergraduate Program Review (UPR) of the Bachelor of Arts and Bachelor of Science degree programs in Computer Science was conducted in October 2008. Professors *James Delgrande, School of Computing Science, Simon Fraser University* and *Manuela Veloso, Computer Science Department, Carnegie Mellon University* were the external consultants. *Professor Asia Weiss, Department of Mathematics & Statistics of the Faculty of Science & Engineering* was the internal consultant.

The Senate Committee (then CCAS) met with the following Faculty representatives on June 24, 2009:
Amir Asif, Chair, Department of Computer Science
George Turlakis, Undergraduate Program Director, Department of Computer Science
Walter Tholen, Interim Dean, Faculty of Science and Engineering

The consultants undertook an extensive evaluation of the suite of programs in computer science: the International BSc; Computer Security; Computer Engineering and Digital Media programs. They provided a very positive evaluation of the quality of the program as a whole, and reported that it

conforms to the Association for Computing Machinery (ACM) curriculum and has received Canadian Information Processing Society (CIPS) accreditation. The curriculum is considered current, informed by research and, in the case of upper year courses, nicely integrated with graduate courses. And the program was seen to align well with the Faculty and University academic plans.

A series of recommendations and suggestions were made by the consultants to enhance the programs; they focused on four key issues and related initiatives for ongoing/future consideration by the program - where feasible given constrained resources. Throughout the review process, the participation and responses of the program have been thoughtful, open and constructive. Included below is a summary of the program development considerations, initiatives and plans identified at the meetings.

Enhancing the research culture for undergraduate students

1. Continue with the curriculum design efforts to increase students' exposure to research; specifically the first-year computer science acclimatization seminar course and the capstone honours thesis course with a research component for the specialized honours program.

TA Quality and Training

1. Continue with the implementation of the process to align TA assignment of courses with the candidates' educational background and areas of expertise as a way to enhance the quality of teaching support for students.
2. Introduce a teaching assistant excellence award as a vehicle to build incentive and provide constructive feedback on pedagogical performance to TAs.
3. Explore other measures to enhance TA quality in conjunction with Faculty efforts and training programs in development, including possible utilization of the Teaching Development Graduate Assistantship program.

Faculty complement and hiring priorities

1. Confirm whether maintaining Computer Security as a separate *program* is a priority for the Department, or whether it will necessarily shift to become a *stream* within the degree.
2. Confirm areas of priority among the program streams, including software engineering, theoretical computer science and artificial intelligence.
3. Align hiring priorities in accordance with the priority area(s).

Relationship between CSE and ITEC

1. Encourage the ITEC representative(s) to participate on the CSE Curriculum Committee as a way to promote program/curriculum distinction and clarity for students.
2. Engage the respective Deans, the Office of the Vice-President Academic and Provost and the School of Information Technology (ITEC) in a consultation process to explore options for enhancing cooperation, reducing overlap and increasing efficient allocation of resources between the ITEC and Computer Science & Engineering programs. Some of the areas for discussion could include joint curriculum planning, external accreditation requirements, and joint hiring planning and processes. The option of the physical and/or administrative relocation of ITEC within the Faculty of Science & Engineering - or other such possibilities - should be included in the consultation exercise to determine the advantages/disadvantages to the programs of a structural merger.

George Tourlakis, Chair, Joint Senate Sub-Committee



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Memo

To: Paul Cantor, Chair, Board of Governors
From: Sam Schwartz, Chair, Academic Resources Committee
Date: February 22, 2010
Re: **President's Report on Appointments, Tenure and Promotion**



The Academic Resources Committee recommends

that the Board approve the President's February 2010 report on Appointments, Tenure and Promotion.

This report focuses on tenure and promotions decisions. Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered.

Documentation is attached as Appendix A.

Appendix A: Recommendations for Tenure and Promotion

I. Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Karakowsky, L (M)	Liberal Arts & Professional Studies	Administrative Studies	PhD, Toronto	Management/ Human Resource Management
Kozinets, R (M)	Schulich School of Business		PhD, Queens	Consumer Culture, Media and Technology "netnography"
Mitchell, G (F)	Health	Nursing	PhD, South Carolina	Human Becoming Theory, Human Science & Qualitative Research
Spraakman, G (M)	Liberal Arts & Professional Studies	Administrative Studies	PhD, Concordia	Managerial Accounting
Thorne, L (F)	Schulich School of Business		PhD, McGill	Accounting and Ethics
Tian, Y (M)	Schulich School of Business		PhD, York	Derivative Securities, Executive Compensation
Zumbansen, P (M)	Osgoode Hall Law School		PhD, Habilitation Frankfurt	Transnational Law, Corporate Law & Governance, Transnational Justice

II. Tenure with Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
D'Agostino, G (F)	Osgoode Hall Law School		PhD, Oxford	Intellectual Property
Dhir, A (M)	Osgoode Hall Law School		LLM New York University	Corporate/ Commercial Law. International Law, Health Law
Gabriele, S (F)	Fine Arts	Design	MA, Alberta	Visual Communication
Jacobs, M (F)	Liberal Arts & Professional Studies	Social Science	PhD, York	Health and Social Justice, Cross Cultural Issues in Mental Health, Medical and Health Care Professional Education Issues.
Scott, D (F)	Osgoode Hall Law School		PhD, York	Public Law, Environmental Law, Gender and Environmental Health

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors at its meeting of December 7, 2009

The Land & Property Committee met on 8 February 2010 and in addition to the item for action on the agenda, submits this report to the Board for information:

1. Subway Planning

The TTC is proceeding rapidly with the design program for the subway tunnels and stations that make up the subway expansion project from Downsview Station, through the campus, and into York Region. YUDC, on behalf of the University, continues to be engaged in discussions with the TTC regarding all aspects of the project as it applies to the Keele campus. Two significant milestones were recently achieved that set a solid foundation for the remaining work ahead:

- execution of a Memorandum of Understanding in accordance with the guidelines set by the Board in 2007 which establishes the principles and parameters for the negotiation of such matters as property rights, facility design, construction, operation, and maintenance of the subway; and
- the establishment of an insurance program by the TTC that will provide appropriate and acceptable levels of insurance coverage for the construction project and protect the University during all stages of the project.

Major construction activity on the campus is anticipated to commence by late spring or early summer, and the excavation for the tunnels is set to begin in winter 2011. Before construction begins, the Board will be apprised of the construction plans and stages, the impact on the Keele campus, and the plans to mitigate the disruption for the community, including Tennis Canada and the Toronto Metropolitan Track and Field Centre. The TTC will be using storefront space in York Lanes to keep the community informed about the process and progress of the subway initiative.

Subway Station Design

The detailed design of the two subway stations on the Keele campus is continuing on schedule. The Committee viewed the exciting design concepts for the York and the Steeles West stations. The architects are bringing their international experience with transit station design to bear on the projects. The detailed arrangements will be presented to the Committee and the Board once finalized.

Approval from the Board for specific use of University lands in the subway expansion will be sought as those details are finalized.

2. York University Master Plan Process

The updating of the York University Master Plan has progressed through Phase One, and a framework for proceeding with Phase Two work is now formalized. The Secondary Plan requires “Precinct Plans” be developed for York’s academic lands; an updated Master Plan by York itself, satisfies the Precinct Plan requirement. The exercise of updating the Master Plan will be approached by examining the academic lands through “three lenses” which focus attention on a grouping of conditions/ considerations that influence the physical character of the Keele Street campus. The lenses are:

- greening York University
- pedestrians first at York University
- infilling York University

From this analysis, principles will be generated that define how continued campus growth should occur. These growth principles will be premised on providing the University flexibility for its future use of buildings in the academic core as funding opportunities arise, and providing a physical framework for the campus that will help guide the decision making process from time to time. The principles will be brought to the Board for approval.

3. Pond-Sentinel Development

The Request for Proposals for the Pond-Sentinel mixed used project was issued on January 25, 2010 to four bidder groups who had responded to the RFQ. The RFQ/RFP process is being administered by a third party to ensure full security and transparency. The date to notify a preferred proponent is targeted for April 30, 2010. A real estate deal and associated proposed development concept will be brought for review to the Committee in May and thereafter approval by the Board.

4. Northwest Gate Development Plans

The University is continuing to explore with York Region and the TTC options for residential and commercial developments on lands abutting the Steeles West subway station that complement the station and benefit both the University and York region. Approvals for any development project will come forward to the Committee for review and recommendation to the Board.

5. Capital Construction Update

The projects in progress are progressing well and on budget. In sum:

- the *Sherman Health Science Research Centre* is expected to be ready for occupants to move in during February;
- the York Research Tower is in the final stages of completion;
- the Osgoode Hall Law School renovation and the new *Life Sciences Building* – both projects funded by the government Knowledge Infrastructure initiative – are proceeding on schedule to date; and
- the Energy Management Program is continuing albeit at a slightly slower pace due to the fiscal environment. The measures taken under this program have resulted in a 16% savings in energy costs to date.

Julia Foster, Chair

Memo

To: Paul Cantor, Chair, Board of Governors
From: Julia Foster, Chair, Land and Property Committee
Date: February 22, 2010
Subject: **York University Secondary Plan**



Recommendation

The Land and Property Committee recommends that the Board of Governors concur with Toronto City Council's approval of the updated York University Secondary Plan.

Rationale

Toronto City Council approved the new York University Secondary Plan on December 4, 2009. The document was strongly supported at meetings of both the North York Community Council and City Council by local ward Councillor Anthony Perruzza, and Councillor Howard Moscoe, who went so far as to proclaim the plan as “the best Secondary Plan in Canada”. A bill to enact Council's approval decision was signed on December 9th.

In the intervening period, counsel for York filed the required documents with the Ontario Municipal Board that confirmed the University's desire to withdraw its appeals of the Toronto Official Plan and brought to a close a legal administrative matter that had lingered for nearly seven years. The final stage of the Secondary Plan approval process concluded on January 5, 2010 which was the last date for appealing the Toronto Council approval decision. City Clerk's Department have advised that no appeals were received, therefore the York University Secondary Plan (2009) is considered to be in full force and effect.

This plan sets out guidelines for the potential of some fourteen million square feet of development surrounding the campus, while preserving the flexibility for the University to plan its academic footprint. The plan provides for social, physical, heritage and environmental guidelines that will serve to direct the lands for the next 20-25 years.



Board of Governors

Governance and Human Resources Committee

Report to the Board of Governors

at its meeting of February 22, 2010

The committee met on February 10, 2010 and, in addition to the items on the agenda, makes this report to the Board for information:

Human Resource Matters: Risk Monitoring:

The committee's agenda under this item was organized around the risks assigned to it from the Enterprise Risk Management Framework, and this report is so structured.

Strategic Labour Relations Risk:

While the Executive Committee has primary responsibility for the oversight of this risk, the Governance and Human Resources Committee has secondary oversight and a need to understand the labour relations climate at the university. Therefore the committee received an overview of the settlements reached with both CUPE 1356-2 and OPSEU Local 578 Unit 1 which were within the mandate set for settlement and within the range of other settlements reached with York's bargaining units. The only outstanding agreement still under negotiation in this round is that with the Osgoode Hall Faculty Association which is expected to move forward to conclusion shortly. Vice-President Brewer also provided an update on the work being done by Mr. Thomas, the consultant retained by the university to consider how the university might address its labour relations issues; on the certification of an additional unit of the York University Staff Association; and on the two matters before the Financial Services Commission of Ontario, one of which has been resolved and leads to the proposed amendment to the Pension Plan on this Board agenda.

Organizational Alignment Risk:

The committee received a report on the current status of the University's employment equity initiatives pursuant to legislation and the Federal Contractors Program. The memorandum of Vice-President Brewer on the recent re-surveying of the workforce and planned future initiatives is attached as Appendix A to this report.

Campus Health and Safety Risk:

This committee regularly receives updates on the WSIB Lost Time Statistics. While a few long term absences continue to affect the statistics, the trend is positive, indicating declining lost time figures over the 2009 calendar year which may be attributable to the proactive management of claims and an

active return to work program. The university continues to be assessed a surcharge but is employing a number of strategies to reduce its size. Generally, the university has become more focused and proactive in accident prevention, claim investigation and return to work activities and is doing so by engaging all of the stakeholders involved.

Governance:

Nominations:

While the committee has no candidates to propose at this time, it is actively pursuing one nominee for a vacant position, and with a recent resignation, anticipates seeking another in time for the next governance year. It was agreed to spend time at the next meeting reviewing the range of strengths and competencies of current governors with a view to forward planning for anticipated vacancies for the next 2 to 3 years.

Board Engagement:

Having received a memorandum from the Academic Resources Committee with suggestions for the further engagement of governors, the committee also agreed both to consider what additional steps it might propose for connecting governors to the academic programs of the university, and to more immediately communicate with governors the many opportunities which present themselves for engagement within the university. To that end, the Secretary advised of plans for a session on academic governance, to be scheduled for this Spring. She will also explore the possibility of circulating information about university events and facilitating the attendance at such events of those governors who wish to participate. The committee will also be reviewing the self-evaluation questionnaire in preparation for its circulation at the end of the governance year.

Zahir Janmohamed
Chair

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Memo

To: Board of Governors Governance & Human Resources Committee

From: Gary Brewer, Vice-President Finance and Administration

Date: February 10, 2010

Subject: **Employment Equity Status Update**

Background

As a result of our status with the Federal Government as a Federal Contractor, York University is subject to the obligations of the Employment Equity Act ("the Act"), commonly known as the Federal Contractors Program. As such, the University is obligated to collect self-identification data from its faculty and staff with respect to their membership in four designated groups prescribed in the Act: Women, Aboriginal, Visible Minority and Persons with Disabilities.

Collection of self-identification data and analysis are two examples of the statutory requirements of the Act. Collection of the self identification information and its analysis support the foundation of Employment Equity and are therefore critical to all subsequent statutory requirements.

Current Status

In February 2009, a mass re-survey initiative of the University's staff and faculty was undertaken by Recruitment, Workforce Planning & Employment Equity with procedural assistance from the Institute for Social Research. The initiative was widely communicated in order to achieve the University's goal of obtaining significantly high return and response rates. Typically, a response rate of more than 80% on an aggregated basis is desired for audit purposes.

As of May 2009, approximately 55% of the surveys had been returned. It was anticipated and results confirmed that return rates varied among the different employee groups. For example YUFA, CPM and YUSA had high rates of return, while CUPE 3903 had very low return rates. Further information can be found in the chart below.

Subsequent to the October 2009 report to the Board Governance and Human Resources Committee, the following activities have occurred:

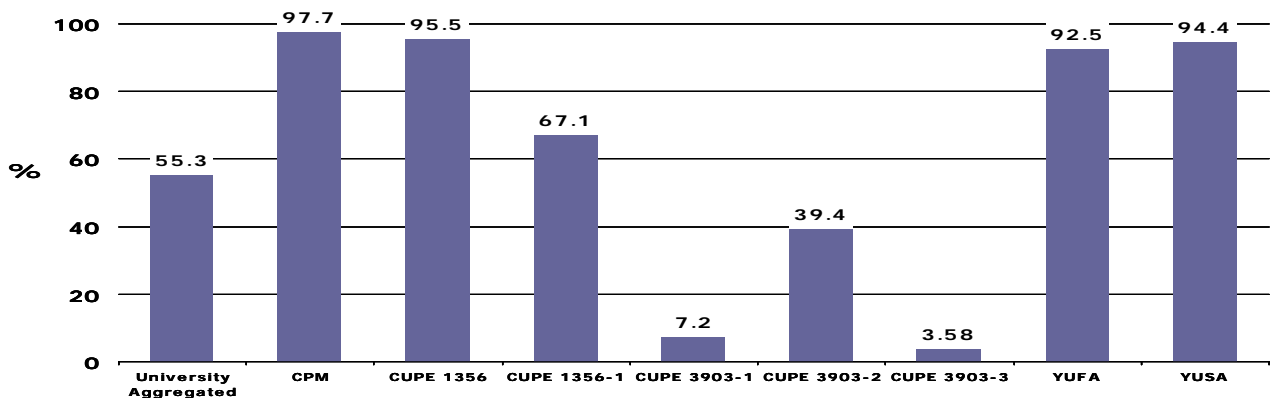
- In January 2010, the new employee orientation session provided to those in CPM and the YUSA employee groups was expanded to include new employees in the CUPE Local 1356 and IOUE Local 772 bargaining units. At the orientation session, all new employees receive the Employment Equity Self Identification survey.



- Employment equity data has been successfully repatriated into our HRIM system which enables reporting as well as targeted survey initiatives based on identification of employees who have not completed a self identification survey. Self identification surveys have recently been sent to members of YUFA, OHFA and OPSEU Local 578 who have not completed a survey.
- In collaboration with CUPE Local 1356 plans have been developed to collect survey data:
 - that remains outstanding from current members of the bargaining unit; and
 - from new part time members of the bargaining unit.
- In consultation with the CUPE Local 3903 Joint Employment Equity Committee, a survey targeted to all CUPE Local 3903 members was launched in September 2009. The initiative was not as successful as hoped and an e-mail campaign aimed at obtaining a higher response rate from CUPE Local 3903 members has been agreed to and will soon be initiated.
- Work is currently underway to produce data extract files to enable analysis via the government provided application, after which workforce analysis identifying gaps in the Employment Equity designated groups can be produced.

Employment Equity Survey Return Results May 2009

Survey Return Rates – May 2009



NB. Chart contains returns from major groupings only.

Next Steps

In 2010, we will continue to gather employment equity information for faculty and staff for whom we have no data. We will also continue to simplify processes and increase efficiencies associated with Employment Equity processes and practices, including thorough documentation of practices. It is anticipated that by the end of April 2010 workforce analysis reports will be available on an aggregated basis for the whole University and for sub groups of the University. Based upon these results, discussions with pertinent stakeholders may commence and as required revised outreach strategies and tactics will be developed.



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Memo

To: Paul Cantor, Chair, Board of Governors
From: Zahir Janmohamed, Chair, Governance and Human Resources Committee
Date: February 22, 2010
Subject: **Bill 168, Workplace Violence and Workplace Harassment Policies**



Recommendation:

The Governance and Human Resources Committee recommends that the Board of Governors approve the University Policies on *Workplace Violence and Workplace Harassment*.

Background:

Bill 168, "An Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters," passed third and final reading in the Ontario Legislature on December 9, 2009. Bill 168 received Royal Assent on December 15, 2009 and will come into force six months later, i.e. June 15, 2010.

New Legislative Requirements:

In summary, Bill 168 imposes a number of new obligations on employers, as follows:

1. Development of a Workplace Violence Policy and a Workplace Harassment Policy with ongoing review as often as is necessary, but at least annually.
2. Development of a Workplace Violence Program and a Workplace Harassment Program that include the following:

Workplace Violence Program

- A) measures and procedures to control risks (as per the workplace assessment) that are likely to expose a worker to physical injury;
- B) measures for summoning immediate assistance when workplace violence is likely to occur;
- C) measures and procedures for workers to report incidents of workplace violence;
- D) procedures for investigating and dealing with incidents of workplace violence;
- E) such other matters as may be prescribed.

Workplace Harassment Program

- A) measures and procedures for workers to report incidents of workplace harassment;
 - B) procedures for investigating and dealing with incidents of workplace harassment;
 - C) such other matters as may be prescribed.
3. Assess the risks of workplace violence that may arise from the nature of the workplace, the type of work or conditions of work and provide the results of such assessments to the Joint Health & Safety Committee.
 4. To take every reasonable precaution to protect workers from known risks of domestic violence that would likely expose a worker to physical injury.
 5. Provide information to workers who may encounter persons with a history of violent behaviour and the risk is likely to expose the worker to physical injury. Note - the regular duties of the worker, supervisor and employer apply with respect to workplace violence (e.g., the duty to report).
 6. Provide education and training about the policy and program and training with respect to workplace violence and workplace harassment procedures.

Next steps:

York University is required to have policies and programs concerning Workplace Violence and Workplace Harassment by June 15, 2010.

While this recommendation to approve Policies on Workplace Violence and Workplace Harassment proceeds through the Board approval process, a draft Workplace Violence Program and a draft Workplace Harassment Program are being developed by senior staff in the Departments of Human Resources and Occupational Health and Safety that includes the following elements:

- clarification/explanation of roles and responsibilities
- instruction on how to conduct a workplace risk assessment, including the development of a risk assessment tool
- training and prevention initiatives
- reporting and investigation procedures including the development of a standardized reporting form; and
- incident follow-up.

It is anticipated that the Workplace Violence Program and the Workplace Harassment Program will be finalized in the late winter for roll-out by mid-spring.

University Policies, Procedures & Regulations Database

University Policy

Title: Workplace Violence

Description: Describes workplace violence and the University's commitment to protect its workers from workplace violence.

Notes: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board of Governors February 22, 2010. Effective March 1, 2010.

Approval Authority: Board of Governors

Signature: Paul Cantor

I. Scope

This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.

II. Definition

The term, "workplace violence" means:

- (a) the exercise of physical force by a person against a worker, in a workplace, that causes or may cause personal injury to the worker;
- (b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- (c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace violence.
2. York University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.
3. Anyone who engages in workplace violence shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

The Vice-President Finance and Administration shall be responsible for establishing a program, guidelines and procedures to implement this policy.

VI. Related Policies

Occupational Health and Safety Policy
Policy Concerning Racism
Sexual Harassment Policy
Student Code of Conduct
Workplace Harassment Policy

University Policies, Procedures & Regulations Database

University Policy

Title: Workplace Harassment

Description: Describes the nature of workplace harassment and the University's commitment to protect its workers from workplace harassment.

Notes: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board of Governors February 22, 2010. Effective March 1, 2010.

Approval Authority: Board of Governors

Signature: Paul Cantor

I. Scope

This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.

II. Definition

The term, "workplace harassment" means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment does not include rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace harassment.
2. Anyone who engages in workplace harassment shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

The Vice-President Finance and Administration shall be responsible for establishing a program, guidelines and procedures to implement this policy.

VI. Related Policies

Occupational Health and Safety Policy
Policy Concerning Racism
Sexual Harassment Policy
Student Code of Conduct
Workplace Violence Policy

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Memo

To: Paul Cantor, Chair, Board of Governors

From: Zahir Janmohamed, Chair, Governance and Human Resources Committee

Date: February 22, 2010

Subject: **Statement of Commitment: Accessibility for Persons with Disabilities**



Recommendation:

The Governance and Human Resources Committee recommends that the Board of Governors adopt the attached Statement of Commitment: Accessibility for Persons with Disabilities.

Background:

With the passage of the Accessibility for Ontarians With Disabilities Act, 2005, the Ontario universities have been brought under a legislative regime which requires them to comply with a series of accessibility standards intended to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, building structures and premises by January 2025.

The process for the development of standards is a highly consultative one involving in addition to the government, persons with disabilities, representatives of industries and of various sectors of the economy.

The Act provides that each of the various standards are intended to, among other to provide for entities to create “ policies and practices and requirements for the identification and removal of barriers with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises and the prevention of the erection of barriers.”

The first (and at this point the only) standard which has been adopted is the Customer Service Standard which came into effect on January 1 2010. The University is in the course of putting in to place a compliance framework to address the requirements of the standard, and as the standard requires the establishments of policies, practices and procedures, is embarking on the process of creating such documentation.

This Statement of Commitment is the overarching policy document for the creation of more specific policies, practices and procedures. Following the formal approval of

this proposed statement, guidelines on various issues pertaining to customer service: the use of service animals, support persons, training, a feedback mechanism etc., will be created and promulgated by the President, by operating areas and if and when necessary, by the Board of Governors.

The University is required to file a report on its compliance on or before March 31, 2010. We intend to have in place by that time, the plan and policy framework which will allow us to proceed to full compliance in an orderly and supportable way.

University Policies, Procedures and Regulations

University Policy

Title: **Accessibility for Persons with Disabilities, Statement of Commitment**

Description:

Notes: Approved by President Jan 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010; For approval by the Board of Governors

Approval Authority: Board of Governors

Signature:

Statement of Commitment:

1. York University's Mission Statement commits the institution to accessibility and social justice. In advancement of the mission, the university aims to be an environment which respects the dignity and worth of all persons.
2. In recognition of their abilities and contributions to York University, the university is committed to preventing, minimizing and removing the barriers to participation by persons with disabilities in the activities of the university including employment, study or social activity.
3. While all individuals are expected to satisfy the requirements of their program of study or their employment and to aspire to do so at a level of excellence, the university recognizes that persons with disabilities may require reasonable accommodation to enable them to do so. It is the responsibility of each member of the York community, including faculty, staff, students, alumni, volunteers and their representative organizations to play a part in creating an equitable and inclusive environment, in the identification and minimizing of barriers, and in the accommodation processes.
4. In working towards its goals to provide access to persons with disabilities, York will act conscientiously and in keeping with its own policies and with relevant legislation. For purposes of this statement, the statutory definition of the term "disability" is that provided by the Accessibility for Ontarians With Disabilities Act 2005, attached as an appendix hereto, and any amendments made thereto from time to time.

Policy on Accessibility for Persons with Disabilities

Definition of the Term “Disability”

The Accessibility For Ontarians with Disabilities (“AODA”) uses the Ontario Human Rights Code definition of “disability” which is:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device
- a condition of mental impairment or a developmental disability
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language.
- a mental disorder, or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997 (“handicap”).

Memo

To: Paul Cantor, Chair, Board of Governors

From: Zahir Janmohamed, Chair, Governance and Human Resources Committee

Date: February 22, 2010

Subject: **Amendment to Pension Plan Text**



Recommendation:

The Governance and Human Resources Committee recommends that the Board of Governors approve the attached resolution to amend the York University Pension Plan text.

Background:

As reported to the Committee previously, during 2009 a complaint was filed with the Financial Services Commission of Ontario (FSCO) by CUPE 3903. Prior to filing this complaint with FSCO, the union had also initiated grievances on the same matter through the normal labour relations processes.

The main issue of concern relates to the implications of breaks in service on continued participation in the Pension Plan for members of CUPE 3903. Contract faculty members with a break in service of longer than 6 months are required to “re-qualify” for pension contribution eligibility by completing 24 months of continuous service with a required minimum level of earnings in each year as described in the Plan text.

In late 2009, the parties were able to resolve the matter under minutes of settlement, which require changes to the Plan text.

As a “housekeeping” item, it is proposed at this time to amend the Plan to reflect the change in name of the Canadian Union of Education Workers to the Canadian Union of Public Employees, as outlined in the attached resolution.

Also attached are excerpts from the current Pension Plan text of the sections being amended.

CURRENT PENSION PLAN TEXT:

2.01 Eligibility for Participation

- (1) Each Employee who is employed on a full-time basis and who was not a Member of the Plan on December 31, 1987 may elect to join the Plan on the first day of the month coincident with or next following his or her completion of 24 months of Continuous Service.

- (2) Each non-faculty Employee and each faculty Employee who is not represented by the Canadian Union of Educational Workers, who is employed on a part-time basis and was not a Member of the Plan on December 31, 1987 may elect to join the Plan on the first day of the month coincident with or next following both his or her completion of 24 months of Continuous Service and his or her fulfilment of either of the following requirements in each of 2 consecutive calendar years:
 - a) the Employee has received Earnings at least equal to 35% of the Year's Maximum Pensionable Earnings; or
 - b) the Employee has attained at least 700 hours of employment with the University.

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2.01 (continued)

- (4) Each part-time faculty Employee who is represented by the Canadian Union of Educational Workers may elect to join the Plan on the first day of the month coincident with or next following the date on which he or she has both completed 24 months of Continuous Service and received Earnings at least equal to the September 1 Course Director rate, as specified and defined in the current Collective Agreement between the University and the Canadian Union of Educational Workers, in each of two consecutive calendar years.

**RESOLUTION OF THE BOARD OF GOVERNORS
OF YORK UNIVERSITY**

WHEREAS York University (the "University") established and maintains the York University Pension Plan (the "Plan"); and

WHEREAS by virtue of Section 17.01 of the Plan the University reserved the right to amend the Plan; and

WHEREAS the University wishes to amend the Plan to reflect a change in the name of the Canadian Union of Educational Workers to the Canadian Union of Public Employees Local 3903 Units 1 and 2; and

WHEREAS the University wishes to amend the Plan to reflect a change in the eligibility requirements for certain Employees;

NOW THEREFORE IT IS HEREBY RESOLVED THAT

1. Effective September 1, 2009, the Plan be amended as follows:

- (a) Section 2.01(2) of the Plan is amended by deleting the phrase "Each non-faculty Employee and each faculty Employee who is not represented by the Canadian Union of Educational Workers," and replacing it with the following:

"Each Employee".

- (b) Section 2.01(4) is deleted and replaced with the following:

"(4) Notwithstanding the provisions of Section 2.01(2), each part-time faculty Employee who is represented by the Canadian Union of Public Employees Local 3903 Units 1 and 2 may elect to join the Plan on the first day of the month coincident with or next following the date on which he or she has received Earnings at least equal to the September 1 Course Director rate, as specified and defined in the current collective agreements between the University and the Canadian Union of Public Employees Local 3903 Units 1 and 2, in each of two consecutive contract years. For greater certainty, a contract year is from September 1 to August 31."

- (c) Section 2.04 is amended by adding a new Section 2.04(3) which reads as follows:

"(3) CUPE 3903 Bargaining Unit Members

If the employment of a part-time faculty Employee represented by the Canadian Union of Public Employees Local 3903 Units 1 or 2 is terminated for any reason after such person has met the eligibility criteria set out in Section 2.01(4) and if such person is subsequently re-employed by the University, then, so long as his or her termination benefit with respect to the previous period of employment remains on deposit in the respective Money Purchase Component Account,

- (a) he or she will not be required to meet the eligibility criteria under Section 2.01(4) at the time of re-employment in order to join the Plan, but instead he or she shall immediately become a Member upon rehire; and
- (b) the years of Credited Service, if any, that remain credited to such person as at his or her most recent date of termination of employment with the University will be added, upon re-employment by the University, to the Employee's future period of Credited Service for the purpose of determining the value of the Employee's supplementary pension paid from the Minimum Guarantee Fund.

For greater certainty, if such a part-time faculty Employee withdrew the termination benefit on deposit in his or her Money Purchase Component Account from the Plan on or following his or her most recent termination of employment and is subsequently re-employed by the University, he or she must meet the eligibility criteria under Section 2.01(4) to once again join the Plan and in that case he or she will be treated as a new Member for all purposes."

- 2. The proper officers of the University are hereby authorized and directed to do anything required to give effect to this resolution, including but not limited to making any changes to the resolution required by the regulatory authorities.

CERTIFIED that this is a true copy of a resolution of the Board of Governors of York University duly considered and approved by the Board of Governors at its meeting on _____, which resolution is now in full force and effect.

DATED this _____ day of _____, _____.

Secretary



Board of Governors

FINANCE AND AUDIT COMMITTEE
Report to the Board of Governors
at its meeting of 22 February 2010

The Finance and Audit Committee met on 4 February 2010 and submits the following report to the Board of Governors for information:

1. Internal Audit Report

The Committee received and discussed an Internal Audit Status report from the Director of Internal Audit covering the period November 1, 2009 to January 31, 2010. The department undertook 11 audit engagements, of which five have been completed. A series of corrective actions have been developed for the relevant units to improve control practices and mitigate risk. Management is taking steps to ensure that the applicable University policies and procedures are adhered to by all units. The Committee will receive a progress report at its next meeting on measures taken in response to the recommended corrective actions.

2. Enterprise Risk Monitoring - Second Tier Risks

The Committee received and discussed a report on changes in the six second-tier risk exposures that have occurred at the University over the past 12 months. There have been several significant changes in York's risk exposure. Management, together with the Internal Audit department, is putting into place constructive measures to mitigate risk.

This past fall it was decided that the monitoring of the University's top ten risks would be assigned to committees as appropriate with the "risk owners" in the management team engaging the committees in the consideration of the amelioration of these risks. On the recommendation of the Finance and Audit Committee, the Executive Committee will assign the second-tier risks to committees as appropriate for their respective insight on risk management.

3. Credit Rating Update

The University has recently completed its annual credit review process with Dominion Bond Rating Service Limited (DBRS) and Standard & Poor's (S&P) as required by its issuance of debentures in 2002 and 2004. DBRS has reconfirmed York's rating of AA Low, and S&P has confirmed York's rating of AA- Stable. Both ratings reflect York's solid reputation, continued and consistent student demand, sound government funding, manageable post-employment liabilities and the absence of borrowing needs in the near term. Both credit rating agencies commented on York's weaker financial performance in 2008-09 than originally forecast, but noted that this is the case at all universities across the country as a result of the challenging fiscal environment. The agencies further credit York with continued growth in the endowment funds, increasing internally restricted financial resources, strong enrolment demand, prudent and forward thinking management practices and no plans in the medium term for additional debt.

The ongoing risk posed by the status of the pension fund is noted in the DBRS report. A sub-committee of governors has been formed to advise and support the University's management of the pension fund budget risks.

4. External Audit Plan

The Committee approved the 2010 External Audit Plan developed by Ernst & Young. The Plan is similar to the prior year's audit plan and the key personnel who have conducted audits over the last several years will again form the team for the exercise this year. The fees are consistent with prior years. The auditors have taken note of particular accounting/audit issues within the University this year, including the completed construction of the York Research Tower, the valuation of pensions and post-employment benefits and the deferral of fees from the labour disruption.

5. Multi-Year Budget Planning Update

Endowment and Pension Fund Performance

The investment performance of the endowment fund continues to improve steadily, achieving rates of return of 19.53% for the 8-month fiscal year to date and 21.70% for the 12-month calendar year at December 31, 2009. The recent strong investment results together with decisions to make various adjustments to the 2009-10 distribution have resulted in the total endowed value of the fund returning to a positive reserve position.

The Pension Fund also saw a stronger investment performance in 2009 over 2008, with a 16.60% positive gain achieved for calendar 2009. The investment results have begun to offset some of the impact of the 2008 results. The University continues to closely monitor the investment performance of both the Endowment and Pension Funds and provide regular updates to the Committee.

2009-2010 Undergraduate Enrolments

As previously reported fall 2009 enrolments were 2% above pre-strike targets. The winter 2010 enrolments are also above target by approximately 1000 FTEs. The actual enrolment figures confirm that the spring 2009 forecasted enrolment decline for FW 2009-10 has not materialized. It is anticipated that there will be a positive variance to the June 2009 budget plan as a result. The full impact of the tuition deferral option on the budget is still being analyzed.

Undergraduate applications to the University for FW 2010-11 increased by 8.8% over 2009-10 levels versus a system-wide increase in applications in the Province of 2.7%. The increase over last year is positive, however work remains to be done to improve the number of first choice applicants to York which saw a modest increase of 3.7% over 2009 results. Graduate enrolments are below in-year targets. Doctoral enrolments are still within the end state (2013-14) targets set by the MTCU, while meeting both in-year and end state Masters enrolment targets continues to be a challenge. International enrolments at both the undergraduate and graduate levels increased by 10% and 27.8% respectively over 2008-09 results, and there is a focus on growing this cohort of students.

Budget Pressures

Vice-President Brewer reviewed and updated the budget planning issues and risks. The improvements in undergraduate enrolments and investment returns are encouraging developments and the budgetary recovery measures implemented during 2009 are having a positive effect. The University's overall fiscal environment however, remains challenging with continued uncertainty in government funding levels and additional pressures on the operating budget. Planned budget cuts through to 2010-11 remain necessary for contingency planning and supporting the University's academic priorities.

*David Denison
Chair*



Memo

To: Paul Cantor, Chair, Board of Governors
From: Robert Martin, Chair, Investment Committee
Date: February 22, 2010
Subject: **Statement of Investment Policies and Procedures**

Recommendation

That the Board of Governors approve the *revised Statement of Investment Policies and Procedures*, as attached.

Background

In October 2009 the Investment Committees of the Board and the Foundation approved a series of measures to further develop the currency management program for the endowment fund; they are:

- a) To adopt active currency management for hedging the fund's currency exposures in the foreign-denominated portions of the endowment fund.
- b) To adopt the 50% hedge ratio target for the strategic management of currency.
- c) To revise the performance benchmark to incorporate the evaluation of the currency hedging program such that:

The total fund excluding currency hedging shall be measured against an Unhedged composite benchmark;

The total fund including the effects of currency hedging and the active overlay shall be measured against a Half-Hedged composite benchmark.

- d) To clarify that the performance of the endowment fund shall be reported both before and after the effects of currency overlay relative to unhedged and 50% hedged benchmarks. The impact from strategic currency hedging and from active currency management will be evaluated as separate and related aspects of the same program.

The adoption of these measures necessitates an updating of the Statement of Investment Policies and Procedures (SIPP). The proposed amendments to the SIPP are set out below and also depicted in relation to the existing text of SIPP in Appendix A.

Section 5. Investment Strategy

The section on **Target Asset Mix** has been updated to indicate that the Target Asset Mix is to be fully implemented as from January 1, 2010. This is 4 months earlier than the deadline stated in the previous version and supported by the allocation from Canadian equity to Emerging Markets equity that will take place on or before the first business day in 2010. The January 1 timing also has the benefit of aligning with the investment industry performance year standard of the calendar year.

The section on **Currency Hedging Strategy** has been largely reworked to incorporate:

- language on the relationship between the investment horizon and currency risk;
- strengthened language to affirm that currency hedging is strategic and has been adopted as an integral component of overall investment strategy;
- specified start date of January 1, 2010 for full adoption of 50% hedge ratio;
- clarity that the hedge ratio is subject to periodic review and reconfirmation;
- parameters specifying inclusion of developed markets currencies and exclusion of emerging markets currencies with the exception that written permission may be provided at the request of an investment manager if it is determined to be suitable to conduct hedging on individual emerging markets currencies; and
- clarity that the currency hedging program could include provision of services from one or more external managers.

Section 7. Performance Evaluation

The section on **Performance Benchmark** has been updated to specify the benchmark based on Target Asset Mix is fully operational as from January 1, 2010; i.e., the phase in from legacy mix to target mix will be complete.

The benchmark is explicitly shown in two formats: an Unhedged version and a 50% Hedged version. The purpose for each version of the benchmark in terms of performance being measured is delineated:

- the Unhedged benchmark shall be used for assessing the total fund performance ex-currency overlay, i.e., as composed of all the portfolios of underlying securities, mainly stocks and bonds;
- the 50% Hedged benchmark shall be used for assessing the total fund performance including the currency overlay.

The objective of having two views of the fund and its benchmark is to be able to extract attribution data in order to properly assess positive and negative contributions to endowment fund performance owing to the currency strategy, active management choice, and manager selection. For example,

- The difference between the 0% hedged and 50% hedged benchmarks is the implied contribution of strategic currency hedging.
- The difference between the total fund ex-overlay and the total fund with currency hedging is the actual contribution of the currency management program.
- Attribution due to mismatch of market index implied weights to actual underlying currency exposures are discernible from the difference between the policy benchmarks and the specialty manager mandate benchmark.
- At the mandate level, the stand-alone currency overlay performance is examined versus a specified benchmark (see Mesirow Specialty Mandate) to assess the return, value added and volatility from active management.

The section on **Currency Hedging Evaluation** aims to articulate the purpose, aspects and normal frequency of evaluation.

Proposed Revisions to the Statement of Investment Policies and Procedures

Section	Existing Text (deletions underlined)	Revised Text (additions in bold)
<p>5. Investment Strategy</p> <p><u>Target Asset Mix</u></p> <p>Section 5.1</p>	<p>The Target Asset Mix is to be fully implemented <u>by April 30, 2010</u>.</p> <p>During the period prior to the full implementation target of <u>April 30, 2010</u>, the minimum and maximum allocations for each Asset Class shall be the phase in asset mix weight approved by the Investment Committee plus-or-minus 5% of total fund weight.</p>	<p>The Target Asset Mix is to be fully implemented commencing January 1, 2010.</p> <p>During the period prior to the full implementation target of January 1, 2010, the minimum and maximum allocations for each Asset Class shall be the phase in asset mix weight approved by the Investment Committee plus-or-minus 5% of total fund weight.</p>
<p><u>Currency Hedging Strategy</u></p> <p>Section 5.3</p>	<p><u>The Committee may implement a foreign exchange hedging strategy in order to mitigate</u> earnings volatility associated with foreign currency exposure in the Fund. The obligations of the Fund are denominated in Canadian dollars and payable annually, <u>whereas the assets of the Fund</u> before hedging are <u>approximately</u> 40% Canadian dollars, 40% US dollars, 20% other currencies including emerging markets (weights implied by Target Asset Mix) and are invested for long term returns.</p> <p>The Committee shall determine the hedge ratio (proportion of foreign currency exposure to be hedged back to the Canadian dollar) and Management shall implement the currency hedging through external managers selected for their ability to manage passive or active currency overlay. Emerging markets currencies due to cost and liquidity constraints are excluded from the hedging strategy.</p>	<p>The obligations of the Fund are denominated in Canadian dollars and payable annually, signifying a short horizon and low tolerance for extreme directional volatility. Conversely, the endowment assets of the Fund are invested with a long horizon implying a higher degree of risk tolerance appropriate to the perpetual nature of endowments. Before hedging, the assets are denominated 40% in Canadian dollars, 40% in US dollars, and 20% in other currencies including emerging markets (weights according to Target Asset Mix).</p> <p>A currency hedging strategy is included in the overall investment strategy specifically to address earnings volatility associated with foreign currency exposure in the Fund. From January 1, 2010, a 50% strategic hedge ratio (defined as the proportion of foreign currency exposure to be hedged back to the Canadian dollar) is applied to developed markets currencies. Emerging markets currencies as a class are excluded from the hedging strategy due to cost and liquidity constraints, however, hedging of individual emerging market currencies may be permitted with written permission from Management.</p> <p>The Committee shall determine the strategic hedge ratio and shall periodically review the ratio and the overall currency hedging strategy.</p> <p>Management shall implement currency hedging through one or more external managers selected for their ability to manage passive or active currency overlay.</p>

Section	Existing Text (deletions underlined)	Revised Text (additions in bold)																					
<p>7. Performance Evaluation <u>Performance Benchmark</u> Section 7.2</p> <p>Change from: The following benchmark shall be fully in effect <u>by 30 April 2010:</u></p> <table border="0"> <thead> <tr> <th data-bbox="191 428 326 457">Asset Class</th> <th data-bbox="573 428 781 457">Benchmark Index</th> <th data-bbox="1105 396 1243 457">Benchmark Weight</th> </tr> </thead> <tbody> <tr> <td>Canadian Equity</td> <td>S&P/TSX Composite</td> <td>15%</td> </tr> <tr> <td>US Small /Mid Cap Equity</td> <td>Russell 2500</td> <td>20%</td> </tr> <tr> <td>Global Equity</td> <td>MSCI World – 50% Hedged</td> <td>25%</td> </tr> <tr> <td>Emerging Markets Equity</td> <td>MSCI Emerging Markets</td> <td>10%</td> </tr> <tr> <td>Canadian Bonds</td> <td>DEX Universe Bond</td> <td>25%</td> </tr> <tr> <td>Global High Yield Bonds</td> <td>Merrill Lynch High Yield Master II</td> <td>5%</td> </tr> </tbody> </table>	Asset Class	Benchmark Index	Benchmark Weight	Canadian Equity	S&P/TSX Composite	15%	US Small /Mid Cap Equity	Russell 2500	20%	Global Equity	MSCI World – 50% Hedged	25%	Emerging Markets Equity	MSCI Emerging Markets	10%	Canadian Bonds	DEX Universe Bond	25%	Global High Yield Bonds	Merrill Lynch High Yield Master II	5%		
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<p>Change to: The following benchmark shall be fully in effect as of January 1, 2010.</p> <p><u>Unhedged</u></p> <p>The total fund performance excluding active currency overlay shall be measured against the unhedged composite benchmark.</p> <table border="0"> <thead> <tr> <th data-bbox="191 1052 326 1081"><u>Asset Class</u></th> <th data-bbox="573 1052 781 1081"><u>Benchmark Index</u></th> <th data-bbox="1130 1052 1219 1081"><u>Weight</u></th> </tr> </thead> <tbody> <tr> <td>Canadian Equity</td> <td>S&P/TSX Composite</td> <td>15%</td> </tr> <tr> <td>US Small /Mid Cap Equity</td> <td>Russell 2500</td> <td>20%</td> </tr> <tr> <td>Global Equity</td> <td>MSCI World</td> <td>25%</td> </tr> <tr> <td>Emerging Markets Equity</td> <td>MSCI Emerging Markets</td> <td>10%</td> </tr> <tr> <td>Canadian Bonds</td> <td>DEX Universe Bond</td> <td>25%</td> </tr> <tr> <td>Global High Yield Bonds</td> <td>Merrill Lynch High Yield Master II</td> <td>5%</td> </tr> </tbody> </table>	<u>Asset Class</u>	<u>Benchmark Index</u>	<u>Weight</u>	Canadian Equity	S&P/TSX Composite	15%	US Small /Mid Cap Equity	Russell 2500	20%	Global Equity	MSCI World	25%	Emerging Markets Equity	MSCI Emerging Markets	10%	Canadian Bonds	DEX Universe Bond	25%	Global High Yield Bonds	Merrill Lynch High Yield Master II	5%		
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<p><u>50% Hedged</u></p> <p>Effective January 1, 2010, total fund performance including active currency overlay gain/loss shall be measured against the 50% hedged benchmark incorporating the strategic 50% hedge ratio applied to foreign currencies of developed market countries:</p> <table border="0"> <thead> <tr> <th data-bbox="191 1556 326 1585"><u>Asset Class</u></th> <th data-bbox="573 1556 797 1585"><u>Benchmark Index</u></th> <th data-bbox="1130 1556 1219 1585"><u>Weight</u></th> </tr> </thead> <tbody> <tr> <td>Canadian Equity</td> <td>S&P/TSX Composite</td> <td>15%</td> </tr> <tr> <td>US Small /Mid Cap Equity</td> <td>Russell 2500– 50% Hedged</td> <td>20%</td> </tr> <tr> <td>Global Equity</td> <td>MSCI World – 50% Hedged</td> <td>25%</td> </tr> <tr> <td>Emerging Markets Equity</td> <td>MSCI Emerging Markets</td> <td>10%</td> </tr> <tr> <td>Canadian Bonds</td> <td>DEX Universe Bond</td> <td>25%</td> </tr> <tr> <td>Global High Yield Bonds</td> <td>ML High Yield Master II – 50% Hedged</td> <td>5%</td> </tr> </tbody> </table>	<u>Asset Class</u>	<u>Benchmark Index</u>	<u>Weight</u>	Canadian Equity	S&P/TSX Composite	15%	US Small /Mid Cap Equity	Russell 2500– 50% Hedged	20%	Global Equity	MSCI World – 50% Hedged	25%	Emerging Markets Equity	MSCI Emerging Markets	10%	Canadian Bonds	DEX Universe Bond	25%	Global High Yield Bonds	ML High Yield Master II – 50% Hedged	5%		
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<p>7. Performance Evaluation</p> <p><u>Currency Hedging Evaluation</u></p> <p>Section 7.3</p>	<p>Currency exchange rate fluctuation as a specific risk factor <u>is subject to</u> management at the total fund level. Beginning January 1, 2009, the fund is subject to a currency hedging strategy as <u>implemented</u> in the form of a hedge ratio <u>that is determined by the Committee</u>. The impact of <u>the</u> currency hedging strategy shall be measured and evaluated in the context of its contribution to mitigating total fund volatility over single and multiple periods.</p> <p><u>A pure</u> passive currency overlay mandate managed by a dedicated manager for the purpose of total fund risk management <u>shall be</u> evaluated as a separate contributing element to fund performance.</p> <p>An active currency hedging strategy provided by <u>an existing asset class</u> manager as an integral element of <u>its</u> portfolio management <u>shall be specified in the asset class mandate and shall be accommodated in the total fund benchmark</u>.</p> <p><u>The effect on fund performance of currency hedging will be reviewed and reported as part of the monthly reports provided by Management to the Committee.</u></p>	<p>Currency exchange rates fluctuation as a specific risk factor is subject to management at the total fund level. Beginning January 1, 2009, the fund investment strategy has an incorporated currency hedging strategy as constituted in the form of a currency hedge ratio and as implemented through investment managers. The impact of currency hedging is to be measured and evaluated in the context of its contribution to mitigating total fund volatility over single and multiple periods.</p> <p>As from January 1, 2010, the contribution from the currency management program will be reviewed and evaluated from three vantages:</p> <p>a) Currency Manager Decision: The manager’s ability to meet performance objectives for added value and volatility will be evaluated relative to performance targets stated in multi-year terms in the specialty manager mandate. Monitoring and reporting by Management to the Committee is conducted monthly.</p> <p>b) Active Management Decision: The contribution of active currency overlay will be evaluated relative to the implied-passive strategic 50% hedged position (50% Hedged Benchmark) at least annually.</p> <p>c) Strategic Currency Hedging Decision: The impact on fund performance and volatility of the strategic currency hedge (50% Hedged Benchmark) will be assessed and compared to the Unhedged Benchmark at least annually in the context of a multi-year horizon.</p> <p>From January 1 to December 31, 2009, a USD passive currency overlay mandate managed by a dedicated manager for the purpose of total fund risk management was measured and evaluated as a separate contributing element to fund performance, and an active currency hedging strategy provided by the global equity manager as an integral element of the portfolio management was measured and evaluated as a component of the total fund benchmark. The effects are embedded in the permanent performance record of the fund and its benchmark.</p>



York University Endowment Fund

Statement of Investment Policies and Procedures

January 1, 2010

(Proposed)



1. Background

- 1.1 The York University endowment fund (the “Fund”) is comprised of many individual endowments that have been received in the form of donations, gifts and bequests. Donations in the form of endowments are subject to capital preservation and inflation protection principles, and therefore are invested to provide a steady stream of earnings that may be expended for the purposes specified.
- 1.2 Most endowment projects, such as Chairs, scholarships and bursaries, are established by individual donations, gifts, and bequests, and are designated for special purposes as agreed to between the donor and the University.
- 1.3 All distributions for endowed spending from the Fund are subject to the formal policies and practices governing University distributions and, in addition, any special restrictions that may be part of an endowed fund.
- 1.4 The purpose of this investment policy (the “Policy”) is to provide a framework for the proper management of the invested assets of the Fund, to specify the Fund’s investment objectives, and an investment strategy suitable for achieving the Fund’s investment objectives, and to outline how this investment policy will be implemented.

2. Fund Governance

Responsibilities of the Board

- 2.1 The Board of Governors of York University (the “Board”) has ultimate responsibility for the performance of the Fund.
- 2.2 The Board has appointed an investment committee (the “Committee”) to oversee all aspects of the investment of the Fund.
- 2.3 The Board approves the adoption of the Policy.
- 2.4 The Board has delegated to the Committee responsibility for appointing and managing the investment managers, the custodian, recordkeeper and any other external agents as may be required for the administration of the Fund.
- 2.5 The Board receives periodic reports from the Committee concerning the status of the Fund.
- 2.6 The Board has appointed a Finance and Audit Committee which has, as one of its duties, the responsibility for setting the distribution policy for the trusts and endowments.

Responsibilities of the Committee

- 2.7 The Committee shall oversee the Fund investments, and report to the Board on an annual basis concerning the status and performance of the Fund and any issues regarding the Fund and activities of the Investment Committee.
- 2.8 The Committee shall review the management of the fund assets and the performance monthly.

- 2.9 On the advice of Management, the Committee shall select and retain one or more competent external professional investment managers (the “Investment Managers”), and may, on the advice of Management, make any Investment Manager changes from time to time which it deems to be in the best interest of the Fund. The Committee shall inform the Board of any Investment Manager changes. The Committee shall ensure at all times that there are no conflict of interest issues in connection with such appointments.
- 2.10 The Committee shall retain the services of the custodian, the recordkeeper, and any other external agents including asset consultants as may be required for the administration and care of the Fund. The Committee shall inform the Board of any changes.
- 2.11 The Committee shall develop this Policy and recommend to the Board its adoption and any amendments as required.
- 2.12 The Committee shall meet as required, with each Investment Manager to review the Investment Manager’s performance, portfolio, and investment strategy as well as any other significant issues relevant to the portfolio and the firm.

Responsibilities of Management

- 2.13 York University staff engaged in the management of the Fund (“Management”) shall provide the Committee with monthly reports concerning the status of the Fund, the investment performance, and the Investment Managers.
- 2.14 Management is responsible for the allocation of Fund assets, including the direction of contributions into and distributions out of the Fund, and periodic rebalancing between Fund accounts, as required.
- 2.15 Management shall conduct periodic oversight and due diligence reviews of existing Investment Managers and report any concerns to the Investment Committee.
- 2.16 Management shall conduct Investment Manager searches as required and provide recommendations to the Investment Committee.
- 2.17 Management shall ensure that the Fund complies with all applicable legislation and regulatory requirements, and that all investments in the fund are recorded in the financial records of the Fund in accordance with generally accepted accounting principles.
- 2.18 Management shall ensure that the Fund is managed in accordance with this Policy and that the auditors review the investments annually.

Responsibilities of the Investment Manager

- 2.17 The Investment Manager shall invest assets of the Fund in accordance with the Policy and the Investment Manager’s Mandate.
- 2.18 The Investment Manager shall deliver reports on portfolio holdings and performance on a monthly basis.

Responsibilities of the Custodian

- 2.19 The Custodian serves as trustee and custodian of the Fund, and is responsible for providing safekeeping for the assets of the Fund.
- 2.20 The Custodian shall deliver custodial reports on a monthly basis.

Responsibilities of the Recordkeeper

- 2.21 The Recordkeeper shall maintain detailed records of each endowment invested in the Fund.
- 2.22 The Recordkeeper shall deliver account detail reports on a monthly basis.

3. Investment Objectives

- 3.1 The primary investment objective of the Fund is to preserve the Fund capital in real terms in order to provide a flow of income to endowment beneficiaries in perpetuity.
- 3.2 An additional investment objective of the Fund is to provide a rate of return sufficient to support stable expenditures over time. Over the long run, the Fund rate of return, net of all expenses and transaction costs, must at least be equal to the Distribution Rate plus inflation.

4. Investment Philosophy

The following investment factors have influenced the decisions concerning the appropriate long term asset mix and investment structure for the Fund:

- 4.1 Equities are expected to outperform bonds in the long term.
- 4.2 Higher expected investment return is positively correlated with higher expected investment volatility.
- 4.3 Diversification increases the long term risk-adjusted return potential of the total fund.
- 4.4 Skilled active management can provide superior risk-adjusted return above the benchmark.
- 4.5 Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that endowments shall provide sustainable payout over the long term.

5. Investment Strategy

Target Asset Mix

5.1 The following Target Asset Mix has been adopted to meet the Fund's investment objectives:

	<u>Asset Class</u>	<u>Target Asset Mix</u>	
<u>Equities</u>	Canadian Equity	15%	
	US Small/Mid Cap Equity	20%	
	Global Equity	25%	
	Emerging Markets Equity	<u>10%</u>	70%
<u>Fixed Income</u>	Canadian Bonds	25%	
	Global High Yield Bonds	<u>5%</u>	30%

The Target Asset Mix is to be fully implemented commencing January 1, 2010.

Asset class ranges define the normal minimum and maximum allocations for each Asset Class. The range for an individual asset class is the Target Asset Mix weight plus-or-minus 5% of total fund weight.

During the period prior to the full implementation target of January 1, 2010, the minimum and maximum allocations for each Asset Class shall be the phase in asset mix weight approved by the Investment Committee plus-or-minus 5% of total fund weight.

5.2 Any cash or cash equivalents contained within a managed equity or fixed income portfolio will be considered a part of that portfolio for purposes of monitoring the Fund asset allocation.

Currency Hedging Strategy

5.3 The obligations of the Fund are denominated in Canadian dollars and payable annually, signifying a short horizon and low tolerance for extreme directional volatility. Conversely, the endowment assets of the Fund are invested with a long horizon implying a higher degree of risk tolerance appropriate to the perpetual nature of endowments. Before hedging, the assets are denominated 40% in Canadian dollars, 40% in US dollars, and 20% in other currencies including emerging markets (weights according to Target Asset Mix).

A currency hedging strategy is included in the overall investment strategy specifically to address earnings volatility associated with foreign currency exposure in the Fund. From January 1, 2010, a 50% strategic hedge ratio (defined as the proportion of foreign currency exposure to be hedged back to the Canadian dollar) is applied to developed markets currencies. Emerging markets currencies as a class are excluded from the hedging strategy due to cost and liquidity constraints, however, hedging of individual emerging market currencies may be permitted with written permission from Management.

The Committee shall determine the strategic hedge ratio and shall periodically review the ratio and the overall currency hedging strategy.

Management shall implement currency hedging through one or more external managers selected for their ability to manage passive or active currency overlay.

Rebalancing Strategy

5.4 The following portfolio rebalancing procedures will be employed:

- a) Contributions to the Fund will be allocated to underweight asset class (es) and withdrawals from the Fund will be taken from overweight asset class (es) with the intent of using these cash flows to rebalance back toward the asset mix target weights in section 5.1.
- b) On a quarterly basis, any asset class with an actual weight that is outside of its normal asset class range of Target Asset Mix weight plus-or-minus 5% of total fund weight, shall normally be rebalanced back to the middle of the allowable range taking into consideration anticipated future cash flows.

6. General Investment Constraints

The Fund assets shall be invested at all times in a prudently diversified manner in accordance with the Policy. In addition, it is intended that:

- 6.1 In no case shall the Fund own more than 10% of any class of the securities of a corporation.
- 6.2 In no case shall the Fund have more than 10% of its total investments invested in the securities of any one corporation, government, or trust, other than in the governments of G7 nations.
- 6.3 Any gifts of marketable equities will be sold as soon as practicable upon receipt, unless the Investment Manager has unrealized plans to buy these equities on behalf of the Fund.
- 6.4 Derivative instruments may be used to:
 - a) replicate the performance of a capital market index; and
 - b) manage currency risk.
- 6.5 The Fund may lend its securities through the Custodian, subject to applicable legislation and providing that a minimum collateral of 105% of the market value of the loaned securities, marked to market daily, is maintained at all times in cash or high quality, liquid securities.

7. Performance Evaluation

Performance Objectives

- 7.1 The Committee shall, at least annually, review an analysis of total fund, asset class and Manager performance, which shall include:
- a) performance relative to the Fund objectives outlined in this Policy;
 - b) performance relative to the Fund performance benchmark; and
 - c) appropriate investment risk measures.

Performance Benchmark

- 7.2 The performance benchmark for the Fund is a weighted composite of total return market indices expressed in Canadian dollars. The following benchmark shall be fully in effect as of January 1, 2010.

Unhedged

The total fund performance excluding active currency overlay shall be measured against the unhedged composite benchmark.

<u>Asset Class</u>	<u>Benchmark Index</u>	<u>Weight</u>
Canadian Equity	S&P/TSX Composite	15%
US Small /Mid Cap Equity	Russell 2500	20%
Global Equity	MSCI World	25%
Emerging Markets Equity	MSCI Emerging Markets	10%
Canadian Bonds	DEX Universe Bond	25%
Global High Yield Bonds	Merrill Lynch High Yield Master II	5%

50% Hedged

Effective January 1, 2010, total fund performance including active currency overlay gain/loss shall be measured against the 50% hedged benchmark incorporating the strategic 50% hedge ratio applied to foreign currencies of developed market countries:

<u>Asset Class</u>	<u>Benchmark Index</u>	<u>Weight</u>
Canadian Equity	S&P/TSX Composite	15%
US Small /Mid Cap Equity	Russell 2500 – <u>50% Hedged</u>	20%
Global Equity	MSCI World – <u>50% Hedged</u>	25%
Emerging Markets Equity	MSCI Emerging Markets	10%
Canadian Bonds	DEX Universe Bond	25%
Global High Yield Bonds	ML High Yield Master II – <u>50% Hedged</u>	5%

Beginning July 1, 2008, the total fund performance objective is to achieve a four-year annualized rate of return, net of investment fees, that meets or exceeds the four-year annualized rate of return of the composite benchmark for the same period over most four-year annualized periods.

For periods ended June 30, 2008 and earlier, the performance benchmark for measurement purposes, shall be the one as in effect from 2004 as follows:

<u>2004-2008 Benchmark</u>	<u>Weight</u>
S&P/TSX Composite	30%
MSCI World (ex-Canada)	30%
DEX Universe Bond	40%

For periods spanning the phase in leading up to the full implementation target of January 1, 2010, the performance benchmark for measurement purposes shall correspond to the phase in asset mix weight approved by the Investment Committee from the date that the structuring took place to achieve that asset mix.

The Fund's historical record shall be compared to a progressively linked series of performance benchmarks as specified above and verifiable to the documents and minutes of the Investment Committee meetings.

Currency Hedging Evaluation

7.3 Currency exchange rates fluctuation as a specific risk factor is subject to management at the total fund level. Beginning January 1, 2009, the fund investment strategy has an incorporated currency hedging strategy as constituted in the form of a currency hedge ratio and as implemented through investment managers. The impact of currency hedging is to be measured and evaluated in the context of its contribution to mitigating total fund volatility over single and multiple periods.

As from January 1, 2010, the contribution from the currency management program will be reviewed and evaluated from three vantages:

- a) **Currency Manager Decision:** The manager's ability to meet performance objectives for added value and volatility will be evaluated relative to performance targets stated in multi-year terms in the specialty manager mandate. Monitoring and reporting by Management to the Committee is conducted monthly.
- b) **Active Management Decision:** The contribution of active currency overlay will be evaluated relative to the implied-passive strategic 50% hedged position (*50% Hedged Benchmark*) at least annually.
- c) **Strategic Currency Hedging Decision:** The impact on fund performance and volatility of the strategic currency hedge (*50% Hedged Benchmark*) will be assessed and compared to the *Unhedged Benchmark* at least annually in the context of a multi-year horizon.

From January 1 to December 31, 2009, a USD passive currency overlay mandate managed by a dedicated manager for the purpose of total fund risk management was measured and evaluated as a separate contributing element to fund performance, and an active currency hedging strategy provided by the global equity manager as an integral element of the portfolio management was measured and evaluated as a component of the total fund benchmark. The effects are embedded in the permanent performance record of the fund and its benchmark.

Annual Policy Review

- 7.4 The Committee shall, at least annually, review this Policy, including:
- a) the appropriateness of the asset mix policy and currency hedging strategy;
 - b) the suitability of the Fund structure and Investment Manager mandates;
 - c) the cost-effectiveness of the implementation of the Fund investment policy; and
 - d) the effectiveness of the Fund governance structure.

Investment Manager Retention

- 7.5 In making decisions regarding the retention or replacement of the Investment Manager, the Committee's deliberations shall include consideration of:
- a) the Investment Manager's performance pattern, both in terms of level of performance and in terms of volatility of performance;
 - b) changes in the Investment Manager's organizational structure;
 - c) significant personnel changes in the relevant investment team at the Investment Manager;
 - d) the consistency of the Investment Manager's investment strategy and style;
 - e) any regulatory issues with regard to the Investment Manager;
 - f) the Investment Manager's compliance with its Mandate and the Policy;
 - g) the quality of service provided by the Investment Manager; and
 - h) the Investment Manager's success toward meeting the value added and risk objectives established in their Specialty Investment Mandate.