



York University
Board of Governors

Notice of Meeting
Monday, June 21, 2010
3:00 pm to 6:00 pm

5th Floor, York Research Tower
Keele Campus

AGENDA

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	I. CLOSED SESSION	
<i>TO END</i>	II. OPEN SESSION (approximately 3:30 pm)	
<i>BY</i>	1. Chair's Items (P. Cantor)	
3:45	1.1 Report on Items Decided in the Closed Session	
	1.2 Executive Committee Report	1
4:00	2. President's Items (M. Shoukri)	
4:15	2.1 Updates	
	2.2 Presentation: Student Representative Roundtable: Annual Report <i>(E. Soldati, K. McKague)</i>	
4:30	3. York University Foundation: Annual Report to the Board (Presentation; P. Marcus)	
4:40	4. Land and Property Committee (J. Foster).....	3
4:45	5. Academic Resources Committee (S. Schwartz).....	5

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TO END
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	6.	Finance and Audit Committee (<i>D. Denison</i>)	7
5:10		6.1 Budget Plan 2010 to 2013 (<i>Presentation; G. Brewer</i>)	
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6:00	12.	In Camera Session	

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Harriet Lewis
Secretary



Board of Governors

**York University
Board of Governors**

**Minutes of the Open Session of the Meeting of
Monday, 26 April 2010
5th Floor, York Research Tower, York University**

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Paul Cantor, Chair Susan Black Guy Burry Imogen Coe David Denison Terrie-Lynne Devonish Julia Foster Billy Gyamfi Ozench Ibrahim Debbie Jamieson Zahir Janmohamed Kuttimol Kurian Patrick LeSage Robert Lewis Mark Lievonon Kevin McKeague Ken Ng Timothy Price Penelope Reed-Doob Mamdouh Shoukri Emmett Soldati David Tsubouchi Mamdouh Shoukri Honorary Governors Phil Lapp <i>Harriet Lewis, Secretary</i>	Rosemary Heneghan Deborah Hutton Sandra Levy Roy McMurtry Randall Oliphant Anna Porter Samuel Schwartz	James Allan Cynthia Archer Noel Badiou Gary Brewer Glen Craney David Dewitt Celia Haig-Brown Sharon Hooper Rhonda Lenton Paul Marcus I. Maxwell Rodrigues Patrick Monahan Alice Pitt Trudy Pound-Curtis Barbara Rhader Barbara Sellers-Young Stan Shapson Jennifer Sloan Walter Tholen Rob Tiffin John Tsostos Jacqueline Volkhammer Berton Woodward <i>Guest Speakers:</i> Connie Meyer Pam Millet <i>Cheryl Underhill, Assistant Secretary</i> <i>Elaine MacRae, Board Coordinator</i>

II. OPEN SESSION

1. Chair's Items

Governors and guests were welcomed to the meeting.

1.1 Executive Committee Report

The report circulated with the agenda was *received*.

1.1.1 Report of Action Taken on Behalf of the Board

The report circulated with the agenda was *received*.

2. President's Items

Dr Shoukri highlighted announcements relative to post-secondary education from the March Provincial budget that could have a positive effect on the University's financial requirements, including:

- Full funding for the 2009-2010 enrolments and for planned undergraduate growth in 2010-11
- 5% tuition fee increases for each of the next two years
- The development of Long-term infrastructure renewal plans for universities
- Commitment to enhance the long-term sustainability of university pension plans
- The development of an on-line education strategy
- A strategy to enhance international enrolments

Earlier in the month Senate endorsed the Provostial White Paper, thereby re-affirming York's commitment to become a more comprehensive university by expansion in the fields of health sciences including medicine and engineering alongside existing strengths. Appreciation was extended to Vice-President Monahan for his leadership on the initiative.

The President also reported on :

- Recent research successes, including Professor Ellen Bialystock's receipt of the prestigious Killam Prize;
- The new decanal appointments in Osgoode and the Faculty of Science & Engineering, with thanks and appreciation extended to Jinyan Li and Walter Tholen for their contributions as Interim Deans in Osgoode and Science & Engineering respectively;
- Successful completion of the *York to the Power of 50 Campaign*
- The Honorary Degree recipients for the Spring 2010 Convocation ceremonies

The Board acknowledged the series of notable achievements of late and the positive impact they have on the University.

2.1 Presentation: Moving Molecules across Membranes

Professor Imogen Coe gave an engaging presentation on her research on cell biology and the role of nucleoside transporters in human health.

2.2 Presentation: Pedagogy Online: Creating Virtual Discourse Communities

Professors Connie Meyer and Pam Millet shared with the Board their work on the development of an online program for students within the University's *Deaf/Hard of Hearing Teacher Education Program*.

3. Academic Resources Report

In the absence of the Chair, Professor Coe referred the Board to the written report circulated with the agenda. With the endorsement of the White Paper by Senate, the University is looking ahead to the development of a complementary University Academic Plan for the period of 2010-2015.

3.1 *Appointments, Tenure and Promotion*

Documentation circulated with the agenda was *noted* by Professor Coe. It was duly *agreed* to **approve the President's April 2010 report on Appointments, Tenure and Promotion.**

4. **Community Affairs Committee**

Documentation circulated with the agenda was *noted* by Mr Lewis. Recent Committee discussions have centred on campus life issues and University relations strategies with Vice-Presidents Tiffin and Sloan. Positive developments toward the enhancement of the University environment are emerging. The value of advancing student engagement in the broad spectrum of university-life was highlighted by the Committee.

5. **Finance and Audit**

Referring to the written report included with the agenda, Mr Denison highlighted:

- that the positive financial impact of the Provincial Budget on the university has created some flexibility within the operating budget to help direct resources to White Paper priorities;
- the success of the 2009 tuition credit initiative made available to students after the strike; and
- the considerable work being done by the Internal Audit division and its recent focus on enhancing the University's procurement practices and controls.

5.1 *Undergraduate Residence and Graduate Apartment Rates*

Documentation circulated with the agenda was *noted* by Mr Denison. In 2009 a 2% increase to the undergraduate residence rates was implemented. The increasing inventory of deferred maintenance projects, including some critical capital improvements, necessitates the higher percentage increase (5%) for the FW 2010-11 academic year. The proposed rate is comparable to the average percentage increase being applied by universities in the province. The University is developing a long-term plan aimed at enhancing student life on campus, an element of which will include highlighting the residence experience in students' overall academic experience. Shorter-term improvements to the physical state of the residences are expected to be completed for the next academic year. It was suggested that the enhancement of the facilities be communicated alongside the information on the fee increases in order to attract students to the residences. It was duly *agreed*,

That the Board of Governors approve an increase to the undergraduate residence room rates by 5% across-the-board for the Keele and Glendon campuses for 2010-2011.

5.2 *Meal Plan Rates – Undergraduate Residences*

The proposed meal plan amounts better reflect the actual amounts needed by the students for the full year. To remain eligible for the tax exemption on meal purchases, students are not permitted to carry forward balances on the YU-card from one year to the next. The Finance & Audit Committee will take up the question of whether students could be refunded any balance remaining in the account at year's end.

A wholly new food services model is being developed in response to students' preferences; it is anticipated that it will be finalized for the 2011-12 academic year. It was duly *agreed*,

That the Board of Governors approve the increases in the meal plan rates at both the Keele and Glendon campuses as shown in the following table:

Optional Suite Plan (to be set at ½ Bronze Plan)	Meal Plan Programs			
	Bronze	Silver		Gold
Current 2009/2010	\$ 1000	\$ 2500	\$ 3000	\$ 3500
Proposed 2010/2011	\$ 1500	\$ 3000	\$ 3500	\$ 4000

5.3 2010 Endowment Distribution Rate

Documentation circulated with the agenda was *noted* by Mr Denison. The endowment assets are in a better position than last year owing to the improved market performance of the invested funds. The stratified distribution amounts being proposed relate to each individual endowment account position. The proposed distribution would result in \$6.9 million in pay-outs, which may include funds from the operating budget to make up shortfalls in the distribution for student awards and endowed chairs. The Finance & Audit and Investment committees believe that the proposed 2010 endowment distribution rate is a prudent and reasonable approach.

It was duly *agreed*,

That the Board of Governors approve the following changes to the 2010 distribution rate for endowments:

- 1) Suspension of Capital Protection for 2009-10.**
- 2) Distribution for endowments with funded positions (Market Value to Book Value) as at April 30, 2010 as follows:**
 - a) 5% for those endowments with a funded position greater than 1.10**
 - b) 4% for those endowments with a funded position of 1.06 to 1.09**
 - c) 3% for those endowments with a funded position of 1.01 to 1.05**
 - d) Suspension of distributions for all endowments with funded positions of 1.00 or less.**

6. Investment

In the absence of the Chair, Mr Burry spoke to the report of the Investment Committee. The Annual Investment Report for 2009 circulated with the agenda highlights the improved investment performance of the endowment fund over the 2008 results and the strong longer-term performance of the fund.

7. Other Business.

There was no other business

8. 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 June 21, 2010

The Board Executive Committee met on June 7th and in addition to the items appearing on the Agenda, makes this report for information.

Presentation on “Schulich in India”

The committee received an overview from Dean Horvath on the Schulich School of Business initiatives in India. As described by the Dean, the population is very large and on balance very young. This demography, coupled with the emergence of India as a global business leader and a shortage of world class post secondary institutions in India, creates great potential for established, high ranking, foreign institutions such as Schulich to deliver their programs in India. Schulich is currently offering the first year of its MBA in Mumbai in a twinning arrangement with the SP Jain School of Management, but with the passage of the Foreign Universities Act (hopefully later this year) it plans to establish a Schulich campus in Hyderabad in conjunction with the GMR Charitable Foundation. GMR will provide the physical infrastructure, and Schulich will deliver there the same MBA program as is offered at the Keele campus. The university is engaged in assessing the risks inherent in such a venture relative to the opportunities provided by this exciting global initiative, and the Board will through its various committees, be kept abreast of its progress.

President’s Items:

The Committee received a brief overview of the President’s recent trip first to Italy for an academic conference, and thereafter to Israel with Premier McGuinty on a Provincial Government delegation to Israel and the West Bank to explore relationships with science and engineering institutions. New relationships were established and existing relationships were renewed, such as with the Hebrew University in Jerusalem, and Al Quds University on the West Bank. Dr Shoukri commented on an institutional parallel between University of Haifa and York University. York alumni events held in Tel Aviv and in Jordan gave the visitors an opportunity to connect with about 45 York alumni living and working in that region.

Senior Executive Performance and Compensation;

As has been the practice over time, the President brought to the Committee for its concurrence, his recommendations for the compensation of the senior management team, including the Deans. He shared with the committee the university's intentions with respect to compliance with the recent Ontario legislation mandating a two year compensation freeze (which was extended to universities among other institutions receiving public funds), and the committee concurred with the recommendations he made. At an in camera session, the Executive Committee agreed to remuneration for the President that was consistent with his recommendations for the senior management team.

Review of Committee Performance:

As the meeting time did not provide sufficient opportunity to receive each committee chair's comments on the activity and effectiveness of their committees this year, it was agreed that they would share their views with the Board Chair one on one, and any suggested changes would thereafter be considered along with members questionnaire results, prior to constituting the committee membership for the next governance year.

*Paul Cantor
Chair*

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 21 June 2010

The Land & Property Committee met on 18 May 2010 and in addition to items appearing on the agenda submits this report for information:

1. Subway Updates

Land Conveyance for Subway Related Work

As part of the subway expansion project an emergency exit building is required on York lands on the south side of The Pond Road, just west of Keele Street. In accordance with the Memorandum of Understanding for subway construction executed between York University, the TTC and the City of Toronto, York will convey to the City/TTC the land parcel on which the emergency exit building is to be located, approximately 565 square metres, with a frontage of approximately 21 metres on The Pond Road.

The Land & Property Committee *approved in principle* the land conveyance at this time so the municipal approval processes can begin. The actual conveyance of the land parcel will occur upon completion and execution of a Master Agreement(s) that will encompass all detailed issues related to the construction, operation and maintenance of the subway as it relates to York University land and community.

Subway Construction on Campus

Preliminary construction work for the new subway line has begun. There are three upcoming related construction projects on the campus that will interrupt traffic and pedestrian routes:

1. A temporary connector road between the north and south lag of the commons (between the York Lanes and Accolade West buildings) and a temporary widening of York Blvd near the Schulich building to accommodate the TTC and GO buses. This project will take place over the summer months.
2. A by-pass road extending James Gillies Street (east of Ian MacDonald Blvd) to Vanier Lane and relocation of the York Region and VIVA bus shelters from Ian MacDonald Blvd to the new by-pass road. This stage of the construction is scheduled to begin in January 2011.
3. Hoarding of the construction site around the York University station location (at the flag pole on the commons) and revised pedestrian routes around the site. This stage of the construction is also scheduled to begin in January 2011.

Coincident with these projects, underground reinforcements for the Schulich building to prevent damage from the subway tunneling, and sound attention work for the Schulich and Accolade buildings will also be undertaken. Plans are in place to mitigate the interruption on the community and manage the timelines.

The designs for the two York stations are being finalized. More detailed reports will be made to the Board as the project progresses.

2. York University Master Plan Process

The updating of the York University Master Plan is continuing. Recent focus has been on the development plans for the Southwest precinct of the campus: the area encompassing Tribute Communities lands, Passy Gardens, Assiniboine Rd residences and the edge of the Black Creek ravine. The planning objectives for the precinct are: development as a medium-density urban village; creation of parkland and a possible school site adjacent to the Black Creek valley and maintaining flexibility to develop the residual York lands west of Sentinel Road. A consultant has been retained to develop concept plans for the vacant York University lands, and additional studies will be undertaken to complete required archaeological and natural heritage surveys.

3. Pond-Sentinel Development

It was reported to the Board in February that 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 Committee was advised in May that the bidders requested and received an extension of time to June 21, 2010 to submit their bids as a result of a need for clarification on the bidding process. A real estate deal and associated proposed development concept will be brought for review to the Committee in the autumn and, thereafter, approval by the Board.

4. Glendon Centre of Excellence

In April 2009, the Board approved a \$21.5 million capital project for the construction of a Centre of Excellence for French-language and Bilingual Postsecondary Education at the Glendon campus. The design work for the building addition has been completed. The University is in the process of seeking approval for a variance to the zoning by-law maximum building height provision to accommodate the minor height exceedance of the addition. It is expected that the City will support the requested variance at the hearing in August 2010.

5. Capital Construction Update

The Committee received a detailed status report for all major projects in progress, including milestone dates, status of commitments and expenditures for each of the approved projects. The projects are progressing on time and budget. Aggressive planning continues for the Osgoode Hall Law School renovation/expansion and the new Life Sciences building – the two Knowledge Infrastructure Projects – to ensure government funding deadlines are met.

Julia Foster, Chair

ACADEMIC RESOURCES COMMITTEE

Report to the Board at its Meeting of June 21, 2010

The Academic Resources Committee met on June 1, 2010 and submits the following information report to the Board of Governors.

1. President's Report

Dr Shoukri reported on a stimulating trip to the Middle East as part of an entourage accompanying Premier McGuinty on his recent tour. The President advised the Committee that he was excited by opportunities that had presented themselves during his travels. The itinerary opened the way to the development of fruitful contacts, and covered many informative and inspiring events (including a particularly impressive alumni reception).

2. Report of the Vice-President Academic and Provost

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

- overall implementation of the Provostial White Paper – unanimously endorsed at the Senate meeting of April 22 – and coordination with Faculties and the Academic Policy, Planning and Research Committee (now embarking on the drafting of a new *University Academic Plan*)
- the President's authorization of sixty appointments over a two-year period in support of the paramount objective of faculty renewal and other goals set out in the White Paper
- the establishment of working groups on research, teaching and learning, student experience, and community engagement / partnerships, the core categories of the White Paper
- preliminary but promising enrolment data showing that acceptances for 2010-2011 admissions are running ahead of modeling, with a concomitantly higher rate of acceptances by first choice applicants (phenomena which are consistent with planned rises in cut off averages and quality)

Endorsement of the White Paper by Senate followed on a widely-based, intensive, and constructive dialogue within the University community. The Committee congratulates the Provost for his leadership, and applauds all those who contributed to this important participatory exercise.

3. Report of the Vice-President Research and Innovation

In his report, Vice-President Shapson touched on the following matters:

- recent notable research achievements by individual and collaborative researchers
- a visit to York by the President of the Social Sciences and Humanities Research Council

- coinciding with the opening of the York Research Tower
- the most recent gathering of the Leadership Roundtable
- outreach efforts and capacity-building

The past year has been a successful one for research at the University, but it will be important to maintain momentum and continue to build research cultures. The Committee expressed its continued interest in supporting Vice-President Shapson and his team.

Sam Schwartz
Chair



Board of Governors

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of 21 June 2010

The Finance and Audit Committee met on 17 May 2010 and in addition to the items for approval on the agenda, submits the following report to the Board of Governors for information:

1. Report on Information Technology

The Committee received a report from Bob Gagne, Chief Information Officer, on strategic directions for IT. Last year the University's IT portfolio was restructured to become the *University Information Technology* (UIT) unit, reporting to the Vice-President Finance & Administration. The goal of the restructuring was to align IT resources to the University's business plan and improve the institution's operational effectiveness. The context for IT planning therefore is to align technology resources to the University's strategic objectives. The three key initiatives for 2010-2011 include:

- Changes in IT organization and processes
- IT risk management through an application portfolio analysis and ongoing infrastructure improvements
- Use of IT to improve operational effectiveness

The next iteration of the IT strategic plan will identify initiatives to align IT directions with the White Paper priorities.

2. Energy Management Program Update

In 2006 the University began to implement an Energy Management Program, which aimed to invest \$40,000,000 in plant and building system renewal and retrofit projects so that annual energy costs could be reduced by 25%. Since that time 26 energy conservation measures have been approved and implemented in campus buildings and in the central plant and utility distribution systems; two additional measures are being brought forward to the Board for approval at the June 21 meeting.

At this juncture the \$40 million program is just over 50% complete with about \$19,565,000 spent to the end of February 2010, and close to \$9 million in projects in progress. Results have been very positive as weather normalized savings have been calculated at 17%, well over halfway to the 25% goal. Results have been measured by energy consumption reduction (heating, cooling, and electricity), averaged monthly during 11 months of the 2009-2010 fiscal year, charted against average energy performance in the baseline year of fiscal 2005-2006.

In the next phase of the project the focus will be on measures to produce further savings in electricity through lighting and chilled water improvements.

3. Report of the Internal Auditor

Status Report

The Committee received and discussed a status report from the Director of Internal Audit for the period 1 April – 30 April 2010. The department undertook nine audit engagements, of which two have been completed. A further update on audits in progress will be provided to the Finance & Audit Committee at its meeting on June 21.

The Director of Internal Audit also provided a summary of the achievements by the department, confirming that the Internal Audit Plan for 2009-2010 was completed.

David Denison
Chair



**Office of the
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To: Board of Governors
From: David Denison, Chair, Finance & Audit Committee
Date: 14 June 2010
Subject: **Three Year Budget Plan 2010-2011 to 2012-2013**

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve the proposed Three-year Budget Plan for 2010-2011 to 2012-2013.

Background and Rationale

The proposed plan will establish the basis for detailed budget planning for the upcoming 2010-2011 fiscal year, as well as set a longer-term financial context for planning to the end of the planning period.

The following table provides the overall budget plan results, while the accompanying document provides additional background information concerning the plan.

The key financial results associated with this updated budget plan include:

- a budget cut of 3.5% for 2010-2011, a 2.25% budget cut for 2011-2012 and no budget cut projected at this time for 2012-2013; and
- a small cumulative deficit (\$3.3M) by the end of the planning period that is less than half of 1% of the total operating budget. It is felt that this size of deficit is manageable in the overall budget plan context.

The major changes introduced in this updated plan are as follows:

- a planning assumption for domestic and international fee revenue increases for the period 2011-2012 and 2012-2013, consistent with the current tuition fee framework that has recently been extended by the Government for two more years to cover the period ending 2011-2012. The full fee increase impact for 2010-2011 is expected to generate 3.6% in incremental revenue which is well below the 5% permitted in the framework. A separate memo is being presented to request approval for tuition fee changes. The University has assumed a fee increase consistent with the existing framework for 2012-2013. Once the details for the final year in this planning period are released this assumption will be reviewed and updated.

- a reduction in bank interest for the next three fiscal years from interest earned on working capital balances. The reduction is attributable to the significant decline in short-term market rates and lower cash balances resulting from the decision to internally finance the York Research Tower.
- projected inflationary compensation and benefit savings resulting from the Compensation Restraint Act introduced by the Provincial Government in the March 25th budget.
- a reversal of the revenue reduction associated with the enrolment weakness anticipated in last year's budget plan, subsequent to the 2008-2009 labour disruption.
- no additional quality base funding from the Government.
- an increase in tuition and grant revenue related to an increase in the undergraduate enrolment plan (approx. 1200 FFTE's) to maintain enrolments at the level achieved in 2009-2010.
- increased contributions to the Pension Fund as a result of the projected going concern deficit anticipated for the December 2009 pension valuation.
- strategic investments in the areas of academic, student and research initiatives, new operating space costs, system improvements, campus safety, Government and compliance related initiatives and other miscellaneous cost pressures.

OPERATING BUDGET PLAN SUMMARY
2010-2011 to 2012-2013
(in \$millions)

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
<u>Revenue</u>			
Total Operating Revenue per June 2009 Plan	685.5	700.5	700.5
Planning Changes (May 2010)			
Enrolment Recovery	6.0	2.0	
Tuition Increases	In Plan	In Plan	13.7
Enrolment Growth Impact:			
Tuition	6.3	6.6	6.6
Grant	5.1	5.1	5.1
Bank Interest	(1.0)	(1.0)	(1.0)
Total Revenue Increases	16.4	12.7	24.4
Operating Revenue - May 2010 Plan	701.9	713.2	724.9
<u>Expenses</u>			
Total Operating Expenses per June 2009 Plan	686.3	683.6	683.6
Academic Investments:			
Complement/Support	8.8	8.0	7.9
Student Support	1.0	2.0	3.3
Research	0.5	0.5	0.5
	<u>10.3</u>	<u>10.5</u>	<u>11.7</u>
Inflation-related:			
New Building Space (Life Science/Osgoode/Glendon/Sherman/Comp.Methods)	0.9	2.3	2.3
Compensation/Benefits	In Plan	(4.0)	(1.0)
	<u>0.9</u>	<u>(1.7)</u>	<u>1.3</u>
System/Process Improvements:			
Time & Attendance System	0.4	0.4	0.4
Process Re-engineering Investments	0.5	0.5	0.5
	<u>0.9</u>	<u>0.9</u>	<u>0.9</u>
Other:			
Pension Deficit Contribution		5.0	15.0
Campus Safety	1.5	1.5	1.5
Government/Compliance	0.6	0.6	0.6
Miscellaneous Budget Pressures	3.4	2.9	2.9
	<u>5.5</u>	<u>10.0</u>	<u>20.0</u>
Budget Measures:			
Reduce 2011-12 Budget Cut by 1.25%		5.2	5.2
Total Expenses Increase	17.6	24.9	39.1
Operating Expenses - May 2010 Plan	703.9	708.5	722.7
Annual Surplus/(Deficit)	(2.0)	4.7	2.2
Carryforward Balances from Prior Year-End	(8.2)	(10.2)	(5.5)
Cumulative Deficit	(10.2)	(5.5)	(3.3)

Budget Plan 2010-2011 to 2012-2013

1. Introduction

As we close out the 2009-2010 fiscal year, this report is intended to provide a brief update on budget planning and outline the proposed Budget Plan for 2010-2011 to 2012-2013.

In past years, the approval of the upcoming fiscal year's budget has been embedded in the approval of the overall three year rolling budget plan. These multi-year budget plans have typically been approved in the April through May timeframe, depending on the timing and resolution of key planning issues, including tuition fee decisions and Government operating grant announcements.

Approval of the proposed Budget Plan is required at this time in order to finalize the basis for detailed budget planning across the University for the upcoming fiscal year.

Development of these detailed operating budget plans should be completed by the end of May, in order to provide for effective budget management and to facilitate the preparation of the Planning, Budget and Accountability documents to be published in early Fall.

2. Currently Approved Budget Plan (June 2009)

The current multi-year budget plan was approved in June 2009 and covered the period to fiscal 2011-2012. The results associated with this plan are summarized in the following table. This plan incorporated budget cuts of 3.5% for the 2009-2010, 2010-2011 and 2011-2012 fiscal years. The budget plan responded to an anticipated weakness in undergraduate enrolment subsequent to the labour disruption in 2008-2009 as well as a number of significant cost pressures including compensation and benefit cost increases.

The June 2009 Budget Plan Summary is shown in the following table:

<u>Approved June 2009</u>	(\$ Millions)		
	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Revenue	664.5	685.5	700.5
Expenses	<u>681.5</u>	<u>686.3</u>	<u>683.6</u>
Annual Surplus/(Deficit)	(17.0)	(0.8)	16.9
Carryforward	<u>(1.3)</u>	<u>(18.3)</u>	<u>(19.1)</u>
Cumulative Surplus/(Deficit)	<u><u>(18.3)</u></u>	<u><u>(19.1)</u></u>	<u><u>(2.2)</u></u>

Changes to Projected 2009-2010 Surplus/Deficit

In November 2008, the University's contract teaching staff, TA's and GA's went on strike for eighty-five days during which time almost all classes were suspended. The budget approved in June 2009 anticipated a significant weakness in enrolments as a result of this labour disruption. The enrolment weakness did not materialize in the current year and the University's enrolment exceeded the original plan by in excess of 1200 FFE's. The favourable impact of the enrolment has impacted the projected 2009-2010 accumulated surplus/deficit position.

The impacts are summarized below:

Original Projected Deficit (June 2009)	(17.0)
<u>Revenue Adjustments</u>	
Enrolment Recovery - Labour dispute	10.5
Enrolment growth	
Tuition	6.0
Grant	5.1
	<u>21.6</u>
<u>Expenditure Adjustments</u>	
Academic Investments (growth)	6.6
New Space Costs	0.4
Academic Resource Management System	0.7
Office of Disabilities	0.2
Campus Safety	1.5
Miscellaneous Pressures	2.1
	<u>11.5</u>
Revised Projected Deficit	(6.9)
Prior Year's Carryforward	(1.3)
Revised Cumulative Deficit (May 2010)	<u>(8.2)</u>

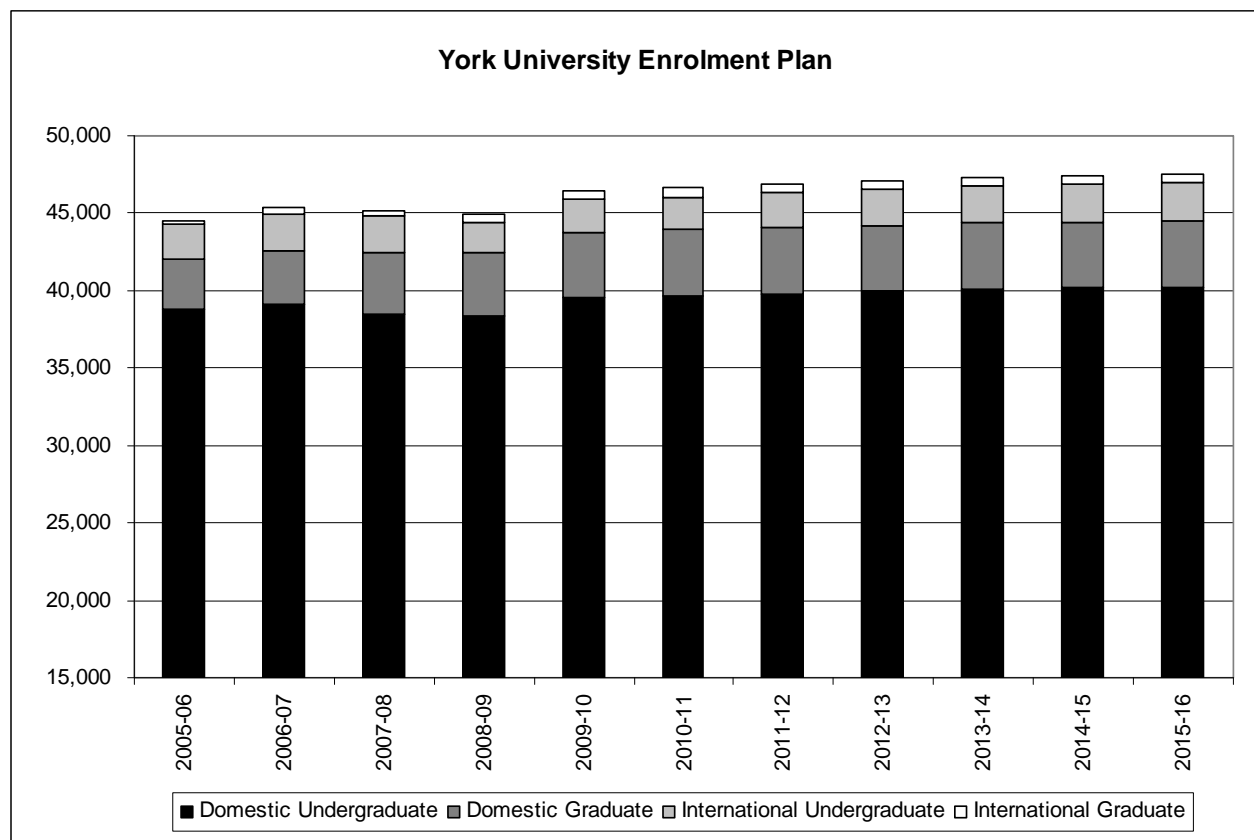
In order to develop the updated Budget Plan for 2010-2011 to 2012-2013, the base revenue and cost assumptions reflected in the adjusted plan have been updated. The major changes are summarized below.

3. Enrolment Growth

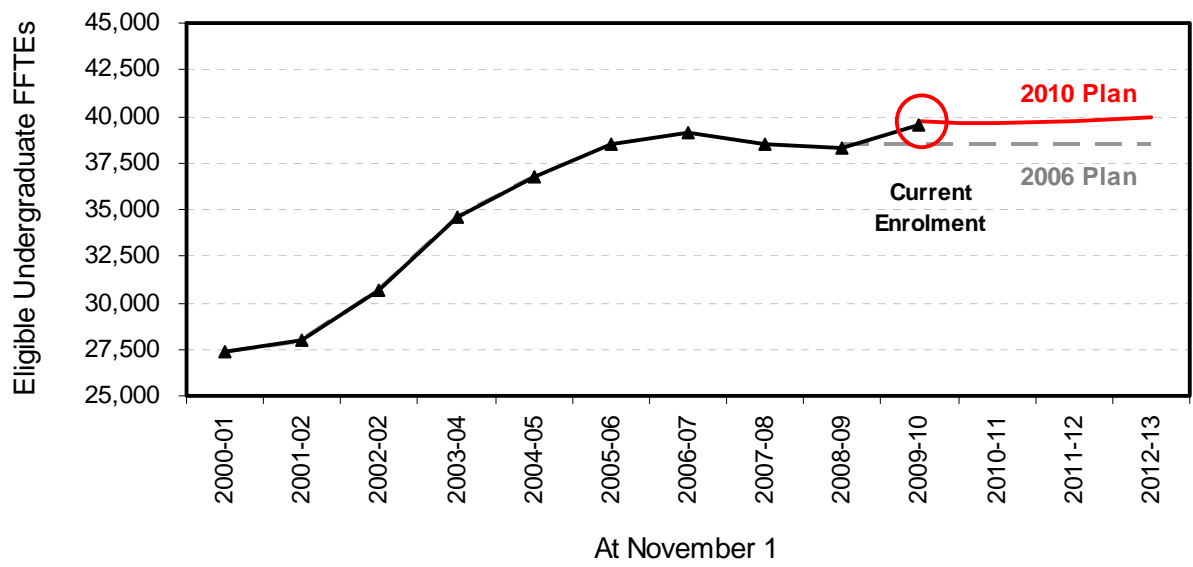
A key planning assumption which drives revenue and cost changes is the enrolment plan. The overall enrolment plan is provided in the chart below, with individual breakdowns for undergraduate and graduate shown in the charts that follow. The undergraduate enrolment chart shows that the actual 2009-2010 domestic undergraduate enrolment results exceeded the plan. The University had however recognized that as a result of the 2008-2009 labour disruption, the achievement of its plan may not be possible. The University had built into its budget plan the financial impacts of lower enrolment applications for a period of three years when it was anticipated that enrolments would return to more normal levels. The actual 2009-2010 enrolment levels surpassed the previous enrolment targets by

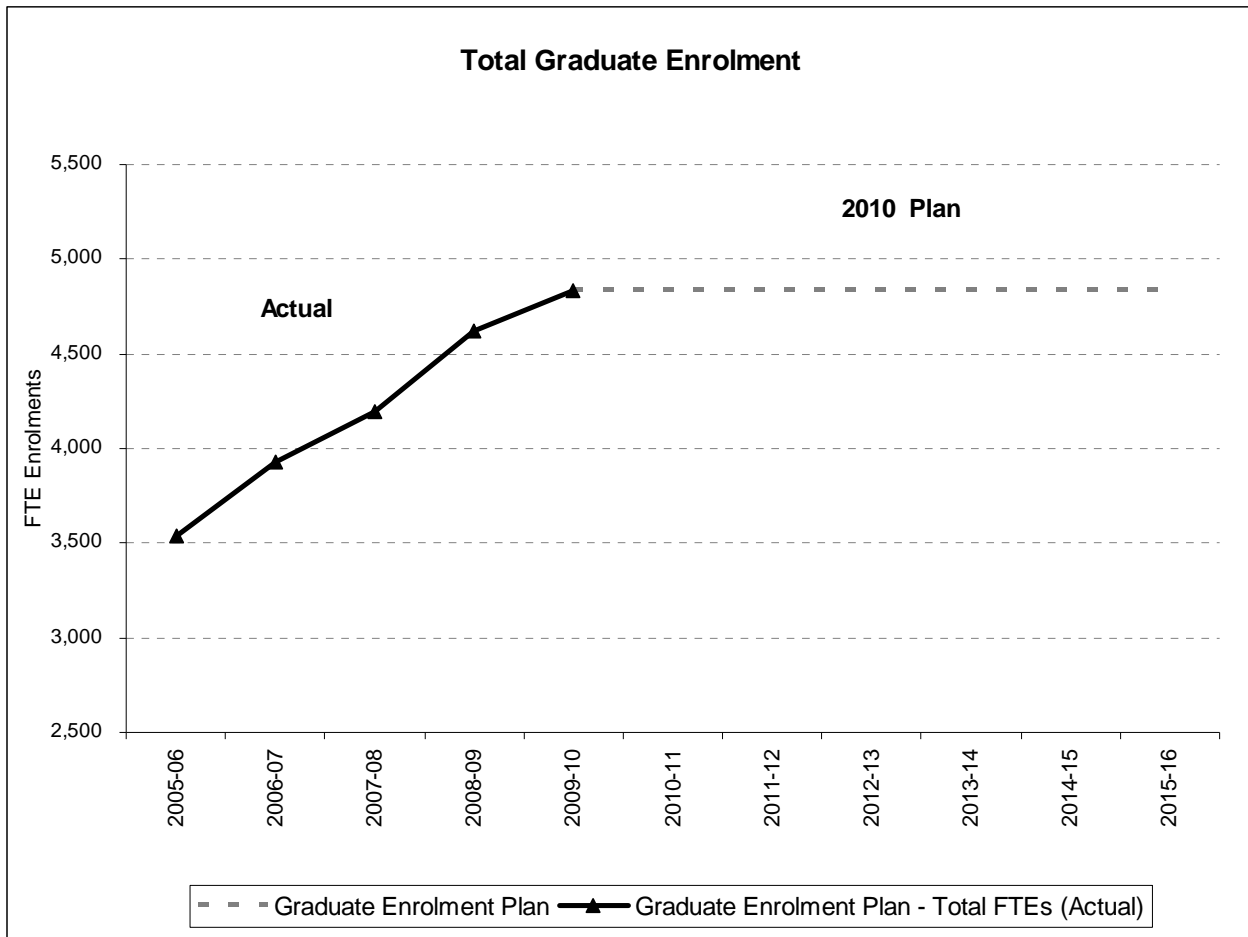
about 1200 FTE's. The University has now approved a new enrolment plan which will maintain the undergraduate enrolment levels at the current level as its steady state for the foreseeable future. The details are provided later in this memo.

The University updated its graduate enrolment plan to maintain its current enrolment level for the foreseeable future. The expected demand for graduate enrolment had been expected to continue to increase as a result of the graduation of the undergraduate double-cohort class and increased participation rates in graduate programs. However, the overall level of graduate growth across the Province has not materialized at the level originally projected by the Government in its Reaching Higher Plan graduate targets, and competition among universities for graduate students has proven to be intense.



Undergraduate Enrolment





4. Planning Changes – Revenues

Strike Related Impacts on Enrolment Revenues

A key planning assumption affecting the budget plan is the achievement of the enrolment plan. While the University did not change its official undergraduate enrolment plan in 2009, it prudently budgeted for a weakness in enrolment as a result of the strike as new applications for the Fall and Winter of 2009-2010 had fallen 10.8% for the year. With the impact of projected lower intakes in 2009-2010 possibly flowing through into future years, the full recovery of the enrolments was not expected to occur until the end of the three year planning period. As a result, the University projected in last year's Budget Plan for 2009-2012 a decrease of \$10.5 million in grants and tuition for 2009-2010, \$6.0 million in 2010-2011 and \$2.0 million in 2011-2012.

While the original applications from Ontario Secondary School Students had fallen at the time of the preparation of the update to the budget in June 2009, the actual enrolment experience for the year resulted in the University exceeding its original enrolment targets and consequently not experiencing the loss in tuition and grant income anticipated in the budget.

Enrolment Plan – Tuition and Government Grant Increases

As a result of the favourable enrolment results experienced in 2009-2010 the University has approved a change to its official enrolment plan which will maintain its current higher enrolment level at 1200

FFTE's above the original plan.

In the recent March budget the government confirmed full funding for the undergraduate enrolments throughout the planning period.

The estimated increased tuition revenue associated with these additional enrolments is \$6.3 million for 2010-2011 rising to \$6.6 million in 2011-2012.

The estimated increased accessibility grant from the Government associated with additional enrolments is \$5.1 million for each of the three years in this multi-year budget.

Domestic and International Tuition Fee Increases

In June 2009, the Board of Governors approved tuition rates for most of York's programs for the 2009-2010 year at essentially the maximum annual increase allowable under the guidelines approved by the Government. In March 2009 the Government approved a two year extension of the existing framework. The proposed budget plan incorporates the impact of the tuition fee increases being recommended under a separate memorandum to the Board Finance and Audit Committee for the two year period 2010-2011 and 2011-2012. The tuition fee framework for 2012-2013 and beyond has yet to be announced by the Government, and hence this budget planning assumption will have to be reviewed when the actual tuition fee rules are announced.

Tuition revenue is expected to increase by \$13.9 million in 2012-2013 based on the approved framework. This will result in an average increase of approximately 3.6% in 2012-2013 compared to the maximum allowed under the guidelines of 5%. The University has chosen to take careful consideration in not increasing its regular graduate fees at this time and not to increase many of its professional graduate programs by the maximum amount allowed.

Miscellaneous Revenues

Due to significant reductions in short-term interest rates and lower cash balances, the budget plan assumption for interest revenue for the planning period has been reduced in the amount of \$1 million in each of the three years in this plan. The University's cash balances have been reduced as a result of the decision to internally finance the cost of the York Research Tower (\$60 million) and the draw down of the departmental carryforward balances.

5. Planning Changes – Expenses

Academic Investments

As a result of the increased revenues available from the change in the undergraduate enrolment plan as well as the reversal of the anticipated weakness due to the labour disruptions, investments are being made to support academic, research and student support initiatives. These initiatives are aligned with the priorities of the currently released White Paper.

These initiatives will include increases in student support of \$1.0 million in 2010-2011, \$2.0 million in 2011-2012, and rising to \$3.3 million in 2012-2013. This investment represents approximately 10% of the incremental tuition revenue generated to ensure students with financial needs can be assisted.

This is consistent with the requirements associated with the tuition fee framework announced by the Government in March 2010.

Additional funding of \$0.5 million will be provided to the Office of the Vice President Research and Innovation to support research projects and initiatives.

The remaining allocation \$8.8 million in 2010-2011, \$8.0 million in 2011-2012 and \$7.9 million in 2012-2013 will be used to help support an estimated 60 academic appointments and their related costs over the next three years.

Inflation-related

New Space

The University's approved capital projects have resulted in increased building space. The majority of the capital funding for these projects was provided by the Federal and Provincial Government with no funding for ongoing operations and maintenance. These capital projects have resulted in new space which will come on stream over this planning period. These spaces include the Life Sciences Building, the expansion of the Osgoode Hall Law School Building, the Sherman Research Centre, additional space at Glendon College, as well as expanded leased space in the Computer Methods Building.

The updated plan reflects the increased annual costs to operate and maintain these spaces at \$0.9M in 2010-2011 rising to \$2.3 million in 2011-2012.

Compensation/Benefits

Collective agreements for most employee groups extend into 2011, with the exception of YUFA and OHFA which have been successfully negotiated to April 2012. The cost impacts of these agreements had been incorporated into the June 2009 plan. The updated plan reflects a projected impact of the Compensation Restraint Act announced by the Government on University employee groups. The updated Budget Plan assumes a two-year freeze upon expiry of existing collective agreements.

The updated plan reflects the anticipated savings from the previous plan that will be realized upon the implementation of the two-year freeze that will commence in 2011-2012 for the applicable employee groups.

System/Process Investments

The University is consistently focusing on process improvements to increase efficiency and to ensure effective use of scarce resources.

The updated plan reflects investments of \$0.9 million annually to maintain a new Time & Attendance System that is currently being implemented and to create a dedicated resource team to assist the faculties and departments in reviewing their processes to ensure efficient and effective processes and

use of resources across the University.

Other

Pension Deficit

As a result of the poor investment returns experienced by the Pension Plan in 2008, the University has projected significant going concern and solvency deficiencies for its December 2009 actuarial valuation. The next pension valuation that will have to be filed with FSCO is for December 2010. The Government has already announced solvency relief measures that will be available to the University to extend the amortization period to ten years and as well, defer the special payments for an additional year. In addition, the Government announced in its budget, plans to work with Universities to pursue additional measures.

The updated plan has allocated a total of \$5 million for 2011-2012 rising to \$15 million in 2012-2013 to begin to address the significant increases anticipated for pension contributions that will be required following the filing of the December 2009 valuation.

Campus Safety

The University introduced an enhanced campus safety program two years ago to increase security in the University residences. These costs had not been base funded. The budget plan reflects the required annual costs of \$1.5 million to permanently maintain this service.

Government /Compliance

The Provincial Government has introduced legislation that will require the University to meet a series of five different standards to accommodate individuals with disabilities. The Office of Disabilities has been created to identify requirements and provide oversight as these standards come into effect.

The University has identified the need to provide a higher level of due diligence assisting with compliance with University policies in the areas of procurement, expense reimbursements, conflict of interest etc.

The updated plan reflects an investment of \$0.6 million annually to fund these costs.

Miscellaneous Budget Pressures

The budget plan has incorporated recognition of \$3.4 million in 2010-2011, and \$2.9 million in 2011-2012 and thereafter in additional budget pressures created from increased general institutional costs including convocation, base funding for the Integrated Resource Planning Office, legal fees and other costs.

Budget Measures

In order to bring the overall cumulative surplus/deficit to a balanced position over the planning period, base budget cuts of 3.5% will be required for 2010-2011, 2.25% will be required for 2011-2012 and no cuts are projected for 2012-2013.

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To: Board of Governors
From: David Denison, Chair, Finance and Audit Committee
Date: June 14, 2010
Subject: **Tuition Fee Approval**

Background and Rationale

The Minister of Training, Colleges and Universities announced a two-year extension of the existing framework for tuition fees for Ontario Universities on March 25, 2010. Under that Framework, university governing boards may increase tuition fees subject to the following constraints:

- The tuition fees for incoming first-year students in Arts and Science, and selected other undergraduate programs, may increase by 4.5%. Tuition fees for entering students in graduate programs and high cost professional programs may be increased by a maximum of 8%. Increases in tuition fees for continuing students in any program must not exceed 4%.
- Average increases in total tuition revenue in any institution must not exceed 5% each year.
- Tuition fee increases are tied to quality improvements and the student access guarantee. Quality improvements and access for students will be ensured through multi-year accountability agreements that every institution will be required to sign with the Ministry.

Fee increases are being requested at this time under this framework for the period **May 1, 2010 to April 30, 2012** unless otherwise stated. The proposed fee increases would be waived for the Summer 2010 session and not implemented until September 1, 2010 with the following exceptions:

- the 2011 Executive MBA session effective January 2011; and
- the Diploma in Financial Engineering program effective May 1, 2010.

Ontario universities are still at or near the lowest funded universities in Canada on a per student basis. With no allowance built into government grants for inflation, and years of restricted fee increases prior to the implementation of this framework, significant budget pressures are being encountered due to salary and benefit costs, and weak capital markets impacting returns on both pension and endowment returns. The proposed fee increases are required in order for the University to meet cost pressures and not exacerbate the already significant budget cuts required over the two years.



In the Fall of 2005 the Board approved a tuition freeze for students in “non-professional” graduate programs. These fees are not proposed to change at this time. The proposed fee increases are reflected in the Budget Plan that was approved in June 2009 for the period to 2011-2012, as well as the current proposed budget plan being brought forward for approval to the Board at the June 21 meeting.

This projected annual percentage increase in domestic tuition revenue from the tuition fee increases remains below the level of 5% permitted under the Government framework.

Guiding Principles for the Proposed Tuition Increases

The principles applied to the setting of the tuition fee increases for 2010-2012 are set out in the table below.

Program Type	Guiding Principle Applied
Domestic Arts, Science & Other	Increases at the maximum level allowed by the Government framework.
Domestic Undergraduate Professional programs	Increases at the maximum level allowed by the Government framework.
Professional Graduate Programs	At the levels deemed appropriate to market conditions between the range of 0% - maximum level allowed by the Government framework. <i>(Most of the proposed fees are well below the maximum in this category).</i>
International Fees	Alignment with domestic rate increases plus adjustments for the international differential fees.

Tuition Fee Proposals

Approval is sought from the Board of Governors for the following tuition fee recommendations for 2010-2011 and 2011-12:

DOMESTIC TUITION FEES

1. That the tuition fee rate for Domestic Undergraduate Non-Professional Arts, Science and Other Students as defined in the Tuition Fee Guidelines from the Ministry of Training, Colleges and Universities be increased by 4.5% for students newly entering their program and 4% for those students continuing in their program. These increases will apply in 2010-2011 and 2011-2012. The resultant fees are shown below:

- a) **Bachelor of Arts, Bachelor of Science and Other – Tuition Fee based on 30 Credits** *(excludes centrally collected ancillary and student referenda fees)*

Arts, Sciences, and Other	Current Board Approved Fee	2010-11	2011-12
Entering Year	4,989.00	5,214.00	5,449.00
2nd Year	4,965.00	5,189.00	5,423.00
3rd Year	4,941.00	5,164.00	5,397.00
4th Year	4,917.00	5,139.00	5,371.00
Beyond	4,893.00	5,114.00	5,345.00

Annual Fee Changes	2010-11	2011-12
Entering Year	225.00	235.00
2nd Year	224.00	234.00
3rd Year	223.00	233.00
4th Year	222.00	232.00
Beyond	221.00	231.00

b) **Bachelor of Design – Total Fee Per Year** (includes centrally collected ancillary and student referenda fees)

Design	Current Board Approved Fee	2010-11	2011-12
Entering Year	8,108.00	8,473.00	8,854.00
2nd Year	8,069.00	8,432.00	8,812.00
3rd Year	8,031.00	8,392.00	8,769.00
4th Year	7,992.00	8,352.00	8,728.00
Beyond	7,955.00	8,312.00	8,686.00
Supplementary	2,983.00	3,102.00	3,226.00

Annual Fee Changes	2010-11	2011-12
Entering Year	365.00	381.00
2nd Year	363.00	380.00
3rd Year	361.00	377.00
4th Year	360.00	376.00
Beyond	357.00	374.00
Supplementary	119.00	124.00

Note: Students who do not complete the program within four years and who do not qualify for a supplementary year rate will have an increase applied to their prior year tuition of 4%.

2. That the tuition fee rate for Domestic Undergraduate Professional Students as defined in the Tuition Fee Guidelines from the Ministry of Training, Colleges and Universities be increased by 8% for students newly entering their program and 4% for those students continuing in their program. These increases will apply in 2010-2011 and 2011-2012. The resultant fees are shown below:

a) **Business (Bachelor of Business Administration, International Bachelor of Business Administration), Bachelor of Administrative Studies (BAS), Engineering (BASc), Computer Science, Information Technology (BA or BSc), Bachelor of Public Administration, Bachelor of Disaster and Emergency Management – Tuition Fee Based on 30 Credits** (excludes centrally collected ancillary and student referenda fees)

Undergraduate Professional Students	Current Board Approved Fee	2010-11	2011-12
Entering Year	5,692.00	6,147.00	6,639.00
2nd Year	5,481.00	5,920.00	6,393.00
3rd Year	5,277.00	5,700.00	6,157.00
4th Year	5,081.00	5,488.00	5,928.00
Beyond	4,893.00	5,284.00	5,708.00

Annual Fee Changes	2010-11	2011-12
Entering Year	455.00	492.00
2nd Year	439.00	473.00
3rd Year	423.00	457.00
4th Year	407.00	440.00
Beyond	391.00	424.00

b) **Law (JD) – Full- Time Tuition Fee Per Year** (*excludes centrally collected ancillary and student referenda fees*)

Law (JD)	Current Board Approved Fees	2010-11	2011-12
Entering Year	16,325.00	17,631.00	19,041.00
2nd Year	15,721.00	16,978.00	18,336.00
3rd Year	15,138.00	16,350.00	17,657.00
Beyond	14,578.00	15,744.00	17,004.00

Annual Fee Changes	2010-11	2011-12
Entering Year	1,306.00	1,410.00
2nd Year	1,257.00	1,358.00
3rd Year	1,212.00	1,307.00
Beyond	1,166.00	1,260.00

3. That the tuition fee rate for the Domestic Professional Graduate Programs, as outlined below, be increased by 8% for students newly entering their program and 4% for those students continuing in their program. These increases will apply in 2010-2011 and 2011-2012. The resultant fees are shown below:

a) **Master of Business Administration (MBA)/International Master of Business Administration (IMBA) /Master of Public Administration (MPA)/Master of Finance (MF) – Full-Time Tuition Fee Per Term** (*includes centrally collected ancillary and student referenda fees*)

MBA/IMBA/MPA/MF	Current Board Approved Fee	2010-11	2011-12
Entering Year	11,904.00	12,856.00	13,884.00
2nd Year	11,463.00	12,380.00	13,370.00
3rd Year	11,039.00	11,922.00	12,875.00
4th Year	10,630.00	11,481.00	12,399.00
Beyond	10,236.00	11,055.00	11,940.00

Annual Fee Changes	2010-11	2011-12
Entering Year	952.00	1,028.00
2nd Year	917.00	990.00
3rd Year	883.00	953.00
4th Year	851.00	918.00
Beyond	819.00	885.00

Note: Part-Time students pay 40% of Full-Time fee per term.

4. That the Tuition fee rate for the following Domestic Graduate Programs, as outlined below, not be increased for the period 2010-2011 and 2011-2012.

- a) **Master of Design (MDes)– Full-Time Tuition Fee Per Term** (*excludes centrally collected ancillary and student referenda fees*)

Master of Design (MDes)	Current Board Approved Fee	2010-11	2011-12
Entering Year	4,660.00	4,660.00	4,660.00
2nd Year	4,660.00	4,660.00	4,660.00
3rd Year	4,487.00	4,660.00	4,660.00
4th Year	4,321.00	4,487.00	4,660.00
Beyond	4,161.00	4,321.00	4,487.00

Annual Fee Changes	2010-11	2011-12
Entering Year	0.00	0.00
2nd Year	0.00	0.00
3rd Year	173.00	0.00
4th Year	166.00	173.00
Beyond	160.00	166.00

Note: Part-Time Students pay 50% of full time fee per term. Students who do not complete the program, within 3 terms for fulltime and 6 terms for part-time, will be charged the part-time graduate students tuition rate for each subsequent term until completion.

- b) **Part-Time Theatre Voice Graduate Diploma – Tuition Fee Per Term** (*excludes centrally collected ancillary and student referenda fees*)

Part Time Theatre Voice Diploma	Current Board Approved Fee	2010-11	2011-12
Entering Year	2,712.00	2,712.00	2,712.00
2nd Year	2,611.00	2,712.00	2,712.00
3rd Year	2,515.00	2,611.00	2,712.00
4th Year	2,421.00	2,515.00	2,611.00
Beyond	2,331.00	2,421.00	2,515.00

Annual Fee Changes	2010-11	2011-12
Entering Year	0.00	0.00
2nd Year	101.00	0.00
3rd Year	96.00	101.00
4th Year	94.00	96.00
Beyond	90.00	94.00

5. That the fees for **Master in Human Resource Management (MHRM)** , **Master in Public Policy and Law (MPPAL)**, **Master in Financial Accounting (MFAcc)** students be changed as outlined below;

a) **MHRM – Full-Time Tuition Fee For 4 Terms** (excludes centrally collected ancillary and student referenda fees.)
No changes in fees for the period to end 2011-2012.

MHRM	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	29,000.00	no change	no change

Note: Part-Time Students pay 50% of full time fee per term. Students who do not complete the programs, within 4 terms for full-time and 8 terms for part-time, will be charged the part-time graduate students tuition rate for each subsequent term until completion.

b) **MPPAL Tuition Fee For 6 Terms** (excludes centrally collected ancillary and student referenda fees). *That fees be increased by 6% in each of 2010-2011 and 2011-2012. The fees are outlined below.*

MPPAL - Part-Time Program	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	16,200.00	17,172.00	18,202.00

Annual Fee Changes	2010-11	2011-12
Entering/Continuing Year	972.00	1,030.00

Note: Students who do not complete the programs within 6 terms will be charged the part-time graduate student tuition rate for each subsequent term until completion.

c) **MFAcc – Full-Time Tuition Fee For 4 Terms** (excludes centrally collected ancillary and student referenda fees).
That fees be increased by 8% for entering students for each of 2010-2011 and 2011-2012.

MFAcc	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	25,000.00	27,000.00	29,160.00

Annual Fee Changes	2010-11	2011-12
Entering/Continuing Year	2,000.00	2,160.00

Note: Students who do not complete the programs, within 4 terms for full-time and 8 terms for part-time, will be charged the part-time graduate students tuition rate for each subsequent term until completion.

6. That the program fee for the **Executive Master of Business Administration (EMBA)** students be increased as shown below for the cohort that enters in January 2011. A decision on the fees for the 2012 cohort will not be made until the Spring of 2011. These amounts are within the tuition fee guidelines.

Program Fee (includes centrally collected ancillary and student referenda fees)

EMBA Program	Current Board Approved Fee	2010-11 (entering January 2011)
Full Time	108,000.00	110,000.00

Annual Fee Changes	2010-11
	2,000.00

7. That the tuition fee rate for **Master of Laws, Professional Development Program (LLM/PDP)** students be increased by 8% for students newly entering their program in 2010-2011 and remain frozen for those students continuing in the program. There will be no increase for 2011-2012.

Program Fee (includes centrally collected ancillary and student referenda fees)

LLM/PDP	Board Approved Fee for 2009-10	2010-11	2011-12
Entering Year	18,660.00	20,153.00	20,153.00

Annual Fee Changes	2010-11	2011-12
Entering Year	1,493.00	no change

8. That the tuition fee rate for Domestic Students in the **Diploma in Financial Engineering** be increased by 8% for students newly entering their program and remain frozen for those students continuing in the program. This increase will apply in 2010-2011 and 2011-2012.

Program Fee (includes centrally collected ancillary and student referenda fees)

Financial Engineering Diploma	Current Board Approved Fee	2010-11	2011-12
Entering Year	14,665.00	15,838.00	17,105.00

Annual Fee Changes	2010-11	2011-12
Entering Year	1,173.00	1,267.00

Note: Students who do not complete the program within the three terms will be charged the part-time graduate studies tuition rate for each subsequent term until completion.

INTERNATIONAL TUITION FEES

1. That the tuition fee rate for International Students in the **Design Program** be increased by 4.5% for students newly entering their program and 4% for those students continuing in their program. These increases will apply in 2010-2011 and 2011-2012. The resultant fees are shown below:

Bachelor of Design (BDes) – Total Fee Per Year *(includes centrally collected ancillary and student referenda fees)*

Bachelor of Design (BDes)	Current Board Approved Fees	2010-11	2011-12
Entering Year	17,171.00	17,944.00	18,751.00
2nd Year	17,089.00	17,858.00	18,662.00
3rd Year	17,008.00	17,773.00	18,572.00
4th Year	16,926.00	17,688.00	18,484.00
Beyond	16,845.00	17,603.00	18,396.00
Supplementary Year	6,141.00	6,387.00	6,642.00

Annual Fee Changes	2010-11	2011-12
Entering Year	773.00	807.00
2nd Year	769.00	804.00
3rd Year	765.00	799.00
4th Year	762.00	796.00
Beyond	758.00	793.00
Supplementary Year	246.00	255.00

Note: Students who do not complete the program within four years and who do not qualify for a supplementary year rate will have an increase applied to their prior year tuition of 4%.

2. That the tuition fee rate for International Students in the **Master of Design (MDes)** and **Part Time Theatre Voice Graduate Diploma** programs not be increased for the period 2010-2011 and 2011-2012:
 - a) **Master of Design (MDes) – Tuition Fee Per Term** *(excludes centrally collected ancillary and student referenda fees)*

Master of Design (MDes)	Current Board Approved Fee	2010-11	2011-12
Entering Year	9,321.00	9,321.00	9,321.00
2nd Year	9,321.00	9,321.00	9,321.00
3rd Year	8,976.00	9,321.00	9,321.00
4th Year	8,643.00	8,976.00	9,321.00
Beyond	8,323.00	8,643.00	8,976.00

Annual Fee Changes	2010-11	2011-12
Entering Year	0.00	0.00
2nd Year	0.00	0.00
3rd Year	345.00	0.00
4th Year	333.00	345.00
Beyond	320.00	333.00

Note: Part-Time Students pay 50% of full time fee per term.

- b) **Part-Time Theatre Voice Graduate Diploma – Tuition Fee per Term** *(excludes centrally collected ancillary*

Part Time Theatre Voice Diploma	Current Board Approved Fee	2010-11	2011-12
Entering Year	4,904.00	4,904.00	4,904.00
2nd Year	4,723.00	4,904.00	4,904.00
3rd Year	4,548.00	4,723.00	4,904.00
4th Year	4,378.00	4,548.00	4,723.00
Beyond	4,218.00	4,378.00	4,548.00

Annual Fee Changes	2010-11	2011-12
Entering Year	0.00	0.00
2nd Year	181.00	0.00
3rd Year	175.00	181.00
4th Year	170.00	175.00
Beyond	160.00	170.00

3. That the tuition fee rates for International students in the undergraduate categories of Non-Professional Arts, Science and Other, and Professional as defined in the Tuition Fee Guidelines from the Ministry of Training, Colleges and Universities, be increased by Domestic rates previously outlined in this memo plus the differential, adjusted by 4% in each year. The resultant differential fees are outlined below:

International Differential	Current Board Approved Fee	2010-11	2011-12
Full Time	10,000.00	10,400.00	10,816.00

Annual Fee Changes	2010-11	2011-12
Full Time	400.00	416.00

4. That the tuition fee rate for International Students in the **Master in Human Resource Management (MHRM)**, **Master in Public Policy and Law (MPPAL)** and **Master in Financial Accounting (MFAcc)** programs be changed as outlined below. This will apply in 2010-2011 and 2011-2012. The current fees are shown below:

- a) **MHRM – Tuition Fee For 4 Terms** (*excludes centrally collected ancillary and student referenda fees*). That the fee for international students be increased for the 4% differential portion of the fee.

MHRM	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	39,000.00	39,400.00	39,816.00

Annual Fee Changes	2010-11	2011-12
Entering/Continuing Year	400.00	416.00

- b) **MPPAL - Tuition Fee for 6 Terms part time** (*excludes centrally collected ancillary and student referenda fees*). That the fees for international students be increased by 6% on the Domestic Tuition Fee rate and 4% on the international differential portion in each of 2010-2011 and 2011-2012.

c)

MPPAL	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	26,200.00	27,572.00	29,018.00

Annual Fee Changes	2010-11	2011-12
Entering/Continuing Year	1,372.00	1,446.00

- d) **MFAcc – Full-Time Tuition Fee for 4 Terms** (*excludes centrally collected ancillary and student referenda fees*). That fees for international students be increased by 8% on the Domestic Tuition fee rate and 4% on the international differential portion in each of 2010-2011 and 2011-2012.

MFAcc	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	35,000.00	37,400.00	39,976.00

Annual Fee Changes	2010-11	2011-12
Entering/Continuing Year	2,400.00	2,576.00

5. That the tuition fee rate for International Students in the **Master of Laws, Professional Development Program (LLM/PDP)** and **Juris Doctor of Laws (JD) programs** be set equal to the domestic rates in these programs as is the current practice.
6. That the tuition fee rate for International Students in the Diploma in Financial Engineering not be changed for 2010-2011 and the decision for 2011-2012 be deferred until the Spring of 2011.

Program Fee (*includes centrally collected ancillary and student referenda fees*)

Financial Engineering Diploma	Current Board Approved Fee	2010-11
Entering/Continuing Year	18,360.00	no change

7. That the tuition fee rate for the **Master of Business Law** for International Students be increased by 0% for newly entering students in July 2010 and 6% for 2011-2012. (*excluding centrally collected ancillary and student referenda fees*).

Master of Business Law	Current Board Approved Fee	2010-11	2011-12
Entering/Continuing Year	27,000.00	27,000.00	28,620.00

Annual Fee Changes	2010-11	2011-12
	no change	1,620.00

8. That the tuition fee rates for International Students in the **Master of Business Administration (MBA) /International Master of Business Administration (IMBA) /Master of Public Administration (MPA) /Master of Finance (MF) programs** not be increased for 2010-2011 and the decision for 2011-2012 be deferred until the Spring of 2011.

Per Term Fee (*includes centrally collected ancillary and student referenda fees*)

MBA/IMBA/MPA/MF	Current Board Approved Fee	2010-11
Full Time	15,000.00	<i>no change</i>
Part Time	6,000.00	<i>no change</i>

Memo

To: Board of Governors
From: David Denison, Chair, Finance and Audit Committee
Date: June 2, 2010
Subject: **Student Ancillary Fees for 2010-2011**

Recommendation:

It is recommended that, for 2010-2011, the centrally-collected ancillary fees for undergraduate students and students enrolled in the graduate professional programs (see Appendix 1), be increased by 2.17% (\$0.39 per credit) from \$18.15 to \$18.54, with the full-time fee rising from \$544.50 to \$556.20 and \$278.10 for graduate programs which are charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.

While the adjusted fees are effective May 1, 2010, students will not be assessed actual increases in their ancillary fees until September 1, 2010.

Background and Rationale:

These ancillary fees provide direct support for the activities and services in Counselling, Cultural and Special Services as well as in Sport and Recreation.

This 2.17% increase in ancillary fees is proposed in accordance with the provisions of the Ancillary Fee Agreement, and is required to address inflationary increases in operating costs for areas supported through ancillary fees. Salaries and benefits, representing approximately 2/3 of operating costs in ancillary fee funded areas, are increasing by 3% in 2010-2011 while the increase of 0.5% in CPI reflects increases in the 1/3 non-compensatory operating costs. To maintain existing services, a 2.17% increase is required for 2010-2011.

Recent increases in ancillary fees were:

- 3.0% in 2009-2010
- 2.0% in 2008-2009 and
- 2.0% in 2007-2008.

A table of adjusted ancillary fees for students enrolled in graduate professional programs is appended.



Appendix 1

Adjusted Ancillary Fees for Graduate Professional Programs:

	2009-2010	2010-2011
MBA/IMBA/MPA Full-Time	\$ 272.06	\$ 278.10
MBA/IMBA/MPA-Part Time	\$ 136.03	\$ 139.05
EMBA	\$ 544.12	\$ 556.20
MHRM Full-Time	\$ 136.03	\$ 139.05
MHRM Part-Time	\$ 68.02	\$ 69.52
Master of Design Full-Time	\$ 181.37	\$ 185.40
Master of Design Part-Time	\$ 90.70	\$ 92.70
FGS Full-Time	\$ 143.50	\$ 143.50
FGS Part-Time	\$ 71.75	\$ 71.75
FGS Theatre Voice	\$ 143.50	\$ 71.75
LLM PDP	\$ 136.03	\$ 139.05
Financial Engineering Part-Time	\$ 136.03	\$ 139.05
MES Full-Time	\$ 143.50	\$ 143.50
MES Part-Time	\$ 71.75	\$ 71.75
MPPAL Part-Time	\$ 90.68	\$ 92.70
Masters of Laws in Business of International Students	\$ 1,056.56	\$ 1,089.00
Master of Financial Accountability (MFAc) Full-Time	\$ 136.03	\$ 139.05
Master of Financial Accountability (MFAc) Part-Time	\$ 68.01	\$ 69.53
Master of Finance Full-Time	\$ 272.06	\$ 278.10
Master of Finance Part-Time	\$ 136.03	\$ 139.05

N.B. The FGS full- and part-time ancillary fee rates will apply to the following NEW programs:

- MA in Translation Studies;
- Master of Information Systems and Technology;
- Master and PhD in Health.

Memo

To: Board of Governors
From: David Denison, Chair, Finance and Audit Committee
Date: June 2, 2010
Subject: **Student Referenda Fees**

Recommendation:

Pursuant to the results of a referendum conducted March 15 through 18, 2010, it is recommended that the Glendon College Student Union levy be increased by \$.50 per credit, from \$1.90 to \$2.40; and that the levy be adjusted annually, in each subsequent year, to increase or decrease in accordance with the Toronto Consumer Price Index (CPI).

Background and Rationale

Spring 2010 Referenda

During the period of March 15-18, 2010, the following referenda were conducted:

1. All undergraduate students at Glendon were asked to increase the Glendon College Student Union levy by \$0.50 per credit from \$1.90 to \$2.40 that will then be adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index (CPI). For this question, quorum was met with at least 50% plus one voting in favour of the question;
2. All undergraduate students excluding Glendon and Osgoode were asked to increase the College Council levy by \$0.45 per credit from \$0.95 to \$1.40 that will then be adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index (CPI). For this question, quorum was not met;
3. All undergraduate students were asked to establish a new levy of \$0.12 per credit for the group known as RegenesiS that will then be adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index (CPI). For this question, quorum was not met;

All referenda were conducted in accordance with established procedures, with appropriate oversight by the York University Board of Referendum Commissioners (BORC).





Board of Governors

Governance and Human Resources Committee

Report to the Board of Governors
at its meeting of June 21, 2010

The committee met on May 19, 2010 and, in addition to the items on the consent agenda, makes this report to the Board for information:

Human Resource Matters

Occupational Health and Safety:

The Annual Report on Occupational Health and Safety is appended to the board agenda. A number of items are highlighted in the report. Notable among these is the university's response to the H1N1 influenza pandemic alert. The university's pandemic planning process and organized response was extensive and has been described as having worked well.

Workplace lost time statistics remain above the sector average as a result of a few long term absences, but the trend appears to be improving. A risk assessment process has been put in place by the Facilities Safety Officer, whose one year contract role has now been converted to a full time position, tasked with auditing high risk activities and reporting on any deficiencies. The focus going forward is to ensure that managers and supervisors are aware of their responsibilities for workplace safety and that they discharge these effectively.

Strategic Labour Relations Risk:

Better Employer-Better Workplaces Initiative

Vice President Brewer and Assistant Vice President Hooper gave an overview of the status of a Better Workplaces Initiative arising out of the work done by the university following the CUPE 3903 strike. It is acknowledged that management must take the lead to change the labour relations/employment culture of the institution and that initiatives will take time and require a commitment from all parties. Success of the initiative has been defined as a workplace where employees feel valued and supported, where long standing labor relations issues are constructively resolved, where joint processes work effectively, where there is a climate of trust between senior management and their employees and where the parties involved in negotiations bargain with the intention of reaching agreement rather than having a strike.

Committee members complimented the initiative and expressed their optimism on the direction being taken.

Labour Relations Update:

The committee received an update on the discussions on YUFA workload, and on the university's plans for compliance with Bill 168 which amends the Occupational Health and Safety Act to address violence in the work place. The legislation provides for compulsory employee training and an e- learning module has been developed for that purpose. In addition there will be more specialized in-person training for managers. The legislation also requires a risk assessment of the workplace and this will be conducted by each area as part of the compliance process.

Governance:

Board Evaluation Questionnaire: Review

The committee discussed the form of questionnaire used last year and agreed to continue with the same format for this year's review of both the Board and its committees. Governors will be requested to complete the questionnaires over the summer break period and the results will shared with the Board in the fall.

Nominations:

Given the current and anticipated vacancies on the Board, it was agreed that the committee would begin a reconsideration of the areas of competency that are most needed going forward for the next several years. At the present time there are several individuals who are under consideration for nomination, and while no new external nominations are coming forward at this time, it is anticipated that there will be nominations to be considered at the first meeting in the next governance year.

*Zahir Janmohamed
Chair*

INVESTMENT COMMITTEE
Report to the Board of Governors
at its meeting of 21 June 2010

The Investment Committee met on 25 May 2010 and submits the following report to the Board of Governors for information:

1. Meeting of the Investment Committee

The Committee received the Treasurer's Report on cash flow and short-term investments to 30 April 2010. With continuing low interest rates nearly the entire liquid portion of the short-term funds remains in bank accounts which are yielding a higher rate of return than the other short-term investment vehicles.

As at fiscal year end 2010, 69.2% of the University's operating monies was invested in the Laddered Fixed Income portfolio compared to 50.8% at fiscal year end 2009. Following a sizeable increase in the allocation to bonds and mortgages in 2008, the allocation was increased again in 2009 to help sustain the earnings level for operating cash. The current yield as at April 30, 2009 on the laddered portfolio was 3.39% versus the dramatically lower current yield on short term investments (TDAM) of 0.38%.

The Investment Committee was joined by the members of the Investment Committee of the Foundation Board for a joint meeting.

1. Investment Performance Summary Report

The Committees received a year-to-date summary for the York University Endowment Fund as at 30 April 2010. The fund is continuing its slow and steady rebound from the significant losses incurred between late 2008- early 2009 from the extreme market conditions. At 30 April 2010 the fund had grown to \$293 million, an increase of just over \$9 million from February 2010. This brings the total fund amount to within \$10 million of its highest point of \$303 million in April 2007.

The rate of return for fiscal year to date is 24%, which is ahead of the benchmark by 1.1%. Collectively the fund managers out performed their benchmarks for the same period. The Committees commend the administration for their solid management of the investment portfolio.

2. Status Update on Projects in Progress

The Administration of the University and the Foundation are actively engaged in a number of projects.

Global High Yield Bonds

In their review of the 2009 calendar year-end results at the meeting in March 2010, the committees discussed the performance of the Investment Manager of the high yield bonds portfolio and identified the need to consider whether the benchmark being used for these bonds is the most appropriate. Management undertook to review the matter. Work is progressing on the project and it is expected that a recommendation will be brought to the Committees at their next meeting in the autumn.

Annual Fees Review

As required by the *Statement of Investment Policies and Procedures*, the Committees received and reviewed in March 2010 the fee structure and fund expenses for the endowment fund for 2009 versus 2008. It was reported to the Board at its last meeting in April 2010 that there was an increase in fees in 2009 of approximately 19%, owing to the increased complexity and diversification in the fund structure, the higher manager fees associated with the new asset classes added in 2008, and the addition of currency management. The Committees requested the administration to investigate appropriate benchmarks for the annual costs. The administration is investigating options such as comparisons to other Canadian University Endowments, as well as investigating the costs to participate in the CEM benchmarking study. It is anticipated that a report on this matter will be presented to the committees in the Fall.

3. Responsible Investing: Policies and Practices in Canadian Universities

Starting in 2006 the Administration, with the oversight and guidance of the Investment Committees, began examining the issues and considerations informing Responsible Investing (RI). Over the next few years the committees and management engaged in a process of educating themselves about the subject of Responsible Investing and the complementary Environmental, Social and Governance (ESG) factors for RI practices. Between 2006-2008 the following measures were adopted:

- a set of Guiding Principles were laid out that were consistent with York University's plans to develop an institutional approach (i.e. a strategy of engagement in RI principles) that would add value to the University's endowments and their current and future beneficiaries;
- a decision to explore other Canadian universities' interest in a collective approach to increase effectiveness and impact in RI investing principles and practices;
- transparency in reporting on investment practices and results (including posting of quarterly investment holding reports on the public Board Investment website); and
- incorporating a focus on ESG factors in the selection of investment portfolio managers.

Since Fall 2008, the development of a Responsible Investing program at York slowed and then was interrupted by the demands of implementing York's revised asset mix and dealing with the credit crisis and its impact on the endowment distribution in 2009 and 2010. With the recent progress achieved on both fronts, the time is again opportune for moving ahead with the RI initiative. Consistent with the Guiding Principles endorsed, the following next steps have been identified:

- continue to pursue opportunities at the Canadian university-wide level to further the practice of shareholder engagement on behalf of Canadian universities' pension and endowment funds;
- work with Carleton University to generate a proactive approach to responsible investing with best in class elements that have emerged over the recent years;
- continue to work with the investment managers to define and clarify their application of ESG factors in their stock selection process; and
- give consideration to issues raised by the President's Sustainability Council at the University

4. Investment Manager Presentation

In October 2009 the investment committees implemented an active currency strategy for hedging the fund's currency exposures in the foreign-denominated portions of the endowment fund, and hired *Mesirow Financial Currency Management* to manage the active currency hedge. At the meeting in May several representatives from the firm provided a presentation on the company, including its investment process, risk management and controls and program performance. The success of the currency overlay strategy has contributed to the increasingly positive performance of the endowment fund.

Robert Martin
Chair

Memo

To: Board of Governors

From: David Denison, Chair, Finance & Audit Committee

Date: June 14, 2010

Subject: **2009-2010 Financial Statements**

Contingent upon the approval of the financial statements by the Finance & Audit Committee at its meeting immediately preceding the Board of Governors meeting on June 21, 2010, the following recommendation is being forwarded to the Board for consideration.

Recommendation

Having received a report from Ernst and Young LLP and having reviewed the audited Financial Statements, the Finance & Audit Committee recommends to the Board of Governors,

That the York University Financial Statements for the year ended April 30, 2010 (attached) be approved.





FINANCIAL STATEMENTS

APRIL 30, 2010

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Statement of Changes in Net Assets	11
Statement of Cash Flows	12
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STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

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

The financial statements were prepared in accordance with Canadian generally accepted accounting principles. The administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2010 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

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

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

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

Ernst & Young LLP Chartered Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2010. The auditors' report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Gary Brewer
Vice-President, Finance and Administration

Mamdouh Shoukri
President and Vice-Chancellor



INTRODUCTION TO YORK UNIVERSITY FINANCIAL STATEMENTS – 2009-2010

In 2009-2010, the University continued to manage its finances in a very challenging fiscal environment. The current year was characterized by a recovery in capital markets and stronger enrolment growth than originally anticipated after the extended labour dispute of the prior year. Graduate enrolment growth remained a key priority for the University as part of an overall focus on achieving the objectives of the University Academic Plan. Increased tuition fees, additional quality grants from the Province of Ontario and higher enrolments provided additional operating income. However, cost pressures largely associated with salaries and benefits continued to grow.

Grants and contract funding decreased from \$386 million in 2009 to \$376 million in 2010. In the prior year, the University received one-time funding for deferred maintenance projects.

The Statement of Operations and Changes in Deficit reports total tuition fee revenue increasing from \$339 million in 2009 to \$370 million in 2010. The majority of this growth is associated with increases in approved tuition fee rates and increasing undergraduate and graduate enrolments.

Salaries and benefits increased from \$557 million in 2009 to \$607 million in 2010. Salary levels were generally 3% higher than in the previous year and reflected the annual increases associated with the collective agreements that covered the majority of the University's personnel.

Scholarships and bursaries increased from \$55 million in 2009 to \$59 million in 2010. As detailed in the Summary of Revenue and Expenses, scholarships and bursaries have increased over the last five years, from \$50 million in 2006 to \$59 million in 2010, largely as a result of the Ontario Student Opportunity Trust Fund, the growth in endowed scholarships and the University's increased budget allocation to support students.

Interest on long-term debt decreased from \$23 million in 2009 to \$21 million in 2010 due to the maturity of a mortgage during 2010 and the capitalization of interest for assets under construction. Interest costs represent the full cost of servicing all debt, including the debentures issued in 2002 and 2004.

The University experienced an extended labour disruption during the prior year which resulted in the normal academic term being extended into the current fiscal year. This resulted in the deferral of \$55 million of revenue related to grants, tuition fees and other services that had not been completed by last fiscal year-end. In fiscal 2010, the deferred revenue was recognized in the Statement of Operations and Changes in Deficit as an increase to the excess of revenue over expenses for the year.

As summarized on the Balance Sheet, the University's unrestricted deficit has decreased from \$120 million in 2009 to \$68 million in 2010. The decrease in the deficit is the result of the reversal of the deferral of revenue required due to the labour disruption from the prior year, offset by a planned operating budget deficit.

The University's investment in capital assets increased from \$651 million in 2009 to \$675 million in 2010. The change is the result of new capital construction net of annual amortization charges.

The University entered into a direct finance lease with the Ontario Realty Corporation ("ORC") to rent a facility that was constructed on York land (Keele campus) for the use of the Archives of Ontario. The University entered into contractual arrangements with a consortium that provided the necessary financing, design and construction of the facility. As payment for the cost of the facility, York assigned the future revenue stream for a period of 35 years. The University has reported the carrying value of the lease (\$45 million) as an asset and the corresponding liability for the lease payments as a long-term liability.

Investments at April 30, 2010 totalled \$527 million, as compared to \$449 million at April 30, 2009. Investments consisted of \$294 million in endowments (\$245 million last year) and \$233 million in other investments (\$204 million last year). The change in investments over the course of the year is the result of capital appreciation in endowment assets by \$57 million and growth in the endowments from new donations, and the transfer of \$50 million from working capital to the Laddered Fixed Income Strategy used to manage a portion of the University's operating cash.

The University has included in liabilities the costs associated with other post-employment benefits. York recognizes the liabilities for future retiree benefits for both active employees and current retirees. The liability at April 30, 2010 was \$75 million versus \$68 million for the prior year.

Heading into 2010, the University will continue to manage its finances responsibly. The challenges for the next year are as follows:

- the variability of investment returns and the potential impact on pension costs and future endowment distributions;
- the increasing pressures on salary and benefit costs;
- the implications of potential changes in government grant funding allocations;
- the uncertainty associated with the tuition fee framework beyond 2012; and
- the achievement of planned budget cuts across the institution.

These challenges are expected to impact through fiscal year 2010-2011 and beyond.

Gary Brewer
Vice-President, Finance and Administration

SUMMARY OF REVENUE AND EXPENSES

Total Revenue and Expenses (Millions of dollars)

Year Ended April 30

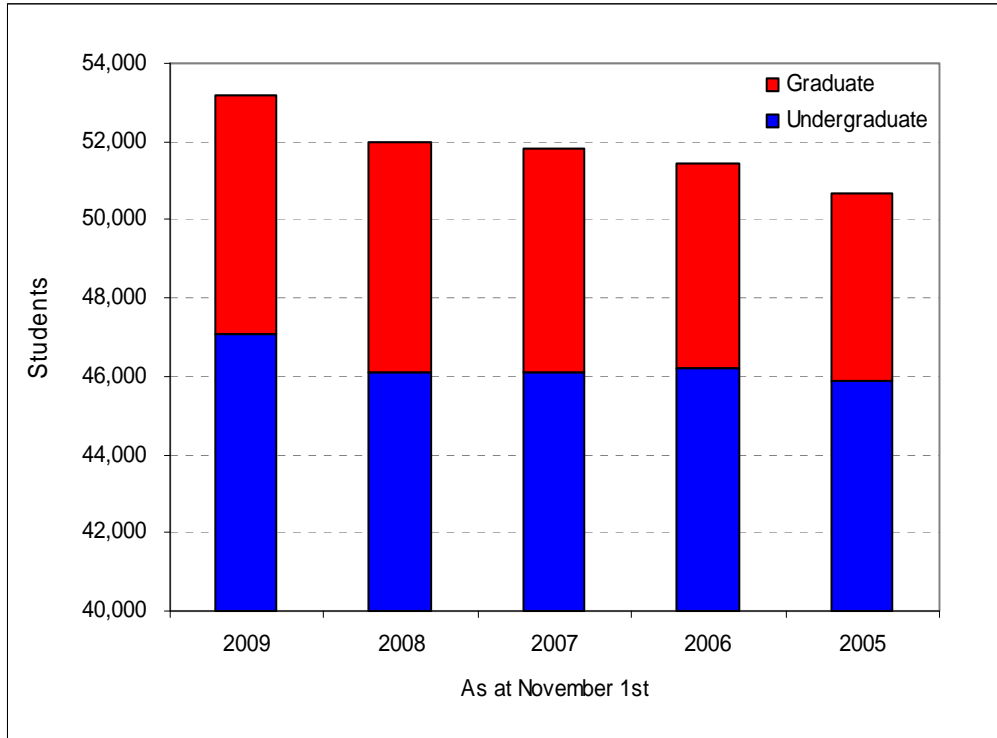
	2010	2009	2008	2007	2006
	\$	\$	\$	\$	\$
REVENUE					
Grants and contracts before adjustment (<i>note 16</i>)	375.7	386.4	376.5	376.6	338.9
Student fees before adjustment (<i>note 16</i>)	370.0	339.0	331.7	316.3	301.3
Donations	6.8	5.3	6.5	5.4	5.4
Investment income	21.3	10.5	21.5	22.0	19.1
Sales and services before adjustment (<i>note 16</i>)	68.0	64.9	66.8	67.1	67.0
Amortization of deferred capital contributions	12.8	11.7	12.4	10.4	9.7
Recovery of salaries, benefits and other expenses	27.4	25.2	26.6	24.5	24.5
Other	8.4	3.7	4.1	2.2	28.4
	890.4	846.7	846.1	824.5	794.3
EXPENSES					
Salaries and benefits	606.8	556.9	554.0	495.3	469.5
Operating costs	110.8	124.7	119.3	119.2	107.8
Amortization of capital assets	41.2	44.7	37.9	38.3	39.2
Cost of sales and services	23.4	21.4	22.3	23.3	22.0
Taxes and utilities	32.6	33.3	35.5	32.0	29.1
Scholarships and bursaries	58.9	54.6	55.1	52.5	49.5
Interest on long-term debt	21.1	22.8	23.0	23.3	21.7
	894.8	858.4	847.1	783.9	738.8

% of Total Revenue and Expenses

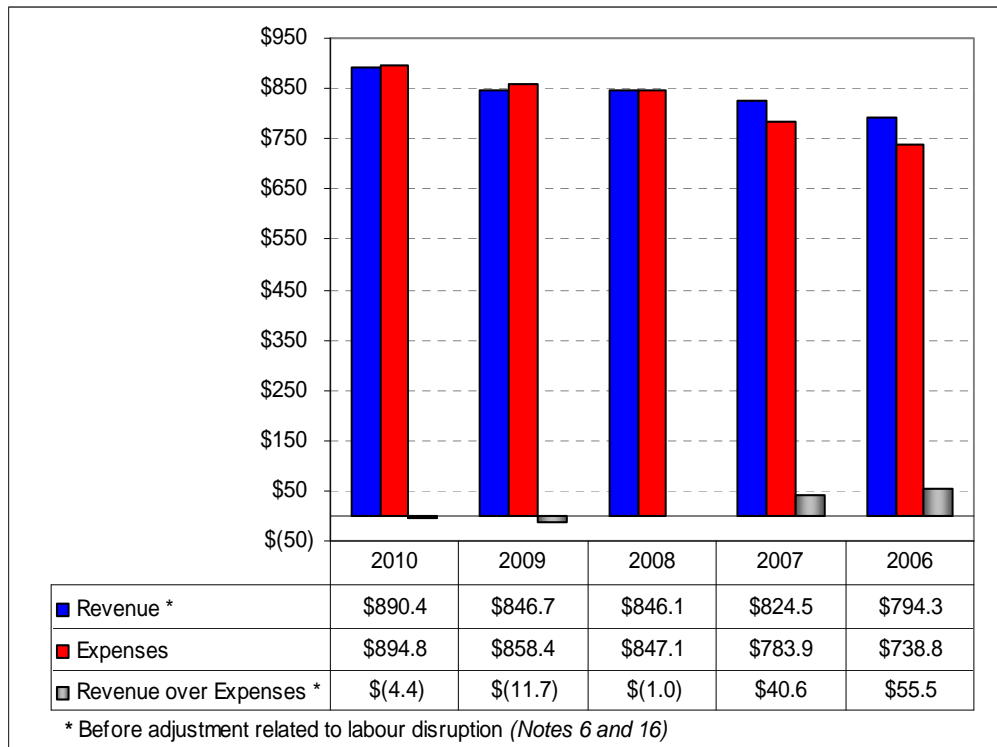
Year Ended April 30

	2010	2009	2008	2007	2006
	%	%	%	%	%
REVENUE					
Grants and contracts before adjustment (<i>note 16</i>)	42.2	45.6	44.5	45.6	42.7
Student fees before adjustment (<i>note 16</i>)	41.6	40.0	39.2	38.4	37.9
Donations	0.8	0.6	0.8	0.6	0.7
Investment income	2.4	1.3	2.5	2.7	2.4
Sales and services before adjustment (<i>note 16</i>)	7.6	7.7	7.9	8.1	8.4
Amortization of deferred capital contributions	1.4	1.4	1.5	1.3	1.2
Recovery of salaries, benefits and other expenses	3.1	3.0	3.1	3.0	3.1
Other	0.9	0.4	0.5	0.3	3.6
	100.0	100.0	100.0	100.0	100.0
EXPENSES					
Salaries and benefits	67.8	64.9	65.4	63.1	63.5
Operating costs	12.4	14.5	14.1	15.2	14.6
Amortization of capital assets	4.6	5.1	4.5	4.9	5.3
Cost of sales and services	2.6	2.5	2.6	3.0	3.0
Taxes and utilities	3.6	3.9	4.2	4.1	4.0
Scholarships and bursaries	6.6	6.4	6.5	6.7	6.7
Interest on long-term debt	2.4	2.7	2.7	3.0	2.9
	100.0	100.0	100.0	100.0	100.0

ENROLMENT GROWTH 2009 – 2005

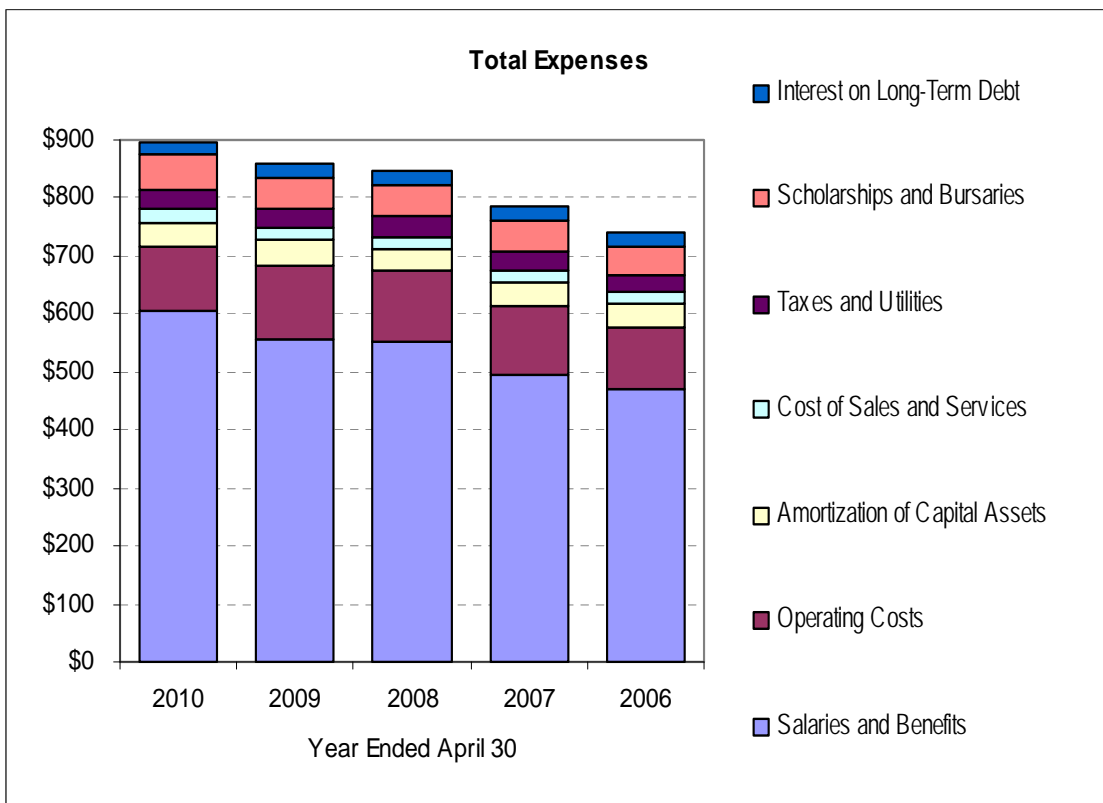
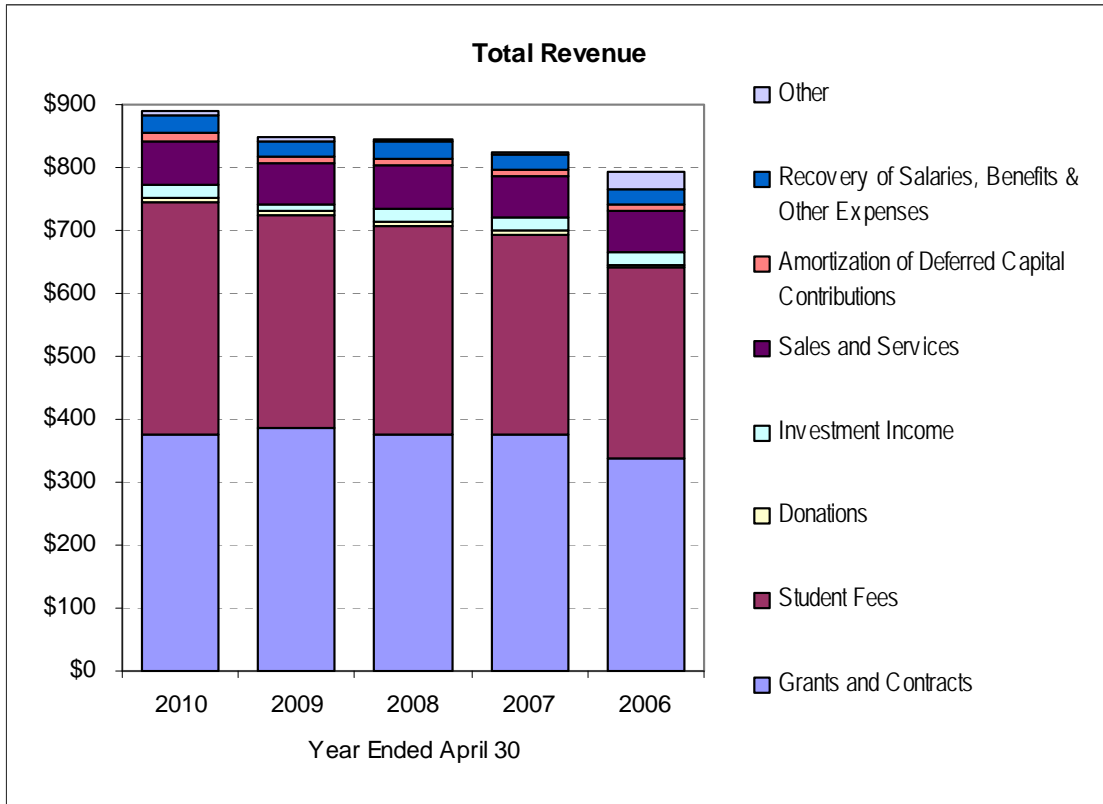


REVENUE AND EXPENSES Year Ended April 30 2010 – 2006 (Millions of dollars)



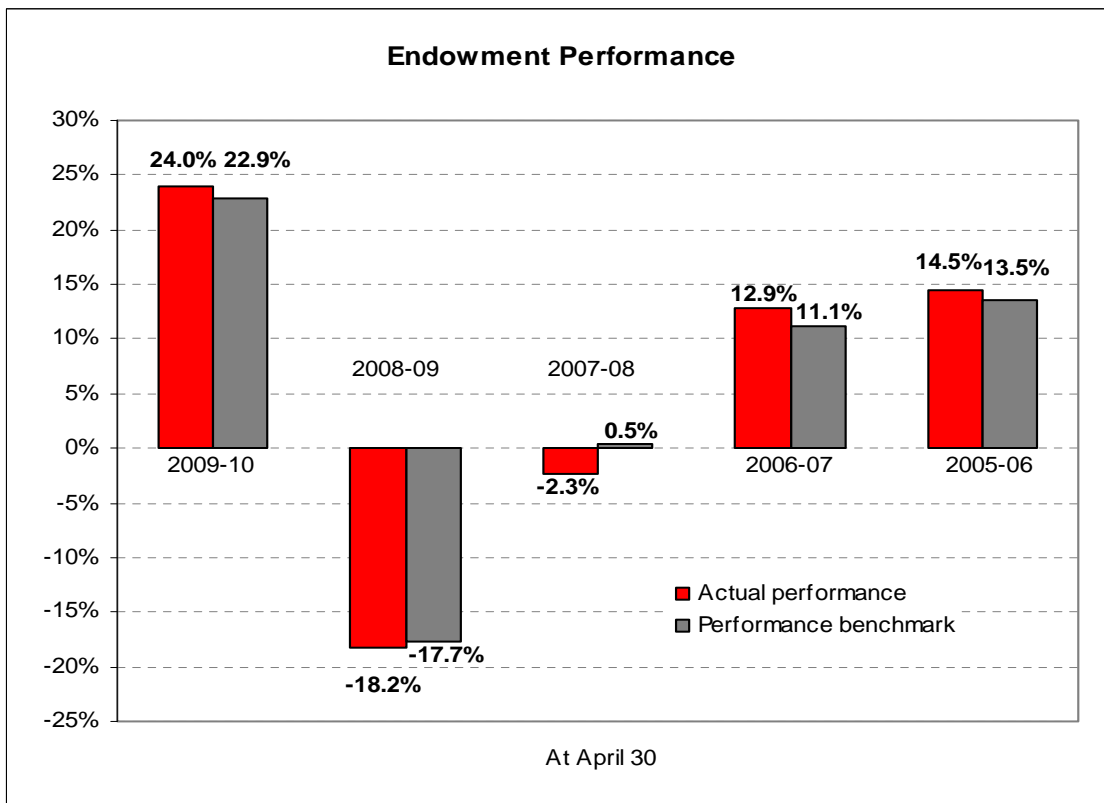
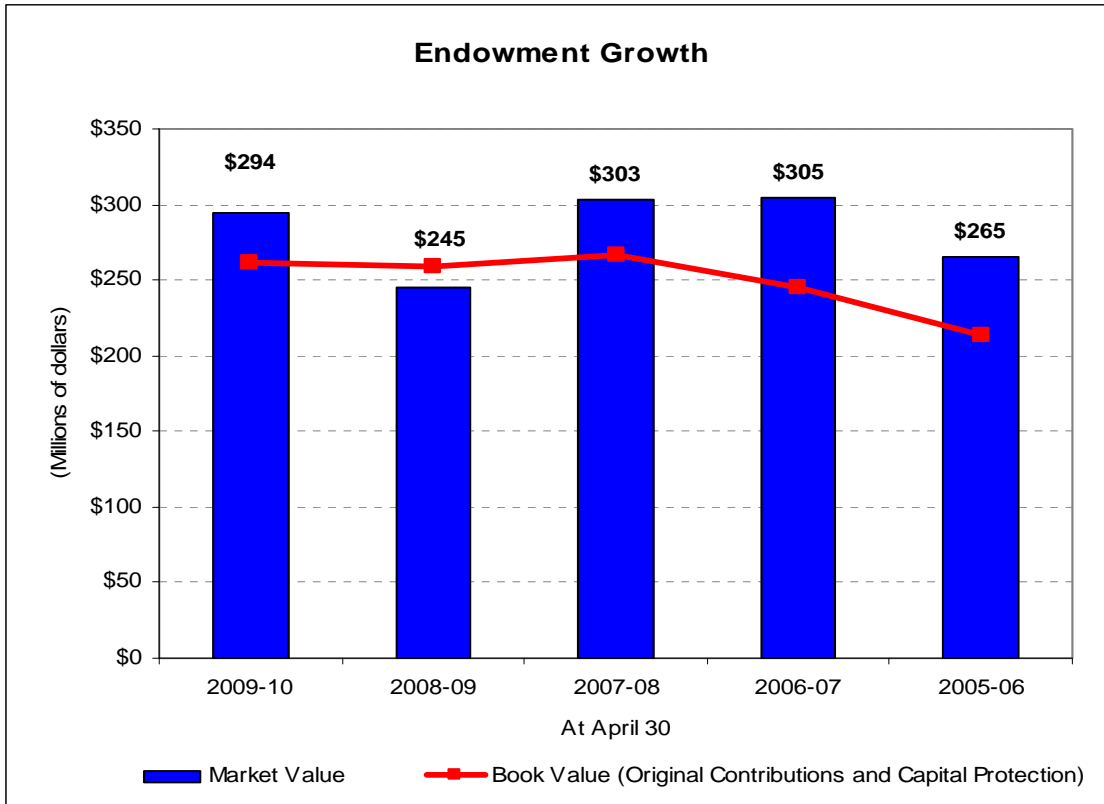
SUMMARY OF REVENUE AND EXPENSES

2010 – 2006
(Millions of dollars)



ENDOWMENT GROWTH AND PERFORMANCE

2010 – 2006



AUDITORS' REPORT

To the Board of Governors of York University

We have audited the financial statements of **York University** as at and for the year ended April 30, 2010 comprising the following:

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

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

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada
June 7, 2010

BALANCE SHEET
(Thousands of dollars)

As at April 30

	2010	2009
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	32,953	81,312
Accounts receivable	62,290	79,485
Inventories	4,489	4,823
Prepaid expenses	8,827	10,219
Total current assets	108,559	175,839
Pension cost deferral (notes 12 and 14)	42,159	38,088
Investments (note 3)	527,489	448,715
Investment in lease (note 4)	44,634	44,887
Capital assets, net (note 5)	675,135	650,931
	1,397,976	1,358,460
LIABILITIES		
Current		
Accounts payable and accrued liabilities	88,130	94,226
Current portion of long-term debt (note 10)	4,181	30,355
Deferred income (note 6)	38,031	94,946
Deferred contributions (note 7)	83,086	86,769
Total current liabilities	213,428	306,296
Long-term liabilities (notes 9 and 14)	120,059	113,490
Long-term debt (note 10)	308,899	313,061
Deferred capital contributions (note 11)	244,651	220,918
Total liabilities	887,037	953,765
Commitments and contingent liabilities (note 20)		
NET ASSETS		
Unrestricted deficit	(68,145)	(119,526)
Internally restricted (note 12)	285,264	288,362
Endowments (note 13)	293,820	235,859
Total net assets	510,939	404,695
	1,397,976	1,358,460

See accompanying notes

On behalf of the Board of Governors

Paul Cantor
Chair

Mamdouh Shoukri
President and Vice-Chancellor

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

Year ended April 30

	2010 \$	2009 \$
REVENUE		
Grants and contracts before adjustment (<i>notes 6 and 16</i>)	375,678	386,345
Student fees before adjustment (<i>notes 6 and 16</i>)	370,042	339,017
Donations	6,755	5,309
Investment income (<i>note 3</i>)	21,256	10,505
Sales and services before adjustment (<i>notes 6 and 16</i>)	67,999	64,912
Amortization of deferred capital contributions (<i>note 11</i>)	12,846	11,729
Recovery of salaries, benefits and other expenses	27,405	25,171
Other	8,404	3,721
Total revenue before adjustment related to labour disruption (<i>notes 6 and 16</i>)	890,385	846,709
EXPENSES		
Salaries and benefits (<i>note 14</i>)	606,737	556,949
Operating costs	110,800	124,662
Amortization of capital assets	41,225	44,754
Cost of sales and services	23,429	21,417
Taxes and utilities	32,641	33,293
Scholarships and bursaries	58,911	54,563
Interest on long-term debt (<i>note 10</i>)	21,060	22,778
Total expenses	894,803	858,416
Deficiency of revenue over expenses for the year before adjustment related to labour disruption	(4,418)	(11,707)
Labour disruption (<i>notes 6 and 16</i>)	55,360	(55,360)
Excess (deficiency) of revenue over expenses for the year	50,942	(67,067)
Change in internally restricted net assets	3,098	(30,657)
Net transfers from (to) internally restricted endowments	(2,659)	13,025
Change in unrestricted deficit in the year	51,381	(84,699)
Unrestricted deficit, beginning of year	(119,526)	(34,827)
Unrestricted deficit, end of year	(68,145)	(119,526)

See accompanying notes

STATEMENT OF CHANGES IN NET ASSETS
(Thousands of dollars)

Year ended April 30

	2010			2009	
	Unrestricted deficit \$	Internally restricted \$ <i>(note 12)</i>	Endowments \$ <i>(note 13)</i>	Total \$	Total \$
Net assets, beginning of year	(119,526)	288,362	235,859	404,695	521,487
Excess (deficiency) of revenue over expenses for the year	50,942	-	-	50,942	(67,067)
Change in internally restricted net assets <i>(note 12)</i>	3,098	(3,098)	-	-	-
Investment income (losses) on externally restricted endowments less amounts made available for spending <i>(note 13)</i>	-	-	46,452	46,452	(56,853)
Contributions to externally restricted endowments <i>(note 13)</i>	-	-	8,850	8,850	7,128
Net transfers from unrestricted deficit to internally restricted endowments <i>(note 13)</i>	(2,659)	-	2,659	-	-
Net assets, end of year	(68,145)	285,264	293,820	510,939	404,695

See accompanying notes

STATEMENT OF CASH FLOWS
(Thousands of dollars)

Year ended April 30

	2010 \$	2009 \$
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses for the year	50,942	(67,067)
Add (deduct) non-cash items:		
Amortization of capital assets	41,225	44,754
Amortization of deferred capital contributions	(12,846)	(11,729)
Gain on disposition of capital assets	(2,550)	-
Net change in non-cash working capital balances related to operations (<i>note 15</i>)	(45,423)	61,868
Increase in pension cost deferral	(4,071)	(6,443)
Net change in long-term liabilities (<i>note 15</i>)	6,822	4,191
Cash provided by operating activities	34,099	25,574
INVESTING ACTIVITIES		
Purchase of investments, net (<i>note 15</i>)	(32,322)	(73,427)
Purchase of capital assets (<i>note 15</i>)	(67,829)	(46,972)
Proceeds from disposition of capital assets	2,600	-
Cash used in investing activities	(97,551)	(120,399)
FINANCING ACTIVITIES		
Repayment of long-term debt	(30,336)	(3,706)
Contributions restricted for capital purposes (<i>note 11</i>)	36,579	10,673
Contributions to externally restricted endowments (<i>note 13</i>)	8,850	7,128
Cash provided by financing activities	15,093	14,095
Net decrease in cash and cash equivalents during the year	(48,359)	(80,730)
Cash and cash equivalents, beginning of year	81,312	162,042
Cash and cash equivalents, end of year	32,953	81,312
Cash and cash equivalents are comprised of:		
Cash (bank indebtedness)	32,953	(3,517)
Cash equivalents	-	84,829
Cash and cash equivalents, end of year	32,953	81,312

See accompanying notes

NOTES TO FINANCIAL STATEMENTS

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

APRIL 30, 2010

1. DESCRIPTION OF THE ORGANIZATION

York University ("York" or the "University") was incorporated under the York University Act 1959 and continued under the York University Act 1965 by the Legislative Assembly of Ontario. The University is dedicated to academic research and to providing post-secondary and post-graduate education. The University is a registered charity and under the provisions of Section 149 of the Income Tax Act (Canada) is exempt from income taxes.

York's financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all the operations of the University and organizations in which the University has a controlling shareholding or a primary economic interest. Accordingly, these financial statements include the operations, research activities and ancillary operations of the University, the York University Development Corporation (an Ontario corporation of which the University is the sole shareholder) that oversees the development of designated undeveloped York lands and which owns York Lanes shopping mall; and York University Foundation, a federally incorporated foundation, the objects of which are to raise funds for the University and steward the funds so raised.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

a) Adoption of Canadian Institute of Chartered Accountants ("CICA") Handbook amendments

Effective May 1, 2009, the University adopted the changes to the recommendations in CICA 1000: Financial Statement Concepts that clarify that assets not meeting the definition of an asset or the recognition criteria are not permitted to be recognized on the Balance Sheet. These amendments did not have a significant impact on the financial statements.

b) Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions, other than endowments, are deferred and recognized as revenue in the year in which the related expenses are recognized. Restricted endowment contributions are recognized as direct increases in net assets. Pledges are recorded as revenue on a cash basis since pledges are not legally enforceable.

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

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

c) Financial instruments

As permitted under the CICA Handbook, the University has chosen to continue to apply CICA 3861: Financial Instruments - Disclosure and Presentation in place of CICA 3862: Financial Instruments - Disclosures and CICA 3863: Financial Instruments - Presentation.

d) Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and investments with original maturities at acquisition of three months or less. Short-term investments used to support capital projects and internally restricted net assets designated as sinking funds are classified as long-term investments.

e) Inventories

Inventories are stated at the lower of cost and net realizable value. The cost of inventories is assigned by using the first-in, first-out method or weighted average cost method, depending on the nature or use of the inventory items. The same costing method is used for all inventories having a similar nature and use.

f) Investments and Investment Income

Investments are recorded at fair value except for investments in fixed income securities which are to be held to maturity and other loans and receivables, both of which are recorded at cost plus accrued interest, using the effective interest rate method.

The fair value of investments is determined as follows:

Publicly traded bonds and equities are determined based on quoted market values based on the latest bid prices. Investments in pooled funds are valued at their unit values provided by the fund manager and unlisted or infrequently traded securities are based on quoted market yields or comparable security prices as appropriate.

Investment income, which consists of interest, dividends, income distributions from pooled funds, and realized and unrealized gains and losses, is recorded as revenue in the Statement of Operations and Changes in Deficit, except for investment income designated for externally restricted endowments. The amount made available for spending against externally restricted endowments is recorded as Investment Income and any amount available for spending that remains unspent at year-end is deferred and categorized as Deferred Contributions. Investment income on externally restricted endowments and losses on externally restricted endowments are recorded as direct increases (decreases) to endowments.

Income (or loss) designated for internally restricted endowments is recognized in the Statement of Operations. The investment income (or loss) as well as all actual spending against internal endowments are then transferred from the unrestricted deficit to internally restricted endowments through the Statement of Changes in Net Assets.

Transactions are recorded on a trade date basis and transaction costs are expensed as incurred.

g) Capital assets

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

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

Construction in progress expenditures are capitalized as incurred and are amortized as described above once the asset is placed into service. Capitalized expenditures include interest on related debt funding of such expenditures.

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

h) Foreign exchange translation

The University accounts for revenue and expense transactions in a foreign currency at the exchange rate in effect at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated at year-end exchange rates and any translation gain or loss is included in the Statement of Operations and Changes in Deficit. Foreign exchange gains and losses on investments have been included in investment income.

i) Interest rate swaps

Derivative financial instruments related to interest rate swaps on certain term loans (*note 10*) are used by the University in the management of its exposure to changes in interest rates. The University does not enter into interest rate swaps for trading or speculative purposes. The University does not apply hedge accounting on these derivative financial instruments. The University records financial instruments related to swaps on the Balance Sheet at fair value with subsequent changes in fair value recognized in the Statement of Operations and Changes in Deficit.

j) Employee benefits plans

The University has a defined contribution pension plan, which has a defined benefit component that provides a minimum level of pension benefits. The cost of providing pension benefits and post-employment and post-retirement benefits other than pensions is actuarially determined and recognized in the Statement of Operations and Changes in Deficit using the projected benefit method pro-rated on service and management's best estimates regarding assumptions about a number of future conditions, including investment returns, compensation changes, withdrawals, mortality rates and expected health care costs. Past service costs associated with plan amendments are amortized over the average remaining service life of employees who were active at the time of each plan amendment. Cumulative differences arising from actuarial gains and losses including changes in assumptions over 10% of the greater of the fair value of assets and the accrued benefit obligation are amortized over the average remaining service life of employees. Assets of the pension plan are valued using market values at year-end. Liabilities of the pension plan and post-employment and post-employment benefits are discounted using current interest rates on long-term high-quality fixed income securities.

3. INVESTMENTS

a) Investments consist of the following:

		2010	2009	2010	2009
	Maturity	Weighted average interest rate		\$	\$
Short-term investments	2010 to 2014	3.14%	3.10%	199,445	170,594
Deposit notes	2010 to 2023	4.50%	4.50%	1,325	1,392
Government bonds	2010 to 2050	3.27%	5.23%	49,871	72,912
Corporate bonds	2010 to 2047	4.65%	9.89%	36,497	35,374
Mortgages	2010 to 2015	4.82%	5.58%	35,349	12,555
Canadian equities				54,833	55,244
International equities				149,995	98,681
Other	2010 to 2013	3.25%	3.50%	174	1,963
Total				527,489	448,715
Designated as follows:					
Held for trading				336,054	289,666
Held to maturity				188,753	156,550
Loans and receivables				2,682	2,499
Total				527,489	448,715
Market value				530,206	454,812

All investments are recorded at fair value except certain bonds that are designated as held to maturity and certain loans and receivables. The carrying value of the loans and receivables approximates fair value.

Investments are exposed to foreign currency risk, interest rate price risk, and market and credit risks. The University manages these risks through policies and procedures in place governing asset mix, equity and fixed income allocations, and diversification among and within categories.

b) Investment income consists of the following:

	2010	2009
	\$	\$
Investment income (loss) on endowments	56,666	(55,739)
Deduct investment income and add investment loss credited/charged to external endowments	(49,372)	45,801
Add allocations for spending on external endowments, net of deferrals	4,093	8,564
Other investment income	9,869	11,879
Total	21,256	10,505

4. INVESTMENT IN LEASE

The University has entered into a direct finance lease with the Ontario Realty Corporation ("ORC"). The leased facilities are located on the Keele campus and are occupied by the Archives of Ontario. The lease commenced on February 25, 2009 for an initial period of 25 years plus three options to extend the term, each for ten years. Prior to the commencement of the lease, the ORC exercised the first ten-year renewal option.

To construct the facilities used by the Archives of Ontario, in May 2007 the University entered into contractual agreements with a consortium that undertook the design, construction and financing of the facility during the construction phase of the project.

As payment for the cost of the facility, York assigned the revenue stream under the ORC lease to the consortium for a period of 35 years. However, York remains liable for the lease payments to the consortium should ORC default.

The present value of the lease payments due from ORC at lease commencement was determined to be \$45 million based on a discount rate of 10.5% and with no residual value assigned to the Archives facility.

The carrying value of the investment in lease is composed of aggregate minimum lease payments due from ORC over 35 years less unearned finance income at a rate of 10.5%. As at April 30, 2010, the balance is as follows:

	2010 \$	2009 \$
Aggregate future minimum lease payments	158,600	163,418
Less unearned finance income	(113,791)	(118,372)
Investment in lease	44,809	45,046
Less current portion recorded in accounts receivable	(175)	(159)
Balance, end of year	44,634	44,887

Minimum future lease payments are expected to be as follows:

	\$
2011	4,818
2012	4,818
2013	4,818
2014	4,818
2015	4,818
Thereafter	134,510
Total	158,600

The University has recorded the amounts owed to the consortium under the lease assignment within the liabilities section of the Balance Sheet. The current portion of \$175 (2009 - \$159) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$44,634 (2009 - \$44,887), (note 9). This liability has been discounted at a rate of 10.5% and will reduce over the 35 year lease assignment term, concurrent with the reduction to investment in lease.

The finance income on the investment in lease of \$4,661 (2009 - \$834) is equal to the effective interest expense calculated on the liability owing to the consortium.

5. CAPITAL ASSETS

Capital assets consist of the following:

	2010			2009		
	Cost \$	Accumulated Amortization \$	Net Book Value \$	Cost \$	Accumulated Amortization \$	Net Book Value \$
Land	4,398	-	4,398	4,358	-	4,358
Buildings, plant facilities and infrastructure	914,451	327,664	586,787	845,449	306,676	538,773
Equipment and furnishings	132,722	83,448	49,274	134,461	84,203	50,258
Library collection	68,792	68,792	-	67,239	67,239	-
Construction in progress	29,948	-	29,948	52,814	-	52,814
Art collection	4,728	-	4,728	4,728	-	4,728
Total	1,155,039	479,904	675,135	1,109,049	458,118	650,931

a) During the year, the total cost of items added to the library collection was \$7,603 (2009 – \$7,211) and the total cost of items removed was \$6,050 (2009 – \$5,884). The University's art collection consists of 112 (2009 – 112) paintings that had an appraised value upon receipt of \$4,728.

b) During the year, interest of \$221 (2009 – \$777) related to construction in progress was capitalized within capital assets.

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

6. DEFERRED INCOME

Deferred income consists of the following:

	2010 \$	2009 \$
Fees and other income	38,031	39,586
Deferrals as a consequence of the labour disruption (<i>note 16</i>)		
Grants and contracts	-	27,841
Student fees	-	26,100
Sales and services	-	1,419
Total	38,031	94,946

7. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted grants and donations and unexpended available income on externally restricted endowments. The changes in deferred contributions are as follows:

	2009 \$	Additions \$	Transfers to revenue \$	2010 \$
Research and other grants and contracts	61,585	56,900	(55,816)	62,669
Expendable balances from endowments and other income from trusts	25,184	24,298	(29,065)	20,417
Total	86,769	81,198	(84,881)	83,086

8. CREDIT FACILITIES

The University has available facilities as follows:

- a) Demand operating facilities in the amount of \$20.0 million (2009 – \$20.0 million). This facility bears interest at a rate that varies with the balances on deposit, ranging from bank prime rate to bank prime rate plus 0.5%. Letters of credit in the amount of \$3.4 million (2009 – \$7.6 million) have been utilized against this facility.
- b) Indirect guarantor facilities for housing loans to faculty and staff in the amount of \$5.0 million (2009 – \$8.3 million). These facilities bear interest at the bank's prime rate of 2.25% (2009 – 2.25%). Housing loans to faculty and staff in the amount of \$192 (2009 – \$178) have been utilized against these facilities.
- c) A term loan facility in the amount of \$4.9 million (2009 – \$7.1 million), which is included in term loans as described in note 10.

9. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2010 \$	2009 \$
Obligation under lease assignment (<i>note 4</i>)	44,809	45,046
Less current portion	(175)	(159)
Long-term portion of obligation under lease assignment	44,634	44,887
Other post-employment benefits (<i>note 14</i>)	75,110	67,792
Interest rate swaps payable (<i>note 10</i>)	315	811
Total	120,059	113,490

10. LONG-TERM DEBT

Long-term debt consists of the following:

	2010	2009
	\$	\$
Debentures		
Senior unsecured debenture bearing interest at 6.48%, maturing on March 7, 2042.	200,000	200,000
Senior unsecured debenture bearing interest at 5.84%, maturing on May 4, 2044.	100,000	100,000
Other debentures bearing interest at 5.88% to 7.63%, maturing from 2017 to 2023. Weighted average interest rate is 6.85% (2009 – 6.84%).	5,796	6,182
Mortgages		
Mortgage bearing interest at 5.38%, maturing on July 1, 2016 (2009 – 10.25% weighted average interest rate on mortgages maturing from 2010 to 2016)	542	27,023
Term loans		
Term loans bearing interest at 4.50% to 5.75%, maturing from 2012 to 2023. Weighted average interest rate is 5.56% (2009 – 5.61%).	8,785	12,272
	315,123	345,477
Unamortized transaction costs	(2,043)	(2,061)
	313,080	343,416
Less current portion	(4,181)	(30,355)
Total	308,899	313,061

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

	\$
2011	4,181
2012	4,430
2013	630
2014	670
2015	712
Thereafter	304,500
Total	315,123

Certain assets have been pledged as collateral for certain mortgages and certain term loans. The amount of interest expense during the year on long-term debt was \$21,060 (2009 – \$22,778). Long-term debt has a fair value of \$384,170 (2009 – \$404,840).

The University entered into term loans in 2002 bearing interest at the public sector cost of funds rate plus 0.25%, or the prime rate, at the University's option. In order to manage the exposure to changes in interest rates, the University entered into interest rate swap contracts to fix the interest rates. The weighted average rate is 5.75% (2009 – 5.75%). The fair value of the interest rate swaps is \$315 (2009 – \$811), (note 9). The change in the fair value of the interest rate swap of \$496 (gain) (2009 – \$200 (loss)) is recorded in the Statement of Operations and Changes in Deficit.

11. DEFERRED CAPITAL CONTRIBUTIONS

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

	2010 \$	2009 \$
Balance, beginning of year	220,918	221,974
Contributions received in the year	36,579	10,673
Amortization of deferred capital contributions	(12,846)	(11,729)
Balance, end of year	244,651	220,918
Comprised of:		
Capital contributions - expended	219,552	202,515
Capital contributions - unexpended	25,099	18,403
Balance, end of year	244,651	220,918

12. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2010 \$	2009 \$
Departmental carryforwards	39,910	43,820
Progress through the ranks	(25,278)	(28,412)
Computing systems development	3,698	2,419
Contractual commitments to employee groups	2,947	3,498
Pension cost deferral (<i>note 14</i>)	42,159	38,088
Sinking fund	37,210	49,946
Investment in capital assets	143,119	108,936
Capital reserve	41,499	70,067
Balance, end of year	285,264	288,362

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

- i. Departmental carryforwards – These represent the cumulative positions of all Faculties and Divisions with net unspent year-end balances at the 2010 year-end. Under Board policy, which is approved annually, Faculties and Divisions are entitled to carryforward the net unspent funds from previous years' allocations. These funds provide units with a measure of flexibility established through prudent administration over several years to assist with future balancing of their budgets in the face of additional anticipated budget reductions, as well as resources which are to meet commitments made during the year.
- ii. Progress through the ranks ("PTR") – This is the cumulative difference between the amounts paid for progress through the ranks salary adjustments and the budget funds provided under York's salary recovery policy. PTR adjustments are planned to be self-funding over time. However, on a year-to-year basis, the cost of providing PTR adjustments can be more or less than the funds provided, depending on the number of retirements that occurred during the year.

- iii. Computing systems development – The University is planning to implement or upgrade several administrative computing and information systems. These appropriated funds support forward commitments for these systems planned or in process, as well as planned future stages of system implementation not yet contracted for at year-end.
- iv. Contractual commitments to employee groups – This is the net carryforward of funds to meet future commitments defined under collective agreements with various employee groups.
- v. Pension cost deferral – This represents the cumulative portion of University-funded contributions paid into the pension plan which exceeds the accrued value of employee pension benefits earned as at the end of the period, as estimated in accordance with Canadian generally accepted accounting principles.
- vi. Sinking fund – This represents funds set aside to retire capital debt.
- vii. Investment in capital assets – This represents the net amount of capital assets funded using internal capital.
- viii. Capital reserve – This represents funds restricted for deferred maintenance, capital emergencies and capital projects planned or in progress.

13. ENDOWMENTS

Endowments include restricted donations received by the University and funds that have been internally designated. Investment returns generated from endowments are used in accordance with the various purposes established by the donors or by the Board of Governors. The University protects the future purchasing power of its endowments by designating a portion of the annual investment income earned as capital protection. On an annual basis, the University determines the distribution for spending after a review of each individual endowment's market value, original contribution and capital protection, and takes into account the long-term objective to preserve the purchasing power of each endowment. In May 2009 the University made available for spending 0-3% (May 2008 – 5%) of the book value of each individual endowment.

Net assets restricted for endowment consist of the following:

	2009 \$	Contributions/ (Withdrawals) \$	Available for Spending (External) / Actual Spending (Internal) \$	Transfers/ Reclassification \$	Investment Income \$	2010 \$
Externally restricted	202,112	8,850	(2,920)	82	49,372	257,496
Internally restricted	33,747	(3,956)	(679)	(82)	7,294	36,324
Total	235,859	4,894	(3,599)	-	56,666	293,820

Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support

The Government of Ontario established the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust for Student Support ("OTSS") programs to encourage companies and individuals to contribute funds to post-secondary students. The University established three funds – OSOTF – Phase 1 in fiscal 1997; OSOTF – Phase 2 in fiscal 2004; and OTSS in fiscal 2005. Eligible donations are equally matched by the Province. Investment income earned on these funds is used to finance awards to qualified students in need of financial aid. The funds are included in the total of externally restricted endowments.

The position of the fund balances, at book and market value, are calculated as follows:

OSOTF – Phase 1	2010	2009
For the year ended April 30	\$	\$
Endowment at book value, beginning of year	67,500	70,365
Transfer to expendable funds	-	(2,865)
Endowment at book value, end of year	67,500	67,500
Endowment at market value, end of year	78,968	65,654
Expendable funds available for awards, beginning of year	4,037	7,925
Realized investment gains (losses), net of capital protection	5,342	(950)
Bursaries awarded	(2,588)	(2,938)
Expendable funds available for awards, end of year	6,791	4,037
Number of bursaries awarded	1,883	1,947
OSOTF – Phase 2	2010	2009
For the year ended April 30	\$	\$
Endowment at book value, beginning of year	10,797	11,054
Transfer to expendable funds	(83)	(257)
Endowment at book value, end of year	10,714	10,797
Endowment at market value, end of year	11,560	9,463
Expendable funds available for awards, beginning of year	(161)	155
Realized investment gains (losses), net of capital protection	791	100
Bursaries awarded	(288)	(416)
Expendable funds available for awards, end of year	342	(161)
Number of bursaries awarded	208	381
OTSS	2010	2009
For the year ended March 31	\$	\$
Endowment at book value, beginning of year	30,392	26,106
Donations received	2,982	2,106
Government matching	2,982	2,214
Transfer to expendable funds	-	(34)
Endowment at book value, end of year	36,356	30,392
Endowment at market value, end of year	36,074	24,600
Expendable funds available for awards, beginning of year	(690)	893
Realized investment gains (losses), net of capital protection	1,849	(1,079)
Bursaries awarded	(472)	(504)
Expendable funds available for awards, end of year	687	(690)
Number of bursaries awarded	420	393
Outstanding donations pledged	1,177	1,454

14. EMPLOYEE SALARIES AND BENEFITS

The University has a defined contribution pension plan, which has a defined benefit component that provides a minimum level of pension benefits. The latest actuarial valuation for the pension plan was performed as at December 31, 2007. The next actuarial valuation is required no later than December 31, 2010. The University measures its accrued benefit obligation and the fair value of plan assets for accounting purposes as at April 30 of each year.

The latest actuarial valuations for other non-pension post-retirement and post-employment benefits were performed as at February 1, 2009 and April 1, 2010, respectively, and extrapolated to April 30, 2010. The next actuarial valuations will be completed for fiscal 2012. The University measures its accrued benefit obligation for accounting purposes as at April 30 of each year.

The employee salaries and benefits expense for the year includes pension expense of \$31,837 (2009 – \$28,816) and other benefits expense of \$11,784 (2009 – \$8,303).

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

	2010		2009	
	Pension	Other	Pension	Other
	Benefit Plans	Benefit Plans	Benefit Plans	Benefit Plans
	\$	\$	\$	\$
Accrued benefit obligation	(1,516,621)	(88,225)	(1,151,244)	(62,889)
Fair value of plan assets	1,251,265	-	1,072,328	-
Plan deficit	(265,356)	(88,225)	(78,916)	(62,889)
Unamortized transitional asset	(6,072)	-	(9,108)	-
Unamortized net actuarial loss (gain)	313,587	6,048	126,112	(12,935)
Unamortized past service costs	-	7,067	-	8,032
Pension cost deferral (Long-term liability)	42,159	(75,110)	38,088	(67,792)

Plan assets are invested as follows:

	2010	2009
	%	%
Equities	65.0	54.0
Fixed income	33.0	42.0
Other	2.0	4.0
	100.0	100.0

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

	2010		2009	
	Pension	Other	Pension	Other
	Benefit Plans	Benefit Plans	Benefit Plans	Benefit Plans
Accrued Benefit Obligation:				
Discount rate	5.75%	6.00%	8.50%	8.00%
Rate of inflation	2.50%		2.50%	
Rate of compensation increase	5.00%	5.00%	5.00%	5.00%
Benefit Cost:				
Discount rate	8.50%	8.00%	6.20%	6.10%
Rate of inflation	2.50%		2.50%	
Expected long-term rate of return on plan assets	7.00%	N/A	7.00%	N/A
Rate of compensation increase	5.00%	5.00%	5.00%	5.00%

For measurement purposes, a 9.00% annual rate of increase in the per capita cost of covered health care benefits was assumed for 2010. The rate of increase was assumed to decrease gradually to 4.50% in 2030 and to remain at that level thereafter.

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

	2010		2009	
	Pension	Other	Pension	Other
	Benefit Plans	Benefit Plans	Benefit Plans	Benefit Plans
	\$	\$	\$	\$
Employer's contributions	35,908	4,466	35,259	4,312
Employees' contributions	18,122	-	17,071	-
Benefits paid and administrative expenses	62,078	4,466	61,818	4,312

15. STATEMENT OF CASH FLOWS

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

	2010	2009
	\$	\$
Accounts receivable	17,195	(21,806)
Inventories	334	1,148
Prepaid expenses	1,392	(247)
Accounts payable and accrued liabilities	(3,746)	6,922
Deferred income	(56,915)	65,704
Deferred contributions	(3,683)	10,147
Net change in non-cash working capital balances related to operations	(45,423)	61,868

The change in long-term liabilities related to non-cash activities and related to operations consists of the following:

	2010	2009
	\$	\$
Change in long-term liabilities	6,569	49,078
Net change in obligation under lease assignment (<i>note 4</i>)	253	(44,887)
Net change in long-term liabilities related to operations	6,822	4,191

The purchase of investments related to non-cash activities is calculated as follows:

	2010	2009
	\$	\$
Change in investments	(78,774)	(16,574)
Add investment income (losses) on externally restricted endowments less amounts made available for spending (<i>note 13</i>)	46,452	(56,853)
Purchase of investments, net	(32,322)	(73,427)

The purchase of capital assets related to non-cash activities is calculated as follows:

	2010	2009
	\$	\$
Purchase of capital assets	65,479	56,820
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	2,350	35,219
Assets subject to capital lease during the year	-	(45,067)
Purchase of capital assets	67,829	46,972

16. LABOUR DISRUPTION

The University experienced a labour disruption during the 2008-2009 academic year. As a consequence of this disruption, the University extended its academic terms into May 2009. These terms had previously been scheduled to conclude by April 30, 2009.

In fiscal 2009, the University therefore deferred to fiscal 2010 a portion of grants and contracts, student fees, and sales and services revenue for services not yet performed. The full amount of grants, student fees, and sales and services revenue related to the 2008/09 academic year were included in revenue in the Statement of Operations and Changes in Deficit with the required deferral presented as a deduction from deficiency of revenue over expenses for the year before adjustment related to labour disruption. The amounts deferred were comprised as follows:

	Amount \$
Type of revenue	
Grants and contracts	27,841
Student fees	26,100
Sales and services	1,419
Total	55,360

In fiscal 2010, the above amounts were recognized in the Statement of Operations and Changes in Deficit as a reduction to deficiency of revenue over expenses for the year before adjustment related to labour disruption.

17. CAPITAL MANAGEMENT

In managing capital, the University focuses on liquid resources available for operations. The University's objective is to have sufficient liquid resources to continue operating even if adverse financial events were to occur, and to provide it with the flexibility to take advantage of opportunities that will advance its mission. The need for sufficient liquid resources is considered in the preparation of its annual operating and capital budgets with actual operating results compared to budget on a regular basis and by the monitoring and forecasting of cash flows on a daily basis. The University attempts to minimize the use of its demand operating facilities (*note 8*) which can be used in the event that sufficient cash flow is not available to cover operating and capital expenditures. In addition, the University can issue unsecured debentures or enter into other long-term debt to assist with the financing of capital assets. As at April 30, 2010, the University has met its objective of having sufficient liquid resources to meet its current obligations.

18. FIRST GENERATION PILOT PROJECT INITIATIVES

For the period from May 1, 2008 to April 30, 2010, the University's financial statements include expenditures totaling \$829 incurred for the purpose of carrying out the First Generation Pilot Project Initiatives. The goal of this project is to increase the awareness of the benefits of post-secondary education of First Generation Students and to increase their participation, retention and graduation rates.

19. RELATED ENTITY

The University is a member, with ten other universities, of a joint venture called the Tri-universities Meson Facility ("TRIUMF"), Canada's national laboratory for particle and nuclear physics located on the University of British Columbia ("UBC") campus. TRIUMF is an unincorporated registered charity and each university has an undivided 1/11 interest in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and its operations are funded by Federal government grants and the University has made no direct financial contribution to date. TRIUMF's net assets are not contemplated to be and are not readily realizable by the University. The University's interest in the assets, liabilities and results of operations are not included in these financial statements (see also note 20).

The following financial information at March 31 for TRIUMF was prepared in accordance with Canadian generally accepted accounting principles except that all capital assets and related provisions for decommissioning costs, if any, are expensed in the year in which the costs are incurred.

	2010	2009
	\$	\$
	(Unaudited)	(Audited)
Statement of Financial Position		
Total assets	17,012	17,066
Total liabilities	14,055	13,706
Total fund balances	2,957	3,360
Statement of Combined Funding/Income and Expenditures		
Revenue	63,303	59,787
Expenses	63,706	61,568
Deficiency of revenue over expenses	(403)	(1,781)

20. COMMITMENTS AND CONTINGENT LIABILITIES

a) Forward purchases of natural gas and electricity

The University purchases natural gas for future delivery with fixed pricing. As at April 30, 2010, the University has committed to purchase 2.113M GJ (2009 – 2.210M GJ) of natural gas at an average cost of \$7.37/GJ (2009 – \$8.71/GJ), with delivery at various dates to October 2013 (2009 – October 2011), for a total commitment of \$15.6 million (2009 – \$19.3 million).

b) Litigation

The nature of the University's activities is such that there is usually litigation pending or in prospect at any one time. With respect to known claims at April 30, 2010, the University believes it has valid defences and appropriate insurance coverage in place. Therefore, such claims are not expected to have a material effect on the University's financial position. Should any additional losses occur, they would be charged to income in the year they can be estimated.

c) Canadian University Reciprocal Insurance Exchange ("CURIE")

The University participates in a reciprocal exchange of insurance risks in association with other Canadian universities. This self-insurance reciprocal, named CURIE, involves a subscriber agreement to share the insurable property and liability risks of member universities for a term of not less than five years. Plan members are required to pay annual deposit premiums, which are actuarially determined and expensed in the year. Plan members are subject to further assessment in proportion to their participation in the event premiums are insufficient to cover losses and expenses. As at December 31, 2009 and 2008, CURIE was fully funded.

d) Tri-universities Meson Facility ("TRIUMF")

The members of the TRIUMF joint venture and the Canadian Nuclear Safety Commission ("CNSC") approved a decommissioning plan which requires all members to be severally responsible for their share of the decommissioning costs, which were estimated at \$44.0 million as at November 2007, as well as provide financial covenants to the CNSC for the amount of these costs. While there are no current intentions of decommissioning the facilities, the University's share was estimated at \$4.0 million. TRIUMF has put in place a plan for funding the cost of decommissioning which does not require any payments from the joint venture partners.

e) Capital commitments

The estimated cost to complete committed capital projects at April 30, 2010 is approximately \$93,923 (2009 – \$32,292). These capital projects will be financed by government grants, internal funds, and fundraising.

21. COMPARATIVE FINANCIAL STATEMENTS

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation of the 2010 financial statements.

University Secretariat

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Memo

To: Board of Governors
 From: David Denison, Chair, Finance and Audit Committee
 Date: June 2, 2010
 Subject: **Parking Rate Adjustments for 2010-2011**



Recommendation

Daily Parking

It is recommended that, effective September 1, 2010 (rates inclusive of applicable tax), the parking rates assessed by York University Parking Services be adjusted for 2010-2011 as follows:

	<u>Proposed</u>	<u>Current</u>
Hourly Rate – On-street parking/ Short-term Lots	\$3.50 To a daily max of \$15.00	\$3.00 To a daily max of \$15.00
Hourly Rate – Arboretum & Student Services Parking Garages	\$4.50 To a daily max of \$15.00	\$4.00 To a daily max of \$14.00
Hourly Rate – York Lanes Parking Garage	\$5.00 To a daily max of \$20.00	\$4.00 To a daily max of \$15.00
Daily Rate – On-street parking/Short-term lots	\$15.00	\$15.00
Daily Rate – Surface Lots	\$10.00	\$9.00
Daily Rate – Parking Garages	\$15.00	\$14.00
Evening Flat Rate – Surface Lots	\$8.00	\$7.00
Evening Flat Rate – Parking Garages	\$8.00	\$8.00

Saturday Rate		
– On-street parking/Short-term lots	\$7.00	\$7.00
Saturday Rate – Surface Lot	\$5.00	\$5.00
Saturday Rate – Parking Garage	\$7.00	\$7.00
Sunday Rate		
– On-street parking/Short-term lots	\$5.00	\$5.00
Sunday Rate – Surface Lot	\$5.00	\$5.00
Sunday Rate – Parking Garage	\$5.00	\$5.00

Permit Parking:

For the 2010-2011 academic year, it is recommended that permit rates remain unchanged from 2009-2010.

Background and Rationale

Parking rate increases over the past decade have focused on permit parking and were formulated in the context of permit parking demand that resulted from University population growth associated with the double cohort and a significant reduction of the University’s surface parking inventory in the southern portion of the Keele campus. In recent years, we have seen a stabilization of parking inventory, but have also seen a decrease in the demand for permit parking and an increase in the demand for short-term parking. This is likely the result of the changing modal split between transit and parking (currently estimated to be 70% to 30% respectively) and the corresponding occasional parking requirements for those customers who use transit as their primary source of transportation to the University.

As a result of this shift, Parking Services has put in place a number of operational initiatives to better serve its customers, through a re-allocation of parking inventory and development of short-term parking options throughout the campus. In doing so, Parking Services has provided an optimally balanced mix of “permit” and “daily/visitor” parking, maximizing revenue and overall return per parking space. This past decade has also seen an increased use of parking technology, which has enabled Parking Services to utilize resources more effectively while identifying continuous improvement opportunities.

Given the nature of daily pay parking (i.e. high turnover) and the continuing increased volume, Parking Services has recently had to re-allocate resources to ensure the availability and operation of the short-term parking inventory, including additional capital investment and allocation of staff to monitor and ensure the provision of short term parking on a continuous basis.

Permit parking rates have increased yearly for some time, with the last increase instituted in September 2008 as part of a 3-year rate increase proposal approved in 2006. There are no contemplated rate increases for permit parking at this time. In contrast, daily parking rates have not been adjusted since July 2004. Neither permit nor daily parking rates were adjusted for the 2009-2010 year.

With the increase in short-term parking supply and the resources required to supply and maintain

this inventory; cost recovery needs to be commensurately attributed to the revenue generated by this activity. Additionally, Parking Services has experienced increases in its annual operating costs (e.g. labour, technology/equipment, service contract rates, etc.) that have not been captured through increases in the daily fee for the past six years.

As a component of the proposed daily parking rates for 2010-2011, Parking Services also recommends that the hourly rate in the York Lanes Parking Garage be structured so as to encourage low duration/high turnover, to better service short term parking needs in the core of the campus. The parking supply in this area of campus will be augmented through the introduction of about 85 pay-and-display spaces in the Vanier Lot (which has been used as a construction site for the past three years). The Vanier Lot will be priced in accordance with other short-term surface parking on campus, and therefore serve those customers who need to park for a longer period in this high demand area of campus without adverse effect.

Permit Parking

Permit rates have increased annually in the 3% to 5% range, with the last annual increase instituted in September 2008. While there are no comparables in the immediate area of the University, our rate structure is moderately discounted in comparison to the University of Toronto, which again is the benchmark for rate adjustment for daily rates (York's rates are approximately 85% of U of T's currently posted rates). Further to this, permit revenue has generally declined over the past five years, which may be a reflection of both the demand (modal split adjustment) and cost escalation.

Financial Analysis

The proposed daily rate adjustments are estimated to produce a positive net revenue impact of \$497,710 in daily fee revenues, based on the current volume rates. However, if a conservative drop of 5% in the number of transactions as a result of the rate increase is factored in, Parking Services would anticipate a net revenue impact of only \$200,000 per annum, or roughly a 2.75% increase in total daily fee revenues, based on projected revenue of \$5,500,000 for daily fee parking in 2009-2010. Management is confident that incremental revenue within this range will be sufficient, when combined with expenditure control measures, to cover increases in staff and operating costs so that Parking Services remains on target with the Long Term Ancillary Plan.

Appendices

Rates for Parking Permits and Daily Rates over the past five years (2005-2010) are presented in Appendices 1 and 2. Comparative Daily Parking Rates at other institutions in the GTA, southern Ontario and major Canadian cities are presented in Appendix 3.

**PARKING SERVICES
PARKING PERMIT RATES
2005-2010**

MONTHLY RATES

PERMIT CATEGORY	2005-2006	2007 January	2007 September	2008 September	2009-2010	2010-2011
Unreserved	\$70.00	\$72.30	\$74.65	\$77.05	\$77.05	\$77.05
Outer Reserved	\$90.00	\$92.95	\$95.95	\$99.05	\$99.05	\$99.05
Reserved	\$100.00	\$103.25	\$106.60	\$110.05	\$110.05	\$110.05
Day/Unreserved Evening/Reserved	\$95.50	\$98.60	\$101.80	\$105.10	\$105.10	\$105.10
Evening Unreserved	\$65.00	\$67.10	\$69.30	\$71.55	\$71.55	\$71.55
Evening Outer Reserved	\$73.00	\$75.35	\$77.80	\$80.35	\$80.35	\$80.35
Evening Reserved	\$85.00	\$87.75	\$90.60	\$93.55	\$93.55	\$93.55
Garage	\$110.00	\$113.60	\$117.30	\$121.10	\$121.10	\$121.10
Evening Garage	\$100.00	\$103.25	\$106.60	\$110.05	\$110.05	\$110.05

Taxes not included in monthly rates

Permit rates have remained consistent since the last rate increase which took effect September 2008

**PARKING SERVICES
PARKING DAILY RATE COMPARISONS
2005-2010**

DAILY RATES

DAILY RATE CATEGORY	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011	
	HOURLY RATE	MAXIMUM	HOURLY RATE	MAXIMUM	HOURLY RATE	MAXIMUM	HOURLY RATE	MAXIMUM	HOURLY RATE	MAXIMUM	HOURLY RATE	MAXIMUM
York Lanes Parking Garage (Day)	\$4.00	\$14.00	\$4.00	\$14.00	\$4.00	\$14.00	\$4.00	\$14.00	\$4.00	\$14.00	\$5.00	\$20.00
York Lanes Parking Garage (Evening)		\$8.00		\$8.00		\$8.00		\$8.00		\$8.00		\$8.00
Other Garages (Day)	\$4.00	\$14.00	\$4.00	\$14.00	\$4.00	\$14.00	\$4.00	\$14.00	\$4.00	\$14.00	\$4.50	\$15.00
Other Garages (Evening)		\$8.00		\$8.00		\$8.00		\$8.00		\$8.00		\$8.00
Surface on Street and Interior Lots	\$3.00	\$15.00	\$3.00	\$15.00	\$3.00	\$15.00	\$3.00	\$15.00	\$3.00	\$15.00	\$3.50	\$15.00
Outer Visitor Lots (Day)	\$3.00	\$9.00	\$3.00	\$9.00	\$3.00	\$9.00	\$3.00	\$9.00	\$3.00	\$9.00	\$3.50	\$10.00
Outer Visitor Lots (Evening)	\$3.00	\$7.00	\$3.00	\$7.00	\$3.00	\$7.00	\$3.00	\$7.00	\$3.00	\$7.00	\$3.50	\$8.00

*Taxes included in daily rates
Daily rates have not increased since 2004*

Appendix 3

PARKING SERVICES					May 17, 2010				
DAILY RATE COMPARISONS OTHER UNIVERSITIES									
	HOURLY RATE	MAXIMUM	EVENING MAXIMUM	WEEKEND					
UNIVERSITY OF TORONTO - ST GEORGE	\$6.00	\$15.00	\$10.00	\$8.00					
UNIVERSITY OF TORONTO - MISSISSAUGA	\$5.00	\$12.00	\$5.00	\$5.00					
UNIVERSITY OF TORONTO - SCARBOROUGH	\$3.00	\$12.00	\$6.00	\$5.00					
MCMASTER UNIVERSITY	\$5.00	\$20.00	\$5.00	\$5.00					
RYERSON	\$7.00	\$15.00	\$6.00	\$8.00					
HERZING COLLEGE	\$6.00	\$18.00	\$12.00	\$8.00					
UNIVERSITY OF OTTAWA	\$4.00	\$13.00	\$8.75	\$7.00	(SOME GARAGES HAVE NO MAX FROM 0600 TO 1500)				
UNIVERSITY OF WESTERN ONTARIO	\$3.00	\$12.00	\$5.00	\$5.00					
MCGILL UNIVERSITY	\$6.00	\$16.00	\$7.00	\$7.00					
UNIVERSITY OF ONTARIO INFORMATION TECHNOLOGY	\$4.00	\$10.00							
UNIVERSITY OF BRITISH COLUMBIA	\$3.75	\$13.00	\$5.50	\$5.50	(SHORT TERM IS \$3.75/HOUR FOR MAX OF 4 HOURS)				
SIMON FRASER UNIVERSITY	\$3.25	\$13.00	\$3.25	\$6.50					
UNIVERSITY OF GUELPH	\$2.00	\$10.00							
UNIVERSITY OF WATERLOO	\$2.00	\$15.00	\$3.00						
YORK UNIVERSITY - GARAGE	\$4.50	\$15.00	\$8.00	SAT \$7 / SUN \$5	York Lanes Garage \$5 per hour/\$20 daily maximum				
YORK U - STREET/INTERIOR LOT PAY & DISPLAY	\$3.50	\$15.00	\$8.00	SAT \$7 / SUN \$5					



Memo

University Secretariat

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To: Board of Governors
From: David Denison, Chair, Finance and Audit Committee
Date: 14 June 2010
Subject: Life Sciences Building Capital Budget Approval

Contingent upon the approval of the proposal by the Finance & Audit Committee at its meeting immediately preceding the Board of Governors meeting on June 21, 2010, the following recommendation is being forwarded to the Board for consideration.

The Finance and Audit Committee recommends

That the Board of Governors approve an increase to the Life Sciences Building project budget from \$70 million to \$84 million, to provide for increased scope of work, including the full implementation and fit up of the first and fourth floors of the building.

Background and Rationale

In May 2009, a request was made to the Federal/Provincial Knowledge Infrastructure Program (KIP) for \$80 million to fund a Life Sciences Building. The construction cost portion of the total \$80 million project proposal was projected to be \$68.2 million. The proposed building had classroom facilities on the first floor, teaching laboratories on the second floor and research laboratories on the third and fourth floors. As it was a highly serviced facility there was a larger than normal basement to accommodate associated servicing plant.

Funding approval for the project was received from government with the conditions that there must be a “shovel in the ground by August 2009”, that the facility must be “materially complete” by March 31, 2011, and that the amount of KIP funding available would be limited to \$70 million.

In response to the reduced level of funding from government, the overall project budget was reduced, including the construction portion of the budget which was cut back to \$55 million. When the design development started and the Construction Manager was retained, cost estimates indicated that constructing the full building program originally contemplated could not be achieved with a \$13.2 million reduction in the construction budget.

Given the capacity of the building site being used, it was decided to retain the overall building size at approximately 160,000 gross square feet floor area. However, it was necessary to reduce the project scope by deferring fit up of floors 1 & 4 as well as the bridge linking the 3rd floor with the Chemistry Building and the breezeway connection at ground level.

Since the project approval, the project has been proceeding as rapidly as possible. Because of the time necessary to develop designs and delays in the receipt of construction permits, the aggressive spending rate originally projected in the initial period of the project has not been possible. The terms of the KIP contract are very clear that institutions will not be eligible to receive project funding flows after March 31, 2011. This is a serious potential funding risk as the University stands to lose a portion of the potential \$70 million grant funding unless spending can be aggressively expedited. Unlike the Osgoode Hall Law School Expansion/Renovation KIP project, the Life Sciences Building is disadvantaged by not having alternative sources of funding associated with the capital financing plan that can be applied to cover any costs incurred beyond the March 31, 2011 date. By increasing the project scope at this time, we can increase the rate of expenditure from what it otherwise would be and help ensure that the full \$70 million of grant funding we are eligible for is received. This strategy is illustrated on Figure 1 attached.

The additional scope proposed restores most of the items that were previously deferred, which are important academic spaces. In the face of enrolment growth already experienced in 2009/10, having the additional first floor classrooms (two of 144 seats, two of 72 seats and one of 120 seats) that were not contemplated to be available by September 2011 would be an important addition to support the University's academic plan and additional enrollment. Given the location of this building adjacent to other science buildings, the additional specialized lab space on the upper floor of the Life Sciences Building could be particularly helpful in the near term towards any contemplated expansion of the University's Engineering programs. Additionally, there will be a plan for pre-purchasing higher priced equipment and some furnishings that can be securely stored in the completed basement (in their packing crates) for installation after March 2011.

A final important aspect to consider is fact that the project has reached a point where design and construction decisions are being made that would be different in the context of the larger project scope. There are efficiencies which can be achieved currently with a larger scope – and hence from a longer-term “value-for-money” perspective the optimal decision is to complete and fit up the entire building at this point in time.

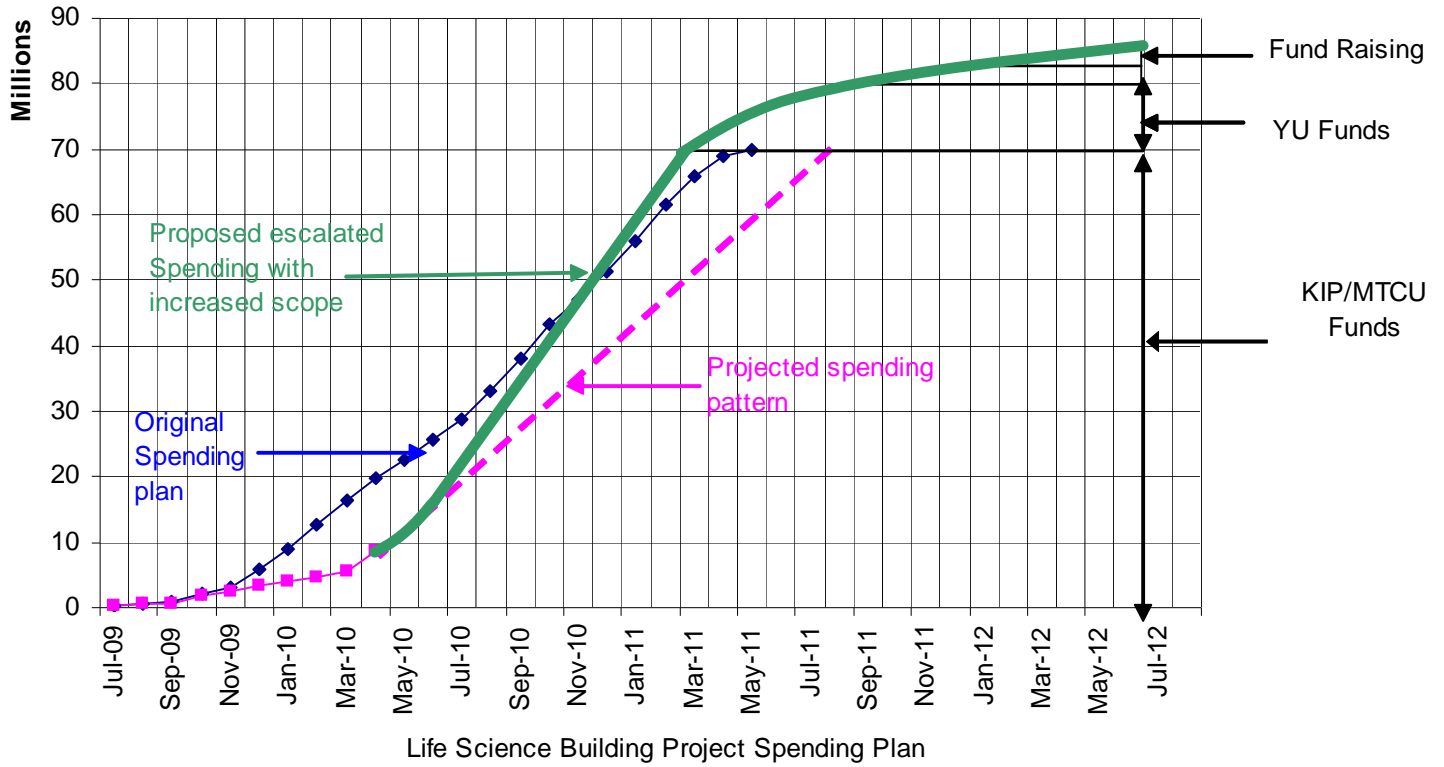
Funding

The additional \$14 million funding required will be provided through internal financing and capital reserves. A portion of the additional revenue associated with enrolment growth would be a reliable source of funds to support the costs associated with any internal financing arrangement put in place.

A fundraising plan is also being developed, in conjunction with the York Foundation and the Deans of Health and Science and Engineering. While the initial funding plan will not assume any fundraising amounts, any amounts raised would offset and reduce the amount of University funding required.

FIGURE 1

Proposed Strategy to Accelerate Spending Rate



Memo

To: Board of Governors

From: David Denison, Chair, Finance and Audit Committee

Date: 14 June 2010

Subject: **Policy on Fraud, Theft and Misappropriation of University Assets**

Contingent upon the approval of the proposal by the Finance & Audit Committee at its meeting immediately preceding the Board of Governors meeting on June 21, 2010, the following recommendation is being forwarded to the Board for consideration.

The Finance and Audit Committee recommends

That the Board of Governors approve the proposed Policy on Fraud, Theft and Misappropriation of University Assets (attached).

The associated Procedure on Fraud, Theft or Misappropriation of University Assets is attached for *information*.

Background and Rationale

York University is committed to high standards in all of its activities and requires all employees, agents, contractors and volunteers at all times to act honestly, with integrity and to safeguard the University resources for which they are responsible.

To reinforce the University's commitment to such standards and to safeguard its resources, a University policy and related procedure have been developed to deal with acts of non-academic fraud, theft and misappropriation that occur at the University. The policy outlines the University's commitment to investigate all allegations of fraud where there is sufficient cause or predication; encourages disclosure of evidence of malfeasance; and articulates the commitment of the University to protect employees who take steps to expose such wrongdoing; and gives charge to the Vice President Finance and Administration to implement appropriate procedures to give effect to the policy.



University Policies, Procedures & Regulations Database

University Policy

Title: **Fraud, Theft and Misappropriation of University Assets**

Description: Deals with acts of non-academic fraud that occur at the University. Also, articulates the commitment of the University to protect employees who take steps to expose wrongdoing, by prohibiting harassment, threats, retaliation or discrimination against them. Has associate procedure.

Notes: Reviewed by President and Vice-Presidents, June 16, 2009; Approved by Board of Governors: June 21, 2010 Effective: June 21, 2010

Approval Authority: Board of Governors

Signature: Paul Cantor

I. Policy: Fraud, Theft and Misappropriation of University Assets

Definition:

For the purposes of this policy, theft, fraud and misappropriation of University assets includes theft and all fraudulent transactions defined in the Criminal Code including but not limited to: stealing; embezzlement; misapplication of resources; destruction, removal or concealment of University records or property for the purposes of gain; forgery, falsification or alteration of documents; making false claims; computer hacking and identity theft.

Standard of behaviour:

1. York University expects its employees, agents, contractors, volunteers and any others acting on behalf of the University or doing business with the University to carry out their responsibilities with the highest level of integrity and to deal honestly with the University's assets and resources .
2. All University employees, agents, contractors and volunteers are responsible for following the internal control processes and policies established by the University from time to time.

Disclosure of evidence of wrongdoing:

3. The University encourages persons who have evidence of theft, fraud or other misappropriation of University assets or resources to disclose such evidence to persons in authority.
4. The University is committed to the creation of procedures which provide for any one to disclose evidence of wrongdoing without fear of reprisal in respect thereto.

Investigation and other action

5. Upon being provided with evidence of dishonest behavior, the University will take the steps available to investigate the matter and may take any additional action, including such remedies as available by law.
6. University employees, agents, contractors, volunteers and any others acting on behalf of the University or doing business with it shall, if and when asked, be expected to cooperate fully with any investigation.

II Procedures

The Vice President Finance and Administration shall oversee the development of such procedures as may be required from time to time to give effect to this policy.

University Policies, Procedures & Regulations Database

University Procedure

Title: **Fraud, Theft or Misappropriation of University Assets**

Description: Procedure to deal with acts of non-academic fraud that occur at the University by employees, agents, contractors and volunteers. Also sets out reporting process and articulates the University's commitment to protect employees who disclose concerns about unethical conduct and fraudulent behaviour that they observe or encounter in the context of University activities. Has associated policy.

Notes: Reviewed by President and Vice-Presidents: June 16, 2010. Effective: June 21, 2010

Approval Authority: Vice-President Finance and Administration

Signature: Gary Brewer

Procedure: Disclosure of Evidence of Fraud, Theft or Misappropriation of University Assets

I Application:

This procedure establishes a process for reporting and investigating evidence of fraud, theft and misappropriation of university assets by university employees, agents, contractors and volunteers. It is not intended to apply to issues of academic misconduct or fraudulent actions by students acting solely in their capacity as students, nor to misconduct in academic research, each of which have separate procedures.

II Disclosure:

1. Persons who encounter evidence of fraud, theft or misappropriation of university assets shall make a timely disclosure of such evidence in accordance with these procedures to one of the following persons: the Assistant Vice-President Finance & Chief Financial Officer, the Assistant Vice-President Human Resources and Employee Relations, the Director of Internal Audit; the Director of the Centre for Human Rights; the University Secretary and General Counsel.
2. While the University will take such steps as are possible to protect the identity of persons making disclosure, information provided including the identification of these individuals may be disclosed if necessary for the University to take disciplinary or other action.
3. In order to proceed, the University may require the disclosure to be evidenced in writing, signed, and accompanied by any documentation in support of the allegation.

III Protection of a Party Making a Disclosure:

1. The University will take all reasonable steps to ensure that persons who in good faith and in accordance with this procedure disclose evidence of wrongdoing will be protected from reprisals in their employment as a consequence of such disclosure including: dismissal or threat of dismissal, discipline, suspension, docking of pay or threat thereof, harassment or intimidation in

the workplace.

2. Any person who experiences such reprisals or threats as a result of disclosure in accordance with this procedure shall inform the Assistant Vice-President, Human Resources and Employee Relations who shall ensure the matter is investigated and appropriate action taken.

IV Investigation of Allegations of Fraud, Theft and Misappropriation:

1. When the university receives evidence of fraud, theft or misappropriation, it shall appoint one senior official, normally the Director of Internal Audit, to oversee the coordination of an investigation of the evidence.
2. Investigations will be conducted with an appropriate level of confidentiality, and with respect for the requirements of any legislation or applicable collective agreements.
3. The investigator(s) shall have access to all relevant university premises and records, and employees are expected to provide full cooperation with the investigator, subject only to legal rights including those under relevant collective agreements.
4. The results of any investigations will be reflected in a written report which shall be issued to senior University officers and, in the normal course, (and in any event when the allegations have been substantiated), to the Finance and Audit Committee of the Board of Governors.

Memo

To: Board of Governors
From: Zahir Janmohamed, Chair, Governance and Human
Resources Committee
Date: June 2, 2010
Subject: **Occupational Health and Safety, 2009 Annual Report**



The 2009 Annual Report on Occupational Health and Safety (OHS) is attached for your review. This report summarizes the health and safety activities undertaken at York University in 2009 and indicates the level of compliance with applicable health and safety legislation. The report contains key health and safety indicators that provide quantitative measures of the University's performance. It also includes a summary of activities and achievements related to the goals and objectives that had been set for 2009, as well as the proposed goals and objectives for 2010.

Memo

To: Board of Governors
From: Zahir Janmohamed, Chair, Governance and Human Resources Committee
Date: June 2, 2010
Subject: **Annual Review of the Occupational Health & Safety Policy**

Recommendation

It is recommended that the Board of Governors re-approve the Occupational Health and Safety Policy.

Background and Rationale

The Occupational Health and Safety Act requires annual re-assessment of the policy. Through its Joint Health and Safety Committees, York maintains a process of continuous re-assessment of the policy. Through the Board Governance and Human Resources Committee, the University annually re-approves the policy. In February, 2010, all Joint Health and Safety Committees reviewed the policy and recommended no revision.

University Policies, Procedures & Regulations Database

University Policy

Occupational Health and Safety

: Pol 008

Description:

Notes: Approved by UEC: 1996/09/16; Re-Approved by the Board of Governors: 1991/05/13; 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29, 2003/04/28, 2004/04/26, 2005/05/02, 2006/05/01, 2007/04/30, 2008/06/23; 2009/06/23;
Date Effective: 1991/05/13; *This policy must be approved annually by the Board of Governors.*

Approval Authority: Board of Governors

Signature: "M. Shoukri"

Policy

York University is committed to the prevention of illness and injury through the provision and maintenance of healthy and safe conditions on its premises. The University endeavours to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and where appropriate, through development and implementation of additional internal standards, programs and procedures.

York University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.

Occupational Health and Safety

Persons who are supervisors as defined by the Occupational Health and Safety Act shall ensure that persons under their direction are made aware of and comply with all applicable requirements and procedures adherent to this policy. Supervisors shall investigate all hazards of which they become aware and shall take appropriate corrective action.

The University shall acquaint its employees with such components of legislation, regulations, standards, practices and procedures as pertain to the elimination, control and management of hazards in their work and work environment. Employees shall work safely and comply with

the requirements of legislation, internal regulations, standards and programs and shall report hazards to someone in authority, in the interests of the health and safety of all members of the community.

Students

Students are responsible for conducting themselves in a manner which is consistent with their health and safety and that of others. Failure to do so may be considered a breach of Presidential Regulations governing student conduct.

Tenants and Contractors

The University will make its commercial tenants and contractors aware of its Occupational Health and Safety Policy and of the requirement that all persons working on its premises conduct their business in accordance with the Occupational Health and Safety Act.

This Health and Safety Policy is promulgated by the Board of Governors and the administration thereof is delegated to the Vice-President Finance and Administration.

Failure to abide by this policy or the requirements, regulations, standards or procedures contemplated herein will result in appropriate discipline or sanctions.

Memo

To: Board of Governors
From: David Denison, Chair, Finance and Audit Committee
Date: June 8, 2010
Subject: **Energy Management Program:
Approval of Energy Conservation Measures**



Recommendations:

The Board Finance and Audit Committee recommends to the Board of Governors:

- 1. Approval of an expenditure of \$1,300,000 to complete additional academic building lighting upgrades.**
- 2. Approval of an allocation of \$1,170,000 to proceed with the remaining chilled water upgrade measures.**

Background and Rationale:

Lighting Upgrades

Given the upward cost pressures on electricity rates, along with maintenance, infrastructure capacity, public relations, regulatory and incentive synergies, there is a more strategic return-on-investment by completing additional building lighting upgrades now and deferring building HVAC upgrades. This is largely because of the relatively low, present costs of natural gas.

The scope of the proposed "bundle" of lighting upgrades, the cost, and the anticipated payback period are summarized in Table 1.

The total cost of \$1,300,000 will be funded from the positive variance of \$1,300,000 remaining following the implementation and scope changes of all Board approved energy conservation measures to date.

Table 1: Proposed Lighting Upgrades

Conservation Measure	Buildings	Cost	Payback Period
Academic Areas			
• Package 5, Lighting Project	TEL, CUB, SSB, CSEB, BCSS, WSC	\$ 805,000	8.7 years
• Package 7, Lighting Project	Glendon academic buildings	\$ 495,000	6.5 years
TOTAL		\$1,300,000	

Chilled Water Upgrades

Through implementation of earlier Energy Conservation Measures, substantial gains have been made in reducing chilled water consumption and in improving the operating efficiency parameters. Less chilled water is being pumped resulting in pumping and chiller electricity reductions.

Since we are embarking on upgrading the pumping system to match these lower flow and pressure conditions together with variable speed enhancements, it is economically attractive to complete the remaining chilled water improvements to realize the additional and immediate savings on the pump replacement investment. These measures attract the same increased incentive from the Ontario Power Authority that has been applied for, and should be attained with the proposed timing.

Like lighting improvements, the reduction of demand allows for new building and load addition across the campus without capital cost expenditures in the central plant or related distribution systems. The annual utilities savings resulting from implementation of this measure is conservatively estimated to be \$41,640. When viewed in combination with other related energy conservation measures (chilled water upgrades and variable speed pumps) and an incentive of \$106,000, the simple payback is 8 years.

Funding of \$1,170,000 required for the chilled water upgrades will be drawn from the unallocated portion of the \$39,500,000 approved by the Board for the Energy Management Program.

University Secretariat

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TORONTO ON
CANADA M3J 1P3
T 416 736 5310
F 416 736 5094

Memo

To: Paul Cantor, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: June 1, 2010

Re: **President's Report on Appointments, Tenure and Promotion**



The Academic Resources Committee recommends

that the Board approve the President's June 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. Appointments have been made in areas of continuing and strategic importance.

Documentation is attached as Appendix A.

Appendix A: Recommendations for Tenure and Promotion

1. Recommendations for Appointment

Name	Department, Field	Rank at Hiring	Highest Degree (University, Year)	Research Agenda/Specialization
Health				
Lee, Tsorng-Yeh (F) July 1, 2010	Nursing	Associate Professor, Pre-candidacy 1	PhD, Nursing (Pittsburgh, 1992)	Dr. Lee has been teaching part-time in the School of Nursing at York since December 2009. She served as Director and Professor with the Tri-Service General Hospital in Taipei from 2000-2006 and then taught at the Fu-Jen Catholic University in Taipei. She received a national award for "outstanding nurse in professional contribution" in 2006. The focus of her research is women's health, the pregnancy and birth experience and infertility.
Kurtz-Landy, Christine (F) July 1, 2010	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (McMaster, 2006)	Dr. Kurtz-Landy comes to us from McMaster University where she held a Canadian Health Services Research Foundation postdoctoral fellowship from 2007 to 2009. She has also taught part-time in the School of Nursing at McMaster since 2003 and has held a casual position as Staff Nurse at Sunnybrook Health Sciences Centre since 1992. The main focus of her research is in women's health in particular health and wellbeing in child bearing women.
Persaud, Malani (F) July 1, 2010	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (Toronto, 2009)	Dr. Persaud is currently a post-doctoral fellow in the School of Nursing at York. Her research focuses on aging and examining the emotion of pleasure in persons with dementia living in long-term care settings.
Samuels-Dennis, Joan (F) July 1, 2010	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (Western, 2009)	Dr. Samuels-Dennis has taught courses relevant to nursing research, quantitative data analyses, mental illness/disorders, and women's health at Ryerson, Humber, U of T and York over the past five years.. She also has a strong clinical background in public health and community health nursing. The focus of her research is mental health promotion and populations of interest include women, children and racial/ethnic minority groups.
Science				
Schneider, Keith (M) July 1, 2010	Biology, fMRI	Associate Professor, Candidacy 1	PhD, Brain and Cognitive Sciences, (Rochester, 2002)	Dr. Schneider comes to us from the University of Missouri where he has taught since January 2009. His previous position was with the Centre for Brain Imaging at the University of Rochester. His research focus is on the relation between the architecture of the visual system and the functions of attention, perception and awareness. He is certified by Siemens to program fMRI pulse sequences and image reconstruction programming.
Health				
Harwood-Lunn, Lynne (F) July 1, 2010 for a three-year term	Nursing	Sessional Assistant Lecturer (Alternate stream)	MA, Nursing (Athabasca, 2004)	Ms Harwood-Lunn is currently completing a contractually limited appointment in the School of Nursing at York. Previously she was a Team Leader in the Emergency Department at the Royal Victoria Hospital in Barrie. Her expertise is in the medical-surgical area as well as maternal-child health and geriatrics.
Pottinger, Anne (F) July 1, 2010 for a three-year term	Nursing	Sessional Assistant Lecturer (Alternate stream)	MA, Nursing (Toronto, 2003)	Ms Pottinger has taught sessionally at Ryerson and York since 2006 and has been employed at the Centre for Addiction and Mental Health since 1997. She specializes in teaching courses on caring for clients with mental health and addiction issues, care of the elderly, community nursing, transcultural nursing, professional development and leadership, and client centred care.

2. Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Edmonds, J (M)	Science & Engineering	Computer Science & Engineering	PhD, Toronto	Algorithms
Gilmour, J (F)	Osgoode		DSc Law Stanford	Health Law
Gryz, J (M)	Science & Engineering	Computer Science & Engineering	PhD, Maryland	Research on Database Queries
Henriques, I (F)	Schulich	Economics	PhD, Queens	Environmental Economics
Kumarakrishnan, A (M)	Science & Engineering	Physics & Astronomy	PhD, Idaho	Atomic, Molecular and Optical Physics
Philipps, L (F)	Osgoode		PhD, York	Taxation, Fiscal Policy, Gender Equality

3. Recommendations for Tenure with Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Armenakis, C (M)	Science & Engineering	Earth & Space Science & Engineering	PhD, New Brunswick	Geomatics Engineering
Brushwood- Rose, C (F)	Education		PhD, York	Curriculum Theory. Critical Pedagogy. Cultural Studies and Digital Media
Buckley, N (M)	Liberal Arts & Professional Studies	Economics	PhD, Mc Master	Microeconomics, Experiential Economics
Budworth, M-H(F)	Liberal Arts & Professional Studies	Human Resource Management	PhD, Toronto	Human Resource Management, Training & Development
Burke, K (F)	Fine Arts	Music	BFA McMaster	Gospel Music, Conducting, Composition
Cabianca, D(M)	Fine Arts	Design	MA, MFA	Typeface Design/ Criticism
Cepeda, N (M)	Health	Psychology	PhD, Illinois	Cognitive & Educational Psychology
D'Agostino G (F)	Osgoode	Law	DPhil Oxford	Intellectual Property
Dhir, A (M)	Osgoode	Law	PhD, New York	Corporate/ Commercial Law. International Law, Health Law
Djordjevic, I (M)	Glendon	English	PhD, Toronto	Early modern English nationalism & Commonwealth discourse
Durston, A (M)	Liberal Arts & Professional Studies	History	PhD, Chicago	Colonial Latin America
Eberlein, B (M)	Schulich	Policy/Strategic Management	PhD, Konstanz	Comparative Public Policy
Ezzedein, S (F)	Liberal Arts & Professional Studies	Human Resource Management	PhD, George Washington	Work-Life Balance
Flora, D (M)	Health	Psychology	PhD, North Carolina	Quantitative Psychology
Foster, L (M)	Liberal Arts & Professional Studies	Public Policy & Administration	PhD, York	Canadian Immigration & Labour
Fu, Y C (F)	Science & Engineering	Mathematics & Statistics	PhD, Waterloo	Mixture models empirical likelihood

Gabriele, S (F)	Fine Arts	Design	PhD, Alberta	Visual Communications
Grigull, J (M)	Science & Engineering	Mathematics & Statistics	PhD, Göttingen	Bioinformatics and Quantitative Biology
Guzmán, M C (F)	Glendon	School of Translation	PhD, SUNY Binghamton	Translation Studies, Latin American Translation
Hodgson, L-P(M)	Glendon	School of Translation	PhD, Harvard	Political, Legal& Moral Philosophy
Huang, R (M)	Liberal Arts& Professional Studies	Administrative Studies	PhD, Toronto	Facility Location Theory
Hwong, T (M)	Liberal Arts& Professional Studies	Public Policy & Administration	PhD, York	Judicial Decision Making in Tax Law
Jensen, E (F)	Health	Nursing	DPhil, Wayne State	Mental Health
Kal, H (M)	Fine Arts	Visual Arts	PhD, SUNY Binghamton	Korean Art, Culture & History
Kazimi, A (M)	Fine Arts	Film	BFA York	Film & Video Production
Kimakova, A, (F)	Liberal Arts& Professional Studies	Public Policy	PhD, Brandeis	International Economics and Finance
Lai, L (F)	Liberal Arts& Professional Studies	Administrative Studies	PhD, Texas A&M	Accounting
Lau, Y (M)	Fine Arts	Visual Arts	PhD, Alberta	Visual Artist, Curator
Levin, L (F)	Fine Arts	Theatre	PhD, UC Berkeley	Performance Studies
Lileeva, A (F)	Liberal Arts& Professional Studies	Economics	PhD, Toronto	Empirical Trade
Lynch, J (F)	Education		PhD, British Columbia	Language and Literacy Education
Maheu, C (F)	Health	Nursing	DPhil, British Columbia	Psychological impact of Cancer Genetics Services
McGillivray G (F)	Glendon	History	PhD, Georgetown	Cuban History in a comparative Latin American context
Mueller, G (F)	Liberal Arts& Professional Studies	Languages, Linguistics& Literatures	PhD, West of England	German Film & Culture
O'Connell, A (F)	Liberal Arts& Professional Studies	Social Work	PhD, Toronto	Social Policy. Race and History
Rommel, T (M)	Liberal Arts& Professional Studies	Geography	PhD, Toronto	Geography/ Remote Sensing
Safai P(F)	Health	Kinesiology	PhD, Toronto	Sociology of Sport
Scott, D (F)	Osgoode	Law	PhD, York	Public Law, Environmental Law, Gender and Environmental Health
Steele, J (F)	Health	Psychology	PhD, Harvard	Stereotyping
Thomas, J P (M)	Glendon	French	PhD, Sherbrooke	French Canadian Literature, Travel Literature, Myth Analysis
Tufts, S (M)	Liberal Arts& Professional Studies	Geography	PhD, York	Geography/ Labour Geography
Zhu, Z H (M)	Science & Engineering	Earth& Space Science & Engineering	PhD, Toronto	Engineering Design
Zikic, J (F)	Liberal Arts& Professional Studies	Human Resource Management	PhD, Toronto	Job Loss, Career transitions, Career Development of Diverse Populations

4. Recommendation for Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Singh, M (F)	Health	Nursing	PhD, Toronto	Research Methodology, Program Evaluation and Statistical Consulting

Board and Board Committee Meeting Dates 2010-2011

Page 1 of 2

	Board of Governors	Executive	Academic Resources	Finance and Audit	Investment	Land and Property	Governance and Human Resources	Community Affairs
2010								
September		Mon. Sept.27/2010 8:30am – 10:30 am 1048 YRT	Mon.Sept 13/2010 3:00am-5:00am 1048 YRT	Fri. Sept 17/2010 8:00am-10:30am 1048 YRT	Tue Sept 28/2010 9:00am-11:00am Downtown	Tues. Sept 21/2010 8:30am-10:30am 1048 YRT	Wed. Sept.15/2010 5:00 pm – 7:00 pm Downtown	Thur Sept.16/2010 2:30 pm – 4:30 pm Downtown
October	Mon. Oct 4/2010 3:00 pm – 6:00 pm 5 th Floor York Research Tower							
November		Fri. Nov.19/2010 8:30am – 10:30am Downtown Mon. Nov.22/2010 5:00 pm – Dinner Meeting, Joint with Senate Executive	Mon. Nov 8/2010 9:00am-11:00am 1048 YRT	Mon. Nov 15/2010 8:00am-10:30am 1048 YRT		Thurs Nov 18/2010 8:30am-9:30am 1048 YRT	Wed. Nov. 10/2010 5:00pm – 7:00pm Downtown	Fri. Nov. 12/2010 9:00am – 11:00am Downtown
December	Mon. Dec 6/2010 3:00pm-6:00pm 5 th Floor, York Research Tower Holiday Reception 6:30 pm Keele				Fri. Dec. 3/2010 9:00am-11:00am Downtown			

Board and Board Committee Meeting Dates 2010-2011

	Board of Governors	Executive	Academic Resources	Finance and Audit	Investment	Land and Property	Governance and Human Resources	Community Affairs
2011								
January								
February	Mon. Feb. 28/2011 3:00 pm-6:00 pm 5 th Floor, Research Tower	Fri. Feb 18/2011 8:30am-10:30am Downtown	Mon. Feb. 7/2011 9:00am – 11:00am 1048 YRT	Mon. Feb 14/2011 8:00am - 10:30am 1048 YRT		Tues. Feb 15/2011 8:30am-10:30am 1048 YRT HOLD	Wed. Feb.9/2011 5:00pm-7:00pm Downtown	Fri. Feb11/2011 8:30am-10:30am Downtown HOLD
March					Mon. Mar.28/2011 9:00am– 11:00am Downtown			
April	Mon. April 25/2011 3:00 pm-6:00 pm 5 th Floor, Research Tower	Wed. Apr. 6/2011 3:00pm-5:00pm Downtown	Tues. Apr. 5/2011 9:00am-11:00am 1048 YRT	Mon. Apr. 4/2011 8:00am-10:30am 1048 YRT				Fri. Apr 1/2011 9:00am – 11:00am Downtown
May				Mon. May 16/2011 8:00am-10:30am 1048 YRT	Tues May 24/2011 9:00am-11:00am Downtown	Tues May 17/2011 8:30am-10:30am 1048 YRT HOLD	Wed May 18/2011 5:00pm-7:00pm Downtown	
June	Mon.Jun 20/2011 3:00 pm-6:00 pm 5 th Floor, Research Tower Hail & Farewell 6:30 pm	Mon. June 6/2011 8:30am-10:30am 1048 YRT	Tues. May 31/2011 10:00am-12:00pm Preceded by Research Presentation 7:30am-9:30am Location TBA	Mon. Jun 20/2011 12:30pm-2:30pm 5 th Floor, Research Tower				