



York University
Board of Governors

Notice of Meeting
Monday, February 28, 2011
3:00 pm to 6:00 pm

Marshall A. Cohen Governance Room
5th Floor, York Research Tower
Keele Campus

AGENDA

TAB

I. CLOSED SESSION

II. OPEN SESSION (approximately 3:30 pm)

1. Chair's Items (P. Cantor)

1.1 Executive Committee1

2. President's Items (M. Shoukri)

2.1 Updates and Outstanding Issues

2.2 Presentation: 3D Film Innovation Consortium (FLIC) (L. Wilcox, Graduate Program Director, Department of Psychology; A. Kazimi, Associate Professor, Department of Film; & R. Allison, Associate Professor, Department of Computer Science & Engineering)

3. Academic Resources Committee (S. Schwartz)2

3.1 Appointments, Tenure and Promotion (For action; S. Schwartz)3

4. Community Affairs Committee (R. Lewis)4

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5.1 Premise Isolation Backflow Preventers (For action; D. Denison) 6
5.2 Glendon Cafeteria Upgrade and Renovation (For action; D. Denison) 7
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7. Other Business

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3. Pension Board of Trustees Reappointment 10

Harriet Lewis
Secretary



Board of Governors

**York University
Board of Governors**

Minutes of the Open Session of the Meeting of
Monday, 6 December, 2010
Marshall A. Cohen Governance Room, York Research Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>	
Paul Cantor, Chair Susan Black Guy Burry David Denison Terrie-Lynne Devonish Billy Gyamfi Rosemary Heneghan Ozench Ibrahim Zahir Janmohamed Kuttimol Kurian Patrick LeSage Sandra Levy Robert Lewis Mark Lievonon Ken Ng Tim Price Samuel Schwartz Honey Sherman Mamdouh Shoukri George Tourlakis Paul Tsaparis Bryan Zarnett <i>Harriet Lewis, Secretary</i>	Julia Foster Deborah Hutton Debbie Jamieson Kevin McKague Penelope Reed-Doob Henry Wu	James Allan Cynthia Archer Bruno Bellissimo Ellen Bialystok Alex Bilyk Gary Brewer Glen Craney David Dewitt Leona Fields Richard Francki Janusz Kozinski Bernie Lightman Paul Marcus Ijade Maxwell-Rodrigues Patrick Monahan Doug Peers Mike Petrilli Trudy Pound-Curtis Bud Purves Lia Quickert Barbara Rahder Michael Siu	Jennifer Sloan Lorne Sossin Rob Tiffin Jacqueline Volkhammer Willam van Wijngaarden Chris Wong Berton Woodward <i>Cheryl Underhill Assistant Secretary</i> <i>Elaine MacRae Board Coordinator</i>

II. OPEN SESSION

1. Chair's Items

Congratulations were extended to Mr Janmohamed on his recent appointment as President and CEO of the *Canadian Centre for Diversity*. Best wishes were offered to the Chair of Senate, Susan Dimock, as her daughter recovers from a recent accident.

1.1 Report on Items Decided in the Closed Session

The following decision taken by the Board in the *closed* session was announced:

- the four year appointment to the Board of **Tim Price and Henry Wu** commencing December 6, 2010.

1.2 *Executive Committee*

Speaking to the Executive Committee report Mr Cantor highlighted the renewal of the Board's risk management oversight through the assignment of first and second-tier risk areas to each Board committee.

2. **President's Items**

2.1 *Updates and Outstanding Issues*

Noting that this day was the *National Day of Remembrance & Action on Violence against Women*, Dr Shoukri joined members of the University community today in signing a public commitment never to remain silent on violence against women.

The President updated the Board on several issues, including:

- the development of the next five-year University Academic Plan, and its role in advancing the White Paper goals;
- progress on the *Process Re-engineering and Service Enhancement (PRASE)* initiative to achieve greater administrative efficiencies;
- the *Higher Education Quality Council of Ontario (HEQCO)* report on differentiation among universities and the need for the University to work strategically with the government to align aspirations
- progress on the search for a Vice-President Research & Innovation
- continuing steps to implement the recommendations of the METRAC report on campus safety

The President's Report to the Community 2010 will be issued very shortly.

On behalf of the President, Mr Brewer introduced the new Assistant Vice-President (Campus Services & Business Operations), Richard Francki.

2.2 *Presentation: Cognitive Consequences of Lifelong Bilingualism*

Professor Ellen Bialystok gave an interactive presentation on her much publicized and highly recognized scholarship on cognitive consequences of lifelong bilingualism. The talk was received with enthusiasm and appreciation.

3. **Land and Property Committee**

In the absence of the chair, Mr Lievonen spoke briefly to the written report circulated with the agenda. The key land use issues under discussion at the Committee are the Pan Am Games stadium, the subway construction, and the proposed Pond-Sentinel development project.

3.1 *Pond-Sentinel Development Plan Update*

Mr Purves presented the concept plan of a mixed-use development project, and the process and progress of the initiative. The possibility of including student housing within the project is being considered in conjunction with the development of a strategic undergraduate student housing plan.

4. Academic Resources Committee

Documentation circulated with the agenda was noted by Mr Schwartz. The impending opening of the Convergence Centre in Markham and the HEQCO report were highlighted by the Chair.

5. Community Affairs Committee

Mr. Lewis spoke to the written report distributed with the agenda. The recent focus of the Committee has been on oversight of the institution's reputation risk. In that context the Committee is encouraged by the work of the new office of the Vice-President University Relations and by the progress on enhancing the quality of the entering class. It is hopeful that the issues surrounding the process for student government elections are resolved favourably.

6. Finance and Audit Committee

Mr Denison spoke to the report of the Finance & Audit Committee. The Committee has begun to include oversight of second-tier risks on its agendas. It is encouraged by the relative stability in the risk management trend line this academic year. The University's stable credit rating following the economic downturn is also a positive development. The public sector wage freeze, continuing volatile markets and pension deficits, however, continue to produce uncertainty for budget planning.

6.1 Capital Budget Adjustment: Osgoode Hall Law School Expansion and Renovation

The documentation distributed with the agenda was noted. Several safety and code compliance issues and value-for-money opportunities came to light in the midst of the building renovation/expansion. The broadened scope of the project has necessitated an increase to the budget. The successful fundraising efforts by the law school have made it possible to increase that target and minimize the additional amount of capital required from the University. It was duly *agreed*,

that the Board of Governors approve a \$7 million adjustment to the capital project budget for the Osgoode Hall Law School Renovation and Expansion Project, from \$50 million to \$57 million.

6.2 Ancillary Operations Long Term

The documentation distributed with the agenda was noted. After recent years of net operating losses in the ancillary operations, 2010 saw a return to a profitable position. Changes are occurring in the parking and student housing landscape at the University and strategies are being developed in order to have ancillary services maintain a self-funded position. The option of third-party management of services is one such strategy being explored. It was duly *agreed*,

that the Board of Governors approve the 2010 update to the Long-Term Ancillary Plan.

7. Governance and Human Resources Committee

Mr Janmohamed presented the report of the Committee. Following the appointment of several new governors, an upcoming exercise will be an updated review of the Board competencies for succession planning. In answer to a question, the Vice-President Finance & Administration undertook to report back to the Board on the following questions regarding employment equity:

- How does York's response rate to the employee employment equity survey of 66% compare to other universities results?
- How was the target response rate of 85% selected?

8. Investment Committee

Mr Burry provided an oral report from the Committee’s meeting the previous week. The endowment fund registered a return of 9.19% for the first 10 months of 2010, calendar year to date, and 5.26% for first 6 months of fiscal 2010; both results are ahead of their respective benchmarks. The encouraging news is that the total amount of the endowment fund as at August 31, 2010 was \$309 million, which is the highest peak the endowment fund has historically reached.

It was reported to the Board at the October meeting that the committees have been closely monitoring the performance and status of two fund managers due to performance and organization concerns. Preliminary actions to address the concerns were identified by the committees in September, and a concrete course of action was confirmed at its meeting held last week. A report of the decisions taken will be provided to the Board at the next meeting in February.

9. Pension Fund Board of Trustees

Ms. Black provided a summary of the work of the Pension Fund Board of Trustees over the past calendar year. Current actions of the Board included the approval of the operating budget for the pension plan and a review of the investment principles for the Fund. The year-to-date performance of the Fund is 6.9% (net of fees), and the total Fund amount is \$1.3 billion.

10. Other Business.

There was none.

11. In Camera Session

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

Consent Agenda

All consent items were deemed to be approved.

PAUL CANTOR
Chair

HARRIET LEWIS
Secretary

EXECUTIVE COMMITTEE
Report to the Board of Governors
at its meeting of February 28, 2011

The Executive Committee met on February 18 and in addition to the items appearing elsewhere on the agenda, makes this report for information:

Enterprise Risk Management Oversight

The committee members affirmed their commitment to addressing the risks identified by the Risk Management Register as part of their consideration of items on the agendas of each of their committees.

Presidential Renewal

The process of consultation with Senate is underway and a recommendation is anticipated at the April meeting of the Board.

President's Items

President Shoukri advised the committee of the following:

- The University Academic Plan was unanimously approved at the February 17 Senate. The plan is informed by the White Paper exercise and represents a consensus based agreement on the university's direction and priorities for the next five years. Senate, its committees, the Provost and all those involved were congratulated.
- Having recently attended a meeting of COU Executive Heads and Board Chairs with the Provincial Minister of Finance, President Shoukri provided an overview of the likely environment for post-secondary funding leading up to and following the upcoming provincial election.
- An initial report from Price Waterhouse Coopers on the PRASE project has been received and an executive summary will be made public. The Better Workplaces Initiative is also proceeding according to plan. (The Chair observed that the solution to the University's long term needs would likely require more than implementation of the PRASE project, but would also include implementing the ranked priorities of the academic plan, continuing emphasis on friend raising and fund raising, and maximizing any support that can be drawn from government.)
- Discussions have been taking place with Ryerson and the University of Toronto on a pilot project for credit transfer and student mobility among Toronto institutions.
- The university has agreed to work with the YFS on its upcoming elections. Changes to the election rules have provided a suitable framework for democratic renewal though

additional changes are hoped for in the future. The fairness of the elections will depend on the fair administration of the rules, and a watching brief will be maintained. (One member observed that the matter was being closely watched by some of our communities.)

Reports from Committee Chairs

The practice of the committee chairs sharing with each other the important items on each of the committee agendas has been introduced and helpful in engendering discussion and soliciting perspectives. The items discussed are reflected in the written and oral reports given at the meeting.

*Paul Cantor
Chair*



ACADEMIC RESOURCES COMMITTEE

Report to the Board at its Meeting of February 28, 2010

The Academic Resources Committee met on February 7, 2010 and submits the following information report to the Board of Governors.

1. York Leadership Roundtable

Members of the committee were in attendance for a stimulating session of the York Leadership Roundtable prior to the business meeting. Held at the new Markham Convergence Centre, where the University has a suite of offices and meeting rooms centred on Innovation York, the event featured talks by panelists including Dean Janusz Koziński of the Faculty of Science and Engineering. Presentations and discussion focused on ways that the University's researchers can partner with public and private institutions for the advancement of all. Speakers were glowing in their praise for the University and Vice-President Shapson for developing solid ties with regional actors. All agreed that it is time to move to the next stage by conceiving and executing the sorts of concrete projects that will lead to innovation, knowledge mobilization, and scholarly, social, and economic dividends.

2. Report of the Vice-President Academic and Provost

The Provost's report focused on two items: the University Academic Plan 2010-2015, and York initiatives in India.

With regard to the UAP, the Provost reported on the final stages in the development of a new plan. Senate approved the UAP on February 17. The UAP complements the Provostial White Paper endorsed last year, and provides a set of strategic objectives over a five-year span. An innovative community survey was conducted during consultations last autumn, and the Provost underlined that academic quality was identified as the University's highest planning priority and as the preeminent aspect of York's tradition. Internationalization also emerged as a key theme. The Committee congratulates the Provost and the Academic Policy, Planning and Research Committee of Senate for their efforts, and salutes the many members of the community who participated in consultations. We look forward to learning about progress made in achieving UAP goals in the years ahead.

York's initiatives in India are spearheaded by the Schulich School of Business and the Provost invited Dean Horváth to brief the Committee on current and proposed degree offerings. At present, Schulich has a "twinning" arrangement with the S.P. Jain Institute of Management & Research whereby students study one year in India and one year in Canada toward their Schulich MBA. The new model would see the University develop a stand-alone Schulich degree at a purpose-built facility in Hyderabad constructed by the GMR Foundation. Details were contained in a draft outline of the curriculum framework and infrastructure reviewed by the Committee.

A campus in India has considerable merit, as do the sorts of degree and certificate programs proposed by Schulich. Yet the arrangement is not without risk. In particular, the legislation to permit York and other

foreign universities from locating in the country has not yet passed the Indian parliament. Adding to this uncertainty is a lack of detail about the final terms and conditions attached to universities seeking to establish campuses in the country, such as sureties. For these reasons, Schulich has prepared alternative enrolment scenarios. Although demand for business degrees is high, it will be crucial to establish a tuition fee level that does not deter prospective students. Schulich is not the only York Faculty with an interest in South Asia, and the Committee sought clarity on how the campus can be utilized by other York entities.

Schulich is to be commended for foresight in engaging in India and its continued pursuit of opportunities to develop high quality, reputation-solidifying programs and collaborations. The University is supportive of Schulich's ambitions, but is working with Dean Horváth and his colleagues to ensure that the necessary due diligence is carried out and risk is successfully managed.

3. Completed Undergraduate Reviews and Annual Report on Graduate Program Appraisals

The Committee received a joint report from Senate's Academic Policy, Planning and Research Committee and its Committee on Academic Standards, Curriculum and Pedagogy conveying recently completed undergraduate program reviews and an annual report on graduate program appraisals.

Senate recently approved a new curriculum approval and review protocols that is consistent with a framework established in 2010 by the Council of Ontario Universities. As summarized by the Senate committees, the principal changes are as follows:

- proponents of new programs (and other kinds of curriculum changes) *must* inform their Deans / Principal before developing a proposal, and *must* have a provisional authorization to proceed at an early stage
- all program proposals are subject to an external review (currently only graduate level proposals require this step), a stage that would normally occur following approval by the relevant Faculty Council committee(s) and prior to consideration by Councils themselves
- separate graduate program appraisals (currently administered according to the Ontario Council of Graduate Studies guidelines) and undergraduate program reviews are replaced by similar cyclical reviews of degree, certificate, and diploma programs at all levels
- cyclical reviews are conducted on an eight-year cycle
- units with both graduate and undergraduate programs are encouraged by this Policy to synchronize reviews to the extent possible
- the Deans / Principal will play a more active role in the cyclical review process by transmitting the Final Assessment Report and Implementation Plan; and
- the existing Joint Sub-Committee on Undergraduate Program Reviews and Graduate Appraisals continues to discharge responsibilities with regard to cyclical reviews, and is also be vested with authority over the York University Quality Assurance Policy on behalf of Senate and the institution; the Sub-Committee's membership has expanded to include the Associate Vice-President Graduate and Dean of Graduate Studies;
- summary reports on each cyclical review will be posted on the University's Website.

The Board will continue to receive summary documentation provided by Senate. Documentation is attached as Appendix A.

Sam Schwartz, Chair

Appendix A / Academic Resources Committee Report



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

Report to the Board of Governors Academic Resources Committee January 2011

1. New Policy on Curriculum Approval and Program Reviews

In the autumn, Senate approved the Senate Policy on Program Approval and Review. This new policy reflects a framework for curriculum approval and program reviews (at both the graduate and undergraduate level) adopted by the Council of Ontario Universities for all of its member institutions. The principal changes to York's new policy are as follows:

- proponents of new programs (and other kinds of curriculum changes) *must* inform their Deans / Principal before developing a proposal, and *must* have a provisional authorization to proceed at an early stage
- all program proposals are subject to an external review (currently only graduate level proposals require this step), a stage that would normally occur following approval by the relevant Faculty Council committee(s) and prior to consideration by Councils themselves
- separate graduate program appraisals (currently administered according to the Ontario Council of Graduate Studies guidelines) and undergraduate program reviews are replaced by similar cyclical reviews of degree, certificate, and diploma programs at all levels
- cyclical reviews are conducted on an eight-year cycle (rather than six or seven)
- units with both graduate and undergraduate programs are encouraged by the Policy to synchronize reviews to the extent possible
- the Deans / Principal will play a more active role in the cyclical review process by transmitting the Final Assessment Report and Implementation Plan; and
- the existing Joint Sub-Committee on Undergraduate Program Reviews and Graduate Appraisals continues to discharge responsibilities with regard to cyclical reviews, but is also vested with authority over the York University Quality Assurance Policy on behalf of Senate and the institution; the Sub-Committee's membership would be expanded to include the Associate Vice-President Graduate and Dean of Graduate Studies;
- summary reports on each cyclical review will be posted on the University's Website.

The Board will continue to receive summary reports of all reviews. A comprehensive manual is in preparation, and it will continue the Policy, its associated procedures, templates, and a compendium of best practices.

2. Graduate Program Appraisals

Attached is the annual report on graduate program appraisals as of June 2010. The documentation includes definitions.

Documentation is attached as Appendix A.

3. Completed Follow-Up Reports

Eighteen-month follow-up reports have been received from Creative Writing, English (Glendon) and Environmental Studies. Submission of these documents completes the full cycle of review for these three programs. The Sub-Committee notes that some programs (particularly Creative Writing in this instance) aspire to add additional degree opportunities, and plan on this basis, but lack the resources to do so at present.

Documentation is attached as Appendix B.

Marty Lockshin, Chair, ASCP

Alison Macpherson, Chair, APPRC

Appendix A

Faculty of Graduate Studies Annual Report to Senate

Graduate Program Periodic and Standard Appraisals July 2009 – July 2010

Decisions from July 2009 to July 2010

Graduate Programs

Program	Degree(s)	Last Appraisal	Outcome *
Biology	MSc, PhD	2009-10	Good Quality
Communication & Culture	MA, PhD	2009-10	Good Quality with Report due July 2012
Critical Disability Studies	MA, PhD	2009-10	Good Quality
English	MA, PhD	2009-10	Periodic Appraisal – result pending
Philosophy	MA, PhD	2009-10	Good Quality
Psychology	MA, PhD	2009-10	Periodic Appraisal – result pending
Social Work	1 year MSW, 2 year MSW, PhD	2009-10	Good Quality
Études francophones	PhD	2009-10	Approved to Commence
Information Systems & Technology	MA	2009-10	Approved to Commence
Chemistry	MSc, PhD	2008-09	Good Quality with Report due June 2013
Economics	MA, PhD	2008-09	Good Quality with Report due June 2012
Mathematics & Statistics	MA, MSc, PhD	2008-09	Periodic Appraisal – result pending
Social Anthropology	MA, PhD	2008-09	Good Quality
Financial Accountability	MFAc	2008-09	Approved to Commence
Finance	MF	2008-09	Approved to Commence
Health	MA, PhD	2008-09	Approved to Commence
Science & Technology Studies	MA, PhD	2008-09	Approved to Commence
Environmental Studies	MA, PhD	2007-08	Good Quality with Report due September 2011
Geography	MA, MSc, PhD	2007-08	Good Quality with Report due June 2011
Law	LLM, PhD	2007-08	Good Quality
Political Science	MA, PhD	2007-08	Good Quality with Report due May 2011
Dance Studies	PhD	2007-08	Approved to Commence
Socio-Legal Studies	MA	2007-08	Approved to Commence

Socio-Legal Studies	PhD	2007-08	Approved to Commence
Computer Engineering	MASc	2007-08	Approved to Commence
Art History	MA	2006-07	Good Quality
Art History and Visual Culture	PhD	2006-07	Approved to Commence
Computer Science & Engineering	MSc, PhD	2006-07	Good Quality
Dance	MA	2006-07	Good Quality
Dance	MFA	2006-07	Approved to Commence
Disaster & Emergency Management	MA	2006-07	Approved to Commence
Development Studies	MA	2006-07	Approved to Commence
Film	MA, MFA	2006-07	Good Quality
Cinema & Media Studies	PhD	2006-07	Approved to Commence
Music	MA, PhD	2006-07	Good Quality with Report due May 2010; resulted in Good Quality
History	MA, PhD	2006-07	Good Quality with Report due December 2009; resulted in Good Quality
Human Resources Management	PhD	2006-07	Approved to Commence
Humanities	MA, PhD	2006-07	Good Quality with Report due September 2010
Interdisciplinary Studies	MA	2006-07	Good Quality with Report due June 2011
Linguistics & Applied Linguistics	PhD	2006-07	Approved to Commence
Public and International Affairs	MPIA	2006-07	Approved to Commence
Public Policy, Administration & Law	MPPAL	2006-07	Approved to Commence
Social and Political Thought	MA, PhD	2006-07	Good Quality with Report due April 2009; resulted in Good Quality
Sociology	MA, PhD	2006-07	Good Quality
Theatre	MFA	2006-07	Good Quality
Visual Arts	MFA	2006-07	Good Quality
Visual Arts	PhD	2006-07	Approved to Commence
Women's Studies	MA, PhD	2006-07	Good Quality
Earth & Space Science	MSc, PhD	2005-06	Good Quality
Theatre Studies	MA, PhD	2005-06	Approved to Commence
Physics & Astronomy	MSc, PhD	2005-06	Good Quality with Report due September 2009; resulted in Good Quality
Business	MBA, IMBA, MPA, EMBA, PhD	2004-05	Good Quality for all master's programs. PhD in Administration: Good Quality with Report due March 2009; resulted in Good Quality

Design	MDes	2004-05	Approved to commence
Etudes francaises	MA	2004-05	Good Quality with Report due February 2008; resulted in Good Quality
Kinesiology & Health Science	MA, MSc, MFSc, PhD	2004-05	Conditionally Approved with Report due November 2007; resulted in Good Quality
Linguistics & Applied Linguistics	MA	2004-05	Good Quality
Nursing	MScN	2004-05	Approved to Commence
Translation Studies	MA	2004-05	Good Quality with Report due December 2009; resulted in Good Quality
Education	MEd, PhD	2003-04	Good Quality
Humanities	MA, PhD	2002-03	Approved to Commence
Human Resources Management	MHRM	2002-03	Approved to Commence

* Please see below for OCGS guidelines and definitions regarding appraisal outcomes.

Graduate Diplomas

Diploma	Type	Date Approved
Education in Urban Environments	<i>Degree concurrent and Stand Alone</i>	2009
Neuroscience	<i>Degree concurrent</i>	2008
Teaching of Movement for Theatre	<i>Stand Alone</i>	2007
Health Psychology	<i>Degree concurrent</i>	2007
Post-Secondary Education: Community, Culture and Policy	<i>Degree concurrent and Stand Alone</i>	2007
Theatre Studies	Stand Alone	2006
Financial Engineering	Stand Alone	2006
Asian Studies	Degree concurrent	2006
Mathematics Education	Degree concurrent and Stand Alone	2005
Health Services & Policy Research	Degree concurrent	2003
Environmental Sustainability Education	Degree concurrent and Stand Alone	2003
Value Theory & Applied Ethics	Degree concurrent	2002
Teaching of Movement for Theatre	Degree concurrent	2001
Advanced Hebrew & Jewish Studies	Degree concurrent	2001
Jewish Studies	Stand Alone	2001
Business & the Environment	Degree concurrent	2001
Curatorial Studies in Visual Culture	Degree concurrent	2001
Voice Teaching	Stand Alone	2001
Post-MBA in Advanced Management	Stand Alone	2001
Teaching of Acting	Degree concurrent	2000
Non-Profit Management	Degree concurrent	2000
Early Childhood Education	Degree concurrent and Stand Alone	2000
Justice System Administration	Degree concurrent	2000
Financial Engineering	Degree concurrent	1997
German & European Studies	Degree concurrent	1997
Voice Teaching	Degree concurrent	1996
Arts & Media Administration	Degree concurrent	1991
Democratic Administration	Degree concurrent	1994
Real Estate and Infrastructure	Degree concurrent	1993
Refugee and Migration Studies	Degree concurrent	1991
International and Security Studies	Degree concurrent	1989
Latin American and Caribbean Studies	Degree concurrent	1986

As of July 2010

Appraisal Outcomes – OCGS Guidelines and Definitions

Periodic Appraisals

In light of the brief from the university, as well as the consultants' reports, the written comments and verbal representation, when applicable, the committee arrives at a recommendation to assign the program to one of the following four appraisal categories:

- **Good Quality**

These programs have achieved a level of good quality and are expected to retain that level of quality over the next seven-year period. Such programs are approved to continue. Periodic appraisals lead to a classification of Good Quality if the program's objectives are appropriate and are being met; the core faculty provide intellectual leadership in the disciplinary area(s) of the program through active engagement in research and scholarship; the faculty complement is appropriate for the level and scope of the program and its identifiable fields, and there are appropriate provisions and/or plans for its continuing vitality; the curriculum design is appropriate; the resources, such as laboratories, libraries, computer facilities, and research support, are appropriate; enrolments are commensurate with the resources available; students complete the program in a timely fashion; there is evidence of appropriate financial support for students; and there is demonstration of the quality of the educational experience of students, including intellectual development, the acquisition of relevant skills, and the attainment of the appropriate degree level expectations.

- **Good Quality with Report**

These programs have achieved a level of good quality (see above) at the time of the appraisal; however, factors that could have an impact on the future quality of the program require monitoring in the succeeding seven-year cycle. Retirements of senior faculty or newly introduced developments in curriculum are examples of such factors. Programs in this category are approved to continue with a report called for by a specific date (usually 2 or 3 years).

- **Conditionally Approved**

These programs require improvements to meet the quality standard. They receive conditional approval at the time of the appraisal and full approval when the Appraisal Committee is satisfied that the improvements have been made. Normally, a report is required after 2 or 3 years. In some cases, the committee may recommend that the university cease admitting new students to the program until certain specified conditions are met.

- **Not Approved**

These programs fail to meet the quality standard and admissions must be suspended. They require major improvements, such as the addition of a number of new faculty or significant new library or laboratory resources, to achieve the quality standard. A successful standard appraisal is mandatory for the reinstatement of the program. Programs in this category are not eligible for resubmission prior to two years from the date of the OCGS decision.

Standard Appraisals (new programs)

In light of the brief from the university, the consultants' reports, the written comments and, if applicable, any verbal representation from the university, the Appraisal Committee arrives at a recommendation of Approved to Commence or Not Approved. The committee can also recommend that the decision be Deferred for a period up to one year to give the university time to fulfill certain conditions.

Appendix B

Eighteen Month Follow-Up Reports Submitted

Creative Writing LPA&PS (Follow-Up) July 2010

Regarding the additional information requested in your June 2 Memo.

Question from CCAS: Graduate Program Plans and Sustaining the Undergraduate Program

A recommendation from the program review was that the establishment of a new graduate program in Creative Writing not result in a diminishing of the quality and resources of the undergraduate program. The follow-up report indicates a recent shift in support of establishing a graduate program in Creative Writing and implies that plans may be afoot to proceed with the proposal. The report, however, is silent on the question of plans to achieve the balancing of the two programs. If the graduate program is to be proposed, the measures that will be taken to preserve the quality and support for the undergraduate program need to be articulated.

Response from R. Dunlop:

These discussions have not occurred yet as I have been on research leave this past term. Since I have just recently received my appointment letter to the Graduate Program in English, these discussions may take place in Fall 2010 with the GPD and English Department members. We will look carefully at the issue of maintaining a balance between the two programs and preserving the quality and support each will need.

Question from CCAS: Complement and Contract Faculty

The Creative Writing program shares with many programs across the University the need for additional full-time faculty. While enhancing faculty complement is a priority, the University's fiscally constrained environment makes it an ongoing challenge. In that context the program needs to determine the necessary measures to sustain its programs/ operations within its existing complement and -of particular importance -to mount a new graduate program while maintaining the viability of the undergraduate program in the absence of new hires. It would be helpful to have elaboration on the program's concrete plans in this regard.

Response from R. Dunlop

In the absence of new hires, we will maintain the quality of our program by relying on contract faculty and the small contingent of tenure stream faculty (two full time and one 50 %) we already have. But, as I've stated in my previous memo dated May 7, 2010, I believe the Graduate Program under development will necessitate new hiring. In particular, it is evident to me that we will need at least two tenure-stream hires in the fields of fiction and creative non-fiction. Within the University's fiscally restrained environment, I propose that we might designate a Fulbright Visiting Scholar position to the field of Creative Writing on an annual basis. York University already has an agreement with Fulbright and a matching fund agreement between Fulbright and York would be less costly than full-time hiring and would bring an influx of gifted visiting writers as faculty. This would in turn be a draw for potential students who will be comparing our program to others around the world.

English (Glendon) Follow-Up July 2010

Prepared for the Senate Sub-committee on Undergraduate Programme Reviews and Graduate Appraisals by Igor Djordjevic, Chair, Glendon English, and Ann M. Hutchison, quondam Chair, Glendon English

Since our meeting with the Senate Committee on Curriculum and Academic Standards in September 2008, the Glendon English Department has worked to improve our degree requirements and our curriculum as will be indicated below in the responses to the items of the Summary Report sent to the Senate.

Glendon English Program

1. Taking the necessary steps to increase the number of major credits required of students in the Glendon English programs to bring these programs in line with other English programs offered at York.

We now require 42 credits for an English Major, instead of the previous 36, and we have increased the number of credits for an English Minor from 24 to 30. We are also planning to raise the number of credits for a General degree from 30 to 36. In addition, this year, under the guidance of our new Chair, Igor Djordjevic, we have strengthened the requirements for Specialized Honours and also ensured that all those graduating with a degree in English will have had at least nine credits at the fourth-year level. The new requirements for Specialized Honours and so forth will become effective on 1 September 2011.

2. Continuing to consider the development of additional three credit courses, where appropriate.

Since September 2008, we have added a number of three-credit courses to the English curriculum. In some cases this has been done by allowing a number of our courses, where it is feasible, to be either three or six credits. The choice of three or six credits will depend on other offerings and availability of faculty to teach the course.

3. Considering how to best move toward trilingualism (i.e. to add Spanish to the English/French bilingual base), including the possible development of a Certificate in Trilingual Excellence.

There is now in place a Certificate in Trilingual Excellence at Glendon. This is only available to those who also have shown excellence in the English/French bilingual base. While this is a College-wide programme, it is co-organized by Ian Martin, a member of the English Department. Other faculty involved in our ESL programme also assist in the grading of papers.

4. Continuing to monitor the sustainability within the unit and program curriculum of the Certificate in the Discipline of Teaching English as an International Language (D-TEIL).

The Certificate in the Discipline of Teaching English as an International Language (D-TEIL) continues to attract some of the strongest students in the College and has been an enormous success. In addition to taking specific courses, the students are required to do a two- to three-week practicum in Cuba; this opportunity is offered every other year under an agreement drawn up between the E.A. Varona Pedagogical University in Havana and York University. The practicum has been a highlight of the Certificate: the Cubans would like to have the York students come every year (though, at present, financial restraints will not make this possible), and they have invited some to return to teach at Varona; the students in the programme find the time in Cuba a “life-changing” experience; and most of those who have graduated have been offered opportunities in a number of countries to teach English. At the present time, a new six-year agreement between Varona and York is being negotiated.

5. Continuing to review how to best support the program's commitment to five areas (literature, linguistics and language study, drama, English as a second language, and the Certificate in the Discipline of Teaching English as an International Language), including maintenance of the distinction between drama courses offered by the English program as literature courses and drama production courses offered by the Drama Studies program.

Since September 2008, the Department has been fortunate to have a transfer from the former Faculty of Arts Department of Languages, Literatures & Linguistics who is a specialist in ESL, Brian Morgan. This has helped make both our ESL programme and our D-TEIL more viable, since Professor Morgan has become the Coordinator of the ESL programme, especially important in 2010-11 when the former Coordinator, Carol Fraser, is on sabbatical. He has also been assisting Professor Martin in assessing students in their work in the practicum in Cuba and will eventually be in a position to take over the Certificate in D-TEIL when Professor Martin is on sabbatical.

We, of course, need more faculty in literature, linguistics and drama, but with our full-time faculty and assistance from part-time faculty we are maintaining these areas. Should an appointment be possible, our most urgent need is for a specialist in Canadian literature and cultural studies. Such a specialist would not only enhance our offerings and bring us up to date with the 21st century, when Canadian literature includes writing by Canadians not only in Canada, but around the world. Such an appointment would also contribute to the general interests of the College. Our current expert in this area has retired, but fortunately for the Department, she is still willing to teach one course.

Environmental Studies Follow-Up (July 2010)

Below are our responses to each item:

Curriculum and Faculty Matters

1. Continue to investigate (in conjunction with the Career Centre, Faculty of Environmental Studies staff and the Faculty's curriculum committee) viable and appropriate "work for credit" opportunities that could be offered as a component within the program.

Our SARC Office (Student Alumni and Resource Centre) is continuing to explore and develop varied ways of meeting this objective, including developing liaisons with potential employers through our alumni contacts. We are examining the potential to create a new (or redesign an existing) staff position to focus exclusively on experiential education and internship opportunities for both undergraduate and graduate student placements. With the Provost's recent White Paper, we also understand that resources may become available to support the expansion of these opportunities.

Some existing courses in the BES program have also been identified as meeting this need to some extent. For example, ENVS 4122 Community Arts Practice Practicum places students with local community arts groups to gain hands-on work experience in the field. ENVS 4442 Environmental Monitoring & Auditing is also in the process of being revamped to more explicitly emphasize the hands-on work experience students get working with CSBO staff on campus auditing projects.

2. Continue to consider how to best provide academic writing support for students, including ongoing participation in the York-wide Writing Programs Task Force regarding the development of a centralized writing service; maintaining the Faculty's existing in-house writing tutor; and, contingent upon increases in the Faculty's PhD student cohort, exploring the possibility of establishing additional academic writing support for students in the Bachelor in Environmental Studies program.

Despite the failed student vote, FES continues to contribute to the York-wide Writing Program initiative so that BES students may take advantage of both that resource in the future, as well as an in-house writing tutor. Due to ongoing budget cuts, we have been unable to hire PhD students to provide any additional support.

3. With the goal of being an international leader in environmental ethics and philosophy, continue to consider how to better address and communicate teaching and research strengths in environmental ethics and philosophy in Faculty materials, events and conferences.

FES is developing a Communication Plan that will be launched in Fall 2010. Among the goals of the Plan are to better communicate our strengths in environmental ethics and philosophy on our website and in our promotional materials.

A Faculty level review of the courses offered in each Areas of Concentration (AoC) within the BES program took place this past year. This process helped to articulate the intended goals of Environment & Culture, the AoC which focuses on environmental ethics and philosophy. The faculty members who participated in this particular section subsequently met with FES recruitment staff to help them more clearly communicate our teaching and research strengths in this area.

4. To ensure that there is an appropriate balance within the curriculum among the humanities, social sciences and natural sciences, continue to review the program course offerings.

The Faculty level review of AoCs included reviews and balancing of courses. While we believe there is a good course balance, we have determined that the enrolment of students in each AoC is not balanced and hope that the efforts of our recruitment staff will help amend this situation.

FES Student Concerns and Possible Student Life Improvements

1. Continue to consider ways to increase the number and types of course-specific field trips.

We currently have seven courses which have field related components: 3230 Ecology and Restoration, 3760 Plant Ecology, 2200 Foundations of Urban and Regional Environments, 1500 Introduction to Environmental Science, 1200 Taking Action, 4442 Environmental Auditing, and 4810A International Field Course.

FES continued to offer our one established international field course (Costa Rica) this year despite the loss of the faculty member in charge of this particular program (H. Daugherty). FES is also engaged in discussions with another organization (Canadian Organisation of Tropical Ecological Research) to offer further opportunities for more field courses.

2. Continue to monitor summer course offerings.

We have not been able to increase the number of course offerings in the summer term, but we have continuing plans to try and do so within the constraints of our budget and faculty complement.

3. Continue to consider ways to enhance student advising, including dissemination of information regarding articulation agreements.

We have improved on our advising. Our academic advisor for BES students has launched a series of group advising sessions to discuss academic options; the articulation agreements are part of these advising sessions. We also launched a series of academic workshops in conjunction within other units on campus (e.g. time management, study skills).

4. Continue to explore the possibility of establishing a version of the student-run organic café in the Health, Nursing and Environmental Studies Building.

FES has explored numerous options for re-establishing a student-run organic cafe in HNES. We are stymied primarily by the costs associated with implementing the health and safety standards that would require major changes to our facilities in HNES. In lieu of this, we have been actively involved in promoting the development of healthy food options and a healthy food policy at York.

Linkage Issues Internal to York University

1. To demonstrate the ethic of stewardship through the program curriculum, endeavor to encourage more faculty and TAs to integrate issues of local environmental stewardship into course instruction.

Some BES courses (e.g. ENVS 1200, 2300, 3230, 3740, 3800M) already link course learning (class outings, assignments, projects, field work) to sustainability issues on campus, and locally within the GTA. We will continue to try and make BES faculty and TAs more aware of such linkages, encouraging them to integrate issues of local environmental stewardship into course instruction.

2. Continue to participate in the Sustainability Council established by the President, including consideration of the potential for such an office to offer hands-on work/learning experiences for students.

Professor Jennifer Foster, FES faculty member, continues to be Chair of the Sustainability Council. There are several FES students actively involved with the Council and increasing opportunities for more to become involved. Among the Council recommendations currently being implemented is an effort to add internship and “sustainability ambassador” opportunities for students on campus.

3. Continue with fundraising efforts in relation to the “greening” of the Health, Nursing and Environmental Studies Building, and ongoing exploration of various green initiatives.

We have developed a plan for a “green” retrofit and expansion of HNES in cooperation with the Faculty of Health. This plan forms a key part of the FES fundraising strategy and is listed among York University's top five transformative capital projects in its Long-term Capital Plan.

Linkage Issues Outside the University

1. Continue to consult with the Earth Rangers at the Kortright Centre regarding possible student field trips and conservation activities.

FES continues to work with Earth Rangers and the Kortright Centre, as well as the Toronto Region Conservation Authority. In addition to field trips and joint workshops on energy conservation, FES collaborated with them in offering ENVS 4230 Design for Sustainability Workshop. We continue to explore opportunities for ongoing research and shared laboratories for our Sustainable Energy Initiative.

2. Continue to consult with Georgian College regarding the possibility of developing an exchange program.

FES is involved in ongoing efforts to develop an exchange with Georgian College. At present, we are examining the potential for Georgian College students to transfer into our BES program; and for BES students to participate in their internship program.

University Secretariat

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Memo

To: Paul Cantor, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: February 7, 2011

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



The Academic Resources Committee recommends

that the Board approve the President's February 2011 report on Appointments, Tenure and Promotion.

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 / Academic Resources Committee Report

I. Recommendations for Appointment

Name (Gender / Start Date)	Faculty / Unit	Rank at Appointment	Highest Degree (University)	Specialization(s)
Zoidl, Georg (M) July 1, 2011	Psychology, Faculty of Health/Biology, Faculty of Science and Engineering (50/50)	Full Professor with tenure	PhD, Molecular Biology (Essen, Germany, 1989)	Dr. Georg Zoidl's appointment comes with a nomination for a Tier 1 Canada Research Chair in Neuroscience. Dr. Zoidl currently holds two positions in the Faculty of Medical Science at Ruhr-University Bochum, Germany: Acting Director of the Department of Cytology and Group Leader of the Molecular Brain Research Unit. Dr. Zoidl is internationally recognized for his seminal contributions to the field of vision, neuronal plasticity, and cell-cell communication mediated via gap junctions. He is leading the emergence of a new field termed PANNEXIN biology.
Orlandini, Rosa (F) January 1, 2011	Libraries / Map Library	Assistant Librarian, Pre-candidacy 1	MLIS, (McGill, 2008)	Ms Orlandini comes to us from Concordia University where she has held a position in the Webster Library since 2009. She previously held a seven year position at McGill University Library as a Geographic Information Manager. Ms Orlandini has extensive library and research experience with GIS data as well as map librarianship, information literacy and reference.

II. Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Coe, I (F)	Science & Engineering	Biology	PhD Victoria	Cell biology, Nucleoside Transporters
Donaldson, L (M)	Science & Engineering	Biology	PhD British Columbia	Biochemistry and Molecular Biology
Stuerzlinger, W (M)	Science & Engineering	Computer Science & Engineering	PhD Johannes Kepler	Human Computer Interaction
Gaber, B (M)	Liberal Arts & Professional Studies	Administrative Studies	PhD Wisconsin	Accounting, Technology Enhanced Learning
Maute, M (M)	Liberal Arts & Professional Studies	Administrative Studies	PhD Tennessee	Services Marketing & Consumer Education

III. Recommendations for Tenure with Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Slowey, G (F)	Liberal Arts & Professional Studies	Political Science	PhD Alberta	Aboriginal Governance



Board of Governors

COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors at its meeting of February 28, 2011

The Community Affairs Committee met on February 11, 2011 and makes this report to the Board of Governors for information.

President's Items:

President Shoukri made the committee aware of initiatives being undertaken by the university and the COU in anticipation of a Provincial election, and the possibility of post secondary education in general and tuition in particular appearing as issues in the platform of the parties

University Relations:

The committee was introduced to and welcomed Susan Webb who recently joined the University Relations division as Executive Director, Communications and Public Affairs.

Pam Ward, Senior Counsel with The Strategic Counsel gave a presentation entitled Awareness and Perceptions of York University among Urban Canadians (Appendix A attached), which had been commissioned by the university to examine the awareness and perceptions of York among the urban Canadian public, particularly in relation to other universities. The survey was done electronically and targeted 1400 individuals over the age of 18 in 10 locations across Canada. Relevant findings: Familiarity with York is particularly strong locally, though there is a general awareness of the university across Canada. Outside the GTA York is associated with its business, law and fine arts programs. While most Canadians perceive York as a good university, its reputation in the GTA has been negatively affected by the strike. Respondents also said university communications can have an impact on improving perceptions of reputation, particularly through advertising, the web site and social media.

Student Affairs:

Vice President Tiffin updated the committee on a number of student relations matters including the reconsideration of the processes for the YFS elections. The university is satisfied that sufficient progress has been made in terms of the election bylaws to allow for a fair and democratic process, but the implementation of the changes in a fair way is essential, and a watching brief will be maintained through the upcoming election season.

The committee received a report on the 2011 secondary school applications exercise. The number of applicants throughout the system is up 2.4% this year over last with York's applications up 4.8% overall, and 6.7% for first choice applicants. Notwithstanding, York's market share has been declining since 2004 and most particularly right after the strike. There has been a shift in applications system wide towards science and engineering, and other professional programs such as social work. York is disadvantaged to some degree because of its limited

capacity in certain programs and this trend will inform its approach to enrolment planning and the goal to become more “comprehensive” by growing in pure and applied science. Still, the strong applications have allowed the university to maintain or increase its entering averages. The non-secondary applications pool is more highly competitive than in the past with both Ryerson and the University of Toronto becoming more active in that market. Ryerson has been particularly successful in moving students from continuing studies to degree programs.

The committee was advised of an initiative to create a “co-curricular transcript”, which will document and encourage students’ participation and engagement outside of the classroom. The committee also discussed the proposal to close Founders College Residence beginning in Fall 2011 due to a weak market for this dormitory-form of accommodation and deferred maintenance issues. In response to concerns, consultations are underway, including a study on residences and resident life at York, commissioned by the Vice President Finance and Administration.

ROBERT LEWIS
Chair



A Presentation to York University

Community Affairs Committee of the Board of Governors

Awareness and Perceptions of York among Urban Canadians

February 11th, 2011

Gregg, Kelly, Sullivan & Woolstencroft:
The Strategic Counsel

www.thestrategiccounsel.com

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Methodology

- ◆ A total of n=1,400 adult Canadians (18+) in nine urban markets completed the online panel survey from October 20th -29th, 2010.
- ◆ The individual markets, sample sizes and associated margins of error for each market are as follows:

Market	Sample size (n=)	Margin of Error (19 times out of 20)
Greater Toronto Area (GTA)	400	±4.9
Southwestern Ontario (Hamilton, Burlington, St. Catherines, Guelph, KW)	100	±9.8
Eastern Ontario (Oshawa, Bowmanville, Peterborough, Bellville, Kingston)	100	±9.8
Ottawa	100	±9.8
Sudbury	100	±9.8
Calgary	100	±9.8
Vancouver	200	±6.93
Montreal	200	±6.93
Atlantic Canada (Fredericton, Moncton, Saint John, Halifax, Charlottetown)	100	±9.8
Total Weighted	1,000	±3.1

- ◆ The total sample is weighted proportionate to population, and the weighted sample size (n=1,000) is reported throughout.

Key Findings

- 1. Top-of-mind awareness of York is relatively strong regionally. Nationally, most Canadians have heard of York.**
- 2. Although there is limited familiarity with York outside of the GTA, it is associated with its Business, Arts, Law and Fine Arts programs.**
 - However, few people can accurately estimate the number of students at York.
- 3. While universities are clearly considered important to Canadian society, institutions with the strongest local or regional presence benefit most from this perception.**
 - York faces the challenge of being in the shadow of University of Toronto, which both nationally and in the GTA is perceived as making the greatest contribution.
- 4. While most Canadians perceive York as a “good” university, its reputation in the GTA has been negatively affected by the labour unrest.**
 - Younger adults and those with at least some university education are most likely to feel that York’s reputation has worsened.
- 5. The findings suggest that university communications can definitely have an impact on improving perceptions of reputation.**
 - Advertising, the website and social media can all play a role in affecting perceptions.

Top-of-mind awareness of York is reasonably strong in Ontario markets.

Unaided Awareness Total mentions

	Total Weighted	GTA	SW ON	Eastern ON	Ottawa	Sudbury	Calgary	Vancouver	Montreal	Atlantic
n=	1,000	400	100	100	100	100	100	200	200	100
Mentions of > 10%	%	%	%	%	%	%	%	%	%	%
University of Toronto	54	92	66	67	47	61	33	32	16	30
McGill University	49	40	24	32	51	37	38	47	84	32
UBC	28	20	11	8	28	7	52	97	9	16
Queen's University	26	36	30	53	46	28	16	15	9	11
University of Waterloo	22	36	36	20	28	24	8	11	1	9
Western	22	38	38	32	19	30	12	7	3	3
York University	22	52	17	21	8	17	5	5	5	2
McMaster University	21	32	62	27	13	28	13	8	2	4
Université de Montreal	16	2	1	5	2	1	4	1	67	8
Simon Fraser University	14	3	2	2	12	3	12	81	4	1
Concordia University	14	3	1	2	3	2	1	3	54	5
Université de Quebec/UQAM	14	<1	-	-	1	2	-	<1	64	2
University of Guelph	13	21	31	24	14	30	4	3	1	2
University of Ottawa	13	6	12	21	78	27	4	2	10	11
Ryerson University	13	30	8	19	5	11	3	2	4	6
Carleton University	12	9	6	17	74	15	6	6	6	5
Dalhousie University	11	9	7	11	15	7	5	12	4	68

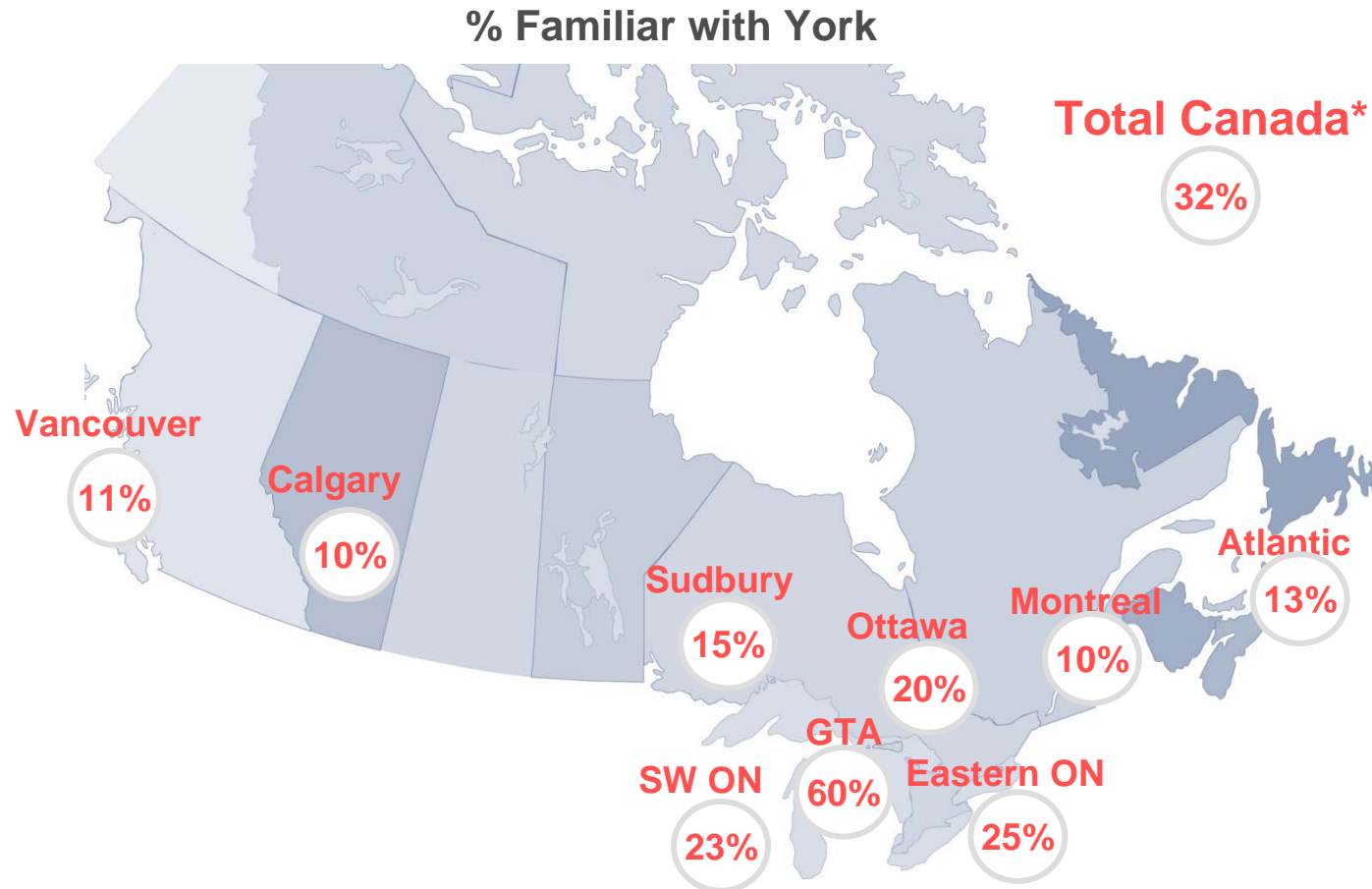
Q4: When you think about universities in Canada, which one first comes to mind?

Q5: Which other Canadian universities come to mind? Please list up to 5 universities.

Base: All respondents

Strictly Privileged and Confidential

There is limited familiarity with York beyond Southern Ontario.



Q15: How familiar would you say you are with York University?
Base: All respondents
* Weighted

On an unaided basis, York is most commonly associated with its Business program.

<i>Unaided</i>										
	Total Weighted	GTA	SW ON	Eastern ON	Ottawa	Sudbury	Calgary	Vancouver	Montreal	Atlantic
n=	563	356	67	62	54	51	44 ^c	67	51	39 ^c
<i>Main Mentions</i>	%	%	%	%	%	%	%	%	%	%
Business	38	47	30	36	37	31	27	33	24	18
Arts	26	28	28	31	32	31	21	19	14	26
Law	21	26	9	6	33	12	18	21	10	21
Fine Arts	12	17	10	8	11	16	2	8	--	18
Sciences	12	13	9	13	15	16	14	15	6	18
Education	11	16	12	5	6	8	9	5	2	10
Engineering	5	4	3	11	11	10	2	5	4	10
Kinesiology and Health Studies	5	7	6	2	7	4	-	3	-	3
Psychology	4	5	5	2	4	6	2	2	--	5

Q16: Based on what you know or have heard, for which programs is York University best-known? Please list up to five programs.

Base: Excluding those who are not at all familiar with York

C Caution, small base size

On an unaided basis, most Canadians relate the importance of universities to the value of education generally, but some also mention research and employment.

Reasons why universities are important to society

	Total Weighted
n=	934
<i>Unaided mentions of 5% or more*</i>	%
Education is good for society (e.g., prepare students for society, create future leaders)	34
Education/Teaching/Knowledge/Place for learning/Critical thinking	32
Good for research/Research development	15
Useful in employment/Career development	13
Shapes our future/Improves quality of life/Better future	9
Prepares professionals (e.g., doctors, lawyers, etc.)	5
Education is key/important	5

Q7: What makes you say that universities are (ANSWER TO Q6) in terms of the contribution that they make to our society?

Base: Among those who say universities are very or somewhat important

* Multiple mentions allowed

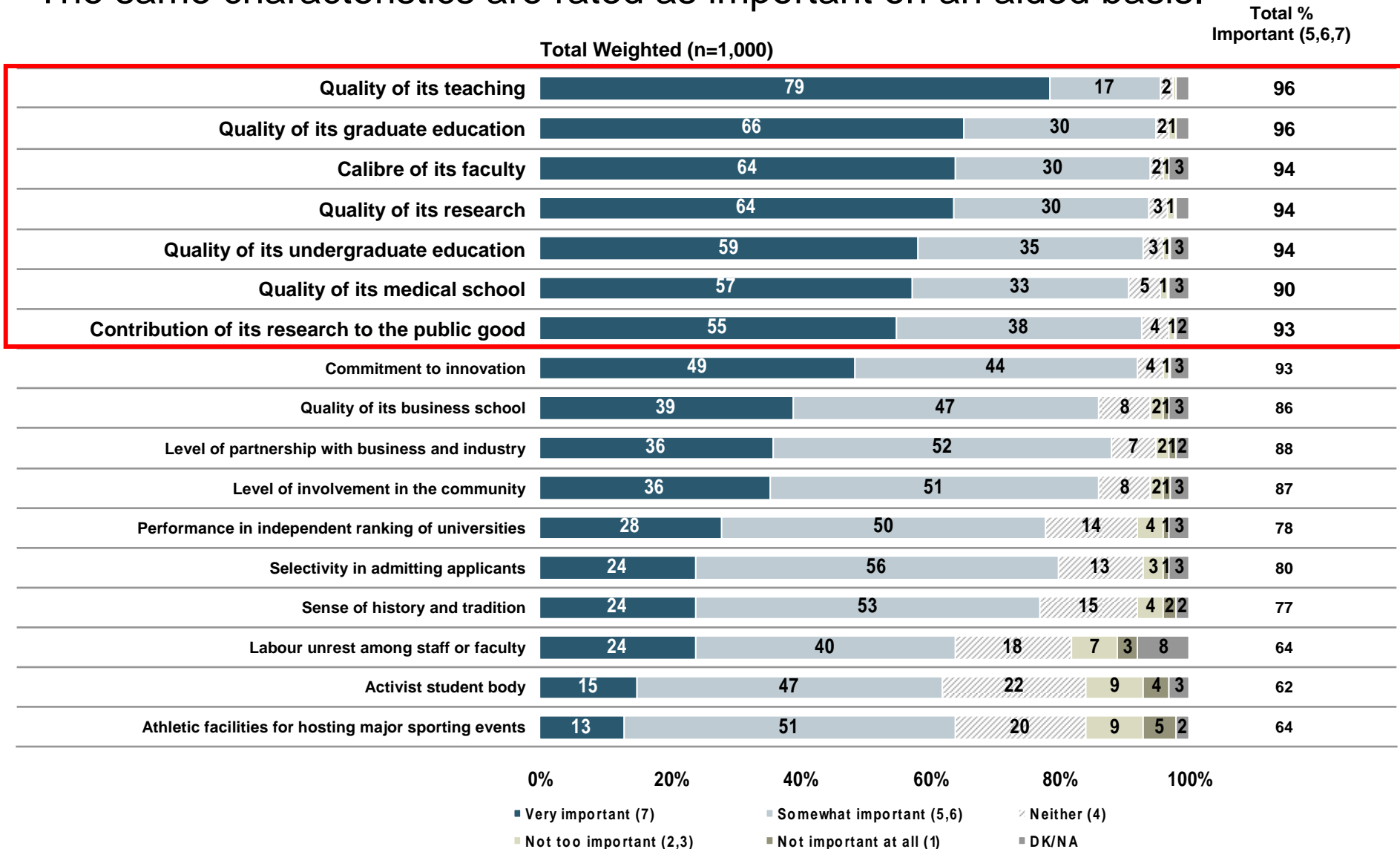
The perceived contribution of specific universities varies according to region.

	Total Weighted	GTA	SW ON	Eastern ON	Ottawa	Sudbury	Calgary	Vancouver	Montreal	Atlantic
n=	1,000	400	100	100	100	100	100	200	200	100
	%	%	%	%	%	%	%	%	%	%
University of Toronto	22 →	55	11 →	25 →	14	15	8	7	1	8
McGill University	16	6	3	4 →	16	8	10	8 →	48	8
UBC	7	1	-	1	2	-	3 →	49	-	2
McMaster University	5	3 →	29	4	2	9	3	2	-	1
University of Waterloo	4	5 →	19	2	7	4	1	1	-	2
Université de Montreal	3	-	-	-	-	-	-	- →	13	-
Queen's University	3	3	1 →	24	7	5	2	1	-	1
All of them	3	2	2	3	2	5	3	4	4	1
UWO	2	3	4	2	2	3	-	-	-	1
Dalhousie University	1	-	-	-	-	1	1	-	- →	28
UQAM	1	-	-	-	-	-	-	-	6	-
University of Ottawa	1	-	-	- →	16	4	-	-	-	3
University of Calgary	1	-	-	-	-	- →	16	1	-	-
York University	1 →	3	1	-	-	1	-	1	1	-
Simon Fraser University	1	-	-	-	1	-	1 →	5	-	-
Don't know/No answer	18	15	20	20	17	25	32	18	16	31

Q8: Which one Canadian university would you say makes the greatest or most important contribution to our society?
Base: All respondents

Strictly Privileged and Confidential

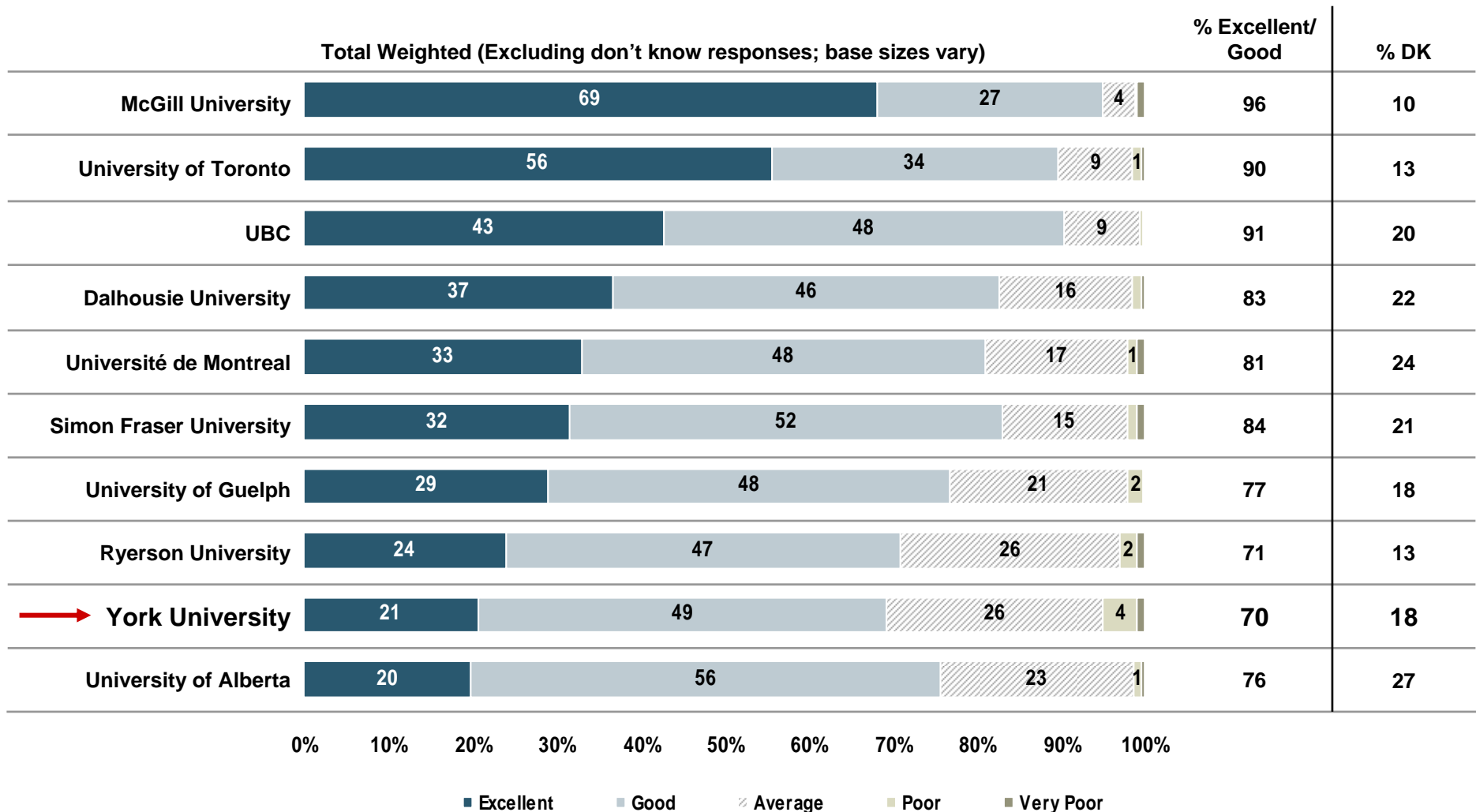
The same characteristics are rated as important on an aided basis.



Q14: Below is a list of characteristics often associated with universities. Using the scale provided, please indicate how important or unimportant each characteristic is for contributing to a university's overall reputation.

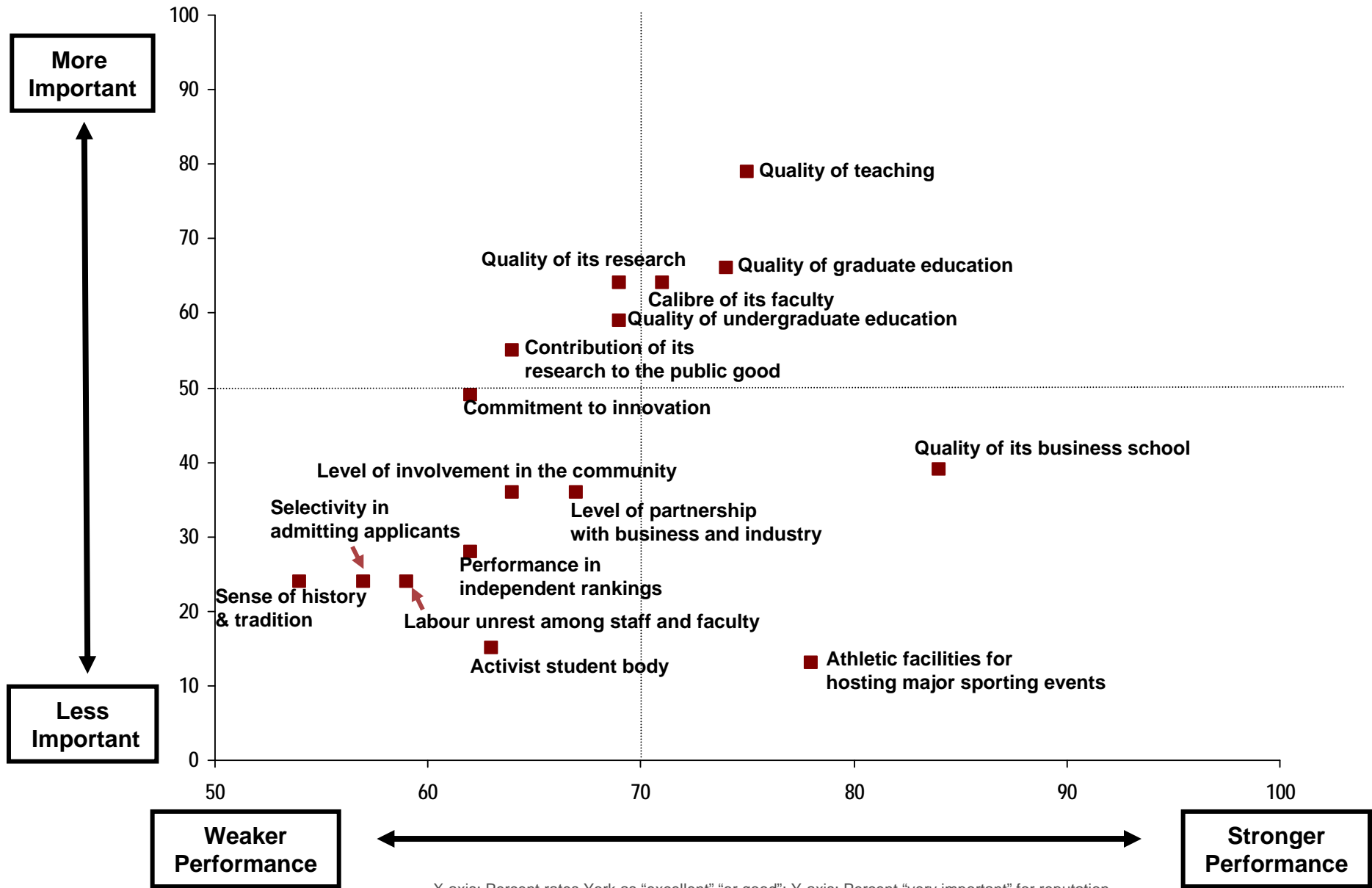
Base: All respondents

Although York is not considered a “top-tier” university, most view it as having a good reputation.



Q12: To the best of your knowledge, how would you personally rate each of the following universities of in terms of overall reputation?
Base: Among those who have heard of each university and excluding “don't know” responses

York's Perceived Performance on Drivers of Reputation



X-axis: Percent rates York as "excellent" "or good"; Y-axis: Percent "very important" for reputation

Strictly Privileged and Confidential

One-third of GTA residents believe that York's reputation has worsened over the past five years.

	Total Weighted	GTA	SW ON	Eastern ON	Ottawa	Sudbury	Calgary	Vancouver	Montreal	Atlantic
	563	356	67	62	54	51	44 ^C	67	51	39 ^C
	%	%	%	%	%	%	%	%	%	%
Improved	12	15	10	16	6	10	5	8	12	8
Stayed the same	39	39	43	44	48	47	27	45	29	33
Worsened	21	33	15	10	13	8	-	8	2	10
Don't know / No opinion	28	13	31	31	33	35	68	40	57	49

Q20: Would you say that over the past 5 years the overall reputation of York University has...

Base: Excluding those who are not at all familiar with York

C Caution, small base size

To Recap:

- 1. Top-of-mind awareness of York is relatively strong regionally. Nationally, most Canadians have heard of York.**
- 2. Although there is limited familiarity with York outside of the GTA, it is associated with its Business, Arts, Law and Fine Arts programs.**
 - However, few people can accurately estimate the number of students at York.
- 3. While universities are clearly considered important to Canadian society, institutions with the strongest local or regional presence benefit most from this perception.**
 - York faces the challenge of being in the shadow of University of Toronto, which both nationally and in the GTA is perceived as making the greatest contribution.
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 - Younger adults and those with at least some university education are most likely to feel that York’s reputation has worsened.
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 - Advertising, the website and social media can all play a role in affecting perceptions.



Board of Governors

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of 28 February 2011

The Finance and Audit Committee met on 14 February 2011 and in addition to the items on the agenda for approval, submits the following report to the Board of Governors for information:

1. Internal Audit Report

The Committee received and discussed an Internal Audit Status report from the Director of Internal Audit covering the period November 1, 2010 to January 31, 2011. The department undertook 12 audit engagements during this cycle, of which three have been completed. The results of two of the audits were categorized as *adequate*, and the third was categorized *generally adequate*, with several corrective actions identified to enhance controls.

The Internal Audit department is also continuing work on the development and implementation of the next phase of the Enterprise Risk Management initiative.

2. Briefing on Schulich-India Project

Following the Academic Resources Committee meeting at which Dean Horváth discussed the proposed Schulich India project in the context of academic planning (detailed in the ARC report), he attended the meeting of the Finance & Audit Committee to discuss it from a financial resources risk perspective. Drawing on the preliminary documentation circulated to the Committee and the presentation by Dean Horváth, the discussion touched on the following issues:

- The tremendous potential of the initiative
- Opportunities to expand the program – enrolments and program offerings – if successful
- Alternative plans if the legislation permitting foreign universities to locate in the country is delayed
- other potential risks of the project

The Finance & Audit Committee shares the enthusiasm about this project and is encouraged that there is an internal University steering committee working with the Dean to ensure that the necessary due diligence is carried out and risk is successfully managed. It is anticipated that the proposal for the project will be presented to the committees for review in April and brought to the Board for approval thereafter.

3. External Audit Plan

The Committee approved the 2011 External Audit Plan developed by Ernst & Young. There have been changes to the key E&Y team members for the audit this year. Though substantially similar to prior years, there are also minor changes to the audit plan. The fees are consistent with prior years.

4. Student Retention

In the Committee's discussion of the second-tier risks last term, the recent drop in student retention rates was identified as an emerging risk. At the request of the Committee, data on retention rates was presented and

discussed. Overall the 2010-11 retention targets were met, however the rates have dropped in the last two academic years to historically low levels at the University. Student retention is a multi-dimensional issue and the University is taking steps to identify the causes of the recent decline in rates and develop measures to mitigate the financial risk.

5. Multi-year Budget Planning Update

Endowment Fund Performance

The total rates of return on the investment of the endowment funds are 8.72% for the 8-month fiscal year-to-date and 12.77% for the 2010 calendar year. The former is ahead of the benchmark, the latter slightly below. On the whole the investment performance continues to be solid in spite of ongoing market volatility. Strong investment results over the last two years, together with the decisions to make various adjustments to the 2008-09 and 2009-10 distributions, have resulted in the total endowed value of the fund returning to a positive reserve position. Management is conducting an analysis of the funded position of each of the approximately 1600 individual endowment accounts to identify measures to elevate year-to-year stability of the funds and mitigate pressure on the University's operating budget.

Budget Update

Vice-President Brewer reviewed and updated the status of the 2010-11 operating budget and emerging pressures. The variability of investment returns and their potential impact on pension costs, and uncertainty about the upcoming rounds of collective bargaining (eight in the 2011 calendar year) remain the key budget risks.

The Provost reported on the Faculty budgets and the challenges to advancing the White Paper goals in the climate of fiscal restraint and competing priorities.

The Vice-President Finance & Administration will present the preliminary 2011-2014 budget plan at the meeting in April.

6. Pension Plan Update

The investment performance of the Pension fund for the 2010 calendar year was 10.3% (gross of fees). The pension fund solvency deficit has been modestly reduced from its highest level of over \$200 million to approximately \$180 million. The University is required to file its pension valuation by September 2011. The Pension Working Group, chaired by Ms Ibrahim, is working with Aon Hewitt to prepare a submission to the Ministry of Finance to qualify the University for temporary solvency relief measures being offered by the province. Institutions that sufficiently outline steps toward more sustainable pension plans will be permitted to fund to a lower solvency threshold with required minimum interest payments over the next three years. Those plans that demonstrate sufficient steps have been taken towards sustainability at the end of that three-year period will be eligible to have 10 years to implement negotiated plan changes and liquidate solvency deficits.

Meetings with all employee groups have and will be held to discuss the pension issues and the submission of a plan to the government for solvency relief. Further rounds of meetings to discuss potential plan changes and a draft submission to the government will occur between February and March.

7. Report on the Central Utilities Building Fire

Following the major fire on 13 December 2010 in the Central Utilities Building on the Keele campus a detailed report of the event was prepared by the Assistant Vice-President, Campus Services and Business Operations. A summary of the report findings was presented to the Committee in the context of its oversight of campus health and safety risks. The incident and its ripple effects on the university community were responded to quickly and successfully, which demonstrated the effectiveness of the University's *Emergency*

Management Plan. The determination of fault for the fire is being investigated by the Technical Safety and Standards Authority (TSSA) in conjunction with the University and the external contractor working on site that day. Once finalized the loss and replacements costs for the Utilities Building will be covered by the insurance of the party found liable. This serious incident highlighted for the University its exclusive dependence on the Central Utilities Building and the need to mitigate that risk.

*David Denison
Chair*

Memo

To: Board of Governors

From: David Denison, Chair, Finance and Audit Committee

Date: 22 February 2011

Subject: **Premise Isolation Backflow Preventers:
Compliance with City Of Toronto By-Laws**

Recommendations:

The Finance and Audit Committee recommends that the Board approve a budget of \$1.4 million to complete:

- A) the detailed design and installation of premise isolation backflow preventers at the Keele Campus at the cost of \$1.05 million;
- B) the detailed design and installation of a premise isolation backflow preventer at the Glendon Campus at the cost of \$.15 million;
- C) a detailed individual building isolation engineering review and assessment at both campuses at the cost of \$.2 million

Background and Rationale:

The City of Toronto Water Supply By-Law (Section 851-8) was enacted to ensure provision of safe drinking water. Effective January 1, 2008, this By-Law requires backflow preventers to be installed immediately downstream of the water meter of Industrial, Commercial, Institutional and Multi-residential properties where the potential for backflow and contamination present a risk to the safety of municipal drinking water. Based on Schedule 5 of the Water Supply By-Law, universities must comply by June 30, 2009. York University retained R. V. Anderson Associates Limited to review the premise isolation backflow preventers at both campuses for compliance with the By-Law and to provide detailed cost estimates to achieve compliance. The R. V. Anderson report forms the basis for this recommended capital project, implementation of which will put York University on track for compliance with the City By-Law. Recommendation C) above will result in a requirement for additional backflow preventers, to be the subject of a future capital project request.

Funding for this project will be drawn from capital reserves.

Memo

To: Board

From: David Denison, Chair, Finance & Audit Committee

Date: 22 February 2011

Subject: **Capital Approval: Glendon Cafeteria Upgrade and Renovation**

Recommendation

The Board Finance and Audit Committee recommends that the Board approve a capital project of \$1,325,000 to upgrade and renovate the Glendon cafeteria in York Hall at the Glendon Campus.

Background and Rationale

This upgrade and renovation of the Glendon College kitchen and servery will provide enhanced dining for the Glendon campus, improve the quality of the residence experience and address deferred maintenance related to the Glendon cafeteria.

In 2009 Aramark was selected through an open “Request for Proposals” process to provide food services at Glendon. The arrangement with Aramark provides for a superior commission rate and the opening of a Tim Hortons franchise, financed by Aramark, in the new *Centre of Excellence* building. The agreement also includes a \$275,000 capital contribution to support improvements in the cafeteria kitchen and servery.

Glendon College has limited dining options due to space and population constraints. The main cafeteria provides retail-style dining service to residence and commuter students, faculty, staff and visitors. The current cafeteria design is restrictive and is based on an out-dated format which does not present itself well to the public. Surveys consistently indicate a high degree of dissatisfaction with the appearance of the cafeteria and the limited choices it provides. While Aramark has implemented a number of improvements in consultation with students, it is unable to deliver its more dynamic and interactive menus that are successful at other institutions (the previous caterer noted similar concerns).



It is proposed that the cafeteria be renovated to modernize the facility and to optimize space to enable the addition of new stations to increase variety. The new platform will enable Aramark to implement its “Global Kitchen” concept, which is a marche-style “demonstration cooking” format whereby meals are prepared or finished in front of customers, improving awareness of the freshness and quality of the food being served and overall perceptions of Glendon’s dining services. These concepts are strongly supported by the Principal of Glendon College and the President of the Glendon College Student Union.

The majority of the equipment in the kitchen will be replaced with new and more efficient natural gas models. Critical assets such as the walk-in cooler and the steamer are long past their useful life, are incurring increasing repair costs and are no longer compliant with health code. The cost to renew these assets is \$200,000, and will require to be implemented in any case. New kitchen equipment would reduce energy consumption and improve quality and reliability. The project also includes new furniture for the dining hall.

Funding

Aramark will contribute \$275,000 to the total project cost of \$1,325,000; and the remaining \$1,050,000 will be financed by the University and repaid by Food Services over a ten- year term at prevailing interest rates.



Governance and Human Resources Committee

Report to the Board of Governors at its meeting of February 28, 2011

The committee met on February 9, 2011 and in addition to items appearing on the agenda, makes this report for information.

Enterprise Risk Management

The committee reviewed the risks assigned to the committee for primary and secondary oversight. It noted that a number of items appearing on the agenda specifically addressed some of these risks.

President's Items

President Shoukri gave the committee an overview of the purpose and approach of the PRASE Initiative currently underway. It is his hope that the result of the exercise will be an improved working environment and a more effective and efficient use of resources. The Better Workplaces Initiative (BWI) is moving forward to the second phase and both BWI and PRASE will complement each other effectively.

Human Resource Matters

Labour Relations:

Vice President Brewer reviewed with the committee the external considerations related to the compensation environment which must be considered in preparation for the next rounds of bargaining. These include Conference Board of Canada 2011 Projections and the sector wide reaction to Bill 16, as well as the internal bargaining considerations common to all of York's non-academic unions.

Pension Update:

It was agreed that progress updates by Vice President Brewer on the review of the university's pension regime will be a standing item on the agenda in light of its importance to the university. Consultation meetings have taken place with employees and employee groups. It is hoped that management and employees can collaborate in an application for solvency relief under Provincial regulations and to also address the potential of pension reform.

Better Workplaces Initiative

Assistant Vice President Hooper reported on the progress of this initiative, noting that Phase 2 is underway with further consultation with managerial employees on the findings of Phase 1. While there is still some concern about the exercise, its goal is to create a positive work culture for all employees.

Governance

Having recently recommended several new member appointments to the Board, the committee is now considering how best to fill upcoming Board vacancies in order to ensure that current skills, knowledge and experience gaps are effectively addressed. Discussion will continue at the next meeting.

Zahir Janmohamed
Chair

Memo

Office of the Vice-
 President Finance
 & Administration

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 Toronto ON
 Canada M3J 1P3
 Tel 416 736 5282
 Fax 416 736 5421

To: Board of Governors

From: Guy Burry, Chair, Investment Committee

Date: 22 February 2011

Subject: **Statement of Investment Policies and Procedures Revision**

Recommendation

The Investment Committee recommends that the Board approve the proposed revisions to the *Statement of Investment Policies and Procedures (SIPP)*, as set out below.

Existing Text	Proposed Text <i>(Proposed changes struck out or in bold)</i>																												
<p>Section 5.1 The following Target Asset Mix has been adopted to meet the Fund's investment objectives:</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Asset Class</u></th> <th style="text-align: left;"><u>Target Asset Mix</u></th> </tr> </thead> <tbody> <tr> <td><u>Equities</u> Canadian Equity</td> <td>15%</td> </tr> <tr> <td>US Small/Mid Cap Equity</td> <td>20%</td> </tr> <tr> <td>Global Equity</td> <td>25%</td> </tr> <tr> <td>Emerging Markets Equity</td> <td><u>10%</u> 70%</td> </tr> <tr> <td><u>Fixed Income</u> Canadian Bonds</td> <td>25%</td> </tr> <tr> <td>Global High Yield Bonds</td> <td><u>5%</u> 30%</td> </tr> </tbody> </table> <p>The Target Asset Mix is to be fully implemented commencing January 1, 2010.</p> <p>Asset class ranges define the normal minimum and maximum allocations for each Asset Class. The range for an individual asset class is the Target Asset Mix weight plus-or-minus 5% of total fund weight.</p> <p>During the period prior to the full implementation target of January 1, 2010, the minimum and maximum allocations for each Asset Class shall be the phase in asset mix weight approved by the Investment Committee plus-or-minus 5% of total fund weight.</p>	<u>Asset Class</u>	<u>Target Asset Mix</u>	<u>Equities</u> Canadian Equity	15%	US Small/Mid Cap Equity	20%	Global Equity	25%	Emerging Markets Equity	<u>10%</u> 70%	<u>Fixed Income</u> Canadian Bonds	25%	Global High Yield Bonds	<u>5%</u> 30%	<p>Section 5.1 The following Target Asset Mix has been adopted to meet the Fund's investment objectives:</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Asset Class</u></th> <th style="text-align: left;"><u>Target Asset Mix</u></th> </tr> </thead> <tbody> <tr> <td><u>Equities</u> Canadian Equity</td> <td>15%</td> </tr> <tr> <td>US Small/Mid Cap Equity</td> <td>20%</td> </tr> <tr> <td>Global Equity</td> <td>25%</td> </tr> <tr> <td>Emerging Markets Equity</td> <td><u>10%</u> 70%</td> </tr> <tr> <td><u>Fixed Income</u> Canadian Bonds</td> <td>25%</td> </tr> <tr> <td>Global High Yield Bonds</td> <td><u>5%</u> 30%</td> </tr> </tbody> </table> <p>The Target Asset Mix is to be fully implemented commencing January 1, 2010.</p> <p>Asset class ranges define the normal minimum and maximum allocations for each Asset Class. The range for an individual asset class is the Target Asset Mix weight plus-or-minus 5% of total fund weight.</p> <p>During the period prior to the full implementation target of January 1, 2010, the minimum and maximum allocations for each Asset Class shall be the phase in asset mix weight approved by the Investment Committee plus or minus 5% of total fund weight.</p>	<u>Asset Class</u>	<u>Target Asset Mix</u>	<u>Equities</u> Canadian Equity	15%	US Small/Mid Cap Equity	20%	Global Equity	25%	Emerging Markets Equity	<u>10%</u> 70%	<u>Fixed Income</u> Canadian Bonds	25%	Global High Yield Bonds	<u>5%</u> 30%
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Rationale

It was reported to the Board in October 2010 that the University and Foundation Investment committees approved a change in the benchmark index for the global high yield bonds asset class effective January 2011. This change necessitates an amendment to the *Statement of Investment Policies and Procedures*. Specifically, **Section 7.0 Performance Evaluation Paragraph 7.2**, replaces the Bank of America Merrill Lynch High Yield Bonds Master II with the new approved benchmark *Citigroup High Yield Market Capped*.

The changes to the Target Asset Mix were fully implemented as at January 1, 2010. The revision to **Section 5.0 Investment Strategy Paragraph 5.1** removes the reference to the phase-in of the asset mix changes.

In addition, several minor amendments have been made to **Section 2.0 Fund Governance** to improve the clarity and grammar of the text. A copy of the revised Policy and Procedures document with all of the amendments highlighted in bold is attached as *Appendix A*.

York University Endowment Fund

Statement of Investment Policies and Procedures

January 1, 2011



1. Background

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

2. Fund Governance

Responsibilities of the Board

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

Responsibilities of the Committee

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

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

Responsibilities of Management

- 2.14 Management is responsible for the allocation of Fund assets, including the direction of contributions into and distributions out of the Fund, and periodic rebalancing between Fund accounts, as required.
- 2.15 Management shall conduct Investment Manager searches as required and provide recommendations to the Investment Committee**
- 2.16 Management shall conduct periodic oversight and due diligence reviews of existing Investment Managers and report any concerns to the Committee.
- 2.17 Management shall oversee compliance by each Investment Manager to the investment guidelines contained in their specialty mandate (“Mandate”), reporting any concerns to the Committee.**
- 2.18 Management shall develop and improve each Mandate as appropriate to overall investment strategy and/or changes in the external environment or best practices.**
- 2.19 Management shall communicate general guidelines for shareholder voting in Mandates for actively managed equity held in segregated portfolios.**
- 2.20 Management shall provide the Committee with monthly reports concerning the status of the Fund, the investment performance, and the Investment Managers.**
- 2.21 Management shall ensure that the Fund **is managed in accordance with this Policy** and complies with all applicable legislation and regulatory requirements.

- 2.22 Management shall ensure that **all investments in the Fund are recorded in the financial records of the Fund in accordance with generally accepted accounting principles** and that the auditors review the investments annually.

Responsibilities of the Investment Manager

- 2.23 **Each** Investment Manager shall invest assets of the Fund in accordance with the Policy and the Investment Manager's Mandate.
- 2.24 **Each** Investment Manager shall deliver reports on portfolio holdings and performance on a monthly basis.

Responsibilities of the Custodian

- 2.25 The **custodian** serves as trustee and custodian of the Fund, and is responsible for providing safekeeping **and net asset valuation** for the assets of the Fund.
- 2.26 The custodian shall deliver custodial reports on a monthly basis.

Responsibilities of the Recordkeeper

- 2.27 The record keeper shall maintain detailed records of each endowment invested in the Fund.
- 2.28 The record keeper shall deliver account detail reports on a monthly basis.

3. Investment Objectives

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

4. Investment Philosophy

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

- 4.1 Equities are expected to outperform bonds in the long term.
- 4.2 Higher expected investment return is positively correlated with higher expected investment volatility.
- 4.3 Diversification increases the long term risk-adjusted return potential of the total fund.
- 4.4 Skilled active management can provide superior risk-adjusted return above the benchmark.

- 4.5 Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that endowments shall provide sustainable payout over the long term.

5. Investment Strategy

Target Asset Mix

- 5.1 The following Target Asset Mix has been adopted to meet the Fund's investment objectives, **effective and fully implemented as of January 1, 2010:**

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

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

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

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

Currency Hedging Strategy

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

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

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

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

Rebalancing Strategy

5.4 The following portfolio rebalancing procedures will be employed:

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

6. General Investment Constraints

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

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

7. Performance Evaluation

Performance Objectives

- 7.1 The Committee shall, at least annually, review an analysis of total fund, asset class and Manager performance, which shall include:

- a) performance relative to the Fund objectives outlined in this Policy;
- b) performance relative to the Fund performance benchmark; and
- c) appropriate investment risk measures.

Performance Benchmark

7.2 The performance benchmark for the Fund is a weighted composite of total return market indices expressed in Canadian dollars¹. The following benchmarks shall be fully in effect as of January 1, 2010.

Unhedged Benchmark

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

<u>Asset Class</u>	<u>Benchmark Index</u>	<u>Weight</u>
Canadian Equity	S&P/TSX Composite	15%
US Small /Mid Cap Equity	Russell 2500	20%
Global Equity	MSCI World ²	25%
Emerging Markets Equity	MSCI Emerging Markets	10%
Canadian Bonds	DEX Universe Bond	25%
Global High Yield Bonds	Citigroup High Yield Market Capped	5%

50% Hedged Benchmark

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

<u>Asset Class</u>	<u>Benchmark Index</u>	<u>Weight</u>
Canadian Equity	S&P/TSX Composite	15%
US Small /Mid Cap Equity	Russell 2500 – 50% Hedged	20%
Global Equity	MSCI World – 50% Hedged ³	25%
Emerging Markets Equity	MSCI Emerging Markets	10%
Canadian Bonds	DEX Universe Bond	25%
Global High Yield Bonds	Citigroup High Yield Market Capped – 50% Hedged Benchmark	5%

1. For reporting in CAD, foreign-currency-denominated indexes are translated using global exchange rates provided by WM Reuters as at 4:00 PM London Close.

2. MSCI World Index is specified Net Dividends.

3. The 50% currency-hedged return of MSCI World Net is determined using the country-weighted methodology.

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

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

2004 Benchmark

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

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

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

Currency Hedging Evaluation

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

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

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

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

Annual Policy Review

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

Investment Manager Retention

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

Approved by the Board Investment Committees – December 3, 2010
For approval by the Board of Governors – February 28, 2011

Memo

To: Board of Governors
From: Paul Cantor, Chair, Executive Committee
Date: February 22, 2011
Subject: Reappointment to Pension Fund Board of Trustees

Recommendation

That the Board of Governors approve the following reappointment to the Pension Fund Board of Trustees:

Bruno Bellissimo as the Presidential nominee, effective March 1, 2011, for a three year term.

Nominee Background

Bruno Bellissimo was first appointed to the Pension Fund Board of Trustees February 2002. He is being recommended for a fourth term as a Presidential nominee on the Board. Bruno is the Director, Internal Audit and a member of the CPM Association.

Rationale

The Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. BoT's Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members for BoT. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement.

Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

The normal term of office is three years, with retiring members being eligible for reappointment.