



York University  
Board of Governors

*Notice of Meeting*

Monday, October 3, 2011  
3:00 pm to 6:00 pm

Marshall A. Cohen Governance Room  
5<sup>th</sup> 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 Report on Items Decided in the Closed Session**

<b>1.2 Executive Committee .....</b>	<b>1</b>
<b>    1.2.1 Action Taken on Behalf of the Board .....</b>	<b>2</b>

**2. President's Items (M. Shoukri)**

**2.1 Looking Forward: 2011-2012 Objectives**

**3. Academic Resources Committee (S. Schwartz) .....3**

**3.1 Appointments, Tenure and Promotion (For approval, S. Schwartz) .....4**

**3.2 Approval of the Establishment of a Glendon Language Training Centre for  
Studies in French /Centre de formation linguistique de Glendon pour les Études  
en français (For approval; S. Schwartz).....5**

**4. Community Affairs Committee (R. Lewis) .....6**

**October 3, 2011**

**5. Finance and Audit Committee (D. Denison) .....7**

**5.1 Integrated Campus Development Projects (For approval, D. Denison)**

**5.1.1 York University, Toronto 2015 and Infrastructure Ontario MOU/Pan  
Am Games .....8**

**5.1.2 Acquisition and Renovation of Off Campus Space.....9**

**5.1.3 School of Social Work Relocation Project .....10**

**5.2 Capital Projects (For approval, D. Denison)**

**5.2.1 Emergency Mass Notification Public Address System .....11**

**5.2.2 Cold Beverage Vending Service Contract .....12**

**6. Governance and Human Resources Committee (Z. Janmohamed).....13**

**6.1 Board Self Evaluation Questionnaire (For discussion; Z. Janmohamed) .....14**

**7. Investment Committee (G. Burry) .....15**

**8. Land and Property Committee (P. Tsaparis) .....16**

**9. Other Business**

**CONSENT AGENDA**

**1. Minutes of the Board of Governors Meeting of June 20, 2011 .....i**

**2. Banking Resolution: Signing Authority Changes .....17**

**3. Pension Fund Board of Trustees Appointment/Reappointment .....18**

**4. Committee Membership (For Information) .....19**

Harriet Lewis  
Secretary

**York University  
 Board of Governors**

Minutes of the Open Session of the Meeting of  
 Monday, 20 June 2011  
 Marshall A. Cohen Governance Room, York Research Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>	
Paul Cantor, Chair Guy Burry David Denison Terrie-Lynne Devonish Julia Foster Rosemary Heneghan Ozench Ibrahim Debbie Jamieson Zahir Janmohamed Kuttimol Kurian Robert Lewis Mark Lievonen Kevin McKague Ken Ng Tim Price Samuel Schwartz Mamdouh Shoukri George Turlakis Paul Tsaparis  <i>Harriet Lewis, Secretary</i>	Susan Black Billy Gyamfi Deborah Hutton Patrick LeSage Sandra Levy Penelope Reed Doob Honey Sherman David Tsubouchi Henry Wu Bryan Zarnett	James Allan Cynthia Archer Noël Badiou Bruno Bellissimo Gary Brewer Robert Cerjanec Glen Craney David Dewitt Steve Dranitsaris Richard Francki Lisa Gleva Vanessa Hunt Allan Hutchinson Janusz Kozinski Ran Lewin Ijade Maxwell-Rodriques Ken McRoberts Patrick Monahan Janet Morrison Doug Peers Walter Pidgeon Alice Pitt Trudy Pound Curtis Bud Purves Lia Quickert	Barbara Rahder Stan Shapson Michael Siu Jennifer Sloan Rob Tiffin Jacqueline Volkhammer Willam van Wijngaarden Alastair Woods Berton Woodward  <i>Cheryl Underhill, Assistant Secretary Robert Everett, Assistant Secretary Elaine MacRae, Board Coordinator</i>

**II. OPEN SESSION**

**1. Chair's Items**

1.1 *Report on Items Decided in the Closed Session*

The Chair reported the decisions of the Board for the following appointments:

- Rosemary Heneghan as an Honorary Governor, effective July 1, 2011;
- Jonathan O'Kane as the student nominee to the Board of Governors for a two-year term effective 1 July 2011;

- Paul Wilkinson as the Senate nominee to the Board of Governors for a two-year term effective 1 July 2011;
- Janet Morrison as the non-academic staff employee nominee to the Board of Governors for a two year term, effective 1 July 2011

It was also reported that the Board approved, on the recommendation of the Finance and Audit Committee following a thorough review of the background and alternatives at the Board's request, a 15-year contract with Aramark Canada Ltd for the Keele campus and a 12-year contract with Aramark Canada Ltd for the Glendon campus for the provision of food services, both of which include capital investment in the University's facilities to be made by Aramark and the University to renew the infrastructure and improve the quality and sustainability of food service operations.

On behalf of the Board congratulations were extended to the newly elected members of the York Federation of Students Executive group: Vanessa Hunt, Alastair Woods and Robert Cerjanec; and also to Jacqueline Volkhammer, the recipient of the Murray G. Ross Award.

## 1.2 *Executive Committee*

The written report circulated with the agenda was *received*.

### 1.2.1 *Actions Taken on Behalf of the Board*

Referring to the documentation circulated with the agenda, Mr Cantor reported that on behalf of the Board, the Executive Committee approved:

- the appointment of Dr Robert Haché as Vice-President Research & Innovation for a five year term, effective 1 July 2011;
- the re-appointment of Gary Brewer as Vice-President Finance & Administration for a five-year term, effective 1 July 2011

## 2. **President's Items**

### 2.1 *Updates and Current Issues*

The President briefly reported on the following matters:

- The \$50 million capital investment from the Province for a new engineering building on the Keele campus which will facilitate the University's expansion in a defined area within the UAP;
- The success of the 2011 Convocation ceremonies
- The Schulich School of Business' and the GMR Group's recent signing of the official agreement to build a Schulich campus in Hyderabad, India.
- The appointment of Robert Haché as the Vice-President Research & Innovation

### 2.2 *Presentation: Student Representative Roundtable: Annual Report*

Governor McKeague provided the annual year end report on the work of the *Student Representative Roundtable*; a copy of the presentation slides is filed with these Minutes. Among the issues discussed at the Roundtable this past year were the METRAC Safety Audit, Co-Curricular Record, new student portal, the Town & Gown Committee and Homecoming celebrations. Appreciation was extended to Ms Henegahn and Ms Kurian for their valuable contributions to the work of the Roundtable this past year.

Mr McKeague was thanked for his engaged participation on the Board during his two-year term.

## 3. **Finance and Audit Committee**

Mr Denison noted the written report circulated with the agenda. He highlighted the ongoing process for the design and construction of the Pan Am / Parapan Games stadium on the Keele campus, noting that the University's budget for the project is expected to be reviewed next month. Governors were encouraged to review the first-tier enterprise risk monitoring report distributed with the agenda to inform their understanding of the University's current level of residual risk.

### *3.1 Budget Plan 2011 to 2014*

The Vice-President Finance & Administration presented an update to the budget plan for 2011-2012 to 2013-2014; a copy of the slides is filed with these minutes. The three-year budget plan for 2010-2013 had forecast a nearly balanced budget by the 2012-2013 academic year. That plan had been predicated on the Province's anticipated two year public sector wage freeze for 2011 and 2012. Since that compensation framework is not being universally applied in the public sector, budgeting for a higher level of employee compensation, and therefore expenditures, in the 2011-2014 iteration of the operating budget is necessary. Similarly, an additional \$8 million contribution to the Pension Fund is required by year three in the plan.

Even with significant growth in the undergraduate enrolment targets over the three-year budget period and the coincident increase in revenues from tuition fees, the higher rate of increase in expenses over revenue in each of the three years results in a cumulative gap which makes budget cuts a necessity in each year of the plan. The level of the budget cuts in the 2012-13 and 2013-14 years is dependent on the outcome of the upcoming collective bargaining exercises with eight employee groups. The University expects to be able to identify the level of budget cuts required by the winter 2012 term.

Even with the planned cuts, the proposed budget plan will result in a cumulative \$12 million deficit. Key issues that will affect the budget plan assumptions include the tuition fee framework for 2012 and beyond, Faculties and departments achieving planned budget cuts, meeting enrolment targets and the outcome of 2011-2012 collective bargaining.

In response to a question, Vice-President Brewer characterized the budget as a cautiously aggressive plan which management will closely monitor against developments in the above-noted planning assumptions.

### *3.2 Approval of the 2011 to 2014 Budget Plan*

Mr Denison emphasized the integrated approach to the budget plan which includes investments in support of academic plans and the PRASE initiative to realize long-term administrative efficiencies. On the basis of the documentation circulated with the agenda and the presentation by the Vice-President, it was duly *agreed* that the Board of Governors approve the proposed **Three-year Budget Plan for 2011-12 to 2013-14.**

## **4. 2010-2011 Audited Financial Statements**

Mr Denison confirmed that at its meeting earlier that day the Finance & Audit Committee reviewed in detail the draft financial statements circulated with the Board agenda, and discussed the results with the internal and external auditors. In the absence of any issues from the auditors, the Committee recommends approval of the audited financial statements. On that basis it was duly *agreed*, that the **York University Financial Statements for the year ended April 30, 2011 be approved.**

## **5. Fee Approvals**

### *5.1 Centrally Collected Student Ancillary Fees 2011-2012*

The documentation in support of the recommendation was *noted* by Mr Denison. The proposed increase is to offset cost of living increases. It was duly *agreed*,

**That for 2011-2012, the centrally-collected ancillary fees for undergraduate students and students enrolled in the graduate professional programs be increased by 2% (\$0.37 per credit) from \$18.54 to \$18.91, with the full-time fee rising from \$556.20 to \$567.32 and \$283.66 for graduate programs which are charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.**

**While the adjusted fees are effective May 1, 2011, students will not be assessed actual increases in their ancillary fees until September 1, 2011.**

## 5.2 *Student Referenda Fees*

The documentation in support of the recommendation was *noted* by Mr Denison. The quorum requirements for the referenda were met for the two proposed levy increases and the one new levy. In response to the request for the actual number of students who voted in the referenda, the Vice-President Students will provide that information at the next meeting of the Board. It was duly *agreed* that,

**Pursuant to the results of student referenda conducted 28 March through 31 March 2011, the Board approve:**

- **an increase of \$0.10 to \$0.15 per credit and an annual increase or decrease in accordance with the Toronto Consumer Price Index (CPI) to the current levy of \$0.05 per credit for the *Community Legal Aid Services Program (CLASP)* (applicable to all undergraduate students enrolled in at least 3 credits, except for Glendon and Osgoode students).**
- **an increase of \$2.25 to \$3.75 per term and an annual increase or decrease in accordance with the Toronto Consumer Price Index (CPI) to the current levy of \$1.50 per term for the *Community Legal Aid Services Program (CLASP)* (applicable to all Osgoode JD students enrolled in at least 3 credits).**
- **a new levy of \$0.10 per credit for all undergraduate Environmental Studies students currently enrolled in at least 3 credits to support the Bachelor of Environmental Studies Student Association (BESSA).**

## 6. **Capital Project: Restoration of Central Utilities Building**

Mr Denison spoke to the documentation circulated with the agenda. The project is a time sensitive one that must be completed before the winter season. Consistent with the University's procurement policy and procedures and the Broader Public Sector Accountability Act 2010, an open competitive bidding process will be adhered to in the selection of the construction contractor. It was duly *agreed*, **that the Board approve a capital expenditure of up to \$4.5 million to complete the permanent fire repairs and restoration work in the Central Utilities Building on the Keele campus.**

## 7. **Pension Update**

Ms Ibrahim reported that the University was successful in attaining stage-one pension deficit funding relief, which provides a positive impact on the operating budget. The Pension working group will continue to assist in the University's collaborative efforts to move forward with changes to the employee group Pension Plans.

## 8. **Academic Resources Committee**

Documentation circulated with the agenda was *noted*. On behalf of the Committee Mr Schwartz acknowledged and thanked Stan Shapson and his colleagues in the Office of the Vice-President Research & Innovation for the extraordinary contributions made to the enhancement of research at York and the development of productive relationships with governments and businesses in the greater Toronto area. Members of the Board were encouraged to attend upcoming research events to continue the momentum forward in support of the incoming Vice-President, Robert Haché.

The Board acknowledged the dedicated support and leadership provided by Mr Schwartz as chair of the Academic Resources Committee.

#### *8.1 Appointments, Tenure and Promotion*

Dr Shoukri noted the high academic standing of the proposed candidates. The Provost noted that five searches undertaken during the year did not result in an appointment as a result of the Faculty not finding the caliber of candidate sought. It was duly *agreed* **that the Board approve the President's May 2011 report on Appointments, Tenure and Promotion.**

### **9. Governance and Human Resources Committee**

Mr Janmohamed spoke to the report circulated with the agenda. The Committee has been reviewing potential candidates for membership on the Board in the context of the Board's skills matrix. It is anticipated that nominees will be brought forward for approval in the Fall. The annual Board Questionnaire will be distributed to governors in early July and members were encouraged to share their reflections, comments and advice in this exercise. Members were also encouraged to review the Health & Safety Annual Report included in the agenda.

### **10. Land and Property Committee**

Mrs. Foster highlighted two items from the written report of the Committee: the Pan Am Games stadium project and the Pond & Sentinel development initiative. Both projects are still in the design phase. Proposals for each will come forward to the Board when plans are fully developed.

### **11. Investment Committee**

Documentation circulated with the agenda and distributed at the meeting was *noted*. Mr Burry briefly reported on: the steadily improving performance of the endowment fund and the University's strong results relative to peer universities; the process of transferring endowed assets from the Foundation to the University and the University's review of the endowment distribution formula to determine if modifications to the existing formula would be beneficial.

### **12. Other Business**

There was none.

### **13. In Camera Session**

An *in camera* session was held.

### **Consent Agenda Items**

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 3 October 2011

*The Executive Committee of the Board of Governors met on August 9, August 25, and September 26, 2011 and in addition to the items otherwise on the agenda makes this report for information.*

**President's Items**

The President provided information on a number of items of interest including the Ontario election platform items relevant to postsecondary education, the status of efforts to work with the City of Toronto officials and residents of the Village at York University, recent media of coverage fraud allegations, the recent power outage on campus as a result of TTC construction on Keele Street and the climate on campus at the outset of the Fall/Winter term.

**Board Questionnaire and Committee membership**

The Committee discussed the results of the board's self evaluation questionnaire. The Committee Chairs will continue to work with the university to ensure that the items of business are addressed in a strategic and effective way, mindful of the oversight and insight role of the Board. A draft of committee assignments was reviewed and some suggestions made based on preferences raised by governors. A list of the membership for 2011/2012 is attached to the agenda for information. The Committees Chairs were thanked by the Board Chair and the President for their continued dedication to the university and the work of the Board which is multiplied by their willingness to serve as chairs of committees.

*Paul Cantor, Chair*





UNIVERSITY  
SECRETARIAT

1050 York Research Tower  
4700 Keele St.  
Toronto ON  
Canada M3J 1P3

Tel 416 736 5310  
Fax 416 736 5094

# Memo

To: Board of Governors

From: Paul Cantor, Chair

Date: September 26, 2011

Subject: **Action taken by the Board Executive Committee on behalf of the Board**

---

**The Board Executive Committee, acting under summer authority pursuant to Article VI (4)(e) of the General Bylaw, approved the following on behalf of the Board:**

- 1. The contract terms with SciQuest Inc., to purchase and implement a P2P Strategic Procurement and Supplier Enablement Technology, which provides for significant operational efficiencies and process improvements with sustainable financial returns on investment for the University over the period of the five-year contract.**

## **Background**

In the Fall of 2010, York University engaged the services of PricewaterhouseCoopers LLP (PwC) to identify opportunities for increased operational efficiencies. PwC conducted a rigorous process culminating in its submission of the PRASE Phase I report. Among the many opportunities identified for improvement was the automation of the Procure-to-Pay (P2P) function and its related processes. This priority supported the direction previously identified by the Finance Department, which was further substantiated by observations and recommendations made by staff across the organization including Procurement, Finance, other central units and Faculties during the Phase I consultation process.

As a result, the Finance Department conducted extensive discovery and completed a full business case to support the sourcing and implementation of a Procure-to-Pay (P2P) strategic procurement and supplier enablement technology.

The anticipated benefits associated with the implementation of such a technology are noted below and are aligned with PRASE Phase II desired outcomes. At a high level, these are:

1. **Financial** – reducing financial pressures associated with administrative costs inherent in a labour-intensive paper-based procurement and payment process through on-line, pre-negotiated supplier contracts offering lower pricing;
2. **Non-Financial** – achieving operational efficiency by reducing the cycle time associated with the procure-to-pay process; increasing effectiveness by reducing the administrative burden on faculty, researchers and staff enabling them to focus on the academic priorities of the University; and
3. **Reputational** – generating institutional goodwill with the Provincial Government by supporting the efforts to “reduce the time and money spent by the Broader Public Sector (BPS) on procuring goods and funnel savings back into front-line services.”

### **Process**

The selection of SciQuest Inc., for York’s P2P Strategic Procurement and Supplier Enablement Technology was based on a rigorous process conducted through York’s Procurement Services Department. The process followed was fully compliant with the University Procurement Policy and the Procurement Directive flowing from the Broader Public Sector Accountability Act, 2010.

### **Capital Investment**

The cost of purchase and implementation and operation over the term of the contract is estimated at \$2.7M exclusive of tax. The total estimated savings over the life of the contract is \$4.852 million.

### **Contract Duration and Terms**

The contract term is five years from the effective date of signing the contract with the following salient components:

- Term of five years with one year automatic renewals unless either party notifies the other of its intent not to renew with at least 60 days prior notice.
- Either party may terminate the agreement with written notice if the other party commits a breach of a material provision and fails to cure such breach within 30 days following receipt of written notice of such breach.
- A pricing discount of 42% off list price and annual licensing fees.
- A 10% discount on the implementation and integration fees.
- A further reduction in annual licensing fees should additional Ontario universities execute similar contracts within a specified period.
- Payment for the Software Solution Acquisition and the Implementation and Integration fees will be made on an agreed upon schedule based upon achievement of specified milestones.

### **Internal Legal Counsel Review**

York University’s legal counsel has reviewed the Terms and Conditions covering the Master Subscription Agreement, and SciQuest Inc. has agreed to all of the recommended changes.

**3. The extension of the term of membership on the Board for Guy Burry and Sandra Levy from 30 September 2011 to 3 October 2011.**

The terms of both Mr Burry and Ms Levy were to expire on 30 September 2011. The Alumni Association confirmed that both would be the Association's continuing nominees for membership on the Board as of 1 October 2011. With the next meeting of the Board of Governors not until October 3, 2011, the short extension of their terms was approved by the Executive Committee in order to bridge the three day gap between the end of their term and the next meeting of the Board. Their nominations are included in the appointment resolution on this Board agenda.

**4. The appointment of Mr. Jeffery T. O'Hagan as Vice President Advancement for a period of five years (October 1, 2011 to September 30, 2016).**

Mr. O'Hagan is currently the Chief Executive Officer of the Sunnybrook Health Sciences Centre Foundation, having previously served as the Senior Vice-President, Development. Prior to joining the Sunnybrook Health Sciences Centre Foundation, he was the Director of Development at the Schulich School of Medicine & Dentistry at the University of Western Ontario. Mr. O'Hagan is a respected leader with a strong record of principal and major gift fundraising in the healthcare, research and education sectors.

**ACADEMIC RESOURCES COMMITTEE**

**Report to the Board  
at its meeting of October 3, 2011**

*The Academic Resources Committee met on September 12 and submits the following information report to the Board of Governors.*

**1. President's Item**

Dr Shoukri expressed his optimism and enthusiasm as the outset of a new academic year. A highlight of the summer was the provincial government's commitment of funds for a new Engineering building. Other capital projects will come on stream in 2011-2012, providing much needed space and generating additional momentum to research, teaching, and learning. Graduate education represents a key challenge for the University given its importance as well as its complexities, and it will be high on Dr Shoukri's agenda for the year.

**2. Report of the Vice-President Academic and Provost**

Provost Monahan provided the Committee with an early draft of his office work plan for the year ahead. Priority has been assigned to initiatives that will contribute to the achievement of *University Academic Plan* goals. An overarching theme, as it is for the UAP and the Provostial White Paper, is quality. This imperative infuses planning for the academic administration, and it constitutes the means by which to assess progress. Many of the projects being pursued – PRASE, the Academic Initiatives Fund, Better Workplaces – have been described for the Board and are certain to feature in future reports from the Committee. The Provost also reported on preliminary enrolment data, complement growth, and reputation building.

**3. Report of the Vice-President Innovation**

The Committee was pleased to welcome Vice-President Haché to his first meeting of Academic Resources. He shared his first impressions, and in doing so expressed a strong conviction that York is poised to enhance its research activities and profile. During his first few months in office, Vice-President Haché has met with colleagues throughout the University and significant external actors. He aims to build transparency and trust, and has taken steps to regularize structures in order to promote timely exchanges of information, share expertise, and develop clear guidance and feedback to those developing major research grant applications. He and colleagues on the Academic Policy, Planning and Research Committee hope to finalize amendments to the policy governing research centres and institutes this autumn. Our Committee continues to take a strong interest in outreach endeavours, and has reiterated its readiness to support Vice-President Haché's efforts to build capacity in this domain.

*Sam Schwartz, Chair*



**University Secretariat**

4700 KEELE ST  
TORONTO ON  
CANADA M3J 1P3  
T 416 736 5310  
F 416 736 5094

## Memo

**To:** Paul Cantor, Chair, Board of Governors

**From:** Sam Schwartz, Chair, Academic Resources Committee

**Date:** October 3, 2011

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

---

### **Motion and Rationale:**

**The Academic Resources Committee recommends that the Board approve the President's September 2011 report on Appointments, Tenure and Promotion.**

The full-time, tenure stream hires listed represent the culmination of the 2011-2012 hiring cycle. Candidates are of high quality, and their appointments have been funded through a strategic funding envelope or regular Faculty funding as indicated. Contractually limited appointments have been made for the duration indicated (typically one year or less).

Documentation is attached as Appendix A.

## Appendix A / New Appointments, September 2011

Faculty	Unit	Rank at Appointment	Highest Degree (University)	Scholarly Profile	Nature of Funding
<b>LAPS</b>					
Sand, Benjamin July 1, 2011	Economics, Applied	Assistant Professor, Pre- candidacy 1	PhD, Economics (UBC, 2008)	Dr. Sand comes to us from Copenhagen Business School where he has taught since Fall, 2010. He specializes in empirical approaches to labour economics, with particular emphasis on wage structures as a function of such "positive externalities" as increased levels of education among the working populace.	VPA&P Strategic
<b>Libraries</b>					
Bristow, Timothy August 1, 2011	Digital Humanities, Scott	Assistant Librarian, Pre- candidacy 1	MIS (Toronto, 2009)	Mr. Bristow has held a contractually limited appointment in Scott Library since January 2010. Mr. Bristow has exceptional reference librarian skills with an impressive record of success in creating and delivery new library programs.	Faculty Funded (replacement)
Li, Xuemei July 1, 2011	Bronfman Business Library	Assistant Librarian, Pre- candidacy 1	MLIS (UBC, 2009)	Ms Li has held the position of Digital Services Librarian at the Patrick Power Library, Saint Mary's University since December 2009. Her research background and expertise is in computing and data analysis.	Faculty Funded (replacement)
Savard, Dany July 1, 2011	Bilingual Social Science, Frost	Assistant Librarian, Pre- candidacy 1	MLIS (Western Ontario, 2006)	Mr. Savard comes to us from Deloitte & Touche LLP where he has held the position of Senior Business Information Analysis since 2006. His research interests center on the impact of neo-liberal immigration policy in Canada and on information seeking behaviour in the Social Sciences.	Faculty Funded (replacement)
<b>FSE</b>					
Faloutsos, Petros July 1, 2011	Computer Science, Digital Media Computer Graphics	Assistant Professor, Candidacy 1	PhD, Computer Science (Toronto, 2002)	Dr. Faloutsos comes to us from the Department of Computer Science, University of California where he has held the position of Assistant Professor. Dr. Faloutsos has research expertise in computational biomedicine and his program of research is well aligned with the existing programs of digital media research at York.	VPA&P Strategic
Mills, Alex July 1, 2011	Biology, Natural Science	Assistant Lecturer, Pre- candidacy 2 (alternate stream)	PhD, Biology (Toronto, 2006)	Dr. Mills has held a contractually limited appointment at York since 2009. Since the completion of his PhD in 2006, he has taught a variety of biology undergraduate courses at Cape Breton University, University of Toronto, University of Windsor, Laurentian University and York University.	Faculty Funded (replacement)
Womelsdorf, Thilo July 1, 2011	Biology, Neuroscience Vision	Assistant Professor, Pre- candidacy 1	PhD, Cognitive Neuroscience (Göttingen, 2004)	Dr. Womelsdorf comes to us from the Department of Physiology and Pharmacology, University of Western Ontario where he held the position of Adjunct Research Professor since 2009. His research entails recording from multi-electrode arrays in a variety of cortical areas in macaques and he is particularly interested in the role of cortical rhythms in information processing.	VPA&P Strategic

**Contractually Limited Appointments  
Start Date and Length of Appointment as Indicated in Column 1**

<b>Faculty</b>	<b>Unit</b>	<b>Rank</b>	<b>Highest Degree (University)</b>	<b>Scholarly Profile</b>
<b>LAPS</b>				
Constantinou, Peter (M) July 1, 2011 One Year	Public Policy and Administration	Sessional Assistant Professor	PhD, Higher Education (Toronto, 2010)	Dr. Constantinou comes to us from Ryerson University where is held the position of Coordinator, Government Business Enterprise Initiative and President of Knowledge Matters. He is a specialist in government relations with post-secondary institutions.
Erickson, Bruce (M) July 1, 2011 One Year	Geography, Human Geography	Sessional Assistant Professor	PhD, Environmental Studies (York, 2009)	Dr. Erickson has just completed a postdoctoral fellow at Nipissing University. He is a specialist in environmental tourism, with particular interest in fishing rights in Ontario and the links between climate change and tourism in the Canadian North.
Hamilton, Geoff (M) July 1, 2011 One Year	English, American Literature	Sessional Assistant Professor	PhD, English Literature (Toronto, 2005)	Dr. Hamilton has just completed a three-year limited term position at the University of Toronto at Mississauga. Prior to that, he held a Killam postdoctoral fellow at UBC. His primary research focus is 20th-century and contemporary American literature.
Hoffmann, Glen (M) July 1, 2011 One Year	Humanities, General Education	Sessional Assistant Professor	PhD, Philosophy (Toronto, 2003)	Dr. Hoffmann comes to us from Ryerson University where he held a Visiting Assistant Professor position since 2007. He is a specialist in epistemology and the philosophy of language, with a particular interest in the nature of truth.
Jermyn, Leslie (F) July 1, 2011 One Year	Anthropology	Sessional Assistant Professor	PhD, Social Anthropology (Toronto, 1995)	Dr. Jermyn has taught for many years as Sessional Lecturer III at the University of Toronto as well as the University of Pittsburgh and Trent University. She has been investigating the 'social responsibility' claims of particular corporations.
Khtereh, Sheibani (F) September 1, 2011 Ten Months	Languages, Literatures and Linguistics, Persian	Sessional Assistant Professor	PhD, Comparative Literature (Alberta, 2007)	Dr. Khtereh has served as a Sessional lecturer in English and Theatre Studies at both Guelph and Guelph-Humber since 2008. Her primary scholarly specialization is in the poetics of post-revolutionary Iranian cinema.
Kobzar, Olena (F) July 1, 2011 One Year	Social Science, Law & Society	Sessional Lecturer*	PhD, Criminology (Toronto, 2011)	Ms Kobzar is expected to defend her PhD in the Fall. She specializes in the criminology of debt especially as it relates to the "pay-day loan" industry and its role in the lives those obliged by life circumstances to make use of it.
Lee, Ahrong (F) September 1, 2011 Ten Months	Languages, Literatures and Linguistics, Korean	Sessional Assistant Professor	PhD, English (Wisconsin-Milwaukee, 2009)	Dr. Lee has served as an adjunct lecturer at Wisconsin-Milwaukee since 2009. Her research interests primarily lie in the areas of Korean linguistics, loanword phonology, and second language acquisition.
Lieghio, Maria (F) July 1, 2011 One Year	Social Work	Sessional Lecturer*	PhD, Social Work (Wilfrid Laurier, 2011)	Ms Lieghio is expected to defend her PhD in the spring of 2012. She has over 12 years of social work practice experience and has taught on contract at York since 2006. Her areas of academic interest are: social work epistemology in children's mental health; critical social work education and practice; and the potential for social change and social justice through community-engaged scholarship.
Malik, Sadia (F) July 1, 2011 One Year	Economics	Sessional Assistant Professor	PhD, Economics (Kansas State, 2005)	Dr. Malik comes to us from the Center for Research on Economic and Social Transformation, Pakistan. Prior to that she served as Research Director at Mahbub ul Haz Human Development Centre in Islamabad. Her research interests are in health economics, economic growth and development, institutional economics, poverty, inequality, and conflict.
Mawhinney, Michelle (F) July 1, 2011 One Year	Political Science, Political Theory	Sessional Assistant Professor	PhD, Political Science (York, 2007)	Dr. Mawhinney has taught on contract at York primarily in Political Science but also in Women's Studies. Her scholarship focuses on the place of nature in the high canon of one branch of political theory (Kant, Hegel, Marx).

McGuire, Wendy (F)	Social Work	Sessional Assistant Professor	PhD, Social Science & Health (Toronto, 2011)	Dr. McGuire finished a two-year post-doctoral fellowship at the Wilson Centre in the University Health Network. Her research focuses on the relations between medical practitioners, their patients, and the policy environment in which they dwell.
Qaider, Shadab (F) July 1, 2011 One Year	Economics	Sessional Assistant Professor	PhD, Economics (Connecticut, 2010)	Dr. Qaider comes to us from McMaster University where she has taught as a Sessional faculty member since 2009. Dr. Qaider is a monetary and development economist with a particular focus on both the development of financial institutions and the impact of policy decisions on renewable energy production.
Robinson, Jason (M) July 1, 2011 One Year	Humanities, General Education	Sessional Assistant Professor	PhD, Philosophy (Guelph-McMaster-Laurier, 2009)	Dr. Robinson comes to us from Wilfrid Laurier University where he has held a limited term appointment since 2009. He is a specialist in the philosophy of science, with particular emphasis on the problem of objectivity.
Smolnikov, Sergey (M) July 1, 2011 One Year	Political Science, International Relations	Sessional Assistant Professor	PhD, International Affairs (MGIMO University, 1983)	Dr. Smolnikov has taught on contract at York in Political Science since 2006. He held university positions in Russian and Japan before arriving in Canada. His research specialization focuses on international relations, global conflict and security, existential threats to homeland and global security, and foreign and security policy.
Valeo, Antonella (F) July 1, 2011 One Year	Languages, Literatures and Linguistics, ESL	Sessional Assistant Professor	PhD, Second Language Education (Toronto, 2010)	Dr. Valeo has taught on contract at York in ESL, DLLL since 2010. Prior to that, she was employed as a Program Consultant in the Adult Education Program of the TCDS for 10 years. Her research focus is on the problems of formal language instruction in the context of content-based courses.
<b>Fine Arts</b>				
Côté, Jean-François (M) August 15, 2011 Nine Months	Visual Arts, Time Based Arts/Photography	Sessional Assistant Professor	PhD, Visual Arts and Art History (Laval, 2007)	Dr. Côté has served as a lecturer at the Université du Québec à Trois-Rivières since 2006 teaching media arts, art and technology and digital image technologies and photography. For the past five years, he has been an Artistic Director at La Bande Vidéo in Complexe Méduse, Quebec. His research and creative work lies in the drift between the constitution of image and the various technological environments which actualize these images.
<b>Glendon</b>				
Ouedraogo, Awalou (M) August 1, 2011 Ten Months	International Studies	Sessional Assistant Professor	PhD, International Relations (Geneva, 2010)	Dr. Ouedraogo has taught on contract at York in International Studies since 2009. Dr. Ouedraogo specializes in international law and has research interests in the legal and political foundations of the state of Africa and on the evolution of international law in the context of the increasing role of non-state actors.

\*PhD not completed at the time of hiring. Formal appointment at rank of Sessional Lecturer until doctorate is completed, at which point the rank is converted automatically to Sessional Assistant Professor



## Memo

To: Paul Cantor, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: October 3, 2011

Re: **Establishment of a Glendon Language Training Centre for Studies in French / Centre de formation linguistique de Glendon pour les Études en français**

---

### Motion and Rationale:

**The Academic Resources Committee recommends that the Board approve the establishment of a Glendon Language Training Centre for Studies in French / Centre de formation linguistique de Glendon pour les Études en français**

On September 22, 2011 the University Senate approved a recommendation from its Academic Policy, Planning and Research Committee to approve the establishment of a Glendon Language Training Centre for Studies in French / Centre de formation linguistique de Glendon pour les Études en français. The recommendation took the form of a statutory motion, notice for which was given by APPRC in May of this year.

The proposal was transmitted to Academic Resources by the Provost, and our Committee was asked to approve the Centre subject to a recommendation from Senate. The University Secretary has confirmed Senate's approval.

In his letter of transmittal, the Provost provides background on the development of the proposal and consideration by collegial bodies. He stresses that the Centre will advance *University Academic Plan / Provostial White Paper* goals associated with academic quality, engagement, and the student experience. He also attests that the investment of resources is justified, and notes that complementary curriculum and pedagogical plans are designed to solidify and enhance Glendon's distinctive bilingual mission and make-up. Establishment of the Centre will permit Glendon to proceed with the implementation phase.

The Committee is satisfied that all aspects of the Centre have been scrutinized carefully and fully and in a manner consistent with the high standards of assessment when considering a new academic unit, and is pleased to recommend its approval by the Board.

Documentation is attached as Appendix A.

## Memo

University Secretariat

1050 York Research Tower  
4700 Keele St.  
Toronto ON  
Canada M3J 1P3

Tel 416 736 5310  
Fax 416 736 55094

To: Sam Schwartz, Chair, Academic Resources Committee

From: Patrick Monahan, Provost

Date: September 8, 2011

Subject: **Establishment of the Glendon Language Training Centre  
for Studies in French**

---

### Recommendation:

**“That, subject to a recommendation by Senate, the Academic Resources Committee approve the establishment of the Glendon Language Training Centre for Studies in French and agree to recommend approval by the Board of Governors.”**

### Recommendation

The Board of Governors has the power to establish academic departments on a recommendation from Senate. With the knowledge and consent of my Senate colleagues, I am transmitting this recommendation to you for action at your Committee’s meeting of September 12 even though Senate has not yet voted on the proposal. It is APPRC’s intention to re-submit its recommendation at the September 22 meeting of Senate. The timing is crucial. Recruitment of full-time faculty must begin in the autumn. Glendon must also coordinate with the cognate department in Liberal Arts and Professional Studies, and develop new curriculum. Formal approval by the Board on October 3 would permit Glendon to proceed with its plans.

### Background

On April 29, 2011 Glendon’s Faculty Council approved the establishment of a Glendon Language Training Centre for Studies in French. This new unit is designed to assume responsibility for French as a Second Language instruction currently administered by the Department of French Studies at Glendon. Bilingualism is at the heart of Glendon’s mandate, and a new, separate unit is intended to enhance French language training for Anglophone and Allophone students.

The proposal was based on extensive research by then Associate Principal Francoise Mougeon reported in a document that assessed different models for providing French language instruction. It recommended the establishment of the unit. It also argued for a new approach at Glendon, one combining lectures and intensive small group sessions. At present, FSL courses are taught almost exclusively by contract faculty members. While

they would continue to provide most of the instruction, the new unit would have full-time appointments to provide leadership in this important domain. Principal McRoberts' statement of support appended to this memorandum elaborates on this and other aspects of the rationale.

I am strongly in favour of the Centre. It will advance *University Academic Plan / Provostial White Paper* goals associated with academic quality, engagement, and the student experience. The investment of resources in the Centre is well justified even in a time of constraint. My colleagues on the Academic Policy, Planning and Research Committee of Senate have also been persuaded of the academic merits of the proposal.

There is some opposition to various aspects of the proposal within Glendon's French Studies Department. However, a strong majority of full-time, tenure-stream faculty members in the Department support the establishment of the new Centre. The proposal was also endorsed by Glendon's Bilingualism Committee. Most importantly, Glendon's Faculty Council approved the proposal by a clear majority of 24-7.

I will be happy to answer any questions you may have about the proposal or documents at the meeting of September 12.

The Secretary of Senate will advise you of the outcome of a Senate vote on the proposal.

## **Proposal for the Establishment of a Glendon Language Training Centre for Studies in French**

### **Overview of the Unit Provided by the Principal's Office**

This proposal aims at providing students with appropriate linguistic training in French as a Second Language to meet Glendon College's second language requirements for graduation with a BA or an iBA. Students who meet such requirements will have acquired the receptive skills needed to comprehend text and speech related to their chosen discipline(s) and the production skills allowing them to converse or write in French on topics related to their chosen discipline(s).

Prior to and during their FSL training, students will have opportunities to develop and hone their Language Awareness and thus to become more efficient language learners. Students will also be able to engage in a variety of learning activities, including experiential ones, in order to heighten their motivation to acquire French and prepare them for authentic communication in their second language.

Language training in French as a Second language is crucial for the majority of Glendon students: French is the second official language and often the third or fourth language that they use. A certain level of proficiency in the second official language (6 credits at the level of a 2<sup>nd</sup> year French language course) has to be attained in order to graduate with a BA or an iBA. Most students acquire this proficiency by taking between 18 and 24 credits in French as a Second Language courses. Most students do not take disciplinary courses in their second language, if it is French, for fear of receiving lower grades. Many of them have not acquired the necessary confidence to risk using French for academic purposes.

### **A new Glendon Centre for Language Training for Studies in French**

A new Language Training Centre will contextualize the language acquisition to reflect the specific situation of French in this province and at Glendon. French as a Second language courses are presently the responsibility of the Department of French Studies, which manages both its own BA programs and the College FSL program. Establishing a new Centre will allow the College to fundamentally rethink the way French is acquired at a university level in a context where the official language is not spoken by the majority. Namely, it will bring essential changes to promote language learning through prolonged and intense initial contact with French from the start and through a content-based curriculum in which students acquire the language naturally by using it in their academic work. Initial basic training will not be interrupted during the summer months. This will allow students to continue building up their language skills through experiential education outside the classroom such as work experience or internships requiring them to use French.

This new Language Training Centre will be in line with similar units in other Canadian institutions and abroad. Both in Canada and abroad, universities often locate Second Language training in separate Centres, recognizing the fact that language learning involves acquiring specific knowledge and skills and provides a new medium for learning other subjects. In Canada, all provinces have centres or institutes devoted to French Language Training. Most of them are located in universities, such as the Official Languages and Bilingualism Institute at the University of Ottawa, the French Language Centre at McGill, The *Institut français* at the University of Regina, and the *Centre international d'apprentissage du français*, at the University of Moncton at Shippagan,

The new Language Training Centre will accentuate a content-based approach to language learning. The establishment of a new administrative unit will support the College's overall mission of successfully integrating languages in the curriculum. Indeed, Glendon's various programs and departments will contribute to shaping the curriculum by providing content for FSL courses at various levels. In order to ease the transition into disciplinary courses taught in French, content-based language courses will be developed to support existing courses taught in French so that students will feel less pressure and see more benefit in taking courses in their second official language.

### **Pedagogical changes**

- Changes will be made to reflect the way a second language is acquired in a minority setting, and by adult learners. Unlike grade school acquisition, adult language learning can rely less on the teacher as adult learners avail themselves of other learning opportunities and are pro-active in initiating meaningful work or life experiences most likely to promote effective learning. They will find guidance to engage in such activities.
- Introduction to Language learning skills and strategies will be mandatory in their first year to all new students undertaking FSL studies. Its main objective is to raise awareness of successful strategies and realistic expectations as students engage in language learning.
- As adult learners, students have already more or less consciously developed their own learning styles and strategies and expect to be taught in a meaningful way so as to respect and reinforce their individual learning ways. The new Centre will provide various teaching opportunities, complementing group learning with smaller tutorials and one-to-one individual contact with francophone peers. Individual follow-up charts will help to orient students to appropriate courses or other activities and to maintain their motivation high.
- Flexible scheduling of courses will allow students to take courses all-year round and in a variety of formats to brush up on parts of the content which may need extra work.
- At the upper level, students will be encouraged to take courses taught in French in their majors in lieu of a language course.
- Links with cultural elements and activities in French will be encouraged on campus (notably the Salon francophone and its organized cultural activities and the Resource Centre, which will provide extra material for individual or collective use) as well as outside in the GTA.

### **Program management**

- The academic supervision of the Centre will be collegial. A College committee comprising the Associate Principal Academic, the Director of the Centre and members of other departments will oversee the Centre, ensuring that it adequately prepares students to be functional in their use of French in their domain of specialization.
- With the new Centre, full-time staff who are specialists in FSL acquisition will manage the FSL program content and oversee tutorials and individual sessions,
- The full-time team will be responsible for selecting and providing teaching material and suggesting teaching methods and approaches, self-learning material and organizing individual tutoring sessions
- Under the supervision of this full-time team, diagnostic testing will be realigned to better adapt the teaching content and orientation of the FSL curriculum.

### **Financial implications**

- The current budget assigned to FSL for non French majors will be reassigned to the Centre. It is anticipated that a portion of class time will be devoted to large groups allowing for smaller tutorial groups for the remainder of the teaching period. On this basis, the Centre will be able to function within the limits of the current budget.
- Initial extra funding for curriculum development, such as the linguistics courses to support disciplinary courses, the development of a resource centre providing material resources, software and resource personnel or online support, will be provided through AIF funds, which should allow for a critical mass of supporting material to be developed and made accessible to all students within three years.

### **Principal's Statement of Support**

Dear Professor Macpherson:

I am pleased to write this letter of support for the proposal to establish at Glendon a new academic unit to be called the 'Glendon Language Training Centre for Studies in French /Centre de formation linguistique de Glendon pour les Études en français'.

### **Importance to Glendon's Mission**

Glendon's founding mission is to provide a liberal arts education in which all students pursue their studies in both official languages. Indeed, Glendon remains the only university institution in the country to require, as a condition for graduation, that all undergraduate students develop a capacity in their second official language.

French is the second official language of the clear majority of Glendon's students. Thus, the development among its students of a capacity in French as a Second Language has always been a central objective of the College. Pursuit of this objective has been a challenge, especially given the predominantly Anglophone environment of Toronto and the GTA.

Historically, Glendon's French Studies Department has assumed responsibility for French-language training not just of its own French majors, but of all students at Glendon for whom French is their second official language. With the creation of this new unit, French Studies would be able to focus fully on the preparation of its major students.

More importantly, the new Centre would offer a much more effective means for achieving French as Second Language competence among students who are not French majors, the overwhelming majority of Glendon's student body. First, the Centre would focus exclusively on this function. Secondly, administrative responsibility would be in the hands of full-time faculty members who are themselves experts on the pedagogy of French as a Second Language. Third, these faculty members would manage the program on a full twelve-month a year basis, thus ensuring continuity and coherence as well as providing students with year-round opportunities to develop their competence in French. Finally, as a totally new structure, the Centre would be better able to foster innovation and the development of new pedagogical approaches.

For these reasons, I am confident that this new arrangement would better serve the needs of our students who are not French majors. The overwhelming majority of our student body, these students would be better able to develop a capacity in their second official language and thus meet Glendon's graduation requirement. They will also be better supported in using this capacity to take disciplinary courses in this language.

### **Consultation**

Over the last three months, the proposal has been the object of substantial consultation at Glendon. Faculty Council's Bilingualism Committee discussed the proposal at length, along with an accompanying working document, and on this basis declared its unequivocal support. Council's Priorities & Planning Committee devoted three separate meetings to discussion of the proposal before submitting it to Faculty Council. The proposal was discussed at a meeting of the Faculty Council student caucus. The Department of French Studies itself examined the proposal at length. While the Chair and the Language Program Director formally oppose the proposal, and have submitted a document to that effect, the overwhelming majority of tenure-stream faculty members have signed a document that outlines their firm support of it. Finally, several contract teachers met with the author of the working document, the Associate Principal Academic & Research, to discuss the document in detail. As a result of these various consultations, the Associate Principal revised the working document extensively so as to take account of suggestions and criticisms that have been offered.

Finally, on April 29<sup>th</sup>, after very substantial discussion, Council approved a motion to establish the Centre. The motion was itself informed by the revised version of the working document.

### **Resources**

As is outlined in the working document, the Centre would be funded through the level of resources that Glendon

currently devotes to French as a Second Language programming for students not majoring in French. It would simply use these resources in a different manner under a new and much more varied format. No additional funding need be provided from the Glendon academic budget

Initially, however, these resources would be supplemented by funds received under an Academic Innovation Fund grant of \$57,085. This grant would support the creation of twelve courses that would support students pursuing disciplinary courses in their second official language. Application will be made for second-year and third-year funding, bringing the total to \$211,109.

However, these funds are not a condition for the successful functioning of the Centre.

## **Implementation**

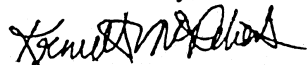
Given the scope of structural change and new programming that the Centre would entail, many months of preparation would be needed before it could become operational. Indeed, the large part of an academic year would be required.

It is my hope that Senate will be able to approve this motion at its meeting this June. With subsequent approval by the Board of Governors, preparation could start next fall with an eye to launching the programming in September of 2012. If Senate approval is delayed until the fall, the launch would have to be postponed until September of 2013.

As you know, the University Academic Plan establishes as a central theme 'Student Success': providing students with the 'knowledge and skills they need to thrive' as citizens and workers. In the case of Glendon, this has always had a distinctive meaning: equipping students with the ability to function in both official languages. Among the priority areas of the plan is 'Enhancing Teaching and Learning'. I believe that this new Centre would provide the ideal opportunity for innovation, creativity and improved effectiveness in the teaching of French as Second Language.

For all these reasons, I am pleased to support the establishment of the 'Glendon Language Training Centre for Studies in French /Centre de formation linguistique de Glendon pour les Études en français'.

Yours sincerely,



Kenneth McRoberts  
Principal

Having received correspondence from APPRC conveying issues raised by Senate Executive, I undertook to pursue additional consultations over the summer months (see my memorandum of June 22). I also agreed to provide your Committee and Senate with updated information in anticipation of a formal recommendation to establish the Centre. In this communication I report on developments over the summer months.

### Consultation with the Department of French Studies, Liberal Arts and Professional Studies

Former Associate Principal Francoise Mougéon initiated further consultations with the LAPS Department following Senate's discussion of APPRC's notice of motion to establish the Centre in May. I maintained this contact with the Department and, on August 1<sup>st</sup>, I had a two-hour meeting with the Acting Chair, Professor Monique Adriaen, and the past Chair, Diane Beelen Woody (who spoke in Senate about the proposal and subsequently wrote to APPRC). A follow up meeting with the Acting Chair occurred on August 24th.

I am pleased to report that these exchanges were most constructive. I was able to offer a fuller understanding of the objectives of the Centre and of its place within Glendon's overall mission and I was able to acquire a better appreciation of the distinctive nature of the LAPS program. In the process, we were able to identify and discuss specific issues that would need attention during the implementation phase and we have agreed to coordinate our efforts in working through these issues. I expect that the Department will support the establishment of the Centre.

### Ad hoc Committee of the Glendon Department of French Studies

As you know, an ad hoc committee composed of contract faculty members in the Glendon Department of French Studies prepared a report commenting on the proposal. I sought to meet with members of this ad hoc group. Despite these outreach efforts, no meeting was held and I have received no further communications.

To be precise, on July 18, I extended an invitation to the members of the committee, explaining that I wished to meet with them as part of consultations that I had undertaken to conduct over the summer and about which I would be reporting to APPRC at the beginning of September. Since I was away for the month of July, I proposed that we meet in August. On August 1<sup>st</sup> the committee spokesperson replied that since some members were unavailable in August the committee would not be able to meet with me. On August 11<sup>th</sup> I reiterated my need to meet with the committee before the end of the month and offered to meet with whichever committee members were available. On August 17<sup>th</sup> I received a reply to the effect that this would not be possible.

### Tenure-Stream Appointment

I have discussed with the Provost the terms of a centrally-funded strategic appointment that has been allocated to Glendon for July 1, 2012. He has accepted my recommendation that the position should be assigned to a specialist in French as a Second Language. The position would be located in the Glendon Language Training Centre, with possible cross-appointment to French Studies Glendon, should be Centre meet with the approval of Senate and the Board. (The position will be held in abeyance, pending the outcome of deliberations on the proposal.)

I trust that this commitment of a tenure-stream position will meet concerns that have been expressed in APPRC, as well as Senate, regarding the longer-term continuity of the Centre.

### Professor Spring's Communication

The only other communication circulated during the summer of which I am aware is one addressed to APPRC, dated July 12<sup>th</sup> from Professor David Spring. This correspondence references the possibility of the tenure-stream appointment discussed above. In his memo Professor Spring expresses an opinion that the prospect of a tenure-stream appointment represents a change to the proposal such that Council action is required. More specifically, he contends that the Glendon Faculty Council's approval of the establishment of the Centre, on April 29<sup>th</sup>, was *conditional* on a 'staffing model' that is limited to Contractually Limited Appointments. I believe that this contention is erroneous.

First, the motion adopted by Council states that in approving the establishment of the Centre Council is 'informed by [an] attached working paper'. The essence of the motion lies in the establishment of the Centre per se as opposed to the specific details of a 'working paper'.

Second, if reference is nonetheless made to the 'working paper', it becomes clear that the 'staffing model' is not limited to CLAs. On page 6, the document states that the Director of the Centre is to be a full-time professor whose appointment may be tenure-stream or contractual 'permanent ou embauché à contrat'. Also, page 28 indicates that full-time professors, with the appropriate expertise, who are already in place at Glendon might also teach in the Centre. It was never intended or ever contemplated that the Centre could never have tenure-stream appointments, and the "working paper" does not exclude future appointments of this kind to the Centre.

I am advised by your Secretary that the proposal returns to APPRC's agenda on September 8. Should it be of assistance to APPRC, I would be pleased to meet with the Committee on that date, and would be happy to provide any additional information you may require in advance of the meeting.

### **Statement of the Vice-Provost**

I have reviewed the proposal to establish the Glendon Centre for Language Training for Studies in French, a new administrative unit at Glendon College, to provide linguistic training that meets the College's second language requirements for completion of a BA or an IBA. The proposed Centre offers students enhanced learning opportunities, including experiential education, and supports the College's overall mandate to integrate French into the curriculum. As a separate administrative unit, there is the potential for greater flexibility in the development of



learning approaches for diverse student populations (including adult second language learners) as well as opportunities for colleagues associated with the Centre to focus specifically on the development of the most effective learning strategies for the acquisition of French as a second language.

The proposal includes a Director as well as a collegial ‘management and academic supervision’ model that involves the Associate Principal Academic and relevant full-time colleagues from Glendon. It is noteworthy that the establishment of the Centre mirrors similar approaches and practices of other post-secondary institutions, nationally and internationally, and will undoubtedly raise the profile of Glendon’s bilingual programs and French as a Second Language courses in particular. The proposal is aimed at improving the student learning experience and student success in completing a bilingual program and in mastery of French as a second language. To that end, it contributes to a strategic priority of the University Academic Plan as well as to Glendon’s own plans. It has the full support of the Principal and Faculty Council’s Bilingualism Committee. There are no additional financial resources required for the proposed Centre as funding will be achieved through the reallocation of existing funding to support FSL courses currently offered by French Studies and seed funding from the Academic Innovation Fund. On behalf of the Office of the Provost and Vice Provost Academic, I therefore fully support the proposal proceeding to Senate as a notice of motion.

I nevertheless duly note that the establishment of this new Centre has implications for Glendon’s Department of French Studies, the unit currently responsible for the delivery of FSL. It will be beneficial to continue the dialogue to ensure that any organizational and/or programmatic issues that may remain are addressed before the proposal returns to Senate for final approval. Changes to existing programs due to curricular renewal, changes to essential resources and/or changes to mode(s) of delivery, for example, may be considered ‘major modifications to an existing program’ and should comply with the relevant York University Quality Assurance Procedures. I am confident that these issues will be satisfactorily pursued by the Principal and the proponents of the proposal.

- Vice-Provost Rhonda Lenton

### **Projected Implementation of the New Glendon Language Training Centre for Studies in French**

<b>Category</b>	<b>Tasks</b>		<b>Time Frame</b>
Personnel	Hiring CLAs		Fall 2011
	Hiring part-time Summerport staff		Summer 11
	Building up a team of collaborators		Summer11-w12
	Hiring francophone students		Summer 12
	Team training (developers and instructors)		W 12-Spring12
Building up a new curriculum	Curriculum redesign	Levels, terms, progression path	Summer 2011
	New courses approval	New intro.course	Fall 2011
		2nd yr language courses (FSL across curriculum)	Winter 2012
		experiential courses	
	New courses design and development		Summer 11-w 12
	Validation process and tools for experiential courses		Fall 2011
Pedagogical guide and student handbook		Early Winter2012	
Planning for 12-13(transition year)	Determine number of large groups and size of tutorials on the basis of enrolments		October – November 11

Bridges between the FSL program and the DFS	End of first year transition from FSL non-granting program to a major-granting program in French studies	Continuation of existing practices
Diagnostic test revision to fit the new curriculum	Development of a performance-oriented and criterion-based evaluation scheme for diagnostic and performance achievement purposes	Summer-Fall 2011 to be implemented in w12
Web tool development	- Program website development - Student portal and blog	Winter 2012
Rsource centre	- Moving existing material - Purchase of relevant software and learning tools	Winter 2012 spring 2012
Information and orientation	Integration of new information in OSP handbook and Glendon Advising services	Winter 2011
	Integration of new information for recruitments services	Nov.2011
	Contact 2011-12 first year FSL students to forward information on available options for 2012-13	Jan.2012
	Orientation sessions for incoming students for 2012-13	Early Winter 12

### Projected Budget for the Glendon Language Training Centre for Studies in French Office of the Principal

This budget projection is based on **actual enrolment in 2010-11 in all FSL sections (for non-majors)**. Should enrolments be higher in 2012, additional resources would become available at the rate of 1 CD equivalent for 30 FTEEs (as is the case now).

Further, it is likely that the structure of the program will change. However, for practical reasons and for the purpose of establishing a budget projection, the structure of the current program is applied.

Three hours of teaching will be delivered by CLAs (1 hr/wk in groups of 80 students) and by CUPE tutor leaders (2 hours/week in groups of 20 students). In addition there will be at least one hour of self-directed learning, or work online, with marked assignments.

Number of 2-hour tutorials projected:

12 for first level basic course

16 for second level basic course

20 for intermediary level course

8 for the 2000 - level course (+1 group= 80 students in experiential learning out of class in lieu of tutorials<sup>1</sup>)

Total hours of tutorials: 112 hrs

Cost of teaching resources

Cost of resources for Tutorials

102 @CUPE 2 rate = \$ 616 998

10@CUPE 1 rate = \$ 63 6102

.5 CD = \$ 9 0423

---

Sub-total \$689 650

2 x CLAs \$160 000

---

1 This model will evolve over time to include immersion-type courses linked to the discipline course.

2 Possible TAships for PhD students

3 Supervision of the experiential part of the course and validation for credit granting.

1 Course release	\$ 18 085 (as per the YUFA Collective agreement) for the Director
Stipend	\$ 3 749 (as per the YUFA Collective agreement) for the Director
<hr/>	
Total	\$870 884

**Administrative support:**

The administrative staff presently working for the DFS will continue serving both the DFS and the new Centre. This model -- 2 or 3 departments sharing the same administrative staff-- already exists at Glendon . There would be no structural change as far as the administrative support is concerned.

By way of comparison, the current 2010-11 budget for FSL courses for non-majors, based on actual enrolment is \$874 946 .

## COMMUNITY AFFAIRS COMMITTEE

### Report to the Board of Governors

at its meeting of 3 October 2011

The committee met on September 15 and welcomed new governor Janet Morrison, a nominee of the non-academic staff, and non-governor Marcia McClung to its membership. The agenda was organized around the three major risks for which the committee has oversight and this report reflects that organization.

#### **President's Items**

President Shoukri provided an overview of media issues which arose over the summer, noting the proactive approach taken in managing them. He shared his excitement with the beginning of a new academic year, the successful orientation week and the occupancy of the renovated Osgoode Hall and the new science building. He shared plans for the Town Hall on September 21. He reviewed the political platforms of the three leading parties in the Ontario election, noting the Liberals' \$1,600 tuition tax credit/grant, the 70% target participation rate and for a promise to fund three new campuses in the greater Toronto region. As well, he noted the New Democrats' intention to impose a tuition freeze.

#### **Competitor Risk:**

- **YorkU Website Launch**

Vice President Sloan confirmed that the new refreshed format for the main page of the university web site had been launched in August and the reaction has been generally positive. The effectiveness of the changes will be monitored using a number of analytics. The next stage of the web site refresh has begun. The committee was pleased to hear that a serious commitment has been made to social media sites, including YouTube, Facebook and Twitter.

- **Authentic Videos**

The university has secured its own YouTube channel which is being populated with more than 30 videos, including testimonials by students as part of a "Choose York" recruitment campaign, videos on research subjects which align with media releases on research, and videos featuring President Shoukri.

- **Choose York Campaign**

This campaign, rolled out this Summer and Fall primarily in local media in the GTA, is designed to recruit students who are not entering university directly from high school. There has been much more competition for these students in the last few years, and York seeks to maintain its market share of such students.

- **Ontario University Fair**

This annual fair, a vehicle for recruitment of high school students, is taking place in October. In preparation for the fair, the university's booth and the material to be distributed have been redesigned. It is expected that over 30,000 students and their families will be attending, and York's presence will include a video and in person presentation.

## **Reputation Risk:**

- **Media Update**

Vice President Sloan provided the committee with an update on the activities of the media relations department which included over 40 news releases since May on a variety of subjects, many promoting York's achievements in research. Much ground work continues with journalists and media outlets to ensure that York's stories are covered fairly and in a timely way.

- **Town and Gown**

The university has been working with the Village at York community and with the City of Toronto to address a number of issues including the safety of students living in that community immediately south of campus. The City had scheduled a public meeting on bylaw review and enforcement, amid reports of over-crowding and cramped quarters for students renting rooms in the units. The university has published and distributed to residents of the Village a "Good Neighbor Guide" with safety and other tips. The Guide is being translated into Mandarin and Arabic to better reach international student. The university has extended the coverage of its evening bus service into the Village to transport students from the campus to areas close to their homes, although the buildings are not on York property.

## **Enrolment Target Risk:**

- **Enrolment Status**

Vice President Tiffin gave an overview of the enrolment status for the Fall Winter term, noting that it remains fluid with students, particularly non-high school students, continuing to be admitted and enrolling. Overall targets for secondary school have been met, with some Faculties turning students away, others working hard to make their targets. The committee saw the grades distribution profiles of several Faculties. In general, admission standards have been exceeded or held, with the result that the entering grades of this year's class have shown overall improvement over last year. While the non secondary enrolment is not yet at the stretch target level, it is expected to reach target with January admissions as it has in past years. Summer enrolment exceeded the target. Concerns about retention remain, particularly with respect to those students who have not declared a major—the group that traditionally has the highest rate of attrition. The Faculty of Liberal Arts and Professional Studies, where most of these students enroll, is paying particular attention to these students in the hopes of helping them move forward.

- **International Students**

Recruitment of international students has gone well, both in terms of direct enrolment, and those having conditional acceptance through the York English Language Institute. This year there has been a particular focus on the orientation of these students in the hopes of assisting them to adjust to university life in Canada. Special efforts to provide them with street-proofing and other information have been made through targeted orientation sessions, (some of which have been conducted in their native languages), and activities have been organized to integrate them within the residence communities. A guide for parents is being created and will be published in several languages.

*Robert Lewis, Chair*

**FINANCE AND AUDIT COMMITTEE**  
**Report to the Board of Governors**  
at its meeting of 3 October 2011

*The Finance and Audit Committee met on 19 September 2011 and in addition to the items on the agenda for action, submits the following report to the Board of Governors for information:*

**1. Integrated Campus Development Projects**

The Vice-President Finance & Administration and the President of YUDC provided a comprehensive overview of the Pan Am Stadium and related capital projects under development. The key project elements include:

- Pan Am Stadium for track and field events
- Enabling/infrastructure works on the Keele campus
- East Office Building Ripple project (including consolidation of academic units)
- Lease of off-campus space for an administrative unit

The Committee discussed the planned capital projects and the projected costs of each. The budgets and detailed plans for the suite of integrated projects were not able to be finalized in time for the mid-September meeting of Finance and Audit. The tight and firm timelines for the Pan Am Stadium project, however, necessitate Board approval in October of both the University's *Memorandum of Understanding* with Toronto 2015 and Infrastructure Ontario for the construction of the track and field stadium, and the stadium as a capital project at the University. To that end, the Committee consented to a sub-committee of Finance & Audit and the Board Executive Committee acting on its behalf to review and bring forward to the Board for approval, the resolutions for the MOU and related capital projects. They are included as items for action on this agenda.

**2. Internal Audit Report**

The Committee received a comprehensive Internal Audit Status report from the Director of Internal Audit covering the period June 1, 2011 to August 31, 2011, including a detailed report on the status of the recommended corrective actions by unit. The department undertook 13 audit engagements, of which six have been completed. Approximately one-third (31%) of the recommended corrective actions from previous audits have been *Completed*; 41% are *Generally on Schedule*; and approximately 28% are *Behind Schedule*. The slightly higher than usual number of items behind schedule is largely attributable to leadership changes in the areas involved.

The Committee is satisfied that the Office is progressing well on the Internal Audit plan for the year. The Internal Audit department is also continuing work on the development and implementation of the Risk Management Initiative.

### **3. Ancillary Results for the Year Ended April 30, 2011**

For fiscal 2010-11 the results are favourable to the approved budget plan with the ancillary operations exceeding planned targets overall. The Committee is pleased with the ancillary service operations results this year, particularly after several years of negative variances to budgets. However, in spite of the positive results in 2010-2011, several of the ancillary areas are experiencing pressure and declining revenue compared to prior years. Key among the units experiencing weakening revenues are the Bookstore, Telecom Services and Printing Services.

### **4. Pension Fund**

#### *Annual Report on York University Pension Plan and Fund*

The Committee received the **2010 Annual Report on the York University Pension Plan** from the Vice-President Finance and Administration and the **2010 Annual Report on the York University Pension Fund** from the Pension Fund Board of Trustees pursuant to the annual reporting requirements in *the York University Pension Plan and the Pension Reporting Policy*. The Committee is presenting the reports for the information of the Board of Governors. They are attached as Appendix A. The report from the Vice-President firmly acknowledges that the current pension plan is not sustainable and speaks to the University's solvency relief measures approved by the Province to address the Plan's sustainability.

### **5. Effects on the University of the Broader Public Sector Accountability Act 2010**

The Broader Public Sector Accountability Act 2010 – Bill 122 – was enacted by the Province in December 2010. The legislation establishes new rules and higher accountability standards for designated organizations within the broader public sector (BPS), including universities. Under the aegis of Bill 122, five directives have been introduced to standardize BPS organizations' activities as follows:

- Lobbying Act
- Procurement Directive
- Expense Directive
- Perquisites Directive
- 10% Reduction of Executive Expenses

Since the directives were issued over the course of Spring 2011, the University has been reviewing them to identify any gaps within existing administrative policies, procedures and practices, and making revisions as necessary to enable the President to confirm the University's compliance with the Act as part of its Multi-Year Funding Agreement. Significant progress towards compliance has already been made in each area, and management expects to meet the compliance requirements of all five directives by January 2012.

### **6. First-Quarter Operating Results**

The Committee received the 1<sup>st</sup> Quarter Operating Report from the Vice-President Finance and Administration. There are no significant operating budget issues to report.

*David Denison, Chair*

# **YORK UNIVERSITY PENSION PLAN**

**2010 Annual Report**

**from the**

**Vice-President Finance and Administration**

**for the**

**Board of Governors**

**September 2011**



### Introduction

York University is both the Plan Sponsor and the legal Plan Administrator of the York University Pension Plan and acts as both employer and fiduciary with respect to the pension plan and is responsible for its overall management. To discharge its duties, the University acts through the Board of Governors who has delegated specific Plan administration tasks to the Vice-President Finance & Administration who, in turn, has delegated tasks to employees of the University and to various agents that have been retained to assist in carrying out duties in respect of the Plan.

### Annual Report Requirements

This is the annual report from the Vice-President Finance and Administration to the Board of Governors as per the Pension Reporting Policy of the Terms of Reference for the York University Pension Plan & Fund. This report provides the required information to the Board of Governors to support the Board's monitoring and oversight responsibilities as outlined in the Terms of Reference.

The Pension Reporting Policy states that:

“Annually, the Board of Governors shall receive a written report from the VPF&A covering the following items:

- a) Achievement of the Plan Mission;
- b) Actuarial funding valuation results, assumptions used, and the funded status of the Plan (i.e. surplus/deficit level);
- c) Summary of contributions made during the year;
- d) Summary of approved changes to the Pension Plan Text and Funding Policy, as applicable;
- e) Compliance with legal and regulatory requirements for the Pension Plan.

Every three years or sooner, if circumstances warrant it, the Board of Governors shall receive a report from the VPF&A containing:

- a) An assessment of the continued appropriateness of the Plan Mission, which incorporates the effectiveness of the pension benefit, funding, and investment policies;
- b) An assessment of the effectiveness of the pension governance system.”

### **Achievement of Plan Mission**

The Plan Mission, as stated in the York University Pension Fund Statement of Investment Policies and Procedures (SIP&P) is:

“The York University Pension Plan was established by York University to provide pension benefits to its faculty and staff. The Plan’s purpose is to provide a high standard of pension benefits, at a reasonable cost, as an essential element of the University’s compensation policy. The Plan’s assets provide security that benefit entitlements will be paid.”

This has been partially achieved. In 2010 the pension plan provided almost \$61.3 million in pension, death, and termination benefits (down slightly from \$62.0 in 2009). The University contributions into the pension fund totalled almost \$36.7 million in 2010, an increase from \$35.4 million in 2009.

However, for 2011 the retirees received a 0% increase. It was the third year in a row that no increment was able to be given to the retirees, and no increments are expected for the foreseeable future.

Most importantly, the ability to achieve this mission has become increasingly difficult and the pension plan is not sustainable going forward. As discussed below, the plan has a large unfunded liability and required contributions by the University have increased, and will continue to increase significantly going forward.

As of the end of 2010, the Plan had over 4,200 active members, over 1,800 retirees, and approx. 1,390 terminated members with deferred pensions.

### **Actuarial Valuation Results, Assumptions, and Funded Status of the Plan**

Despite a net return of 9.8% in 2010, the funded status of the plan has only slightly improved, with a deficit of \$217.2 million at the end of 2010 (2009 \$228.4 million). The deficit is mainly due to the lingering effect of the negative investment returns in 2008. The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent and the pension plan is wound up) is a deficit of \$198.8 million (2009 \$192.7 million).

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every 3 years. Since the last valuation report that was filed was at December 31, 2007, the report at December 31, 2010 must be filed.

## 2010 Annual Report from VP Finance and Administration to Board of Governors

---

For more details, see the attached Funding Valuation Summary as at December 31, 2010 prepared by the Plan actuary, Mercer Human Resource Consulting.

### Pension Reform

Pension legislation reforms announced by the Ontario government include temporary solvency relief for plans in the broader public sector, including universities. The reform measures are meant to assist Plan Sponsors by allowing reduced contribution requirements for the valuations filed on or after September 30, 2008. The relief includes two stages; the first during which the employers, members, and their representatives have three years to negotiate plan changes. Pension plans that demonstrate sufficient progress towards sustainability during this first stage will then have up to 10 years to amortize remaining solvency deficits.

York University submitted to the Minister of Finance a proposal for making the pension plan more sustainable in the long run, and was successful in this application for stage 1 of the solvency funding relief measures. These relief measures will reduce the required contributions by York University for at least the next four years.

### Summary of Contributions

The table below shows the contributions that were made into the Pension Fund for 2010 and 2009:

	2010	2009
Employer:		
Money purchase component contributions	\$ 19,648,919	\$ 18,790,560
Minimum guarantee contributions	\$ 12,200,336	\$ 11,745,133
Special payments to fund deficit	\$ 4,836,000	\$ 4,836,000
Employees:		
Regular contributions	\$ 18,547,188	\$ 17,908,169
Additional voluntary contributions	\$ 299,283	\$ 306,690
Transfers in from other plans	\$ 639,136	\$ 1,073,549
Total	\$56,170,862	\$ 54,660,100

For 2011, the University continues to contribute 103% of member contributions to each member's money purchase account; this is expected to total approx. \$19.6 million for 2011 (2010 \$19.6 million). The University is also required to contribute the cost of the minimum guarantee benefits that will accrue in the Pension Plan during 2011, estimated to be approx. \$17.2 million (2010 \$12.2 million). Increases in the special payments on the unfunded liability are deferred, as

## **2010 Annual Report from VP Finance and Administration to Board of Governors**

---

per the pension reform measures, and will remain at \$4.8 million for 2011 (2010 \$4.8 million), but will increase to approx. \$24.2 million for 2012. Special payments for the solvency deficiency are not required, as per the pension reform measures; however, payment of \$3.8 million (2010 \$0) is required to cover the interest on the solvency deficiency.

The total employer contributions in 2011 are expected to be approx. \$46.7 million (2010 \$36.7 million), increasing to approx. \$64.2 million for 2012.

The contribution rates for plan members remain the same at 4.5% of earnings up to the YMPE (year's maximum pensionable earnings) plus 6% of earnings above the YMPE. Total employee contributions (not including additional voluntary contributions) are expected to be approx. \$19.1 million in 2011 (2010 \$18.5 million).

### **Changes to the Plan Text and Funding Policy**

There were no changes or amendments to the Plan Text in 2010.

The York University Pension Plan funding policy is implicit in the valuation process followed, the assumptions used, and the resulting actuarial valuation report. See the attached Funding Valuation Summary as at December 31, 2010 for more details.

### **Legal and Regulatory Requirements**

The University believes that the Pension Plan has been administered in accordance with the terms of the Plan and legislative requirements.

Pension legislation requires the Plan Administrator to provide information to individual pension plan members as well as to the regulators. The legislation specifies the documents to be provided, the specific information to be provided in the documents, and the time frame in which these are to be provided.

Each plan member must receive an annual pension statement, and a statement in the event of a termination, death, retirement, or marriage breakdown. These statements have been provided in accordance with legislative requirements and within the specified time frames.

The legislation requires that the following documents be filed with the regulators: Annual Information Return, audited financial statements, and income tax return on an annual basis; actuarial report at least every three years; plan registration, plan amendments, and notice of plan termination or wind-up, as applicable. The required documents, as applicable, have been filed in

## **2010 Annual Report from VP Finance and Administration to Board of Governors**

---

accordance with legislative requirements, including the required information and payments, as applicable, and within the specified time frames.

Employer and employee contributions have been remitted to the custodian as required and within the specified time frames.

### **Appropriateness of Plan Mission and Effectiveness of the Pension Benefit, Funding, and Investment Policies**

The objective "...to provide a high standard of pension benefits, at a reasonable cost..." has become increasingly challenging, and our ability to achieve this objective has deteriorated to the point where there is no reasonable expectation that it can be achieved and it has become evident that the pension plan is not sustainable over the long term.

York University has started addressing the issue of pension plan sustainability:

- Created a Board of Governors Pension Working Group to focus on the pension plan sustainability issue;
- Held a series of pension information sessions for Pension Plan members;
- Engaged Aon Hewitt to assist the University in working with the employee groups;
- Met with the associations and unions to discuss the process for addressing pension plan sustainability and held a multi-employee group meeting to review the solvency funding relief provisions.

To ensure the long-term sustainability of the Pension Plan the University will be discussing with employee groups one or more of the following changes to the Pension Plan provisions for active members:

- Increases to member and University contributions to the money purchase component to make the money purchase component more relevant going forward;
- Changes to elements of the DB minimum guarantee component;
- Methods for moderating the risk associated with the postretirement indexation provisions;
- Changes to Pension Plan governance as part of any changes made to the risk sharing arrangements.

With regard to the investment policies, an Asset Allocation / Risk Management project began in 2008 and continued through 2009 and 2010. The key objective was to review the current asset allocation policy and to consider other potential asset classes, strategies, and policies to better match the changes in the liabilities of the Pension Plan and lower the volatility of the funded status of the Plan.

## **2010 Annual Report from VP Finance and Administration to Board of Governors**

---

Results indicate that the current asset allocation is appropriate, but a longer duration fixed income portfolio would lower the volatility of the funded status. Results also show that a global approach to equity management can better manage country specific risks and provide opportunities for more targeted stock selection.

In 2010, Addenda Capital was terminated, the bond portfolio was consolidated with TD Asset Management, and the duration of the portfolio was lengthened. Alliance Bernstein was replaced by Aberdeen Asset Management, and an additional global equity manager will be hired in 2011.

See the Annual Report from the Pension Fund Board of Trustees for more details on the investment policies.

### **Assessment of Effectiveness of the Pension Governance System**

In light of the events and developments over the past few years, and the expectation that the pension plan sustainability review discussed above is likely to impact the pension governance, a formal assessment of the pension governance system has not been undertaken over the past 3 years.



# **YORK UNIVERSITY PENSION FUND**

**2010 Annual Report**

**from the**

**Pension Fund Board of Trustees**

**for the**

**Board of Governors**

**September 2011**



### **Introduction**

York University is both the Plan Sponsor and the Plan Administrator of the York University Pension Plan. The Board of Governors has appointed a Pension Fund Board of Trustees (BoT) to discharge the Fund investment duties. These Trustees are appointed following nominations from employee groups, the Administration, and the Board of Governors. The Trustees have delegated tasks to a Sub Committee on Investment Performance (SCIP), to employees of the University, and others who have been retained to assist them in carrying out their duties in respect of the Fund.

### **Annual Report Requirements**

This is the annual report from the Pension Fund Board of Trustees to the Board of Governors as per the Pension Reporting Policy that is part of the Terms of Reference for the York University Pension Plan & Fund. This report contributes to effective communication between the Pension Fund Board of Trustees and the Board of Governors.

In the Terms of Reference, the Pension Reporting Policy states that:

“Annually, the Board of Governors shall receive a written report from the Pension Fund Board of Trustees covering the following items:

- a) Achievement of the Fund objectives;
- b) Summary of approved changes to the Statement of Investment Policies and Procedures, other investment policies, and membership of the Pension Fund Board of Trustees and the SCIP made during the year, as applicable;
- c) Compliance of the Pension Fund Board of Trustees with the Trust Agreement and the Terms of Reference;
- d) The audited Financial Statements for the Pension Fund.”



## 2010 Annual Report from Pension Fund Board of Trustees to Board of Governors

---

### Achievement of Fund Objectives

	2010	2009	2008	2007	4 years
Gross Fund Return	10.3%	16.6%	-18.8%	-0.2%	1.0%
Net Fund Return	9.8%	16.0%	-19.2%	-0.5%	0.6%
Benchmark Return	10.7%	16.9%	-18.4%	0.3%	1.4%
Pensioner Increment*	0.0%	0.0%	0.0%	2.4%	0.6%
CPI	2.4%	1.3%	1.2%	2.4%	1.8%

\*Applied January 1 of following year. The actual amount of the increase will differ among pensioners depending on retirement date. The 4-years number is the average annualized increase if a pensioner has been retired for the full 4-year period.

The Fund Objectives as per Section 3 of the Statement of Investment Policies and Procedures are:

- a) The Fund shall be managed on a going-concern basis with the primary objective of providing high rates of return, consistent with prevailing market conditions, a high quality standard of investment, and moderate levels of risk.
- b) The objective of achieving high long-term returns is subject to prevailing market conditions and the following goals and constraints:
  - securing minimum guarantee pensions for all active members while providing potential for growth in money purchase balances;
  - managing volatility for the money purchase balances of active members nearing retirement;
  - providing a reasonable level of inflation adjustment for pensioners.

These objectives have generally been achieved. The rate of return for the Fund over the long run (10 years) has been higher than the benchmark return; however the Fund underperformed the benchmark in 2010, and in recent years. The volatility of the Fund returns is about the same as the volatility of the benchmark returns. To measure the security of minimum guarantee pensions vs. the potential for growth in money purchase balances, the percentage of retirees receiving a Money Purchase Pension without any supplemental minimum guaranteed amount is used. This measure averages approx. 64% of retirements over the past 5 years. For 2010, this measure is at 40%, up slightly from 34% in 2009, but is expected to continue to fall dramatically over the coming years.

The objective of providing an inflation adjustment for pensioners has not been achieved. The pensioners received a 0% increase for January 1, 2011, and it is anticipated that there will be no adjustments in the near term.

**Pension Fund Board of Trustees**

**Changes to the Membership, and Compliance with the Terms of Reference**

**Membership**

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment. In 2010, the following people became new members or were re-appointed to the Pension Fund Board of Trustees:

<u>New/Re-appointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Dale Domian	Joanne Magee	President
Mary Condon	Reappointed	OHFA
Swavek Mejnarowicz	Reappointed	IUOE
Janet Rowe	Reappointed	YURA

The membership of the Pension Fund Board of Trustees at the end of 2010 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Susan Black, Chair	Board of Governors
Bruno Bellissimo	President, CPM
Guy Burry	Board of Governors
Joanie Cameron-Pritchett	YUSA
Eric Chabeaux-Smith	CUPE 1356-01
Mary Condon	OHFA
Dale Domian	President
Bruce Dugelby	President
Luis Figueiredo	CUPE 1356
Giulio Malfatti	YUSA
Swavek Mejnarowicz	IUOE
Ellie Perkins	YUFA
Iouldouz Raguimov	CUPE 3903
Janet Rowe	YURA
Walter Whiteley	YUFA

## 2010 Annual Report from Pension Fund Board of Trustees to Board of Governors

---

### Officers

Susan Black continued as Chair throughout 2010.

Patrick LeSage completed his term in 2010 and did not seek re-nomination, leaving the Vice-Chair position vacant. This position remains vacant at the end of 2010.

Leona Fields, Manager, Pension Fund continued as Secretary throughout 2010.

### Meetings

The Pension Fund Board of Trustees met 4 times in 2010 on March 25, June 24, October 5, and December 6. A quorum was present at all meetings. An attendance summary is below. Minutes were recorded for all meetings and are available for viewing in the Office of the Vice President Finance & Administration.

<b>Trustees</b>	<b>Meeting Attendance</b>	
	<b>No.</b>	<b>%</b>
Bruno Bellissimo	4 of 4	100
Susan Black, Chair	4 of 4	100
Guy Burry	4 of 4	100
Joanie Cameron Pritchett	2 of 4	50
Eric Chabeau-Smith	3 of 4	75
Mary Condon	3 of 4	75
Dale Domian	2 of 2	100
Bruce Dugelby	3 of 4	75
Luis Figueiredo	2 of 4	50
Patrick LeSage	3 of 3	100
Joanne Magee	2 of 2	100
Giulio Malfatti	4 of 4	100
Swavek Mejnarowicz	2 of 4	50
Ellie Perkins	4 of 4	100
Iouldouz Raguimov	4 of 4	100
Janet Rowe	4 of 4	100
Walter Whiteley	3 of 4	75

## **Changes to the Membership of the Sub Committee on Investment Performance (SCIP)**

In 2010, John Poos and Walter Whiteley were reappointed as SCIP members, and Guy Burry was reappointed as Chair. Joanne Magee completed her four-year term and did not seek re-nomination. There were no new members appointed in 2010. At the end of 2010, SCIP membership was as follows:

Guy Burry, Chair	Board of Governors and Pension Fund Board of Trustees
David Fowler	External expert, retired York University Finance Professor
Harry Gibbs	External expert
John Poos	External expert
Pauline Shum	York University Finance Professor
Terri Troy	External expert
Don Walcot	External expert
Walter Whiteley	Pension Fund Board of Trustees

## **Changes to Statement of Investment Policies & Procedures (SIP&P) and Other Investment Policies**

The recent focus has been on a risk management project with the objective to better match the changes in the liabilities of the Plan and lower the volatility of the funded status of the Plan. The following projects or initiatives were undertaken or ongoing in 2010 (note that not all topics resulted in a policy change, some were still under discussion at year-end):

1. Lengthen Duration of the Bonds: The results from Stage 1 of the Risk Management /Asset Allocation review indicated that a 30% allocation to fixed income is appropriate, but a longer duration portfolio would better manage the volatility of the funded status, without any reduction in expected return. In July 2010, Addenda Capital Management was terminated and the Bonds allocation was consolidated with TDAM. Considering the economic environment and the expectation of rising interest rates, a transition plan was developed to ensure the transition is done in a careful, measured way, with Long Canada Yields serving as the trigger for the next transition step.

## **2010 Annual Report from Pension Fund Board of Trustees to Board of Governors**

---

In the SIP&P, a clause to lengthen the duration of the fixed income portfolio and to maintain it between 10 years and 14 years was added to the Investment Constraints in the Fixed Income section.

2. Global Equity: Results of the Risk Management /Asset Allocation review also showed that a global approach to equity management, without separating portfolios based on geographic (country or continent) location, can better manage country specific risks and provide opportunities for more targeted stock selection. A Global Equity Manager Search was initiated with this in mind, but soon became a search to replace Alliance Bernstein as SCIP continued to lose confidence in Alliance Bernstein's ability to add value for the Fund. In December 2010, Aberdeen Asset Management was selected to replace Alliance Bernstein.

In the SIP&P, the inclusion of specifically named benchmarks was removed from the Investment Policy portfolio table.

3. Canadian Equity: In December 2010, SCIP agreed to recommend the termination of Fiera Sceptre to the Pension Fund Board of Trustees, but not to bring this recommendation forward until a new manager is found to invest these assets. This is expected to go forward in the first quarter of 2011.
4. Infrastructure Allocation: In 2009, a conditional commitment of \$20 million was made to CFI Infrastructure Opportunities Fund II. This conditional commitment expired at the end of 2010 without any investment being made, as CFI was unable to attract other investors to their Fund.

The Pension Fund has been working with a group of like-minded investors developing an infrastructure coalition. The coalition will provide economies of scale and allow smaller investors to co-invest in infrastructure projects along with large institutional investors. Work on this project continued throughout 2010, and a first close on the Fund is expected in 2011.

### **Other Approvals**

In 2010, in addition to the topics mentioned above, the BoT made the following approvals:

Supply of Pension Services – Agreement: In September 2009 the federal government announced new GST rules for all Pension Plans, changing the rebate rate for the GST paid on all expenses related to pension activities. In addition, the Ontario Government implemented the HST in

## **2010 Annual Report from Pension Fund Board of Trustees to Board of Governors**

---

2010, which expanded the base for paying taxes beyond goods to services. Through advice from E&Y, it was determined that the University should engage the services of external service providers directly, and then resupply the services to the Pension Fund, to improve overall administrative efficiency and reduce the tax burden to the Pension Fund, with no implication to pension governance.

A letter was approved that authorized the University to enter into contracts with investment managers and other third parties, as recommended by the Board of Trustees, and for the University to re-supply these services to the Pension Fund on a direct cost basis (see attached).

Signing Authority Register: A Signing Authority Register for the Pension Fund was prepared and was modelled on the signing registry of the University. The Signing Register differentiates between types of payments to be paid out of the Fund as well as documents and agreements that require signatures (see attached).

Pension Fund Financial Statements: In March 2010 the BoT approved the audited financial statements for the Pension Fund at December 31, 2009 and reappointed Ernst & Young as the auditor for the Pension Fund.

Pension Fund Operating Budget: In December 2010 the BoT approved the 2011 Pension Fund operating budget for investment expenses.

### **Monitoring**

During 2010, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2009 Annual Report from SCIP for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

### **Audited Financial Statements**

The Financial Statements for the Pension Fund at December 31, 2010, audited by Ernst & Young, are attached.

## **2010 Annual Report from Pension Fund Board of Trustees to Board of Governors**

---

### Attachments

Statement of Investment Policies and Procedures as at December 31, 2010

Supply of Services Agreement

Signing Authority Register

Audited Financial Statements for the Pension Fund as at December 31, 2010



**York University Pension Fund**  
**Statement of Investment Policies and Procedures**

**Ontario PBA Reg. No. 0329763**

**March 2010**



# Statement of Investment Policies and Procedures

## Table of Contents

	<u>Page</u>
SECTION 1: PURPOSE.....	1
SECTION 2: TYPE OF PENSION PLAN AND THE NATURE OF THE LIABILITIES.....	2
SECTION 3: INVESTMENT OBJECTIVES, INVESTMENT POLICY PORTFOLIO, AND RETURN EXPECTATIONS .....	3
SECTION 4: PERMITTED INVESTMENTS, CONSTRAINTS, AND EXCEPTIONS .....	6
SECTION 5: CONFLICT OF INTEREST POLICY .....	11
SECTION 6: SECURITIES LENDING .....	12
SECTION 7: DELEGATION OF VOTING RIGHTS .....	13
SECTION 8: VALUATION OF INVESTMENTS NOT REGULARLY TRADED.....	13
SECTION 9: STATEMENT REVIEW .....	14

# Statement of Investment Policies and Procedures

## **Section 1: Purpose**

- 1.1 The York University Pension Plan (the “Plan”) was established by York University (the “University”) to provide pension benefits to its faculty and staff. The Plan’s purpose is to provide a high standard of pension benefits, at a reasonable cost, as an essential element of the University’s compensation policy. The Plan’s assets (the “Fund”) provide security that benefit entitlements will be paid.
- 1.2 This Statement of Investment Policies and Procedures (the “Statement”) addresses the manner in which the Fund shall be invested. Investments shall be selected in accordance with the criteria and limitations set forth herein and in accordance with all relevant legislation. This Statement has been prepared to ensure continued prudent and effective management of the Fund and its ongoing financial well being. The Plan’s investment, benefits and funding policies are all inter-related and impact the financial well being of the Plan. The Statement complies with all relevant legislation.
- 1.3 York University is both the Plan Sponsor and the legal Plan Administrator and acts as both employer and fiduciary with respect to the Plan and is responsible for its overall management. To discharge its duties, the University acts through its Board of Governors. The Board of Governors has delegated specific Plan administration tasks to the Vice-President, Finance & Administration who, in turn, has delegated tasks to employees of the University and to various agents that have been retained to assist in carrying out duties in respect of the Plan. The All University Committee on Pensions acts as an advisory committee to the University on pension benefit issues. The Board of Governors has appointed a Pension Fund Board of Trustees (the “Trustees”) to discharge the Fund investment duties. These Trustees are appointed following nominations from employee groups, the Administration, and the Board of Governors. The Trustees have delegated tasks to a Sub Committee on Investment Performance (the “Committee”), to employees of the University, and to various agents that have been retained to assist them in carrying out their duties in respect of the Fund.

The Terms of Reference for the decision-making bodies mentioned above are contained under separate cover.

## **Statement of Investment Policies and Procedures**

### **Section 2: Type of Pension Plan and the Nature of the Liabilities**

- 2.1 The Plan is a defined contribution plan with a defined benefit minimum guarantee. Pension benefits at retirement are determined by the contributions made by the member and on behalf of the member by the University, and the investment performance of the Fund over a member's working lifetime, with a minimum guaranteed benefit determined by a final average salary formula.
- 2.2 To the extent that the Fund does well, all plan members benefit. If the fund performs poorly, then active members are protected through the minimum guarantee formula. Pensions in pay for retired members are adjusted annually by the excess of a four-year moving average of Fund returns over 6%, and are protected through a guarantee that this adjusted pension will never be reduced.
- 2.3 Required contributions of 4.5% of earnings up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) and 6% of earnings above the YMPE are deducted from each member's earnings. Matching contributions, equal to each member's required contributions, are made by the University. An additional contribution of 3% of the member's required contributions is made by the University to provide for the guarantee that the pension after retirement will not be reduced. All these contributions are credited to the member's Money Purchase Component Account.

The University contributes to the Minimum Guarantee Fund any additional amount, as certified by the Actuary, as necessary to fund the guaranteed benefits and to meet any initial unfunded liability or solvency deficiency in accordance with the requirements of the Pension Benefits Act.

Members are permitted to make additional voluntary contributions, which are credited to the member's Additional Voluntary Contributions Account.

- 2.4 For the foreseeable future, the Fund is expected to experience a small annual net outflow of cash. Dividend and coupon income provides more than sufficient liquidity to meet this cash requirement and there is no need to hold cash on a long-term basis.

# Statement of Investment Policies and Procedures

## **Section 3: Investment Objectives, Investment Policy Portfolio and Return Expectations**

### **Investment Objectives**

- 3.1 The Fund shall be managed on a going-concern basis with the primary objective of providing high rates of return, consistent with prevailing market conditions, a high quality standard of investment, and moderate levels of risk.
- 3.2 The objective of achieving high long-term returns is subject to prevailing market conditions and the following goals and constraints:
- securing minimum guarantee pensions for all active members while providing potential for growth in money purchase balances;
  - managing volatility for the money purchase balances of active members nearing retirement;
  - providing a reasonable level of inflation adjustment for pensioners.

### **Investment Policy Portfolio**

- 3.3 The investment policy was developed with a view to both individual and collective risk, examining the policy risks for members at various ages as well as the Fund as a whole. The Fund is expected to achieve the above investment objective at an acceptable level of risk. Risk can be described in many ways for the Plan and alternative approaches to measuring risk were used in developing this policy. One of these measures is the probability of the Fund not earning the desired rate of return as stated in section 3.8. Because the Plan guarantees a minimum defined benefit, the key factor affecting benefit security for active members is the relationship between the investment return and the rate of salary increases. Also, because the Plan guarantees non-reduction of pensions, the key factor affecting benefit security for retirees is the relationship between the investment return and the 6% threshold for retiree increases. Higher investment returns in relation to the increases in the salary rate or the 6% threshold will improve the financial position of the Plan. Conversely, lower investment returns in relation to increases in the salary rate or the 6% threshold will worsen the financial position of the Plan.

## Statement of Investment Policies and Procedures

3.4 To diversify investment risk and achieve the above investment objectives, the Fund's assets will be invested in the major asset classes and allocations will be maintained within the corresponding ranges according to the following Investment Policy Portfolio, implemented with a target hedge ratio of 50% on the foreign currency exposures (based on market value):

Asset Class	Investment Policy Portfolio (% of total fund)	Minimum	Maximum
Canadian Equity	20%	16%	26%
US Equity	15%	13%	18%
International Equity	15%	13%	18%
Global Equity	10%	8%	13%
Total Equity	60%	55%	65%
Fixed Income	30%	25%	35%
Cash	0%	0%	10%
Total Debt	30%	25%	35%
Infrastructure	10%	0%	15%
Total Real Assets	10%	0%	15%

3.5 An appropriate investment management structure has been established to implement the above Investment Policy Portfolio and achieve the Fund's investment objectives. The Manager Structure may be changed from time to time to ensure effective achievement of the Fund's investment objectives.

Particulars of the mandates and performance objectives of the Investment Managers are contained under separate cover.

3.6 The actual asset mix at any time may deviate from the Investment Policy Portfolio indicated above in section 3.4. To ensure the actual asset mix stays within the ranges as indicated by the minimum and maximums specified in section 3.4, the manager allocations will be monitored monthly and re-balanced quarterly as required.

## Statement of Investment Policies and Procedures

### Rate of Return Expectations

- 3.7 The Investment Policy Portfolio, invested passively, is expected to provide a real rate of return of at least 5.0% over moving four-year periods. In any one year, however, the annual real return may be significantly above or below 5.0%.
- 3.8 The Fund is invested using both active and passive management strategies. It is expected that active management will provide an additional 1.0% to the performance of the Fund for a total real return of 6.0%.
- 3.9 The Fund's total return will be evaluated, over moving four-year periods, by comparing the total annualised return earned by the Fund to the return that could have been earned by passively managing the Investment Policy Portfolio, assuming quarterly re-balancing. The annualised return for each asset class will be compared to an appropriate benchmark.
- 3.10 For the purpose of measuring comparative rates of return of the Fund, all returns achieved by both the passive and the active managers shall be measured after transaction costs, but before administrative expenses and investment management fees. All index returns shall be total returns. All foreign index returns shall be Canadian dollar returns.

# Statement of Investment Policies and Procedures

## Section 4: Permitted Investments, Constraints, and Exceptions

### Permitted Investments and Constraints

4.1 Except where otherwise noted, the following investments may be made either directly, through pooled or mutual funds, or through insurance contracts and are permitted within the following constraints:

#### **a. Equity**

##### Permitted Investments

- Securities publicly traded and listed on recognised Canadian, foreign, and emerging markets stock exchanges including, but not limited to, common shares, convertibles, instalment receipts, depositary receipts, exchangeable shares, share purchase warrants, limited partnership units, income trusts, and preferred shares. No private placements are permitted.

##### Investment Constraints

- A single equity investment shall not exceed 5% of the total market value of all assets held by the Fund.
- Instalment receipts may only be purchased if cash is also held in an amount equal to the unpaid purchase price.

#### **b. Fixed Income**

##### Permitted Investments

- Bonds, debentures, mortgage loans, mortgage-backed securities, coupons, and real return bonds with maturity greater than one year.

##### Investment Constraints

- Investments in the securities of any single issuer shall not exceed 2.5% of the total market value of all assets held by the Fund, unless the issuer is, or is guaranteed by, the Government of Canada, one of the Provinces of Canada, or a foreign government rated “AAA” or equivalent by a recognized ratings agency<sup>1</sup>.

---

<sup>1</sup> Ratings are given to a company or institution by a ratings agency (such as Standard and Poors) as an indication of the likelihood of default on its debt. Different rating schemes are used by different rating agencies. The top (most favourable) rating used by Standard and Poors and Dominion Bond Rating Service is AAA. Bonds that rated “BBB” or above as defined by a recognized ratings agency are considered investment grade.

## Statement of Investment Policies and Procedures

- At market value, at least 40% of the fixed income securities shall be invested in securities guaranteed by the Government of Canada or one of the Provinces of Canada.
- At least 90% of all fixed income securities shall be rated at least investment grade by a recognized ratings agency with at least 70% rated “A” (or equivalent) or higher.
- The duration of the fixed income portfolio shall be maintained between 10 years and 14 years.

### c. Real Assets

#### Permitted Investments

- **Infrastructure:** Tangible assets that provide key services to an economy, including transportation, communication, utilities, social services, and businesses related to these sectors, that are expected to provide long-term stable cash flows. Infrastructure investments shall be held through open or closed-end pooled funds structured as participating debentures, or shares of corporations or limited partnerships formed to invest in infrastructure. Direct ownership of infrastructure is not permitted.
- **Real Estate:** Real property, held through open or closed-end pooled funds structured as participating debentures, or shares of corporations or limited partnerships formed to invest in real estate. Direct ownership of real estate is not permitted. Investments in securities of publicly traded real estate companies and publicly traded real estate investment trusts (“REITs”) are considered Equity and not Real Estate.

### d. Absolute Return Strategies

#### Permitted Investments

- Investment and trading strategies focused on delivering absolute returns. These may use any securities, commodities, derivatives, short-selling and leverage and are exempted from Section 4.2 of the Statement. Must be contained within a limited liability vehicle (a “Limited Liability Vehicle”).
- Currency derivatives used for purposes other than specific hedges of the Fund’s currency exposures.

#### Investment Constraints

- The total of the net long exposures for all currencies (determined separately for each currency) obtained through currency derivatives, that are not specific hedges, shall not exceed 10% of the total market value of assets held by the Fund.



## Statement of Investment Policies and Procedures

### e. Cash

#### Permitted Investments

- All debt securities with maturity under one year including cash on hand, demand deposits, treasury bills, short-term notes, bankers' acceptances, term deposits, and guaranteed investment certificates.

#### Investment Constraints

- Investments in the securities of any single issuer shall not exceed 2.5% of the total market value of all assets held by the Fund, unless the issuer is, or is guaranteed by, the Government of Canada or one of the Provinces of Canada.
- All money market securities shall be rated at least R1 or equivalent by a recognized ratings agency.

### 4.2 Derivatives<sup>2</sup>

#### Permitted Investments

- Futures and options that are regularly traded upon recognized public exchanges or other organized public trading facilities where market prices are readily available.
- Other derivatives, including but not limited to, forward currency contracts and swap agreements, where the counterparty is a financial institution that has a minimum credit rating of "A" or equivalent.

#### Permitted Uses

- Derivatives may be used only for the following purposes:
  - To hedge (i.e., reduce), fully or partly, any investment risk, including market, interest rate, credit, liquidity, and currency risk;
  - To replicate direct investments in the underlying assets or groups of assets (e.g., indices) so as to achieve some advantage of lower cost, transactional ease, or market exposure.
  - To invest in currencies as part of an Absolute Return Strategy.

---

<sup>2</sup> Limited Liability Vehicles are exempted from Section 4.2.

## Statement of Investment Policies and Procedures

### Investment Constraints

- Derivative instruments may not be used to create exposures to securities which would not otherwise be permitted under this Statement or which would be outside the limits under this Statement had the exposure been obtained in the cash markets.
  - Any Investment Manager investing in derivative investments must determine the market value of that Investment Manager's exposures on a daily basis.
  - The Investment Managers shall be responsible for assessing all counterparty risk, where counterparty risk refers to the credit ratings and total exposure limits of the dealers and banks that the Investment Managers use for derivative transactions. The Investment Managers shall implement internal procedures and controls in order to ensure that derivatives are used in compliance with the Statement at all times.
- 4.3 The Fund shall not borrow funds to acquire securities. The borrowing of funds and securities for purposes of short-selling is permitted provided it is done through a Limited Liability Vehicle.
- 4.4 The maximum exposure at the time of acquisition, to any one Limited Liability Vehicle shall be 5% of the total market value of assets held by the Fund.
- 4.5 Under no circumstances will the Fund guarantee the debt obligations of another entity.
- 4.6 All investments shall be made in accordance with all applicable legislation and the Code of Ethics and Standards of Practice of the CFA Institute.

## Statement of Investment Policies and Procedures

### Exceptions to Statement

- 4.7 To the extent the Fund invests in a Manager's pooled funds, the foregoing investment constraints, and any other provisions of the Statement that may be affected, shall not apply, but the Manager shall be governed by the Manager's own investment policy for the pooled funds. The Manager shall, in its quarterly compliance letter, inform the Committee when and how the pooled funds differ materially from the guidelines of the Statement. Significant deviations from the provisions in this Statement shall be reported to the Pension Fund Board of Trustees in a timely manner. Each Manager will provide a copy of the Manager's own investment policy for their relevant pooled funds.
- 4.8 The actual percentage of an individual security in relation to the total market value of the Fund may temporarily exceed the limits stated above in Section 4.1. Any such variance shall be rectified within a three-month period or if a permanent variance is considered by the Trustees to be appropriate, new limits will be approved and reflected in this Statement.

# Statement of Investment Policies and Procedures

## **Section 5: Conflict of Interest Policy**

### **Individuals or Other Bodies Governed by the Guidelines**

5.1 These guidelines apply to the Trustees, the committee members, the Investment Managers, the Custodian, and any employee or agent retained by any of the foregoing to provide services to the Plan or the Fund. These guidelines do not provide relief from other policies that may cover the aforementioned parties.

### **Conflict of Interest**

5.2 Any persons listed above shall not knowingly permit their interests to conflict with their duties and powers in respect of the Fund. Any such person shall disclose any direct or indirect material association or material interest or involvement in aspects related to his/her role with regard to the Fund's investments that would result in any potential or actual conflict of interest.

Without limiting the generality of the foregoing, this would include any material interest in any asset held by the Fund, material ownership, membership on the boards of other corporations, or actual or proposed contracts.

### **Procedure on Disclosure**

5.3 Any person listed above shall disclose the nature and extent of his/her conflict to the Trustees in writing or request to have the details entered in the minutes of the meeting of the Board of Trustees at the earliest of:

- (i) becoming aware of the conflict;
- (ii) the first meeting in which the matter is discussed;
- (iii) the first meeting in which he/she knows or ought to have known that he/she has an interest in the matter discussed.

For the purposes of (ii) above, the disclosure must be made verbally if knowledge of the conflict arises in the course of a discussion at the meeting.

If the party does not have voting power on decisions affecting the Fund, he/she may elect

## **Statement of Investment Policies and Procedures**

not to participate in the activities related to the issue in conflict or, he/she may continue his/her activities with the approval of the Trustees.

If the party disclosing the conflict does have voting power on decisions affecting the Fund, he/she may elect not to participate in the activities related to the issue in conflict or, he/she may continue to participate only with the unanimous approval of the other participants with voting rights. The notification made by him/her shall be considered a continuing disclosure on that issue, subject to any future notification by him/her, for the purpose of the obligations outlined by these guidelines.

### **Related Party Transactions**

5.4 For the purposes of this section, "related party" and "transaction" have the meanings given to such terms in Schedule III of the Pension Benefits Standards Regulations, 1985 (Canada). Related party transactions are not permitted except as allowed by Section 17 of Schedule III, where nominal value is defined as being less than 0.5% of the market value of the Fund and where an immaterial transaction is defined as having terms and conditions that are not less favourable for the Plan than market terms and conditions.

### **Section 6: Securities Lending**

6.1 The Fund, on approval by the Trustees, may enter into securities lending agreements provided the loaned investments are secured by cash or readily marketable investments having a market value of at least 102% of the principal of the loan and accrued interest, and that level of security is calculated daily and maintained throughout the period of the loan. Collateral provided with respect to any such securities lending agreements must have free and clear title and may not be subject to any right of set-off.

## **Statement of Investment Policies and Procedures**

### **Section 7: Delegation of Voting Rights**

- 7.1 The responsibility of exercising all voting rights acquired through the Fund's investments is delegated to the Investment Managers, except for the Canadian Equity portfolios. For the Canadian Equity portfolios, the responsibility to vote proxies is delegated to an independent professional proxy voting service provider ("Voting Agency"). The Investment Managers and the Voting Agency shall exercise these acquired voting rights with the intent of fulfilling the investment objectives in this Statement and shall act prudently and in the best interests of the Fund and its beneficiaries. The Investment Manager shall provide a copy of its proxy voting policy to the Trustees.
- 7.2 The Committee reserves the right to direct, or override, the voting decisions of the Voting Agency or the Investment Managers if the Committee believes such action is in the best interest of the Fund and its beneficiaries.
- 7.3 The Investment Managers and the Voting Agency shall maintain complete and accurate voting records on all securities that are voted by them and shall provide a detailed quarterly listing of all such votes to the Trustees for its review.

### **Section 8: Valuation of Investments not Regularly Traded**

- 8.1 Marketable securities shall be valued by the Custodian no less frequently than monthly at their market value at that time.
- 8.2 If a market valuation of an investment is not readily available, an estimate of fair value shall be supplied by the Investment Manager to the Custodian, at least annually. In making such valuations, considerations shall be given to bid and ask prices, previous transaction prices, discounted cash flow, independent appraisal values, the valuations of other comparable publicly-traded investments and other valuation techniques that are judged relevant to the specific situation.
- 8.3 For untraded investments on which the Custodian has not been provided with a valuation, the Investment Manager shall report to the Committee within ten days after such time as the market for that investment became inactive.

## York University Pension Fund Statement of Investment Policies and Procedures

### Section 9: Statement Review

9.1 The Trustees shall review the Statement at least annually, taking into account any developments or changes in the following areas:

- the funded status of the Plan;
- the Plan's benefits;
- the demographics of the Plan membership;
- liquidity requirements;
- long-term capital market return expectations;
- investment beliefs;
- risk tolerance;
- available investment products;
- prevailing legislation;
- governance changes; and
- any other developments considered relevant by the Trustees or the University.

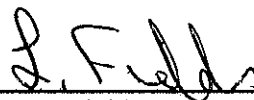
**Approved and Adopted by  
York University Pension Fund Board of Trustees**



Susan Black  
Chair, Pension Fund Board of  
Trustees

Date

March 26, 2010



Leona Fields  
Manager, Pension Fund

Date

Apr. 1, 2010

June 24, 2010

YORK UNIVERSITY PENSION FUND BOARD OF TRUSTEES  
4700 Keele Street  
Toronto, Ontario M3J 1P3

Dear Sirs/Mesdames:

**Re: Supply of Services**

This letter sets out an agreement ("Agreement") between York University and certain individuals known as the York University Pension Fund Board of Trustees in connection with the supply of services.

For good and valuable consideration, the receipt and sufficiency of which is acknowledged, York University and York University Pension Fund Board of Trustees, upon acceptance and signature below, agree as follows:

1. **Term** - This Agreement commences on June 30, 2010 and continues for a period of five (5) years unless terminated earlier by either party.
2. **Services** - York University shall acquire certain third party services including but not limited to investment management services that relate to the activities of York University Pension Fund Board of Trustees, only as recommended by York University Pension Fund Board of Trustees.
3. **Sale** - York University shall sell, and York University Pension Fund Board of Trustees shall purchase, those third party services that York University Pension Fund Board of Trustees has recommended.
4. **Purchase Price** - York University Pension Fund Board of Trustees shall pay to York University an amount that is equal to or less than the cost of the third party services acquired by York University and provided to York University Pension Fund Board of Trustees.
5. **Termination** – Either party may terminate this Agreement at any time upon reasonable prior written notice to the other party, taking into account the required notice period for termination of any applicable third party service agreement and the time required to make alternate arrangements, if any. York University Pension Fund Board of Trustees may also terminate the sale and purchase of any particular third party service at any time upon reasonable prior written notice to York University so that York University may provide sufficient notice of termination to the third party service provider.
6. **Liability** – Each party is responsible and liable for its own actions and omissions, and costs and expenses to perform this Agreement. Each party shall comply with the terms and conditions of each third party service agreement entered into by York University pursuant to this Agreement.

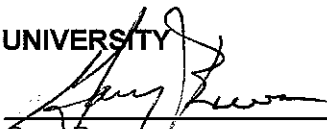





7. **Further Assurances** - Each party shall at any time and from time to time, upon the request of the other party, execute and deliver such further documents and do such further acts and things as the other party may reasonably request to evidence, carry out and give full effect to the terms, conditions, intent and meaning of this Agreement and each third party service agreement entered into by York University pursuant to this Agreement.
8. **No Assignment** – Neither party may assign this Agreement without the prior written consent of the other party.
9. **Binding** – This Agreement is binding upon and enures to the parties and their respective successors and permitted assigns.

Please indicate your acceptance and agreement to the above terms and conditions by signing both copies of this letter below and returning one original signed copy to us. Thank you.

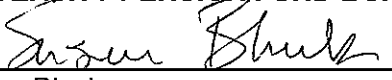
Yours truly,

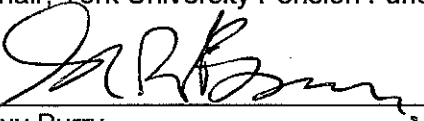
**YORK UNIVERSITY**  
Per:   
Name: Gary Brewer  
Title: Vice President, Finance & Administration

Per:   
Name: Trudy Pound-Curtis  
Title: Assistant Vice President, Finance & CFO

**ACCEPTED AND AGREED:**

**YORK UNIVERSITY PENSION FUND BOARD OF TRUSTEES**

Per:   
Name: Susan Black  
Title: Chair, York University Pension Fund Board of Trustees

Per:   
Name: Guy Burry  
Title: Chair, Sub Committee on Investment Performance and Trustee

## York University Pension Fund Signing Authority Register

	Description	Approval Authority	Execution Signatories <sup>1</sup>
<b>Payments from the Pension Fund</b>			
Reimbursement to York University for pension expenses <sup>2</sup>	Fees for investment management, custodial, consulting, legal, audit, and pension administration services; salaries and benefits for pension staff, annual regulatory filing fees, and other misc expenses	As per the Pension Fund Operating Budget approved annually by the Pension Fund Board of Trustees	Manager, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Manager, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Investment Instructions <sup>3</sup>	Capital calls, rebalancing, currency hedging settlements, global markets documentation	As per the Statement of Investment Policies & Procedures and/or Manager Mandates	Manager, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Manager, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Benefit Payments <sup>4</sup>	Initial pension payment, lump sum payments	As per the terms in the Pension Plan text	Associate Director, Pension & Benefits <u>or</u> Manager, Pension Administration System <u>and</u> Associate Director, Pension & Benefits <u>or</u> Manager, Pension Administration System <u>or</u> Manager, Pension Fund <u>or</u> Treasurer
<b>Documents and Agreements<sup>5</sup></b>			
Investment Policy Documents	Statement of Investment Policies and Procedures, Investment Beliefs	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Manager, Pension Fund
Pension Fund Financial Statements	Audited Financial Statements	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Vice President, Finance & Administration
Manager Mandates	Includes investment guidelines and constraints, performance expectations, reporting requirements	Sub Committee on Investment Performance	Chair, Sub-Committee on Investment Performance <u>and</u> Manager, Pension Fund
New third party agreements with York University for pension services <sup>6</sup>	Investment Management Agreements, other contracts	Pension Fund Board of Trustees	Manager, Pension Fund <u>and</u> Assistant Vice-President, Finance & CFO

<sup>1</sup> Two different signatories are required for everything

<sup>2</sup> Expenses paid out of CIBC Mellon operating account

<sup>3</sup> Transfers between CIBC Mellon investment manager accounts

<sup>4</sup> Paid from CIBC Mellon operating account

<sup>5</sup> Does not involve any payments out of the Pension Fund

<sup>6</sup> Pursuant to Supply of Services Agreement between York University and the Pension Fund Board of Trustees (June 2010)

## Memo

University Secretariat

4700 Keele St.  
Toronto ON  
Canada M3J 1P3  
Tel 416 736 5310

To: Board of Governors

From: David Denison, Chair, Finance and Audit Committee

Date: 26 September 2011

Subject: York University, Toronto 2015 and Infrastructure Ontario Memorandum of Understanding/Pan Am Games Stadium Capital Project

---

### Action requested

**The President be authorized to execute the Memorandum of Understanding and subsequent Facility Agreement with Ontario Infrastructure and Lands Corporation (Infrastructure Ontario) and the Toronto Organizing Committee for the 2015 Pan American and Parapan American Games Toronto 2015 (Toronto 2015) for the construction on the Keele campus of the track and field stadium for the 2015 Pan American and Parapan American Games, in accordance with the salient terms set out herein.**

**The committee recommends that the Board of Governors approve a \$20 million capital project budget towards the construction of a track and field stadium at York University, pursuant to the MOU and Facility Agreement documents described above.**

### Background and Rationale

Infrastructure Ontario, Toronto 2015 and York University have been working in collaboration to create a comprehensive output specification document for the track and field stadium (the Stadium) to be constructed on the Keele campus for the Pan/Parapan American Games in 2015, (the Games). The Stadium will be a legacy facility for the long term use of the university and community following the games.

In order to put the construction of the Stadium out to bid through an RFP as soon as possible, a Memorandum of Understanding (MOU) has been drafted which sets out the principles under which the parties will proceed. These include the roles, relationships, mutual expectations, joint and separate responsibilities and accountability mechanisms of the parties for the development, construction,

implementation and legacy requirements of the Stadium project. In addition, they have developed as a schedule to the MOU, a matrix of permits, licenses, approvals and agreements (the PLAA Table) which clarifies the responsibilities of each party for such items.

It had been anticipated that the parties would enter in to a detailed Facility Agreement which would be more detailed as to the schedule for construction, the financial contribution of the university, details of the site specifications, and the obligations and rights of each party, including staff resources during the games, intellectual property, representations and warranties, default provisions, and specifications for the Stadium itself.

The Facility Agreement will not be available until late 2011, but the parties agree that the RFP for the Stadium should be issued prior to that time, in order to determine the successful bidder and to deal with the specifics of a winning bid in a timely way. When a Facility Agreement containing such details has been executed, it will replace the MOU.

The following is a summary of the salient terms of the MOU:

1. Infrastructure Ontario has the primary responsibility for the delivery of the Project, leading the procurement process through the RFP, development of the output specifications, leading the bid evaluation process and finalizing the project agreements. Infrastructure Ontario will also have responsibility for day to day on- site contract management and administration, and will provide the two other parties with regular project updates, convening meetings as necessary.
2. Toronto 2015 will lead the development, negotiation and execution of the Facility Agreement with the parties, including working with York on the development of the functional program for the Stadium to ensure it meets games requirements. Toronto 2015 will be the conduit for the funding from the federal and provincial governments.
3. York is responsible for delivering the remediated and enabled site by October 2012.
4. The functional program which sets out the requirements for the Stadium and which will form the basis for the RFP has been agreed to and will be set out in a schedule.
5. York's share of capital costs is to be capped at 44% of the actual project cost to a maximum of \$20 million. In addition, York is solely responsible for the site remediation program, enabling works and consultant's reports and costs in relation to those matters. York would also be responsible for any increased costs to the project as a result of scope changes requested by York. (No such changes are anticipated).
6. There is a mechanism for decision making and resolution of disputes, as well as a communications protocol to recognize the commitment of the Canadian and Ontario governments.

As conceived, the Facility Agreement will contain no substantive additional obligations for York over and above those noted as included in the MOU and the PLAA Table.

As noted above, York's capital contribution to the stadium will be capped at \$20 million. In the event that the calculation of a 44% cost share of the final cost of the stadium project is lower than \$20 million, York's actual required capital contribution towards the stadium cost will be at that lower

amount.

The above description of salient terms also refers to other site remediation and enabling works that the University will be responsible for in moving forward with the stadium project. An integrated overview of the Pan Am stadium project and the related capital projects has been presented to the Board Finance and Audit Committee. This presentation is attached for reference.

### **Project Funding:**

The initial \$20 million cost of the stadium will be internally financed, given the strong cash position of the University. The project will also be incorporated into the overall capital and financing plan currently being developed during the Fall/2011.

At this point, a detailed business plan associated with the operation of the stadium as a “legacy facility” following the conclusion of the Pan Am Games in 2015 has not yet been developed. Initial work has begun on the long-term operating plan, but further work is required. The legacy operating plan will also be dependent upon the outcome of discussions with the City of Toronto concerning the future operation of the current Toronto Track and Field Centre on campus.

The final funding plan for the stadium is anticipated to include a combination of a number of potential funding sources, including:

- Operating income generated by the facility as a legacy venue, owned and operated by York University, following the conclusion of the Pan Am Games
- Contributions to the ongoing operation of the facility that might be provided from the Pan Am Games Legacy Fund. The University intends to apply for an appropriate share of this legacy fund as part of the long-term operating plan
- A portion of the net proceeds to the University that may result from future development of the land on Steeles Avenue, given that some of this development may be facilitated or enabled by the construction of the track and field stadium
- Contributions from fundraising
- Contributions from University capital reserves

University Secretariat

4700 Keele St.  
Toronto ON  
Canada M3J 1P3  
Tel 416 736 5310

## Memo

To: Board of Governors  
From: David Denison, Chair, Finance and Audit Committee  
Date: September 26, 2011  
Subject: **Acquisition and Renovation of Off-Campus Space**

---

### Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve:

- The negotiation and execution of a lease for off-campus space, with an initial term of up to five years, with an option to renew for up to another five years, at a total lease cost for the initial five-year term not to exceed \$2.5 million; and
- A capital expenditure of up to \$2 million for the fit-up of the premises pursuant to the lease above.

### Background and Rationale

It has been proposed that York University participate in the construction of a track and field stadium for the 2015 Pan Am Games, to be located on a site which includes the East Office Building (EOB). As a result, it will necessary to relocate the current occupants of the EOB, to allow for the demolition of this 46 year old building that is long past its anticipated life cycle. Given the shortage of available space on campus, the EOB relocation plan will require acquisition of new space off campus and relocation some staff to this offsite location.

Planning staff have identified four sites in close proximity to York University that meet some or all of the requirements of the Finance Department, who have been designated as the group to be moving to this leased space. The sites have been reviewed by staff of the Finance Department and Campus Services and Business Operations. Primary consideration was given to premise configuration, fit-up potential, and current and future growth area requirements, price and proximity to the campus. Space not required by the Finance Department can be assigned to other displaced units as required during the construction phases of the Pan Am projects.

## **Cost and Funding**

Annual lease cost expenditures for the chosen site, for the initial five year term, will be covered by the existing operating budget allocation (about \$500 thousand per year) that currently provides for the lease for space in the Computer Methods Building. This lease comes to an end on December 31, 2011. It is anticipated the proposed lease will commence January 1, 2012.

Costs for the fit-up of the leased premises are estimated to be \$2.0 million, which includes design, construction and infrastructure. As part of the leasing process, York University intends to negotiate a possible fit-up contribution from the landlord as an offset to upfront costs for this construction. The capital cost expenditure may be reflected as an up-front expense, or may be integrated to the negotiated base rate, dependent on the best deal that can be negotiated. Any cost beyond the negotiated lease will be funded from capital reserves.

University Secretariat

4700 Keele St.  
Toronto ON  
Canada M3J 1P3  
Tel 416 736 5310

## Memo

To: Board of Governors  
From: David Denison, Chair, Finance and Audit Committee  
Date: September 26, 2011  
Subject: **School of Social Work Relocation Project**

---

### **Recommendation:**

The Finance and Audit Committee recommends that the Board of Governors approve a capital project not to exceed \$3.5 million for the relocation of the School of Social Work.

### **Background and Rationale:**

As an extension of the Faculty of Liberal Arts and Professional Studies (LAPS) ripple project, it is proposed and supported by the Dean that the School of Social Work be relocated from its current location at the Kinsmen building to the 8<sup>th</sup> floor of the Ross Building, recently vacated by the Osgoode Hall Law School. The resulting vacancy in the Kinsmen Building will contribute to the solution for the proposed relocation of the occupants of the East Office Building.

The scope of the proposed capital project requires the move and relocation of approximately 50 staff to a net assignable space of 15,600 sq ft, and contributes to the LAPS consolidation project. Given the time constraints associated with the various elements of the Pan Am stadium initiative, it is important to undertake and complete the renovations proposed for the School of Social Work without delay, and ideally allow for a move no later than December 2011.

It is noted that CSBO has undertaken to use a best-fit approach in the Ross Building which makes best use of existing wall and column structures, this with the intention of controlling costs.

### **Cost and Funding:**

The \$3.5 million cost of the project takes into account, design, construction, mechanical upgrade and adjustment, furniture, IT and Telecom infrastructure. In addition, the project cost also includes provisions for the moves, consultant fees, permit fees, design, construction and other related contingencies as well as other associated renovations related cost plus taxes. The project will be funded from capital reserves.



University Secretariat

4700 Keele St.  
Toronto ON  
Canada M3J 1P3  
Tel 416 736 5310

## Memo

To: Board of Governors  
From: David Denison, Chair, Finance and Audit Committee  
Date: September 26, 2011  
Subject: **Capital Approval - Public Address System for Emergency Mass Communication**

---

### Recommendation:

**The Board Finance and Audit Committee recommends that the Board of Governors approve a capital expenditure of up to \$4,300,000 to acquire and install a public address system in academic and administrative buildings at the Keele campus, for the primary purpose of emergency mass communication.**

### Background and Rationale:

The crises faced by Dawson College, Virginia Tech University, Columbine High School, Ohio State University, and other schools, have forced all university administrators to review institutional communications capabilities during fast-moving, life-threatening emergency situations. The recommendation to approve funding for a PA system for emergency mass communication at York is the result of an operational review of existing emergency communications capabilities and of options available to the University in its efforts to respond effectively to life-threatening emergency situations. This operational review, which was conducted from 2008-2010, was essentially a search for a number of effective communication tools that can help the University mitigate the impact or spread of threats (such as a shooter on campus, severe weather emergency, chemical spill, etc.).

The public address system for York's campuses is the centerpiece of an emergency messaging "toolkit" that also includes LCD message boards in high traffic areas of the campus; messages disseminated by e-mail, web site and social media tools; text messaging to limited circles of subscribers; and other communications tools to be added as new technology permits. The multiple tool approach has been identified as the best practice across North America for maximizing the reach of emergency messages. The tools complement the safety net created for emergency assistance provided by outdoor emergency phones and indoor safety phones (installed in corridors, foyers and classrooms during 2008 and 2009).

While some newer University buildings are equipped with auditory fire alarm systems (the use of which are governed by strict municipal fire regulations), there is presently no means of voice-communication during a life-threatening emergency that can be used to convey critical instructions or alert building occupants. The PA system to be implemented at York will have controls within Security Services as well as a second campus location (to provide redundancy) and will have broadcast capabilities both inside and on the outside of 50 academic and administrative buildings. The system will allow messages to be transmitted to an individual building, a grouping of buildings or universally, indoor or outdoor, either from one of the two control centres or remotely. It will enable Security Services (and external emergency response agencies, when summoned) to broadcast directly to target areas.

The PA system will utilize the University's existing fibre-network infrastructure and its existing redundancy, with electrical interface within buildings to power local amplification and speakers. Each building installation will include a UPS (uninterrupted power supply) to provide adequate emergency stand-by capability. Messages can be pre-recorded, custom programmed or live. The system selected for the PA application is scalable, allowing for future growth, and has capabilities for future integration of new technologies and existing security applications (such as CCTV, LCD emergency message boards, access control, safety/emergency phones, etc.).

The public address system will increase the University's capacity to manage life-threatening emergencies and is being advanced as a principal mitigation tool for both operational and enterprise risk. The PA system will also provide a tool for the University's Security Services to communicate with members of the community during building evacuations resulting from fire alarms, bomb threats and other hazard based emergencies.

## **Procurement Process**

The process commenced in the spring of 2008, when a Task Force on Emergency Notification, commissioned by former President Lorna Marsden, made its recommendation that a toolkit of emergency messaging tools be pursued, with a public address system as its centerpiece.

In August 2008, the University issued a public Expression of Interest call, for a Public Address System solution, which yielded 13 responses. In December 2008, a Request for Proposal was issued to the respondents to the Expression of Interest. Three detailed proposals were received by the closing date in April 2009.

The RFP Evaluation Committee included University experts from Security Services, University Information Technology, Instructional Technology, Facilities Planning & Renovations, Emergency Preparedness, Procurement and Media Relations as well as senior staff from the Offices of the Vice-Presidents Academic and Finance and Administration. Evaluation of the finalist proponents included detailed probing and on-site demonstrations. Based on a Best Value Analysis, the Review Committee's preferred solution was the Commend COMWIN5 system, proposed by ADT Security Services Inc.

After this selection, a "due diligence" process followed during which references of both the product and the proponent were executed. As a further measure, a site visit was conducted of a postsecondary institution where the product had been fully implemented and was operational. (Southern Polytechnic State University, February 2010).

The site visit affirmed that this solution was the appropriate one for York. The proponent was then

asked to prepare an exact costing for all academic and administrative buildings at York, based on the configuration of the installation visited. There was some residual concern that the proponent, ADT, did not have extensive experience implementing an integrated public address system in a multi-building institutional environment of the magnitude of York University. Management therefore decided to proceed with a “proof of concept” project in which ADT was commissioned to install the fully integrated Commend CONWIN5 public address system in two complex buildings on the Keele campus – the Ross Building and the Health, Nursing & Environmental Studies Building – as well as in the two Security control locations. This proof of concept project was conducted over the past year and concluded with the successful installation, testing and evaluation of the system in August 2011.

Because of the magnitude and complexity of this project, which integrates the resources of the University’s Information Technology, Planning and Renovations, Finance and Security Services groups, this project is being planned to be implemented in five phases over a five-year period.

### Cost and Funding

The \$4,300,000 cost of the project takes into account hardware and fixtures, including amplifiers, speakers, cabling, UPSes, communications servers, switches, fibre-to-electric interfaces, etc. for 42 academic and administrative buildings. It also includes an attribution to permit an upgrade to the fibre-network infrastructure (inside the communications closet of each building) to support the PA system.

The cost of the five-year project will be funded from capital reserves as well as residual funding in the Campus Safety Upgrade allocation within the 2007 Campus Renewal Fund.

University Secretariat

1050 York Research Tower  
4700 Keele St.  
Toronto ON  
Canada M3J 1P3

Tel 416 736 5310  
Fax 416 736 55094

## Memo

To: Board of Governors

From: David Denison, Chair, Finance and Audit Committee

Date: September 26, 2011

Subject: **Cold Beverage Vending Service Contract – Imperial Vending Ltd.**

---

### Recommendation

**The Board Finance and Audit Committee recommends that the Board of Governors approve contractual terms with Imperial Vending Ltd. which provide for an enhanced range of vended beverage products, investment in University equipment and competitive financial returns over a five-year plus nine-month term ending June 30, 2017.**

### Background

In 1998, the University entered into a campus-wide cold beverage exclusivity agreement with Pepsi Bottling Group, now PepsiCo Beverages Canada (“Pepsi”). The agreement was designed to secure non-traditional funding for student activities, in particular Sport and Recreation programming and construction of a stadium building. At the time, York secured the largest deal in Canada, netting over \$7.5 million in funding over the term of the contract in exchange for a volume commitment of 1.17 million cases of product to be purchased. The contract was to expire in 2008; however the volume commitment was not met triggering a three-year extension. The contract expired at the end of August 2011.

While the exclusivity agreement generated substantial revenue for student activities, it also presented a number of challenges. In particular, rising wholesale beverage costs have eroded retailer support and have caused ongoing instances of non-compliance with the exclusivity requirement. Further, a significant shift in consumer preferences toward healthier beverages has caused a decline in carbonated beverage sales and a gap in the University’s ability to meet community members’ beverage product demands within the context of a single supplier exclusivity arrangement.

Based on market indications that funding from a new exclusivity agreement would be much lower than the previous financial package, and clear indications that the University would not be able to gain necessary support from campus retailers and students, the University decided to not pursue another exclusivity agreement. Response to this decision from campus retailers and students has been positive.

Campus retailers were advised during the summer that they would be responsible for making their own beverage supply arrangements effective September 1, 2011. While some have elected to remain with Pepsi, others have either contracted with Coca-Cola or are using third-party distributors to carry a variety of brands.

### **Procurement Process**

In order to continue to provide the community with convenient access to beverages via vending machines, the University issued a competitive Request for Proposals in compliance with University policy and Broader Public Sector supply chain guidelines. The RFP was evaluated based on proponents' investment in equipment, service levels, product variety and pricing.

### **Contract Term**

The contract term is five years and nine months, ending June 30, 2017. This term was chosen to coincide with the end of an existing snack vending service contract. It is the University's intention to consolidate both contracts in 2017 to leverage the combined volume for a subsequent request for proposals for vending services.

### **Financial Return**

Current gross sales are \$400,000 per year. The University expects an increase in sales resulting from enhanced product variety and lower priced options, the introduction of YU-card readers in high-traffic machines, and the enablement of cell phone-based payment in early 2012.

Imperial Vending will pay to the University commissions of 30% of gross sales (20% of gross sales for smoothie beverages which require more expensive refrigerated transportation). Commission rates are driven by anticipated sales levels, required capital investment in machines and retail prices charged to community members. Higher commissions would necessitate price increases which the community would deem unfavourable.

### **Capital Investment**

Imperial Vending will supply and install approximately 100 new vending machines across the Keele and Glendon campuses, consistent with the existing number of placements (consolidation in some existing locations will be offset by installations in new buildings). This number is adequate to properly service the campus. All machines will be equipped with a remote monitoring system, which enables proactive monitoring of product stock levels and reduces delivery traffic on campus by 50%. The total value of this equipment is \$496,000.

Imperial Vending will also purchase and install 35 YU-card readers, valued at \$28,000. The YU-card readers will be the property of the University.

### **Operating Terms**

Other salient operating terms are as follows:

- Imperial Vending will be responsible for all maintenance, cleaning and repairs related to its machines, as well as all costs and/or losses resulting from vandalism.
- The University will continue to be responsible for the provision of electricity for the machines. All machines are Energy Star 2.0 certified.

## GOVERNANCE AND HUMAN RESOURCES COMMITTEE

### Report to the Board of Governors

at its meeting of 3 October 2011

*The Governance and Human Resources Committee met on 14 September and in addition to the items otherwise in the agenda, makes this report for information.*

#### **President's Items**

President Shoukri provided the committee with an overview of progress on a number of fronts including the appointment of Vice Presidents Haché and O'Hagan. He also noted the success of the numerous orientation sessions and activities for students and their parents, many of which he was able to attend. The Provincial election is underway and there are a number of items which may affect the university, most particularly those announced as part of the Liberal platform: tuition tax credits, participation rates in postsecondary education, and the possibility of funding for three new campuses in the GTA.

#### **Human Resource Matters**

##### **Labour Relations:**

###### *Bargaining Updates*

Vice President Brewer, Assistant Vice President Hooper and Professor Miller briefed the committee on the bargaining schedule, the successful conclusion of the negotiations with the York University Staff Association, and the preparation for bargaining with CUPE 3903. The willingness of YUSA to agree to a system for resolving problems through mediation, prior to formal grievance procedures, is something which could serve as an effective model for other bargaining units and would contribute to a better workplace environment.

###### *Better Workplace initiative*

Assistant Vice-President Hooper described the progress being made on this initiative, which has now begun to focus on the work of a number of sub groups addressing priority areas. Employee engagement and culture change are central to the success of the project and an exercise is beginning to review progress to date and identify alignment of the initiative with the ongoing PRASE project. It was generally acknowledged that while the university attracts and retains a talented workforce, improvement in eliciting their full engagement can be a challenge.

##### **Broader Public Sector Perquisites Directive:**

The committee was provided an overview of this directive in the context of the Public Sector Accountability Act. A thorough review of perquisites has been conducted and necessary adjustments made in accordance with the directive.

**Pension Update:**

Pension issues are a standing item on the agenda of the committee. While much work has been done on a framework for pension reform, multiparty discussions towards the creation of a more sustainable pension framework for the university will not begin until the current bargaining agenda has been completed.

**2010 Employment Equity Report:**

The Committee received the 2010 Employment Equity Annual Report. A copy is appended hereto. The report reflects the university's efforts to increase participation in the self-identification survey of employees and modest (4%) progress has been made, with approximately 70% of eligible employees now participating. Current responses indicate that York has strong representation of Women, marginal under representation of Aboriginal People and Persons with Disabilities, and has a larger gap in respect to Visible Minorities. A higher return rate is likely to result in a more accurate reflection of the composition of the York workforce which is measured by the categories mandated by the Federal Contractors Program.

**Governance****Nominations:**

Upon appointment of the individuals coming before the Board at this meeting, there will be one remaining vacancy, with another expected at the end of the year. The committee is continuing to encourage, explore and prioritize suggestions for new governors to fill the vacancies and bring needed competencies.

**Board Questionnaire:**

The committee reviewed the results of the annual self evaluation questionnaire, noting the full participation rate. The results were forwarded to the Executive Committee for information and discussion. In general, governors feel engaged and supported. Constructive suggestions were made with respect to presentations and for continuing education activities.

*Zahir Janmohamed, Chair*

**York University**

**2010**

**Employment Equity Report**



## Table of Contents

Introduction.....	3
2010 Business Context.....	3
Workforce Representation.....	4
Women.....	5
Aboriginals.....	7
Visible Minorities.....	9
Persons with Disabilities.....	11
2010 Activities and Results.....	13
Self-Identification Surveys and Union Consultations.....	14
Data Systems and Infrastructure.....	15
Learning and Development.....	15
Recruitment.....	17
Other Activities and Initiatives.....	18
2011 Activities and Initiatives.....	20
Appendix.....	22

## Introduction

The *Employment Equity Act* (“the Act”) first came into effect in 1986 and was revised in 1995. The purpose of the Act is to ‘achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and in the fulfillment of that goal, to correct conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and accommodation of differences” (Employment Equity Act, Section 2).

The Act applies to approximately 10 per cent of the Canadian workforce including federally regulated employers such as the banking, transportation and communications sectors, and federal departments and agencies. Contractors of the federal government who are in receipt of goods and services in the amount of \$200,000 or more are regulated under the Federal Contractors Program (FCP), which is modeled after the Act. As an FCP employer, York University has followed the Federal Contractors Program since 1986, when the Act and the program came into effect.

As part of its commitment to Employment Equity, the University has signed a Certificate of Commitment to Implement Employment Equity, confirming that the University will adhere to the guidelines and regulations set forth under the Federal Contractors Program.

The FCP requires the appointment of a senior official who is responsible for Employment Equity. Since 2007, this has been President Dr. Mamdouh Shoukri. It is, however, important to note that several other groups at York University including unionized groups are actively engaged and committed to the principles of employment equity.

## 2010 Business Context

### Workforce Representation

As part of the statutory requirements of the Federal Contractors Program, York University collects, on a voluntary basis, self-identification information from its employees with respect to their membership in one or more of the designated groups. There are four designated groups: Women, Aboriginal Peoples, Persons with Disabilities and Visible Minorities.

Efforts continued in 2010 to increase the number of self-identification surveys received from the employee base. In 2010 employees from specific employee groups such as CPM and YUFA for whom no survey information existed were targeted for survey completion. In addition newly hired employees from CPM, YUSA, CUPE 1356 and YUFA were provided the opportunity to complete their surveys at or shortly after time of hire. The CUPE 3903-York University Joint Employment Equity Committee engaged in an effort to obtain surveys from CUPE 3903’s 2010-2011 academic year membership. These efforts resulted in the collection of 685 surveys.

On an aggregated basis, approximately 70% of the eligible employee population returned their surveys. This represents an approximate four per cent increase over year end 2009, and efforts will continue in 2011 to increase the return rate. A higher return rate will result in a more accurate reflection of the composition of the employee base at York University and will enable the development of more targeted strategies and initiatives.

The workforce is compared against 2006 Statistics Canada external availability figures. 2010 is the second year in which comparisons are being made against 2006 data which was released by Statistics Canada in 2009. 2006 data is used for the analysis of Women, Aboriginals and Visible Minorities. Internal representation figures for Persons with Disabilities are compared against 2001 PALS (Participation and Activity Limitation Survey) data, which is a data subset of the census and collected only every ten years. The next Canadian Census is scheduled for May 2011 and subsequent to that, the updated external availability figures will be released for all four designated groups. Typically Statistics Canada does not release the updated data set for at least two and a half years after the Census date. Based upon this, it is not likely that new Statistics Canada comparator data will be available before early 2014.

All employment positions at York University have been given a NOC code (National Occupational Classification) which rolls up into broader groupings called Employment Equity Occupational Groups (EEOGs). EEOGs are given broad names such as Professionals, Skilled Crafts and Trades, etc. The coding follows a complex system developed by Human Resources and Skills Development Canada (HRSDC) which is used to categorize all occupations in Canada, taking into account key job requirements and often educational requirements. More information with respect to this classification system can be found at <http://www.hrsdc.gc.ca/eng/labour/publications/equality/eedr/2006/page18.shtml>. It is important to note that the seniority levels reflected in the NOC system for some jobs do not necessarily reflect the seniority levels of these jobs within the context of York University's environment. That being said, York is obligated to use the HRSDC system for Employment Equity purposes in order to compare the external availability of the designated groups with York's internal representation.

Internal representation figures for York University have been analyzed by several groupings. As was the case last year, figures are available for the Total University, Academic staff and Non-academic staff. Below are summary reports for each of these groups by designated group. The 2010 year end results listed below do not include survey information for casual employees of the University, although there are plans to include casual employees in the survey group in the future. Definitions of internal representation and external availability may be found at the conclusion of this report.

Early in 2011 the analytical ability was enhanced to allow for analysis by division and faculty groups for the first time. These figures include all employee groups who support the business of that division/faculty. Ultimately this enhanced analytical ability will allow for the development of targeted initiatives by these smaller yet important groupings.

## Women

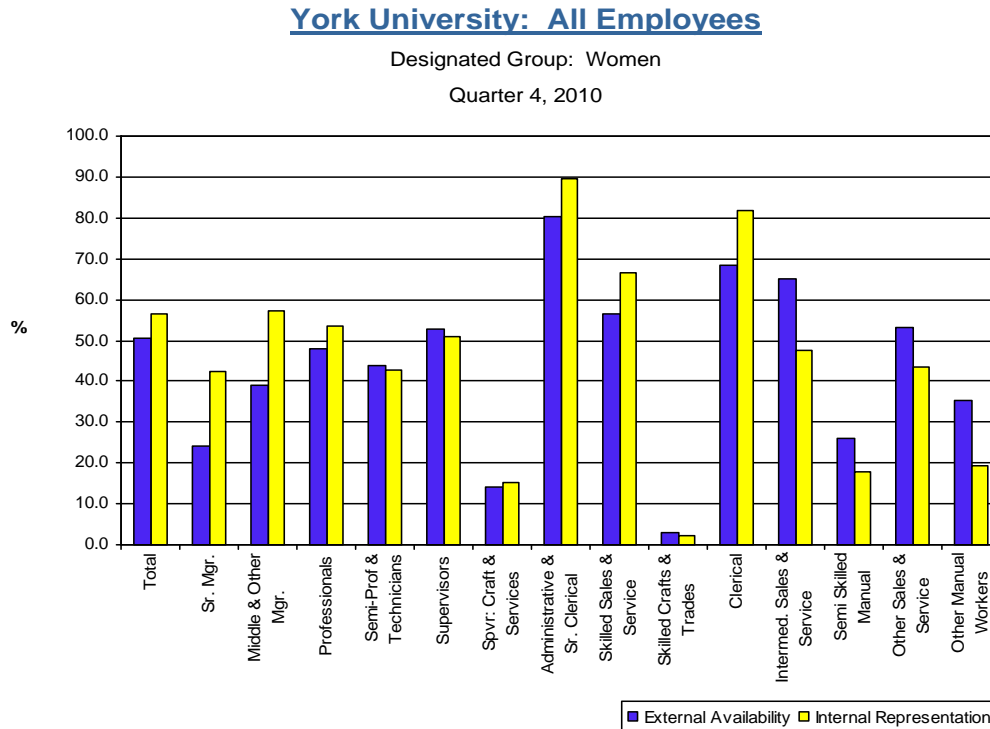
Internal representation of women at York University continues to be high. Overall, as of December 31, 2010, over 56% of the employees at York were women. This compares to an aggregated external availability figure of 50.6%. Internal representation figures were relatively stable from 2009 to 2010.

Within the academic group, which includes faculty and librarians, the internal representation of women exceeded the external availability figures. The internal representation for the academic group is 53.0% and the external availability is 47.7%.

Within the non-academic group, women are again well represented at 62.4%. The external availability figure is 55.8%.

Generally, women are well represented within all Employment Equity Occupational Groups although there are some small pockets of under-representation. Opportunities to close these gaps should be explored in the future.

Figure 1: York University: All Employees  
Designated Group: Women



Division and Faculty Representation for Women

The following chart presents the representation of women as of December 31, 2010 for the five divisions or V.P. entities with the University. The figures include all employee groups who work within and support the business of the division.

<b>Division</b>	<b>Women</b>	
	<b>Internal Representation %</b>	<b>External Availability %</b>
VP Finance and Administration	41.8	45.3
VP University Relations	74.2	55.1
VP Research and Innovation	77.3	59.5
VP Students	75.7	65.2
VP Academic	57.4	50.5

Ten Faculties report to the Academic division. As this is a substantial portion of the University's employee base, representation for women for each of the Faculties has been provided in the chart below. The figures include all employees supporting the business of that Faculty except for casual staff.

<b>Faculty</b>	<b>Women</b>	
	<b>Internal Representation %</b>	<b>External Availability %</b>
Liberal Arts and Professional Studies	54.7	49.4
Glendon College	51.7	46.4
Science & Engineering	40.7	48.6
Health	73.6	49.0
Osgoode	63.2	54.8
Schulich	53.4	52.5
Graduate Studies	64.2	52.5
Education	77.1	52.0
Environmental Studies	59.8	50.6
Fine Arts	50.8	48.7

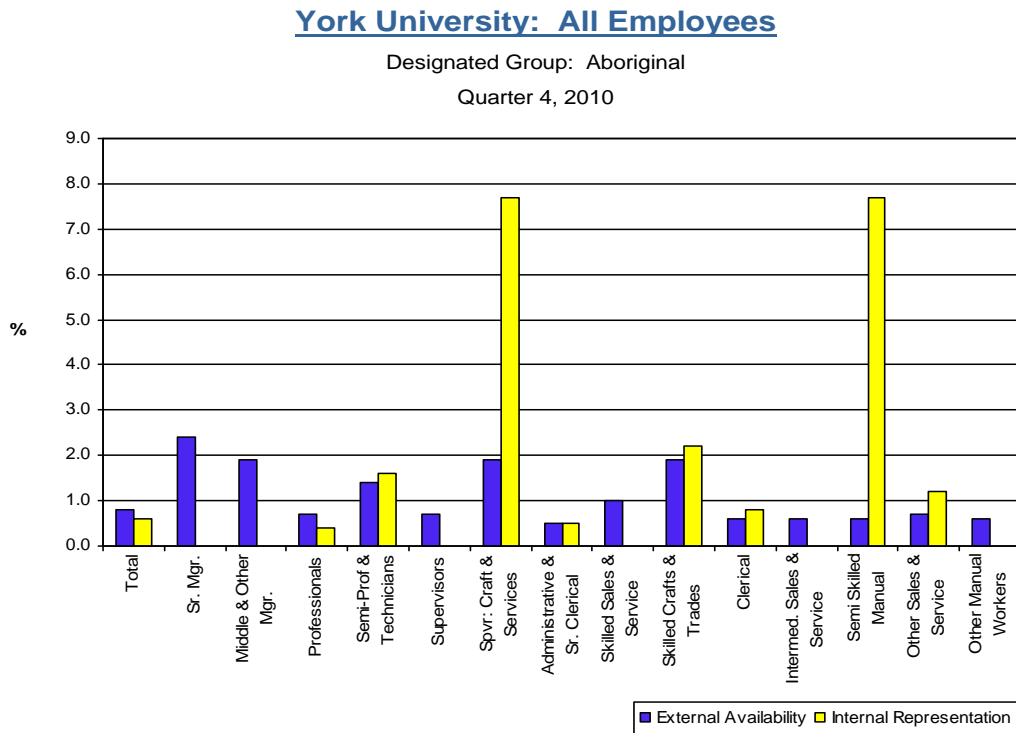
### Aboriginal Peoples

For the entire University, 0.6% of the employee base identified themselves as Aboriginals. This compares to an external availability figure of 0.8%. The aggregated under-representation of Aboriginals at York University is -18 employees. The positions where there are the greatest numerical shortfalls are in the Middle and Other Manager and Professional job groupings which include professors, teaching assistants, librarians, human resources professionals, etc. The Aboriginal community is one of the fastest growing communities in Canada and a significant number of Aboriginal persons reside within the Toronto area. It is hoped that an increased internal survey return rate and outreach to this growing community will result in the closure of these gaps.

The academic group has an internal representation figure of 0.4% versus an external availability figure of 0.6%.

The non-academic side has an internal representation rate of 0.8% compared to the external availability rate of 1.2%.

Figure 2: York University: All Employees  
Designated Group: Aboriginal Peoples



Division and Faculty Representation for Aboriginal Peoples

The following chart presents the representation of Aboriginals as of December 31, 2010 for the five divisions or V.P. entities with the University. The figures include all employee groups who work within and support the business of the division.

<b>Division</b>	<b>Aboriginal Peoples</b>	
	<b>Internal Representation %</b>	<b>External Availability %</b>
VP Finance and Administration	1.2	1.1
VP University Relations	0.0	1.3
VP Research and Innovation	0.0	1.2
VP Students	1.2	1.6
VP Academic	0.4	0.7

Ten Faculties report to the Academic division. As this is a substantial portion of the University's employee base, representation for Aboriginals for each of the Faculties has been provided in the chart below. The figures include all employees supporting the business of that Faculty except for casual staff.

<b>Faculty</b>	<b>Aboriginal Peoples</b>	
	<b>Internal Representation %</b>	<b>External Availability %</b>
Liberal Arts and Professional Studies	0.4	0.7
Glendon College	0.0	0.9
Science & Engineering	0.4	0.6
Health	0.3	0.7
Osgoode	0.0	1.2
Schulich	0.3	0.9
Graduate Studies	0.3	0.4
Education	1.5	0.7
Environmental Studies	0.0	0.6
Fine Arts	0.6	0.7

### Visible Minorities

The release of the 2006 census data indicated a significant increase in the external availability figures for visible minorities as compared to the 2001 Census data. This is due in part to immigration to Canada and in particular to the Toronto area. Statistics Canada has reported that in 2006, of the Toronto Census Metropolitan Area's (CMA) 5.3 million residents, 2.3 million, or 43% were visible minorities and this is expected to continue to approximately 63% in 2031.

At the end of 2010, on an overall basis, the total University had a visible minority internal representation rate of less than 50% of the external availability. The declared internal representation figure as of December 31, 2010 is 16.0%, with the external availability figure being 33.6%. Under-representation is present within most EEOGs. A combination of obtaining a higher survey return rate across the University, as well as targeted outreach initiatives, will likely have a positive impact towards the closure of these gaps. The surveys collected in 2010 resulted in a small reduction of the size of the gap at year end.

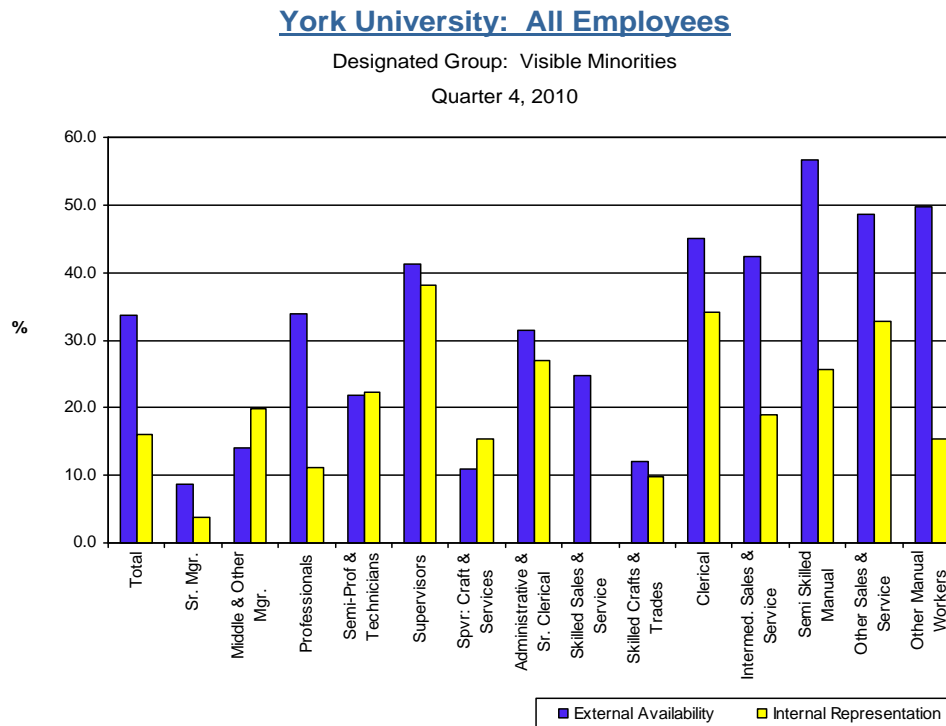
The academic group also has under-representation of visible minorities on an overall basis, with 9.7% internal representation versus 34.9% external availability. The most significant numerical under-representation is within the Professional grouping, primarily post-secondary teaching and

research assistants. Efforts continued in 2010 with the goal of obtaining more self-identification surveys from this group of employees. Targeted initiatives will need to be implemented to obtain a significantly higher self-identification survey return rate which will likely have a substantial positive impact of the internal representation figures. The University will request the assistance of the CUPE 3903-York University Joint Employment Equity Committee with this endeavour.

Within the non-academic employee group, there is visible minority under-representation within most of the occupational groups. Currently there is a negative gap of approximately 4.4% between internal representation (27.0%) and external availability (31.4%).



Figure 3: York University: All Employees  
Designated Group: Visible Minorities



Division and Faculty Representation for Visible Minorities

The following chart presents the representation of Visible Minorities as of December 31, 2010 for the five divisions or V.P. entities with the University. The figures include all employee groups who work within and support the business of the division.

<b>Division</b>	<b>Visible Minorities</b>	
	<b>Internal Representation %</b>	<b>External Availability %</b>
VP Finance and Administration	28.5	34.8
VP University Relations	19.7	24.5
VP Research and Innovation	18.2	27.7
VP Students	23.3	27.2
VP Academic	13.3	34.0

Ten Faculties report to the Academic division. As this is a substantial portion of the University’s employee base, representation for Visible Minorities for each of the Faculties has been provided in the chart below. The figures include all employees supporting the business of that Faculty except for casual staff.

<b><u>Faculty</u></b>	<b><u>Visible Minorities</u></b>	
	<b><u>Internal Representation %</u></b>	<b><u>External Availability %</u></b>
Liberal Arts and Professional Studies	14.1	34.1
Glendon College	17.0	22.2
Science & Engineering	15.0	34.8
Health	11.5	32.1
Osgoode	24.0	25.5
Schulich	20.6	31.4
Graduate Studies	4.1	47.0
Education	12.0	33.0
Environmental Studies	8.2	41.0
Fine Arts	6.8	34.0

### Persons with Disabilities

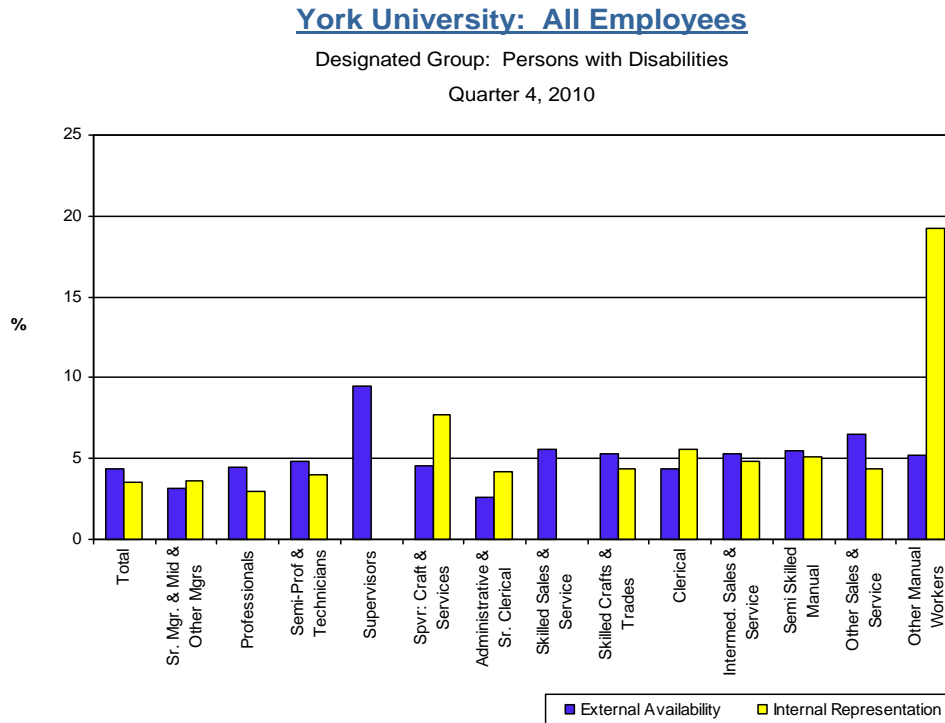
There is under-representation of Persons with Disabilities at the aggregated University level as well as within the academic sub group. At the University-wide level, the internal representation is 3.5% versus external availability of 4.4%. The external availability figures used for this designated group are based upon the 2001 PALS conducted with the census in 2001. This group is scheduled to be resurveyed along with the census in 2011. However, given the aging population of Canada, it is anticipated that the external availability figures for this community will increase. The major areas of numerical under-representation are in the Professionals occupational grouping (which includes professors and teaching assistants), the Supervisor occupational grouping and the Other Sales and Service occupational grouping. As more of the outstanding surveys are received, it is anticipated that the internal representation figures will increase. The combination of elimination of mandatory retirement and aging work-force in some areas of the University is expected in the future to contribute to an increased internal representation of persons with disabilities.

Internal representation of Persons with Disabilities for the academic group is 2.9% versus an external availability of 4.5%.

Overall, the non-academic group is well-represented with respect to Persons with Disabilities, with an internal representation of 4.5% versus an external availability of 4.3%.

York University will increase its efforts to recruit and accommodate the needs of this community as part of its employment equity initiatives and its compliance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Figure 4: York University: All Employees  
Designated Group: Persons with Disabilities



Division and Faculty Representation for Persons with Disabilities

The following chart presents the representation of Persons with Disabilities as of December 31, 2010 for the five divisions or V.P. entities with the University. The figures include all employee groups who work within and support the business of the division.

<b>Division</b>	<b>Persons with Disabilities</b>	
	<b>Internal Representation %</b>	<b>External Availability %</b>
VP Finance and Administration	4.5	5.2
VP University Relations	1.5	3.8
VP Research and Innovation	6.8	3.7
VP Students	5.0	3.6
VP Academic	3.3	4.4

Ten Faculties report to the Academic division. As this is a substantial portion of the University’s employee base, representation for Persons with Disabilities for each of the Faculties has been provided in the chart below. The figures include all employees supporting the business of that Faculty except for casual staff.

<b><u>Faculty</u></b>	<b><u>Persons with Disabilities</u></b>	
	<b><u>Internal Representation %</u></b>	<b><u>External Availability %</u></b>
Liberal Arts and Professional Studies	4.6	4.4
Glendon College	3.4	4.2
Science & Engineering	1.9	4.4
Health	2.4	4.4
Osgoode	4.7	4.1
Schulich	2.1	4.2
Graduate Studies	1.2	4.5
Education	2.6	4.2
Environmental Studies	2.5	4.4
Fine Arts	2.4	4.4

## 2010 Activities and Results

A number of activities occurred in 2010 to further the principles and ideals of employment equity at York University.

## Self-identification surveys and union consultations

Throughout 2010 newly hired CPM, YUSA and CUPE 1356 employees were provided the opportunity to complete their surveys during their orientation session. This practice started in 2009 and has led to a significant increase (approximately 75%) in the number of surveys obtained from those newly hired in these employee groups. Commencing in 2010 newly hired faculty was provided a self-identification survey and covering letter from the President as part of their offer package. This has led to an improvement in the number of surveys returned from newly hired faculty members.

Employment Equity self-identification surveys were prepared in alternate formats, that being Braille and large print in 2010.

We continue to have a significant number of longer term employees for whom there is outstanding employment equity information. Throughout the year several targeted initiatives occurred with the goal of increasing the number of self-identification surveys completed for this group. These included:

- Outstanding YUFA, YUFA exempt and YUFA retirees in January 2010 and again in December 2010 including reminder messages
- Outstanding Osgoode faculty in January 2010 and December 2010 including reminder messages
- Outstanding CPM staff in July and December 2010
- Outstanding YUELI staff in January 2010

In consultation with CUPE 1356, surveys were sent early in 2010 to their members who previously had not completed the self-identification survey. This resulted in the return of some individual surveys, and this, as well as the inclusion of new 1356 members in orientation has led to a higher return rate for this group. Activities with this group temporarily halted with the change in union leadership from local to national. It is anticipated that consultation will restart after the new locally based executive team is in place.

CUPE 3903 has been actively concerned about increasing the self-identification return rate for their members. Continuing with the survey initiative started in fall 2009, reminder messages were sent to those CUPE 3903 who had not been heard from in early 2010. As a result a few more surveys were completed and returned. With the start of the new academic year in September 2010, the joint committee again addressed the issue of outstanding surveys and initiated another campaign. All CUPE 3903 members were in receipt of a self-identification survey for completion and return. After the initial communication and reminder messages, approximately 550 surveys were returned. There are still a substantial number of surveys outstanding and the joint committee continues to seek out methods of reaching these members.

In September 2010 an initial meeting was held with the executive of YUSA to review the employment equity data for their membership. Further conversations with respect to engagement and support for employment equity initiatives are required.

In late 2010 an on-line version of the self-identification survey was launched using a secured server and password protection to ensure confidentiality. It is anticipated that the convenience of using the online survey will increase the success of targeted initiatives to existing employees who have not completed their surveys. <https://passport.york.yorku.ca/ppylogin/ppylogin>

Efforts will continue throughout 2011 to obtain surveys from existing employees for whom there is currently no employment equity information.

## Data and systems infrastructure

In mid 2010, after several months of development, the Human Resources Information Management (HRIM) system was able to produce the required files to be uploaded into the government provided Employment Equity analytical tool, WEIMS (Workplace Equity Information Management System). This new capability allowed for the in-house production of FCP required reports including workforce analysis. The extract was defined so that data analysis could take place at the University wide level as well as by academic and non-academic groupings. Within the academic and non-academic groups more detailed analysis can now be performed by specific employee groups such as CPM and CUPE 3903. The results of these analyses can be used as a foundation for discussion with employee group representatives and ultimately to foster collaborative efforts affecting Employment Equity.

Towards the end of 2010 the data extract queries underwent further enhancements to enable an additional layer of analysis by division and by Faculty. This capability was finalized in early 2011. Subsequent to this, discussion can occur with key stakeholders in Faculties and divisions with respect to the employment equity make up of that specific grouping, number of surveys outstanding and the creation of strategies and tactics to enhance the overall EE and diversity climate within the group. It is also anticipated that this new level of information can be used as a recruitment strategy to be discussed with the recruitment team and the hiring manager.

FCP regulations require that all positions be coded using a government classification system called National Occupational Classification (NOC). As part of strengthening the systems and infrastructure for current and future employment equity activities, reconciliation of all NOC codes used for employment equity purposes commenced in 2009 and concluded in 2010. Monitoring and maintenance procedure were developed and NOC code adjustments are made from time to time as required. This activity has resulted in increased accuracy of the Employment Equity data reported and analyzed.

## Learning and development

York University has a multitude of learning and development opportunities for its employees to take advantage of, however prior to October 2010 the offerings were listed in several different places and were often challenging for employees to find. In October, a centralized training calendar YELC (York Employee Learning Calendar) was launched which consolidated the training, learning and development offerings across the University. Detailing all training activity in one centralized location has significantly improved the ease with which employees can find learning options. This allows employees to better develop and fulfill their own personal development plans. The YELC details listing by contributing departments, monthly and daily offerings. The launch was communicated through Y-File, the daily e-news bulletin for York employees. A sample of the YELC can be seen below and through <http://www.yorku.ca/yelc/index.htm> . Orientation and the Onboarding Manager program have been updated to advise new employees of the YELC immediately, and it is planned that the YELC will be a part of the Employee Onboarding program scheduled for development in 2011.

YELC

- All YELC Opportunities**
- Centre for the Support of Teaching
  - Emergency Preparedness
  - Employee Well Being
  - Finance / Procurement Services / Treasury
  - Human Rights
  - Learning and Organizational Development
  - Learning Technology Services
  - Occupational Health & Safety
  - Onboarding Manager Program
  - Pension & Benefits
  - Registrarial Services
  - Retirement Planning Centre
  - Security Services & Campus Relations
  - Technical Learning
  - York University
  - Psychology Clinic

# YELC



## YORK EMPLOYEE LEARNING CALENDAR

Welcome to the York Employee Learning Calendar, the new one-stop-shop for employee learning.

You will find a wide array of employee skill, knowledge and professional development opportunities across the University all in one easy-to-access calendar.

Registration is handled by the individual learning providers. Click on the course titles for descriptions and to register.

Use the calendar to help chart your path to success!

### Learning Opportunities

Thursday, Mar 24, 2011	
9:30 am - 11:30 am	<a href="#">Introduction to the Student Information System (SIS) - SIS 101</a>
Friday, Mar 25, 2011	
8:30 am - 10:30 am	<a href="#">Speakers Series- Presentation: Lean Six Sigma: Building on our Success (SSSIGM)</a>
12:05 pm - 12:55 pm	<a href="#">Friday@ the Movie- If Looks Could Kill: the power of behaviour (VFLOOK)</a>
Monday, Mar 28, 2011	
9:00 am - 12:00 pm	<a href="#">Intermediate Excel 2007 – (EX0720)</a>
9:00 am - 12:00 pm	<a href="#">Advanced Word 2002/XP - (WD0230)</a>
Tuesday, Mar 29, 2011	
9:30 am - 11:00 am	<a href="#">Understanding SIS (Student Information System ) Reports - Web 202</a>
10:00 am - 12:00 pm	<a href="#">Workplace Inspection - Supervisors' Training</a>

March 2011

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

[RETURN TO TODAY](#)

[VIEW UNIVERSITY CALENDAR](#)

Many of the courses available to employees support the concepts of diversity and employment equity including the employment systems covered under the FCP. Examples of courses are:

- Introduction to Diversity
- Respect in the Workplace
- Managing Diverse Generations
- Mental Health First Aid Awareness for Managers
- Workplace Harassment Prevention
- Positive Space
- Diversity and Social Justice
- Diversity in the Classroom
- AODA on-line training (Customer Service Standard)
- Conducting Behavioral Interviewing
- A series of training and initiatives strengthening managerial skills

In 2011 potential initiatives include working with an external partner for the development and roll out of a program, widely used amongst other universities, focusing on respectful workplaces and environments. In addition, plans are underway for a project which will more finitely define position competencies and their definition and application in the performance appraisal process. Outcomes are expected to include an increased consistency in the application of the performance appraisal process, and ultimately more clearly laid out career path information for employees to manage their own career and personal growth and development.

A Faculty Executive Officer (FEO) internship program was launched in 2010 for the development of individuals to fulfill this role in the future, and other internship and co-op programs are being considered such as the Senior Management Internship program.

### Recruitment

Routinely, York University distributes ads for externally available positions to several organizations whose main focus is designated group members. In 2010 York University continued to expand its outreach network, most notably by connecting with JOIN (Job Opportunity Information Network for Persons with Disabilities). Toronto based JOIN is an umbrella organization supporting over 20 member organizations such as Canada Paraplegic Association, CAMH, Canadian Hearing Society, JVS Toronto, Ontario March of Dimes, etc. JOIN's main office receives notification of available York positions and they in turn distribute to their network. At this time it is too early to comment on the effectiveness of the relationship.

With the advice of the Aboriginal Student Services Office on campus, Toronto based Aboriginal organizations were determined and as of late 2010, several Aboriginal focused organizations were added to the available job distribution list. Organizations include the Native Canadian Centre of Toronto, Native Women's Resource Centre and Toronto Council Fire Native Cultural Centre. Postings are also sent to the Native Employment Opportunity Network and published biweekly in the e-newsletter distributed across the country. At the present time it is not possible to determine the success of the distribution of the available postings to these organizations. It is anticipated that the implementation of an applicant tracking system in the future will assist in this area.

Recognizing that immigrant professionals bring incredible strengths and value to Canada, York University has developed the York University Bridging Program for Internationally Educated Professionals (IEPs) which focuses on the areas of business and IT. More information can be found at <http://www.yorku.ca/makemore>. Starting in August 2010, the Bridging program has been in receipt of externally available job opportunities at York University. Due to the length of the program, approximately one year, there have been no placement opportunities to date. The three intake sessions, May and September 2010 and January 2011 account for approximately 150 participants. It is hoped that some of these IEPs will become York University employees in the future, after the conclusion of their respective programs.

A partial list of the organizations who are part of York's outreach initiatives is presented in the table below.

### **Outreach Organizations Abridged from Listserv List**

<b><u>Organization Name</u></b>	<b><u>Target Group</u></b>
JOIN (Job Opportunity Information Network)	Persons with Disabilities
One Voice	Persons with Disabilities
Coalition for Persons with Disabilities	Persons with Disabilities
Miziwe Biik Aboriginal Employment & Training	Aboriginal Peoples
First Nations House	Aboriginal Peoples
Native Canadian Centre of Toronto	Aboriginal Peoples



Native Women's Resource Centre	Aboriginal Peoples
Toronto Council Fire Native Cultural Centre	Aboriginal Peoples
Native Employment Opportunity Newsletter (NEON)	Aboriginal Peoples
York U's Bridging Program for Internationally trained professionals	All groups
NOW (Newcomer Opportunities for Work Program) part of TDSB	All groups
Next Steps Employment Resource Centre	All groups
Employment Accessibility Exchange Program part of TDSB	All groups
Dufferin Peel's Foreign Trained Professional Co-op Program	Newcomers Visible Minorities, Women

In July the centralized recruitment team presented York University specific job search information to approximately 40 participants of the Toronto District School Board's NOW (Newcomer Opportunities for Work) program. The NOW program transformed into the Next Steps Employment Resource Centre which the recruitment team presented to in October 2010. Initial discussions also occurred with the York University-TD Engagement Centre located at Yorkgate Mall (Jane and Finch) with respect to presenting work opportunities for their client base.

The recruitment team plans on visiting other employment centres throughout 2011, continuing efforts with York University-TD Engagement Centre and having a presence for the first time at the York University Career Fair in late January 2011.

The ability to analyze the workforce by division and Faculty which became available in early 2011 will enable an understanding of the number of surveys outstanding and the size of the gaps, if any, within the designated groups. This additional knowledge will be the catalyst to the development of tactics by faculty and division to increase the return rate of surveys. Subsequent to that, if necessary, recruitment strategies for the individual Faculties and divisions can be discussed with hiring managers. Information and tools will be developed for use by the recruiters in support of these discussions.

York University has a well-defined 'Affirmative Action' program which it applies to the hiring of its full-time faculty and librarians, promoting equity in employment of women, members of visible/racial minorities, aboriginal people and persons with disabilities. The program is described in Article 12 in the York University Faculty Association (YUFA) collective agreement which is available at [http://www.yorku.ca/hr/documents/collectiveagreements/YUFA\\_Collective\\_Agreement\\_2009-2012.pdf](http://www.yorku.ca/hr/documents/collectiveagreements/YUFA_Collective_Agreement_2009-2012.pdf)

### Other activities and initiatives

#### Communications

Communications with respect to employment equity beyond consultation with union groups as previously described included the presentation of 2009 year end Employment Equity results to:

- HRAC (Human Resources Administrative Council- comprised of HR unit leaders)
- PACHR (President's Advisory Committee on Human Rights)
- York University Governance Council

In addition, the 2009 Employment Equity Annual Report was posted on the intranet site as was the link to the newly implemented electronic version of the Self-Identification Survey.

### Centre for Human Rights

The Centre for Human Rights at York University was very active during 2010, hosting and sponsoring many awareness and educational events. These activities included the 2<sup>nd</sup> annual Inclusion Day on October 6, 2010, Transgender Day of Remembrance, Diversity in the Classroom training, Positive Space workshops, Respect in the Workplace training, Diversity and Social Justice 101 training and film and discussion events.

The Centre also participates on several committees including the Sexual Assault Initiatives Committee, Aboriginal Council, Access York and SexGen etc.

The Centre presented and participated during the recognition of the International Day for the Elimination of Violence Against Women, partnered with the Trans Bi Lesbian Gay Allies at York (TBLGAY) and organized awareness-raising for the Transgender Day of Remembrance, partnered with the Sexual Assault Survivors Support Line (SASSL) with respect to the National Day of Remembrance and Action on Violence Against Women (Dec 6<sup>th</sup> Montreal massacre), and Gay Pride Week activities.

### President's Sustainability Council

2010 was the second full year of operation of the President's Sustainability Council. The initiative supports three pillars of sustainability with the goal of being an ecologically resilient, economically robust and socially just institution. The 2010 report documents twenty recommendations for action including:

- Development of promotional materials for local neighbourhoods and other underrepresented communities that outline programs, admissions, scholarships, financial aid and engagement opportunities
- Create resident/youth social enterprises in the Harry Sherman Crowe Co-op and youth employment initiatives with on-campus employers
- Explore a program for workplace training opportunities e.g. through internships, skilled trade apprenticeships and other employment training in collaboration with local partners and community initiatives, including systems and support for faculty and staff to participate in supervision.

York's initiatives for 2009 were well received and reviewed earning the University a B+ overall grade in the 2010 College Sustainability Report Card which reviewed and ranked the efforts of over 300 Universities from across North America. The full report can be viewed by following this link. <http://www.yorku.ca/susweb/report>

### Better Workplaces Initiative

The pan-University Better Workplaces initiative was launched in 2010 with several goals including; creating a better environment in which to be an employee or student, increase dialogue with unions and other employee groups identifying areas of concern and mutually exploring

solutions, and seeking ways to better value faculty and staff. It is anticipated that programs and initiatives within the Better Workplaces initiative will evolve over time. Phase 1 Consultation occurred with several different employee groups and unions in autumn of 2010. The input was analyzed and four pillars for future action emerged. They are: building a cohesive and effective management team, improved labour relations, having important conversations on challenging issues and building a more engaged workplace. Ideas to build upon these themes including potential strategies and initiatives will be explored through further employee consultation. Action items will be determined throughout 2011 and will be reported on in the future.

## PRASE

In late 2010 York University embarked upon the PRASE project (Process Re-engineering and Service Enhancement) a project intent upon improving service, realigning and freeing up administrative resources allowing York to better achieve its strategic goals and enabling its core mission in teaching, learning, research and public service. Through Phase 1 consultation in late 2010 and early 2011 staff, from a cross section of the University were asked to identify areas for improvement. The consultations revealed that administrative services are being delivered in a variety of ways which are not effective or efficient and do not provide a consistent end-user experience. Also significant organizational, process and technological issues were identified. The scope of the project has been determined to include the following administrative services:

Finance	Human Resources
Information Technology	Procurement
Communications	CSBO
Student Services	Research Services

Teaching and research are out of scope for the current project. The entire Phase 1 report can be reviewed at the following link <http://digital.yorku.ca/issue/27255/30> . As the PRASE project has just concluded Phase 1, it is too early to report on results of this initiative.

## 2011 and Beyond Activities and Initiatives

In 2011 and going forward, there are many activities and events planned which will further the concepts of employment equity, diversity and inclusion. Some of the planned activities and initiatives are listed below:

- Provide Employment Equity information by division and Faculty for the 2010 calendar year. Early 2011 will be the first time for this data capability. It is anticipated that targeted strategies and tactics with respect to future plans and expectations will result from this initiative.
- Investigating the expansion of the Self-Identification Survey to include diverse groups beyond the four designated groups.
- Continue targeted initiatives to non responding employees with the newly implemented on-line version of the survey. This is anticipated to decrease the number of outstanding surveys and increase the accuracy level of the collected data.
- Implement initiatives which will increase the number of Employment Equity Self-Identification Surveys completed and returned by employees. Focus will be placed on more effective ways to connect with CUPE 3903.
- Prepare an Employment Equity Plan for CUPE 3903 units 1, 2 and 3 which reflect the findings of the research conducted by external consultants which commenced in 2010.

- Processes to successfully collect self-identification information from casual staff will be investigated.
- Initiation of background work to facilitate a future Employment Systems Review (ESR) e.g. Flow Data and Clustering Analysis work. An ESR is a method of investigating potential causes of under-representation in the workforce.
- Communicate principles of Employment Equity and York's profile to an increasing number of stakeholder groups on at least an annual basis.
- Prepare toolkit for centralized recruitment enabling EE discussions with hiring managers especially for areas of significant under-representation.
- Integrate Employment Equity, Inclusion and Diversity into standard HR business processes and practices where possible e.g.
  - Workforce planning initiatives
  - Exit interview practices
  - Succession planning initiatives
  - Mentoring programs
- Training of the AODA integrated standard after its release and within the required timeframe.
- Accessibility Hub web site will be launched to profile accessibility resources at the University.
- Launch a revised disability management program for employees.
- Review of Employment Equity and related policies.
- Development of an employee on-boarding program which goes beyond initial orientation.
- Implementation of an applicant tracking system.
- Opening of the Centre for Aboriginal Student Services. This new facility in York Lanes, open to faculty, staff and students, provides support services for the Aboriginal community including a weekly visit by an Elder.

York University remains committed to the principles of employment equity, diversity and inclusion and looks forward to working with various internal and external communities and partners to further these principles.

## Appendix

### Definitions

**Academic:** This group includes all faculty (YUFA, Osgoode, CUPE 3903, YUELI) and librarians.

**Employment Equity Occupational Group (EEOG or Occupational group):** An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program. For example, the broad grouping 'Professionals' includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code.

**External Availability:** External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The external availability figure also takes into account the geographic area from which you would typically recruit for employees. For instance professors are recruited typically at a national level, plumbers at a provincial level and clerical positions at a local level. External availability is derived from the census. Specifically, external availability for Persons with Disabilities is derived from the PALS (Participation and Limitation Survey) survey which is only included in the census once every ten years.

**Federal Contractors Program:** This is a federal program which mirrors the Employment Equity Act. Provincially regulated employers who are in receipt of goods or services from the federal government of Canada of over \$200,000 and have over 100 employees are required to comply with the program. Failure to do so can result in the contractor becoming ineligible for federal government contracts in the future.

**Gap:** Difference between internal representation and external availability. Gap can be expressed as a number or a per cent. A negative gap (e.g. -5) indicates that there is under-representation in a group.

**Internal Representation:** The figures for Aboriginal, Visible Minorities and Persons with Disabilities are compiled as a result of the completion of the Employment Equity self-identification form. The figures for women are extracted from a separate section of the HR database.

**NOC:** A National Occupational Classification is system of coding occupations within Canada. The coding structure is provided by Human Resources and Skills Development Canada. There are 522 NOC codes which are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at <http://www.hrsdc.gc.ca/eng/labour/publications/equality/eedr/2006/page18.shtml>

**Non Academic:** This group includes all staff who are engaged in non-teaching or non-librarian roles. This group may or may not be unionized. Affiliations include YUSA, CUPE 1356 and CPM, among others.

**Staff:** See non-academic

**Board of Governors Questionnaire  
 2010-2011**

Please indicate from the 5 choices provided your level of agreement with each statement and provide additional comments in either the space provided or on an additional sheet of paper.

	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>No Opinion</b>
<b>1. Roles and Responsibilities</b>					
1.1 The Board reflects the right balance of skills, experience and diversity.	8	14	1		
1.2 All governors have an opportunity to contribute.	14	9			
1.3 Committees have clear terms of reference.	10	12			
1.4 The committees provide the Board with enough information so the Board can discharge its responsibilities	8	15			
1.5 The Board governs but does not manage.	12	11			
1.6 Linking the University's key risks to the oversight role of board committees enables the Board to understand and effectively monitor risk exposure and the enterprise risk management framework.	6	16			1
1.7 Governors understand the bicameral governance system and the role of the University's Senate.	3	19			1
1.8 Governors understand the financial framework of the University.	5	17			1
1.9 The Board understands the University's relationship with the York University Foundation and the York University Development Corporation (YUDC).	5	16	1		1**

**Additional Comments:**

- The chair is very effective at ensuring the Board provides oversight and insight, and does not get into management issues.
- Re Item 1.1 – Ideally add more accomplished leaders from business who have connected with the School, i.e. alumni, impacted the school in some way, etc.
- \*\* This has now changed

	Strongly agree	Agree	Disagree	Strongly disagree	No Opinion
<b>2. Board Meetings</b>					
2.1 The Board meetings are the appropriate frequency and length.	7	14	2		
2.2 The location of meetings is appropriate.	9	17	1		
2.3 Materials are appropriate.	9	14			
2.4 Materials are timely.	11	12			
2.5 The decisions requested are clearly described.	10	12	1		
2.6 The presentations are interesting & useful.	5	14	4		
2.7 Time for discussion/debate is adequate.	3	19	1		
2.8 Minutes accurately reflect discussions and decisions.	8	15			
2.9 Business in the <i>In camera</i> and Closed sessions is dealt with effectively and appropriately.	9	13	1		
<b>Additional Comments:</b>					
<ul style="list-style-type: none"> <li>- Not all presentations to the Board are useful and several this year have not been clearly thought out nor well presented.</li> <li>- At times, it feels like the time for questions and discussion is being short-changed.</li> <li>- Re Item 2.5 – Improvement required, i.e. food services contract</li> <li>- Re Item 2.6 – Needs work on timing, relevance and executive summaries</li> <li>- Re Item 2.7 – More “in camera” time required.</li> <li>- When situations arise on campus, it could be necessary to add additional meetings instead of dealing with matters in an untimely manner at a future meeting. On occasion, presentations can be very long and not always useful.</li> </ul>					

	Strongly agree	Agree	Disagree	Strongly disagree	No Opinion
<b>3. Board Orientation and Education</b>					
3.1 The sessions and campus tours for new governors are helpful.	4	11			8
3.2 The Board Handbook provides appropriate/sufficient background.	5	18			
3.3 The new governors are made to feel welcome.	9	6			8
3.4 Visits to the research centres and/or the York Leadership Roundtable Discussions are helpful	6	10			7
3.5 Contact with senior administration is sufficient and helpful.	8	14			1
3.6 The mentorship program for new governors (initiated in 2005) is helpful.		10			12
<b>Additional Comments:</b>					
- Item 3.5 – Financial leader is very strong and interaction is excellent					



	Strongly agree	Agree	Disagree	Strongly disagree	No Opinion
<b>4. Board Member Engagement in the University</b>					
				<b>YES</b>	<b>NO</b>
4.1 In the past year I have:					
o	attended Senate			3	20
o	attended a social or cultural event other than those organized for governors			20	3
o	been on campus(es) for a tour			10	13
o	attended or delivered a lecture			13	10
o	met with a member of faculty or staff for a briefing			19	4
o	attended a convocation ceremony			8	15
4.2 I have participated in other activities: <i>(please list)</i>					
<ul style="list-style-type: none"> <li>- Chair's Cup Golf, many intra University sports games and tournaments, theatre performances, Las Nubes Wine Auction, etc.</li> <li>- York Biotec, York Leadership Roundtable, Sanofi Pasteur collaborations with York</li> <li>- York Leadership Roundtable</li> <li>- I am on the Schulich Advisory Board as well.</li> <li>- Japanese Speech Competition, York Roundtable, Speed Mentoring</li> <li>- Schulich – dinner with GMR; visit to Mumbai campus.</li> <li>- York Region Leadership Roundtable series</li> </ul>					
<b>Comments on the value derived for the above noted activities:</b>					
<ul style="list-style-type: none"> <li>- I don't think I received an invite to the convocation ceremonies this year and I am not sure I receive information on all the cultural events that are scheduled other than those specifically designed for governors.</li> <li>- Campus tours are always fun and informative. I have also enjoyed the company of many distinguished guests who have contributed a great deal to the community meeting them at Convocation dinners and ceremonies.</li> <li>- Allows for real engagement and supplements the Board experience.</li> <li>- Very valuable</li> <li>- Above-noted activities are all valuable</li> <li>- I very much appreciate being invited to attend social and cultural events. When time permits, I try to attend as many as I can.</li> <li>- Very valuable to stay close to activities and compare to strategic plan.</li> <li>- Very useful</li> <li>- York Region Leadership Roundtable series</li> </ul>					

	1	2	3
4.3 I am interested/not interested in participating in the following educational and social activities ( <i>please indicate level of interest from 1 being high to 3 being no interest</i> ):			
<b>(a) Campus facilities tour</b> (i.e. physical plant, new buildings, student spaces, development lands etc):			
o Keele campus	7	8	7
o Glendon campus	5	8	9
<b>(b) Research centre(s) tours</b>	10	9	4
<b>(c) Special "named" academic lectures</b>	5	14	3
<b>(d) Seminar on:</b>			
o York University funding	7	7	6
o Financial statements	3	8	9
o Investment strategies	4	9	7
o Land Development Strategies	4	10	5
o Student clubs and activities	2	6	11
o Senate governance and issues	2	11	8
o York University Art collection	4	8	8
<b>(e) Social Events:</b>			
o Faculty Awards Receptions	6	8	7
o Other –			2

\_\_\_\_\_  
Name (*Signature not required*)

\_\_\_\_\_  
Date

*Board of Governors*

**INVESTMENT COMMITTEE**  
**Report to the Board of Governors**  
at its meeting of 3 October 2011

*The Investment Committee met on 23 September 2011 and submits the following report to the Board of Governors for information:*

**1. Meeting of the Investment Committee**

The Committee received the Treasurer's Report on cash flow and short-term investments to 31 July 2011. The University continues to hold nearly all of the University's aggregate funds either as cash deposits in the banks (27%) or in the laddered fixed income portfolio (72%) due to the continuing low short term investment rates. The laddered fixed income portfolio yield on book was approximately 4%, versus the 1.25% return earned from holdings in the bank accounts. The very solid return on the fixed income portfolio has yielded an excess of \$5.6 million of revenue per annum, relative to the cash alternative, for the University.

The Investment Committee was joined by the members of the Investment Committee of the Foundation Board for a joint meeting. Until the endowment assets currently vested with the York University Foundation are transferred to the University, the Foundation must maintain an Investment Committee. The transfer of the assets of the Foundation to the University is expected to be completed this autumn at which point joint committee meetings will not be required.

**1. Endowment Fund Performance**

*Investments Performance Summary Report*

The Committees received a year-to-date summary for the York University Endowment Fund as at 31 August 2011. Volatility in the markets continued over the summer months. Following a year of solid recovery from earlier losses (June 2010- June 2011), each of June, July and August in 2011 saw negative one-month returns. As of 31 August the one-month rate of return was -3.08% , which is ahead of the benchmark by .47%, and the total fund value was at \$320 million, down \$15 million from 30 April 2011.

**2. Performance Monitoring Report**

The committees received and discussed the detailed performance monitoring report on the endowment fund managers prepared by the University's investment consultant, Aon Hewitt. A particular focus of the committees' review was the performance of two recently hired managers.

In light of the extreme volatility and the significant downturn of the markets in recent weeks, the committees discussed possible strategies to mitigate the risk and dampen costs to the endowment fund. Options are being explored, where possible in conjunction with the Pension Fund.

### **3. Status Update on Projects in Progress**

The Administration of the University is actively engaged in a number of projects.

#### *Transfer of Endowed Assets to York University*

At the April 2011 Board of Directors meeting of the York University Foundation, a resolution was passed to transfer all of the assets and liabilities of the Foundation to York University. To that end the University administration has been involved in the planning and execution of the transfer of the endowed assets and all the related transactions. In consultation with Legal Counsel for both the University and the Foundation, the University was advised that it would be necessary to obtain court approval prior to transferring certain endowed account assets. Legal counsel for both YU and YUF have made an application to the courts. It is anticipated that the court hearing date will be in late October.

#### *Endowment Distribution Formula Study*

The University and the Foundation have traditionally calculated the annual dollar amounts for distribution to endowments based on a formula of 5% of the inflation-adjusted book value of contributed endowment capital. This formula had served the University well over the years until unprecedented market volatility resulted in the endowments being significantly underwater. Consequently, the University found it necessary to modify its distribution formula in each of the last three fiscal years.

The sustainability of the existing distribution rate is in question due to the ongoing volatility in the markets. To that end, the Administration has embarked upon a study of the endowment distribution formula with the assistance of consultant Aon Hewitt. The scope of the study includes the modeling and assessment of different spending formulas and distribution rates used by endowments in North America, with a particular focus on York's nearest peer group, the Canadian universities. It is anticipated that the study will be completed in late fall, and a recommendation brought forward to the Investment committee in December and the Board for approval thereafter.

#### *Investment Manager Consultant Search*

The new Procurement Directive issued by the Province requires the University to conduct searches for consultants on a competitive basis. Over the summer a selection committee consisting of administrative staff representing both the Endowment and Pension Funds, along with members of the Sub-Committee on Investment Performance and the Board of Trustees for the Pension Fund participated in a rigorous search process to select a consultant for investment manager searches. Aon Hewitt was selected as the University's consultant for both the Pension and Endowment Funds' manager searches for a 3-year period, with the option of two 1-year extensions. The process was compliant with the Procurement Directive.

### **4. Investment Manager Presentation**

In March 2011 the Committees approved the appointment of *Mawer Investment Management Ltd* to provide investment management services for the *Canadian Equity* asset class of the Endowment Fund. At the meeting in September representatives from the firm provided a presentation on the company, including its investment process, portfolio performance and risk management practices.

### **5. Revised Manager Mandate**

The Committees approved changes to Westwood Management Corp.'s *Small/Mid Cap US Equity* manager's mandate to accommodate the addition of a new small/mid-cap investment product introduced by Westwood.

*Guy Burry, Chair*

## LAND AND PROPERTY COMMITTEE

### Report to the Board of Governors

at its meeting of 3 October 2011

*The Land and Property Committee met on 20 September and provides this report for information.*

#### 1. Monetization Strategy for University Land Development

The Committee received a presentation from the President of the York University Development Corporation (YUDC), Bud Purves, on creating a strategy for monetization of York's development lands. York University is well positioned to take advantage of the significant projected population growth in the 905 region over the next two to three decades. In addition, the extension of the subway through the University will bring increased land value and development opportunities. The York University Secondary Plan (approved by the City of Toronto in 2009 and endorsed by the Board in 2010) contemplates the development of the outer precincts of the Keele campus, while preserving the flexibility for the University to plan expansions to its academic footprint.

The YUDC and the University are undertaking an initiative to develop a monetization plan to guide future land use development strategies and opportunities. The plan will establish a set of overarching principals which will embrace the University's goal of integrating land assets with academic objectives and priorities. The exercise will unfold in three phases:

- **Consultation** to develop the vision and direction of the plan (including with the University community)
- **Economic modeling and analysis** to confirm the vision and create the strategies
- **Approval** of the plan through the YUDC and University governance processes

The Land & Property Committee enthusiastically supports the initiative to establish a strategic planning document which will guide and inform the development of the University lands. It will be providing input and approvals at various stages of the project as it progresses.

#### 2. Pan/Parapan Games Stadium Project Update

As had been done for the Finance & Audit Committee, Vice-President Brewer and Mr Purves provided an overview of the Pan Am Games stadium and related capital projects to the Land & Property Committee to keep it apprised of land development initiatives. The particular focus of this Committee is the location of the stadium on the campus lands. The approved site for the facility is within the easterly portion of the athletic precinct of the Keele campus, south of the Toronto Track and Field Centre and west of the Boyer Wood Lot. The exact alignment of the stadium within that site is still being finalized in conjunction with Toronto 2015 to ensure both an optimal facility for the track and field events of the Games, and its integration with the adjacent campus buildings. It is expected that the final alignment will come to the Committee and the Board for approval in February 2012.

### **3. Capital Construction**

Vice President Brewer reviewed the status of the major capital projects. All are progressing well. Of particular note is the progress on the two Federal Knowledge Infrastructure Program (KIP) projects: The Osgoode Hall renovation and expansion is substantially completed with occupancy and use of the building having commenced in late August; In the Life Sciences Building two floors are occupied with functioning teaching/research laboratories, with the remaining two floors scheduled to be completed and occupied by January 2012. The feedback on both projects has been very positive.

### **4. York University Master Plan**

The exercise to update the York University Master Plan has been an ongoing initiative. The Board was advised in June 2010 that a consultant was being retained to help develop concept plans for the non-academic core precincts of the Keele campus. Noted urbanologist Ken Greenberg has been selected as the consultant for this project.

The Land & Property Committee plans to host a special meeting open to members of the Board in late October/early November at which Mr Greenberg will be present to discuss and receive the input of governors on the Master Planning exercise. As soon as it is confirmed, governors will be advised of the meeting date.

*Julia Foster, Chair*

University Secretariat

4700 Keele St.  
Toronto ON  
Canada M3J 1P3  
Tel 416 736 5310

## Memo

To: Board of Governors  
From: David Denison, Chair, Finance and Audit Committee  
Date: September 26, 2011  
Subject: **Banking Resolution Update**

---

### Recommendation:

**The Board Finance and Audit Committee recommends that the Board of Governors approve the following resolution to take effect 1 November 2011:**

BE IT RESOLVED THAT the following are authorized as signing officers on University bank accounts as approved by the Board, and that the University Secretary & General Counsel will provide to the banks certification as to the current incumbents and/or change in title.

#### *GROUP A*

Chair, Board of Governors	Paul Cantor
President	Mamdouh Shoukri
Vice-President Academic & Provost	Patrick J. Monahan
Vice-President Finance & Administration	Gary Brewer
University Secretary & General Counsel	Harriet I. Lewis

#### *GROUP B*

Assistant Vice-President Finance & CFO	Trudy Pound-Curtis
Comptroller	Aldo DiMarcantonio
Assistant Comptroller	Cameron Rogers
University Treasurer	Laurie Lawson

#### *GROUP C*

Senior Manager, General Accounting & Compliance	Sanish Samuel
University Assistant Treasurer	Swavek Czapinski

For payments issued on the accounts held with the Bank of Montreal and the Royal Bank of Canada, any two signing officers of Group A and Group B, or any one signing officer of Group C with any other signing officer of Group A or Group B, are authorized to sign and/or endorse cheques, drafts, letters of credit, and orders for the payment of money.

All other banking obligations or liabilities of the University will require either two signatures of Group A or one of Group A and one of Group B.

**Background and Rationale**

The Banking Resolution has been updated to reflect current practices, the division of responsibilities within the University and recent personnel / position title changes. The key changes are the removal of the non-required signatories (the *Vice-President Research & Innovation* and the *Vice-President Students*) from the list of Group A signing officers and the addition of a new section of signing officers (Group C) eligible to be co-signatories on minor transactions. The changes would come into effect on 1 November 2011, subsequent to approval by the Board of Governors in October 2011.



## Memo

University  
Secretariat

4700 KEELE ST  
TORONTO ON  
CANADA M3J

**To:** Board of Governors  
**From:** Paul Cantor, Chair, Board Executive Committee  
**Date:** September 23, 2011  
**Subject:** **Appointments and Reappointment of Pension Fund Trustees**

---

### Background

As you know, 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.

### Recommendation

The Board Executive Committee recommends that the Board of Governors approve the following appointments and reappointment to the Pension Fund Board of Trustees.

### Appointments:

**Christine Silversides:** As a Presidential nominee, effective October 3, 2011, for a three year term. Ms. Silversides replaces Bruce Dugelby.

### Nominee Background

Christine is Director of Legal Services at York University. She is responsible for the day to day operations and administration of the University's Legal Office, assigning and directing the routine work of both internal and external counsel. Christine has prior experience in the area of pensions and pension investments, having served as legal counsel responsible for the legal aspects of a \$7 billion public company defined benefit pension plan, as well as assisting with meetings of the investment committee for that plan for approximately 7 years.



**Walter Silva:** As a CUPE 1356 nominee, effective July 1, 2011, for a three year term. Mr. Silva replaces Luis Figueiredo.

Nominee Background

Walter is a Plumber in the Maintenance Dept. of Campus Services & Business Operations. He has been working at York since 1989. This is Walter's first term as a Pension Trustee.

**Reappointment:**

**Giulio Malfatti:** As a YUSA nominee, effective July 1, 2011, for a three year term.

Nominee Background

Giulio was first appointed to the Pension Fund Board of Trustees July 1, 1999. He is now seeking reappointment for his fifth term. Giulio is the 1<sup>st</sup> Vice President of the York University Staff Association.

.

## PROPOSED AS OF OCTOBER 3, 2011

### 2011-2012 COMMITTEE MEMBERSHIP & OTHER COMMITTEE APPOINTMENTS/SERVICE (ALL CATEGORIES)

*\*EX OFFICIO MEMBERS    \*\*HONOURARY GOVERNORS    \*\*\*NON-GOVERNORS    \*\*\*\*(TENTATIVE)*

Standing Committees	Executive	Academic Resources	Finance and Audit	Governance and Human Resources	Land and Property	Investment	Community Affairs
<b>Chair</b>	P. Cantor	S. Schwartz	D. Denison (until December 31, 2011)	Z. Janmohamed	J. Foster	G. Burry	R. Lewis
<b>Members</b>	G. Burry	A. Galipeault**	G. Burry	S. Black	D. Jamieson	(W. Hatanaka)****	A. Galipeault**
	D. Denison	J. Foster	T. Devonish	T. Devonish	M. Lievonen	C. Lamoureux****	R. Heneghan
	J. Foster	J. O'Kane	(W. Hatanaka)****	K. Kurian	J. Sorbara**	R. Martin**	D. Jamieson
	Z. Janmohamed	K. Ng	K. Kurian	(A. La Barge)****	G. Turlakis	T. Price	(A. La Barge)****
	R. Lewis	G. Turlakis	O. Ibrahim (Chair, effective Jan 1 2012)	P. LeSage	P. Tsaparis	H. Wu	S. Levy
	S. Schwartz	P. Wilkinson	D. Tsubouchi	S. Levy		B. Zarnett	M. McClung***
			H. Wu	K. Ng			J. Morrison
							R. Morzaria**
							H. Sherman
							B. Zarnett
	T. Price*	P. Cantor*	P. Cantor*	P. Cantor*	P. Cantor*	P. Cantor*	P. Cantor*
	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*

	<b>YORK UNIVERSITY FOUNDATION</b>	<b>Student Representative Roundtable</b>	<b>YUDC Board</b>	<b>Pension Fund Board of Trustees</b>	<b>Sub Committee on Investment Performance</b>	<b>Senate</b>
<b>Chair</b>	T. Price	B. Zarnett (Co-Chair)	J. Sorbara**	S. Black	G. Burry	
<b>Members</b>	P. Cantor*	K. Kurian	P. Cantor*	G. Burry	S. Black	P. Cantor*
	R. Martin**	J. O'Kane	W. Dimma**			S. Schwartz
	S. Schulich**		J. Foster			
	M. Shoukri*		P. Lapp**			
	G. Burry		M. Lievonen			
			M. Shoukri*			