



York University
Board of Governors

Notice of Meeting

Monday, December 5, 2011
4:00 pm to 6:00 pm

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

AGENDA

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Harriet Lewis
Secretary

York University

Board of Governors

Minutes of the Open Session of the Meeting of

 Monday, 3 October 2011

 Marshall A. Cohen Governance Room, York Research Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Paul Cantor, Chair Susan Black Guy Burry David Denison William Hatanaka Ozench Ibrahim Debbie Jamieson Zahir Janmohamed Armand La Barge Robert Lewis Mark Lievonen Ken Ng Jonathan O’Kane Tim Price Samuel Schwartz Mamdouh Shoukri George Turlakis Paul Tsaparis David Tsubouchi Paul Wilkinson Henry Wu Bryan Zarnett <i>Harriet Lewis, Secretary</i>	Terrie-Lynne Devonish Julia Foster Deborah Hutton Kuttimol Kurian Patrick LeSage Sandra Levy Honey Sherman	James Allan Bruno Bellissimo Gary Brewer Lesa Cozzi Glenn Craney Lisa Gleva Robert Haché Sharon Hooper Allan Hutchinson Leanne Kipfer Janusz Kozinski Weiling Li ijade Maxwell Rodrigues Ken McRoberts Patrick Monahan Jeff O’Hagan Bud Purves Lia Quickert Jennifer Sloan Rob Tiffin Jacqueline Volkhammer William van Wijngaarden Berton Woodward Cheryl Underhill, <i>Assistant Secretary</i> Elaine MacRae, <i>Board Coordinator</i>

II. OPEN SESSION

1. Chair’s Items

Dr Robert Haché, Vice-President Research & Innovation, and Jeffrey O’Hagan, Vice-President Advancement, were welcomed to their positions. New governors Messrs La Barge, Hatanaka, and O’Kane, Ms Morrison and Professor Wilkinson were introduced and welcomed.

1.1 *Report on Items Decided in the Closed Session*

The Chair reported the decisions of the Board decided in the closed session, including:

The re-appointment of:

- Zahir Janmohamed for a four year term effective 1 December 2011 – 31 December 2015
- Robert Lewis for a four year term effective 1 December 2011 – 31 December 2015
- Guy Burry for a 2 year term, effective 3 October 2011 – 31 December 2013
- Sandra Levy for a 4 year term, effective 3 October 2011 – 30 June 2015; and
- the extension of David Denison's term from 1 December 2011 – 31 December 2011

The appointment for a four year term effective 3 October 2011 – 30 June 2015 of:

William Hatanaka
Armand La Barge

1.2 *Executive Committee*

Mr Cantor spoke to the written report circulated with the agenda, noting the completion of the annual Board survey and the confirmed committee membership for 2011-12; a copy of the membership circulated at the meeting is filed with these minutes.

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 under summer authority the following decisions:

- Contract terms with SciQuest Inc., to purchase and implement a P2P Strategic Procurement and Supplier Enablement Technology, which will provide significant operational efficiencies and process improvements with sustainable financial returns over five-year contract;
- the extension of the term of membership on the Board for Guy Burry and Sandra Levy from 30 September 2011 to 3 October 2011; and
- The appointment of Mr. Jeffrey T. O'Hagan as Vice President Advancement for a period of five years effective 1 October 2011 to 30 September 2016.

2. **President's Items**

2.1 *Looking Forward: 2011-2012 Objectives*

The President briefly reported on the following matters:

- the appointment of Robert Haché as Vice-President Research & Innovation and Jeffrey O'Hagan as Vice-President Advancement
- a recent Town Hall meeting at which the President and Vice-President fielded questions from the community
- the impact on the University of media coverage and the focus on building media relations
- honorary degree recipients for Fall 2011 convocation ceremonies
- the importance of focusing on the UAP / Provostial White Paper theme of academic quality
- the public policy context for postsecondary education and the funding challenges facing York and the university system
- decanal searches for the Faculties of Graduate Studies and Environmental Studies
- ratification of a new collective agreement with YUSA and the upcoming negotiations with other employee groups
- progress on the PRASE initiative

3. Academic Resources Committee

Mr Schwartz *noted* the written report included in the agenda.

3.1 *Appointments, Tenure and Promotion*

The documentation with the agenda was *noted*. It was duly *agreed* **that the Board approve the President's September 2011 report on Appointments, Tenure and Promotion**. Congratulations were extended from the Board to all successful candidates.

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*

Vice-President Monahan and Principal McRoberts spoke to the documentation circulated with the agenda. The establishment of the Centre will enhance French as a second-language instruction for students at Glendon and increase their capacity for bilingual education, which will help advance the College's mandate. The governance process facilitated extensive debate of the proposal which yielded a strong majority favouring the establishment of the Centre. It was duly *agreed*,

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.

4. Community Affairs Committee

Mr Lewis spoke to the Committee's written report included with the agenda, highlighting the:

- positive media being generated in response to management's proactive focus on raising the University's profile
- impact on the University's reputation arising from the challenges at the Village at York
- Enrolment status and admissions standards for this academic session

5. Finance and Audit Committee

Mr Denison spoke to the report, noting in particular the annual report on the Pension Plan and the companion report from the Vice-President Finance & Administration on the Pension Fund distributed with the agenda and the measures being taken by management to ensure the University's policies and procedures are in compliance with the Broader Public Sector Accountability by January 2012.

5.1 Integrated Campus Development Projects

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

The proposed tri-party agreement commits the University to having the stadium site ready for construction by October 2012 and contributing a maximum of \$20 million to the project. The University's portion of the capital funding can be internally financed. Part of the land use planning for this project includes the possibility of York reassuming possession of the outdoor track lands fronting Steeles Avenue.

It was duly *agreed*

that 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 therein; and

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.

5.1.2 Acquisition and Renovation of Off Campus Space

Documentation circulated with the agenda was *noted*. Coincident with the construction of the Pan Am Games stadium would be the demolition of the East Office Building and the relocation of the administrative divisions currently housed in the EOB. The lack of suitable space available on the Keele campus necessitates relocating the staff to an off-campus site in close proximity to the campus.

It was duly *agreed* **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.

5.1.3 School of Social Work Relocation Project

Moving the School of Social Work is a third element of the integrated campus development projects. It has long been the desire to relocate this academic unit from the Kinsman Building on the outer edge of the Keele campus to join its Faculty now housed in the Ross Building. The project will be funded through capital reserves. The cap on the project is proposed to be \$3.5 million, which includes space design work that could not be resourced within Campus Services and Business Operations.

It was duly *agreed* **that the Board of Governors approve a capital project not to exceed \$3.5 million for the relocation of the School of Social Work.**

5.2 Capital Projects

5.2.1 Emergency Mass Notification Public Address System

Documentation circulated with the agenda was noted. Enhancing safety has been an important and ongoing focus at the University. The proposed public address system is a measure in support of building the University's safety capabilities. Following a thorough testing of the proposed system, management is confident that the project is ready to proceed on a university-wide basis, implemented in stages. The value of the initiative towards enhancing campus safety prompted a request for management to consider increasing the pace of implementation; management will explore the possibilities for reducing the time to completion. The selection of the vendor for the system was the result of an open competitive process, fully compliant with the University's Procurement Policy. Amalgamating the maintenance costs of the system into existing contracts with the proponent, ADT, will help the University maximize cost-saving efficiencies.

It was duly *agreed* **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.**

5.2.2 Cold Beverage Vending Service Contract

Mr Denison spoke to the documentation distributed with the agenda. The desire of the University community is to move away from the exclusivity of the contract with PepsiCo upon its expiration. The selection of the proposed vender adhered to an openly competitive process compliant with the University's Procurement Policy. It was duly *agreed* **that the Board of Governors approve contractual terms with Imperial Vending Ltd. which provide for an enhanced range of beverage products, investment in University equipment and competitive financial returns over a five-year plus nine-month term ending June 30, 2017.**

6. Governance and Human Resources Committee

Referring to the material circulated to the Board, Mr Janmohamed summarized the aggregate results of the University's 2010 Employment Equity Report. Management is conducting further analysis of the data collected from employees to be able to develop targeted initiatives to further enhance the representation results. The University tracks the tenure & promotion and recruitment candidates by gender, and will share that data with the Committee and the Board.

6.1 Board Self Evaluation Questionnaire

The summary results from the 2010-2011 Board Questionnaire circulated with the agenda were *noted* by Mr Janmohamed. He expressed the Committee's appreciation to all governors for their constructive participation in the annual survey.

7. Investment Committee

The documentation circulated with the agenda was noted by Mr Burry. Market volatility is continuing. A long-term focus remains the investment strategy for the endowment fund, and the Committee is confident that it is being well managed by the University.

8. Land and Property Committee

On behalf of the Committee, Mr Tsaparis spoke briefly to the written report included in the agenda. The initiative to develop a monetization strategy for the development lands on the Keele campus was soundly endorsed by the Land and Property Committee. Complementing this exercise is the updating of the University's Master Plan. Governors were invited to participate in the upcoming Land and Property Committee meeting with the external consultants retained to develop concept plans for the Master Plan.

9. Other Business

There was none.

10. 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 5 December 2011

The Executive Committee of the Board of Governors met on November 25, 2011 and in addition to the matters on the agenda makes this report for information.

Selection of the next Chair

As noted on the agenda, the committee to advise this board on the appointment of its next chair is being convened, and the procedure provides for consultation with all governors who will be asked to suggest the name(s) of those external members of the Board who should be considered for the position, as well as to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead.

President's Items

Being informed by President Shoukri that a tentative agreement had been reached with the CUPE 1356 grounds and maintenance unit within the pre-approved mandate, the committee concurred with the settlement, pending its ratification.

A short overview of the enrolment status was provided and the effect of enrolment and retention issues on the university's budget was discussed in some detail. The committee was advised of a number of measures being taken to address enrolment and budget challenges including a formalized budget committee, the review of the current budget model, and the acceleration of some of the PRASE initiatives. The Board committees will continue to monitor these issues and the progress towards their being addressed. The committee was made aware of the review of the university's top risks as set out in the Enterprise Risk Register and looks forward to hearing of the results of the review.

Paul Cantor, Chair



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Memo

To: Board of Governors
From: Paul Cantor, Chair, Board Executive Committee
Date: December 5, 2011
Subject: **Selection Advisory Committee**

Action Requested:

That the Board of Governors approve the formation of a Selection Advisory Committee to propose the name of an external member of the Board to be the next Chair, and that the Selection Advisory Committee be comprised of the members of the Governance and Human Resources Committee as follows:

Z. Janmohamed (Chair)
S. Black
T. Devonish
K. Kurian
P. LeSage
S. Levy
K. Ng

My term as Chair of the Board concludes June 30, 2012. The process to select the next chair is now being invoked and will proceed in accordance with the Procedure Governing the Appointment of the Chair of the Board (Appendix A). Accordingly, President Shoukri, Mr. Janmohamed and I have conferred and consulted with the Executive Committee, and are asking for your approval of the establishment of the Selection Advisory Committee as noted above. Forthwith after their appointment the committee will begin the process as outlined in the appended Procedure and members of the Board of Governors will be invited to suggest the name(s) of those external members of the Board who should be considered as well as to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead.

UNIVERSITY PROCEDURE
PROCEDURE GOVERNING THE APPOINTMENT OF CHAIR OF THE BOARD OF
GOVERNORS

Notes: Approved by the Board of Governors: 1995/05/15; Date Effective: 1995/05/15;
Revised and Approved by the Board of Governors: 2008/12/02.

Preamble

Section 8 of the *York University Act* reads as follows:

"The Board shall elect from its membership a chairman who shall hold office for a term of seven years and who shall be eligible for re-election for one further term."

Article VII, section 6 of the By-Laws of the Board indicates:

"The Board shall elect the Chair and Vice-Chair from among its external members."

A. Procedures for the Appointment of a Chair

1. In September in the last year of the Chair's term, or as soon as possible where the position of Chair falls vacant for any reason, the Secretary of the Board shall inform members of the Board of the vacancy and of the procedures governing the appointment of a Chair and shall invite members to suggest the name(s) of those external members of the Board who should be considered for the position. This invitation will also request members to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead.
2. The retiring Chair together with the President and the Chair of the Governance and Human Resources Committee shall nominate for Board approval members of the Board to form a Selection Advisory Committee to propose the name of a new Chair.
3. Members asked to serve on the Selection Advisory Committee shall not normally be eligible for consideration for the position of Chair of the Board.
4. The comments and suggestions of Board members shall be reviewed by the Selection Advisory Committee and all such comments and suggestions shall be held in confidence. The Committee will meet individually with the retiring Chair and the President to obtain their views.

5. The Selection Advisory Committee shall propose to an *in camera* session normally at the December meeting of the Board in the last year of the Chair's term, the name of an external member of the Board to be Chair. The member so proposed will be invited to be absent from the session. The Board will either confirm the individual proposed or invite the Committee to reconsider the matter and to propose another name.

Associated Guideline on the Term of the Chair of the Board of Governors, attached as Appendix 1.

Associated Guideline on the Role and Appointment of the Vice-Chair(s) of the Board of Governors, attached as Appendix 2.

Guideline on the Term of the Chair of the Board of Governors

Approval Authority: Board of Governors

Notes: Approved by the Board of Governors, December 2, 2008

Context

In accordance with the *York Act*, the Board “shall elect from its membership a chairman who shall hold office for a term of seven years and who shall be eligible for re-election for one further term.”

Two successive Advisory Selection Committees expressed strong views that the seven year term prescribed by the York Act is neither ideal for succession planning nor for attracting potential nominees to the position.

Guideline

The practice of the Board will be that a nominee for the Chair will be offered a three-year term, which will not be extended except in extraordinary circumstances.

**Guideline on the Role and Appointment of the
Vice-Chair(s) of the Board of Governors**

Approval Authority: Board of Governors

Notes: Approved by the Board of Governors, December 2, 2008

Context

In accordance with the *York Act*, the Board “shall elect the ... Vice-Chair from among its external members [and] shall perform all duties of the Chair when the latter is unable by reason of absence or other cause to perform such duties and shall also have such other powers and duties, if any, as may be assigned from time to time to him/her by the Board.”

Guideline

There will be one *ex-officio* Vice-Chair of the board who will be the Chair of the Governance and Human Resources Committee or other such committee as determined from time to time by the Executive Committee. If so determined by the Executive Committee, a second *ex-officio* Vice-Chair may be appointed from among the Board Committee Chairs. The Vice-Chair will not necessarily be the Chair-Elect of the Board.

Memo

To: Board of Governors
From: Paul Cantor, Chair, Board Executive Committee
Date: December 5, 2011
Subject: **Incorporation of a Wholly-Owned Corporation in India**

Recommendation

The Executive Committee of the Board of Governors recommends to the Board of Governors:

1. That it approve the incorporation of a wholly-owned corporation under the laws of India in the form of the attached draft resolution (Appendix A);
2. That it direct the University to execute all such documents as may be necessary and desirable to effect said incorporation.

Background

At its meeting on April 25, 2011, the Board of Governors received a presentation by Dean Horváth regarding the establishment of a satellite campus in India. At that meeting, the Board approved the execution of a Cooperation Agreement between York University and the GMR Group (the GMR Varalakshmi Foundation) to develop and operate a York campus in Hyderabad, India.

The Board also was advised that the Indian government has introduced a Foreign Education Institutions Bill (“FEI Bill”) to permit foreign universities to operate directly in India. We have sought advice from Canadian and Indian counsel and have been advised that in order for York University to operate pursuant to the FEI Bill once passed, and indeed to extend its current activities in India to recruit students to current and planned programs and to operate such programs, the University is required to incorporate a for-profit wholly-owned corporation in India. The corporation would be incorporated as set out in the attached draft Resolution and, in particular, with the minimum authorized share capital permitted by Indian law of INR 5,00,000, which is equivalent to approximately CDN \$10,000.

The opening of the GMR campus in Hyderabad, India is anticipated for January 2013 at which time Schulich School of Business would provide full academic activity at that campus.

Currently, Schulich is operating in India pursuant to a “twinning” agreement with an Indian educational institution, SP Jain Institute of Management & Research. In order to mitigate risks associated with a delay in the passage of the FEI Bill enabling York University to operate directly in India, an interim plan has been established whereby Schulich would operate at the Hyderabad campus under a “twinning” arrangement with a suitable institution promoted by GMR. This arrangement would subsist until such time as York is permitted to operate independently.

RESOLUTION of the Executive Committee of the Board of Governors of York University made the 25th day of November, 2011

RESOLVED THAT:

1. Incorporation of Wholly Owned (100%) Subsidiary Company in India

York University do incorporate a Wholly Owned Subsidiary Company in India (“**Indian Company**”) under the name “York (India) Private Limited” or such other name using the prefix word “YORK” as may be approved by the Registrar of Companies, Mumbai, Maharashtra.

The following individuals will act as directors of the Indian Company:

1. Mamdouh Shoukri
2. Patrick Monahan
3. Gary Brewer
4. Dezsö Horváth

Gary Brewer and Dezsö Horváth be and are hereby severally authorised to file Form 1A for securing the name for the proposed Indian Company.

The Indian Company’s Authorised Share Capital will be INR 5,00,000/- (Rupees Five Lacs only) divided into 50,000 equity shares of Rs. 10/- each and the Company shall subscribe to 9,999 equity shares of Rs 10/- each (being 99.99 % of proposed subscribed and paid-up capital) in its paid-up share capital in the Memorandum of Association of the proposed Indian Company.

Gary Brewer, in trust for York University as its nominee, will subscribe to 1 equity share of Rs 10/- (being 0.01 % of proposed subscribed and paid-up capital) in its paid-up share capital in the Memorandum of Association of the proposed Indian Company.

The proposed directors be and are hereby authorised to sign and execute any documents, forms, or other papers, including subscribing to the Memorandum and Articles of Association of the proposed Indian Company on behalf of York University, and to take all the necessary steps so as to give full effect to this resolution.

2. Permission to use the word “YORK” for incorporation of Wholly Owned (100%) Subsidiary Company in India

York University do hereby give consent and permission to form a subsidiary company in India under Indian Companies Act, 1956 and to use the word “YORK” as a prefix word for the proposed Indian Company.

York University hereby severally authorizes Gary Brewer and Dezsö Horváth to sign Form 1A and other documents for approval of the name and the incorporation of the proposed Indian Company.

ACADEMIC RESOURCES COMMITTEE

Report to the Board at its meeting of December 5, 2011

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

1. Cumulative Appointments Report

The Committee was provided with a cumulative report on appointments for 2010-2011. There was a modest net gain in the faculty complement as a result of the hires made in the past year, many of them made possible by strategic funding from the central academic budget. Thirty more such appointments are planned for this year (along with a handful more that were not successfully completed last year). Although York has been more active in recruitment of new faculty members than most Canadian universities, resource challenges present real impediments to realizing a primary planning goal, identified in the Provostial White Paper and the *University Academic Plan 2010-2015*, of making significant progress toward expansion of the complement and reduction of student/faculty ratios.

Documentation is attached as Appendix A.

2. Report of the Vice-President Academic and Provost

Provost Monahan shared his most recent report to Senate with the Committee. In an overview he pointed to major challenges:

- a critical lack of resources needed to achieve *University Academic Plan* and *Provostial White Paper* objectives, especially those associated with building the faculty complement and lowering student/faculty ratios
- uncertainty about government funding, and the importance of seeking alternative sources of support in any event
- enrolment shortfalls this year which, although modest in relative terms, represent a significant impact on the budget which must be addressed, not least since the University plans for some growth in the near term
- relatively poor retention rates and the necessity of determining why they have fallen and how they can be re-righted
- the need to improve the quality of university education and defend its value
- the possibility of further competition if the government opts for a teaching-only campus in the Greater Toronto Area to accommodate demand
- the application of technology to teaching and learning, and the need for careful assessment of possibilities and monitoring of results

The University continues to be plagued at times by unfavourable and unfair media coverage, and this

presents a special challenge. The Provost also reported that he has urged the parties to the YUFA collective agreement to conclude their discussions of tenure and promotions issues, and recommended that Senate also attend to T&P matters within its mandate.

3. Report of the Vice-President Innovation

The Committee had the pleasure of meeting the two new Associate Vice-Presidents Research and Innovation at our meeting. Professor Lisa Philipps (Osgoode) and Professor Walter Tholen (Science and Engineering) bring a wealth of experience to their new portfolios, and are highly regarded by their faculty peers. We wish them every success in their positions. Vice-President Haché provided the Committee with an update on the creation and terms of reference of a number of important advisory bodies, and described an initiative to amend Senate's *Policy on the Chartering and Review of Research Centres and Institutes*. In the coming months we will be exploring ways in which the Committee can concretize its support for Vice-President Haché.

4. Upcoming Agenda Items

The Committee has requested a briefing on planning for Engineering expansion at its next meeting. The Board has the formal authority to establish structures such as a Faculty and its constituent departments with the concurrence of Senate, and our Committee is responsible for making recommendations to the Board. We have also expressed interest in reviving a tradition of visiting an organized research unit coincident with a Committee meeting. Other Governors will be informed of site visits so that they, too, will have an opportunity to participate.

Sam Schwartz, Chair

Cumulative Appointments 2010-2011

(Full-Time Tenure Stream and Contractually Limited)

Full-Time Faculty Members¹

Name	Department, Field	Rank	Highest Degree (University)	Research Agenda/Specialization	Funding ²
Liberal Arts and Professional Studies					
Badwall, Harjeet (F)	Social Work	Lecturer*/Assistant Professor, Pre-candidacy 1 ³	PhD, OISE (Toronto, 2011)	Ms Badwall's PhD defence is expected to take place in December 2011. Her research involves race in clinical social work practice and the resulting dilemmas faced by social workers who are members of a racial/visible minority.	VPA&P Strategic
Birch, Kean (M)	Social Science, BUSO	Assistant Professor, Pre-candidacy 2	PhD, Planning (Oxford Brookes, 2007)	Dr Birch comes to us from the School of Applied Social Sciences at the University of Strathclyde where he is a Lecturer in Human Geography. His research focuses on geographical and sociological understandings of economies and business, as well as the socio-economic implications of and responses to free market restructuring.	VPA&P Strategic
Chapman, Chris (M)	Social Work	Lecturer*/Assistant Professor, Pre-candidacy 1	PhD, OISE (Toronto, 2012)	Mr. Chapman's PhD defence is expected to take place no later than June 2012. He has ten years of social work practice experience and has worked with diverse and marginalized populations, including Aboriginal children and families, homeless youth and indigenous genocide survivors.	VPA&P Strategic
Cho, Lily (F)	English, Canadian Literature	Associate Professor with tenure	PhD, English (Alberta, 2003)	Dr Cho comes to us from the University of Western Ontario where she has held the appointment of tenured Associate Professor since July 2010. She is a specialist in Asian-Canadian literature, diaspora studies and cultural studies. She is currently examining the relationship between citizenship and its articulation in Canadian literary and cultural texts.	VPA&P Strategic
Chrostowska, Sylwia (F)	Humanities, European Studies	Assistant Professor, Pre-candidacy 1	PhD, Comparative Literature (Toronto, 2007)	Dr Chrostowska currently holds a postdoctoral fellowship in the Literature Program at Duke University. Dr Chrostowska's specialization is in history of criticism, literary theory and European philosophy. Her current research argues for a historical link between a discursive mode of thought (philosophy) and a mode of experience (nostalgia) in light of shifting conceptions of history and time.	VPA&P Strategic

¹ All appointment July 1, 2011 except where indicated.

² Specially Funded" includes Endowed Chairs, Canada Research Chairs and Industrial Research Chairs, etc.

³ * PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor

Emberly, Andrea (F)	Humanities, Contemporary Children's Culture	Assistant Professor, Pre-candidacy 1	PhD, Ethnomusicology (Washington, 2009)	Dr Emberly is currently a postdoctoral research fellow in the School of Music, University of Western Australia. Her research focuses on children in ethnomusicology on a global basis and understanding contemporary children's culture which takes into account both traditional, local and contemporary as well as global dimensions of children's culture.	VPA&P Strategic
Kheraj, Sean (M)	History, Canadian	Assistant Professor, Pre-candidacy 1	PhD, History (York, 2008)	Dr Kheraj comes to us from Mount Royal University where he has held a contractually limited appointment since 2010. He held a postdoctoral fellowship at UBC in 2008-10. Dr Kheraj's research interests focus on urban environmental history and the study of historical conservation and parks policy.	VPA&P Strategic
Karpinski, Eva (F)	Women's Studies	Assistant Professor, Pre-candidacy 2	PhD, Women's Studies (York, 2003)	This appointment was made through the CUPE Conversion program. Dr Karpinski's research lies at the intersection of issues of gender, migration and ethnicity, life writing, translation and linguistics.	Faculty Funded
Lam, Anita (F)	Social Science, Criminology	Lecturer*/Assistant Professor, Pre-candidacy 1	PhD, Criminology (Toronto, 2011)	Ms Lam expects to defend her dissertation in June 2011. She specializes in the interdisciplinary study of crime, media and culture. Her research draws from cultural criminology, science and technology, socio-legal studies and communications studies.	VPA&P Strategic
Man, Guida (F)	Sociology	Assistant Professor, Pre-candidacy 3	PhD, Sociology (Toronto, 1996)	This appointment was made through the CUPE Conversion program. Dr Man is a specialist in transnationalism, migration, diaspora, immigration and settlement.	Faculty Funded
Martinez-Osorio, Emiro (M)	DLLL, Spanish	Assistant Professor, Pre-candidacy 2	PhD, Spanish (Texas, 2009)	Dr Martinez-Osorio comes to us from Sewanee: The University of the South where he has been an Assistant Professor in the Department of Spanish since 2009. His research focus is on epic-length heroic poems of the 17th and 18th centuries. He has extensive background in Transatlantic studies and contemporary Latin American literature.	VPA&P Strategic
Pilon, Dennis (M)	Political Science, Canadian	Associate Professor, Candidacy 1	PhD, Politics (York, 2005)	Dr Pilon comes to us from the University of Victoria where he has held the appointment of Assistant Professor since 2006. In 2005-06, he held a postdoctoral fellowship in Canadian Studies at Trent University. Dr Pilon is a specialist in Canadian electoral systems and their possible reform.	VPA&P Strategic
Sand, Benjamin (M)	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

Tank, Suzanne (F) January 1, 2012	Geography, Biogeochemical Processes	Assistant Professor, Pre-candidacy 1	PhD, Aquatic Biogeochemistry (Simon Fraser, 2009)	Dr Tank is currently a postdoctoral fellow at the Ecosystems Centre of the Marine Biological Laboratory in Woods Hole, Massachusetts. Her current research focus is on the relationships between aquatic element cycling and hydrology and the effects of changing permafrost dynamics in the north.	VPA&P Strategic
Winton, Sue (F)	Public Policy and Leadership	Assistant Professor, Pre-candidacy 1	PhD, OISE (Toronto, 2007)	Dr Winton comes to us from the Graduate School of Education, University at Buffalo, SUNY where she has held the position of Assistant Professor since 2009. Her research agenda in community engagement in public policy brings together her interests in new media, critical policy analysis and inclusive policy processes and leadership as integral components of democratic education.	VPA&P Strategic
Fine Arts					
Fogarty, Mary E (F).	Dance, Dance Education	Lecturer*/Assistant Professor, Pre- candidacy 1	PhD, Music (Edinburgh, 2011)	Ms Fogarty comes to us from the University of East London where she is currently a Lecturer in Dance. Ms Fogarty's areas of research include urban dance forms with a particular focus on international break-dancing competitions.	VPA&P Strategic
Hosale, Mark-David (M)	Digital Media, Interactive Media Production	Assistant Professor, Pre-candidacy 2	PhD, Media Arts & Technology (California, 2008)	Dr Hosale comes to us from Universitair Docent - Hyperbody, Technical University of Delft, Netherlands where he has held the position of Assistant Professor since 2009. His research in digital media investigates technological and philosophical concepts of media culture and media engineering.	VPA&P Strategic
Glendon					
Montsion, Jean Michel (M)	International Studies	Assistant Professor, Pre-candidacy 1	PhD, Political Science (McMaster, 2009)	Dr Montsion comes to us from the University of Winnipeg where is an Assistant Professor in the Department of Politics. He held a post graduate research fellowship with the Asia Pacific Foundation of Canada in 2009-10. Dr Montsion's research is in the fields of international relations theory, international political economy, the normative and legal history of international organizations and social movements.	VPA&P Strategic
Health					
Ahmed, Farah (F)	SHPM, Health Informatics and Systems	Assistant Professor, Pre-candidacy 1	PhD, Health, Care, Technology & Place (Toronto, 2007)	Dr Ahmed comes to us from Dalla Lana School of Public Health, University of Toronto where she has held the position of Assistant Professor since 2008. Her research involves access to health services, eHealth, primary care, health promotion, ethnic and immigration health and women's health.	VPA&P Strategic
Davis Halifax, Nancy (F) January 1, 2011	SHPM, Disability Policy, Culture and Research	Assistant Professor, Pre-candidacy 1	PhD, Curriculum, Teaching and Learning (Toronto, 2002)	Dr Davis Halifax has held a 3-year contractually limited appointment with the School of Health Policy & Management at York. She has done some teaching at the University of Toronto and the University Health Network, Toronto Western Hospital. Her research focuses on disability and health, social determinants of health, and equity and human rights.	Faculty Funded (replacement)

Nakamura, Yuka (F)	Kinesiology, Socio-Cultural Study of Physical Activity	Assistant Professor, Pre-candidacy 1	PhD, Physical Education and Health (Toronto, 2009)	Dr Nakamura held a course director position in the School of Kinesiology & Health Science at York for the Winter 2011 term. Recently she held a project manager position at University of Toronto and in 2008-09 she held a postdoctoral fellowship at the York Institute for Health Research. Her scholarship focuses on how social and cultural factors, such as race/ethnicity, immigration, gender and class, all impact on health and physical activity.	VPA&P Strategic
Turner, Gary (M)	Psychology, Clinical Neuroscience & Aging	Assistant Professor, Pre-candidacy 1	PhD, Psychology (Toronto, 2008)	Dr Turner comes to us from the Department of Occupational Science and Occupational Therapy, Faculty of Medicine at the University of Toronto. He is a Scientist with the Centre for Stroke Recovery and the Sunnybrook Research Institute. His research involves the assessment, characterization and amelioration of executive control deficits associated with frontal system dysfunction in brain injury, aging and age-related disease.	VPA&P Strategic
Rotondi, Michael (M)	Kinesiology, Biostatistics and Quantitative Methods	Assistant Professor, Pre-candidacy 1	PhD Biostatistics (Western Ontario, 2010)	Dr Rotondi currently holds an NSERC post-doctoral scholarship at the Samuel Lunenfeld Research Institute, Mount Sinai Hospital. His main research interests lie in the areas of design and analysis of cluster randomized trials.	VPA&P Strategic
Zoidl, Georg (M)	Psychology, Faculty of Health/Biology, Faculty of Science and Engineering (50/50)	Full Professor with tenure	PhD, Molecular Biology (Essen, Germany, 1989)	Dr Georg Zoidl's appointment comes with a nomination for a Tier 1 Canada Research Chair in Neuroscience. Dr Zoidl currently holds two positions in the Faculty of Medical Science at Ruhr-University Bochum, Germany: Acting Director of the Department of Cytology and Group Leader of the Molecular Brain Research Unit. Dr Zoidl is internationally recognized for his seminal contributions to the field of vision, neuronal plasticity, and cell-cell communication mediated via gap junctions. He is leading the emergence of a new field termed PANNEXIN biology.	Specially Funded

Libraries

Bristow, Timothy (M) 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 (F)	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 (M)	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	Faculty Funded (replacement)

				Sciences.	
Osgoode					
Berger, Benjamin (M)	Law & Religion	Associate Professor with tenure	J.S.D. (Yale, 2008)	Professor Berger comes to us from the University of Victoria where he is an Associate Professor of Law and is cross appointed in the Department of Philosophy. Prior to his appointment at the University of Victoria, Professor Berger clerked with the Chief Justice of the Supreme Court of Canada and was a Fulbright Scholar at Yale University. Professor Berger's research addresses questions related to law and religion, constitutional and criminal law and theory, the law of evidence, and law and culture.	VPA&P Strategic
Bhabha, Faisal (M)	Experiential Learning	Assistant Professor, Pre-candidacy 1	LL.M. (Harvard, 2007)	Professor Bhabha is currently a full-time vice-chair of the Human Rights Tribunal of Ontario and an adjunct professor at Osgoode Hall Law School. Professor Bhabha's research interests include equality, access to justice, multiculturalism, and national security policy.	Faculty Funded
Priel, Dan (M)	Legal Theory	Assistant Professor, Pre-candidacy 3	D.Phil. (Oxford, 2005)	Professor Dan Priel is currently a Visiting Professor at Osgoode Hall Law School. He has been an Assistant Professor of the University of Warwick since 2007. Prior to his appointment at the University of Warwick, he clerked with the Hon. Justice Dorit Beinisch of the Supreme Court of Israel and held a post-doctoral fellowship at Yale in 2007. Professor Priel's research interests include legal theory, private law and legal history.	Faculty Funded
Science and Engineering					
Cheung, Peter (M) July 1, 2011 but leave of absence to September 1, 2011	Biology, Molecular Cellular Biology	Assistant Professor, Pre-candidacy 3	PhD Biology (McMaster, 1998)	Dr Cheung comes to us from the Department of Medical Biophysics, University of Toronto. He has also held the position of Principal Investigator at the Ontario Cancer Institute. Dr Cheung's research group has built a cutting edge research program developing and utilizing novel biochemistry and molecular biology approaches.	VPA&P Strategic
Ifa, Demian (M)	Chemistry, Mass Spectrometry	Assistant Professor, Pre-candidacy 1	PhD Pharmacology, (Sao Paulo, Brazil, 2001)	Dr Ifa comes to us from Aston Laboratories for Mass Spectrometry, Purdue University where he is an Associate Researcher. From 2005-2009 he held a postdoctoral appointment at Purdue University. His research group, under the leader Dr Graham Cooks, was instrumental in the development of DESI (desorption electrospray ionization), a new mass spectrometry technique for imaging.	Faculty Funded (replacement)

Faloutsos, Petros (M) July 1,2011 but leave of absence to Sepatember 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
McElroy, C. Tom (M) July 1,2011 but leave of absence to Sepatember 2011	Earth & Space Science, NSERC Industrial Research Chair	Full Professor with tenure	PhD, Earth and Space Science (York, 1985)	Dr McElroy is currently a Senior Research Scientist at Environment Canada (since 1975) and an Adjunct Professor with the Department of Physics and Astronomy at York (since 1990). He will hold the NSERC/ABB/CSA Industrial Research Chair (Senior) in Atmospheric Remote Sounding for a five-year term (renewable).	Specially Funded
Mills, Alex	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)
Moghadas, Seyed (M)	Mathematics & Statistics, Applied Mathematical Biology	Assistant Professor, Pre-candidacy 1	PhD, Applied Mathematics (Sharif University of Technology, 2000)	Dr Moghadas is currently a research officer at the Institute for Biodiagnostics of the National Research Council Canada and held adjunct faculty affiliations with both the University of Winnipeg and the University of Manitoba. Dr Moghadas' research broadly applied dynamical systems theory to the field of mathematical biology and ecology and particularly to modelling infectious diseases.	VPA&P Strategic
Womelsdorf, Thilo (M)	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
Yousaf, Muhammad (M)	Chemistry, Organic	Associate Professor, Candidacy 1	PhD, Chemistry (Chicago, 2001)	Dr Yousaf comes to us from the Department of Chemistry, Carolina Center for Genome Science, University of North Carolina where he has held an appointment of Assistant Professor since 2005. Dr Yousaf's expertise includes organic, bioanalytical and biomaterials chemistry, chemical biology and cell biology.	Faculty Funded (replacement)
Schulich					
Everett, Jeffery (M)	Accounting	Associate Professor, with tenure	PhD, Accounting (Calgary, 2001)	Dr Everett is currently an Associate Professor at Haskayne School of Business, University of Calgary. Dr Everett's research interests focus on accounting and public policy, sustainability reporting, social and environmental accounting, corruption and fraud, ethics in	Specially Funded

				accounting and epistemological issues in accounting research.	
Tasa, Kevin	Organizational Studies, Organizational Behaviour	Associate Professor, Candidacy 1	PhD, Organizational Behaviour & HRM (Toronto, 2002)	Dr Tasa comes to us from DeGroote School of Business, McMaster University where he has held a position since 2008. Dr Tasa is a visible organizational behaviour and human resources management researcher in teams and team processes as well as motivational mechanisms, negotiation and decision making.	VPA&P Strategic

Contractually Limited Appointments

Name	Department, Field	Rank	Highest Degree (University)	Research Agenda/Specialization
Liberal Arts and Professional Studies				
Constantinou, Peter (M) 1-Jul-11 (1 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) 1-Jul-11 (1 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) 1-Jul-11 (1 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) 1-Jul-11 (1 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) 1-Jul-11 (1 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.
Kobzar, Olena (F) 1-Jul-11 (1 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 (1 year)	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.

Liegghio, Maria (F) 1-Jul-11 (1 year)	Social Work	Sessional Lecturer*	PhD, Social Work (Wilfrid Laurier, 2011)	Ms Liegghio 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) 1-Jul-11 (1 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) 1-Jul-11 (1 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) 1-Jul-11 (1 year)	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.
1-Jul-11 (1 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) 1-Jul-11 (1 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.
Sheibani, Khaterah (F) September 1, 2011, ten months	Languages, Literatures and Linguistics, Persian	Sessional Assistant Professor	PhD, Comparative Literature (Alberta, 2007)	Dr Khaterah 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.
Smolnikov, Sergey (M) 1-Jul-11 (1 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) 1-Jul-11 (1 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.

Education

Mamolo, Ami (F) 1-Jul-11 (1 year)	Mathematics Education	Sessional Assistant Professor	PhD, Mathematics Education (Simon Fraser, 2009)	Dr Mamolo is currently a postdoctoral fellow in the Faculty of Education, Simon Fraser University. Her research interests lie primarily in the learning, understanding and teaching of secondary and tertiary mathematics.
Popovic, Celia (F) 10-Nov-11 (2 years, seven mths)	Secondment to the Centre for the Support of Teaching	Sessional Assistant Professor	PhD, Education (Birmingham, 2007)	Dr Popovic held the position of Head of Educational Staff Development at Birmingham City University from 2007 to 2010 and most recently as a Consultant Educational Developer. Dr Popovic brings extensive experience with project management for complex education development projects, including those in support

				of e-learning and experiential education.
Côté, Jean-François (M) 15-Aug-11 (9 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.
Glendon				
Ouedraogo, Awalou (M) 1-Aug-11 (10 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.
Health				
Gorman, Rachel (F) 1-Jul-11 (3 years)	SHPM, Critical Disability Studies	Sessional Assistant Professor	PhD, Adult Education and Counselling Psychology (Toronto, 2005)	Dr Gorman is currently the inaugural Research Fellow at the Center for Disability Studies at the University of Buffalo. She previously completed a three-year Lectureship at the Women and Gender Studies Institute at the University of Toronto where she served as Undergraduate Coordinator. Her research addresses disability politics in the context of global capitalism, from transnational feminist, critical antiracist, and historical materialist perspectives.

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

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Memo

To: Paul Cantor, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: December 5, 2011

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

Motion and Rationale:

The Academic Resources Committee concurs with the President's November 2011 report on appointments, tenure and promotion, and recommends approval of the report by the Board of Governors.

The decisions in this report cover the period from June 2011 to present. Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered.

Documentation is attached as Appendix A.

1. Promotion to Full Professor

Name	Faculty	Unit	Highest Degree	Specialization(s)
Armour, A (F)	Environmental Studies		PhD (Waterloo)	Environmental Sociology, Environmental Planning
Bradshaw, P (F)	Schulich School of Business	Organization Studies	PhD (York)	Organizational Behaviour
Cribbie, R (M)	Health	Psychology	PhD (Manitoba)	Quantitative Analysis
Pagell, M (M)	Schulich School of Business	Operations Management	PhD (Michigan State)	Operations and Sourcing Management
Perkins, E (F)	Environmental Studies		PhD (Toronto)	Economics, Women's Studies, Environmental Studies
Ripley, L (F)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Toronto)	Interdisciplinary Research
Struthers, W (M)	Health	Psychology	PhD (Manitoba)	Social Psychology - Forgiveness
Tenhaaf, N (F)	Fine Arts	Visual Arts	MFA (Concordia)	New Media Art
Teo, T (M)	Health	Psychology	PhD (Vienna)	Critical Psychology
Wilcox, L (F)	Health	Psychology	PhD (Western Ontario)	Binocular Vision and Stereopsis

2. Tenure and Promotion to Associate Professor

Name	Faculty	Unit	Highest Degree	Specialization(s)
Alwathainani, A (M)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Virginia Commonwealth)	Accounting
Angermeyer, P (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (New York)	Sociolinguistics
Audette, G (M)	Science and Engineering	Chemistry	PhD (Saskatchewan)	Biochemistry
Blumberg, M (F)	Liberal Arts and Professional Studies	English	PhD (York)	South African Drama and Socio-political Issues
Bohn, S (F)	Liberal Arts and Professional Studies	Political Science	PhD (Sao Paolo)	Latin American politics and Research Methodology in Comparative politics
Breugh, M (M)	Liberal Arts and Professional Studies	Political Science	PhD (Paris VII- Denis Diderot)	Political Theory, Theory & Practice of Radical Democracy, Contemporary French Thought
Cash, S (F)	Fine Arts	Dance	MA (York)	Choreography and Movement Analysis
Chambers, M (M)	Fine Arts	Music	DM (Florida State)	Cello Performance
Chan, A (F)	Science and Engineering	Mathematics and Statistics	PhD (Waterloo)	Algebraic Combinatorics

Couroux, M (M)	Fine Arts	Fine Arts	MMUS (McGill)	Artistic Practice
Crawford, D (F)	Health	Kinesiology & Health Science	PhD (British Columbia)	Genetics, Autism Spectrum Disorder
De Costa, R (M)	Environmental Studies		PhD (Institute for Social Research Swinburne Technology)	Indigenous Politics and Treaty Making in Canada and Australia
Di Paolantonio, M (M)	Education		PhD (Toronto)	Philosophy of Education
Doorey, D (M)	Liberal Arts and Professional Studies	Human Resource Management	PhD (York)	Labour Law, Human Resource Management Resource
Esteve-Volart, B (F)	Liberal Arts and Professional Studies	Economics	PhD (London School of Economics)	Applied Micro Economics
Etkin, D (M)	Liberal Arts and Professional Studies	Administrative Studies	MSc (York)	Emergency Management
Flicker, S (F)	Environmental Studies		PhD (Toronto)	Ethical Participation Research with Marginal Communities
Foster, J (F)	Environmental Studies		PhD (York)	Ecological Restoration, Urban and Regional Environmental Planning, Landscape Ecology
Furman, E (M)	Science and Engineering	Mathematics and Statistics	PhD (Haifa)	Actuarial Science
Glasbeek, A (F)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Women's Studies
Gottschling, V (F)	Liberal Arts and Professional Studies	Philosophy	PhD (Johannes-Gutenberg Mainz)	Philosophy and Cognitive Science
Guevara, A (M)	Fine Arts	Theatre	PhD (Concordia)	Performance Studies
Guiasu, R (M)	Glendon	Multidisciplinary Studies	PhD (Toronto)	Ecology and Conservation Biology
Haslam, M (M)	Science and Engineering	Mathematics and Statistics	PhD (Western Ontario)	Applied Mathematics
Hayashi, S (F)	Fine Arts	Film	PhD (Chicago)	National, Transnational, Trans- Local Cinema. New Media, Gender Studies
Henderson, A (M)	Fine Arts	Music	MFA (York)	Jazz Studies and Composition
Kelly, B (M)	Liberal Arts and Professional Studies	History	DPhil (Oxford)	Roman Egyptian History

Klimkiewicz, A (F)	Glendon	Translation	PhD (Montreal)	History of Translation
Levine, A (M)	Fine Arts	Music	MA (Toronto)	Musicology
Li, X (F)	Liberal Arts and Professional Studies	Economics	PhD (Ohio State)	Empirical Economics
MacRae, R (M)	Environmental Studies		PhD (McGill)	Sustainable Agriculture and Food Security
Maley, T (M)	Liberal Arts and Professional Studies	Political Science	PhD (Toronto)	Modern Political and Democratic Theory
McAllister, C (F)	Liberal Arts and Professional Studies	Anthropology	PhD (John Hopkins)	Anthropology
Murdocca, C (F)	Liberal Arts and Professional Studies	Sociology	PhD (Toronto)	Socio- Legal Studies
Nandy, D (M)	Schulich School of Business	Finance	PhD (Boston College)	Corporate Finance, Financial Intermediation
Peng, S (F)	Liberal Arts and Professional Studies	Accounting	PhD (Virginia Commonwealth)	International Accounting
Podur, J (M)	Environmental Studies		PhD (Toronto)	Forest Fire Management
Qu, S (F)	Schulich School of Business		PhD (Alberta)	Accounting
Robson, K (F)	Liberal Arts and Professional Studies	Sociology	PhD (Essex, UK)	Applied Social & Economic Research
Rowland, W (M)	Liberal Arts and Professional Studies	Communication Studies	PhD (York)	Communication and Culture
Weaver, A (M)	Liberal Arts and Professional Studies	English	PhD (Alberta)	English
Winfield, M (M)	Environmental Studies		PhD (Toronto)	Canadian Environmental Law & Policy
Yates, K (M)	Fine Arts	Visual Arts	MFA (Victoria)	Sculpture
Young, D (M)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Urban Studies
Yu, X (M)	Liberal Arts and Professional Studies	Information Technology	PhD (Toronto)	Database Systems and Database Mining
Zalik, A (F)	Environmental Studies		PhD (Cornell)	Political Ecology, Global Politics of Oil
Zamora, A (M)	Glendon	Hispanic Studies	PhD (Université de Montréal)	Comparative Literature

Zha, Q (M)	Education		PhD (Toronto/ OISE)	International and Comparative Education
Zimmerman, B (M)	Liberal Arts and Professional Studies	English	PhD (York)	English

3. Promotion to Associate Professor

Name	Faculty	Unit	Highest Degree	Specialization(s)
Davidson, M (F)	Glendon	English	PhD (Toronto)	Linguistics Studies, History of English Language

4. Tenure at the Rank of Associate Lecturer

Name	Faculty	Unit	Highest Degree	Specialization(s)
Wang, J (M)	Science and Engineering	Earth, Space Science and Engineering	PhD (Federal Armed Forces Munich)	Geomatics Engineering

COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors

at its meeting of 5 December 2011

The Committee met on November 9 and in addition to any items on the agenda, makes this report to the Board for information.

New members: The committee welcomed new member Armand La Barge and Vice President O'Hagan.

President's Items

President Shoukri was congratulated on the announcement of the Lassonde gift for expansion of York's Engineering program and looks forward to hearing more about the development of the programs, leading to the creation of a Faculty of engineering. He advised that the CAUT report on the Israel/Palestine conference held by Osgoode Hall Law School and Queens University has been published.

Division of Advancement

In providing an overview of his observations to date and plans going forward, Vice President O'Hagan expressed his excitement at taking on the work of the new Division of Advancement, and his commitment to integrating advancement into the university as a whole as a means of building community. Various themes are coming in to focus as the basis of an action plan which include divisional staff engagement, decanal engagement, volunteer engagement and world-wide alumni and donor engagement.

Vice President Students' Items

Village at York:

Vice President Tiffin provided an overview of the consultations taking place with the City of Toronto in the hope of putting in place a regulatory framework for enforcing municipal standards for the rooming houses which have been created in the development to the south of campus. He noted the support of the residents' association, and Councillor Perruzza in this endeavour, but also the complications of the process for integrating bylaws among the various municipalities which now make up the City of Toronto. The Good Neighbor Guide, created by the university to describe and encourage appropriate behavior in the development, has been circulated with the assistance of the York Federation of Students and the Toronto Police Services.

Mental Health:

Vice President Tiffin advised the committee of the materials which have been created to assist faculty and staff to manage what appear to be an increased number of incidents where mental illness is responsible for problematic behavior. York maintains ongoing contact with the health system in order to support students with psychological problems and has created mechanisms for ensuring that various areas of the university work together in support of students. Universities across the province are working together to do environmental scans of the incidence of these issues on campuses and to create a common approach and informational materials to address the problems which arise.

Ontario Universities Fair:

The attendance was similar to that in other years, with approximately 120,000 students and family members attending. York had a busy booth, supported by a number of students and faculty members. Fall Campus Day is expected to generate a good response and assist in the recruitment of students for the next academic year.

University Rankings:

The committee spent some time discussing the results of the Globe and Mail survey and the Macleans report card, with a view to better understanding what York might do to both address real concerns which come to light as a result of these rankings as well as issues of culture which result in low participation rates in surveys. It was generally agreed that notwithstanding their shortcomings, rankings do affect the perceived value of a York degree and a way must be found to engage students in celebrating York's strengths and advancing its reputation during external surveys.

Vice President University Relations' Items

York Home Page Analysis:

Vice President Sloan provided an overview of the use of the newly refreshed home page. Current students are OK? the most frequent users of the site, followed by faculty and staff and then by future students. The country of origin of users accords with the York's recruitment activities, with Canada, the United States, China, the United Kingdom and India (in that order) being the most frequent location of visitors to the site.

LCD Screen Content:

The division has taken responsibility for creating York centered content to run on the numerous LCD screens now installed on campus. While the primary purpose of the screens is for emergency messaging, in addition to news feed, the screens now run information promoting York initiatives and York events. It is intended that the screens provide an immediate and visually appealing way to reach the York community, particularly students, and that they help build community by featuring many activities which are taking place at the university.

Communications and Public Affairs Weekly Report:

The committee reviewed an example of the weekly summary of actions taken by the division to champion the activities, initiatives and people of York. The committee members expressed an interest in regularly receiving copies of these reports.

Robert Lewis, Chair

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of 5 December 2011

The Finance and Audit Committee met on 21 November 2011 and in addition to the items on the agenda for action, submits the following report to the Board of Governors for information:

1. Internal Audit Report

The Committee received an Internal Audit Status report from the Director of Internal Audit covering the period 1 September 2011 to 31 October 2011. The department undertook 11 audit engagements, of which four were completed over the two month period, including the cycle of regulatory audits required by the Ministry of Training, Colleges and Universities. Key among the completed audits was the Vice-President Research & Innovation division. Positive progress is being made towards the UAP and White Paper goal of becoming a research intensive university. However, challenges remain to realize the structural and cultural shifts to research intensification and dedicated efforts are being made to address them in the longer-term.

The Committee is satisfied that the Office is progressing well on the Internal Audit plan for the year.

2. Second Tier Enterprise Risks

The Committee received and discussed a report on changes in the six second-tier risk exposures that have occurred at the University over the past 12 months. There have been several incidents over the past year which has brought a heightened focus on campus safety. The University has been moving steadily to implement the METRAC report recommendations to enhance safety, and is also working closely with the TTC to mitigate risks associated with the subway construction sites on campus. Among the other second-tier risks, enrolment target results for FW 2011-12 are still being analyzed and plans developed to address enrolment and retention rates.

A comprehensive review of the University's first and second-tier risks will be undertaken at the end of November in the context of the Enterprise Risk Workshop, which may result in different rankings of the risk categories moving forward. The Committee will receive the results of the risk review exercise in the new year.

3 Budget Update

Endowment Fund Performance

The endowment fund performance for Year-to-Date (10 months) is slightly below the break-even point, at (0.16%), but ahead of the benchmark by 1.42%. The volatility of the markets remains a significant concern. If depreciation of the endowment fund continues, shortfalls in meeting the annual distributions may result which will have to be subsidized with operating budget funds.

Pension Fund Performance and Deficit Update

The Pension Fund is also experiencing negative gains, achieving a return of -3.9% for the calendar year to the end of September 2011, which is slightly below the benchmark of -3.3%. Shortfalls in returns concurrently risk increasing the pension deficit and the amount of solvency payments which will be required by the University, which in turn adds significantly to operating budget pressures.

2011-12 Undergraduate Enrolments

The undergraduate domestic intake of students for Fall 2011 is below target, with the shortfall in the pool of non-direct entry from high school applicants (“105” category). The 2011-2014 budget approved by the Board in June 2011 projected enrolment growth of approximately 200 domestic Full-Time Equivalents (FTE); the actual enrolments were down by approximately 350 FTEs which carries a negative budget impact. Measures are being taken to increase the Winter 2012 enrolments. The Provost is developing a proactive strategy aimed at increasing retention by 3% over the next five years. At the graduate level, enrolments at both the Masters and Doctoral levels are behind plan. The Provost has established a working group to investigate these issues.

Divisional/Faculty Budgets

With one exception, the President’s and the Vice-Presidents’ Divisional budgets are balanced. The Vice-President Academic & Provost budget is in a deficit position due to the deficits in six of the ten Faculties. Decisions in recent years to increase enrolments and restrict faculty hirings have helped address deficits in the Faculties, but there are difficult choices ahead if Faculties are to reach a balanced position.

Budget Pressures

All of the above circumstances are creating considerable risk and /or pressure on the operating budget. The focus ahead will be on:

- Stabilizing income (achieving target enrolments and improving retention rates)
- Identifying new revenue opportunities
- Managing market volatility (investment returns; pension costs; endowment distributions)
- Managing government policy changes (tuition fee framework and grant funding allocations)
- Containing costs (collective agreement negotiations; PRASE; achieving planned budget cuts)

Near and long-term measures have been identified to move the University to a more sustainable infrastructure. In the near- term:

- a new Budget Committee which will be reviewing all current Division budgets to identify savings targets by March 2012.

In the long-term, PRASE initiatives are focusing on:

- developing a new budget model that aligns revenues and expenses to institutional priorities
- identifying savings from significant process / organizational changes
- identifying opportunities for revenue generation

The Finance and Audit Committee endorsed the University’s combination of targeted strategies and budget cuts to stabilize the budget position. It will be monitoring the success of the measures towards the goal. Further updates will be provided to the Board throughout the year.

4. Annual Report on Emergency Preparedness

In October 2005 the Board of Governors approved an Emergency Preparedness Policy to provide the foundation for the development of an Emergency Preparedness Program. Since that time the University has continued to formalize the operational organizational structure for the Program and to implement planning actions in order to develop and continuously improve the University's emergency preparedness capabilities.

The Committee received the *2010-2011 Annual Report on Emergency Preparedness*. Considerable progress continues to be made in emergency preparedness training, building communication capabilities and improving the University's emergency communications and mass notification capacity.

At its last meeting in October, the Board approved a campus-wide emergency public address system to be implemented over five-years. In response to the Board's encouragement to increase the pace of implementation of the new system, Vice-President Brewer reported that the timelines have been compressed to a three-year time to completion.

A copy of the Annual report can be accessed [online](#).

5. Annual Report on Access Control

In October 2005, the Board approved an Access Control Policy to provide the foundation for the development of an on-going Access Control Program at the University. The Committee received the *2010-2011 Annual Report on Access Control*. Among the key control measures taken during the year were the following:

- planning and implementation of access control systems in the new Life Sciences building, the renovated/expanded Osgoode building, the Fine Arts precinct and the Centre of Excellence facility at Glendon;
- installation of an access control system in the Physical Resources – stores area;
- completion of work to integrate on-line access control for the Keele campus undergraduate residence buildings;
- installation of electronic access control on exterior doors of 34 additional University buildings; and
- completion of the development of a comprehensive key management program for the Keele and Glendon campuses

The trend of decreasing security incidents over the past several years continued in 2010-2011, which saw a 7% drop in property crimes for the University (indoors and outdoors) as a whole.

A copy of the Annual report can be accessed [online](#).

6. Second-Quarter Operating Results

The Committee received the 2nd Quarter Operating Report from the Vice-President Finance and Administration. The undergraduate enrolments and the concomitant budget shortfall was reported. There are no other significant issues at this point in the year.

7. Conflicts of Interest in Procurement

Consistent with the requirements of the *Policy and Procedures on the Procurement of Goods and Services*, the Committee received the annual report on *Conflicts of Interest in Procurement* for the period of 1 May 2010 – 30 April 2011.

David Denison, Chair

Memo

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To: Board of Governors
From: David Denison, Chair, Board Finance and Audit Committee
Date: 5 December 2011
Subject: **Pan Am Stadium Enabling Works**

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve a capital project of \$6.2 million to fund various “enabling and infrastructure works” required to prepare the defined site for the Pan Am Athletics Stadium at the Keele campus.

Background and Rationale

At the last Board meeting in October the Finance and Audit Committee reported that along with the construction of the Pan Am Stadium, several related capital projects were also under development. The capital expenditure elements include:

- Stadium
- Enabling/Infrastructure Works
- School of Social Work Relocation
- EOB Occupants Relocation
- Lease of Off Campus Space

Pursuant to the plan presented, approvals for the School of Social Work Relocation, the lease of off-campus space and the fit-up of that leased space were presented to and approved by Board Executive at its meeting of 26 September and the full Board at its meeting of 3 October 2011. A capital approval request for the Relocation of EOB Occupants is being presented as a separate approval item to the Board at this meeting.

By the terms of the University’s Letter of Understanding with Toronto 2015 and Infrastructure Ontario, the University is required to deliver the site by 31 October 2012. It is therefore necessary to undertake enabling works that includes tree removal, roadway realignment and upgrades (Ian Macdonald Blvd, Ottawa Road), alterations to the West Office Building, demolition of the East Office Building, building permits, infrastructure re-alignment, soil contamination remediation, electrical, site services and contingencies.

Cost and Funding

The \$6.2 million budget takes into account removals, existing services, roads, professional fees as well as the materials that will require remediation and removal of possible hazardous materials. In addition, the project cost also includes provisions for architectural/structural/civil, other engineering services, building permits, general electrical work, site services such as excavation, backfill, asphalt roads and paths and general contingencies. The figure below provides a cost breakdown for each of the phases. The funding to proceed with this work will be initially financed internally. This project work will be incorporated into the overall capital and financing plan for the University that is currently being developed for spring 2012.

York University Stadium Enabling Works Construction and Engineering Fee Estimates	
	Estimated Amount (\$ million)
1 Site Infrastructure	2.6
2 Soil Remediation	0.8
3 Demolition of EOB	0.7
4 Alterations to WOB	0.2
5 Electrical relocation	0.2
6 Project Management	0.2
7 Contingencies	0.9
8 Taxes & Permits	0.6
Total	6.2

Memo

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To: Board of Governors
From: David Denison, Chair, Board Finance and Audit Committee
Date: December 5, 2011
Subject: **Relocation of East Office Building Occupants**

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve a capital allocation of up to \$5.1 million to address the costs of relocating various occupant groups presently housed in the East Office Building (EOB).

Background and Rationale

As reported previously, the demolition of the East Office Building and the relocation of the administrative units and staff currently housed within it is one of the key capital elements associated with the Pan Am stadium project. Approval for funding the relocation of the current occupants of the EOB will enable the demolition of 46-year old temporary building so that the site on which it stands can be made available for the construction of the Pan Am Stadium. By the terms of the University's Letter of Understanding with Toronto 2015 and Infrastructure Ontario, the University is required to deliver the site by 31 October 2012. It is therefore necessary to relocate six departments representing 130 staff and approximately 37,000 sq. ft. of gross space.

Cost and Funding

The \$5.1 million project budget takes into account, design, furniture, architect and engineering fees, construction, mechanical upgrade and/or adjustments, IT, telecom infrastructure, signage, permit fees, moving costs and contingencies. Attached is a detailed estimated cost breakdown for each of the phases. The figure below provides a breakdown of the offices affected as well as the gross space and the cost required to relocate each. The funding to proceed with this work will be initially financed internally. This project work will be incorporated into the overall capital and financing plan for the University that is currently being developed for spring 2012.

Department	New Location	Gross SF Required	Total Cost (\$ million)
Human Resources	Kinsmen	13,272	2.4
Occupational Health & Safety	Kinsmen	1,971	0.4
Faculty Relations	York Lanes	1,119	0.1
University Advancement ¹	West Office Building	9,632	0.8
University Information Technology	West Office Building	7,078	0.6
CUPE 3903, YUSA	TBA (Atkinson / TEL)	2,682	0.4
Building & Fire Code Compliance	190 Albany Road	1,398	0.2
Swing Space ²	Portables or other		0.2
Total		37,151	5.1

1 - reconfiguration and consolidation of space required to create space for UIT

2 - optional, if Canadian Association for Community Living needs to be relocated from Kinsmen during extensive renovation

Memo

To: Board of Governors

From: David Denison, Chair, Board Finance and Audit Committee

Date: December 5, 2011

Subject: Window Replacement, 340 and 380 Assiniboine Road.

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a capital project not to exceed \$1.5 million for the complete window replacement of two York University Apartment buildings, #340 and #380 Assiniboine Road.

Background and Rationale:

The windows in both these buildings are the original installation (circa 1969 and 1970 respectively) and are well past the typical service life for windows of this type. Over time, the windows have deteriorated significantly in functionality both in their operational use by tenants and in their performance with regard to air leakage. The deteriorated state of the windows has led to less than optimal tenant comfort and building energy efficiency.

To increase the comfort of the tenants, to reduce the amount of ongoing day-to-day maintenance and to reduce energy consumption, replacement of the windows is recommended.

Funding

This capital item has been planned for some time and the necessary funding has been provided for in the Housing budget. In April 2010, the Board approved a 5% increase to the undergraduate residence room rate effective FW' 10 and was advised that all York University apartment rates were to be increased by 2.1% in May 2010 consistent with the 2010 rent control guidelines. Part of the rationale for the increased housing rates was to enable the University to make improvements to the physical state of the residence facilities over the next several years. The replacement of the windows in these two York apartment buildings is one such maintenance project enabled by the increased housing rate implemented in 2010.

Upon approval, the window replacement will occur between May to September 2012.

Memo

To: Board of Governors
From: David Denison, Chair, Board Finance and Audit Committee
Date: December 5, 2011
Subject: **Long-Term Ancillary Plan**

Recommendation

The Board Finance and Audit Committee recommends that the Board of Governors approve the attached update to the Long-Term Ancillary Plan.

Background

The sound management of ancillary operations continues to be an important element in managing the Unrestricted Net Asset Deficit. The University's Long-Term Ancillary Plan in this planning period continues to reflect the financial impact of the opening of the two parking structures, a 440-bed residence, as well as the Executive Learning Centre.

Ancillary facilities are expected to be self-funded over their life. These assets typically experience operating cycles that report operating losses for the initial years when new assets are brought into service until they reach a steady-state of operations that recovers the accumulated loss over a reasonable planning horizon.

In the Fall of 2007, the ancillary plan was updated to reflect current factors such as lower energy costs, increased demand for residence accommodation and changes to the pattern of use of parking on campus.

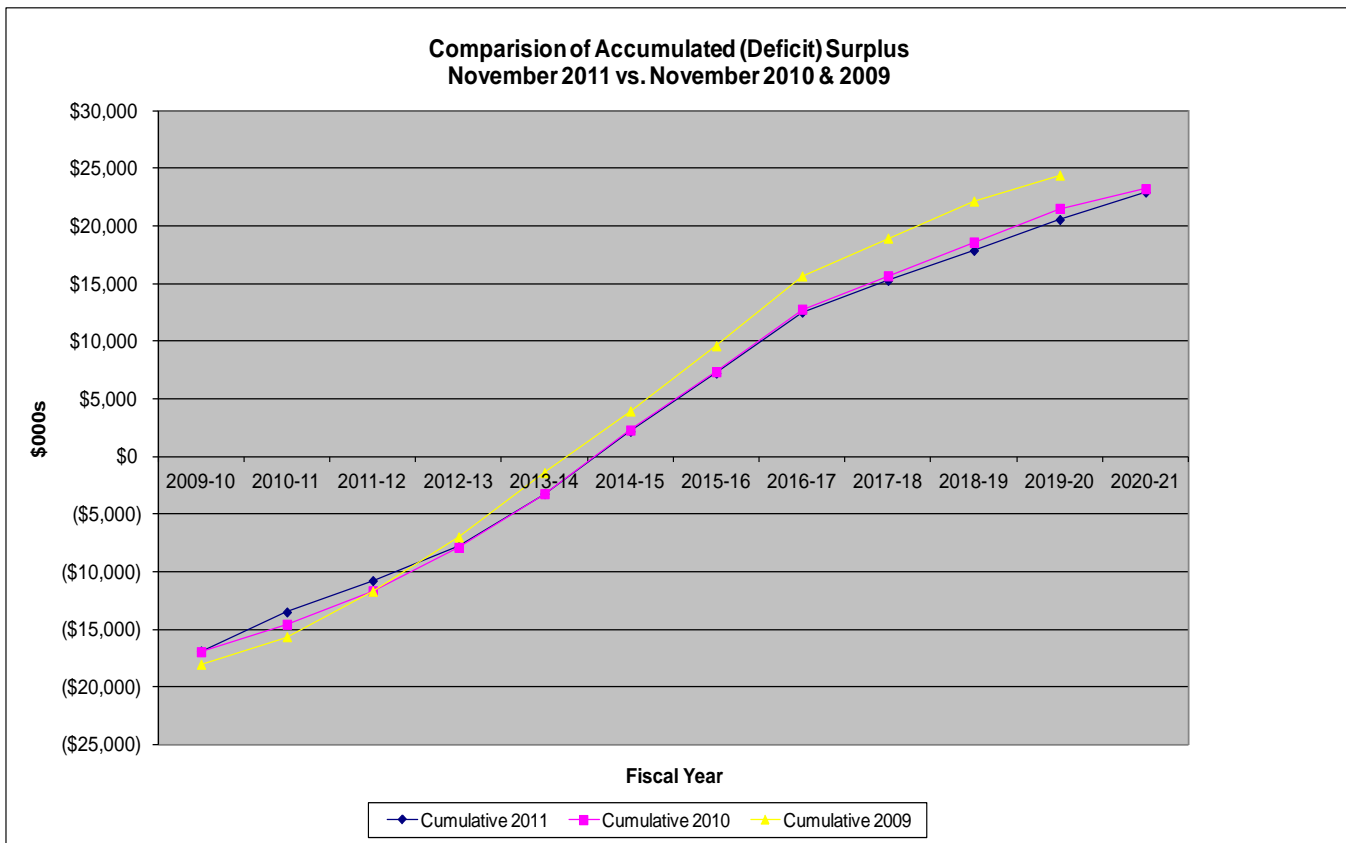
In the Fall of 2008, the ancillary plan was updated to include the funding of a deferred maintenance plan beginning in 2010-2011 to address the accumulated deferred maintenance in the University residences. At the same time, a sustainable capital renewal and deferred maintenance program for parking facilities to begin in 2014-2015 was built into the ancillary plan to reflect the amounts needed for facility renewal which created a more responsible and reasonable plan.

In the Fall of 2009, the ancillary plan was updated to reflect the impact of the extended labour disruption and the impact of the H1N1 crisis on the operations of the ancillary operations,

In the Fall of 2010, the ancillary plan has been updated to reflect the anticipated impact of the subway in 2015 on parking operations, significant changes to the long term housing plan to reflect the weakening demand of York’s style of residence and the projection of potential closures of residences over the term of the plan.

In the Fall of 2011, the ancillary plan has been updated to reflect the shift from traditional print books to digital books in the Bookstore operation. The significant changes include declines in projected revenue and a reduced cost structure to deliver the lower level of expected revenues.

The impacts of these events are significant and have required significant management focus. The detailed long-term plans for each ancillary operation are outlined in the attached report.



**ANCILLARY OPERATIONS
LONG-TERM PLAN**

**Report to the York University
Board of Governors
Finance and Audit Committee**

November 21, 2011

**Office of the Vice-President
Finance and Administration**

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ANCILLARY OPERATIONS LONG-TERM PLAN
Report to the York University
Board of Governors Finance and Audit Committee
November 21, 2011

1. Purpose of this Report

The purpose of this report is to update the Board Finance and Audit Committee on the University's long-term plan for the Ancillary Operations. The long-term plan is consistent with the University's overall planning with respect to enrolments and the recent campus expansion as a result of the SuperBuild and other capital expansion programs. The plan is updated to reflect the most current planning parameters, including up-to-date enrolment numbers.

The sound management of ancillary operations continues to be an important element of the plan to manage the Unrestricted Net Asset deficit. Each of the ancillary operations has an approved business plan that takes into consideration the impact of the budget, economic, enrolment and staffing changes that are forecast. This report contains a discussion of each of the business units and highlights changes in the long-term plan. The business plans for each are presented in the Appendix along with comparisons to the net income targets that were set in the November 2010 long-term plan.

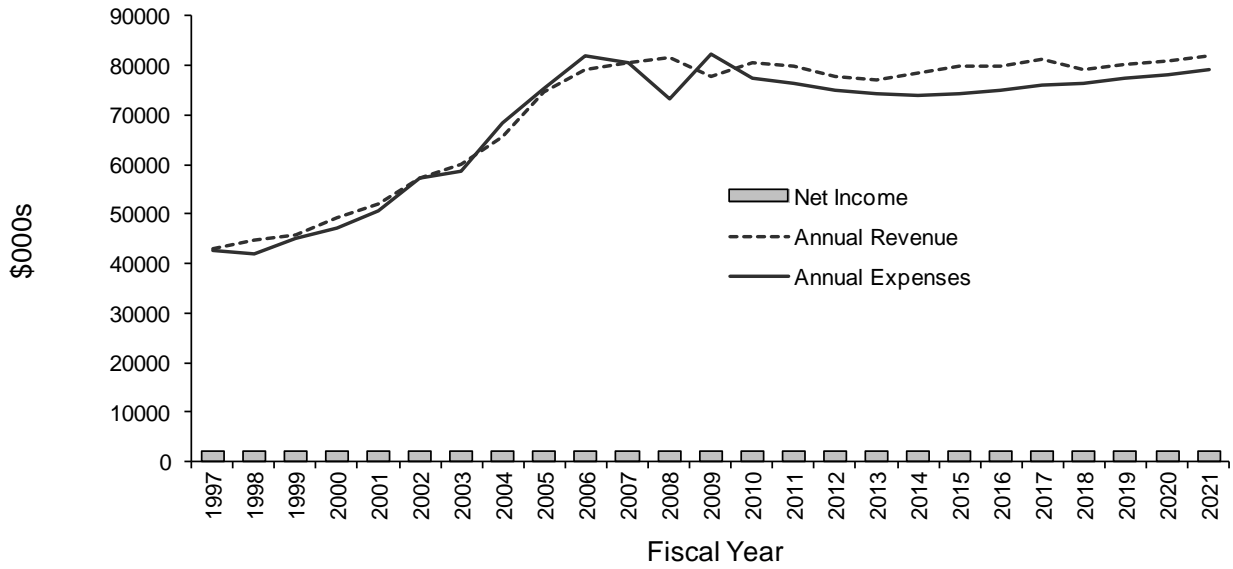
The consolidated revenue, expense and net income projection for all ancillary operations is provided in Figure 1. This chart illustrates that the ancillary operations operated profitably to 2002-2003. With the commencement of the operations of the Executive Learning Centre and The Pond Road Residence, as well as the operations of the two new parking structures and the success achieved in Parking and Transportation to reduce the number of single occupant vehicles on campus, the ancillary plan reported net operating losses in the years 2004 through 2006 as the significant cost impact of the new facilities was absorbed. The plan also shows a return to profitable status in 2007 and 2008, as revenues gradually came into line with the costs of the new facilities. The 2009 results reflected the unfavourable impact of the extended labour disruption and the global financial crisis which had significant impacts on the ancillary operations particularly in the Executive Learning programs. The ancillary operations returned to generating operating surpluses in the prior fiscal year. The 2010 plan revisions reflect the impact of the subway in 2015, the weakening of demand for York's dormitory style of residence and the impact of potential planned closures of residences over the term of the plan. The 2011 plan revisions reflect the changing nature of the business environment for the Bookstore as the shift from traditional print books to digital books is experienced. The business models and profit margins for eBooks are not established as the industry struggles to define itself. It is projected that ancillary operations will continue to be profitable and achieve full recovery of their costs. Figure 2 considers the consolidated net income only and compares this year's plan to the two prior years' plans.

2. Key Planning Assumptions

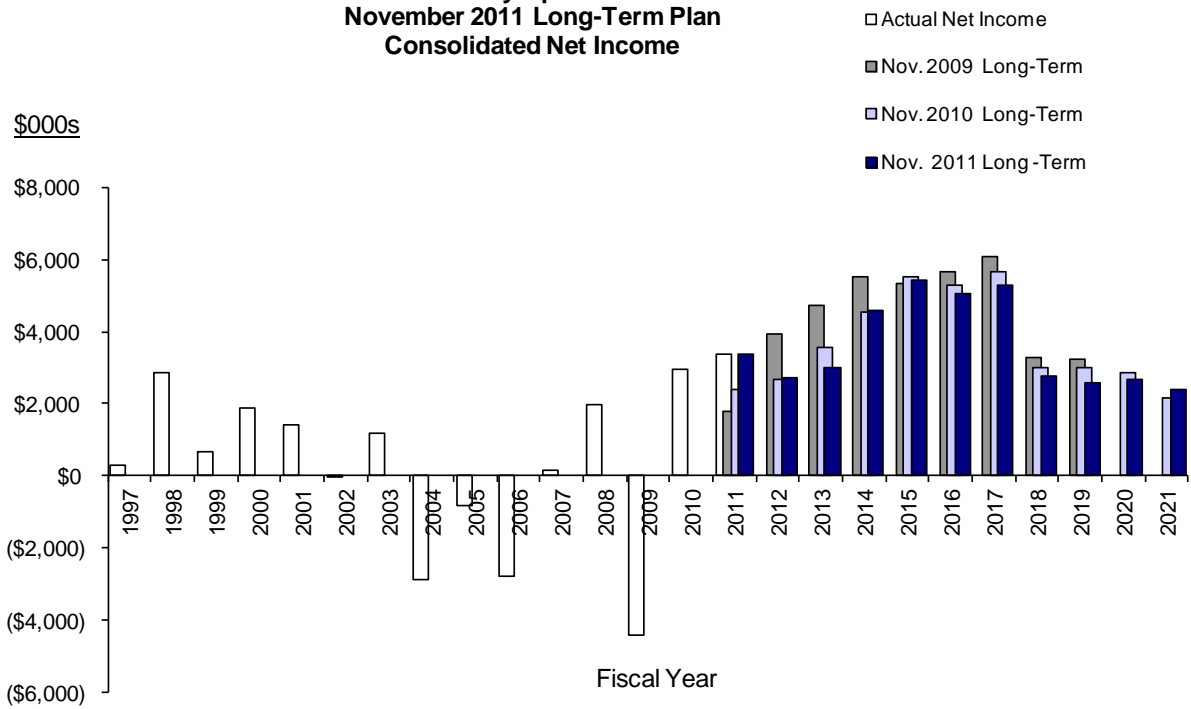
As in past years, the ancillary business plans are based on assumptions regarding inflation, compensation and interest rates that are consistent across the business units. Consistent with last year's plan and given the increased volatility in energy prices, separate assumptions on electricity, heating and cooling and water were used in the development of the ancillary business plans. The assumptions are as follows:

	<u>2011-12</u>	<u>2012 and onwards</u>
Consumer Price Index (CPI)	2.0%	2.0%
Compensation:	2.0%	2.0%
Heating & Cooling:	10.0%	2.0%
Electricity:	12.0%	10.0% for 2013-14, 7.5% for 2014-15 and 5% thereafter
Water:	9.0%	9.0% to 2014-15 and 3% onwards

**Figure 1
Ancillary Operations
November 2011 Long-Term Plan
Consolidated Revenue/Expenses/Net Income**



**Figure 2
Ancillary Operations
November 2011 Long-Term Plan
Consolidated Net Income**



The planning assumptions reflect an annual general inflation rate of 2% over the planning period, with the exception of electricity and water costs in the short-term. Compensation assumptions reflect a rate established for planning purposes for future settlements. Electricity costs reflect an increase of 12% for 2011-2012, 10% for 2012-2013, and 7.5% for 2014-2015 and thereafter. Water costs are expected to increase at an annual inflation rate of 9% in 2011-2015 and 3% thereafter. In addition to more global assumptions on inflation for compensation and energy, assumptions that are particular to each ancillary operation are factored in for each of the plans.

3. Bookstore

The Bookstore has two locations: York Lanes on the Keele Campus and York Hall on the Glendon campus, along with an active e-commerce site. Management has been focused on enhancing operational performance, reducing base costs, and making process improvements while improving the student experience related to the Bookstore. In June 2010, organizational changes were implemented to reduce the base costs.

Fiscal 2009-2010 reported a profit of \$470K via prudent cost control, despite relatively flat revenues. Fiscal 2010-2011 showed a 2% revenue decline, attributed to shift from traditional print books to digital books. The Bookstore has been increasing its offerings, including the sale of digital books and is one of the first Canadian campuses to offer a book rental program. These initiatives save students money, but also lower gross revenues and margin for the Bookstore. The Bookstore reported a profit of \$274K in 2010-2011. Previous plans assumed a continued growth in revenues, at slightly less than the rate of inflation. The current year's budget includes a 3% revenue drop; sales are tracking with a 4% decline. Previous plans have significant adjustments to labour and other operating expenses on a continuous basis to show modest returns over the ten-year period. Similarly, a modest amount of investment in refreshing an aging store appearance was included in the previous plans.

The current plan assumes that the recent declining sales trend will not reverse, and specifically that there will be no growth in textbook revenues. The Bookstore will act as a consolidator, offering students a single point for accessing needed materials in an increasingly complex array of buying new books, used textbooks, renting books, buying or leasing digital books. The business models and profit margins for e-books are not established as the industry struggles to define itself. It is assumed that margins will not be retained, but there will be less handling, merchandising, and operational requirements, leading to a leaner labour force.

In 2007, the Bookstore strategic plan focused on internal issues of improved operations, fiscal controls and service levels. These issues have been addressed in order to better control costs, and the Bookstore will be updating its strategic plan within the context of the digital age. It is also assumed that modest investments will still be required to fulfill the mandate of being a leading-edge bookstore and service to the student community, but these costs are excluded from the plan being submitted. These long-term projections show labour reductions beyond the rate of inflation, which is based on the assumption that there will be less labour associated with product handling in the increasingly digital bookstore.

The Cumulative Net Income and Surplus/Deficit Change from the prior plan shows a decrease of \$3.7M, for each, due to the changing nature of the overall business environment.

4. Student Housing Services

Student Housing Services provides approximately 3,650 rentable beds and apartment units for York's undergraduate and graduate students at the Keele and Glendon campuses.

Application and occupancy levels for the Keele undergraduate residences have declined over the past 4 years due to competition from new off-campus housing options (i.e. "The Village") within walking distance to York, a continued weakened economy, and changing student preferences. Since 2006, applications from upper year students have dropped by close to 30% while new student applications have declined by 22%.

Housing Services no longer receives enough applications to fill the beds available. Occupancy levels dropped to 86% in 2010-2011 and, as a result, Founders Residence was removed from the inventory of housing options beginning in the 2011-2012 academic year, reducing the rentable bed inventory by 256 beds. Housing Services continues to offer vacant space to YUELI academic programs and Seneca@York students to help offset revenue losses due to declining occupancy levels.

More undergraduate students are choosing to live in "The Village", citing that it is a more affordable option which allows them to live with their selected groups, enjoy greater independence, live in newer and more private facilities, have access to kitchens, and be exempt from purchasing a meal plan.

Significant adjustments were made to the prior plan to offset the downward occupancy trend and reduction in revenues. This year's plan was re-adjusted to project more optimistic occupancy levels based on September 2011 actual occupancies. The 2011-2012 Long Term Plan envisions the following:

- Founders Residence is removed as a housing option.
- Projections reflect a more constant trend in occupancy levels for the undergraduate traditional dormitory style based on a stabilization of actual occupancies in 2011.
- A reduction of 72 bed spaces with the conversion of double occupancy rooms to single rooms.
- A status quo revenue projection for the accommodation and conference business segment due to uncertainty of available and marketable space.
- An increased deferred maintenance and capital improvement budget over the prior year plan.
- Higher Energy expenditures are based on revised estimates from Energy Management for the planning exercise.
- A rate increase of 2% per year for undergraduate residences to address inflationary costs.
- A rate increase of 3.1% for 2012-2013 for apartment rents and 1% per year thereafter. These increases are set annually according to rent control guidelines.

This current plan maintains Cumulative Net Income and Surplus/Deficit targets to prior plan results.

Not reflected in the current plan, a consulting study is being undertaken to develop a strategic and sustainable master plan for student housing at York University. The study includes a market and demand analysis and consultations with key stakeholders across the university, including students and representatives from academic, residence life, and campus services and business operation units. The new Housing Master Plan will align itself with the overall strategic goals and direction of the University as reflected in:

- The University Academic Plan
- The White Paper and Enhancement of the Student Experience
- The Campus Master Plan and Secondary Plan
- The Integrated Resource Plan

The consultation process will include a thorough review and analysis of the current rate structure. It is expected that future long term plans will reflect any necessary rate adjustments that will be necessary to self-fund deferred maintenance and capital improvements.

The Housing Master Plan is expected to be shared with the York community for feedback in the Fall of 2011 with a goal to implementing final recommendations early in 2012.

5. Parking Services

Parking Services has approximately 10,000 parking stalls (Glendon and Keele) across 36 parking lots and various on-street and off-street parking areas. Vacancy rates in permit lots have stabilized over the past few years and continue to hover anywhere between 25% and 35%. Weekday demand peaks are Tuesdays and Thursdays, with Fridays being the lowest demand day other than weekends.

Parking has experienced significant challenges in accommodating various construction projects with primary focus on the TTC Subway, Life Sciences Building and proposed Pan Am stadium and related projects, which includes the use of parking control and enforcement staff handling traffic duties when required by the University. The proposed Pan Am site will result in the loss of parking stalls.

Redevelopment in areas adjacent to campus where students and visitors can park and walk to the University continues to be a revenue concern, as evidenced by the use of roadways for parking south of the Keele campus in "The Village". The City of Toronto has stepped up enforcement in the area, but not to such an extent that it has caused a significant shift in behavior.

Parking Services has recently begun a process to obtain new Parking Access and Revenue Control equipment (PARCs) that will allow the University to conform to regulatory Payment Card Industry (PCI) and EMV Chip and Pin compliance as well as provide enhanced service to the community.

Monthly permits, daily parking and fine collection volumes are holding steady with projections in this current plan being slightly more optimistic than for the prior year plan. This current plan projects monthly permit increases of 2% per year from fiscal 2012-2013 onwards. Daily rates to climb by 3% for 14/15 then every two years thereafter an additional 2% increase.

While it is difficult to forecast accurately the impact of the subway on commuter habits, this plan and the prior year plan envisioned a revenue drop of \$1M for monthly permits and daily revenues for fiscal 2015-2016.

The Cumulative Net Income change from the prior year plan shows a \$2.4M increase, which is due to both revenue increases and expense savings. Cumulative Surplus targets over the 10 years of the plan show a surplus of \$2.4M over the prior plan.

6. YU-Card Program

The YU-card program provides consistent photo identification for York University students, faculty and staff in the form of a campus "one-card" program conceived to improve the student experience by enabling convenient access to campus services and to provide cost efficiencies and opportunities for service enhancement and innovation for University departments.

Drivers for the long-term are meal plan sales, card usage related to other debit services and the annual license/maintenance fees for the YU-card system software and hardware.

License/maintenance fees are based on the number of active cards in use during a given year and the amount of hardware installed. The YU-card program currently absorbs all software license fees for the integration of services such as the Libraries and recreation facilities. The YU-card program has grown substantially since its introduction in 2006.

The \$68K shortfall for the Cumulative Net Income change from the prior plan is offset by a budget surplus in fiscal 2010/11. These additional funds were carried forward to the current plan for future hardware and software capital requirements.

While the cumulative surplus/deficit position for the plan presented is balanced to last year's forecast, the plan is based on growth in Flex account debit usage by students and relative stability in overall meal plan sales. Declines in residence occupancy, which drive meal plan sales, are offset in the plan

by the introduction of a new tier of optional tax exempt meal plans that will be marketed to students living in suite-style accommodations. Growth in Flex account usage is dependent on continued growth in the number of merchants that accept the YU-card, as well as the introduction of an off-campus merchant program in 2012-2013. As well, additional YU-Card readers are being installed in the vending machines being installed via the new vending machine contract.

7. Telecommunications

The York Telecommunications revenues are used primarily to support University voice infrastructure and services, along with some elements of the University's data network infrastructure. To the extent that a revenue surplus accumulates in Telecommunications over time, it is used to assist in balancing the overall ancillary budget for the University. Telecommunications' operations consist of three distinct segments:

- Telephone equipment and services to units of the University;
- Telephone equipment and services to students in residence;
- Cable TV services to students in residents.

Of these three segments, the first is the most significant in size accounting for over three-quarters of Telecommunications' revenue. Services to students in residence account for the remainder.

There are no significant changes brought forward in the updated plan. The prior year's financial targets were met.

8. Executive Learning Centre

This plan provides the consolidation of the financial results for the Executive Learning Centre on Keele Campus and the Executive Learning and Graduate Program site located at the Nadal Centre in downtown Toronto.

To the end of the 2009 fiscal year, the financial plan for these operations have met target.

The original 10-year plan was approved in November 2003 and forecasted a cost recovery of all cumulative deficits over 10 years, i.e. it would be fully recovered by the end of 2013-2014 having reached its maximum cumulative deficit of \$6.9M in 2009-2010. The 10-year plan submitted in November 2009 forecasted a full recovery in 13 years from the original start date of November 2003, at the end of 2016-2017 with a maximum cumulative deficit of \$12.0M in 2010-2011. The updated plan for November 2011 remains consistent with the prior year's plan.

Plan assumptions:

- Both ELC/Nadal and SEEC (Schulich Executive Education Centre) have been impacted by the recession and are not expected to recover to pre-recession levels until 2011-2012.
- SEEC contributions will be transferable to the ELC ancillary fund at a rate to ensure that no in-year deficits occur (assuming there are enough SEEC contributions) and that accumulated deficits will be fully recovered over the 13 years.
- This new transfer policy went into effect in fiscal year 2010-2011.
- On-going maintenance of the ELC facility will be paid for in-year as an operating expense. This plan assumes that, in year 10 of the facility (2013-2014), \$2M would be required to pay for kitchen fixture replacement, guest room renovation and penthouse floor upgrades. This capital expenditure would be amortized over 10 years

9. Other Ancillary Operations

9.1 Food and Contract Management

Contract Management negotiates and manages revenue generating contracts and hosting agreements with third parties on behalf of the University. The long-term plan includes revenue sources from antenna contracts, media advertising, Crestwood Valley Day Camp at Glendon and commercial research tenancies. Revenue and operating expense recoveries from other contracts that are currently managed, such as Tennis Canada, Seneca College and Computer Methods Building, flow to central University budgets.

Food and Vending Services establishes and manages contracts with third party vendors for food and vending services in order to provide students, faculty, staff and visitors with a variety of products and services. The vending contracts include laundry for student residences, ABMs, beverage and snack machines and other minor contracts in numerous locations on both campuses.

Food Services continues to face challenges within the campus environment. These include capital requirements to update aging facilities, such as dining halls which are not exclusively controlled by Food Services, and the loss of retail and catering business to the Student Centre (subsidized by a student levy), and York Lanes. Further, external caterers, which do not provide revenue to the University, are being used by departments and student organizations. Improvement in campus food service operations is necessary to address some of the findings of the Provostial White Paper.

Nonetheless, growth in Food Services is expected due to new locations and the rebranding and renovation of existing facilities over the next five years, leveraging capital contributions by Aramark, and redirecting repair and maintenance budgets to conduct more significant up-front upgrades to University equipment and infrastructure. The success of Food Services' business plan is dependent on the acquisition of new retail-appropriate space in the campus core and other key buildings.

The Cumulative Net Income change from the prior plan, \$486K decrease, is due to a fiscal 2012-2013 capital investment of \$600K for the renovation of the Atkinson food service outlet. The Cumulative Surplus target for the ten years of this plan is balanced to prior plan results.

9.2 Printing Services

Printing Services provides print stationery, secure printing of exams and diplomas, course materials including course kits, and a range of marketing and communication projects. Printing Services incorporates the Copyright Clearance Centre, which provides customized publishing services while ensuring that copyright royalties are respected.

The department works strenuously to improve its campus market share, however, future demand for printing depends upon independent decisions by departments and faculties to outsource or keep printing in-house.

The revenue from course kits is 50% of total revenues. Print Services has been a leader in the production of course kits, and is well respected for its work and the volume of titles produced- as is appropriate for the interdisciplinary approach at York University. Copies sold, as well as titles produced have been declining slightly, mainly due to the high and increasing cost of copyright. Printing Services has produced customized course books in digital format, and the Bookstore has developed a secure platform for selling the e-kits produced by Printing Services.

Although it would be preferable to project gradual declines in course kit production, experience in 2011-2012 reminds us that changes occur with economic shocks. In the current year, due to the cancellation of agreements with Access Copyright, a large portion of kits needed to be cleared for copyright by an outside printer who holds a commercial Access Copyright license. The in-house volumes, therefore, are showing a dramatic decline in 2011-2012. Although solutions may be developed to re-patriate the work, the current long term plan significantly reduces the in-house print

volumes. The staff in the Copyright Clearance Centre will continue to handle all of the 'front end' publishing service and will be credited with this effort with a portion of the bookstore sales. The revised long term plan indicates a reduction in staff to match the reduced print volumes.

In fiscal 2009-2010, Printing Services reported a profit of \$19K, and fiscal 2010-2011 a profit of \$102K. As this unit had steady volumes of \$3 million, management has been focused on generating a predictable return of 3-5% on sales. The future has uncertainties due to the increased use of digital alternatives, but a properly adjusted unit will continue to produce essential services and deliver a modest return on sales.

This current ten year plan maintains Cumulative Net Income and Surplus/Deficit targets to prior plan results.

APPENDIX

2011 Long-Term Plans

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
BOOKSTORE
in \$000s**

	Actual	Actual	Budget										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Revenue													
Revenue from Sales	\$19,576	\$19,255	\$18,666	\$17,351	\$17,342	\$17,334	\$17,327	\$17,321	\$17,317	\$17,313	\$17,311	\$17,310	
Rent Subsidy from York University	\$544	\$557	\$564	\$609	\$619	\$630	\$640	\$651	\$662	\$673	\$684	\$695	
Total Revenue	\$20,120	\$19,812	\$19,230	\$17,960	\$17,961	\$17,964	\$17,967	\$17,972	\$17,979	\$17,986	\$17,995	\$18,005	
Expenses													
Remuneration	\$2,372	\$2,660	\$2,566	\$2,433	\$2,393	\$2,336	\$2,178	\$2,216	\$2,050	\$2,086	\$2,123	\$2,268	
Cost of Goods Sold	\$14,944	\$14,607	\$14,154	\$13,134	\$13,125	\$13,118	\$13,111	\$13,105	\$13,100	\$13,096	\$13,093	\$13,090	
Occupancy Costs	\$1,071	\$1,075	\$1,068	\$1,078	\$1,087	\$1,097	\$1,108	\$1,118	\$1,129	\$1,140	\$1,151	\$1,162	
Other Operating Expenses	\$1,224	\$1,180	\$1,289	\$1,249	\$1,257	\$1,265	\$1,273	\$1,282	\$1,291	\$1,300	\$1,310	\$1,319	
Capital Expenditures	\$38	\$15	\$20	\$21	\$21	\$22	\$22	\$22	\$23	\$23	\$24	\$24	
Total Expenses	\$19,649	\$19,537	\$19,097	\$17,915	\$17,883	\$17,838	\$17,692	\$17,743	\$17,593	\$17,645	\$17,701	\$17,863	
Net Income/(Loss) for Fiscal Year	\$471	\$275	\$133	\$45	\$78	\$126	\$275	\$229	\$386	\$341	\$294	\$142	
Net Income/(Loss) per Nov. 2010 Plan			\$113	\$277	\$372	\$470	\$671	\$677	\$884	\$889	\$895	\$493	
Change from Nov. 2010 Plan			\$20	(\$232)	(\$294)	(\$344)	(\$396)	(\$448)	(\$498)	(\$548)	(\$601)	(\$351)	
Cumulative Change from Nov. 2010 Plan												(\$3,692)	

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
STUDENT HOUSING SERVICES
in \$000s**

	Actual 2009	Actual 2010	Budget 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue	\$24,577	\$25,152	\$23,807	\$24,153	\$24,600	\$24,540	\$24,868	\$25,202	\$25,541	\$25,886	\$26,236	\$26,593
Total Revenue	\$24,577	\$25,152	\$23,807	\$24,153	\$24,600	\$24,540	\$24,868	\$25,202	\$25,541	\$25,886	\$26,236	\$26,593
Expenses												
Remuneration	\$5,277	\$5,883	\$6,121	\$6,244	\$6,369	\$6,496	\$6,626	\$6,758	\$6,893	\$7,031	\$7,172	\$7,315
Other Operating Expenses	\$5,626	\$5,845	\$5,245	\$5,350	\$5,457	\$5,566	\$5,677	\$5,791	\$5,907	\$6,025	\$6,145	\$6,268
Energy (HVAC, Electricity, Water)	\$4,131	\$4,776	\$3,898	\$5,169	\$5,450	\$5,721	\$5,893	\$6,071	\$6,255	\$6,403	\$6,555	\$6,711
Capital Expenditures	\$1,747	\$4,670	\$2,238	\$3,430	\$3,354	\$2,788	\$2,697	\$2,676	\$2,574	\$2,685	\$2,540	\$2,464
Total Operating Expenses	\$16,781	\$21,174	\$17,502	\$20,193	\$20,630	\$20,571	\$20,893	\$21,296	\$21,629	\$22,144	\$22,412	\$22,758
Operating Income	\$7,796	\$3,978	\$6,305	\$3,960	\$3,970	\$3,969	\$3,975	\$3,906	\$3,912	\$3,742	\$3,824	\$3,835
Contribution to Capital Reserve	\$500	\$225	\$2,354	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Labour Disruption 08/09 Impact	(\$1,419)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Costs	\$6,214	\$3,478	\$3,478	\$3,478	\$3,478	\$3,478	\$3,478	\$3,401	\$3,299	\$3,120	\$3,037	\$3,037
Net Income/(Loss) for Fiscal Year	\$2,501	\$275	\$473	\$482	\$492	\$491	\$497	\$505	\$613	\$622	\$787	\$798
Net Income/(Loss) per Nov. 2010 Plan			\$472	\$476	\$481	\$478	\$481	\$488	\$618	\$651	\$777	\$782
Change from Nov. 2010 Plan			\$1	\$6	\$11	\$13	\$16	\$17	(\$5)	(\$29)	\$10	\$16
Cumulative Change from Nov. 2010 Plan												\$56

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
PARKING SERVICES
in \$000s**

	Actual 2009 2010	Actual 2010 2011	Budget 2011 2012	2012 2013	2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021
Revenue												
Revenue	\$20,054	\$16,518	\$15,239	\$15,320	\$15,551	\$15,984	\$15,245	\$15,634	\$15,923	\$16,357	\$16,693	\$17,181
Total Revenue	\$20,054	\$16,518	\$15,239	\$15,320	\$15,551	\$15,984	\$15,245	\$15,634	\$15,923	\$16,357	\$16,693	\$17,181
Expenses												
Remuneration	\$3,182	\$3,146	\$3,357	\$3,424	\$3,492	\$3,562	\$3,509	\$3,579	\$3,651	\$3,724	\$3,798	\$3,874
Cost of Sales TTC Metropasses	\$5,251	\$1,746	\$669	\$705	\$797	\$900	\$1,017	\$1,149	\$1,299	\$1,468	\$1,658	\$1,874
Other Operating Expenses	\$2,552	\$2,662	\$3,034	\$3,093	\$3,172	\$3,247	\$3,318	\$3,390	\$3,465	\$3,532	\$3,602	\$3,672
Capital Maintenance	\$938	\$52	\$856	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Total Expenses	\$11,923	\$7,606	\$7,916	\$7,722	\$7,961	\$8,209	\$8,344	\$8,618	\$8,915	\$9,224	\$9,558	\$9,920
Operating Income Before Amort/Land Rent	\$8,131	\$8,912	\$7,323	\$7,598	\$7,590	\$7,775	\$6,901	\$7,016	\$7,008	\$7,133	\$7,135	\$7,261
Amortization - Debt	\$5,176	\$5,147	\$5,244	\$4,908	\$4,426	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202
Contribution to Capital Reserve	\$0	\$850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Contribution Transp/goSAFE/CCTV/Card Acces	\$1,095	\$1,223	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410
Land Rent	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189
Total Amortization, Reserve, Land Rent	\$7,460	\$8,409	\$7,843	\$7,507	\$7,025	\$6,801	\$6,801	\$6,801	\$6,801	\$6,801	\$6,801	\$6,801
Net Income/(Loss) for Fiscal Year	\$671	\$503	(\$520)	\$91	\$565	\$974	\$100	\$215	\$207	\$332	\$334	\$460
Net Income/(Loss) per Nov. 2010 Plan			(\$519)	(\$243)	\$334	\$747	(\$246)	(\$6)	(\$10)	\$114	\$117	\$54
Change from Nov. 2010 Plan			(\$1)	\$334	\$231	\$227	\$346	\$221	\$217	\$218	\$217	\$406
Cumulative Change from Nov. 2010 Plan												\$2,416

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
YU-Card Program
in \$000s**

	Actual 2009	Actual 2010	Budget 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue												
Revenue	\$610	\$569	\$550	\$650	\$683	\$707	\$732	\$757	\$830	\$879	\$942	\$988
Expense Recovery - Central Support	\$290	\$142	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Total Revenue	\$900	\$711	\$650	\$750	\$783	\$807	\$832	\$857	\$930	\$979	\$1,042	\$1,088
Expenses												
Remuneration	\$271	\$298	\$324	\$331	\$337	\$344	\$351	\$358	\$365	\$372	\$380	\$387
Other Operating Expenses	\$318	\$142	\$167	\$188	\$198	\$206	\$214	\$218	\$222	\$227	\$231	\$236
Major Renovations/Equip/Soft Licence	\$210	\$230	\$232	\$237	\$241	\$246	\$251	\$256	\$261	\$265	\$270	\$276
Total Expenses	\$799	\$670	\$723	\$756	\$776	\$796	\$816	\$832	\$848	\$864	\$881	\$899
Operating Income	\$101	\$41	(\$73)	(\$6)	\$7	\$11	\$16	\$25	\$82	\$115	\$161	\$189
Contribution to Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$184
Net Income/(Loss) for Fiscal Year	\$101	\$41	(\$73)	(\$6)	\$7	\$11	\$16	\$25	\$82	\$115	\$161	\$5
Net Income/(Loss) per Nov. 2010 Plan			(\$30)	(\$4)	(\$12)	\$7	\$28	\$55	\$85	\$117	\$151	\$14
Change from Nov. 2010 Plan			(\$43)	(\$2)	\$19	\$4	(\$12)	(\$30)	(\$3)	(\$2)	\$10	(\$9)
Cumulative Change from Nov. 2010 Plan												(\$68)

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
UIT, TELECOMMUNICATIONS
in \$000s**

	Actual 2009	Actual 2010	Budget 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue	\$4,605	\$5,207	\$5,164	\$4,870	\$4,859	\$4,851	\$4,844	\$4,839	\$4,834	\$4,831	\$4,825	\$4,800
Expenses												
Remuneration	\$2,079	\$1,883	\$2,240	\$2,100	\$2,142	\$2,185	\$2,229	\$2,273	\$2,319	\$2,365	\$2,412	\$2,460
Other Operating Expenses	\$605	\$1,347	\$1,402	\$1,380	\$1,408	\$1,436	\$1,464	\$1,494	\$1,524	\$1,554	\$1,585	\$1,617
Repair / Maintenance (Inventory/amortization)	\$200	\$200	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Costs	\$180	\$131	\$97	\$77	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$3,064	\$3,561	\$3,939	\$3,557	\$3,568	\$3,621	\$3,693	\$3,767	\$3,842	\$3,919	\$3,997	\$4,077
Net Income/(Loss) for Fiscal Year	\$1,541	\$1,646	\$1,225	\$1,313	\$1,291	\$1,230	\$1,151	\$1,072	\$992	\$912	\$828	\$723
Net Income/(Loss) per Nov. 2010 Plan			\$1,347	\$1,330	\$1,313	\$1,255	\$1,180	\$1,026	\$952	\$880	\$802	\$723
Change from Nov. 2010 Plan			(\$122)	(\$17)	(\$22)	(\$25)	(\$29)	\$46	\$40	\$32	\$26	(\$0)
Cumulative Change from Nov. 2010 Plan												(\$71)

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG TERM FORECAST
EXECUTIVE LEARNING CENTRE & NADAL MANAGEMENT CENTRE
in \$000s**

	Actual 2009	Actual 2010	Budget 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue												
Executive Learning Centre	\$4,666	\$6,592	\$8,161	\$8,660	\$9,300	\$9,920	\$10,500	\$10,900	\$8,200	\$8,100	\$8,100	\$8,100
Nadal Management Centre	\$691	\$1,096	\$1,102	\$1,166	\$1,172	\$1,178	\$1,185	\$1,192	\$1,198	\$1,198	\$1,198	\$1,198
Total Revenue	\$5,357	\$7,688	\$9,263	\$9,826	\$10,472	\$11,098	\$11,685	\$12,092	\$9,398	\$9,298	\$9,298	\$9,298
Expenses												
Executive Learning Centre	\$4,640	\$4,677	\$5,087	\$5,225	\$5,460	\$5,700	\$5,850	\$6,000	\$6,050	\$6,050	\$6,050	\$6,050
Nadal Management Centre	\$1,066	\$1,081	\$1,103	\$1,167	\$1,172	\$1,178	\$1,185	\$1,192	\$1,198	\$1,198	\$1,198	\$1,198
Amortization of ELC Start-Up Costs	\$202	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation of ELC Fixed Assets	\$245	\$165	\$160	\$160	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Debt Repayment	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
Total Expenses	\$8,003	\$7,773	\$8,200	\$8,402	\$8,682	\$8,928	\$9,085	\$9,242	\$9,298	\$9,298	\$9,298	\$9,298
Net Income/(Loss) for Fiscal Year	(\$2,646)	(\$85)	\$1,063	\$1,424	\$1,790	\$2,170	\$2,600	\$2,850	\$100	\$0	\$0	\$0
Net Income/(Loss) per Nov. 2010 Plan			\$1,119	\$1,509	\$1,755	\$2,181	\$2,568	\$2,825	\$31	\$31	\$0	\$0
Change from Nov. 2010 Plan			(\$56)	(\$85)	\$35	(\$11)	\$32	\$25	\$69	(\$31)	\$0	\$0
Cumulative Change from Nov. 2010 Plan												<u>\$54</u>

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
FOOD AND CONTRACT MANAGEMENT
in \$000s**

	Actual 2009	Actual 2010	Budget 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue	\$1,775	\$1,939	\$1,824	\$1,888	\$1,915	\$1,943	\$1,980	\$2,009	\$2,039	\$2,069	\$2,099	\$2,132
Total Revenue	\$1,775	\$1,939	\$1,824	\$1,888	\$1,915	\$1,943	\$1,980	\$2,009	\$2,039	\$2,069	\$2,099	\$2,132
Expenses												
Remuneration	\$225	\$336	\$238	\$242	\$247	\$252	\$257	\$262	\$267	\$273	\$278	\$284
Other Operating Expenses	\$1,005	\$637	\$650	\$699	\$727	\$752	\$775	\$799	\$823	\$845	\$867	\$890
Major Renovations/Mtce/Equipment	\$233	\$342	\$644	\$1,256	\$694	\$703	\$719	\$736	\$759	\$857	\$865	\$894
Total Expenses	\$1,463	\$1,315	\$1,532	\$2,197	\$1,668	\$1,707	\$1,751	\$1,797	\$1,849	\$1,975	\$2,010	\$2,068
Contribution to Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income/(Loss) for Fiscal Year	\$312	\$624	\$292	(\$309)	\$247	\$236	\$229	\$212	\$190	\$94	\$89	\$64
Net Income/(Loss) per Nov. 2010 Plan			\$250	\$282	\$253	\$233	\$223	\$200	\$171	\$86	\$79	\$53
Change from Nov. 2010 Plan			\$42	(\$591)	(\$6)	\$3	\$6	\$12	\$19	\$8	\$10	\$11
Cumulative Change from Nov. 2010 Plan												(\$486)

**ANCILLARY OPERATIONS
NOVEMBER 2011 LONG-TERM FORECAST
PRINTING SERVICES
in \$000s**

	Actual	Actual	Budget									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue	\$3,046	\$2,752	\$2,654	\$2,321	\$2,438	\$2,483	\$2,529	\$2,576	\$2,614	\$2,652	\$2,691	\$2,731
Expenses												
Remuneration	\$1,350	\$1,405	\$1,270	\$1,219	\$1,167	\$1,114	\$1,136	\$1,159	\$1,182	\$1,206	\$1,230	\$1,254
Cost of Sales	\$1,169	\$958	\$898	\$850	\$865	\$881	\$897	\$913	\$927	\$940	\$954	\$968
Major Renovations/Equipment	\$9	\$13	\$47	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Other Operating Expenses	\$499	\$275	\$309	\$280	\$281	\$283	\$284	\$285	\$287	\$288	\$290	\$291
Total Expenses	\$3,027	\$2,651	\$2,524	\$2,379	\$2,343	\$2,308	\$2,347	\$2,387	\$2,426	\$2,464	\$2,504	\$2,543
Contribution to Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income/(Loss) for Fiscal Year	\$19	\$101	\$130	(\$58)	\$95	\$175	\$182	\$189	\$188	\$188	\$187	\$188
Net Income/(Loss) per Nov. 2010 Plan			\$151	\$153	\$155	\$157	\$160	\$162	\$164	\$167	\$69	\$70
Change from Nov. 2010 Plan			(\$21)	(\$211)	(\$60)	\$18	\$22	\$27	\$24	\$21	\$118	\$118
Cumulative Change from Nov. 2010 Plan												\$56

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of 5 December 2011

The Governance and Human Resources Committee met on 9 November and makes this report to the Board of Governors for information.

New members: The committee welcomed Ms. Black to her first meeting of the committee.

President's Items

As reported elsewhere, President Shoukri made reference to the generous donation by Pierre Lasonde for the expansion of engineering at York which it is anticipated will lead to the creation of a new Faculty bearing Mr. Lasonde's name. He also advised that the CAUT report on the Israel/Palestine conference held by Osgoode Hall Law School and Queens University has been published.

Human Resource Matters

Labour Relations:

The committee received an update on the progress of bargaining with a number of units at the university and the status of preparation for others.

Disability Management:

Following a report from Mercer Consulting, a disability management program has been put in place the purpose of which is to formalize the university's approach to the management of work related and non-work related disability cases. The strategy is intended to clarify accountabilities and expectations to all stakeholders, to support the university's statutory obligations for accessibility and accommodation and to create and implement tools and resources to support return to work programs and disability case management. A university-wide working committee has also been struck to develop a mental health strategy to address emerging issues. The committee received an overview of the number and type of short-term absences and long-term disability cases and noted the reduction in the number of claims and consequent 20% reduction of LTD premiums for most of the non-academic groups. Premium costs have held steady for academic employee groups. The Employee Assistance Program remains a key tool for confidential management of issues which impact the workplace.

2010 CPM Performance Review and Merit Exercise:

The compensation management system for confidential, managerial and professional employees (CPM) was implemented in 2006 in conjunction with a new job evaluation plan. The goals of the framework are to recruit and retain excellent employees, be fiscally responsible, consider both internal equity and external market factors, be transparent, and to establish employee performance as the primary driver of changes to individual compensation. The committee was provided with an overview of the distribution of performance as rated by managers in the third year of the program. There was concern expressed as to the salary ranges relative to market position and potential loss of competitive advantage given salary restraint measures introduced by

government. Notwithstanding, the community is now becoming more familiar in working with the rating system.

Better Workplace Initiative Update:

The four working groups established under the initiative have each identified projects and actions to advance towards a better workplace environment at York. Among these are: the enhancement of employee recognition activities, programs for leadership and management development, the launch of an employee information portal on the web site, a number of change management initiatives and the launch of a disability management program. Toolkits for managers and academic administrators to encourage consistent practices throughout the organization are also in development. An employee engagement survey will be undertaken, which will provide very useful information to help inform future plans.

Quarterly WSIB Report:

The report was tabled and noted. An analysis of claims indicates that 35% of injuries resulted from strains and sprains, 35% from trips and falls, and 15% from falling objects. The Employee Well Being Office continues to actively manage claims with proactive return-to-work initiatives, and the university's medical consultant provides assistance and advice on intervention strategies for effective claims management.

Governance

The committee reviewed the process and parameters for the selection of the next Chair of the Board, and discussed its willingness to serve as the selection committee if and when invited to do so.

Zahir Janmohamed, Chair

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 5 December 2011

The Land and Property Committee met on 14 November 2011 and provides this report for information.

1. York University Master Plan and Master Planning Process

The Committee and several other governors met with Ken Greenberg and Donna Hinde, the consultants retained by the University to develop concept plans for the non-academic core precincts of the Keele campus. The project, dubbed “50+ Campus in the City”, sets out a framework for the Master Plan consisting of the following six pillars:

- Accommodate growth
- Respond to momentum for change
- Be a leader in sustainability
- Enhance student life
- Re-interpret the setting
- Enhance community links

Cascading from the pillars is a series of defined principles and strategies filtered through the three lenses of: pedestrians first; greening the campus and infilling the campus. The development of the Master Plan framework has been informed by a comprehensive community consultation exercise that began in 2009 with the Vice-Presidents, Deans, the Campus Services and Business Operations department and City of Toronto planning staff. Most recently the forms of consultation this Fall have included:

- Focus groups of faculty and staff
- an information booth for students for over five days in different locations on the Keele campus;
- special presentations on the planning exercise to Access York, the Advancement division, the Faculty of Environmental Studies and the Department of Geography;
- Social media outlets (Facebook, Twitter and a blog) to inform and receive input on the exercise
- Dedicated website to be launched in November

The next phase of the project is the evaluation of a number of capital and development projects through the three above-noted lenses. Key among the projects being evaluated will be the Pan Am stadium and the proposed Pond/Sentinel residential / retail development.

The Committee is very excited by the direction being taken on the Master Plan and the opportunities it will present for enhancing the University environment. A presentation on the Master Plan project will be made to the full Board at an upcoming meeting.

2. Pan/Parapan Games Stadium Project Update

The process to confirm a preferred bid team to deliver the Pan Am Games stadium on the Keele campus is progressing with Infrastructure Ontario. The Request for Proposal was issued to three short-listed teams in September. The three teams will be developing conceptual designs for the stadium between now and March 2012, at which point they will be required submit their final design proposal. The preferred bid team for the

project will be selected thereafter, culminating in a close of the project between York University and Toronto 2015 by early summer 2012.

The University is currently undertaking a series of enabling works in order to prepare and deliver the project site by 31 October 2012.

3. Subway Construction Project

As a result of the tragic accident on the subway construction site adjacent to the Schulich Building in October, all of the construction sites on the Keele campus were temporarily closed. The Ontario Ministry of Labour began an incident investigation on the accident scene – they have yet to release any findings.

University staff has been engaged with TTC to discuss a construction re-start plan. Of primary concern is to minimize to the greatest extent possible the risk of any other accident. To that end a re-start “checklist” comprising various requirements to be completed before any caisson drilling resumes within the York University station site. The University has consented to preparatory work resuming within the subway station site, but no drilling will be permitted until the checklist is addressed to the University’s satisfaction.

4. Land Monetization Strategy

The Board was advised at the last meeting in October that the YUDC and the University are developing 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. Work has begun on the first phase of the project, which is consultation with external and internal communities to develop the vision and direction of the plan. Information meetings are being held with market leaders to learn from their experience and perspectives on similar initiatives. Consultations and site visits with other universities who have implemented monetization develop strategies are also being arranged.

5. Pond-Sentinel Development

At the December 2010 meeting of the Board, Mr Purves provided a high level overview of the proposed mixed-use retail, commercial and student housing development on the lands along Pond Road and Sentinel Boulevard. The mixed-use project, to include student housing, affordable housing and retail space, is proposed to be delivered over a 10-year period. The University has been developing a new undergraduate housing strategy that will provide high quality housing and enhance the overall student experience. The new strategy will align with any plans for the proposed Pond-Sentinel development project. University and YUDC staff will be visiting an existing student housing-retail facility in operation at the University of Maryland to assess the success of its implementation there. They will also be consulting with York students on the housing strategy and the opportunities presented by the Pond-Sentinel project to realize the goal of meeting students’ combined housing and academic needs.

6. Capital Construction

Vice President Brewer reviewed the status of the major capital projects. Good progress on all projects is continuing. The construction timelines for the Life Sciences Building were met, which has resulted in the project being 100% eligible for the federal and provincial governments’ *Knowledge Infrastructure Program* (KIP) funding.

Julia Foster, Chair



Memo

To: Board of Governors
From: Paul Cantor, Chair, Board Executive Committee
Date: December 5, 2011
Subject: **Board of Governors Meeting Dates 2012-2015**

4700 Keele St.
Toronto ON
Canada M3J 1P3

Tel 416 736 5310
Fax 416 736 55094

Listed below are the proposed Board of Governors meeting dates for the period **September 2012 to June 2015**. All meetings will be held from 3:00 pm to 6:00 pm in the Boardroom, York Research Tower, Keele Campus unless otherwise notified.

2012-2013	2013-2014	2014-2015
October 1	October 7	October 6
December 3	December 9	December 8
February 25	February 24	February 23
April 29	April 28	April 27
June 24	June 23	June 22

Memo

To: Board of Governors
From: Gary Brewer, Vice President, Finance & Administration
Date: December 5, 2011
Subject: Investment Account Resolution

Recommendation:

That the Board of Governors approve the attached resolution authorizing DWM Securities Inc. to receive instructions from one of the following:

**Vice President Finance & Administration
Vice President Advancement
Assistant Vice President Finance & CFO
Treasurer**

To accept, sell and redeem securities received as donations for the benefit of York University.

Background:

As a result of the decision to restructure the fundraising activities of the York University Foundation to the new Division of Advancement, the University will now be the recipient of donations of securities from donors.

Under the University's Statement of Investment Policy, all donations of securities are required to be liquidated as soon as practicable. In order to execute the liquidation of these securities, the University is required to open an account with an investment firm to handle the transactions.

The Foundation had satisfactory arrangement with DWM Securities in the past and the University proposes to continue this relationship.

**DIRECTORS' RESOLUTION AUTHORIZING
ACCEPTANCE, SALE AND REDEMPTION OF SECURITIES**

Resolution of York University formed under the laws of Ontario.

That any one of the following individuals:

**Vice President Finance & Administration
Vice President Advancement
Assistant Vice President Finance & CFO
Treasurer**

are hereby authorized and empowered for and on behalf of York University to open and operate an account with DWM Securities Inc. to accept and authorize, sale and redemption of gifts of securities to be held by DWM Securities Inc, for and on behalf of York University, and to do all things and to make, execute and sign all agreements, documents, and instruments which (s)he may deem necessary or advisable in connection with the operation of any such account(s) or dealings in any such Securities. AND THAT this resolution shall remain in full force and effect until written notice of the revocation thereof shall have been filed in writing by the Secretary of York University with DWM Securities Inc. at its head office at Toronto, Ontario.