



York University
Board of Governors

Notice of Meeting

Monday, February 27, 2012
3:00 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, 5 December 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 Terrie-Lynne Devonish Julia Foster William Hatanaka Ozench Ibrahim Debbie Jamieson Zahir Janmohamed Armand La Barge Patrick LeSage Sandra Levy Robert Lewis Mark Lievonen Janet Morrison Ken Ng Jonathan O’Kane Tim Price Samuel Schwartz Mamdouh Shoukri George Tourlakis Paul Tsaparis David Tsubouchi Paul Wilkinson Henry Wu Bryan Zarnett <i>Harriet Lewis, Secretary</i>	Deborah Hutton Kuttimol Kurian Honey Sherman	James Allan Cynthia Archer Noël Badiou Gary Brewer Joanne Duklas Richard Francki Robert Haché Sharon Hooper Allan Hutchinson Janusz Kozinski Alex Matos ijade Maxwell Rodrigues Ken McRoberts Patrick Monahan Jeff O’Hagan Alice Pitt Trudy Pound-Curtis Bud Purves Lia Quickert Rob Tiffin Jacqueline Volkhammer Susan Webb William van Wijngaarden Berton Woodward Cheryl Underhill, <i>Assistant Secretary</i> Bob Everett, <i>Assistant Secretary</i> Elaine MacRae, <i>Board Coordinator</i>

II. OPEN SESSION

1. Chair’s Items

With regret and sadness the Chair advised of the recent passing of Robert Martin, an Honorary governor, active member of the Investment Committee and great friend of the University. Condolences were expressed to Mr Martin’s family.

1.1 Executive Committee

The documentation circulated with the agenda was noted by Mr Cantor.

1.1.1 Selection Advisory Committee

Due to the confidential nature of the matter, this item was moved to the *in camera* agenda.

1.1.2 Incorporation of a Wholly-Owned Corporation in India

President Shoukri spoke to the documentation circulated with the agenda. The incorporation is a necessary step to achieve the academic plan of establishing a campus of the Schulich School of Business in India. Should there be delays with the plans to establish an independent York operation in Hyderabad, a twinning relationship between York University and the GMR School of Engineering will succeed the current relationship with the S.P. Jain School of Business. It was duly *agreed* that,

1. The Board of Governors approve the incorporation of a wholly-owned corporation under the laws of India in the form of the resolution circulated to the Board with the agenda;
2. That the Board direct the University to execute all such documents as may be necessary and desirable to effect said incorporation.

2. President's Items

2.1 Updates and Outstanding Issues

The President briefly reported on the following matters:

- Observation of Women's Remembrance Day on December 6
- His trip to China and greater internationalization of York's student body
- Appointment of Glen Murray as the new Minister of Training, Colleges and Universities
- Province's tuition rebate initiative and conceptual plan for three new campuses
- Pierre Lassonde's gift to the University in support of the Engineering program
- Efforts to address the budget shortfall and enhance operational efficiency
- President's Annual Report for 2011 and recent successes at the University

3. Academic Resources Committee

Mr Schwartz referred to 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 November 2011 report on Appointments, Tenure and Promotion.** Congratulations were extended from the Board to all successful candidates.

4. Community Affairs Committee

Mr Lewis spoke to the Committee's written report included with the agenda, highlighting the impressive results of the University's use of social media to connect with students and the external community. Presence on Twitter, Facebook and YouTube will drive traffic to the University's website, which is a key determinant in students' choice of university.

The University's use of social media was identified as an issue to explore in the governance context.

5. Finance and Audit Committee

Referring to the written report in the agenda, Mr Denison spoke briefly to the following matters:

- Management’s recent enterprise risk review and the updated risk assessment report due in the new year
- the ongoing budget pressures and the measures identified by management to mitigate the financial risks
- the increased pace of the implementation of the new campus-wide emergency public address system at the Board’s request

The Provost reported on the Fall/Winter 2011 term enrolment and retention challenges and the short and long-term measures being taken to improve results in both areas and enhance quality. Asked about efforts being taken to retain students in key areas at the University, he reported that a proactive approach is being taken to identify students at risk and ascertain the academic support they need. This type of outreach is expected to help boost student retention and enhance standards.

In response to a question about early outcomes from PRASE, Vice-President Brewer reported that the exercise is at the stage of generating the initiatives to be pursued to achieve increased service efficiencies at the University. It will be a multi-year process to achieve the targeted savings.

6. Capital Projects

6.1 *Pan Am Stadium Enabling Works.*

Documentation circulated with the agenda was noted by Mr Denison. It was duly *agreed* **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 Pam Am Athletics Stadium at the Keele campus.**

6.2 *Campus Renovations for Relocation of East Office Building Occupants*

Documentation circulated with the agenda was noted by Mr Denison.

It was *duly* agreed 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).**

6.3 *Window Replacement – 340 and 380 Assiniboine Road*

Documentation circulated with the agenda was noted by Mr Denison. It was *duly* agreed 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.**

7. Long-Term Ancilliary Plan

Documentation circulated with the agenda was noted and discussed. The Vice-President Finance & Administration confirmed that the development of the new student housing strategy and the exploration of housing options with the proposed Pond-Sentinel residential-retail project, are being informed among other things, by the issues and challenges that emerged in The Village housing community on the edge of the Keele campus.

It was duly *agreed* **that the Board of Governors approve the update to the Long-Term Ancilliary Plan.**

8. Governance and Human Resources Committee

Drawing on the material circulated to the Board, Mr Janmohamed spoke briefly to the 2010 CPM Performance Review (PMP) and Merit Exercise results. The PMP framework is an evolving process, alongside the Integrated Resource Planning model, with all units working to align their annual objectives with the University’s strategic objectives.

9. Investment Committee

The Investment committee having just met days before the Board meeting, Mr Burry provided an oral report for information, which included the following items:

- the solid investment performance of the endowment fund in October with a 5.2% return and an increase in the total size of the fund from \$307 to \$328M, but an overall negative calendar year-to-date return at -0.16% and fiscal year-to-date return at -4.24%;
- the results of the 2010 comparative analysis of endowment fund expenses which revealed that York is comfortably below the average expense ratio of the peer group of universities while achieving the second best investment performance among the same cohort;
- a progress report on the project to identify a more sustainable and predictable endowment spending formula
- the decision of the Ontario Supreme Court to approve the application from the University to replace the Foundation as the trustee of the endowed gifts to York, and the process of transferring all the individual endowment accounts and associated assets to the University's records; and
- the Committee's approval of a change to one of the Specialist Manager Mandates

10. Land and Property Committee

Mrs. Foster spoke to the documentation circulated with the agenda, noting in particular the exciting work being done on the Master Plan, the resumption of work on the subway construction site adjacent to the Schulich building with enhanced safety measures in place, and the University's eligibility for full *Knowledge Infrastructure Program* (KIP) funding from the government for the Life Science Building for having met the completion timeline.

11. Other Business

There was none.

12. In Camera Session

An *in camera* session was held.

The Board approved the formation of the Selection Advisory Committee to propose the name of an external member of the Board to be the next Chair, and the membership of the Advisory Committee as being comprised of the members of the Governance and Human Resources Committee.

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 February 27, 2012

The Executive Committee met on February 15 and February 24 and in addition to those items on the agenda makes this report for information.

The Committee commented on the work done by Ms. Ibrahim and Vice President Brewer to put the university's financial status and budget discussions into a more strategic context. The presentation given at the Finance and Audit Committee had been successful in doing so and was appreciated. Vice President Brewer has offered to create a financial context briefing document for all governors.

The President provided updates on government relations, labour relations and pension issues. It would appear that collective bargaining is proceeding as anticipated and pension reform discussions with employee groups at an "all union" table are underway.

As has been the practice recently, each of the committee chairs reported on important issues raised in their committees, and these issues form the basis of the reports and agenda items at this meeting.

Mr. Janmohamed apprised the committee of the progress made by the Chair Selection Committee which has met on two occasions. It has adopted as appropriate the existing Criteria document, and has begun considering nominees. When the next chair is appointed, as the Governance and Human Resources Committee, the committee wishes to consider anew the issue of the Chair's term and succession planning for the position.

Paul Cantor, Chair



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SECRETARIAT**

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Memo

To: Board of Governors

From: Paul Cantor, Chair

Date: February 22, 2012

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



Due to the confidentiality of this item, documentation will be distributed at the meeting and reported on at that time.

**Report to the Board
at its meeting of February 28, 2012**

Board of Governors

The Academic Resources Committee met on February 6 and submits the following information report to the Board of Governors.

1. Faculty of Engineering Proposal

On January 26 the University Senate approved a recommendation made by the Academic Policy, Planning and Research Committee to approve, in principle, a Faculty of Engineering to be named the Lassonde School of Engineering. This is the most recent significant milestone in the evolution of Engineering at York, and a step that will provide momentum to the planning underway to expand Engineering programs and house them in a stand-alone Faculty.

Our discussion of the proposal was facilitated by a presentation from Associate Dean Engineering Richard Hornsey, who attended at the request of Dean Koziński and who has been at the forefront throughout the development phase.

We were briefed on numerous aspects of the proposal but, in keeping with the Committee's mandate, paid special attention to academic resources and relationship to the University's strategic priorities. It is particularly heartening that the project has received generous financial support from the provincial government (for infrastructure) and from Pierre Lassonde. This will put a new Faculty on a solid footing from the outset, and permit the construction of a modern, fully-equipped facility. Other funding required during the start-up phase will be held in a separate envelope and repaid as enrolments grow and the budget reaches full self-sufficiency.

The attached document, prepared for APPRC and Senate, provides details on other aspects of the plan for Engineering, including units and programs destined for a new Faculty, distinctive and innovative approaches to course offerings and curriculum delivery, recruitment strategies, linkages with external partners, and other facets intended to make the School a "destination of choice." As indicated in the material, it is expected that the School will have close ties to other Faculties and programs at York and offer students unique opportunities to take advantage of the University's strengths. Applications to Engineering programs continue to grow, and projections point to sustained interest among high caliber students in the future.

Engineering continues to attract significant research funding. A new Faculty would be advantageous to its faculty and student researchers and also benefit the entire University research community through leveraging as well as an enhanced profile and reputation.

Faculties and constituent units are formally created by the Board of Governors. A recommendation to establish the Faculty may be ready for consideration by Senate and the Board in the spring.

Documentation is attached as Appendix A.

2. President's Items

In his remarks, Dr Shoukri touched on the major issues facing York in the evolving, complex environment for postsecondary education. Universities are anxiously awaiting the provincial budget that, it is hoped, will clarify the tuition fee framework, overall funding for postsecondary institutions, and policy directions. It is also expected that the Drummond report, due this month, will include recommendations touching on the postsecondary system. York must also respond to a variety of developments in a competitive milieu, including the proliferation of on-line learning opportunities and intensified student demand for applied programs, portability of credits, and positive student experiences. A number of mechanisms have been put in place to effectively manage these challenges and maximize investments in academic activities, including the PRASE initiative and a new budget committee composed of the President, Provost, and Vice-President Finance and Administration.

3. Report of the Vice-President Academic and Provost

Provost Monahan shared preliminary application data issued by the Ontario University Application Centre. York's share of applicants and first choice applications has declined significantly while overall applications by secondary school graduates are up through the system and other Toronto universities are showing robust results. Efforts are underway to study the causes of this decrease and put in place long-term solutions while moving quickly to convert applications to enrolments. The Provost has also established an Advisory Council on Academic Innovation, the draft mandate for which was reviewed by the Committee, designed to call upon expertise within the community in assessing challenges and considering solutions.

4. Report of the Vice-President Innovation

Vice-President Haché updated the Committee on the following key items:

- the reconstitution of a VPRI Advisory Committee composed of leaders from the York Region for the purpose of advising on the development of relationships in that community;
- upcoming meetings of the York Leadership Roundtable with the proposed themes of wellness and the University-market interfaces;
- the University's participation in the Israel-Markham symposium;
- strategic research initiatives including the development of a five-year strategic research plan and a new Senate Policy on Organized Research Units;
- Research Month at York, a showcase for researchers in a variety of disciplines and multidisciplinary combinations;
- the University's application for one of ten Canada Excellence Research Chairs in the area of embedded and tangible interfaces, a dimension of the ubiquitous computing in everyday life;
- York's collaboration, as lead administrator, with partners from academic and industry partners in the "Connected Wellness Platform" through the Federal Economic Development Agency for Southern Ontario;

The Committee reiterated its support for Vice-President Haché in the development of external connections.

Sam Schwartz, Chair

Proposal for the Establishment of a Faculty of Engineering

Submitted to:
Academic Policy, Planning and Research Committee
at its meeting of January 12, 2012

By:
Janusz Kozinski
Dean, Faculty of Science & Engineering

Introduction

The following document has been prepared by the Dean of the Faculty of Science & Engineering and colleagues to provide Senate with an overview of the history and plans for Engineering at York in anticipation of consideration of a proposal to establish a Faculty in principle.

On December 13th, 2011 the Council of the Faculty of Science & Engineering voted 35-5 in support of a proposal to establish, in principle, a new Faculty of Engineering. With this decision, the Faculty has added its support for the proposal. Other key milestones have been reached in the process of creating a separate Faculty to house York's Engineering activities, including the following:

- The province of Ontario has committed \$50-million dollars toward the project of expanding Engineering at York.
- A major donor has provided \$25-million dollars.
- All of the programs (Computer, Geomatics, Space & Software Engineering) housed in the existing School of Engineering have agreed to move to a new Faculty.
- Planning is underway to develop new programs such as Electrical, Mechanical, Civil and Chemical Engineering.
- Colleagues in the departments of Computer Science & Engineering and Earth & Space Science & Engineering have declared their intention to move to the Faculty of Engineering (Lassonde School of Engineering).

Council's decision has been communicated to the Academic Policy, Planning and Research Committee of Senate with a request that it recommends Senate approval in principle. Approval in principle by Senate at this stage is sought based on the processes leading to the establishment of the Faculty of Health and the Faculty of Liberal Arts & Professional Studies (please refer to page 13-14 for implementation details). In both instances, the approval in principle provided Senate with an opportunity to signal its support while providing valuable input and advice to inform subsequent consultations.

FSE Support

Engineering approval in principle

Recent History of Engineering at York

In response to the needs of engineering in the 21st century, York opened its doors to offering three exciting engineering programs in 2001: Computer Engineering, Geomatics Engineering (four-year program, unique in Ontario) and Space Engineering (unique in Canada). Software Engineering started in September 2011. York University's accredited engineering programs were developed to reflect a modern view of engineering and to teach the skills needed in the engineering profession today.

*Engineering
Programs*

As technology progresses, engineering and scientific disciplines become increasingly interrelated and interdependent. York's Engineering program is growing to respond to real-world education in high demand. Our Engineering programs include courses in ethics, law, environment and engineering economics to prepare graduates for their professional career. We anticipate to launch a unique suite of mainstream engineering programs in electrical, mechanical, civil and chemical engineering. By combining academic knowledge with hands-on work experience gained through senior engineering projects and optional industrial internships, students are better prepared to meet the challenges of a professional engineer and to become entrepreneurs. These relationships encourage and promote new developments and faster responses to demands and societal needs.

*MTCU Support:
\$50 million*

Furthermore, provincial support arrived on June 20th, 2011, when the Ministry of Training, Colleges & Universities (MTCU) announced Ontario's investment of \$50-million dollars in York University's new engineering and science building as part of the government's upcoming long-term capital plan, enabling the university to move forward with its plan for expansion of the School of Engineering.

Since the June announcement, a project team, chaired by the Provost, comprised of the Vice-President Finance & Administration, the Dean of the Faculty of Science & Engineering and members of the School of Engineering, members of the Vice-President Academic & Provosts office, and the Office of Institutional Research & Analysis, have been working to develop the plans going forward, particularly with regards to the resource analysis and academic planning involved with the expansion.

Contributing to the investment in Engineering, on November 1st, 2011, York proudly announced Pierre Lassonde's transformative donation of \$25-million dollars to support the expansion and a new approach to engineering education. This gift will allow York to create a truly unique engineering program that will redefine the future of engineering at York and beyond. Based on York's traditional strength in humanities, social sciences, business and law, the vision and commitment towards this expansion will be to ensure that engineering students will be broadly educated to support future economic and social development by graduating a new generation of entrepreneurial engineers with a social conscience.

*Lassonde
Donation:
\$25 million*

The proposal now before Senate is intended to provide a brief overview of the intentions for moving forward, requesting Senate to approve "in principle" the efforts that are being undertaken to advance the expansion of engineering at York University, toward the creation of a new Faculty, the Lassonde School of Engineering.

Origin of the Proposal & Relationship to University Planning

Engineering has a relatively long history as a planning priority for the university, going back to Vision 2020 (1992) and before, with several University and Faculty Academic Plans identifying the need for expansion in engineering and applied science areas. The 2001 University Academic Plan stated that “[t]he Faculty of Pure and Applied Science should develop programming in engineering fields (such as engineering physics and computer engineering), as well as applied fields (such as biotechnology), which build on the high quality of existing core disciplines and expand the range and quality of applied programs.” This plan enables the Faculty of Science & Engineering (FSE) to action its strategic plans to work with the institution and be “[t]he impetus to grow Engineering and applied sciences significantly at York, to rebalance the University, to make York more comprehensive...” (FSE Plan 2009).

In order for York to build its reputation as a leading, internationally renowned Engineering enterprise, it needs to move into the same arena as the majority of its provincial and national competitors under the auspices of a standalone Faculty (see Appendix A for provincial details). It is also important to note that this initiation to create a new Faculty of Engineering contemplates that a proposal will be coming forward to request a name change for the current Faculty of Science & Engineering.

University Planning

The White Paper and new University Academic Plan (UAP) (2010-15) continue to highlight engineering as a strategic academic priority: the Provostial White Paper (2010) emphasizes the need to “[c]ontinue to develop York as a more comprehensive university by expanding the scope of the university’s teaching and research activities in engineering, the applied sciences, health and medicine, business-related and professional studies. (Objective 1)” While the UAP plans for York to be: “paving the way to an expanded Engineering program ... consistent with York’s traditional emphasis on disciplinary richness, collaboration and transformation.” This Faculty proposal addresses one of the key UAP principles in developing a plan for implementation that will support: “an ongoing commitment to the diversification of academic activities in line with creating a more comprehensive university, including teaching and research in the areas of health, engineering, applied science, medicine, business and professional programs, while sustaining, affirming, and building upon the foundation provided by our distinctive strengths in the liberal arts, the fine arts, and the sciences as well as interdisciplinary programs and opportunities for students to combine disciplinary fields.”

The expansion of the School of Engineering contributes towards the University’s goal of a more comprehensive and research intensive institution, by creating enhanced internal and external opportunities for collaborations. Within the university, inter-Faculty collaborations exemplified by initiatives such as digital media (FSE and FFA) will provide new ways of attracting talented students and faculty, as well as enabling York University researchers to compete successfully for a more diverse range of research funding. An increased engineering research presence at York University will also benefit both the local community and the University by expanding research partnerships and stimulating economic growth in the rapidly developing neighbouring regions. With appropriate safeguards and oversight, these partnerships will benefit our students by involving practising engineers in our teaching and research, and by broadening their career opportunities.

*Engineering:
White Paper
and UAP*

Rationale

for the School of Engineering to become a Faculty

*Engineering:
Transformation
into a Faculty*

Engineering continues to be an area of growing importance as advanced technological applications are playing an increasingly important role in the Canadian economy. York University has a proud tradition of excellence in applied science and engineering. The Engineering Program is building on this strong foundation and is actively in the process of advancing and developing a broader suite of Engineering Programs in both research and teaching. This proposal seeks to significantly enhance and expand the visibility of Engineering at York by transforming the School of Engineering into a Faculty that will provide the appropriate governing structure for ensuring that the highest professional standards are achieved and maintained as the School expands. The governing structure proposed here follows the guidelines of York University.

Moving forward with the envisioned expansion for Engineering sees the need for it to move it into a bigger house and take up residence as a Faculty. The profession requires under its accreditation regulations and standards that a distinct governance and management structure exists for all engineering programs operating in the province and country. As an accredited profession, it mandates that the administrative proponents subscribe to and hold a valid license with the profession in order to operate as an Engineering educational body.

*Accreditation
Requirements*

The Canadian Engineering Accreditation Board (CEAB) criteria for accreditation state that: “The Engineering Faculty Council (or equivalent engineering body) must have clear, documented authority and responsibility for the engineering program, regardless of the administrative structure within which the engineering program is delivered. (Criterion 3.5.7)” With the current structure of the School of Engineering embedded within the Faculty of Science and Engineering, questions have been raised about this criterion by the accreditation team at all three of our site visits (2005, 2007, 2009). In 2005 this was a critical issue, necessitating significant restructuring of the administrative structure of FSE. While these changes were deemed acceptable in 2007, it has taken significant discussions on each subsequent occasion to convince the accreditation team of this acceptability. So, for example, even the site visit report for our highly successful 2009-10 accreditation exercise included the comment: “It appears there may be a lack of control over curriculum content, given the structure of the Faculty, even though the curriculum committee is comprised of engineers.”

Given that York University’s compliance with this criterion may be regarded as marginal for the existing, small programs, we believe that it would be very difficult to obtain CEAB accreditation were we to extend this model to the expanded School of Engineering, with its many more programs, departments and faculty members.

*Engineering
Demographics*

The government’s investment in providing capital funding for the expansion of engineering demonstrates a firm commitment and belief that the demand for expansion in the area of engineering exists within the province and specifically the GTA. Recent demographic and statistical reporting provided by the province, and the council of deans of engineering in Ontario, suggest that there is excess demand not being served by our existing institutions. The province is experiencing a pattern of steady-growth and a significant increase in applications to engineering in the last few years, with the expectation for expansion into the foreseeable future. The system is currently experiencing an annual increase of more than 2,000 students entering engineering disciplines¹, with more than 48,000 applications and annual increase of 9.7% year-over-year – compared to the 3.2% increase in total applications across the entire Ontario system (both 101s & 105s)². Engineering currently claims 9.4% of the Ontario applicant market share (up 0.5% from 2010). The predictions are that the growth realized in higher education will see students demanding access to more business and professional programs. York is well positioned and poised to take on this expansion and to play a vital role in serving the interests of the student population.

The rationale for the creation of a Faculty structure begs for the consolidation of eight engineering, plus four associated programs, for they bear the same unique academic structures, professional accreditation requirements and engage in similar activities. It would immediately strengthen the ties between like units with similar degrees and programmatic interests, and would assist in the development and expansion of new and innovative programs that are contemplated in this proposed Faculty. The identity of Engineering as its own Faculty raises the profile of

the program and York's reputation as it works toward becoming a more comprehensive institution. It also factors into the credibility within the profession and to attracting fundraising prospects and research funding opportunities. Engineering at York would be able to strategically enhance student recruitment efforts and provide distinctive access to its programs in a parallel manner to other Faculties of Engineering in Ontario and across the country.³

1. See Appendix A: Preliminary Enrolments in Ontario Engineering Faculties (September 2011)
2. Ontario Universities' Application Application Statistics for Secondary School and Non-Secondary School Applications (September 14, 2011)
<http://www.ouac.on.ca>.
3. Senate Policy: Guidelines for the Development and Approval of Schools Within the University

The Vision for Engineering at York

The future School of Engineering will embrace a Global Engineering concept. It will be based on the three pillars characterizing the 21st Century engineering: (1) Cooperative Education & Industry Partnerships, (2) Entrepreneurship & Leadership, and (3) Global Learning & Study Abroad. Its unique curriculum and learning environment will stretch students' intellectual, leadership and personal capacities, and foster a vibrant community of scholars that breaks new ground in multidisciplinary insights and global perspectives. We would aim to produce graduates who are articulate and confident individuals, broad thinkers, and dynamic and motivated achievers who distinguish themselves by their intellectual rigor, spirit of initiative, resourcefulness and innovation, and commitment to make important contributions to the society.

The new face of Engineering at York will debut in a new state-of-the-art facility that will open its doors in the Summer of 2014. With the critical funding commitments and plans now in place, \$50 million from the Ministry to go toward capital costs, along with a \$25-million dollar donation from Pierre Lassonde, plus additional donations, the project to expand Engineering can get underway.

Over the course of the next several years, our team will recruit new faculty and staff to support and undertake the development four new departments, starting with new programs in: Electrical, Mechanical, Civil and Chemical Engineering in the new *Lassonde School of Engineering (LSE)*. The plan is for Electrical Engineering to be the first of the new programs to commence in 2013/14, followed closely by Mechanical, Civil, and Chemical. Further details on key areas and activities that are being considered and developed include:

- Teaching and Learning
- Research
- Community Partnerships & Collaborations
- Benefits to the University as a Whole
- Other Considerations

Preliminary Composition and Structure of the Faculty

Programs

Current Programs to Move:

- Computer Engineering
- Geomatics Engineering
- Space Engineering
- Software Engineering
- Computer Science
- Computer Security
- Digital Media
- Earth & Atmospheric Science

Proposed New Programs:

- Electrical Engineering
- Mechanical Engineering
- Civil Engineering
- Chemical Engineering

Departments & Programs

The primary objective is to take the existing accredited programs in the School of Engineering to the top according to international standards, and to create initially 4-5 new programs. These programs will be developed as a new and unique combination of technical excellence, social commitment, professional communication, and design innovation to prepare graduates for the new and evolving challenges and responsibilities of the professional engineer of the future. Programs will be benchmarked against similar top international programs, and will be developed with advice from the professional engineering community and representatives from relevant industry. As described above, we plan to launch new programs in Electrical Engineering, Mechanical Engineering, Civil Engineering and Chemical Engineering. There has been a tendency over the last decade of students migrating to well-established engineering disciplines such as these, possibly as a response to the burst of the technology bubble. However, each of these disciplines is extremely broad and encompasses many sub-disciplines, ranging from the more traditional fields to the emerging specialties. In contrast to many engineering schools with a large physical and human infrastructure investment in conventional sub-disciplines, York University is in a position to focus immediately on the emerging, cutting edge fields in high demand for future engineering graduates, post-graduates and practising engineers.

The new School of Engineering will be recognized internationally for its distinctive approach to engineering and entrepreneurship. By embodying York University's core values of social responsibility, global citizenship, and multi-disciplinarity, the School will establish itself as a destination of choice for top engineering students worldwide. The School of Engineering is committed to working with colleagues, departments and Faculties across the University to deliver innovative collaborative programs at both graduate and undergraduate levels. These discussions are underway, albeit in the early stages. Academic partnerships with the Schulich School of Business and Osgoode Hall Law School are integral to this vision, ensuring exceptional academic preparation in engineering, business, public policy and law for students at all levels. Student learning will be enhanced by co-

*The Innovation
Crucible*

*Renaissance
Engineers*

operative education and/or internship programs designed to provide practical experience of entrepreneurship in the workplace. Strategic ‘institutes’ in research, professional development and engineering design will contribute to the vibrant atmosphere of innovation in the departments and programs in the School of Engineering. Modern engineering is not just about science and technology. It is about solving design problems, aesthetic elegance, entrepreneurship and generating new opportunities, team creativity, human factors, global design collaborations, and social context. To educate engineers with such attributes the curriculum and, more importantly, the environment in which it is taught, are paramount. A Lassonde School of Engineering education will therefore combine the latest technological and pedagogical advances in each field (informed by academic leaders to be recruited for each new program) with innovations in the learning environment.

Examples currently under development include: team collaborations using social networking; highly integrated courses melding problem-based learning and synchronized content delivery; employing cloud computing and library information technology to create student “learning lounges;” reconfigurable classrooms and project-work spaces; practical experiences of entrepreneurship via industrial work experience, external design and business competitions, and establishing student-led start-up companies; modular and reconfigurable laboratory facilities that are tightly linked to the curriculum; small-scale industrial engineering systems, such as a microbrewery (chemical engineering) or energy-efficient building (civil engineering); instrumenting the engineering building as a living-laboratory.

Electrical Engineering & Computer Science

Following the precedents established by institutions such as MIT and UC Berkeley, faculty members in the current Department of Computer Science and Engineering have voted to offer the new Electrical Engineering program, and to change the department name to Electrical Engineering and Computer Science (EECS). It is intended to house the following programs: Computer Engineering, Electrical Engineering, Software Engineering, Computer Science, Computer Security and Digital Media.

Mechanical Engineering

Mechanical Engineering potentially will be administered as a stand-alone department. Once the Mechanical Engineering program is established, additional programs such as Mechatronics Engineering (bearing synergies with Electrical and Space Engineering) and Materials Engineering can be envisioned.

Civil Engineering

Civil Engineering will emphasize environmental sustainability in the core program, and will offer a strong environmental option. A natural extension of the Civil Engineering program would be offerings in collaboration with environmental science (in FSE) and/or environmental studies (with FES). These could take the form of a cluster of general education courses, a certificate or a dual degree.

Chemical Engineering

Like Civil Engineering, Chemical Engineering has both a rich history and a modern interpretation. In its modern form, Chemical Engineering encompasses fields such as nanotechnology, molecular self-assembly, and bio-materials. In collaboration with the Departments of Chemistry and Biology, York University's Chemical Engineering program will emphasize these progressive disciplines. Ultimately, it is probable that LSE will offer programs in both Chemical Engineering and Bio-Engineering.

Earth & Space Science & Engineering

The department of Earth & Space Science & Engineering has voted to join the School of Engineering and is likely to continue to be home to programs in: Geomatics Engineering, Space Engineering and three program streams in Earth & Atmospheric Science.

Student Admission & Enrolment

The enrolments in our undergraduate and graduate programs are planned to increase at a significant pace as the new programs in Engineering are brought online. The creation of new programs at York and a series of new faculty appointments will be made to initiate the development of these new curricular offerings. It is estimated that the new Faculty will be of a medium size in comparison to other programs in the country. The faculty appointments and staffing complement to support the enrolment growth at both the undergraduate and graduate levels will be incrementally made in step with enrolment increases to match the complement ratios required by the accreditation board and as developed in the academic planning processes for the units.

The enrolment forecasts and complement planning have been realistically set in the context of the growing demand for Engineering programming in the Province, as reflected in the most recent OUAC statistics and analysis provided in Engineering Canada projections.

“Engineering institutions continue to report strong growth in the number of students pursuing an engineering education. Total undergraduate enrolment in accredited programs rose to 63,113; a 7 percent increase from the previous year. Postgraduate enrolments for both master’s and doctoral students also reached a peak of 21,083 in 2010, increasing 9.8 percent from 2009.

Canadian programs are a popular choice for international engineering students. At the undergraduate level, the number of visa students rose 46.2 percent since 2006, accounting for 12.3 percent of total undergraduate enrolment. The number of visa post-graduate students has also grown by an astounding 49.2 percent since 2006, accounting for over one-third of graduate student enrolment in 2010.⁴”

Enrolment Projections for Undergraduate New Year 1 Admission Intake and Total Enrolment, and Graduate Enrolment by Degree Type for the next decade:

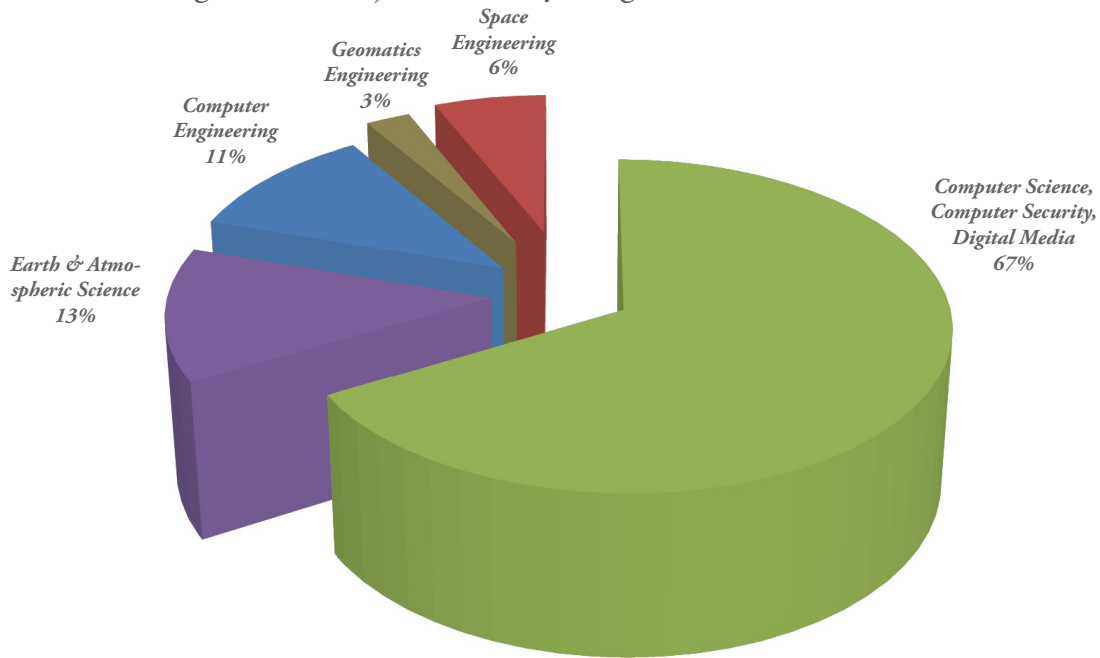
Undergraduate Students	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
New Student Intake	60	100	150	275	400	475	475	475	475	475	475
Undergraduate Total	173	232	324	518	783	1058	1283	1481	1647	1776	1870

Graduate Students	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
MASc	43	43	53	71	85	105	119	127	135	147	161
MBEng	0	0	0	25	75	75	75	75	75	75	75
MEng	0	0	10	28	42	62	76	84	92	104	118
PhD	45	45	50	55	76	100	124	145	160	174	191
Graduate Total	88	88	113	179	278	342	394	431	462	500	545

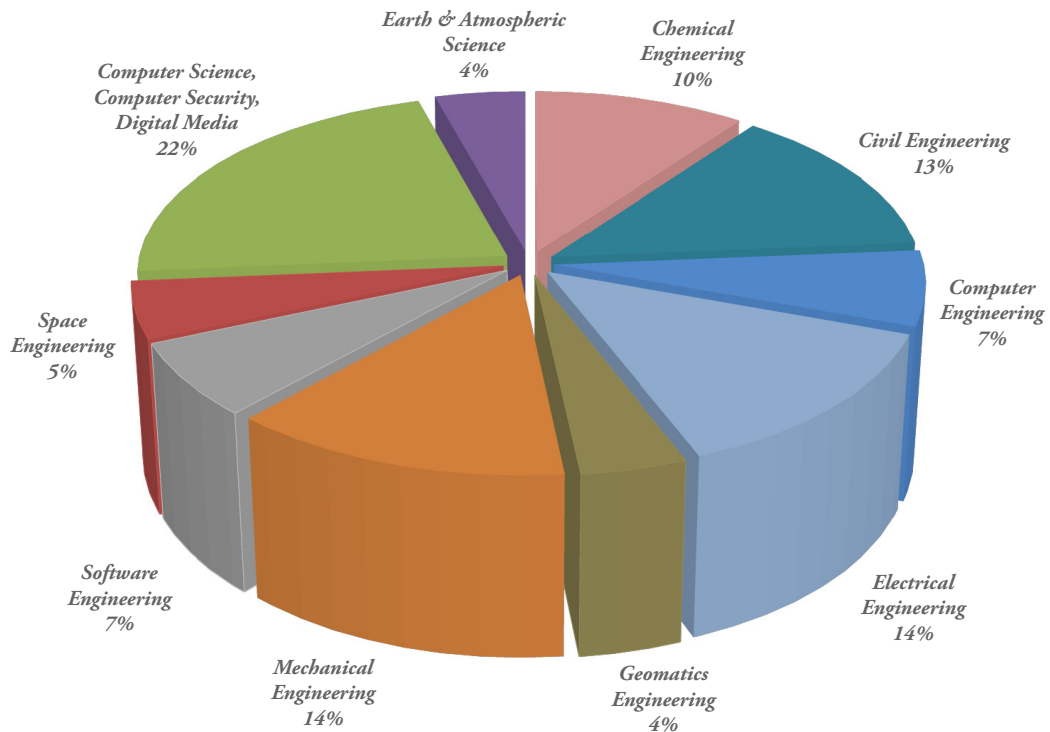
4. “Canadian Engineers for Tomorrow: Trends in Engineering Enrolment and Degrees Awarded 2006-2010,” Engineers Canada, Canadian Council of Professional Engineers (October, 2011)

Undergraduate Majors: Distribution Scenarios

Undergraduate Majors (837) by Program - November 1, 2010



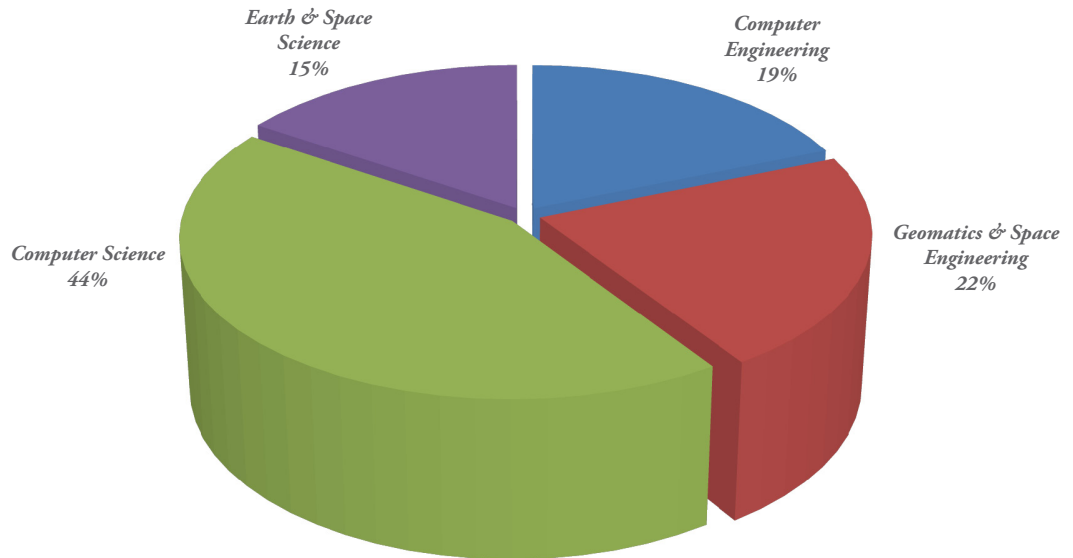
Undergraduate Majors (2539) by Program - Distribution Scenario 2021-22



Distribution of Full-Time Faculty Complement Scenarios

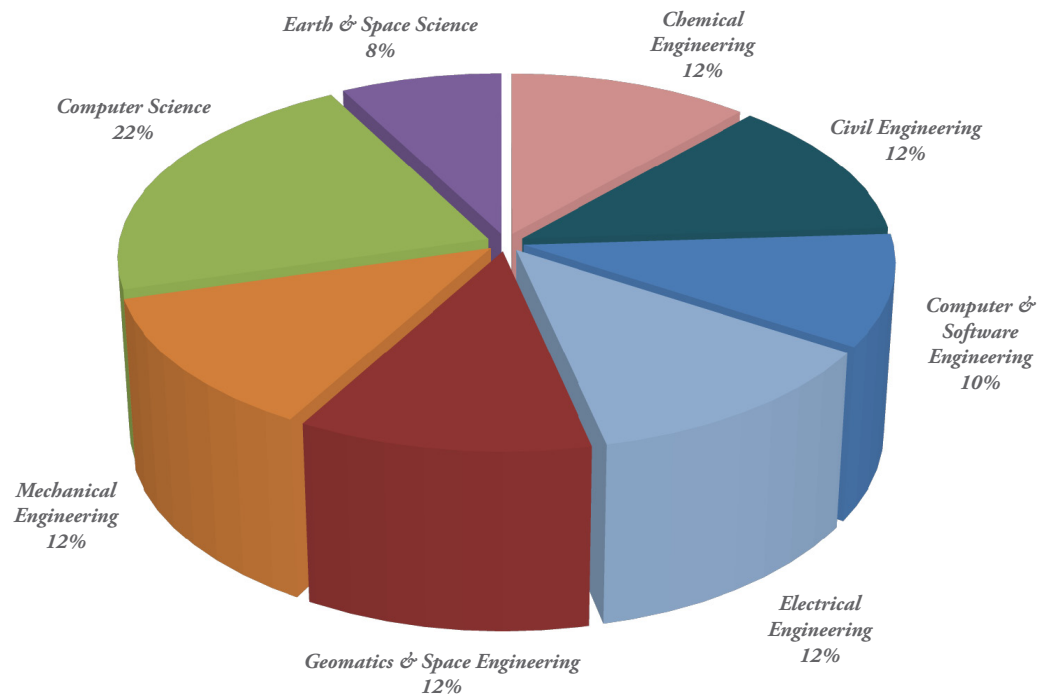
Distribution of 64 Full-Time Faculty Complement Scenario - October 1, 2010

Note: Engineering, Earth & Space Science, and Computer Science represent the groups of academic colleagues that are likely to form the new School of Engineering.



Distribution of 129 Full-Time Faculty Complement Scenario - 2021-22

Note: Based on complement growth only being attributed to Engineering
 The student to faculty ratio for the proposed Faculty will be approximately 25, which is comparable to other Faculties of Engineering, for example University of Toronto, University of Waterloo, and McMaster University.



Curriculum

The School of Engineering is in the process of developing new curricular initiatives and programs in four major engineering fields to add to the existing suite of undergraduate programs currently being offered. It is anticipated that the first of the four, electrical engineering, will be coming through the approval process in the coming months, with the further three to follow in: mechanical, civil and chemical engineering. It is important to ensure that these new programs are collegially developed, and will require the expertise and knowledge that the appointment of new faculty members will bring to lead and guide the development of these new branches of engineering.

The School of Engineering currently offers degrees under the designations of: Bachelor of Applied Science (BASc), Master of Applied Science (MASc.) and Doctor of Philosophy. It is expected that these designations may be modified and expanded to include:

- Bachelor of Applied Science (BASc) – proposed to change to Bachelor of Engineering (BEng)
- Master of Applied Science (MASc) – research master’s program
- Master of Engineering (MEng) – professional master’s program
- Master of Business Engineering (MBEng) – joint professional master’s program
- Doctor of Philosophy – research doctoral program

The school also plans to undertake curricular innovation in the existing common 1st Year undergraduate curriculum to effectively align all engineering programs, existing and new. Alongside the engineering core, further exploration of a general education program that supports and enhances the curricular diversity, enrichment and exposure to other disciplines will be collegially developed.

*Degrees
Portfolio*

Inter-Faculty Collaboration and Development of Interdisciplinary Opportunities

There are many academic linkages and partnerships currently being explored and/or developed between Engineering and Units/Individuals Housed in Other Faculties:

- Osgoode – working group formed
- Schulich – working group formed
- Science – working group formed
- Health – working group forming
- Fine Arts – working group forming
- FES – working group forming
- LA&PS - TBD
- Education - TBD
- Glendon - TBD
- Libraries – TBD
- TD Community Engagement Centre – working group formed

Partnerships

Collegial Governance

The collegial governance structures will be determined by the academic colleagues of the new Faculty. Temporary administrative and governance structures may be adopted on an interim basis until such a time when the members of the departments/units are known. Considerations for a Faculty Council model may include:

- Executive Committee
- Policy & Planning Committee
- Research & Faculty Member Awards
- Curriculum
- Teaching
- Academic Standards
- Tenure & Promotion
- Student Appeals/Petitions
- Student Awards
- Admissions

Resource Implications of the Faculty of Engineering

The Office of the Vice-President Academic & Provost and the Office of the Dean in the Faculty of Science & Engineering will work toward establishing a statement of principles and designing the resource framework for the existing and new Faculty. The analysis is currently underway to ensure that the appropriate resources are proportionately aligned to support the ongoing and new activities of the various units. Such analyses include, and are not limited to, the:

- Budget Framework for the New Faculty of Engineering
- Budget Changes to Science
- Faculty Budget by Unit
- Dean's Office Set-up
- Summary of Faculty of Engineering Funding
- Space Planning & New Building for the Faculty of Engineering

Again, the processes developed for the Faculties of Health and Liberal Arts & Professional Studies will be used as guidelines in the development of financial plans for the School of Engineering.

Funding for the new Faculty has been established and predicated on a self-sustaining budget model, private donor support and a commitment to pay back any initial start-up loans incurred. The enrolment growth that is expected from the engineering expansion will generate revenue that will fund all new activity in these programs areas and those contributing to it. Therefore, there will be no adverse funding affects to current Faculties. As a result of the planned enrolment growth in engineering, there is an expectation that there will be a net benefit to the Faculties and the University as a whole. Any existing carry-forwards and/or deficits will be assigned in a manner that attributes the proportionate share of activity and support that is tied to the budgetary resources and commitments.

Consultations

(see appendix B for details)

- Faculty Councils
- Senate Committees: APPRC, ASCP
- Townhalls/Special Meetings – Faculty, Staff & Students
- Support Services & Divisions on Campus
- External: Professional Bodies, Government, etc.

Implementation

Plans for implementation will continue to evolve over the course of the next several months. In the event that the “in principle” motion gains Senate approval by the end of January/February 2012, followed by Senate and Board of Governors approval of the new Faculty in late Spring 2012, we could envisage the creation of the new Faculty for July 1, 2013.

Approval in Principle – Winter 2012

Following the approval in principle, Senate’s APPRC & ASCP together with the VPA&P and the Dean’s Office in FSE, will plan and guide processes and the work relating to academic planning and resources, Faculty governance, research, human and physical resources by:

- Continuing the considerations for academic planning and resource issues for engineering in the greater context of York, including identifying the programs moving to the new Faculty, their respective structures, degrees/degree requirements for degrees (including general education, etc.) and address any new and/or revisions to the curriculum, quality assurance and related issues.
- Crafting a motion to establish an interim Faculty Council (to accompany the statutory motion to create an Engineering Faculty. This entails the governance/Faculty processes & criteria, including: membership of Faculty Council and committee structures; determination of hiring processes; tenure and promotion processes).
- Create a Financial and Administrative Committee to oversee the: resource analysis & planning processes (movement of resources, commitments to resource plans and administrative structures, e.g., academic administrative appointments and staffing; enrolment analysis and planning for the new Faculty and the effect on FSE; space, need for facilities through the transition to the new building; program/degree harmonization and student services & supports).
- Engaging various Senior Administrative Offices to assist in the coordination of research activities & strategies, plans for space and the new building, consultations with labour relations, communication strategies, government relations, financing, and facilities, etc.

Statutory Motion to Create an Engineering Faculty – Spring 2012

- Following the approval of the motion to create the Faculty, Senate and its committees (where appropriate), along with VPA&P and FSE Dean’s Office, will continue to provide guidance and work with the colleagues to undertake the following:
- Advise and make a recommendation for approval to the Board of Governors.
- Provide guidance on legislation for actionable items to establish any new schools, departments, programs and/or new degrees as a result of the creation of the new Faculty, including any program, curriculum, and/or degree requirements requiring approval.
- Assist the Faculty Council to move from interim to official status.

Approval in Principle

Formation of a New Faculty

- Faculty administration being appointed, including the decanal appointment and administrative support infrastructure. Student support services, faculty support services, technological support and health & safety issues be identified.
- Faculty course offerings and coordinated planning with other units could commence. In addition to any Program/Curriculum/Degree requirements – approval of Faculty requirements (e.g., common 1st year; general education); any necessary grandparenting arrangements for students; etc.
- Student Service & Supports be inclusive and reflect any new and necessary changes to practices with respect to: recruitment & publication issues; admissions/OUAC; scholarships & bursaries; convocation; registrarial services and SIS changes; creation of student council and government issues (including supplementary health/dental plans, etc.).
- VPA&P to finalized details on finance and budget, enrolment resource analysis & planning (adjust for any intake targets & FFTE changes)
- Various Senior Administrative Offices to finalize the coordination and expectations around: research activities & strategies; plans for space and the new building; consultations with labour relations; communication strategies; government relations; financing; facilities; and Alumni Relationships, etc.

Start-up “Opening Day” – July 1, 2013

Risk Mitigation

The associated risks with the establishment of the Engineering Faculty will no doubt hinge on the ability to reach the enrolment objectives and attain the faculty complement plans set before us. The typical concern of any new Faculty is having the ability to attract outstanding students, along with high calibre faculty and staff to support new academic programs and initiatives.

As with any new venture, realizing the enrolments and claiming York's fair share of the prospective engineering student market will be challenging. However, York is well positioned to realize these plans given the demographics of the population and population growth in the region immediately surrounding the university. A significant proportion of this growth is in our immigrant population, where children of this population show a significantly higher demand for university education and prefer to go to universities in the area where they live. Furthermore, the downturn in the economy and family structures encourage students to stay at home rather than go to another city for their education. The proposed Faculty of Engineering will permit us to improve access to high-quality professional education to this large, growing and important population.

York is situated in an ideal location to play a key role in the economic development of the rapidly growing social and industrial area of the GTA. With thriving high-technology and life-sciences companies in its immediate catchment area, building on York's track record for partnership on research and development and technology transfer makes engineering prime for expansion. As the focus for the education of highly skilled employees increases, the University will be well positioned to generate a talent pool that will attract and help to develop world-class employers. University engineering researchers will also continue to partner with these private-sector organisations to develop and transfer new technologies. These activities will continue to increase the economic prosperity of the region, fuelling further growth.

The collegial planning framework will continue to guide and inform the development of the new Faculty. The principles and objectives identified in the UAP will be upheld and respected, along with the academic programs, complement and enrolment planning processes long been employed by the university. The academic and other resources will be allocated in relation to the needs of the programs and follow the planning processes in place at the university.

One of the overarching reasons for creating a new Faculty of Engineering is to profile York's competitiveness in attracting outstanding students. The greatest risk is NOT taking this step forward and advancing the establishment of a new Faculty of Engineering. The financial support from the provincial government, private donation and strategic institutional support have perfectly aligned to allow this opportunity to take place now. Finally, after decades of laying plans to paper, York is well positioned to advance innovative and inspiring engineering education. The new Faculty of Engineering at York will make a significant contribution toward enhancing York's profile as a more comprehensive institution and raising its competitive edge in the world of higher education.

*Advantage:
York Region*

*Collegial
Planning*

*Enhance York's
Profile*

Letter of Support



OFFICE OF THE
VICE-PRESIDENT
ACADEMIC &
PROVOST

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Memorandum

To: Alison Macpherson, Chair, APPRC

From: Patrick Monahan, Provost

Date: January 9, 2012

Subject: Approval in Principle of Proposal to Establish a School of Engineering

I am pleased to write in support of the request that Senate approve in principle the establishment of a new Faculty at York: the School of Engineering. I have been fully involved in discussions within and beyond the Faculty of Science and Engineering which have led to this proposal. The proposal has also been the subject of briefings and discussions with decanal colleagues at Deans' meetings and individually.

As indicated in the proposal for approval in principle, the School of Engineering was established as a separate unit within the Faculty of Science & Engineering in 2006, following the introduction of engineering programs at York in 2001. This proposal to create a new Faculty to offer undergraduate and graduate programming in a range of engineering areas and to provide a focus for engineering research represents the next stage in the evolution of engineering at York. It furthers our institutional objective to enhance comprehensiveness through the expansion of the sciences and engineering, and I believe that it will have benefits for the University as a whole. It also supports government objectives in relation to Ontario postsecondary programming. As a result, we have received a significant infusion of government funding for capital costs associated with engineering growth, and we anticipate receiving full per student funding for undergraduate enrolments to fund the operating costs of the growth.

Approval in principle from Senate will provide direction to institutional planners in moving forward with the detailed analysis, planning and consultation that will be required to develop proposals, for consideration by Senate and the Board of Governors, to put in place the governance and administrative structures, the budget and enrolment plans, and the programming that will comprise a new School of Engineering. In order to put us in a position to begin to develop the faculty complement needed to support a new Faculty and its programs, I have authorized advertisements for tenure stream positions in Engineering,

*Provost's
Support*

Letter of Support (contd.)

subject to budgetary and other considerations. We have set out principles to guide planning going forward, should Senate approval in principle be granted, including the expectation that the usual budget approval processes will continue to apply to Engineering and general financial parameters. The President has also mandated that the new Faculty will be self funding upon reaching steady state and any bridge funding provided to the Faculty during the transition will be repaid from funding generated by the new Faculty; and I have been delegated the responsibility to ensure that this assumption is incorporated into planning. It is anticipated that careful attention will be paid in planning to ensuring the accuracy of revenue and expenditure projections, and that every effort will be made to contain expenditures. Planning will also need, of course, to take into account the impact of the creation of the School on other Faculties, in particular the units and programs that will remain in a science Faculty.

I would be happy to respond to any questions and concerns with regard to the proposal for approval in principle of this important engineering initiative, and I urge that it be given favourable consideration.

Cc: J. Kozinski
R. Hornsey
R. Lenton

Appendices

Appendix A: Comparison of Engineering Programs in Ontario Universities

SEPTEMBER 2011- PRELIMINARY ENROLMENTS IN ONTARIO ENGINEERING FACULTIES

UNIVERSITY	FIRST YEAR		UNDERGRAD TOTAL		MASTERS (Full Time)		MASTERS (Part time)		FULL TIME PhD		PART TIME PhD	
	11	10	11	10	11	10	11	10	11	10	11	10
CARLETON	1,040	955	3,002	2,748	371	358	131	132	190	188	37	44
GUELPH*	378	343	1075	859	108	97	25	30	37	35	14	11
LAKEHEAD	105	103	764	776	51	47	0	0	0	0	0	0
LAURENTIAN	99	92	358	333	18	13	14	14	15	13		
McMASTER	1352	1172	4443	4230	388	422	101	137	250	256	24	32
OTTAWA	640	532	2227	1949	473	375	105	87	258	242	14	16
QUEENS	652	649	2842	2702	301	277	22	25	202	196	9	9
RMC	120	120	401	395	88	98	11	10	32	31	7	6
RYERSON*	1003	954	3302	3032	401	480	115	100	182	191		
TORONTO	1338	1271	5181	4992	862	773	263	202	706	696		
UOIT**	483	440	1463	1356	97	124	29	26	61	45	6	1
WATERLOO***	1552	1515	6266	5978	631	697	339	345	645	627	63	54
WESTERN	419	349	1498	1214	297	259	35	38	296	288	12	13
WINDSOR	324	280	1112	1023	364	358	13	12	108	131	3	6
TOTAL	9,505	8,775	33,934	31,587	4,450	4,378	1,203	1,158	2,982	2,939	189	192

Notes:

* *Guelph and Ryerson are the only Ontario Universities (outside of York) that do not have autonomous Engineering Faculties. Guelph: College of Physical & Engineering Science and Ryerson: Faculty of Engineering, Architecture & Science (however, this structure is currently under review).*

** *Official count date for 2011-2012 student data is November 1, 2011. Data provided is a projected number and will most likely differ from the official counts. [UOIT has two Faculties of Engineering]*

****excludes Architecture, which is part of the Faculty of Engineering at Waterloo*

Appendices

Appendix B: Community Consultations

Updates to Senate Committees:

September - APPRC

November - APPRC

November 16th, 2011- ASCP

November 24th, 2011 – Senate

Open Forums:

Announcements & Townhalls:

November 1st, 2011 – Announcement of Lassonde Donation & Naming of LSE Building;

November 2nd, 2011 – FSE Townhall to Inform Faculty, Staff & Students of Updates & Plans

Faculty Council Meetings:

Education - TBA

Environmental Studies - February

Fine Arts – December 14th

Glendon - TBA

Health – December 7th

LA&PS – March 8th

Libraries - TBA

Osgoode – March 5th

Schulich - TBA

Science & Engineering – December 13th

Other Consultations:

- Senate discussion and approval processes regarding statutory motions
- Establish an E-mail address (lassonde@yorku.ca) to receive comments
- Senate committees invited by the Secretariat to provide comments on issues relevant to their mandates
- Alumni: information about the proposal to be published in upcoming issues of Alumni Matters, with an invitation to comment
- Consultations with appropriate bargaining units

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Memo

To: Paul Cantor, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: February 27, 2012

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

Motion and Rationale:

The Academic Resources Committee concurs with the President's February 2012 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 November 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.

Appendix A: Recommendations for Tenure and Promotion

I. Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Huang, J (M)	Liberal Arts and Professional Studies	School of Information Technology	PhD (City University, London UK)	Information Systems
Jasiak, J (F)	Liberal Arts and Professional Studies	Economics	PhD (Université de Montréal)	Financial Econometrics
Jenson, J (F)	Education		PhD (University of British Columbia)	Gender, Technology and Game Play Theory
Lévesque, M (F)	Schulich School of Business		PhD (University of British Columbia)	Entrepreneurship
McGrath, S (F)	Liberal Arts and Professional Studies	Social Work	PhD (University of Toronto)	Forced Migration Studies
O'Reilly, A (F)	Liberal Arts and Professional Studies	Women's Studies	PhD (York University)	Motherhood
Singh, P (M)	Liberal Arts and Professional Studies	Human Resource Management	PhD (McMaster University)	Labour Relations and Compensation
Stein, M (M)	Liberal Arts and Professional Studies	History	PhD (University of Pennsylvania)	Lesbian and Gay History
Wood, P (F)	Liberal Arts and Professional Studies	Geography	PhD (Duke University)	Citizenship Studies, Cultural, Historical and Political Geography

II. Tenure with Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Adegoke, O (M)	Health	Kinesiology & Health Science	PhD (University of Alberta)	Nutrition and Metabolism
Crawford, D (F)	Health	Kinesiology & Health Science	PhD (University of British Columbia)	Genetics, Autism Spectrum Disorder
Nandy, D (M)	Schulich School of Business	Finance	PhD (Boston College)	Corporate Finance, Financial Intermediation
Rehaag, S (M)	Osgoode Hall Law School		SJD (University of Toronto)	Immigration Refugee Law, International Law, Human Rights
Tanguay-Renaud, F (M)	Osgoode Hall Law School		DPhil (Oxford University)	Legal Theory and Criminal Law

COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors

at its meeting of February 27, 2012

The Committee met on February 8 and makes this report to the Board for information.

Student Affairs

Vice President Tiffin reported on the results of the Ontario Universities Application Centre (OUAC) application results for the most recent applications cycle. The results were disappointing with York's share of first year choices falling. The correlation of "first choice" applicants to retention is strong. Notwithstanding, there was increased interest in certain programs, notably Science and Engineering, and the quality of applicants' entering grades is such that it is expected that targets will be met without lowering entering standards. Consultants have been retained to update an earlier reputational survey. At the same time services and programs are being reviewed to determine how the trend can be reversed.

York also faces increased competition for the pool of indirect entry students. This includes College transfers and others not applying directly from high school.

The committee was also provided with an update on "town and gown" issues, and work with the City, particularly Municipal Licensing and Standards, on bylaw issues in the adjoining neighborhood. The shuttle service from campus to the Village has been expanded and ridership has increased substantially.

Advancement

Vice President O'Hagan provided an overview of the structure and goals of his Advancement Division, which includes fundraising, advancement services, community relations, alumni affairs and university events. Government relations is now reporting directly to the President. The transition of the functions of the Foundation into the division is going well. A survey of alumni has been undertaken and the results will be communicated at a future meeting. However, it is heartening to hear that most alumni surveyed have had a good or excellent experience at York. York is continuing to build the engagement of alumni and to involve them in both volunteering and fundraising. The community relations team is being rebuilt and will be establishing its priorities for moving forward.

Institutional Communications

Susan Webb outlined the strategic direction planned for institutional communications. In the short term, more support will be given to recruitment, and a SWOT analysis has been applied to determine longer term objectives. Across the university there are many different priorities. It is most important that the university find a compelling single voice upon which to build its communications, and a number of steps have been designed to refine that voice, through a brand renewal exercise.

The YFile daily e-letter has been reformatted and refreshed and has been very well received.

Robert Lewis, Chair

FINANCE AND AUDIT COMMITTEE
Report to the Board of Governors
at its meeting of 27 February 2012

The Finance and Audit Committee met on 13 February 2012 and in addition to the items on the agenda for action, submits the following report to the Board of Governors for information:

1. Enterprise Wide Risk Management

It was reported to the Board in December that a comprehensive review of the University's first and second-tier risks was being undertaken in late November in the context of the Enterprise Risk Workshop to update the 2008 risk assessment exercise. The Committee received a report on the results of the risk review exercise. Five risks from the previous assessment were deemed to be less important and removed from the risk register resulting in the total number of critical risks being reduced from 16 to 12. 6 of the key risks were assessed to be in the 'potentially under-controlled' category. The report outlines observations on key risks, risk management effectiveness, risk gaps and next steps. Governors are encouraged to review this report, a copy of which will be sent to the Board.

The risk exposures are being managed through a number of means: executive level oversight, regular monitoring and reporting, strengthening the linkage between risk and resource allocation, as well as other proactive strategies to enhance York's overall competitiveness and reputation. The President has asked the Vice-Presidents to continue to assume the role of risk owner of specific tasks. In this capacity the Vice-Presidents will oversee the risks by ensuring that appropriate strategies are developed to manage the risk exposure and to track and report regularly on the University's risk mitigation activities. As the committee of the Board with oversight responsibility for enterprise-wide risk, Finance and Audit will continue to receive regular reports from management on risk mitigation strategies and actions. However, the various key risks will be assigned in due course to the respective committees of the Board of Governors that are best suited to provide oversight on such risks.

2. Internal Audit Report

The Committee received an Internal Audit Status report from the Director of Internal Audit covering the period 1 November 2011 – 31 January 2012. The department undertook 13 audit engagements, of which five were completed over the three month period. Key among the completed audits was the review of the course allocation processes within the Faculty of Liberal Arts and Professional Studies. Corrective actions were identified and are being implemented to improve the Faculty's management processes and optimize its resources. Internal audit also reported on an investigation that's currently being conducted.

During this period Internal Audit also assisted management in the updated risk review exercise. The Director is working with the Vice-President Finance & Administration to coordinate the University's overall risk mitigation activities.

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

3. Budget Update

The 2012-2015 operating budget will be brought to the Board for approval in June. The Finance and Audit Committee receives regular updates from the Vice-President Finance & Audit throughout the year on key issues and emerging budget pressures that may ultimately shape the next iteration of the three-year budget. At the February meeting Vice-President Brewer provided a comprehensive budget planning update, which covered the following areas:

- York's overall financial health context relative to Ontario universities
- the 2011-2014 budget plan review
- update on key assumptions and results
- budget planning issues, including 2011-12 undergraduate enrolments and 2012-13 applications
- update on endowments and pension funds positions

Relative to peer universities in the province, York's financial position can be viewed to be better than average on certain key financial health indicators. However, the University remains in a considerably challenging financial position. Key budget pressures include:

- the pension deficit and corollary special pension deficiency payments
- the reduced endowment fund
- increasing compensation and benefits costs
- under-target domestic enrolments and the trend of a declining market share of undergraduate applications
- uncertainty about the Province's tuition fee framework for 2012 onwards
- efficiencies to be achieved in administrative and academic processes

The Vice-President reaffirmed from his November report that through both short-term and long-term measures, the focus is 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)

4. External Audit Plan

The Committee approved the 2012 External Audit Plan developed by Ernst & Young with audit fees remaining flat.

5. Credit Rating Update

As required by the University's debenture issue in 2002, the annual credit review process with Dominion Bond Rating Service Ltd. (DBRS), and Standard & Poor's (S&P) was recently completed. York's rating of *AA Low* by DBRS and *AA-Stable* by S&P reflect York's strong enrolment demand and student quality profile, solid reputation, sound government funding and support, manageable debt burden and record of conservative management. Having reported that, the credit rating agencies have noted the deteriorating financial landscape of Ontario universities, particularly as it relates to pension deficits.

6. Third-Quarter Operating Results

The Committee received the 3rd Quarter Operating Report from the Vice-President Finance and Administration. There are no significant issues to report.

Ozench Ibrahim, Chair

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Board Finance and Audit Committee

Date: February 27, 2012

Subject: **Capital Approval: Engineering Building**



Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve an \$85,000,000 capital project to construct a 15,400 gross square meter building for the Lassonde School of Engineering.

Background and Rationale

On August 29, 2011, York University executed an agreement with the Ministry of Training Colleges & University (MTCU), effective from April 1, 2011, to construct a new 15,400 gross square meter Engineering and Science building at an estimated cost of \$84,500,000 on lands owned by the University at its Keele campus. This agreement followed an announcement on August 12, 2011 that the Government of Ontario would provide capital funding of \$50,000,000 toward the project. Additionally, on November 1, 2011, it was announced that philanthropist Pierre Lassonde had made a \$25,000,000 transformative donation to develop the new School of Engineering and that the School would be named in his honour.

Enrolment growth in the applied sciences has been a strategic priority for the past two decades and represents critical step forward in York becoming a more comprehensive university. The establishment of a specialized facility for an expanded School of Engineering offering more traditional degree programs in areas such as mechanical, electrical, chemical and civil engineering is essential to realizing these key objectives.

Late in 2011, a process for retaining an architect for the facility was initiated and it is anticipated that the design professionals and the owner's project management team

will be in place by the beginning of March, 2012. A functional program and a design brief are being developed to establish physical criteria to be used in the project implementation and for the basis of the Request for Proposals for the architectural firm. A site selection process is also underway involving University planners and representatives of the Faculty of Science and Engineering. The time frame being considered by the academic program, which anticipates occupying parts of the building by September 2014, will require the University to adopt construction management for the delivery of the project.

Funding

In addition to the capital grant from the Government of Ontario (\$50,000,000), the funding for the project will be derived from additional fund raising (\$10,000,000) and from the University's internally restricted endowment from land sales (\$25,000,000).

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Board Finance and Audit Committee
Date: February 27, 2012
Subject: **Capital Approval in Principle: New Student Centre Building**



Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve in principle a capital project of up to \$80,000,000 for the design and construction of a new Student Centre building. This approval in principle is subject to the approval of a student referendum (for a fee levy) and University arranged financing, following which the project will be brought back to the Board for final approval.

Background:

At the November 21, 2011 Finance and Audit meeting, the Committee was briefed on discussions being held between representatives of the York University Student Centre (YUSC), the Vice-President Finance and Administration and the Vice-President Students in regard to the possible development of a new Student Centre building that would address the serious deficiency of student space at the University. Since November, several further meetings have been held to negotiate the terms of a Memorandum of Understanding (MOU).

Current Status:

The initial intent was to have the MOU form the basis of a more formal agreement. Discussions with the Student Centre have been very positive and both parties have now agreed that the MOU is sufficient to be a binding agreement. The University and YUSC are close to finalizing the MOU. No impediments have been flagged by either party over the fundamental terms and conditions which, apart from language with respect to the possible site of a new Student Centre building, remain unchanged since the November 21, 2011 Committee report. The parties have agreed to submit the site selection to new Master Planning review processes.

Next Steps:

With the approval in principle of the Board of Governors, the University will be able to finalize the MOU and undertake to work with the YUSC to develop the scope and definition of the building program. Such information will be required to allow YUSC to present a comprehensive plan to students in the lead-up to the referendum scheduled for fall 2012.

Tentative Timeline:

- 13 February 2012 – Board Finance and Audit capital project approval in principle
- February 2012 – Completion of Memorandum of Understanding
- February – Master Planning meeting to review project and site selection
- February – March 2012 – “soft” campaign by YUSC
- February – August 2012 – continued discussions with YUSC to further develop project definition
- October / November 2012 – student referendum
- November /December 2012 – request for final Board approval
- May 2013 – new Student Centre levy to commence
- Late 2015/Early 2016 – target date for new Student Centre to open.

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of February 27, 2012

The Governance and Human Resources Committee met on February 8 and, in addition to the items for action on the agenda, makes this report to the Board of Governors for information.

Governance Matters

President Shoukri provided the Committee with an overview of several of the issues at play with the Ontario Government: the new tuition fee framework, the value for money audit by the Provincial Auditor on teaching and teaching evaluations, and the implications of the recently instituted tuition grant.

As the Selection Advisory Committee to nominate the next Chair of the Board of Governors, the Committee has met on two occasions. The Committee is grateful for the comments of all governors with respect to both the criteria and potential nominees. It has confirmed the already existing “Criteria for Selecting a Board Chair” a copy of which is attached to this report. The Committee has now begun its review of potential nominees. In the course of the discussions, the Committee made the decision to not re-visit the issue of the term of the Chair concurrent with its consideration of a nominee. It decided to review this issue as part of the larger consideration of a formal succession plan for the position of Chair, following the current appointment process.

Human Resource Matters

The Committee received update reports on Labour Relations and Pensions and the Quarterly WSIB reports. Members were made aware that the Osgoode Hall Faculty Association, which has not been a certified bargaining agent for Osgoode faculty pursuant to the Labour Relations Act, had the previous day filed for certification, a matter which will have been decided by the time of this Board meeting. In the report filed with the agenda, they were made aware of the status of ongoing bargaining and labour relations issues with both non academic and academic unions.

The University has initiated the next phase of its pension reform process involving all employee groups, and three meetings have been held with an “all union” group in the past year. The process appears to be moving well, with unions indicating they wish to continue with the all union group as the forum for moving forward with pension redesign, and some have agreed to work together to share costs of legal and actuarial consultants. This is viewed as a positive step as it will help ensure that a context is created in which all participants are working from a common understanding and analysis of the issues, which is especially important given the complex nature of the subject matter. At this point, the discussions have been respectful and constructive notwithstanding the challenging subject matter.

Quarterly WSIB Report: The committee received an overview of the university's lost time statistics for the fourth quarter of 2011, which are be down from the statistics for the same quarter over the last 4 years. The Employee Well Being Office continues to actively manage claims with proactive return-to-work initiatives and the university has been assessed a rebate for the 2011 accident year.

Zahir Janmohamed, Chair

*Criteria for Selecting a Board Chair
2008*

- 1. Health**
The Chair must be a vigorous and energetic person.
- 2. Time**
The Chair must have the time to do the variety of functions of the job.
- 3. Leadership qualities**
The Chair has to be independent-minded, capable of giving leadership to the Board, and proactive in ensuring that the Board is meeting its obligations. He/she should be friendly, open to other people's ideas, intellectually curious and candid, and possess full intellectual, ethical and moral honesty. While being decisive and focused, he/she should also be a consultative Chair and tap into the collective wisdom of fellow Governors, staff, faculty and other key members of the York community.
- 4. Experience**
The Chair must enter office with enough experience and knowledge about York, the Board and the postsecondary environment in order to be able to give immediate leadership. It is desirable that he/she have previous experience as a member of a Board and as a committee or Board chair.
- 5. Interest**
The Chair must be strongly committed to York's vision and be fully engaged with the Board and in the challenges and opportunities that would be presented in the position.
- 6. Fit with President**
The Chair must be able to work with the President, understand his/her strengths and weaknesses, and help him/her develop a support team that will both maximize his/her strengths while compensating for his/her limitations.
- 7. No conflict of interest**
The Chair should have no potential conflicts of interest or commitment that might impede an otherwise qualified person from carrying out the responsibilities of the position.
- 8. Stature and contacts in the community**
The Chair should be a person of recognized high ethical standards known and comfortable in the wider community.
- 9. Dedication to York's Mission**
The Chair should have an appreciation, affection and loyalty to York and its mission and values. He/she should understand and be at ease with the diversity of the university's students, faculty and staff and with the communities which are reflected therein.

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 27 February 2012

The Land and Property Committee met on 14 February 2012 and provides this report for information.

1. Update on York University Master Plan and the Master Planning Process

In December the Board was briefed on the emerging framework for the updated Master Plan, as developed by consultants Ken Greenberg and Donna Hinde. At the Committee's recent meeting it received an update on the consultation exercise on the Plan framework. Consultation across the University community has been broad and the feedback being provided is confirming that the three overarching principles guiding the updated Plan of pedestrians first, greening the campus and infilling the campus, are the correct ones for the project. The consultants in conjunction with YUDC are continuing to reconcile the community's feedback to identify primary themes. It is also continuing with the evaluation of upcoming capital projects through the three above-noted lenses, such as the Pan Am stadium and the proposed new engineering building and Student Centre.

A presentation on the Master Plan project will be made to the full Board at an upcoming meeting. It is expected that the new Plan will come to the Board for approval in June.

2. Academic Projects: Engineering Building and New Student Centre

The Board's approval of a capital project to construct a new engineering building and approval in principle of a second Student Centre are on the agenda as capital projects. The Land and Property Committee received a report on the status of the site selection for each of the proposed new facilities. As noted above, the framework for the updated Master Plan has guided the exercise to identify suitable locations for each new building on the Keele campus. A separate site selection process was convened for each at which the University's Master Planning and Facilities Committee was joined by faculty members (for the engineering building) and York University Student Centre representatives (Student Centre) to consider available sites in light of the new Master Plan. By applying a set of ideal site characteristics to all possibilities, the exercise narrowed the lists down to the three most suitable sites for each building, with a preferred site further identified from the three. The process to confirm the preferred site will continue promptly given the aggressive timelines for both projects. Once finalized, proposals for the location of each building will be brought forward to the Committee and the Board for approval.

3. 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 have been developing conceptual designs for the stadium, and the Committee previewed the current iteration of the designs, noting the best features of each. The final design proposal from each team is due in March 2012. 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 continuing with the series of enabling works to prepare and deliver the project site by 31 October 2012.

4. Subway Construction Project

The University and YUDC are working with the TTC on the necessary arrangements to allow work to recommence on the construction site adjacent to the Schulich School of Business. The University's primary concern remains the minimizing to the greatest extent possible of the risk of any other accident on the sites. The Ministry of Labour is expected to clear the site for work to recommence soon.

4. Land Monetization Strategy

The YUDC is developing a monetization plan to guide future land use development strategies and opportunities on the development lands. Meetings were held with market leaders to learn from their experience and perspectives on similar initiatives and with universities who have implemented monetization strategies. Valuable insight and advice was collected from this exercise which will inform the development of the land monetization strategy and specific development projects.

Preliminary directions for land development projects under the emerging strategy were identified. Senior management will be reviewing the proposed concepts and direction in the context of the University's strategic plans. The University needs to clearly outline its own objectives for the various parcels of land use, including "long term lease" versus "sale" opportunities before private sector developers can enter the discussion.

5. Pond-Sentinel Development

As planned, University and YUDC staff visited the University of Maryland to review an operational example of a privately-developed and managed student housing at a university that is similar to York in campus size and student body population. It has been a successful initiative at that institution and students enjoy the housing facilities.

It was reported earlier that the University has been developing a new undergraduate housing strategy. The new strategy will align with any plans for the proposed Pond-Sentinel development project. A draft has been prepared and is currently under review by management. The University is committed to confirming plans for the proposed Pond-Sentinel development by June of this year.

6. Capital Construction

Vice President Brewer reviewed the status of the major capital projects. Good progress on all projects is continuing, including the enabling projects for the preparation of the site for the Pan Am Games stadium.

Julia Foster, Chair

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Board Finance and Audit Committee
Date: February 27, 2012
Subject: **Capital Approval: Renewal of Ross-Central Square Podium**



Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve a \$6,400,000 capital project which embraces a comprehensive replacement of the waterproofing membrane of the Ross-Central Square Podium.

Background

The Podium measures some 200,000 square feet at the second level of the Ross Building. It extends to the west of the Ross Building and is bounded by Curtis Lecture Hall on the north and the Scott Library on the west and forms the rooftop of Central Square. The Podium infrastructure is more than 40 years old and has exceeded its service life, as manifested by frequent leaks into Central Square and the Ross Building in dozens of areas for the past ten years or so. Ongoing podium maintenance is extensive and expensive. Restoration requires a complete replacement of the existing waterproofing membrane, which will ensure uninterrupted use of the significant space below and the future integrity of the concrete structure. The life expectancy of this restoration is estimated to be 30-40 years.

The scope of work requires removal of all existing podium tiles prior to removal of the failing membrane, installation of the new membrane, reinstatement of the podium tiles and, as required, the repair and replacement of damaged concrete, broken tiles and railings that are either damaged or no longer code compliant.

Process

The University procured the services of a building envelope consultant (GRG Building Consultants) in November 2010 to provide engineering services to assist with the assessment of the current condition of the Podium and to develop a remedial repair program to address the leakage and concrete deterioration. Phase I

(approximately 20% of the project) of this project has been tendered through Procurement and commenced work during summer 2011 with an anticipated completion date of July 31, 2012. Phase I was initiated as a pilot phase in order to test and validate the restoration process and cost estimate.

This capital budget approval will enable the University to complete the entire podium restoration during the summer and fall of 2012.

Funding

The magnitude of this project has necessitated a planned allocation of funds over a multi-year period. \$4,700,000 of funding for the project had been allocated from the \$18.6 million University Campus Renewal Fund (2008-2009) and the remaining \$1,700,000 will be drawn from the University's preventative maintenance reserve fund.

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Board Finance and Audit Committee
Date: February 27, 2012
Subject: **Capital Approval: Energy Conservation Measures**



Recommendation

The Board Finance and Audit Committee recommends to the Board of Governors approval of an expenditure of \$2,250,000 on the following energy conservation measures in the Energy Management Program:

- 1. Piloting of Water Conservation Technologies;**
- 2. Completion of Steam Condensate Recovery Upgrades; and**
- 3. Completion of Central Utility Building Chilled Water Plant Controls Upgrade.**

Background and Rationale

Recommendations #1 and #2

Water Conservation and Condensate Recovery Upgrades

When the Energy Management Project was initiated in 2006, the City of Toronto water and sewer rates were \$1.73 per cubic meter of consumption. That rate is now up to \$2.50. The City of Toronto has announced it plans to continue the annual rate increase of 9% for the next three years making water conservation opportunities attractive with predictable savings and paybacks less than five (5) years. As a result, the following upgrades are proposed:

1. Water conservation upgrades (\$50,000):

These upgrades are to pilot conservation technologies in "staff" areas primarily in the Central Utilities Building, Physical Resources Building, West Office Building, Kinsmen (area not being renovated already for EOB staff moves) and William Small Centre that are not targeted to be renovated as part of the campus-wide washroom refurbishment program. Upgrades include faucet aerators, low flow toilets, and urinal tank controls.

2. Steam Condensate Recovery Upgrades (\$900,000):

These upgrades are to replace failed and deteriorated deaerator system components, repair a major condensate leak outside of Accolade East and eliminate various condensate "coolers" that use City water to pre-cool steam condensate that is designed to dump hot treated water to drain instead of being recovered properly back

to the Central Utilities Building steam system. This will result in reduced consumption of water, natural gas, water treatment chemicals, and the frequent replacement of temporary drain pumps by maintenance staff. A further benefit of these upgrades is to extend the life of the Central Utilities Building water treatment system resin.

Recommendation #3

Chilled Water Central Utilities Controls

3. Chilled Water Controls Upgrade (\$1,250,000):

As a result of electricity cost recovery regulatory rate changes (known as the Global Adjustment), it is desirable to expedite upgrading the controls for the Central Utilities chilled water system. The regulatory changes are heavily weighted toward summer peak demand charges. As such, the Keele campus chilled water related electrical load is both the biggest cost savings opportunity and electrical infrastructure capacity constraint.

Funding

The total amount of \$2,250,000 required to implement the above three recommendations will be funded by reallocating funds from previously Board approved conservation measures (within the \$40,000,000 Energy Management Program) that have been completed below budget and other planned measures that have been re-prioritized due to the dramatic decrease in natural gas rates and electricity rate structure changes.

**University
Secretariat**

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Memo

To: Board of Governors
From: Paul Cantor, Chair
Date: February 16, 2012
Subject: **Appointment of Pension Fund Trustee**

Background

As you know, the Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. BoT's Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members for BoT. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

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

Recommendation

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

Appointment:

Tiffany Wry: As a CUPE 1356-01 nominee, effective March 1, 2012, for a three year term. Ms. Wry replaces Eric Chabeaux-Smith.

Nominee Background

Tiffany is a Property Watch Official in the Security Services Dept. of Campus Services & Business Operations. This is Tiffany's first term as a Pension Trustee.

