



York University  
Board of Governors

*Notice of Meeting*

Monday, October 1, 2012  
3:00 pm to 6:00 pm

Marshall A. Cohen Governance Room  
5<sup>th</sup> Floor, York Research Tower  
Keele Campus

**AGENDA**

**TAB**

**I. CLOSED SESSION**

**II. OPEN SESSION (approximately 3:30 pm)**

**1. Chair's Items (*J. Foster*)**

**1.1 Report on Items Decided in the Closed Session**

<b>1.2 Executive Committee</b> .....	1
<b>1.2.1 Action Taken on Behalf of the Board</b> .....	2
<b>1.2.2 Committee Name Change</b> ( <i>for approval</i> ).....	3
<b>1.2.3 Mission Statement Revision</b> ( <i>for approval</i> ) .....	4

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

<b>2.1 Strategic Mandate Agreement (Overview)</b> ( <i>P. Monahan</i> ) .....	5
<b>2.4 Update: The 2012 Branding Exercise "This is My Time"</b> ( <i>S. Webb</i> ) .....	

**3. Academic Resources Committee (*S. Schwartz*)** .....6

<b>3.1 Appointments, Tenure and Promotion</b> ( <i>For approval, S. Schwartz</i> ) .....	7
<b>3.2 Approval of the Establishment of Endowed Chairs and Professorships, Schulich School of Business</b> ( <i>For approval; S. Schwartz</i> ) .....	8

**October 1, 2012**

## **TAB**

<b>4.</b>	<b>Community Affairs Committee</b> ( <i>R. Lewis</i> ) .....	<b>9</b>
<b>5.</b>	<b>Finance and Audit Committee</b> ( <i>O. Ibrahim</i> ) .....	<b>10</b>
<b>6.</b>	<b>Governance and Human Resources Committee</b> ( <i>Z. Janmohamed</i> ) .....	<b>11</b>
<b>6.1</b>	<b>Board Self Evaluation Questionnaire Results</b> ( <i>For discussion; Z. Janmohamed</i> ) .....	<b>12</b>
<b>7.</b>	<b>Investment Committee</b> ( <i>G. Burry</i> ) .....	<b>13</b>
<b>8.</b>	<b>Land and Property Committee</b> ( <i>P. Tsaparis</i> ) .....	<b>14</b>
<b>8.1</b>	<b>Subway Update</b> ( <i>G. Brewer</i> ) .....	
<b>9.</b>	<b>Other Business</b>	

## **CONSENT AGENDA**

<b>1.</b>	<b>Minutes of the Board of Governors Meeting of June 25, 2012</b> .....	<b>i</b>
<b>2.</b>	<b>Banking Resolution: HSBC (India Account)</b> .....	<b>15</b>
<b>3.</b>	<b>Committee Membership</b> ( <i>For Information</i> ) .....	<b>16</b>

Harriet Lewis  
Secretary

**York University**  
**Board of Governors**  
 Minutes of the Open Session of the Meeting of  
 Monday, 25 June 2012  
 Marshall A. Cohen Governance Room, York Research Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Paul Cantor, Chair Susan Black Guy Burry Terrie-Lynne Devonish Julia Foster John Hunkin Debbie Jamieson Zahir Janmohamed Kuttimol Kurian Armand La Barge Sandra Levy Robert Lewis Janet Morrison Ken Ng Jonathan O'Kane Samuel Schwartz Mamdouh Shoukri George Turlakis Paul Tsaparis David Tsubouchi Paul Wilkinson Henry Wu  <i>Harriet Lewis, Secretary</i> <i>Cheryl Underhill, Assistant Secretary</i>	William Hatanaka Deborah Hutton Patrick LeSage Mark Lievonen Ozench Ibrahim Honey Sherman Tim Price Bryan Zarnett	James Allan Cynthia Archer Noël Badiou Gary Brewer Cheryl Colman Glen Craney Chris Edey Pamela Edgecombe Richard Francki Bob Gagne Ken Greenberg Robert Haché Don Hastie Donna Hinde Richard Hornsey Dezsö Horváth Allan Hutchinson Janusz Kozinski Ran Lewin Alex Matos Ijade Maxwell Rodrigues Ken McRoberts Patrick Monahan Gillian Moore Henry Morton Roxanne Myktiuk Jeff O'Hagan Trudy Pound-Curtis Bud Purves Barbara Rahder Joanne Rider Lia Quickert Rob Tiffin Jacqueline Volkhammer William van Wijngaarden Susan Webb  <i>Robert Everett, Assistant Secretary</i> <i>Elaine MacRae, Board Coordinator</i>

## **II. OPEN SESSION**

### **1. Chair's Items**

#### *1.1 Report on Items Decided in the Closed Session*

The Chair reported on the items decided in the Closed session of the meeting, including:

- authorization for the President to negotiate the terms of a contract with the *Forum York Developments Consortium* to construct and operate the first-phase of a mixed-use retail-student residential facility, and to site the project on the York-owned lands at the southwest corner of the Pond Road and Sentinel Road
- the following Board appointments:
  - Paul Cantor as an Honorary Governor
  - Aiden Flatley for a four-year term commencing 1 July 2012
  - Martin Lockshin (Senate nominee) for a two-year term commencing 1 July 2012
  - Debbie Jamieson (non-academic staff nominee) for a two-year term commencing 1 July 2012
  - Emile Wickham (undergraduate student nominee) for a two-year term commencing 1 July 2012
- The renewal of Dezső Horváth as Dean of the Schulich School of Business for a three-year term commencing 1 July 2013
- The renewal of Alice Pitt as Dean of the Faculty of Education for a five-year term commencing 1 July 2013

#### *1.2 Executive Committee*

The documentation circulated with the agenda was noted by Mr Cantor. The Committee's discussion of the Enterprise Risk Management Report reinforced the desire to have committees frame their oversight roles in the context of the identified risk areas.

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

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

- Noël Sturgeon as Dean of the Faculty of Environmental Studies for a five-year term commencing 1 August 2012;
- Janusz Kozinski as Dean of the Lassonde School of Engineering commencing 1 July 2012 to 30 June 2015
- Donald Hastie as the Interim Dean of the Faculty of Science & Engineering for a one year term commencing 1 July 2012

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

#### *2.1 Updates and Outstanding Issues*

The President expressed his deep gratitude to Mr Cantor for his advice, leadership and considerable contributions as Chair of the Board. He also welcomed Mrs Foster as the incoming Chair. Appreciation was conveyed to retiring and continuing governors for their hard work and dedication this past year, and newly appointed members of the Board were welcomed.

The President commented on:

- the Province's anticipated six-month consultation exercise on post-secondary education in Ontario
- the inspiring spring convocation ceremonies

- solid summer session enrolments
- the integrated branding exercise and marketing strategies
- recent faculty and student successes

## 2.2. *Presentation: Updated York University Master Plan*

Ken Greenberg and Donna Hinde, consultants retained by the University for the Master Plan update, provided an engaging presentation on the concept plans for the non-academic core precincts of the Keele campus. The development of the Master Plan framework has been informed by a comprehensive community consultation exercise. Recent capital projects have been evaluated through the Plan framework, including the engineering building and the Pond's Edge development. A final draft of the Plan will be prepared over the next few months for further consultation within the community, and then presentation to the Land & Property Committee and the Board for approval in the autumn.

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

Referring to the presentation slides circulated with the agenda, Mr O'Kane provided the annual year-end report on the work of the *Student Representative Roundtable*. Among the issues discussed at the Roundtable this past year were student space, homecoming celebrations, campus safety, PRASE and the Provost's Academic Innovation Fund. The group also initiated discussions with YUDC about business development plans for York Lanes, which led to the establishment of a YUDC Student Advisory Panel. A focus of SRR in the year ahead will be an overview of ancillary fees, with a view to understanding the effectiveness of the current fees and the development of metrics to measure their value.

Appreciation was extended to Vice-President Tiffin for his valuable contributions to the work of the Roundtable over the years.

## 3. **Finance & Audit Committee**

In the absence of Ms Ibrahim, Ms Devonish spoke briefly to the written report included in the agenda. Echoing the Executive Committee, the Finance & Audit Committee sees the value in Board committees focusing on their respective areas of risk exposure to provide the necessary oversight.

### 3.1 *Budget Plan 2012-2016*

Vice-President Brewer provided an overview of the proposed budget plan, highlighting the major changes to the now four-year budget framework, as referenced in the material circulated with the agenda. A copy of the separate presentation slides is filed with these minutes.

A key planning assumption in the last budget was significant growth in the undergraduate enrolment targets over the three-year budget period and the coincident increase in revenues from tuition fees and provincial grants. The challenge in meeting the enrolment targets for FW 2011-12 led to the decision to eliminate the projected growth and hold targets at the 2011-12 levels through to 2015-16. This enrolment strategy results in the elimination of the associated growth in tuition and grant revenue, which is a principal change in the proposed budget. There is also a reduction in grant money anticipated from lower graduate enrolments and a rebasing of the funding from previous years of falling short of targets. Coincident with the anticipated lower undergraduate and graduate enrolments, is a reduction in the investments to support teaching for the previously forecasted increase in students.

Other critical aspects of the proposed budget plan are that:

- compensation is the key driver of the budget plan;
- \$10 million in expected savings from PRASE has been incorporated into the budget; and
- the budget cuts in each of the four years of the plan, together with the targeted savings, will achieve in essence a balanced budget at the conclusion of the period;

The Finance & Audit Committee asked for a report in the fall that outlines how the allocation of the Faculty budgets supports the academic plan and how achievement of goals will be measured.

**It was duly agreed, that the Board approve the proposed four-year Budget Plan for 2012-2013 to 2015-2016.**

#### **4. 2011-2012 Audited Financial Statements**

##### *4.1 Presentation of the Audited Financial Statements*

Referring to the documentation distributed with the agenda, Vice-President Brewer briefly reviewed the Statements, highlighting the significant accounting and financial statement changes, the statement of operations and changes in deficit, statement of changes in net assets and statement of cash flows.

##### *4.2 Approval of the Audited Financial Statements*

Ms Devonish confirmed that at its meeting earlier that day the Finance & Audit Committee reviewed in detail the draft financial statements circulated with the Board agenda, and discussed the results with the internal and external auditors. The financial statements received an unqualified opinion from the external auditors, Ernst & Young LLP. Following receipt of Ernst & Young's audit results, it was duly *agreed, that the York University Financial Statements for the year ended April 30, 2012 be approved.*

#### **5. Student Housing Rates**

##### *5.1 Undergraduate Residence Rates 2012-2014*

The documentation with the agenda was *noted* by Ms Devonish. The proposed increase to the residence rates will help finance the facility renewal plan, a key component of the new housing strategy. Even with the increase, the rates remain competitive with other universities in the province. It was duly *agreed,*

**That undergraduate residence room rates for the Keele and Glendon campuses be increased by 3.7% for all room types for 2012-2013 and again in 2013-2014.**

##### *5.2 Residence Meal Plan Rates 2012-2013*

The documentation with the agenda was *noted* by Ms Devonish. The proposed new structure for the undergraduate residence meal plan provides greater flexibility in options and prices for students as they have requested. Introducing the ability to carry-forward unspent balances from one year to the next is an attractive new feature for students as well. The latter will result in lost revenue for the University, but it is seen to be a good investment towards enhancing the University's housing options and students' on-campus experience. It was duly *agreed,*

**That an enhanced meal plan rate structure and policy framework for 2012-2013 as presented in the following table be approved by the Board, to provide more flexibility for residence students and to improve the marketability of the University's meal plan program, in alignment with the University's new Student Housing Strategy.**

	Optional/Suite	Bronze	Silver	Gold	Platinum
<b>Current 2011/2012</b>	\$ 1500	\$ 3000	\$ 3500	\$ 4000	N/A
<b>Proposed 2012/2013</b>	\$ 1600	\$ 2500	\$ 3000	\$ 3500	\$ 4000

## **6. Academic Resources Committee**

Mr Schwartz referred to the written report included in the agenda. Enrolment targets and retention rates are two critical academic issues, and they will be a focus for the Committee in the year ahead.

### *6.1 Establishment and Naming of the Lassonde School of Engineering*

The documentation with the agenda was *noted* by Mr Schwartz. The creation of a new Faculty of Engineering marks a transformational moment in York's history. Several years of hard work, dedication and collaboration have culminated in bringing the decades-long aspiration to fruition. The generous contributions and ongoing support from Pierre Lassonde, Seymour Schulich and the Province were all critical to moving the University to this goal. Senate unanimously approved the establishment of the Faculty at its meeting in May 2012.

Upon a motion duly made, the Board unanimously *agreed*,

**That the Board of Governors approve the establishment of a Faculty of Engineering effective July 1, 2012; and**

**That the Faculty be named "The Lassonde School of Engineering".**

Congratulations were extended to Dean Kozinski and his colleagues on the achievement.

### *6.2 Appointments, Tenure and Promotion*

The documentation with the agenda was *noted*. Dr Shoukri emphasized the University's ongoing commitment to invest in sustaining the faculty complement in spite of the significant fiscal challenges. It was duly *agreed* **that the Board approve the President's June 2012 report on Appointments, Tenure and Promotion.**

## **7. Governance & Human Resources Committee**

Noting the written report in the agenda, Mr Janmohamed highlighted the Committee's discussion of a progress report on PRASE. The better workplace initiative has been integrated into the PRASE structure, and an employee survey is planned for the fall to gather information on employees' needs for moving forward toward the achievement of the initiative's goals and measuring its success.

The annual Board survey will be distributed to governors early in the summer. As a function of the insight and oversight role adopted by the Board, Mr Janmohamed encouraged all members to provide their feedback to facilitate the enhancement of the Board's effectiveness.

## **8. Land & Property Committee**

The documentation with the agenda was *noted* by Mrs Foster.

### *8.1 Engineering Building: Site Approval*

Referring to the report and the site maps circulated with the agenda, Mrs Foster confirmed that a comprehensive and consultative site selection process was conducted in which various locations were identified and, with the assistance of the Master Plan consultants, assessed via the framework of the draft Master Plan. There is strong consensus for the proposed location. It was duly agreed,

**That the Board of Governors approve the site selected for the construction of the new engineering building to house the Lassonde School of Engineering: the site is the Library Parking Lot, west of Scott Library, east of the Campus Arboretum, on the south side of Arboretum Lane.**

## **9. Investment Committee**

Mr Burry *noted* the written report included in the agenda. Returns from the Short-Term investments of the University's cash levels are generating approximately \$5 million in revenue, which is a marked improvement relative to previous years' returns. Volatility in the financial markets worldwide continues to adversely affect the investment performance of the endowment fund. Relative to the benchmarks and peer universities, however, the fund is performing well.

## **10. Other Business**

On behalf of the Community Affairs Committee, Mr Lewis extended thanks and appreciation to Vice-President Tiffin for his candid and stalwart work with the Committee, and his tremendous support of York's students over the years.

This being his final meeting, the Chair of the Board extended warm thanks and appreciation for the tremendous support he received during his three-year term from his colleagues on the Board, the Senate Chairs with whom he worked, Deans, members of the senior administration and their staff, and particularly President Shoukri. A full copy of his remarks is filed with these minutes.

## **11. In Camera Session**

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

## **Consent Agenda Items**

All consent items were deemed to be approved.

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PAUL CANTOR  
Chair

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HARRIET LEWIS  
Secretary



## EXECUTIVE COMMITTEE

### Report to the Board of Governors at its meeting of October 1 2012

*The Committee met on August 29, September 13 and September 24 and in addition to those items appearing on the agenda, makes this report for information.*

#### **Enterprise Risk Management:**

Having heard from the Chairs of each of the committees, there is consensus that the integration of the risk framework into the work of the committees and the Board is a work in progress. The senior staff will highlight risks and elaborate on how they are being managed, and any matters of concern will be brought to the Executive Committee. Meanwhile, the Vice President Finance and Administration is working with specific risks to develop a means of determining the institution's "risk tolerance".

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

At two meetings, the committee concurred with settlements reached by various bargaining units at the university, in accordance with its delegated power to do so. All settlements were within the mandate provided to the university prior to the onset of negotiations. Details are provided under "Actions taken on Behalf of the Board" on the agenda. Prior to asking for concurrence with the York University Faculty Association Agreement, which was the first of these settlements, President Shoukri advised the committee of the interest of the Ontario Government in limiting compensation increases going forward. It was recommended and the committee agreed that in the particular circumstances of this round of negotiations with various bargaining units, it was in the university's best interest to conclude its negotiations within the previously approved mandates.

#### **Board Questionnaire:**

The committee discussed the issues arising from the answers provided by governors in the annual questionnaire, noting the need for receiving further nominations to the Board to fill current vacancies. The skills matrix is being revised and will be circulated at the next meeting, along with any proposed nominations.



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# Memo

To: Board of Governors

From: Julia Foster, Chair

Date: September 24, 2012

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

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The Executive Committee has dealt with several items of business since the last meeting of the Board of Governors. Pursuant to the authority accorded to it under Article VI, 4 of the General Bylaws and its mandate over labour relations, the Executive Committee approved the following:

**1. Decanal Appointment**

- Professor Barbara Crow as Interim Dean and AVP of Graduate Studies for a ten-month term to commence September 1, 2012.

**2. Labour Settlements**

The following negotiated three-year agreements are within the Board-approved mandate.

- **Agreement with OPSEU 578 Unit 1 (Full-Time ESL Instructors in the York University English Language Institute)**  
OPSEU 578 Unit 1 represents 20 full-time ESL Instructors employed in the York University English Language Institute (YUELI). The University and OPSEU 578 reached a tentative settlement for a new collective agreement on July 26, 2012 and the Union voted to ratify the settlement on August 8th.
- **Agreement YUFA (York University Faculty Association)**  
YUFA represents approximately 1,400 full-time faculty members and professional librarians. The University and YUFA reached a tentative settlement for a new collective agreement on July 31, 2012, and the Union scheduled a ratification vote from August 29<sup>th</sup>, following a generally membership meeting, until 5 PM Tuesday, September 4th. The ratification result was 68% (684 votes) in favour of the deal, and 32% (378 votes) against.
- **Agreement with IUOE (Local 772) Renewed Collective Agreement**  
IUOE represents 17 operating engineers employed by CSBO to operate the University's utilities. The University and IUOE reached a tentative settlement on September 19<sup>th</sup>. The Board's approval is conditional upon ratification by the Union at its ratification vote scheduled for September 27, 2012.
- **Agreement with OPSEU 578 Unit 2 (Casual ESL Instructors in the York English Language Institute)**  
OPSEU 578 Unit 2 represents 50-60 casual ESL Instructors employed in the York English Language Institute (YUELI). The University and OPSEU 578 reached a tentative settlement for a new collective agreement on September 19. The Board's approval is conditional upon ratification by the Union at its ratification vote on October 1st.



## Memo

University Secretariat

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

Tel 416 736 5310  
Fax 416 736 55094

To: Board of Governors

From: Julia Foster, Chair

Date: September 24, 2012

Subject: **Committee Name Change**

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### **Recommendation:**

**On recommendation from the Governance and Human Resources Committee, the Executive Committee recommends that the Board approve the change in name of the *Community Affairs Committee* to *Marketing, Communications and Community Affairs*.**

### **Rationale**

The proposed new name gives more prominence to the marketing and communications mandate of the Committee. Both are critical areas of oversight, and a strong focus for the Committee going forward. The members of that committee have indicated their support for the change.



## Memo

University Secretariat

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Tel 416 736 5310  
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To: Board of Governors

From: Julia Foster

Date: September 24, 2012

Subject: **Mission Statement Revision**

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### **Recommendation:**

**On recommendation from the Governance and Human Resources Committee, the Executive Committee recommends that the Board approve minor amendments to the York University Mission Statement as follows and to forward the amended statement to the Senate for its concurrence:**

### **York University Mission Statement with proposed change:**

The mission of York University is the pursuit, preservation, and dissemination of knowledge. We promise excellence in research and teaching in pure, applied and professional fields. We test the boundaries and structures of knowledge. We cultivate the critical intellect.

York University is part of Toronto: we are dynamic, metropolitan and multi-cultural.  
York University is part of Canada: we encourage bilingual study, we value diversity.  
York University is open to the world: we explore global concerns.

A community of faculty, students, staff, **alumni and volunteers** committed to academic freedom, social justice, accessible education, and collegial self-governance, York University makes innovation its tradition.

*Tentanda Via:* The way must be tried.

### **Rationale**

The definition of the York community has been expanded to be more inclusive by including alumni and volunteers. This came forward on the recommendation of President Shoukri whose attention had been drawn to the matter by an alumnus and volunteer. The change supports the University's emphasis on community engagement. The Mission Statement, when amended, will also be translated into French.

# STRATEGIC MANDATE AGREEMENT

Board of Governors: October 1, 2012

Patrick Monahan, Vice-President Academic & Provost

# BACKGROUND

- Letter from Minister Glen Murray, MTCU, in June initiating:
  - development of Strategic Mandate Agreements with Ontario post-secondary institutions
  - consultations on sector transformation based on discussion paper, *Strengthening Ontario's Centres of Creativity, Innovation and Knowledge*
- Ontario Government's vision and principles for higher education:
  - Putting students first
  - Meeting the needs of the creative economy
  - Focusing on productivity, innovation and sustainability
- Strategic Mandate Agreements to include:
  - Proposed differentiated mandate statement
  - Institution's vision linked to mandate statement
  - Three priority objectives

# BACKGROUND (cont'd)

- To begin the process of developing Strategic Mandate Agreements, Minister Murray directed each institution to submit an initial 8-page Strategic Mandate Agreement by September 30, 2012
- Higher Education Quality Council of Ontario (HEQCO) to establish a peer review panel to evaluate mandate submissions for ability to achieve significant improvements in productivity, quality and affordability through innovation and differentiation
- HEQCO panel to identify a shortlist of colleges and universities as lead institutions – “models of advanced education in the 21<sup>st</sup> century”



# PROCESS FOR DEVELOPMENT OF YORK'S STRATEGIC MANDATE AGREEMENT (SMA)

- Establishment of SMA Working Group chaired by the Provost and including representation from Deans, AVPs, government relations and IRP staff to develop draft
- Draft SMA based on our two strategic planning documents:
  - University Academic Plan (approved by Senate, February 2011)
  - Provost's White Paper (endorsed by Senate, April 2010)
- Also benefited from consultation with and input from:
  - Senate Academic Policy, Planning and Research Committee
  - Deans and senior administrators
  - Senior academic leaders on campus
  - President's/Vice-Presidents' Committee



# YORK'S SMA SUBMISSION

- The goal is to highlight York's distinctive strengths and accomplishments, and to demonstrate how our priorities, objectives and activities align with/address those of government
- Mandate Statement reflects:
  - York's leadership as a fully engaged, socially responsive University that serves diverse populations, and
  - our unique and defining excellence in both liberal arts and professional programs that provides students with critical arts foundation and that supports interdisciplinary, multidisciplinary and inter-professional scholarship.

# YORK'S SMA VISION

- York is a comprehensive, research-intensive university that is committed to pursuing excellence, student success, outreach, and partnership by engaging students, faculty, staff, alumni, and external partners in a joint venture that transforms teaching into learning, research into discovery, and service into citizenship.
- York intends to build on its firm foundation of achievement and to play an outsized role in achieving the province's innovation agenda by:
  - preparing students for a future dependent on entrepreneurial creativity
  - increasing the impact of its scholarship, research and creativity activities
  - leveraging to its advantage and to the advantage of the province as a whole its large and diverse student population, its location in York Region - the GTA's fastest growing area and an emerging hub of entrepreneurialism – and the subway extension
  - expanding strategic partnerships

# YORK'S SMA SUBMISSION: PRIORITIES

- SMA identifies York's three priority objectives and highlights key planning directions for each:

Priority 1: Focus on quality with sensitivity to the needs of society in the 21<sup>st</sup> century

Priority 2: Create and sustain a 'culture' of student success that spans the student lifecycle

Priority 3: Strengthen our impact through community engagement

# YORK'S SMA SUBMISSION: KEY PLANNING DIRECTIONS

Among our key planning directions, we have highlighted the following:

- Increase comprehensiveness with a emphasis on programs that build on our strong, critical liberal arts foundation and our established excellence in professional programs e.g., engineering, health, professional graduate programs to prepare students for entrepreneurial creativity
- Implement a new strategic research plan that builds on our leadership in knowledge mobilization and social innovation (HESA rankings)
- Advance teaching and learning innovation with a focus on blended elearning and experiential education

# YORK'S SMA SUBMISSION: KEY PLANNING DIRECTIONS (cont'd)

- Build on our leadership in access and student mobility with expansion of partnership with Seneca College leading to a new satellite campus co-located on an existing York or Seneca campus: University of York-Seneca
- Foster LLL through a significant expansion of continuing education/professional development
- Enhance bilingual opportunities at Glendon College
- Enhance internationalization of educational experience



Ministry of Training, Colleges and Universities

## **Institutional Vision, Proposed Mandate Statement and Priority Objectives**

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A submission to begin the process of developing strategic  
mandate agreements (SMAs):

To:

The Ministry of Training, Colleges and Universities

From:

Mamdouh Shoukri

York University

## **The Purpose and Effect of this Submission**

On June 27, 2012, the government released [\*Strengthening Ontario's Centres of Creativity, Innovation and Knowledge\*](#), a discussion paper on quality, innovation and productivity to make our university and college system stronger.

In a follow up letter on the same day, Minister Murray confirmed the government's intent to lead publicly funded postsecondary education institutions in a transformation process to find efficiencies and drive innovation to improve productivity.

The purpose of this Submission is to begin the process of establishing strategic mandate agreements (SMAs) with institutions that will strongly inform future decisions, including allocation decisions and program approvals.

The Higher Education Quality Council of Ontario (HEQCO) will establish a peer review panel to evaluate your initial mandate submission for its ability to achieve significant improvements in productivity, quality and affordability through *both* innovation and differentiation. HEQCO will carefully review submissions to examine the understanding each college and university has of innovation and the conditions and systems needed to achieve significant quality and productivity gains in the near- and mid-term.

HEQCO has been directed to have its peer review panel identify a shortlist of colleges and universities whose submissions demonstrate the greatest ability to serve as lead institutions --- models of advanced education in the 21<sup>st</sup> century. Minister Murray is particularly interested to see that quality teaching and additional learning options be made available to students through the SMA process.

Each institution is asked to submit a short document that will demonstrate how its activities, current and planned, contribute to the directions identified in the discussion paper and the consultation process. We would appreciate receiving your submission by **September 30, 2012**.

## **Parameters to Guide the Completion of the Submission**

The submission should be a maximum of eight pages using the template provided, and reflect your institution's approach to the next three years, and include:

1. A brief mandate statement including your institution's three priority objectives;
2. Your institution's own vision and how it speaks to the proposed institutional mandate statement;
3. A description of each of your top three priority objectives. For each priority objective please describe the following:
  - A. How achievement of the objective will affect your total enrolment and enrolment mix.
    - Enrolment growth by credentials and level of study mix;

- Program approval requests and future program mix; and,
  - Balance between teaching and research focus.
- B. Any distinctive advantage, strength or characteristic of your institution that makes achievement of the objective credible, likely, and desirable.
- C. The timeframe for achieving the objective, resource allocations or redirections required, and metrics to be used to measure progress towards achieving the objective.
- D. Where applicable, the innovative initiatives that your institution is pursuing to improve productivity in administration, teaching, research and learning associated with the objective and any associated costs and resource implications.
- E. Any public policy tools that you need to achieve the objective.
- F. How this objective correlates to one or more of the government's principles and parameters for higher education, outlined in Appendix A.

Please direct any questions on process to: Paddy Buckley, Director, Strategic Policy Transformation  
Branch: [Paddy.Buckley@ontario.ca](mailto:Paddy.Buckley@ontario.ca). (416-212-6597)

Completed submissions may be submitted by e-mail directly to the Minister: [Glen.R.Murray@ontario.ca](mailto:Glen.R.Murray@ontario.ca)

Completed submissions can also be mailed to Minister Murray:

Postsecondary Education Transformation – Submissions

Attn: Minister Glen Murray

Ministry of Training, Colleges and Universities

900 Bay Street, Mowat Block, 3<sup>rd</sup> floor

Toronto, ON M7A 1L2



## Appendix A.

### Government Vision:

*Ontario's colleges and universities will drive creativity, innovation, knowledge, and community engagement through teaching and research. They will put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality, and globally competitive outcomes for students and Ontario's creative economy.*

### Principle 1: Putting Students First

Ontario's postsecondary education sector must be student-focused. Support for improvements to the quality and affordability of education, and the student learning experience, are key to expanding the choices students have in content, delivery and learning models.

#### Parameters:

- Focus on student choice; improve the quality and affordability of post-secondary education.
- Increase student mobility through removing barriers to effective credit transfer within Ontario and ensuring the recognition of Ontario credentials abroad.
- Offer students better choices in the modalities and approaches to learning through adoption of new technology and approaches to learning, and flexible course and degree structures.

### Principle 2: Meeting the Needs of the Creative Economy

Transformation will require a redefinition of the role of higher education to serve the foundational needs of the new creative economy, and to ensure that Ontario's postsecondary education remains internationally competitive.

#### Parameters:

- Achieve Ontario's goal of a 70% postsecondary attainment rate, and ensure relevance to the labour market, as well as recognize that many students will aspire to start businesses rather than become employees of others.
- Ensure that graduates have the knowledge and competencies to succeed in the workforce and reinforce the value of undergraduate liberal arts and science education as a foundation of our civil society.
- Increase engagement and partnerships between institutions and the community, and where appropriate develop programs that erase the wall between the classroom and the workplace.

**Principle 3: Focusing on Productivity, Innovation, and Sustainability**

Government policy will work better with institutional goals to further encourage the conditions under which universities and colleges can adopt a modern and relevant curriculum, use innovation to achieve higher levels of productivity, and are financially sustainable to reflect new economic realities.

**Parameters:**

- Continue to give priority to differentiation by focusing on institutional strengths and areas of excellence, and the changing needs and demands of our society.
- Strategically managing enrolment and program growth, and exploring cost efficiencies through shared or integrated services.
- Develop strategies to improve productivity through innovation in teaching, technology, infrastructure, program and degree organization, partnerships with businesses and community, and leveraging and pooling institutional resources.

# Response Template

## Part 1: York University - Proposed Mandate Statement

York University is demonstrably committed to playing a key role in achieving the government's policy objectives of driving innovation and productivity throughout the post-secondary sector as a comprehensive, research-intensive institution located in the heart of Ontario's fastest growing region and the centre of innovation activity. With over 54,000 students, we comprise approximately 10% of total university enrolments in the province, and almost 13% of Ontario's university enrolment growth over the past decade has taken place at York. We now have over 3500 international students (FTEs), and growing at a rate of 9-10% annually. This growth has occurred across a full range of disciplines, including the humanities and social sciences (which continue to represent over half of all university enrolments in Ontario), as well as in emerging areas of significance such as health, business, engineering and graduate education.

Our strategic mandate reflects:

1) our leadership as a fully engaged, socially responsive institution as exemplified in our curriculum (and an increasing focus on student learning outcomes and self-directed learning), the diverse student populations that we serve and our knowledge mobilization activities (that emphasize discovery and the sharing of knowledge to empower a new generation of entrepreneurial, socially conscious Ontarians with the critical skills to guide our province to a world-leading sustainable future); as well as

2) a unique and defining excellence in both liberal arts and professional programs. This combined strength differentiates us from other universities particularly in terms of the critical liberal studies foundation that our students receive, and our interdisciplinary, multidisciplinary and inter-professional scholarship. Recent initiatives, such as the creation of a new Faculty of Health in 2006 and the Lassonde School of Engineering in 2012, are illustrative. We are poised to embark on a major expansion of our engineering programs, fueled by the government's \$50 million contribution towards the construction of a new engineering building and a landmark gift of \$25 million to create the Lassonde School of Engineering.

Over the next few years, York will contribute to the government's goal of creating an additional 60,000 spaces over 2011 - 12, and a 70 per cent PSE attainment rate. In order to do so, we expect to achieve at least a 10% increase in productivity by 2016 through innovation as measured in improved effectiveness and efficiencies. Our top three priority objectives for enhancing effectiveness and efficiencies are:

- 1) to focus on quality with sensitivity to the needs of society in the 21st century;
- 2) to create and sustain a 'culture' of student success that spans the student lifecycle; and
- 3) to strengthen our impact through community engagement.

The main activities that we will pursue to advance these priorities are described in Part 3. We would however highlight our plans to: i) expand comprehensiveness in areas that build on our distinctive strengths and prepare students for a future dependent on entrepreneurial creativity; ii) implement a

new strategic research plan that will facilitate our national leadership in knowledge mobilization and social innovation; iii) significantly advance teaching innovation with a focus on blended learning and experiential education; iv) heighten our province-wide leadership in access by expanding our partnership with Seneca College with a view to creating a new University of York-Seneca; v) enhance our distinctive bilingual programming and student services at Glendon College; and vi) contribute to the internationalization of education through increased international connections, facilitating the participation of international students at York, and providing all students with opportunities for an international experience as part of their curriculum. These and other initiatives described in this submission are the product of comprehensive and inclusive academic planning processes, involving students, faculty and staff.

## **Part 2: York University – Vision**

Innovation uses original knowledge to produce new or significantly improved goods, services, or processes that have economic or social value. Innovation is the key contributor to increasing productivity and raising living standards (Brender et al., 2007). The GTA is the centre of innovation in Canada. It is responsible for 45 percent of Ontario's and 20 percent of Canada's economic activity – a percentage that will grow over the next 20 years. As a comprehensive, research-intensive university, York is already an engine of innovation. York's vision involves building on its firm foundation of achievement and playing an outsized role in achieving the province's innovation agenda. Specifically, York can educate more of the Highly Qualified Personnel (HQP) necessary to fuel Ontario's innovation agenda. It can expand its research and development activity and its leadership in a range of new technologies. It can nourish its established linkages with York Region, the GTA's fastest growing area and an emerging hub of entrepreneurialism. York can exploit to its advantage and to the advantage of the province as a whole its unique bilingual campus at Glendon College, its large, growing, and diverse student population, and its subway extension, which will open in 2015. Our long-term vision is set out in the 2010 Provostial White Paper. The University Academic Plan for 2010–2015 outlines our strategic priority objectives. The common theme of these documents is York's commitment to pursuing excellence, student success, outreach, and partnership by engaging students, faculty, staff, alumni, and external partners in a joint venture that transforms teaching into learning, research into discovery, and service into citizenship.

## **Part 3: York University - Priority Objectives**

### **Priority #1: Focus on quality with sensitivity to the needs of society in the 21st century**

York's top priority is an unwavering commitment to excellence in teaching, research and the student experience with sensitivity to the needs of society now and in the future. A quality postsecondary education is enriched through the research and creative activities of faculty, and demonstrably provides students with the knowledge, skills and abilities needed in a future dependent on entrepreneurial creativity. To advance this priority, York will:

i) Increase the comprehensiveness of its programs by building on its well-established reputation for excellence in liberal studies and professional programs that differentiates it from other universities in terms of fostering innovative and interdisciplinary approaches with a focus on critical thinking, entrepreneurship, technological innovation and transferable skills. Our curriculum emphasizes leadership, sustainability and social responsibility as exemplified by recent programs in emergency and disaster management, business analytics, and public affairs. Our forthcoming engineering programs are similarly preparing the 'Renaissance Engineer with a Social Conscience' who will have the technical expertise, practical experience, collaborative mindset, cultural appreciation and global perspective that will prepare them to work across borders in multiple social contexts. Aside from engineering, specific target areas over the next few years include health and medicine, applied science, business-related and professional programs at the undergraduate and graduate levels. We also expect to respond to additional demand for programs in our traditional areas of strength in the liberal arts, humanities and social sciences, in response to student growth in the GTA generally and York Region in particular.

ii) Enhance the quality of academic programs by focusing on student learning outcomes (SLOs). York is taking a lead role in the development of a student-focussed learning approach that clearly articulates competencies and SLOs by institutionalizing curricular mapping for all academic programs by the end of 2012 - 2013. We are also setting as a priority the measurement of SLOs including a pilot of the Collegiate Learning Assessment tool beginning in September 2012. To support the sustainability of these efforts, York is providing faculty support and development through a newly created Teaching Commons (TC) to complement the existing Learning Commons (for students). The TC will lead systemic change toward an enhanced culture of teaching including teaching chairs, a 'teaching scholars and award winners' network, and support for the curricular integration of experiential education, eLearning strategies and other effective learning strategies.

iii) Implement a new institutional strategic research plan (for 2013 - 2018) that will enunciate a vision for the future impact of research at York. As has been highlighted in the recent report by Jarvey and Usher (2012 Measuring Academic Research in Canada: Field-Normalized University Rankings 2012, Higher Education Strategy Associates, Toronto), we rank 4th provincially (and 8th nationally) among all universities in terms of individual researcher impact in the social sciences and humanities, as well as in the natural sciences and engineering. The plan will build on York's national leadership in knowledge mobilization and social innovation through the Research Impact National Knowledge Mobilization (KM) network as well as our strengths in liberal arts and professional studies, and highlight innovative interdisciplinary research alliances in areas such as digital media and community engaged scholarship.

iv) Continue to advance our Integrated Resource Planning (IRP) processes and PRASE initiatives aimed at improving productivity by matching resources to priorities and ensuring the most efficient utilization of scarce resources. Specific target areas over the next few years include Budgeting and Accountability; Research, Human Resources and Procurement; Information Technology; Student Services; and Strengthening the Workplace through Effective Change Management and Information Sharing. In addition, York Administration and the York University Faculty Association (YUFA) have negotiated an expansion of the Alternate Teaching Stream (full-time faculty members focused on teaching and learning activity) to better balance teaching and research needs.

A. Enrolment and enrolment mix considerations: Achievement of the objectives in this academic priority is based on an enrollment plan that assumes that York will maintain our current strength and leadership in liberal arts and social sciences, responding to expected increased demand for our distinctive programs in this area, and expanded programs in health, applied science and engineering, and professional programs at both the undergraduate and graduate levels. Program approvals for Ministry of Training, Colleges and Universities (MTCU) funding that are in process but not yet approved include programs in areas such as: a Masters in Business Analytics, Masters in Accounting, Global Health at the undergraduate and graduate levels, a suite of Engineering programs including Electrical, Mechanical, Civil and Chemical at the undergraduate and graduate levels, and bridging programs from high affinity college programs. The enrollment plan assumes growth of approximately 1500 undergraduate domestic FTEs (full-time equivalents) between 2011 - 2012 and the end of the Ministry's enrollment planning period (2015 - 2016). This includes the growth of almost 600 FTEs in our proposed new Engineering programs. Enrollments in the new Lassonde School of Engineering are expected to continue to grow to a steady state level of 1400 FTEs by 2020-21. York's international enrollments will also continue to grow by over 1,000 FTEs by 2015-16. Graduate enrollment will grow by an additional 850 (fall + summer) FTEs over current (2011-12) levels by 2017-18. The majority of this growth will be in professional areas, especially engineering-related fields but also in areas of traditional strength such as business, social sciences and humanities where demand remains strong. This reflects the need for student learning support (i.e., teaching assistants and markers/graders) and for collaboration with faculty members on research activities typical of a comprehensive, research-intensive university where teaching and research are fully integrated.

B. Relevant advantages, strengths & characteristics of institution: Our strength in interdisciplinary and collaborative programs that bridge liberal arts and professional programs are exemplified in programs such as Law and Society, Digital Media and Environmental Studies. The Schulich School of Business has one of the first and largest graduate programs in entrepreneurial studies recognizing the increasing importance of growing small and medium-size enterprises as the primary job creators in national economies is part of a global trend. Programming at the undergraduate level also responds to this societal need with a curriculum that encourages entrepreneurship and development of family businesses. The suite of new engineering programs will provide students with the opportunity to combine legal studies and/or entrepreneurial education through collaborations with Osgoode and Schulich. Other programs such as Social Work, Nursing and Education, combine professional content with a critical awareness of anti-oppressive practice and/or an appreciation of diversity.

C. Timeframe, resources and metrics: The priority objectives outlined in this document reflect the planning exercises spanning 2010-2020 and the majority of the activities are expected to be completed within that timeframe. Achieving steady state for the engineering expansion may require a somewhat longer horizon as does planning for a potential medical school. Metrics to benchmark success were specified in the White Paper and incorporated as measures/KPIs in the Integrated Resource Planning Framework. Specific measures for the academic quality priority include GPA (grade point average) of secondary school students entering York, enrolment targets in the case of domestic and VISA students, percentage of programs with curricular mapping complete, approved programs in target areas, assessment tools including the Collegiate Learning Assessment, annual increase in international peer reviewed performance in research and creative work, including grant applications, as well as numbers of

full-time faculty and student-faculty ratios.

D. Related innovation & productivity initiatives: York has undertaken a series of PRASE initiatives aimed at process engineering and service enhancement including projects in the areas of budget modelling and accountability; student services; Information Technology; and Research, Human Resources and Finances. These projects have been identified as target areas over the next few years to find innovative ways of supporting objectives and increasing productivity. In addition to these four target areas, York also launched a Creating a Better Workplace initiative that includes an employee survey to establish a baseline and identify areas of concern, the development of an employee portal for more effective communication and information sharing, change management support, and a coordinated approach to professional development and succession planning. Finally, the Office of the Provost launched an Academic Innovation Fund (AIF) to provide seed funds for projects, prototypes and other tools to advance teaching and learning innovation (e.g., experiential education and the use of technology to enhance learning) and/or student success. Fifty-one projects involving all Faculties have been funded in a competitive process over the last two years. Various colleagues are also participating in tuning projects to develop sector Student Learning Outcomes (SLOs) and/or research projects to evaluate teaching and learning strategies.

E. Required public policy tools: Public policy tools that would support the achievement of these objectives include: i) flexibility around initiatives that advance governmental priorities, including around the design and implementation of this Strategic Mandate Agreement; ii) timely MTCU approvals for new program funding; iii) confirmed tuition fee policy that retains the average increment over the past several years; iv) facilitating the university's ability to use its lands to advance its academic priorities; and v) equalizing the BIU (basic income unit) weight for three-year degrees to align with four-year degrees.

F. Correlation with government principles and parameters: The objectives for this academic priority align most directly with Meeting the Needs of the Creative Economy, and in particular with the attainment of the government's 70% PSE attainment rate, and ensuring that graduates have the knowledge and competencies for success. The objectives also correlate with the advancement of productivity, innovation and sustainability, most notably in terms of advancing differentiation by focusing on institutional strengths and the changing needs of our society, strategically managing enrolment and improving productivity.

**Priority #2:** Create and sustain a 'culture' of student success that spans the student lifecycle

York is committed to providing our students with the education they require to succeed in their lives and careers and to demonstrating and measuring the acquisition by our students of these competencies. Student success is both a process and an outcome of student learning and engagement that results in the building of knowledge, skills and aspirations to achieve not only academic goals but also to develop those interpersonal and leadership skills across seven outcomes and throughout the student lifecycle that will contribute to a better society (CAS Learning & Development Outcomes, 2008). It also recognizes that students need to be treated as collaborators in their own educational experience both inside and outside the classroom. The student population at York is diverse and will define success through the lens of their personal lived experiences and life goals. If we create an environment that

fosters student success, and provide student-centric services that reflect established principles of good practice, the outcomes of this will be higher levels of student satisfaction and improved retention.

In support of this priority, York will:

i) Significantly advance teaching innovation with a focus on blended learning and experiential education. The projects that have received AIF funding each have a formal evaluation component that will assist in identifying the most effective learning strategies and help to assess their scalability for pan-Faculty and pan-University prototypes. We have committed to developing pedagogically sound strategies for the integration of both eLearning (including web-enhanced and fully online but with an emphasis on blended education) and experiential education (including in-course and a full range of in-community options) and to embedding them in our degree programs. We are currently piloting several projects with appropriate support structures for faculty (e.g., Teaching Commons) and students (e.g., Learning Commons and Virtual Learning Commons). These projects build on current successes including Osgoode's award-winning approach to the integration of experiential education in its curriculum, the Faculty of Education's concurrent community field placement program where students complete a 50-hour placement in a cultural, social service, environmental, arts, recreational or community education organization, Schulich's ground-breaking e-learning approach as part of their New Mindsets program which facilitates blended on-line learning and promises to establish the second-generation online learning standard, and fully online programs in Administrative Studies and the Masters of Science in Nursing. A recent agreement to expand the use of Alternate Stream Faculty at York provides further opportunities to hire faculty who have specific teaching expertise.

ii) Continue to lead in student access and mobility. York University is the recognized provincial leader in college-university collaboration including unique partnerships with French-speaking colleges such as Boréal and la Cité. Over 8,000 students have come to us from our college partners amounting to nearly 25% of all college students moving on to university in Ontario. In addition to our flexible block transfer credit policy that allows for a predetermined number of credits/courses, we offer 14 successful collaborative programs including BDesign with Sheridan College and a Collaborative Nursing program with Seneca and Georgian Colleges. York shares the Keele campus with Seneca College and, through our joint satellite campus proposal, there is an opportunity to develop or expand programs in Digital Media, Education, Social Services and Disaster and Emergency Management, Police Foundations and Public Administration, Information Technology and Health Informatics, and Civil Engineering Technology and Environmental Studies. We are also heavily engaged in the provincial discussions (including ONCAT - Ontario Council on Articulation and Transfer) on how to enhance college-university and university-university transfer, and are committed to the further exploration of initiatives that would advance credential compatibility and recognition. Aside from the comprehensive list of courses from other Ontario universities that we already recognize, we are about to launch a pilot with Ryerson that would allow students at either institution to take up to 24 credits at the opposite University. Other innovative activities include our bridging programs for internationally educated professionals (e.g., nursing, business, IT) as well as transition programs for young adults from diverse backgrounds (e.g., Transition Year Program, Women's Bridging Program). By 2017, approximately 10% of our students will be international, reflecting the strong demand for York's programs globally.



iii) Continue to meet a critical need of southern Ontario's Francophones (now a third of all Francophones in the province) and its French immersion graduates (the largest concentration in the country) by providing the only bilingual programming and student services in Southern Ontario, at Glendon College, York's mid-town Toronto campus.

iv) Promote year-round learning that benefits our students by providing more choice, greater flexibility, the opportunity to complete a degree in non-traditional times, and opportunities to pursue employment at different times of the year. York will continue its "This Summer, Choose York" initiative launched this past summer 2011 as part of its commitment to year-round full-time, part-time (evening and weekend) study options, including increasing options at the graduate level. Over the past three years, across the university, there has been a 30% increase in our undergraduate summer enrolments and the expansion of eLearning will facilitate further student access to courses year-round.

v) Implement a comprehensive, institutional-wide retention strategy that includes an innovative first year student transition program as well as initiatives to improve PhD completion rates. York is currently piloting the YU Start Program with a group of 800 new students. It is an innovative student transition program that is systematic, research-informed and measurable with the overarching aim to support and foster student success, thereby improving retention. The students receive a coordinated and informed welcome to the University in the spring and access to online enrolment appointments, are part of a facilitated online community through the summer months, and are invited on campus in August to build their social networks by making friends and becoming involved in campus extracurricular activities. York also understands the value of peer mentoring and is pilot testing another innovative program that provides support for first year students as they tackle their first round of academic courses. The HealthAid Network is a course-based peer mentorship program that aims to encourage student engagement both inside and outside the classroom, support academic success, and develop student leadership. At the graduate level, York is developing policies and mechanisms, including the creation of additional scholarships tied to timely thesis completion at the PhD level.

A. Enrolment considerations: Achievement of the student success objectives contributes to York's enrolment plans both in terms of attracting high quality undergraduate and graduate students and improving retention. Over the next 5 years, the University is committed to improving retention by 3%.

B. Relevant advantages: Innovation in teaching and learning, credit transfer and student mobility, enhanced flexibility through year round programming and day/evening scheduling, and a commitment to accessible education are hallmarks of York. They leverage our existing strengths and are embedded in our planning documents. The challenge for the University will be a significant improvement in retention over the next 5 years. Although the University instituted a Strategic Enrolment Management (SEM) approach in 2010 - 2011, retention strategies require several years for the potential to be realized.

C. Timeframe, resources and metrics: The priority objectives for student success are expected to be on-going concerns. As outlined in the White Paper, we expect to see increases over the next few years in the number of programs that provide their students with an EE opportunity, in the number of doctoral students who complete their programs within 6 years, in the number of courses and programs offered online as well as an enhanced first year program for undergraduate students.

D. Related innovation & productivity initiatives: The AIF has provided resources and coordination to support teaching and learning innovation and student success activities. The PRASE projects, especially in the area of Student Services, are also fundamental since they address administrative functions that support student success such as advising. York is also committed to the expansion of an institutional approach to continuing education and professional development that will enhance student access and mobility to degree programs, and provide resources to support academic priorities.

E. Required public policy tools: Public policy tools that would support the achievement of these objectives include: i) flexibility around initiatives that advance governmental priorities; ii) eliminating the redundancies that have been created by requiring both the "set aside" for financial aid and the student access policy; iii) OSAP reform; and iv) consistency between Postsecondary Education Quality Assessment Board (PEQAB) and MTCU policy on college-university transfer credit.

F. Correlation with government principles and parameters: The objectives for this priority align with all three principles including all parameters identified under Putting Students First and Focusing on Productivity, Innovation and Sustainability as well as the goal to erase the wall between the classroom and the workplace under the Meeting the Needs of the Creative Economy principle.

### **Priority #3: Strengthen our impact through community engagement**

Our third strategic priority is to strengthen our impact through community engagement. York has long been a recognized leader in collaboration with the broader community for the reciprocal and mutually beneficial exchange of knowledge and resources, and engaging in research. York's award-winning KM Unit is a unique resource for supporting engaged scholarship and the goals of Community Engagement, Outreach and Partnerships by providing comprehensive services in support of collaborations between researchers/students and community agencies. With over six years of experience, York's KM Unit has supported more than 250 community-campus collaborations, helped community partners raise over \$1M for social services and programs and attracted over \$17M in engaged scholarship funding for researchers, students and partners. Through Innovation York, we are building analogous relationships with the business and technology communities, similarly maximizing the community impact of our research in areas of commercial opportunity. The York University-Toronto Dominion Centre for Community Engagement in Black Creek, the Markham Innovation Centre, Glendon's partnerships with francophone leaders of business and community organizations, experiential education programs such as internships and community-based learning, our Community Legal Aid Services Program, Taxation Clinic and numerous other activities further contribute to a culture of engagement, outreach and partnerships across the University with local, national and international partners.

To advance this priority, York will:

i) Expand our partnership with Seneca College, with a view to creating a new University of York-Seneca, a satellite campus that would be co-located on an existing York or Seneca campus, thereby expanding student choice and mobility, and advancing college-university transfer credit more broadly throughout the system. The University of York-Seneca partnership would build on the strengths of each partner offering an integrated and holistic joint program that would provide students with breadth and depth in critical inquiry as well as the specific knowledge and focused skills needed to succeed and contribute to

innovation in the knowledge economy. The York-Seneca partnership would be much more than another 2 + 2 or bridging program; it would constitute a new, integrated and forward-looking approach to post-secondary education that could serve as a model for the sector (see the Appendix, York-Seneca Partnership: A Framework, September 2012).

ii) Deepen and broaden our institutional engagement with partners both locally and globally to support academic programs such as experiential education, lead innovative networks and clusters to address issues of mutual concern, to foster knowledge mobilization and contribute to the socioeconomic well-being of our citizens and society. York has extensive partnerships around the world but also includes as part of a distinct community engagement strategy Black Creek and York Region as priority neighborhoods and/or regions of high immigration over the next 20 years as well as francophone communities. For example, Osgoode Hall Law School has partnered with the Ontario Centres of Excellence to create the OCE/IP Osgoode Innovation Clinic to provide legal information and follow up services ranging from assistance with patent and trade-mark processes to reviewing business transactions and technology transfer initiatives to bring new ideas to market. York's success in applied research is highlighted by the Faculty of Health-led Connected Health and Wellness Project involving 16 private, academic and not-for-profit sector partners developing a new people-centred and technology-enabled system to make it possible for patients to keep health information from different hospitals or clinics in one place. The Schulich School of Business is a leader in the development of internationally competitive partnerships in the corporate sector including launching an inaugural conference on responsible entrepreneurship with McKinsey Worldwide, "Capitalism for the Long Term". York is thus particularly well positioned to successfully continue the ongoing intensification of its high-impact research enterprise to a scale that will further enhance Ontario's reputation as a home for world-leading institutions. Maximizing that potential depends on the continued development of York's innovative, entrepreneurially-focused and socially engaged scholarship.

iii) Contribute to the internationalization of education through increased international connections, facilitating the participation of international students at York, and providing students with more opportunities for an international experience as part of their curriculum. The Provostial White Paper set ambitious goals for increasing the proportion of international students at York (7.5% of our student body being international students by 2013, and 10% by 2017). Through aggressive recruitment and outreach, we are on track to achieve these targets, having increased international enrolment by 40% over the past 3 years. York's focus over the next few years will be to ensure that our international students are fully supported, to expand international placements and to seek opportunities for enhanced exchange programs with recognized universities around the world.

A. Enrolment considerations: Achievement of the community engagement initiatives contribute to York's enrolment plans both in terms of meeting our 105 enrolment targets (i.e., students other than those coming directly from high school), most significantly our college transfer students, and our international targets that together comprise about 25% of our total undergraduate student population.

B. Relevant advantages, strengths & characteristics of institution: The White Paper and UAP set as a benchmark the development of a pan-university strategy for community engagement, and a Task Force on Community Engagement established by the President outlined a series of recommendations that

made their way into the UAP 2010 - 2015 with oversight from a President's Advisory Council on Community Engagement. York is one of eight universities in Canada who were invited on the basis of a competitive process to form a consortium of universities to review the relationship between community engaged scholarship, and tenure and promotion. As one of the three core academic priorities in our planning documents, the achievement of the associated objectives are both desirable and credible.

C. Timeframe, resources and metrics: The priority objectives for community engagement are on-going with specific benchmarks for the increase in international students over the next several years. Other metrics include the realization of an institutional community engagement, an increase in teaching and research partnerships both locally and globally, the evaluation and dissemination of findings regarding community engaged scholarship, and progress regarding an expanded relationship with Seneca College.

D. Related innovation & productivity initiatives: The AIF program has provided institutional resources and coordination for several community engagement activities especially those that improve productivity through the development of innovative EE strategies. Community based research that brings the client to the students, for example, is one prototype that has been found to be more efficient than community service learning where students may be independently working with employers or not-for-profits with no discernable difference in the educational learning benefit.

E. Required public policy tools: Public policy tools that would support the achievement of these objectives include: i) flexibility around initiatives that advance governmental priorities; ii) the inclusion of international students for MTCU counts; and iii) direct support for college-university transfer that is linked to the actual number of students participating.

F. Correlation with government principles and parameters: The objectives for this academic priority align with all three principles, most especially in terms of increasing student mobility and ensuring the recognition of Ontario credentials abroad, increasing engagement and partnerships between institutions and the community, building on the differentiation strategy of York as a leading engaged university, strategic enrolment management, and developing strategies to improve productivity through innovation.



# York Brand Campaign

October 1, 2012

# Goal of York U Campaign – improve reputation with goal of making York first choice

- Designed to reach 101 (high school) students in the GTA
- First flight, 6 weeks: September 24 – November 2
- Second flight, 4 weeks: February 4 – March 4
- Campaign will run in:
  - cinema
  - bus exteriors
  - university ranking publications
  - digital mall posters
  - online
  - social media
  - integrated into the booth at the Ontario University Fair (OUF)

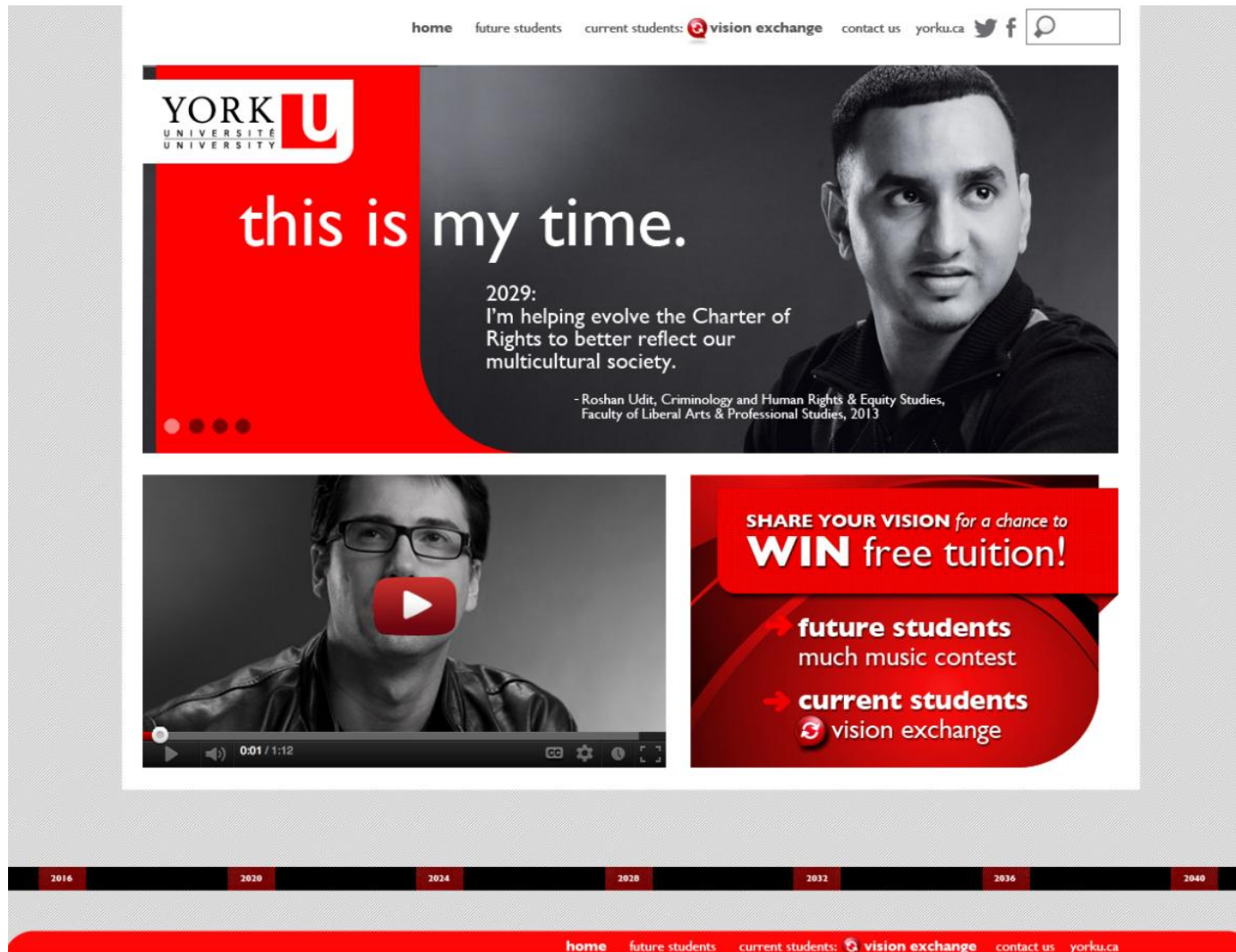


# Brand platform and campaign



Brand video

# Microsite – yorku.ca/mytime and #mytimeyorku






# Create 'buzz' and drive consideration via Much Music contest #thisismytime

- Future Students tweet their vision to gain entry for free tuition for one year
- Extensive promotion both on TV and online/ social media to drive participation including 30 second promo spot filmed on campus

The screenshot shows the 'MUCH & YORK U' website. At the top is a navigation bar with links: VIDEOS, MUSIC, SHOWS, NEWS, CONCERTS, CONTESTS, and SHOP. Below this is a red banner with the 'MUCH' logo and 'YORK U' logo. The main headline reads 'MUCH & YORK U WANT THIS TO BE YOUR TIME. LOOK AROUND THIS SITE TO FIND OUT MORE ABOUT THE OPPORTUNITIES AVAILABLE TO YOU!'. Below the banner, there's a section titled 'WANT TO WIN A YEAR OF FREE TUITION\* AT YORK UNIVERSITY?'. It includes instructions: 'Fire up your Twitter account and follow @MuchMyTime. Then reply to this tweet telling us your vision for what you hope to achieve, using the following phrase: "#thisismytime to (insert the impact you will make after university, and by what year) @MuchMyTime"'. An example is given: 'Ex: "#thisismytime to win an Academy Award by 2025 @MuchMyTime"'. A small video player shows a woman with blonde hair and a black hat, with the text 'York U My Time Contest' above it. At the bottom, a red bar says 'CHECK OUT SOME OF THE ENTRIES:'.




Much music contest


“Vision Exchange”— generate pride and engagement with current students via free tuition contest



YORK  
UNIVERSITY

[home](#)
[future students](#)
[current students: !\[\]\(31dc830bf8206b94b5a585ce61ce9013\_img.jpg\) vision exchange](#)
[contact us](#)
[yorku.ca](#)




this is my time.  
**vision exchange**

current students

Share your vision for a chance to **WIN** free tuition!

☐ I have read and agreed to the [rules & regulations](#).  
Contest starts September 19. Ends October 26.
 

 submit your vision

<p>cal es that me poverty d provides n to cultural es.</p>	<p><b>2034:</b></p> <p>I am the top Real Estate developer in America.</p> <p><b>- Jelena Jovanovic</b> sociology and sexuality Faculty of Liberal Arts &amp; Professional Studies 2014</p>	<p><b>2034:</b></p> <p>I help introduce the first portable quantum computer.</p> <p><b>- Osama Askoura</b> Computer Engineering Lassonde School of Engineering 2014</p>	<p><b>2034:</b></p> <p>Diamond Jubilee: Rejuvenate York brand name in world for all faculties cuz that's the College I choose to go. I want ppl to see York pride!</p> <p><b>- Hunain Hamid</b> JBB4 Schulich School of Business 2014</p>	<p><b>2034:</b></p> <p>I have successfully financed Canada's, and the globe's leading renewable energy producing company.</p> <p><b>- Joseph De Fazio</b> Administrative Studies - Finance Faculty of Liberal Arts &amp; Professional Studies 2014</p>	<p><b>2034:</b></p> <p>I am the President of the United Nations Economic and Social Council. I am the voice of economic and social change in the world.</p> <p><b>- Karnaz Obaidullah</b> BBA Schulich School of Business 2015</p>
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2033

2034

<http://yorku-mytime.ca/vision-exchange.php>

# OUF Booth Integration



this is my time.



[yorku.ca/mytime](http://yorku.ca/mytime)

Prominent signage on both campuses will support and celebrate our campaign





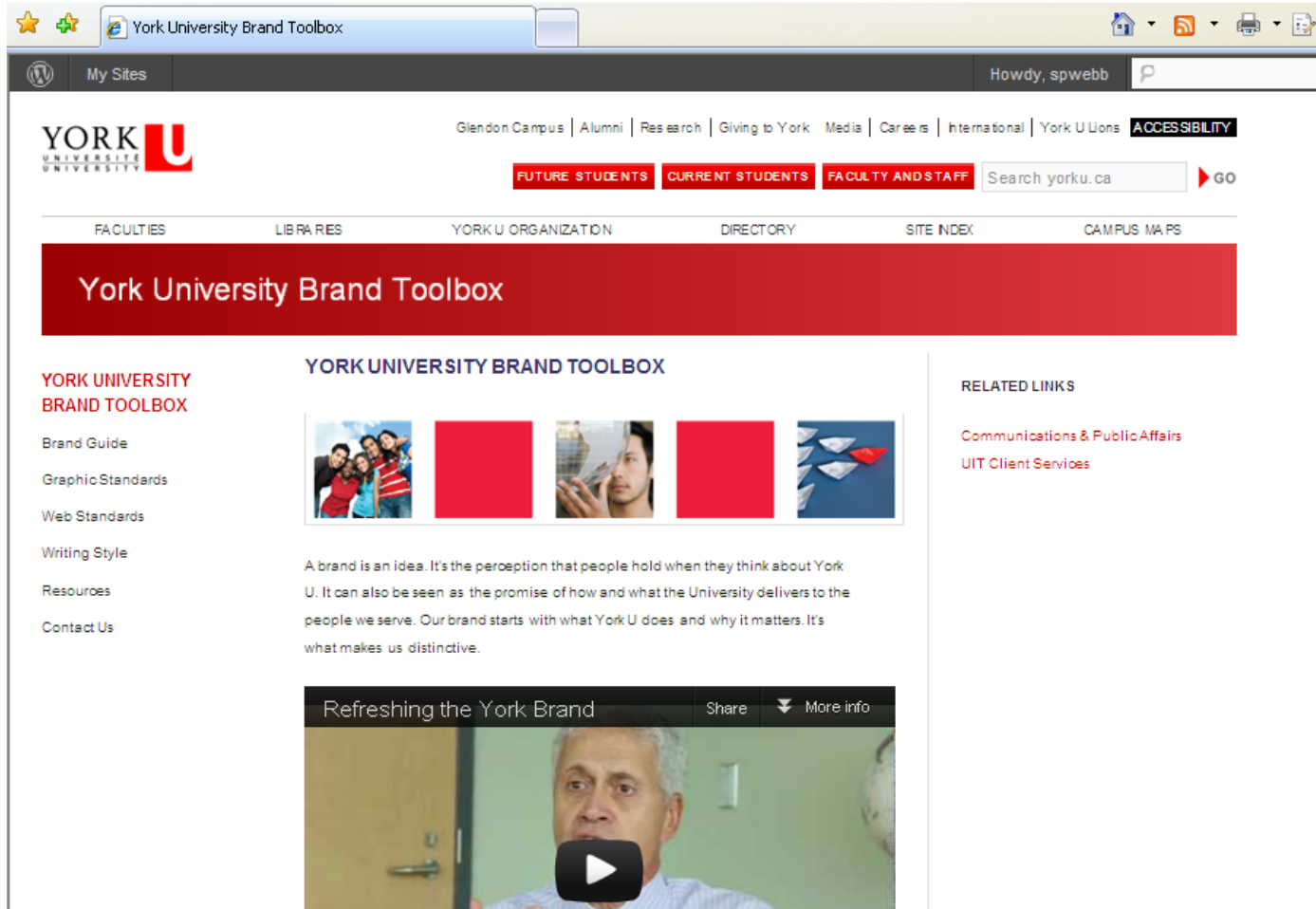
# Campus Walk – Keele



# Scott Library



# Brand Toolbox website serves as resource for all York employees:



Behind  
passport  
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# Extending the campaign in future

- On campus – feature staff and faculty
- Off campus (and on) – feature prestigious alumni



**Report to the Board  
at its meeting of October 1, 2012**

*Board of Governors*

*The Academic Resources Committee met on September 10 and submits the following information report to the Board of Governors. As part of its orientation, the Committee reviewed the document “Enterprise Wide Risk Management: Risk Categories, Definitions and Board Committee Oversight” which points to aspects of the Committee’s mandate that are of particular importance to risk management.*

**1. President’s Items**

Dr Shoukri expressed his optimism at the outset of a new academic year. An early priority for York and other universities involves the development of a Strategic Mandate Agreement with the Ministry of Training, Colleges and Universities, the first stage of which is the submission of an “Institutional Vision, Proposed Mandate Statement and Priority Objectives” (see item 2, below). A discussion paper issued by MCTU in June points to a number of changes that would, if implemented, result in significant changes to the postsecondary system. York will make the case it has provided leadership in many of the areas identified by the government as priorities (such as University-CAAT relations, transfer credit, and online education) as it articulates the special nature of the University.

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

**2.1 Strategic Mandate Agreement**

Provost Monahan briefed the Committee on a draft submission to MTCU launching the SMA process. The approach is to work with the University Academic Plan 2010-2015 and Provostial White Paper in providing MTCU with a clear indication of York’s distinctiveness and planning vision. The draft (which will be presented to the Academic Policy, Planning and Research Committee of Senate for feedback) pivots around six key elements:

- comprehensiveness
- commitment to critical thinking from diverse perspectives
- an emphasis on local, national and global engagement
- student mobility and access
- an innovation agenda within the Greater Toronto Area
- integrated resource planning and sustainability

These principles shape a vision that affirms the University’s relevance, quality, and social impact through research and creative activity. Queen’s Park has an envelope of funding for satellite campuses, and the document expresses York’s interest in working jointly with Seneca to create a separate, integrated university.

**2.2 Enrolment Data**

The Provost reported that summer 2012 enrolments increased by 400 fiscal full-time equivalents over the previous year following a campaign to encourage students to take courses during the May-August

terms. Most of those taking courses this summer were York students despite efforts to attract GTA residents who attend other universities. Preliminary counts for 2012-2013 indicate some slippage in enrolments owing to retention difficulties, but the situation may improve as the registration process is completed.

### **3. Report of the Vice-President Research and Innovation**

In his report, Vice-President Haché identified major initiatives for the coming year and updated the Committee on the status of processes underway:

- review of recommendations made by the members of an external panel that examined the ORU landscape in the spring and summer, and consultations on action items
- transformation of Innovation York by broadening its mandate
- intensive consultations leading to recommendations for the approval of a Strategic Research Plan by Senate in the spring of 2013
- the finalization of an application for a Canada Excellence Research Chair

Sam Schwartz, Chair



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## **Memo**

To: Julia Foster, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: September 10, 2012

Re: **President's September 2012 Report on Tenure and Promotion**

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### **Motion and Rationale:**

**The Academic Resources Committee recommends that the Board approve the President's September 2012 report on Tenure and Promotion.**

Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered. The Committee will report on the final appointments made for 2012-2013 following its next meeting.

Documentation is attached as Appendix A.

## Appendix A / Academic Resources Report

### I. Promotion to Full Professor

Name	Faculty	Unit	Highest Degree	Specialization(s)
An, A (F)	Science & Engineering	Computer Science and Engineering	PhD (Regina)	Data Mining
Asif, A (M)	Science & Engineering	Computer Science &	PhD (Carnegie Mellon)	Statistical Signal processing and Communication
Bazely, D (F)	Science & Engineering	Biology	PhD (Oxford)	Ecology and plant population Biology, Restoration
Cohen, E (F)	Liberal Arts and Professional Studies	History	PhD (Toronto)	Early modern Italy
Dunlop, R (F)	Education		PhD (British Columbia)	Creative Writing and Pedagogy
Farjoun, M (M)	Schulich School of Business	Strategic Management/ Policy	PhD (Northwestern)	Strategic Management
Fisher-Stitt, N (F)	Fine Arts	Dance	EdD (Temple)	Dance Pedagogy
Fournier, R (M)	Science & Engineering	Chemistry	PhD (Université de Montréal)	Computational Chemistry
McGregor, I (M)	Health	Psychology	PhD (Waterloo)	Social Personality, Psychological & Neuropsychological predictors
Puri, P (F)	Osgoode Hall Law School		LLM (Harvard)	Corporate and Securities Law, Corporate Governance, White collar crime

### II. Tenure and Promotion to Associate Professor

Name	Faculty	Unit	Highest Degree	Specialization(s)
Adler, D (M)	Fine Arts	Visual Arts	PhD (City University of New York)	Contemporary Art History
Clements, E (F)	Liberal Arts and Professional Studies	Humanities	PhD (York)	Modernism in Literature and other Arts
Crosby, A (F)	Liberal Arts and Professional Studies	Gender, Sexuality and Women's Studies	PhD (York)	Gender Militarization and Violence
DeSouza, J (M)	Health	Psychology	PhD (Western)	Neuroscience
Dufour, C (M)	Liberal Arts and Professional Studies	Public Policy and Administration	PhD (Université de Montréal)	History of Public Administration
Fallah, M (M)	Health	Kinesiology & Health	PhD (Princeton)	Behavioural Systems Neuroscience
Hae, L (F)	Liberal Arts and Professional Studies	Political Science	PhD (Syracuse)	Urban Political Economy and Cultural Politics in North America and East Asia
Heffernan, J (F)	Science & Engineering	Mathematics and Statistics	PhD (Western)	Disease Modeling
Ippolito, J (M)	Education		PhD (York)	Pedagogy in Linguistically Diverse Classrooms
Jamnik, V (F)	Health	Kinesiology & Health Science	PhD (Toronto)	Fitness and Exercise Physiology

Jeon, M (F)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Pennsylvania)	Educational Linguistics
Kim, A (F)	Liberal Arts and Professional Studies	Sociology	PhD (Brown)	Social Demography of Migration
Liaskos, S (M)	Liberal Arts and Professional Studies	Information Technology	PhD (Toronto)	Requirements Engineering
Liu, W (F)	Science & Engineering	Mathematics and Statistics	PhD (British Columbia)	Statistics, Longitudinal Data
Macdonald, M (F)	Liberal Arts and Professional Studies	Anthropology	PhD (York University)	Medical Anthropology
Myers, N (F)	Liberal Arts and Professional Studies	Anthropology	PhD (Massachusetts Institute of Technology)	Ethnography of Science and Technology
Orellana, A (M)	Science & Engineering	Chemistry	PhD (British Columbia)	Organic Chemistry
Pentland, E (F)	Liberal Arts and Professional Studies	English	PhD (Stanford)	Renaissance Literature
Pettit, M (M)	Health	Psychology	PhD (Toronto)	History of Psychology
Poon, M (M)	Liberal Arts and Professional Studies	Social Work	PhD (Toronto)	Gay male partner abuse, HIV/AIDS in marginalized Communities
Pos, A (F)	Health	Psychology	PhD (York)	Experiential process in treatment of depression
Ross, S (F)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Work and labour studies
Scardellato, G (F)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (British Columbia)	Italian Canadian Immigration and Migration History
Semenov, A (M)	Liberal Arts and Professional Studies	Economics	PhD (Université de Montréal)	Empirical Finance
Srinivasan, S (F)	Liberal Arts and Professional Studies	Social Science	PhD (Erasmus Netherlands)	Developmental Studies
Till, C (F)	Health	Psychology	PhD (Toronto)	Cognitive recovery following brain injury
Tordoff, R (M)	Liberal Arts and Professional Studies	Humanities	PhD (York)	Classical Studies ,Greek Drama
Toyasaki, F (M)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Massachusetts)	Management Science and Logistics
Trifonova, T (F)	Fine Arts	Film	PhD (State University of New York, Buffalo)	Cinema Studies

## Memo

To: Julia Foster, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: September 10, 2012

Re: **Approval of Chairs and Professorship (Schulich)**

---

### **Motion and Rationale:**

**The Academic Resources Committee recommends that the Board of Governors approve the establishment of the following Chairs and Professorship at the Schulich School of Business**

- **three Chairs in Financial Accounting/ Operations Management/ Organizational Studies and Strategic Management**
- **the EDC Professorship in International Business**
- **Certified General Accountants of Ontario Chair in International Entrepreneurship**

Generous funding from long-time benefactor Seymour Schulich, Export Development Canada, and the Certified General Accounts of Ontario have made it possible to establish four Chairs and a Professorship.

Three of the Chairs will honour individuals with whom Mr Schulich has worked over the years (his colleagues Ron Binns and Ann Brown, and Bob Finlayson of Gowlings). Funding from the Certified General Accountants of Ontario will assist the School in building on current expertise and programming. The EDC Professorship is backed by a five year commitment of funding that will enable Schulich to develop top-flight programming in integrative trade (international trade and foreign investment). In all cases the School will seek incumbents of the highest standing.

The Provost confirms that appropriate financial arrangements have been made, and that the Academic Policy, Planning and Research Committee of Senate has concurred with his recommendation to establish the Chairs in accordance with the Policy on Endowed Chairs and Professorships.



*Board of Governors*

## **COMMUNITY AFFAIRS COMMITTEE**

### **Report to the Board of Governors**

at its meeting of October 1, 2012

The Committee met on September 12, and in addition to the items on the agenda from the administration for information and the Executive Committee for approval, makes this report.

#### **Committee Name:**

Because of the growing focus of the committee on issues relating to the university's reputation and strategic communications, the committee agrees that a change of name is appropriate and that "Marketing, Communications and Community Affairs" appropriately reflects its mandate. It conveyed its concurrence with such a name change to the Governance and Human Resources Committee.

#### **Enterprise Risk Matrix:**

The committee reviewed the most recent Enterprise Risk Matrix, noting the numerous risks relating to the university's reputation (both internal and external) over which it has some responsibility for oversight.

#### **The President's Items:**

The committee was pleased to hear from President Shoukri about the successful start of the term, of the success of the Yorkfest festivities, and of the positive mood that existed as students returned to campus. The President reported on the impending signature of agreements relating to York's participation in the Pan Am Facility Agreement process, and indicated that the stadium project and related services are on plan for 2015.

#### **Communications and Public Affairs:**

Susan Webb, Executive Director Communications & Public Affairs, presented an overview and preview of the branding campaign which was to be launched September 19. There was a positive reception at the committee. It was noted that while this campaign is directed at future students, the tag line "this is my time" could be redeployed to embrace faculty, staff and alumni and directed at multiple communities, audiences and influencers.

Susan also introduced Joanne Rider, the Director of Media Relations and York's chief spokesperson for a briefing on the work of the office, including crisis response practices.

#### **Advancement:**

Vice President O'Hagan advised the committee that a team is being assembled to plan for the next large fundraising and engagement campaign. Following on the discussion of the new brand, he emphasized the importance of telling the York story to alumni and members of the wider community in any campaign. He introduced James Allan, Senior Director of Alumni Relations, who described work being done by a group of universities to collect data and develop metrics to measure alumni engagement. He also shared preliminary metrics on the level of engagement of York alumni based on their participation in various offerings and events. The study indicates that 21 percent—slightly over 42,000—are "engaged", with 70 percent of them in the GTA. While engagement levels are roughly within those of York's peer institutions, a strategic plan will focus on expanding York's reach with alumni.

**Student Affairs:**

The Committee welcomed Janet Morrison in her new role as Vice Provost Students, and heard a report on the summer and fall/winter enrolments. The committee heard that despite the disappointing shortfall in first-choice high school applicants last fall, summer 2012 enrolments were higher than expected and that new enrollments of 10,778 students has exceeded the plan. There is a great deal of focus on retention, which is closely connected to efforts to improve student engagement and satisfaction. It was underlined that it is “early days” with the final accounting still to come

**Other Business:**

The committee remains concerned about the perception of the safety of the Keele campus and the need to cultivate an atmosphere of safety for work and study. The committee has therefore asked for an item for information and discussion on this topic and the communication strategies around safety for its next meeting.

*Robert Lewis, Chair*



## FINANCE AND AUDIT COMMITTEE

### Report to the Board of Governors

at its meeting of 1 October 2012

*The Finance and Audit Committee met on 20 September 2012 and submits the following report to the Board of Governors for information. At its meeting the Committee reviewed the document “Enterprise Wide Risk Management: Risk Categories, Definitions and Board Committee Oversight” which points to aspects of the Committee’s mandate that are of particular importance to risk management.*

#### 1. 2012-2013 Key Planning Elements

Vice-President Brewer provided an overview of the critical planning elements that will shape the focus of activities in the year head. The key elements include:

- **Enterprise-wide risk management:** defining risk drivers and developing metrics and thresholds of risk for critical risk categories to inform decision-making
- **Pension Plan reform:** collaboration with employee groups on making Plans more sustainable
- **Financial sustainability:** achievement of approved budget cuts and enrolment targets
- **Capital projects:** development of an updated capital plan with a companion financial plan for the management of capital projects in support of academic goals
- **Internal communication of the University’s financial context:** to cultivate understanding and awareness of the fiscal state of the University and the necessity of pursuing systemic changes to support academic plans
- **Accountability:** development of measures to demonstrative achievement of divisional Integrated Resource Plans (IRP)
- **Campus land development strategy:** development of land use plans, including a new parking strategy, in support of achieving academic plans

From that large planning scope, the immediate academic priorities identified were the building of the new engineering program and strengthening research at the University. The administrative priorities are the PRASE initiative and the campus development strategy, both critical to mitigating financial sustainability risks.

#### 2. Budget Planning Update

##### *Enrolment Update*

Vice-Provost Monahan provided an overview of the Summer 2012 and the Fall/Winter enrolments. Overall, the preliminary enrolments indicate that the targets established in the 2012-2016 operating budget will be met. In sum:

- Summer enrolments of domestic and international students were both over-target
- Fall enrolment of domestic first-year students (direct entry from high school) are at 104% of target; enrolment of new first-year non-secondary school students is slightly below target at 98%; new “upper-year” non-secondary school students is also below target at 94%
- Fall enrolment of domestic returning students is on target overall; there is particular weakness in returning year two students, who are at 96% of target
- Fall enrolment of new and continuing international students is 9% over target
- Confirmed graduate enrolments will not be known until early October; to date domestic full-time MA and PhD enrolments are up 11% and 9% respectively

The Vice-Provost Students, Janet Morrison, is focussing on undergraduate retention to develop strategies to increase undergraduate retention by 3% over four years. With the strong growth of international student enrolments, management is also developing strategies to provide the necessary levels of support and services to this cohort of students.

#### *Faculty Budget Cutting Measures*

The Vice-President Academic and Provost engaged the Deans in an exercise over the summer to identify measures that would either cut costs or increase revenues in their respective Faculties. A series of strategies were identified and categorized under the following six headings:

- Faculty
- Support staff
- Programs / curriculum
- Enrolment efficiencies
- Revenue generation
- Operational efficiencies

Estimates were made of the three-year potential financial impact for each grouping of strategies, and each was ranked for difficulty. The exercise was fruitful and work will continue over the fall to develop implementation plans for those initiatives that are feasible and will produce savings / revenue.

#### *PRASE*

As reported to the Board last spring, phase two of the *Process Re-engineering and Service Enhancement* project is well underway and being resourced through the secondment of seasoned York administrators to the role of Project Directors. At the Committee’s meeting in September, Vice-President Brewer provided a written status report of the 24 initiatives that are either underway, implemented or at the advanced planning stage. He also highlighted the progress on a select number of key initiatives, including:

- The development of a draft **Institutional Accountability framework** that will strengthen IRP and foster a culture of performance and accountability at the University;
- the ongoing development of terms of reference and resource needs to support the development of the new **Shared Accountability and Resource Planning (SHARP) budget model**;
- the roll out of the **Sm@rtBuy** procurement program in August 2012, with expected savings of \$1 million in year one;
- developing a **travel and expense automation** process to generate 50-70% manual work reduction, operational efficiencies and \$380,000 in savings in year one;
- implementation of the **Time Reporting Tool** for non-academic staff, expected to result in \$1 million in process efficiency savings; and

- **OSAP process enhancements** aimed at reducing students' application processing time by 50%, which benefits both the students and the University
- Service enhancements for researchers being implemented in Fall 2012

#### *Investment Returns*

Consistent with its oversight of financial sustainability risk, the Committee is kept apprised of the status of the investment performance of the pension and endowment funds. The **endowment fund** return for calendar year 2011 was 5.6% (0.18% less than the benchmark) and 0.46% (0.69% less than the benchmark) for calendar year to 31 August 2012. The **pension fund** return for calendar year 2011 was 5.5% (0.30% less than the benchmark) and 0.90% (0.44% less than the benchmark) for calendar year to 31 August 2012. The preliminary results of the 2011 pension valuation indicate that the *Going Concern Deficit* at 2010 of \$217.2 million has risen to \$285 million for 2011. These results reinforce the critical importance of the University's work with employee groups to make the pension plans more sustainable.

#### **4. Internal Audit Report**

The Committee received a comprehensive Internal Audit Status report covering the period 1 June 2012 to 31 August 2012, including a detailed report on the status of the recommended corrective actions by unit. The department undertook 14 audit engagements, of which six have been completed. Approximately half (48%) of the recommended corrective actions from previous audits have been *Completed*; 36% are *Generally on Schedule*; and approximately 16% are *Behind Schedule*.

The Committee is satisfied that the Office is progressing well on the Internal Audit plan for the year. The Internal Audit department is also continuing work on the development and implementation of the Enterprise-wide Risk Management framework. The Office is collaborating with the Vice-President Finance & Administration on a pilot project with Deloitte to map out the risk drivers, risk indicators and the threshold for risk tolerance for the three risk categories of financial sustainability, reputation and student/alumni satisfaction. The results of that exercise will be shared with the Finance and Audit Committee later in the Fall.

#### **5. Ancillary Results for the Year Ended 30 April 2012**

For fiscal 2011-2012 the results are unfavourable to the approved budget plan with the ancillary operations not meeting planned targets overall. While there are only two ancillary areas which had a negative variance to budgets, the size of the variances resulted in the overall unfavourable position of the ancillary operations. The units reporting net losses in revenue are Printing Services and the Executive Learning Centre (ELC). The Bookstore, though it had results favourable to budget in 2012, continues to see declining revenues. Management is developing sustainable plans for Printing Services, the Bookstore and the ELC to address the ongoing financial issues.

#### **6. Pension Fund**

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

The Committee received the **2011 Annual Report on the York University Pension Plan** from the Vice-President Finance and Administration and the **2011 Annual Report on the York University Pension Fund** from the Pension Fund Board of Trustees pursuant to the annual reporting requirements in *the York University Pension Plan and the Pension Reporting Policy*. The Committee is presenting the reports for the information of the Board of Governors. They are attached as Appendix A. The report from the Vice-President firmly acknowledges that the current pension plan is not sustainable. The funded status of the Plan has deteriorated, with the deficit growing by nearly \$66 million last year to \$283 at the end of 2011. The report speaks to the University's solvency relief measures approved by the Province to address the Plan's sustainability.

## **7. Report in Information Technology**

The Committee received and discussed a report from Bob Gagne, Chief Information Officer. The focus of the presentation and discussion was strategic directions for information technology at the University and managing IT infrastructure risk. In 2009 the University's IT portfolio was restructured to become the *University Information Technology* (UIT) unit. At that time an IT strategy was developed, with objectives articulated to align IT resources to the University's business plan and improve the institution's operational effectiveness. That strategy continues to guide the annual priorities. The key activities during the past year centred on:

- equipment renewals / expansion in classrooms to support the UAP's student experience and teaching & learning objectives;
- support for various Academic Innovation Fund (AIF) projects, such as eLearning capabilities; and
- several forms of operational and service delivery enhancements

The IT unit has established an infrastructure risk disaster recovery plan. Measures to mitigate key common infrastructure risks have been completed. Developing targets for interruption to service risks is in progress, with specific goals having been articulated for 2012-2013.

Asked about priority risk areas for the University, Mr Gagne identified the following three:

- meeting the operational demands that will come with the ambitious PRASE initiatives
- meeting the demands of the growing area of eLearning
- meeting the infrastructure demands for increasing wireless capacity on the campuses

All are growing pressure areas which will require investments.

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

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

*Ozench Ibrahim, Chair*



# **YORK UNIVERSITY PENSION PLAN**

**2011 Annual Report**

**from the**

**Vice-President Finance and Administration**

**for the**

**Board of Governors**

**September 2012**

## **Introduction**

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

## **Annual Report Requirements**

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

The Pension Reporting Policy states that:

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

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

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

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

## **Achievement of Plan Mission**

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

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

This has been partially achieved. In 2011 the pension plan provided over \$66.3 million in pension, death, and termination benefits (\$61.3 in 2010). The University contributions into the Pension Fund totalled \$47.6 million in 2011, an increase from \$36.7 million in 2010.

However, for 2012, the retirees received a 0% increase. It was the fourth year in a row that no increment was able to be given to the retirees, and it is anticipated that increases going forward will not be sufficient to provide a reasonable level of inflation adjustment for pensioners.

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

As of the end of 2011, the Plan had almost 4,500 active members, almost 1,900 retirees, and approximately 1,500 terminated members with deferred pensions.

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

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every 3 years. Since a valuation report was filed just last year at December 31, 2010, the valuation done at December 31, 2011 will not be filed and is for information purposes only.

Due to a substantial decline in interest rates, as well as a net return of 0.3% in 2011, the funded status of the Plan has deteriorated, with a deficit of \$283.0 million at the end of 2011 (2010 \$217.2 million). The funded status of the Plan on a wind-up basis (which assumes the University becomes insolvent and the Pension Plan is wound up) has worsened substantially to a deficit of \$386.5 million (2010 \$198.8 million).

For more details, see the attached Funding Valuation Summary as at December 31, 2011 prepared by the Plan actuary, Mercer Human Resource Consulting.

## Pension Reform

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

York University submitted to the Minister of Finance a proposal for making the Pension Plan more sustainable in the long run, and was successful in this application for stage 1 of the solvency funding relief measures. These relief measures will reduce the required contributions by York University until 2014.

## Summary of Contributions

The table below shows the contributions that were made into the Pension Fund for 2011 and 2010:

	2011	2010
Employer:		
Money purchase component contributions	\$ 20,379,151	\$ 19,648,919
Minimum guarantee contributions	\$ 18,572,006	\$ 12,200,336
Special payments to fund deficit	\$ 8,652,000	\$ 4,836,000
Employees:		
Regular contributions	\$ 19,218,656	\$ 18,547,188
Additional voluntary contributions	\$ 338,690	\$ 299,283
Transfers in from other plans	\$ 329,135	\$ 639,136
Total	\$ 67,489,638	\$ 56,170,862

For 2012, the University continues to contribute 103% of member contributions to each member's money purchase account; this is expected to total approximately \$20.8 million for 2012 (2011 \$20.4 million). The University is also required to contribute the cost of the minimum guarantee benefits that will accrue in the Pension Plan during 2012, estimated to be approx. \$19.1 million (2011 \$18.6 million). Special payments on the unfunded liability are also required and will be \$24.2 million for 2012 (2011 \$4.8 million). Special payments for the solvency deficiency are not required, as per the pension reform measures.



The total employer contributions in 2012 are expected to be approximately \$64.5 million (2011 \$47.6 million).

The contribution rates for plan members remain the same at 4.5% of earnings up to the YMPE (year's maximum pensionable earnings) plus 6% of earnings above the YMPE. Total employee contributions (not including additional voluntary contributions) are expected to be approx. \$20.1 million in 2012 (2011 \$19.2 million).

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

There were no changes or amendments to the Plan Text in 2011.

The York University Pension Plan funding policy is implicit in the valuation process followed, the assumptions used, and the resulting actuarial valuation report. See the attached Funding Valuation Summary as at December 31, 2011 for more details.

## **Legal and Regulatory Requirements**

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

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

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

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

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

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

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

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

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

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

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

With regards to the investment policies, an Asset Allocation / Risk Management project that began in 2008 resulted in a 10% policy allocation to Infrastructure, an increase in the global Equity allocation, and a longer duration fixed income portfolio. The key objective is to review the current asset allocation policy and to consider other potential asset classes, strategies, and policies to better match the changes in the liabilities of the Pension Plan and lower the volatility of the funded status of the Plan, and of the Fund returns. The project continues with analysis of several alternative asset classes, such as Canadian Real Estate, Global Fixed Income, and several Absolute Return Strategies.

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

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

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



# **YORK UNIVERSITY PENSION FUND**

**2011 Annual Report**  
  
**from the**  
  
**Pension Fund Board of Trustees**  
  
**for the**  
  
**Board of Governors**

**September 2012**



### **Introduction**

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

### **Annual Report Requirements**

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

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

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

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

## 2011 Annual Report from Pension Fund Board of Trustees to Board of Governors

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### Achievement of Fund Objectives

	2011	2010	2009	2008	4 years
Gross Fund Return	0.8%	10.3%	16.6%	-18.8%	1.3%
Net Fund Return	0.3%	9.8%	16.0%	-19.2%	0.8%
Benchmark Return	1.4%	10.7%	16.9%	-18.4%	1.7%
Pensioner Increment*	0.0%	0.0%	0.0%	0.0%	0.0%
CPI	2.3%	2.4%	1.3%	1.2%	1.8%

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

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

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

These objectives have generally been achieved. The rate of return for the Fund over the long run (10 years) has been higher than the benchmark return; however the Fund underperformed the benchmark in 2011, and in recent years. The volatility of the Fund returns is about the same as the volatility of the benchmark returns. To measure the security of minimum guarantee pensions vs. the potential for growth in money purchase balances, the percentage of retirees receiving a Money Purchase Pension without any supplemental minimum guaranteed amount is used. This measure has been falling, and is expected to continue to fall dramatically over the coming years.

The objective of providing an inflation adjustment for pensioners has not been achieved. The pensioners received a 0% increase for January 1, 2012, and it is anticipated that increases going forward will not be sufficient to provide a reasonable level of inflation adjustment for pensioners.

## **2011 Annual Report from Pension Fund Board of Trustees to Board of Governors**

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### **Pension Fund Board of Trustees**

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

##### **Membership**

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment. In 2011, the following people became new members or were re-appointed to the Pension Fund Board of Trustees:

<u>New/Re-appointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Armand La Barge	Vacant	Board of Governors
Christine Silversides	Bruce Dugelby	President
Bruno Bellissimo	Reappointed	President
Joanie Cameron Pritchett	Reappointed	YUSA
Giulio Malfatti	Reappointed	YUSA
Robert MacDermid	Ellie Perkins	YUFA
Walter Silva	Luis Figueiredo	CUPE 1356

The membership of the Pension Fund Board of Trustees at the end of 2011 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Susan Black, Chair	Board of Governors
Bruno Bellissimo	President, CPM
Guy Burry	Board of Governors
Joanie Cameron-Pritchett	YUSA
Mary Condon	OHFA
Dale Domian	President
Armand La Barge	Board of Governors
Robert MacDermid	YUFA
Giulio Malfatti	YUSA
Swavek Mejnarowicz	IUOE
Iouldouz Raguimov	CUPE 3903
Janet Rowe	YURA
Walter Whiteley	YUFA
Walter Silva	CUPE 1356
Christine Silversides	President
Vacant	CUPE 1356-01

## **2011 Annual Report from Pension Fund Board of Trustees to Board of Governors**

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### **Officers**

Susan Black continued as Chair throughout 2011.

Vice-Chair position remained vacant throughout 2011.

Leona Fields, Manager, Pension Fund continued as Secretary throughout 2011.

### **Meetings**

The Pension Fund Board of Trustees met 4 times in 2011 on March 21, June 23, Sept. 27 and December 12. A quorum was present at all meetings. An attendance summary is below. Minutes were recorded for all meetings and are available for viewing in the Office of the Vice President Finance & Administration.

<b>Trustees</b>	<b>Meeting Attendance</b>	
	<b>No.</b>	<b>%</b>
Bruno Bellissimo	4 of 4	100
Susan Black, Chair	4 of 4	100
Guy Burry	3 of 4	75
Joanie Cameron Pritchett	3 of 4	75
Mary Condon	1 of 4	25
Dale Domian	4 of 4	100
Armand La Barge	1 of 1	100
Robert MacDermid	2 of 3	67
Giulio Malfatti	3 of 4	75
Swavek Mejnarowicz	3 of 4	75
Iouldouz Raguimov	4 of 4	100
Janet Rowe	3 of 4	75
Walter Silva	2 of 2	100
Christine Silversides	0 of 1	0
Walter Whiteley	2 of 4	50



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

In 2011, Karen Coll and George Klar were appointed as SCIP members. Terri Troy completed her four-year term and did not seek re-nomination. At the end of 2011, SCIP membership was as follows:

Guy Burry, Chair	Board of Governors and Pension Fund Board of Trustees
Karen Coll	External expert
David Fowler	External expert, retired York University Finance Professor
Harry Gibbs	External expert
George Klar	External expert, York University Contract Faculty
John Poos	External expert
Pauline Shum	York University Finance Professor
Don Walcot	External expert
Walter Whiteley	Pension Fund Board of Trustees

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

Results of the Asset Allocation / Risk Management project showed that a global approach to equity management can better manage country specific risks and provide opportunities for more targeted stock selection. In March, the SIP&P was changed to increase the Global Equity allocation from 10% to 15% and to decrease the Canadian Equity allocation from 20% to 15%.

#### **Approvals**

In addition to the approved changes to the SIP&P reported above, the BoT made the following approvals:

1. Canadian Equity: In March 2011, Fiera Sceptre was terminated, and the assets were temporarily re-allocated to Foyston, Gordon & Payne (“FGP”) and McLean Budden. In November, owing to organizational changes and performance issues, McLean Budden was terminated. In December 2011, Mawer Investment Management Limited was hired to manage 7.5% of the Fund and FGP’s allocation was reduced from 10% to 7.5% of the Fund, so that the Canadian Equity policy allocation of 15% is evenly split between two portfolios.

## **2011 Annual Report from Pension Fund Board of Trustees to Board of Governors**

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The residual assets from the McLean Budden and FGP portfolios were held in cash, and Global Equity Index futures and were maintained by the Transition Manager to gain Global Equity exposure until these assets could be transitioned to the new Global Equity manager.

2. Global Equity: In December 2011, BoT approved the hiring of Walter Scott & Partners Limited to manage 7.5% of the Fund and reduced Aberdeen's allocation from 10% to 7.5%. The transition was scheduled for the first quarter of 2012.
3. Infrastructure Allocation: In June 2011, the BoT approved an investment of \$20 million to the Fengate Greenfield Infrastructure Fund.

### **Other Approvals**

In 2011, in addition to the topics mentioned above, the BoT made the following approvals:

Signing Authority Register: In September 2011, the BoT reconfirmed the Signing Authority Register. In December 2011, the BoT approved the updated Register for the Pension Fund.

Pension Fund Financial Statements: In March 2011 the BoT approved the audited financial statements for the Pension Fund at December 31, 2010 and reappointed Ernst & Young as the auditor for the Pension Fund.

Pension Fund Operating Budget: In December 2011 the BoT approved the 2012 Pension Fund operating budget for investment expenses.

### **Monitoring**

During 2011, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2010 Annual Report from SCIP for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

### **Audited Financial Statements**

The Financial Statements for the Pension Fund at December 31, 2011, audited by Ernst & Young, are attached.

## **2011 Annual Report from Pension Fund Board of Trustees to Board of Governors**

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### Attachments

Statement of Investment Policies and Procedures as at December 31, 2011

Audited Financial Statements for the Pension Fund as at December 31, 2011

Signing Authority Register



*Board of Governors*

## **GOVERNANCE AND HUMAN RESOURCES COMMITTEE**

### **Report to the Board of Governors**

at its meeting of October 1, 2012

The Committee met on September 12 and, in addition to the items for action on the agenda, presents this report for information.

As there are a number of governance items to be addressed at this time, it was agreed that the committee's first meeting of the year would focus exclusively on these items. They are reported on below.

In addition to the governance items for discussion, the committee received the following reports for information. Any discussion on these reports will take place and be further reported to the Board at the next meeting:

- 2011 – 2012 CPM Performance Review & Merit Exercise
- 2011 Annual Employment Equity Report
- Quarterly WSIB Report

#### **Strategic Mandate Agreement:**

President Shoukri informed the committee about the Strategic Mandate Agreement being required by the Ministry of Training Colleges and Universities and York's process and progress towards completing such an agreement by the beginning of October.

#### **The Board Questionnaire Results:**

A summary of the results of the Board Questionnaire is attached and was discussed. It was agreed that, since the program for mentorship of new governors by more experienced ones is informal in nature, the question concerning mentorship should be removed from future questionnaires. The committee referred the material to the Executive Committee for further discussion.

#### **Mission Statement and Change of Committee Name for Community Affairs:**

As noted elsewhere on the agenda, the committee approved of the recommended change to the Mission Statement and also to the name of the Community Affairs Committee, and referred these items to the Executive Committee for Action.

#### **Board Skills Matrix:**

In preparation for bringing forward nominations for current board vacancies, the committee reviewed the skills matrix which is utilized in the matching, recruitment and nominations process for new members. The committee concluded that the matrix should be updated to reflect current academic and administrative priorities and present nomenclature. The Secretary will prepare a draft of the updated matrix, reflecting the committee's input, for review and recommendation at the next meeting.

#### **Nominations:**

The committee continues to solicit, receive and review nominations for vacancies, and will be making recommendations for some of the vacancies at the next meeting.

**Chair and Members' Terms:**

Following on discussions in the last governance year, the committee continued to address the desired length of the term of the Board Chair, the issue of the length of governors' service on the Board, and the role and timing of appointment of a Vice Chair, all as part of a planned succession process for the chairship of committees and of the Board itself. Comparisons with protocols and practices at other universities have been solicited, and the matter will be discussed further at the next meeting. Input from governors will be sought at the committee level.

**New Board Member Orientation:**

The governors will be invited to the new governor orientation sessions being conducted by the COU in November. The Secretary will also continue with the events normally held for York governors, including a session on university finances, and a tour of the campus.

*Zahir Janmohamed, Chair*

## Board of Governors Questionnaire 2011-2012

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

	Strongly Agree	Agree	Disagree	Strongly disagree	No Opinion
<b>1. Roles and Responsibilities</b>					
1.1 The Board reflects the right balance of skills, experience and diversity.	6	9	2		1
1.2 All governors have an opportunity to contribute.	9	8			1
1.3 Committees have clear terms of reference.	6	11			1
1.4 The committees provide the Board with enough information so the Board can discharge its responsibilities	5	11	1		1
1.5 The Board governs but does not manage.	8	9			1
1.6 Linking the University's key risks to the oversight role of board committees enables the Board to understand and effectively monitor risk exposure and the enterprise risk management framework.	3	10	2		3
1.7 Governors understand the bicameral governance system and the role of the University's Senate.	5	12			1
1.8 Governors understand the financial framework of the University.	5	11			2
1.9 The Board understands the University's relationship with the York University Foundation and the York University Development Corporation (YUDC).	2	10	1		5
<b>Additional Comments:</b> <ul style="list-style-type: none"> <li>• While not a material issue, I do feel that the committees should better understand and regularly review and discuss with management the risk attributable to the areas of the university for which the committees has oversight</li> <li>• I suggest we spend more time on 1.9 in upcoming meetings</li> <li>• There is a lack of expertise in Marketing, communication and Public Relations</li> <li>• Risk appetite has yet to be fully developed</li> <li>• Re: 1.2- the exclusion of certain members (internal) from committees like Finance &amp; Audit limits full participation. If a conflict of interest were to genuinely arise, board members could recuse themselves</li> <li>• As I have only attended 1 Board meeting, I have not developed an opinion</li> </ul>					

	Strongly agree	Agree	Disagree	Strongly disagree	No Opinion
<b>2. Board Meetings</b>					
2.1 The Board meetings are the appropriate frequency and length.	7	9	1		1
2.2 The location of meetings is appropriate.	7	11			
2.3 Materials are appropriate.	8	9			1
2.4 With the introduction of the secure document distribution site, materials are easily accessible and timely.	10	8			
2.5 The decisions requested are clearly described.	8	9			1
2.6 The presentations are interesting & useful.	3	13	1		1
2.7 Time for discussion/debate is adequate.	4	11	2		1
2.8 Minutes accurately reflect discussions and decisions.	7	10			1
2.9 Business in the <i>In camera</i> and Closed sessions is dealt with effectively and appropriately.	9	7	1		1
<b>Additional Comments:</b>					
<ul style="list-style-type: none"> <li>Item 2.6 – we have improved in this area, we should continue to focus on “continuous improvement”</li> </ul>					
<b>3. Board Orientation and Education</b>					
3.1 The sessions and campus tours for new governors are helpful.	2	9			7
3.2 The Board Handbook provides appropriate/sufficient background.	4	14			
3.3 The new governors are made to feel welcome.	8	7			3
3.4 Visits to the research centres and/or the York Leadership Roundtable Discussions are helpful	4	6			8
3.5 Contact with senior administration is sufficient and helpful.	6	11			1
3.6 The mentorship program for new governors (initiated in 2005) is helpful.	2	7			9
<b>Additional Comments:</b>					
<ul style="list-style-type: none"> <li>Not sure what program 3.6 refers to</li> <li>I would be interested in learning more about 3.4</li> </ul>					

	YES	NO
4.1 In the past year I have:		
○ attended Senate	1	17
○ attended a social or cultural event other than those organized for governors	14	4
○ been on campus(es) for a tour	11	7
○ attended or delivered a lecture	8	9
○ met with a member of faculty or staff for a briefing	16	2
○ attended a convocation ceremony	10	8
4.2 I have participated in other activities: <i>(please list)</i>		
<ul style="list-style-type: none"> <li>• Osgoode Hall opening, Glendon special lecture</li> <li>• Fisher Fund wine tasting, Sports event, such as Chair's Cup golf etc.</li> <li>• I have been on campus outside of board/committee meetings many times both with social activities and University-related matters.</li> <li>• Met with staff for briefing, member of York Circle advisory committee.</li> <li>• Schulich Dean Advisory Council. Travelled to India in support of the Schulich School of Business in Hyderabad.</li> <li>• Sports events, TD. Engagement Centre visit</li> <li>• Scholarship winners reception</li> </ul>		
<b>Comments on the value derived for the above noted activities:</b> <ul style="list-style-type: none"> <li>• Very valuable' gives a better perspective on the university.</li> <li>• High value. I am looking to participate even more in the coming year.</li> <li>• Valuable part of experience.</li> <li>• Academic events and fundraisers.</li> </ul>		

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



*Board of Governors*

**INVESTMENT COMMITTEE**  
**Report to the Board of Governors**  
at its meeting of 1 October 2012

*The Investment Committee met on 21 September 2012 and submits the following report to the Board of Governors for information. At its meeting, the Committee reviewed the document “Enterprise Wide Risk Management” and took note of the area of risk over which this Committee has some oversight.*

**1. Investment Performance Summary Report**

The Committees received a year-to-date summary for the York University Endowment Fund as at 31 August 2012. Each of June, July and August saw a positive one-month rate of return, and an increase in the total fund value by \$12.6 million since 31 May to \$332.2 million. The calendar year-to-date return is positive at 5.6%, while the fiscal year-to-date return is largely flat at -0.03%.

**2. Performance Monitoring Report**

The Committee received and discussed the detailed performance monitoring report on the endowment fund managers prepared by the University’s investment consultant, Aon Hewitt. The detailed analysis provided valuable information for the Committee’s oversight role of investment strategy. Manager performance and the effectiveness of the asset mix continue to be monitored on an ongoing basis, particularly in the continuing volatility of the markets.

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

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

*Endowment Distribution Formula Study*

The Board was advised last Fall that to mitigate risk to the University’s operating budget, management is undertaking a study of the endowment distribution formula to identify a more sustainable and predictable formula that achieves its goals in both stable and extreme market conditions. The University also wishes to take the opportunity to significantly update York’s endowed accounts administration. Work on the extensive project is continuing, with 2012-13 earmarked for research, investigation of the options and cleanup of the endowment records.

*Government Announcement – Pooling of Public Sector Pension Assets*

As outlined in the 2012 Ontario Budget, the government intends to introduce a legislative framework this fall that would pool investment management functions of smaller broader public sector pension plans, including universities. A Special Advisor was appointed by the province to lead public consultations and develop a framework for the legislation. A consultation process with stakeholders was conducted during the summer. Vice-President Brewer met with the Special Advisor, Bill Morneau, to share York’s investment objectives for both the pension and endowment funds, and to share its reflections on the proposed consolidation of pension funds. The report from Mr Morneau is pending.

*Asset Liability Study*

The University undertook an asset liability study in 2006 to better align the asset mix with the University’s investment objectives. The asset allocation changes that arose from that study were fully

implemented in 2010. The University believes it is prudent to initiate another liability study to review the effectiveness of its currently overlay strategy and broaden the consideration to new asset classes in light of the ongoing market volatility. The study is scheduled to commence in early 2013.

#### *Endowment Fund Withdrawal*

The Board has approved in principle the funding arrangement for the construction of a new engineering building at \$85 million. \$25 million of the total cost is to be funded from an internally restricted endowment created from land sales. It is expected that funds from the endowment will be drawn out in this fiscal year. Management will monitor the timing of the liquidation process and withdrawal of these funds through the year to ensure that the impact on the performance of the fund and the asset mix is minimized.

#### **4. Treasury Report**

The Committee received the Treasurer's Report on cash flow and short-term investments to 31 July 2012. The University continues to hold nearly all of the University's aggregate funds either as cash deposits in the banks (23%) or in the laddered fixed income portfolio (77%) due to the continuing low short term investment rates. The laddered fixed income portfolio yield on book was approximately 3.6%, versus the 1.25% return earned from holdings in the bank accounts.

During the summer a Liquidity Strategy was developed and is being implemented through a variety of measures. The goal of the strategy is to coincidentally manage liquidity levels needed by the University and maximize revenue generating capacity from the University's cash balances.

*Guy Burry, Chair*

## LAND AND PROPERTY COMMITTEE

### Report to the Board of Governors

at its meeting of 1 October 2012

*The Land and Property Committee met on 11 September 2012 and provides this report for information. At its meeting the Committee reviewed the document “Enterprise Wide Risk Management: Risk Categories, Definitions and Board Committee Oversight” which points to aspects of the Committee’s mandate that are of particular importance to risk management.*

#### **1. Pond-Sentinel Residential-Retail Development Project**

In June the Board authorized the President to negotiate the terms of a contract with the *Forum York Developments Consortium* to construct and operate the first-phase of a mixed-use retail-student residential facility, and to site the project on the York-owned lands at the southwest corner of the Pond Road and Sentinel Road. The Committee was shown a proposed reconfiguration of the project based on comments received in the consultation process. Work will continue to finalize the first-phase plans for the project.

#### **2. Master Plan Update**

Work to finalize the Master Plan update is continuing. The Plan framework identifies over twenty key strategies under the three lenses of pedestrians first, greening the campus and infilling the campus. Of the twenty, three of the strategies have emerged as those having the potentially greatest impact on the evolving physical growth of the campus; they include:

1. parking supply
2. athletic fields / athletic precinct;
3. building scale and massing– to accommodate academic growth

During the summer YUDC conducted a detailed analysis of the “big three” strategic areas noted above. That analysis produced flexible approaches the University could use over time to respond to the requirements and pressures of each area. Key directions were constructed for each of the areas for the University to use as a decision-making tool when considering land use options and plans to meet academic needs. The exercise revealed considerable overlap in land use issues among the three areas, making clear that planning within the academic core cannot be done in isolation of the issues of parking, athletic space and building scale.

The next steps for the Master Plan are:

- finalization the draft Plan
- community consultation on the draft
- consultation with the City of Toronto to ensure compliance with Secondary Plan requirements; presentation to the City Design Review Panel
- presentation of the Master Plan to Land & Property Committee in November 2012
- presentation of the Master Plan to the Board for approval in December 2012

### **3. Pan/Parapan Games Stadium Project Update**

Since the last report to the Board in June, several milestones have been achieved for the construction of the athletics stadium. The process to select the preferred proponent for the stadium (plus two other Pan Am games facilities) is nearing completion. Extensive work was done over the summer by the University, Toronto 2015 and Infrastructure Ontario with the preliminary bid team to bring the York venue price within budget. Several major design changes were made in order to come within the Board approved budget for the project. The redesign will provide York with a more functional, aesthetically pleasing, and appropriately scaled facility for its legacy than the initial design presented.

The finalized Facility Agreement between Toronto 2015 and York was expected to be signed by mid-September, and the preferred proponent for the project confirmed by the end of September.

The University is prepared to turn over the project site as of 1 October 2012. Site preparation will commence thereafter through the fall, with major construction set to begin in Spring 2013.

### **4. Subway Update**

The progress of the tunnel boring machines under the Schulich School of Business was delayed due to unanticipated delays in the completion of compensation grouting under the Schulich building. It is anticipated that the boring machines will have resumed tunneling the week of September 24. TTC staff will be monitoring the progress and safety of the tunneling work under the Schulich building, which is expected to take 8-10 days. The completion of the tunnel boring on the Keele campus is expected by the end of this calendar year if the resumption of the boring begins as planned in late September.

### **6. Capital Construction**

Vice President Brewer reviewed the status of the major capital projects. All are progressing on schedule. The new engineering building is a priority project. It is in the pre-design phase with the architect. Work is continuing with YFS on the plan for a new student centre. The Life Sciences Building is nearing completion. That project came in \$2.6 million above-budget due to additional expenditures on highly specialized research equipment not in the original project scope. Funding for this equipment is to be recovered from research grants, contracts, awards and other Faculty sources, as committed by the Deans of Science & Engineering and Health. The Committee noted that other capital projects recently came in under-budget, such as the Osgoode renovation/expansion at \$1 million and the York Research Tower at \$5 million, which helps mitigate the higher budget expenditure on the Life Sciences project.

Vice-President Brewer is developing an updated Capital Plan, with a joint financial plan, to guide future project planning in a financial sustainable context. The Land & Property Committee will review the Capital Plan and provide its feedback to the Finance & Audit Committee thereafter.

*Paul Tsaparis, Chair*

## Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: September 24, 2012

Subject: **Banking Resolution: HSBC (India Account)**

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### **Recommendation:**

**The Finance and Audit Committee recommends that the Board of Governors approve a resolution for the opening of a bank account with the Hong Kong and Shangahi Banking Corporation Limited (HSBC) in the form attached as Appendix 1 hereto, and that the authorized signing officers be the same as those authorized pursuant to the University's other banking resolutions.**

### **Rationale:**

In order to complete the incorporation of an Indian entity for University purposes, the University is required to open a bank account in India through which it can remit all required taxes. After investigation, it has been determined that the University's current banking arrangements would not afford it the capacity to open and operate an account in India. The HSBC Bank has the capacity to handle accounts for Canadian clients through its branches in India and therefore is being recommended to handle the University's business in India. The University wishes to open a general chequing account or accounts at the Markham Ontario and Hyderabad India branches of the bank. The signing officers on these accounts will be the same as on the University's accounts with its current bankers (i.e., the Bank of Montreal and the Royal Bank of Canada).

### Resolution

The Board of Governors of York University discussed the requirement of opening a bank account in the name of York University (the “University”) with The HongKong and Shanghai Banking Corporation Limited (“**Bank**”). It is RESOLVED THAT:

- (a) A general chequing account be opened in the name of the University with the Bank at its Markham, Ontario and Hyderabad, India branches and the University is hereby authorised to avail itself of the general banking facilities offered by the Bank along with additional services subject to the Bank's applicable Account Rules, Customer Guide, Tariff Guide, Terms and Conditions (as applicable).
- (b) For the purposes of ACCOUNT OPENING the University hereby authorizes any two signing officers of Group A and Group B, or any one signing officer of Group C with any other signing officer of Group A or Group B, as set out below, to sign, seal and execute the Account Opening Form and/or any other form(s) / documents as prescribed by the Bank.

#### *GROUP A*

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

#### *GROUP B*

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

#### *GROUP C*

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

- (c) The University is aware of the differences in the features, the associated charges and average quarterly balance requirements between the different Account Types.
- (d) As part of the Bank's account opening procedures, certified true copies of the documents and list of authorised signatories (together with their specimen signatures) will need to be produced to the Bank.
- (e) For the purposes of **ACCOUNT OPERATION(S)** the University wishes to authorize the above-noted Signing Officers to instruct the Bank to make fixed deposits, honor all cheques, bills of exchange, promissory notes or other orders which may be drawn by / accepted/made by or on behalf of the University and to act on any instructions so given relating to the operation of the said Account whether the same be overdrawn or not and/or any other instruction relating to the transactions of the University in relation to the Account, including accepting Account opening forms, giving indemnity, declarations, agreement and any other document, by any one/two or more, as may be necessary of the above-mentioned “**Authorised Signatories**” authorised to sign and such signature shall bind the University in all transactions between the Bank and the University.

(f) The University also wishes to avail of the following additional banking facilities / services with the Bank inter alia against the Terms and Conditions and Account Rules, which were placed before the Board of Governors of York University (which may be amended by the Bank from time to time). The Authorised Signatories be and are hereby authorised as noted above to sign the required indemnity, declarations, agreement and any other forms / document etc. that is needed to enable the University to avail, subscribe and withdraw of the following banking facilities / services offered by the Bank.

**That** the Bank be and is hereby requested to provide to the person(s) (*called “Delegates”, whose details have been provided in the Application form*) **Business PhoneBanking (BPB) and / or Business Internet Banking (BIB)** facility to enable them to operate and access the said Account on telephone and internet. Resolved further that the Bank be requested to hand over related PhoneBanking, Internet Banking number(s) and related PIN(s) to the Delegate(s) for enquiry and / or transactions only on the said Accounts, to perform the functions of 'Primary User(s)' as detailed in the applicable BIB Terms and Conditions as amended from time to time, and BIB Customer Guide issued by the Bank and amended from time to time, for operations of the BIB service on behalf of the University, within authorised limits as indicated in the Annexure II of the Application form.

**That** the Bank be and is hereby requested to provide **Business PhoneBanking (BPB) Service and Business Internet Banking (BIB)** service to the Authorised Signatories, for enquiry purposes in relation to the Accounts. Resolved further that the Bank be requested to hand over related PhoneBanking and Internet Banking Number(s) and related Pin(s) to the Authorised Signatories for enquiry only on the said Accounts, to perform the functions of 'Primary User(s)', for operations of the BIB service on behalf of the University. The Bank is hereby requested to provide “Zero” or “NIL” transaction limit for Business PhoneBanking and BIB, with ‘Single Admin Control’ and ‘Simple Account Authorisation Matrix’ for BIB to the above mentioned Authorised Signatories, unless specifically requested for through the Account opening form or any other form in writing to the Bank.

**That** the Bank is hereby authorised and requested to issue **Business Debit Card** and related PIN to authorised person(s) (*called “Delegates”, whose details have been provided in the Application form*) who have been authorised to operate the University account, and who are responsible to keep the aforesaid Business Debit Card in his / her custody. We authorise the Bank to transfer funds from my / our account through the ATM, subject to the Bank's policies, to third party beneficiaries as specified during operation of the ATM. We confirm having read and understood the Terms and Conditions of usage of the Debit Card (a copy of which is available on [www.hsbc.co.in](http://www.hsbc.co.in)) and agree to be bound by the same. We undertake to intimate the Bank and surrender the Business Debit Card before any of the Authorised Signatories proceed overseas on permanent employment and / or emigrating and / or upon changing of his / her nationality.

**That** the Bank be and is hereby authorised and requested to provide ‘Mobile Alert’ facility (term as defined in the ‘Mobile Alert’ Terms & Conditions) and SMS ‘Alerts’ (term as defined in ‘Mobile Alert’ Terms & conditions) on the mobile phone number(s) provided in the Application form as per the terms and conditions related to the mobile alert services. The Bank may, at its absolute discretion, discontinue the aforesaid service completely or partially without any notice to us. The Bank may debit our Account for service charges as per the prevailing tariff from time to time. We accept and agree to be bound by the abovementioned Terms and Conditions (a copy of which is available on [www.hsbc.co.in](http://www.hsbc.co.in)) and to any changes made therein from time to time in the future. We undertake to intimate the Bank immediately in the event of any change in the mobile phone number provided in the table below. We also understand that the SMS Alerts under this service may contain certain personal and/or Account information. We also understand and acknowledge that while the Bank will make all reasonable efforts to ensure that the my / our personal/Account information is kept confidential, the SMS alerts cannot be guaranteed to be completely secure and the Bank shall have no liability in this regard.

**That** the Bank be and is hereby requested to allow the facility of **No Bounce Cheque Protection** to the University inter alia against the Terms and Conditions for No Bounce Cheque Protection issued by the Bank and amended from time to time. We hereby authorise the Bank to honor all cheques drawn on the said Account up to a maximum overdraft limit of ` 200,000 even though the funds available in this Account may be insufficient. We shall arrange to fund the said Account with the amount outstanding including the applicable interest amount, calculated at the Bank's applicable rate (currently PLR + 3%), within 7 days of availing the facility.

**That** the Bank be and is hereby authorised and requested to provide **Payments and Cash Management Services** (including Payment, Receivable, Liquidity and E-Channels) and all documents/agreements in this regard be executed by the Authorised Signatories. Authorised Signatories are hereby authorised severally / any [ ] jointly to give, and to also appoint / remove such other person(s) to give, instructions to the Bank and any member of the HSBC Group in respect of all matters regarding the E-Channels including, without limitation, all matters regarding E-Channel(s) referred to in the E-Channel agreement and schedule(s) attached thereto, the signing up for new E-Channels and all matters regarding such new E-Channels, subscribing for and withdrawing from any services under any E-Channel in one or more countries and to add to, amend and delete any Accounts and services registered under any E-Channel for and on behalf of the University.

All the terms set out and all particulars completed in the Account opening form together with the Terms & Conditions, all in the form tabled at the Meeting, be and are hereby approved and accepted in all respects.

Unless otherwise defined, expressions used in this certificate have the same meaning as the corresponding expressions in the Terms & Conditions.



**2012-2013 COMMITTEE MEMBERSHIP & OTHER COMMITTEE APPOINTMENTS/SERVICE (ALL CATEGORIES)**

*\*EX OFFICIO MEMBERS      \*\*HONOURARY GOVERNORS      \*\*\* NON-GOVERNORS*

<b>Standing Committees</b>	<b>Executive</b>	<b>Academic Resources</b>	<b>Finance and Audit</b>	<b>Governance and Human Resources</b>	<b>Land and Property</b>	<b>Investment</b>	<b>Community Affairs</b>
<b>Chair</b>	J. Foster	S. Schwartz	O. Ibrahim	Z. Janmohamed	P. Tsaparis	G. Burry	R. Lewis
	S. Black	M. Lockshin	G. Burry	S. Black	D. Jamieson	C. Lamoureux***	W. Hatanaka
<b>Members</b>	G. Burry	J. O’Kane	T. Devonish	T. Devonish	M. Lievonen	T. Price	R. Heneghan
	J. Hunkin	K. Ng	W. Hatanaka	S. Levy	J. Sorbara**	H. Wu	D. Jamieson
	O. Ibrahim	P. Wilkinson	J. Hunkin	K. Ng	P. Wilkinson		A. La Barge
	Z. Janmohamed		H. Wu				S. Levy
	R. Lewis						M. Lockshin
	S. Schwartz						M. McClung***
	P. Tsaparis						R. Morzaria**
							H. Sherman
							E. Wickham
	T. Price*	J. Foster*	J. Foster*	J. Foster*	J. Foster*	J. Foster*	J. Foster*
	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*	M. Shoukri*

	<b>President’s Advisory Council on Advancement</b>	<b>Student Representative Roundtable</b>	<b>YUDC Board</b>	<b>Pension Fund Board of Trustees</b>	<b>Sub Committee on Investment Performance</b>	<b>Senate</b>
<b>Chair</b>	J. Hunkin	J. O’Kane (Co-Chair)	J. Sorbara**	S. Black	G. Burry	
<b>Members</b>		E. Wickham	J. Foster*	G. Burry	S. Black (Invitee as Chair of Board of Trustees)	J. Foster*
			W. Dimma**	A. La Barge		S. Schwartz
			P. Lapp**			
			M. Lievonen			
			M. Shoukri*			
	M. Shoukri*		P. Tsaparis			

**As of October 1, 2012**