

York University Board of Governors

Notice of Meeting

Monday, April 22, 2013 3:00 pm to 6:00 pm

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

AGENDA

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I. CLOSED SESSION

II. OPEN SESSION (approximately 3:15 pm)

1.	Chair's Items (J. Foster)							
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5.	Marketing, Communications and Community Affairs Committee (R. Lewis)
6.	Other Business

7. In Camera Session

CONSENT AGENDA

1.	Minutes of the Board of Governors Meeting of February 25, 2013i
2.	Pension Fund Board of Trustees Appointment

Harriet Lewis Secretary



York University Board of Governors Minutes of the Open Session of the Meeting of Monday, 25 February 2013 Marshall A. Cohen Governance Room, York Research Tower

Present:	Regrets:	Others:
Julia Foster, Chair	William Hatanaka	James Allan
Susan Black	John Hunkin	Noël Badiou
William Boyle	Deb Hutton	Gary Brewer
Guy Burry	Zahir Janmohamed	Barbara Crow
Terrie-Lynne Devonish	Sal Paneduro	Robert Haché
Ozench Ibrahim	Tim Price	Brian Kelly
Debbie Jamieson	Sam Schwartz	Janusz Kozinski
Armand La Barge	Honey Sherman	Rhonda Lenton
Sandra Levy		Ran Lewin
Bob Lewis		Alex Matos
Mark Lievonen		Ijade Maxwell Rodrigues
Martin Lockshin		Jeff O'Hagan
David McFadden		Ron Owston
Earle Nestmann		Trudy Pound-Curtis
Jon O'Kane		Bud Purves
Mamdouh Shoukri		Lia Quickert
Paul Tsaparis		Joanne Rainbow
Tony Viner		Joanne Rider
Emile Wickham		Lorne Sossin
Paul Wilkinson		William van Wijngaarden
Henry Wu		Susan Webb
Hana Zalzal		Chris Wong
		Presenters:
Harriet Lewis, Secretary		Ken Greenberg
Cheryl Underhill, Assistant		Donna Hinde
Secretary		
		Elaine MacRae, Board
		Coordinator

II. OPEN SESSION

1. Chair's Items

1.1 Report on Items Decided in the Closed Session

The Chair reported on the appointment of the following new external nominees to the Board:

William Boyle to a four-year term of 25 February 2013 – 31 December 2016

David J. McFadden to a four-year term of 25 February 2013–31 December 2016

Dr Earl R. Nestmann to a four-year term of 25 February 2013 – 31 December 2016

Tony Viner to a four-year term of 25 February 2013 – 31 December 2016

Hana Zalzal to a four-year term of 25 February 2013 – 31 December 2016

Ms Zalzal and Messrs Boyle, McFadden, Nestmann and Viner were introduced and welcomed to the Board.

1.2 Executive Committee

Mrs Foster highlighted the items for information in the report of the Executive Committee circulated with the agenda. A retreat will be held in the Fall to engage the Board in a discussion of developing trends and government initiatives in post-secondary education.

1.2.1 Protocol on Composition of the Board

On behalf of Mr Janmohamed, Ms. Black spoke to the documentation distributed with the agenda. The proposed changes to the Protocol for Composition of the Board better reflect the University's areas of needed expertise in the membership criteria, and make it a more robust document. It was duly *agreed*,

That the Board approve the revised *Protocol for Composition of the Board of Governors*.

2. President's Items

2.1 Current Issues

The President commented on the following current issues:

- the extension of Dean Singer's term for a further year to 30 June 2015
- the new Premier and Provincial Cabinet members, and the provincial post-secondary education landscape
- liaison with Queen's Park about the expansion of French post-secondary education as announced in the February Throne Speech
- embarking on the second phase of the branding initiative
- launching a safety awareness campaign, commencing with the new safety "app"
- the second "President for a Day" contest. Faculty of Education student David Mayer will switch roles with the President for the day on 26 February 2013
- recent faculty and student successes

2.2 Online Learning Update

The Vice-President Academic and Provost reported on the University's initiative to develop an eLearning integrated strategy; a copy of the presentation slides are filed with these minutes. The White Paper and the University Academic Plan established the objectives to advance eLearning at the University. The development of the strategy is being informed by the external context to align with the Province's plans in this area. The COU has formed a consortium to develop *Ontario Universities Online*. It is expected that a representative from York will serve on the consortium, and York has submitted a letter of intent to be a lead university in the initiative.

3. Land and Property Committee

Referring to the report included with the agenda, Mr Tsaparis noted the transformational land and property planning in progress at the University, including the non-core asset development strategy, the Pan Am Games stadium and the new Master Plan. He called on Mr Purves to introduce Mr Greenberg and Ms Hinde.

3.1 York University Master Plan

3.1.1 Presentation

Ken Greenberg, *Greenberg Consultants Inc.*, and Donna Hinde, *The Planning Partnership*, presented the revised York University Master Plan, highlighting its importance to the University as a planning tool for the achievement of its academic goals; a copy of the presentation slides are filed with these minutes. The framework of the Plan provides the University flexibility to develop the campus as opportunities arise and plans evolve. The development of the Master Plan has been informed by a comprehensive internal and external consultation exercise. Once in place, all new major capital / development projects will be assessed through the lenses identified in the Master Plan for compliance with its principles and strategies.

3.1.2 Master Plan Framework

The documentation circulated with the agenda was noted. Following the presentation of the Master Plan, it was duly *agreed*,

That the Board of Governors approve the proposed new Master Plan framework for the University's Keele Campus, comprised of the "pillars, strategies, key directions, priorities, and lenses" set out in the attached documentation; and

That approval of implementing the language of the Master Plan be delegated to the President of the University.

4. Academic Resources

In the absence of the committee's Chair, Mrs. Foster spoke briefly to the written report included in the agenda, noting: the undergraduate enrolment challenges and management's plan to develop an enrolment strategy; the continuing development of a new Strategic Research Plan; the upcoming research celebration on February 27; the cumulative appointments report; and notice of the proposal coming to the Board in April for the establishment of three departments in the Lassonde School of Engineering.

4.1 Appointments, Tenure and Promotion

The documentation circulated with the agenda was noted. It was duly *agreed*, **that the Board approve the President's February 2013 report on Tenure and Promotion.**

5. Finance & Audit Committee

From the comprehensive written report circulated with the agenda, Ms Ibrahim drew the Board's attention to the ongoing budget pressures and pension related challenges, and management's development of a fraud risk assessment framework. Regarding the enterprise risk management initiative to identify the key risk drivers, indicators and thresholds, Mr Lewis asked that the framework be shared with the Marketing, Communications and Community Affairs Committee once finalized.

5.1 Capital Projects

5.1.1 Lassonde School of Engineering, Interim Space Requirements and Ripple Documentation circulated with the agenda was noted by Ms Ibrahim. Providing the necessary facilities in advance of the completion of the new engineering building will ensure the initial requirements are in place to launch the new Civil, Mechanical and Electrical Engineering programs. It was duly *agreed*,

That the Board of Governors approve a capital expenditure of \$5.3 million for the renovation of existing facilities in order to accommodate the Lassonde School of Engineering as the first cohorts of students, faculty and researchers in the Electrical, Mechanical and Civil Engineering programs are introduced over a three-year period, beginning September 2013.

5.1.2 York Stadium, Artificial Turf & Field Lighting

Documentation circulated with the agenda was noted by Ms Ibrahim. Both the Pan Am and the York stadiums will remain on the Keele campus for the years immediately following the Pan Am Games. However, development strategies will likely see changes in the northwest quadrant of the campus which will eventually supplant the York Stadium. It was duly *agreed*,

That the Board of Governors approve a \$3.2 million capital project to install an artificial turf playing surface and field lighting in the York Stadium.

6. Governance and Human Resources Committee

In the absence of the Chair, Ms Black spoke briefly to the written report. The Committee met Aileen Ashman, the new Assistant Vice-President, Human Resources and discussed the preliminary information on the responses rates of the Employee Engagement Survey. The Committee also began discussions concerning the appointment of a Board Vice-Chair / Chair Elect. It is anticipated that a recommendation on the latter will come to the Board at an upcoming meeting.

7. Marketing, Communications and Community Affairs

The meeting of the Marketing, Communications and Community Affairs committee was cancelled due to inclement weather and, as such, no report was made to the Board.

8. Other Business

There was none.

9. In Camera Session

An in camera session was held

Consent Agenda Items

All consent items were deemed to be approved.

Julia Foster Chair Harriet Lewis Secretary



EXECUTIVE COMMITTEE

Report to the Board of Governors at its meeting of 22 April 2013

The Executive Committee met on April 15 and in addition to the items appearing on the agenda, makes this report for information.

President's Items

President Shoukri provided a report on opportunities for expansion of bilingual education at the university, the success in recent grant competitions, the new Ontario tuition framework and the government's priorities of online learning and credit transfer.

Committee Chairs Reports

As is customary, each of the chairs of the Board committees shared information on the items of highest risk and importance raised in their committees, and members engaged with President Shoukri and each other on many of these issues. These items appear in the reports filed by the committees as part of this meeting agenda, or appear on the agenda as action items. A lengthy discussion took place on the issue of the university's budget which continues to be in development. Planning for both the near and long term future of the university being extremely complex, it was agreed that the retreat being planned for October would focus on that issue. The President's Advisory Council on Advancement, under the Chairship of Mr. Hunkin, will hold its inaugural meeting in June.

Ms. Lewis provided a brief overview of the claim recently filed by Access Copyright against York.

Julia Foster, Chair



UNIVERSITY SECRETARIAT

Memo

SECRETARIAT	To: Board of Governors
1050 York Research Tower 4700 Keele St.	From: Julia Foster, Chair
Toronto ON Canada M3J 1P3	Date: April 22, 2013
Tel 416 736 5310 Fax 416 736 5094	Subject: Action taken by the Board Executive Committee on behalf of the Board

The Executive Committee dealt with two 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, the Executive Committee approved the following:

(1) **Decanal Appointment:**

Faculty of Fine Arts

The appointment of Professor Shawn Brixey as the Dean of the Faculty of Fine Arts, for a five-year term, from July 1, 2013 to June 30, 2018.

(2) **Building Naming:**

That the York Research Tower be renamed the "Kaneff Tower"

Background:

The University's Policy on Recognition permits the University to name a building, facility or space after an individual to honour his or her contribution to the community. The motion was unanimously approved.

DIGITAL ARTS AND TECHNOLOGY RESEARCH

YORK UNIVERSITY'S FACULTY OF F INE ARTS LAUNCHES SENSORIUM: DIGITAL ARTS AND TECHNOLOGY RESEARCH

The launch features a keynote lecture by Paola Antonelli, research director and curator at the Museum of Modern Art in New York, and an interactive exhibition showcasing digital media research under way in the Faculty of Fine Arts.

"We have so many outstanding researchers doing cutting-edge work in this field in dedicated labs across the Faculty and beyond," said Fine Arts Dean Barbara Sellers-Young. "Sensorium lets us link up and leverage their creative expertise, connections and facilities to foster new collaborative and cross-disciplinary research and encourage more community and industry partnerships."

Sensorium's mandate is to support work in application and content creation, the intersection of artistic and scientific inquiry, policy development and critical discourse in digital media arts.

"It's a catalyst for new ideas and experimentation," said Michael Longford, Fine Arts Associate Dean, Research and a pivotal force in the establishment of Sensorium. "We're launching with six labs and four dozen researchers as full and associate members. Sensorium provides a framework to advance and expand this creative convergence and the innovative research it engenders."

Integrating both digital technologies and human factors, areas of specialization within Sensorium include: 3D cinema and stereography, rapid prototyping, data mining and visualization, bioinformatics, locative media, augmented reality, virtual and immersive environments, interface and interaction design, artificial intelligence, technologically-mediated performance, physical computing, and networked media architecture. The impact of digital technologies on the creative knowledge industries is a central research axis.

Janine Marchessault, Canada Research Chair in Art, Digital Media and Globalization, a Trudeau Fellow, professor of cinema and media studies and co-founder of the Future Cinema Lab in York's Faculty of Fine Arts, serves as Sensorium's inaugural director.

KEYNOTE ADDRESS

Sensorium opens its doors Friday, April 26 with a public presentation at 3pm by Paola Antonelli, Director of Research and Development and senior curator in the Department of Architecture and Design at MoMA. In her talk, titled "Technology, Science and Design: The New Frontiers", she will speak to the catalytic intersection of technology, science and design today.

"Design has branched out in new directions, galvanizing young practitioners, sparking novel business models and attracting worldwide attention," said Antonelli. "A designer today can choose to focus on interaction, interfaces, the web, visualization, sociallyminded infrastructures, immersive spaces, biodesign, sustainability, video games, critical scenarios - and yes, even products and furniture."

The recipient of the Smithsonian Institution's prestigious National Design Award, "Design Mind", Antonelli was named one of the 25 most incisive design visionaries by *Time* magazine in 2007 and was inducted into the Art Directors Club Hall of Fame in 2011. She has curated many memorable exhibitions for MoMA, including *SAFE: Design Takes on Risk, Design and the Elastic Mind* and *Talk to Me: Design and the Communication between People and Objects.* She has also curated architecture and design shows in Italy, France and Japan. Her current projects include several exhibitions on contemporary design and Design Bites, a book about food appreciated as examples of outstanding design.

Antonelli's keynote address is also a highlight of the 2013 HASTAC (Humanities, Arts, Science and Technology Advanced Collaboratory) conference *The Storm of Progress: New Horizons, New Narratives, New Codes,* hosted by the Faculty of Fine Arts and York University.

Framing Antonelli's lecture is the <u>Sensorium inaugural exhibition</u>, spotlighting some of the digital media research currently being conducted by Fine Arts faculty members.

FEATURED PROJECTS INCLUDE

- Longford's Tentacles 2.0, a smartphone-controlled, multi-user ambient gaming experience projected into public spaces (Mobile Media Lab);
- Ocean Within, a two-channel stereoscopic 3D work based on a couplet from a poem by the 13th century Sufi poet Rumi, created by film Professor Ali Kazimi, lead filmmaker on the interdisciplinary team for 3D FLIC (Stereoscopic 3D Lab @ York);
- Visual arts Professor Nell Tenhaaf's *Win Win*, an electronic interactive sculpture modeling social exchanges between the art object and the viewer;
- Future Cinema Lab researcher and film Professor John Greyson's *Murder in Passing*, a trans-media, multi-platform serial 'whodunit' for public transit screens that combines clues from silent videos, blogs, tweets and fugues; and
- *Quasar 3.0 [Danger du Zero]*, an immersive, interactive light and sound installation fed by data fields, developed by York digital media Professor Mark-David Hosale and Los Angeles-based architect and engineer Jean-Michel Crettaz (*n*-D::Studio Lab].

ANTONELLI'S LECTURE AND THE SENSORIUM EXHIBITION ARE OPEN TO THE PUBLIC.

ADMISSION IS FREE.



Barbara Sellers-Young, Dean, Faculty of Fine Arts, cordially invites you to the launch of :

SENSORIUM : DIGITAL ARTS AND TECHNOLOGY RESEARCH

A catalyst for new ideas, content creation and development, linking creative expertise, supporting cross-disciplinary and collaborative research, and fostering community and industry partnerships in the field of digital media arts.

[sensorium.finearts.yorku.ca]

Friday, April 26, 2013

Exhibition 2:00-5:30 pm [Sandra Faire & Ivan Fecan Theatre]

SENSORIUM INAUGURAL EXHIBITION

An interactive exhibition showcasing digital media research in the Faculty of Fine Arts.

Keynote Address 3:00-4:00 pm [Tribute Communities Recital Hall]

TECHNOLOGY, SCIENCE, AND DESIGN : THE NEW FRONTIERS

Paola Antonelli, Director of Research and Development and Senior Curator of Architecture and Design, Museum of Modern Art, New York

Reception & Remarks 4:00-5:30 pm [CIBC Lobby] Accolade East Building, York University, 4700 Keele Street, Toronto



Student Representative Roundtable (SRR) 2012-2013 Report



Presented by Jon O'Kane and Emile Wickham April 22nd, 2013







- Mandate
 - Advisory Forum Input, advice, guidance and information to the University on a broad range of student-related issues
 - Information Sharing Amongst student leaders and from the University to constituents
 - Action Initiate projects to enhance student life
- Composition
 - Student Council Presidents
 - College Presidents
 - VP Students Office
 - Board of Governors



- How should and could the group function better?
 - Student engagement in SRR has fluctuated.
 - Solution: Develop a member-driven Team Charter
- Charter Components Four Focal Points
 - Problem Solving
 - Collaboration
 - Communication
 - Networking





•Discussions at two levels:

- Communication to leaders facts, language, and sensitivities
- Solution Building
- •The Student Perspective:
 - Safety and Orientation
 - York and the broader community
 - Fostering a culture of safety





- Revisited for Questions:
- A dialogue facilitated by Rob Castle and Elize Ceschia
- Student driven topics:
 - Lighting priorities on campus
 - The blue phone system
 - Electronic bulletins
 - Go Safe



Leading the way to personal and community safety





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- Student Consultation at it's finest
 - Facilitated by Sue Vail
- Recommendations:
 - Blended learning, technology training for professors, collaborative online working, etc.
- Outcomes?
 - Students felt *genuinely* listened to.
 - The eLearning strategy has been advanced
 - Listening vs. Action:
 - Do students know which recommendations will be acted on?
 - •More to come.



- Further Student Consultation
 - Facilitated by external consultants
- Consultation Process
 - Focal point was on the current state of student services
 - Attention paid to non-specific ambitions for the future of Student Services
- Outcomes?
 - Students participated, unclear of how recommendations would be considered
 - The Strategic Plan now released
 - Discussed further on April 18th

7



- Recruitment
 - This is My Time Campaign, yet applications down
- Retention
 - The first exit survey of students who voluntarily withdrew
 - Solutions for improvement:
 - Celebrating athletics, college collaboration, faculty engagement, supporting SCLD, continuing *This is My Time*
- Student Satisfaction
 - A persistent challenge.
 - •Academic advising, international student inclusion, students knowing where to find support all areas needing effort





- Challenges:
 - SRR Engagement
 - Measurable Outputs
- Opportunities
 - The new Vice-Provost Students Strategic Plan
 - Construction and Student Input
 - More data on the student experiences from exit surveys



Student Representative Roundtable (SRR) 2012-2013 Report

Presented by Jon O'Kane and Emile Wickham April 22nd, 2013



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ACADEMIC RESOURCES COMMITTEE

Report to the Board at its meeting of April 22, 2013

The Academic Resources Committee met on April 2 and submits the following information report to the Board of Governors. We were pleased to welcome Earle Nestmann as the newest member of the Committee.

1. President's Items

Dr Shoukri reported on the tuition fee framework announced by the provincial government. Fees may rise by no more than 3 per cent on *average* (fees for entering graduate students may be as high as 5 per cent higher while those for continuing students will have a maximum of 4 per cent). A financial impact analysis is being undertaken in anticipation of a recommendation to the Board later in the spring.

There may be significant opportunities for York in the wake of a Throne Speech commitment to expanding French and bilingual university education in southern and western Ontario. As the sole provider of French language university curriculum in south-central and western Ontario, the University has a strong presence already with its unique bilingual programs at Glendon. The President is working with the Provost and Principal on plans that address the government's desire for additional programming informed by two principles: building on York's distinctiveness and full funding for additional activities in this domain.

2. Report of the Vice-President Academic and Provost

Vice-President Lenton provided the Committee with updates on a number of important initiatives, including the following:

- efforts to improve York's share of first choice direct-entry applications and enhance retention that involve internal consultations, the development of advice from SemWorks, and analysis of a Strategic Counsel survey of secondary school students who did not choose York
- plans to ensure that sufficient number of applicants enroll for 2013-2014 so that enrolment targets are met again this year through intense conversion exercises and growth in the international student cohort
- PRASE and Faculty-level initiatives aimed at improving advising for students, including publications such as the calendar that support student advising
- prioritization of academic activities despite resources challenges through the development of the SHARP budget model and exercises geared toward greater efficiency
- progress in rebuilding the full-time faculty complement, a goal that will be aided by an expansion of teaching-only appointments

York is not alone in facing budgetary challenges, to be sure, but the Committee agrees that it is imperative to develop plans that will permit the University to focus on academic priorities.

3. Report of the Vice-President Research and Innovation

In a report brimming with good news for York, Vice-President Haché reported on the outcome of recent

major external funding competitions. The University's researchers have fared well in NSERC discovery grants, NSERC equipment grants, NSERC Collaborative Research and Development Grants, SSHRC Partnership Grants, and SSHRC Partnership Development Grants (for groups that are at an early stage of collaboration).

Success rates were high in these competitions, as was the monetary value of awards received. The latter is critically important, for research income can be leveraged in funding for Canada Research Chairs. CRCs are reapportioned every two years based on rolling research income calculations, and, in the latest reallocation, York was granted four new chairs – two Tier I (senior faculty) and two Tier II (junior faculty). This brings the University's total to thirty-four: 19 SSHRC, 11 NSERC, and 4 CIHR.

The Committee congratulates recipients of all these awards, and salutes researchers throughout the University for their impactful and innovative scholarly contributions.

Over the years the Committee has been strongly supportive of initiatives to celebrate research accomplishments. It was therefore extremely gratifying to be informed of a successful schedule of research events in February aimed at profiling research at the University and Faculty level, and celebrating the accomplishments of individual researchers.

4. Thanks to Jonathan O'Kane

Our colleague Jon O'Kane attended his last meeting of the Committee on April 2. It has been a pleasure and privilege to serve alongside an individual of such exceptional character. His time on the Committee and Board has been marked by commitment, care, and wisdom. As he embarks on what will undoubtedly be an outstanding career and continued public service, we express our sincere thanks and best wishes to Jon.

Sam Schwartz, Chair



University Secretariat

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

Memo

To: Julia Foster, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: April 2, 2013

Re: President's April 2013 Report on Appointments, Tenure and Promotion

Motion and Rationale:

The Academic Resources Committee recommends that the Board approve the President's April 2013 report on Appointments, Tenure and Promotion.

This report covers recent appointments as well as tenure and promotion decisions made since the Board of Governors last met. Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered. Appointments address ongoing and strategic priorities and the report include two faculty members hired into endowed chairs.

Documentation is attached as Appendix A.

Appendix A: Recommendations for Tenure and Promotion

Recommendations for Appointment (All Terms Begin July 1, 2013)

Name (Sex)	Unit (s)	Rank at Hiring	Highest Degree	Specializations	Funding
			(University /		
			Year)		

Liberal Arts and Professional Studies

Barras, Amelie (F)	Social Science,	Assistant Professor,	PhD, Political	Dr. Barras is	Institutional
	Law & Society	Pre-candidacy 1	Science	currently a	Strategic
			(London School	postdoctoral fellow,	Funds
			of Economics,	Religion & Diversity	
			2011)	Project, University of	
				Montreal. She	
				specializes in the	
				legal politics of	
				secularism and	
				religious diversity,	
				and fits into the	
				preferred area of the	
				"law, culture and	
				identity."	
Bawa, Sylvia (F)	Sociology,	Assistant Professor,	PhD, Sociology	Dr. Bawa defended	Institutional
	Global	Pre-candidacy 1	(Queen's, 2012)	her PhD at Queen's	Strategic
				University in late	Funds
				2012. She specializes	
				in women's rights in	
				Ghana, in broader	
				African and global	
			DI D	patriarchal contexts.	F 1
Cecchetto, David (M)	Humanifies,	Assistant Professor,	PhD,	Dr. Cecchetto comes	Faculty
	Critical Digital	Pre-candidacy 3	English/Visual	to us from OCAD	Funded/
	Ineory		Arts (Victoria,	where he has been an	Institutional
			2010)	Assistant Professor	Strategic
				since 2010. His	runus
				include medie ert	
				history/criticism	
				digital humanities	
				nost humanism	
				experimental music	
				and social and	
				locative media.	
Havward, Mark (M)	Communication	Assistant Professor	PhD.	Dr. Hayward is	Faculty
	Studies	Candidacy 1	Communication	currently an Assistant	Funded/
			Studies (North	Professor at Wilfrid	Institutional
			Carolina, 2008)	Laurier University.	Strategic
				He specializes in	Funds
				global	

				communication,	
				communication	
				policy, diasporic	
				media and digital	
				capitalism.	
Koffman, David (M)	History, Shiff	Assistant Professor,	PhD, History,	Dr. Koffman is	Endowment
	Chair for the	Pre-candidacy 1	Hebrew &	completing a two-	
	Study of	The culture of T	Indaic Studies	vear postdoctoral	
	Canadian Jewry		(New York	position in the	
	Cunadian Sewry		(100 % 101 K)	Department of	
			2011)	History University of	
				Toronto His research	
				fromos Jourish	
				migration history	
				within the context of	
				the nineteenth	
				century national	
				colonial and imperial	
				projects.	
Leibovici, Fernando (M)	Economics,	Lecturer*/Assistant	PhD, Economics	Mr. Leibovici will	Faculty
	Macroeconomics	Professor, Pre-	(New York,	defend his PhD in	Funded/
		candidacy 1	2013)	Economics, New	Institutional
				York University in	Strategic
				May 2013. His	Funds
				research interests	
				revolve around	
				international trade,	
				international finance	
				and macroeconomics	
Letkiewicz Iodi (F)	Administrative	Assistant Professor	PhD Family	Dr. Letkiewicz is	Faculty
	Studies Personal	Pre-candidacy 1	Resource	currently an Assistant	Funded/
	Financial	The cultured y T	Management	Professor at the	Institutional
	1 manetai		(Obio State	University of	Strategic
			2012	Nebraska Lincoln	Funde
			2012	Hor ourrant research	Tunus
				ner current research	
				agenda explores the	
				psychological aspects	
				of financial decisions	
				of individuals and	
	~			families.	
Macias, Teresa (F)	Social Work	Assistant Professor,	PhD, Education	Dr. Macias is	Faculty
		Pre-candidacy 3	(OISE, 2010)	currently an Assistant	Funded
				Professor at the	
				University of	
				Victoria. She	
				specializes in	
				transnational human	
				rights, with research	
				in Chile and more	
				recent work on the	
				Canadian Indian	
				Residential School of	
				Truth and	
				Reconciliation	
				Committee.	

Marcus, Joel (M)	Administrative	Assistant Professor,	PhD,	Dr. Marcus comes to	Faculty
	Studies,	Pre-candidacy 1	Management	us from Wilfrid	Funded
	Management		(Wilfrid Laurier,	Laurier University	
			2010)	where he has been an	
				Assistant Professor	
				since 2010. His	
				primary research	
				interest is in	
				addressing the	
				economic, social, and	
				environmental	
				sustainability	
				challenges facing	
				society with a	
				specific focus on	
				within-firm	
				behavioural processes	
				affecting	
				sustainability	
				outcomes	
Narayan Chandan (M)	Languages	Assistant Professor	PhD Linguistics	Dr. Narayan comes to	Faculty
Ivarayan, Chandan (Ivi)	Languages,	Pro condidacy 3	(Michigan	Us from the	Funded/
	Linguistics	Fie-calificacy 5	(Michigan,	University of Terente	Institutional
	Linguistics,		2000)	where he has been an	Stratogic
	Linguistics			Assistant Drofessor	Funda
				Assistant Professor	runas
				Franch and	
				2008 Lie research	
				2008. His research	
				brings together	
				psycholinguistics in	
				development contexts	
				and phonological	
	- ·	x		learning.	
Salisbury, Laura (F)	Economics,	Lecturer*/Assistant	PhD, Economics	Ms Salisbury is	Institutional
	Empirical	Professor, Pre-	(Boston, 2013)	expected to defend	Strategic
		candidacy I		her PhD in	Funds
				Economics, Boston	
				University in May	
				2013. Her research	
				involves the historical	
				study of wages,	
				migration and gender	
				in the University	
				States.	

Environmental Studies

Hoicka, Christina (F)	PowerStream	Assistant Professor,	PhD, Geography	Dr. Hoicka is	Endowment/
	Chair in	Pre-candidacy 1	&	currently completing	Faculty
	Sustainable		Environmental	the first year of a	Funded
	Energy		Management	postdoctoral position	
	Economics		(Waterloo,	in the Department of	
			2013)	Geography and	
				Environmental	
				Management at the	

				University of	
				Waterloo. Dr. Hoicka	
				has the grounding in	
				energy and ecological	
				economics and with	
				research in the	
				deployment and	
				integration of	
				renewable energy	
				technologies into	
				energy systems.	
Glendon					
Dawson, Andrew (F)	Sociology	Assistant Professor,	PhD, Sociology	Dr. Dawson is	Faculty
		Pre-candidacy 2	(McGill, 2011)	completing a two-	Funded
				year postdoctoral	
				fellowship with the	
				Department of	
				Political Science and	
				Centre for	
				International Studies	
				at the University of	
				Montreal. His	
				research is in political	
				sociology, sociology	
				of development,	
				political and ethnic	
				violence and	
				comparative	
				historical sociology.	

Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Bell, S (F)	Liberal Arts & Professional Studies	Political Science	PhD (York)	Political Theory and Women Politics
Boon, M (M)	Liberal Arts & Professional Studies	English	PhD (New York)	Copying and Copyright Music, Buddhism, Aesthetics
Kelly, P (M)	Liberal Arts & Professional Studies	Geography	PhD (British Columbia)	Labour Geography and Immigration
Klassen, T (M)	Liberal Arts & Professional Studies	Political Science	PhD (Toronto)	Labour Market Development. Pension Policy
Nitzan, J (M)	Liberal Arts & Professional Studies	Political Science	PhD (McGill)	Political Economy
Uppal, P(F)	Liberal Arts & Professional Studies	English	PhD (York)	Poetry, Fiction, Drama and Criticism

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Ahmad, F (F)	Health	Health Policy & Management	PhD (Toronto)	Health Informatics
Alcedo, P (M)	Fine Arts	Dance	PhD (California, Riverside)	Dance Ethnography
Birot, O (M)	Health	Kinesiology & Health Science	PhD (Claude Bernard, Lyon)	Cellular and Molecular Human Physiology
Davis Halifax, N (F)	Health	Health Policy & Management	PhD (Toronto)	Community-based Participatory Research
Mackwood, W (M)	Fine Arts	Dance	MFA (Victoria)	Design and Production
Priel, D (M)	Osgoode Hall		DPhil (Oxford)	Legal Theory, Private Law, Legal History
Westray, R (M)	Fine Arts	Music	MA (Eastern Illinois University)	Jazz Studies



University Secretariat

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

Memo

To: Julia Foster, Chair, Board of GovernorsFrom: Sam Schwartz, Chair, Academic Resources CommitteeDate: April 2, 2013

Re: Establishment of Departments in the Lassonde School of Engineering

Motion and Rationale:

The Academic Resources Committee recommends that the Board approve the establishment of the Departments of Mechanical Engineering, Civil Engineering and Chemical Engineering in the Lassonde School of Engineering effective May 1, 2013 or thereafter.

The wording of this motion reflects the intention that Mechanical Engineering and Civil Engineering begin operating May 1 this year with Chemical Engineering slated to begin at a later date. Academic resource dimensions are addressed in the text of the proposal, and in the appended statements of support from the Dean of the Lassonde School of Engineering and the Provost, and the Committee is satisfied that proponents have given due consideration to all aspects of planning for these units. Senate approved the proposal at its meeting of February 28, 2013, and the Committee is pleased to join in recommending approval at the final stage of the process.

Documentation is attached as Appendix A.



OFFICE OF THE VICE-PRESIDENT ACADEMIC & PROVOST

4700 Keele St. Toronto Ontario Canada M3J 1P3 Tel 416 736 5280 Fax 416 736 5876

vpacademic.yorku.ca

Memorandum

Date:

To:David Mutimer, Chair, Senate APPRCFrom:Rhonda Lenton, Provost

December 4, 2012

Subject: Proposal for Creation of New Departments in LSE



I am writing in relation to the proposal to create three new departments in the Lassonde School of Engineering: the Department of Civil Engineering, the Department of Mechanical Engineering, and the Department of Chemical Engineering. These units will join the Department of Earth and Space Science and Engineering and the (renamed) Department of Electrical Engineering and Computer Science, which will transfer from the Faculty of Science to LSE as of May 1, 2013. This proposal for the creation of three new departments provides the structural framework for the planned growth and broadening of the range of engineering programs offered at York as envisioned in institutional planning documents (the UAP and the White Paper) and in the proposal to establish the Lassonde School. It is therefore the next stage in the implementation of plans for the School.

Discussions with regard to the detailed financial, enrolment, and complement planning for the School are ongoing involving my office and colleagues in LSE. While some faculty appointments have been authorized in order to support program development, the general assumption underlying planning is that faculty and staff complement will be phased in as the programs to be offered in the Departments come on line and grow, and that projected enrolment revenues will cover the costs associated with their operation. A number of central supports and services will be provided through the Dean's Office of LSE, as is the case with other Faculties. This analysis is also proceeding.

I am pleased to record my support for this proposal.

Cc: Dean J. Kozinski C. Underhill for ASCP



FROM THE OFFICE OF THE DEAN AT THE LASSONDE SCHOOL OF ENGINEERING



150 ATKINSON BUILDING - 4700 KEELE STREET TORONTO, ONTARIO, CANADA M3J 1P3

TO:	David Mutimer, Chair, Academic Policy, Planning & Research Committe Bob Everett, Secretary, Academic Policy, Planning & Research Committe					
FROM:	Janusz A. Kozinski, Dean					
SUBJECT:	Support for the New Departments in the Lassonde School of Engineering					
DATE:	November 28, 2012					

It is with great enthusiasm and support that I write to you with my recommendation for APPRC to seek Senate's endorsement for the creation of the three new academic departments in the Lassonde School of Engineering. The attached proposal includes the description and rationale for the Faculty's desire to move toward this academic organizational structure. We see that bringing this proposal forward at this time is the next logical phase in preparing the foundation and home for the three new academic programs that will launch in Lassonde in the imminent future.

As we actively hire new faculty and staff to build the new programs in the areas of Civil, Mechanical and Chemical Engineering, it is only befitting that we establish the departmental homes that our students, faculty and staff will take up residence in. The new departments will enable each of these respective academic areas to profile and characterize their identities and functional uniqueness, a place to where the teaching, learning and research character of the departments can thrive within a larger Faculty and university framework.

Regards,

1. Korinih.

CREATION OF NEW DEPARTMENTS IN THE LASSONDE SCHOOL OF ENGINEERING

Chemical

Electrical Engineering & Computer Science

Earth & Space Science & Engineering

Civil Engineering

Mechanical Engineering









CREATION OF NEW DEPARTMENTS IN THE LASSONDE SCHOOL OF ENGINEERING

As the next formal process in a series of steps in the implementation of the new Lassonde School of Engineering (LE), and the expansion of engineering at York, comes the proposal to create the academic departmental structures for the new programs that will be offered in LE. As outlined in the new Faculty proposal last spring, the Lassonde School of Engineering will be home to the re-named department of Electrical Engineering & Computer Science and the department of Earth & Space Science & Engineering and their respective programs. In addition to the existing units, the following is a proposal recommending the creation of three new academic departments: Mechanical Engineering, Civil Engineering and Chemical Engineering.

The same academic programs to be offered by each of these units are currently under development and will be coming forward for Senate's approval early in Spring 2013. It is therefore timely to be creating the academic administrative homes and structures in which these programs will be housed.

DEPARTMENTAL STRUCTURE(S)

Aligned with the tradition of academic departmental structures within engineering in the province and across the country, York has chosen to adopt the same structure for its Faculty. Each of the new departments will include the typical full range of academic activities and supports encompassing teaching, learning, research, and related academic supports for our students and faculty in a specified area of engineering.

The proposed organization of department disciplines are akin to the main branches of engineering that are customarily described within the profession of engineering. Familiar local examples of Faculty of Engineering constructs are seen at Queen's, Toronto and McMaster universities. At these institutions the common departmental naming conventions are as follows:

McMaster
Chemical Engineering
Civil Engineering
Computing & Software
Electrical & Computer Engineering
Engineering Physics
Materials Science & Engineering
Mechanical Engineering

Queen's

Chemical Engineering Civil Engineering Electrical & Computer Engineering Mechanical Engineering & Materials Mining

University of Toronto

Chemical Engineering & Applied Chemistry Civil Engineering Electrical & Computer Engineering Mechanical & Industrial Engineering Materials Science & Engineering Division of Engineering Science Division of Environmental Engineering & Energy Systems Institute for Aerospace Studies Institute of Biomaterials & Biomedical Engineering

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Lassonde School of Engineering (Proposed Unit Structure)



Faculty of Science & Engineering (Current Structure)

CURRENT DEPARTMENTAL STRUCTURES

The opportunity to expand our engineering programs at York in the disciplines of Civil, Chemical, Electrical and Mechanical Engineering are welcome additions to our new family in the Lassonde School of Engineering. Our house of engineering is proud and prepared to be introducing these four main branches. The creation of new departments through this expansion plans for net new departments in Civil Engineering, Mechanical Engineering and Chemical Engineering. The exception here is the branch of Electrical Engineering, which has aligned itself with the already existing programs in Computer & Software Engineering. The other three branches will take root and evolve as individual departments under the names of the respective disciplines. While the department structures may follow a rather conventional construct, it should be said that York's approach to engineering will grow to differ from the traditionalist approach of engineering. Through cutting edge design and innovation in its pedagogical delivery and the introduction complementary core thematic foci within the curriculum, LE will become a leader in the field by producing tomorrow's Renaissance Engineers™.

The proposal is to create three new departments as follows:

DEPARTMENT OF CIVIL ENGINEERING

It is the expectation that the Civil Engineering department in LE will be the unit that will be responsible for leading the next generation of designers that will construct and maintain sustainable infrastructures in both the public and private sectors with a level of both environmental and social consciousness. The department of Civil Engineering will emphasize environmental sustainability in the core program, and

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will offer a strong environmental option. A natural extension of the Civil Engineering program would be offerings in collaboration with environmental science (in FS) and/or environmental studies (with FES).

DEPARTMENT OF MECHANICAL ENGINEERING

The department of Mechanical Engineering is a broad based discipline based in materials science, mechanics, power and energy systems, additional programs such as Mechatronics Engineering (bearing synergies with Electrical and Space Engineering) and Materials Engineering are envisioned.

DEPARTMENT OF CHEMICAL ENGINEERING

The department of Civil Engineering, like Chemical Engineering, has both a rich history and a modern interpretation. In its modern form, Chemical Engineering encompasses fields such as nanotechnology, molecular self-assembly, and bio-materials. In collaboration with the Departments of Chemistry and Biology, York University's Chemical Engineering program will emphasize these progressive disciplines.

Ultimately, it is probable that LE will offer programs in both Chemical Engineering and Bio-Engineering. The new programs to be offered by the departments of Civil, Chemical and Mechanical engineering are currently being developed by a team that includes a number of new faculty hires. The undergraduate programs in Civil and Mechanical engineering are planned to commence in 2014-15, with Chemical engineering engineering expected to come online beginning in 2017-18.

DEPARTMENT STUDENT ENROLMENT, FACULTY & STAFF COMPLEMENT

FACULTY COMPLEMENT

As noted in the Faculty proposal, "The expansion of Engineering realizes a significant priority in academic appointments planning over the course of the next decade. The forecasted appointments plan for the period 2012-13 through to 2021-22, anticipates approximately 65 tenure stream appointments will be required to keep pace with the planned enrolment growth and expansion of the new program areas in engineering. The appointment planning will continue to follow the academic plans and enrolments, and to the extent existing and new programs in the Faculty of Engineering grow, the appointments of faculty members and librarians will be allocated to support that growth. At the same time, appointment planning must also take into account other university planning priorities and the needs of the units to make appointments to maintain the overall integrity of their programs and responds to students' interests, including maintaining a high level of quality and standards as set out by the accreditation requirements and quality assurance framework established for each of our programs."

ACADEMIC AND ADMINISTRATIVE DEPARTMENTAL STRUCTURES

The academic administrative structures and reporting lines will share the equivalent structures taken up within the university, being akin to those in the existing departments of Electrical Engineering & Computer Science, along with Earth & Space Science & Engineering.

Over the start-up phase it is anticipated that there will be a period of time where it will be necessary to

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share administrative, technical and general operational support amongst the new departments. It is expected that as the new departments grow to their steady-state size, that a commensurate staffing complement will be put into place to appropriately support the departmental activities and operations. The staffing complement illustrated in the tables below are reflective of the dedicated staffing requirement for the specific departmental support, in addition to the staffing support that is planned to be housed within the Faculty to provide service and support to both our students and faculty members within the LE community.

It is anticipated that the existing academic and administrative departmental structures will closely align to the existing structures of the university, including the academic administrator roles held by faculty members such as Chair, Undergraduate Program Director, and Graduate Program Director, etc. The Interim Faculty Council/Faculty Council will work with the committees of Senate and the Provost's Office over the coming months to collegially develop and define both the governing and administrative structures for the Lassonde School of Engineering and its departments.

Enrolment & Complement Plan - Civil Engineering	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Undergraduate Students	-	-	50	106	159	205	247	283	310	330
Graduate Students	-	5	10	19	39	50	60	65	69	82
Faculty Complement Plan	2.0	4.0	6.0	9.0	11.0	12.0	13.0	14.0	16.0	17.0
Staff Complement Plan	1.0	2.0	3.0	4.5	5.5	6.0	6.5	7.0	8.0	8.5

DEPARTMENT OF CIVIL ENGINEERING

DEPARTMENT OF MECHANICAL ENGINEERING

Enrolment & Complement Plan - Mechanical	2012 12	2012 11	2014.45	2015 16	2016 17	2017 10	2010 10	2010.20	2020.24	2024.22
Engineering	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Undergraduate Students	-	-	50	106	159	205	247	283	310	330
Graduate Students	-	3	8	16	35	46	55	60	69	76
Faculty Complement Plan	1.0	3.0	5.0	8.0	10.0	11.0	12.0	14.0	15.0	16.0
Staff Complement Plan	0.5	1.5	2.5	4.0	5.0	5.5	6.0	7.0	7.5	8.0

DEPARTMENT OF CHEMICAL ENGINEERING

Enrolment & Complement Plan - Chemical Engineering	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Undergraduate Students	-	-	-	-	-	40	92	130	165	198
Graduate Students	-	-	-	-	-	9	15	25	40	51
Faculty Complement Plan	0.0	0.0	0.0	0.0	2.0	3.0	5.0	8.0	10.0	11.0
Staff Complement Plan	0.0	0.0	0.0	0.0	1.0	1.5	2.5	4.0	5.0	5.5

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FINANCIAL & BUDGETARY FRAMEWORK

A new budgeting regime is being developed for the Lassonde School of Engineering. The budgeting framework for the School and the new departments has been designed as a revenue-based budget model, and is the structure that will become the budgetary platform LE in the near future.

The budgetary framework of the two existing units Electrical Engineering & Computer Science (EECS), and Earth & Space Science & Engineering (ESSE) whose budget structures are currently defined by the historical incremental budgetary model used in the Faculty of Science Engineering will eventually move to this new model. The current funding that supports the existing activities (salaries and operating expenses) are embedded in the current Faculty of Science & Engineering budgetary framework are being transferred to LE.

As the new programs come online, the appropriate faculty, staff and operational resources will be allocated to correspond with the enrolment projections for each department, to ensure that the resources align with the commensurate support and activities of the unit. Based on the revenue-based budgetary model, the forecasted expenditures in 2021-22 for each of the new units is currently projected to be:

Expenses	Mechanical	Civil	Chemical
Salaries + Benefits	\$4,413,989	\$4,749,140	\$3,093,894
Operating	\$1,236,471	\$1,239,911	\$828,041
Total Expenses	\$6,887,348	\$7,229,379	\$4,750,242

The Provost's Office is working with the Lassonde School of Engineering in defining the details around the revenue-based budgeting model for the school and the new units. It is important to note here that there are a number of Faculty-funded central support activities that will be provided through the Dean's Office to support and assist faculty, staff and students associated with these departments, programs and the School, including: Faculty Council; Student Advising; Human Resources; Computing and Technology; Laboratory Services; and Research.

Toward this goal, a detailed assessment of the actual activities and functions is being carried out by various offices/units based on the proportion to the populations being served as defined by the student FFTEs, majors, staff and faculty members. Allocations will be made in a manner that supports the plans envisioned for expansion of the Lassonde School of Engineering.

Consultation with the units are now beginning, applying the methodology of the 2011-12 and 2012-13 budget years, in preparation for setting the 2013-14 budget framework and plans for the integration of the two budget models to unify the structures for the benefit of the future departments and overall financial health of LE.

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PHYSICAL SPACE FOR THE NEW DEPARTMENTS

The new 165,000 square feet engineering building, scheduled for completion in 2015, will be home to the first wave of engineering expansion, including the new departments in Mechanical, and Civil Engineering, while the new electrical program will join the department of Computer Science and Engineering in the Lassonde Building. It is expected that the new department of Chemical Engineering may begin in the new building, but will require that a unique new facility be built to accommodate the special needs and infrastructure demands of the program.

With the department of Electrical Engineering & Computer Science (EECS) already located in the Lassonde Building (LAS, formerly CSEB), there is an expectation that some of the growth realized in Electrical Engineering will be accommodated in the new building scheduled to come online in 2015. The existing department of Earth and Space Science and Engineering (ESSE) will continue to reside in the space it currently enjoys in the Petrie Science and Engineering (PSE) building. The Lassonde School of Engineering will continue to share access to the Steacie Library and plan with the University Librarian to expand the necessary resources to support our faculty and students. Our intention is that these units will remain in their present facilities.

In addition to teaching laboratories and classrooms, the new engineering building will contain substantial student study and common-room space, areas for student project work, food facilities and workshops. The new building will be designed around core principles of excellent student facilities, a professional environment, innovative collaborative spaces, and state-of-the-art equipment. The engineering building will also accommodate offices for faculty and staff, student support services, research laboratories, and the Decanal and Departmental offices. The site has been identified, just overlooking the pond on the south-west side of the university, on the parking lot site adjacent to the Scott Library/Arboretum. The architects are currently working with our Project Planning team to finalize the design for the new building. It is with great anticipation and excitement that the new facility and space that will showcase the new designs of engineering at York will also raise the profile and reputation of the university as a whole, including increasing its prominence in the academic arena as a comprehensive institution -- a new reason to put York on the map.

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Board of Governors

FINANCE AND AUDIT COMMITTEE Report to the Board of Governors at its meeting of 22 April 2013

The Finance and Audit Committee met on 8 April 2013 and in addition to the items on the agenda for approval, submits the following report to the Board of Governors for information.

1. Budget Update

The Committee received a budget planning update from the Vice-President Finance & Audit. Together he and the Provost are firming up expense and revenue assumptions towards preparation of the 2013/14 - 2015/16 operating budget. A challenging fiscal climate characterizes the budget planning context. Several scenarios are being analyzed to identify an optimal budget framework that mitigates near term budget cuts and, over the longer term, allows for strategic academic investments. The Committee shared its feedback on the strategies being contemplated. It endorses management's prioritization of strengthening the academic programming and reducing Faculty deficits as integral steps to finalizing options for a longer-term budget framework.

The 2013/14 - 2015/16 budget plan will come to the Board for approval at its meeting in June.

2. Internal Audit Plan

The Committee reviewed and approved the Internal Audit Plan for 2013-2014. The Plan reflects the strategy approved for Internal Audit and is aligned with the University's key organizational risks identified in the Enterprise Risk Management Initiative. A critical focus of this year's Plan is supporting the University's fraud risk assessment and awareness program. The staff complement of the department will be held at five auditors, reflecting the risk and overall complexity of University operations. The planned level of resources remains within a reasonable range for large universities.

3. Report of the Internal Auditor

The Committee received an Internal Audit Status report covering the period 1 February 2013 to 31 March 2013. The department undertook 10 audit engagements, of which three have been completed. One audit completed was found to be *adequate*, one *generally adequate* and one was found to be *not adequate*. Actions are being taken in response to the latter audit. During this period the Internal Audit division also continued with the development and implementation of the Enterprise Risk Management Initiative, and contributed to the preparation of a Fraud Risk Assessment framework for the University.

4. Student Association Financial Statements

The Committee received a report from the Vice-Provost Students on the Audited Financial Statements of the student associations at the University. Twenty-five of the University's thirty-two centrally funded student governments and organizations have submitted audited Financial Statements and Letters to Management for fiscal 2012. Thirteen of the twenty-five completed audits received unqualified opinions from the auditors, representing 70% of the student levy money collected in 2011-2012.

The Office of Student Community Development continues to support the student groups with assistance and advice to ensure they are meeting their fiduciary responsibilities and mitigating risk.

Ozench Ibrahim, Chair



Office of the Vice-President Finance and Administration

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Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Finance and Audit Committee
Date: April 8, 2013
Subject: 2013 Endowment Distribution Rate



Recommendation:

The Finance and Audit Committee recommends that the Board approve the 2013 distribution rate for endowments as follows:

- 1) Suspend Capital Protection for 2012-13.
- 2) Distribution for endowments with funded positions (Market Value to Book Value) as at April 30, 2013 as follows:
 - a) Normal 5% for endowments with a funded position of greater than 1.10
 - b) 4% for endowments with a funded position of 1.08 to 1.10
 - c) 3% for endowments with a funded position of 1.05 to 1.07
 - d) Suspend distribution for endowments with funded positions of 1.05 or less

Background and Rationale:

The Endowment Funds of York University and those previously received by the York University Foundation include donations that are restricted for the purposes designated by the donors. The restricted purposes are generally for scholarships and bursaries, research chairs and other special projects. The endowment assets are invested in long term investments in accordance with an approved Statement of Investment Policies and Procedures.

The responsibility for the investment of the funds resides with the Board of the University through the Investment Committee. Responsibility for the setting of the distribution policy resides with the Board through the Finance and Audit Committee.

Due to the significant volatility in capital markets in recent years, the administration of the University has been closely monitoring and regularly reporting to both the Investment Committee and the Board Finance and Audit Committee on the performance of the fund and the probability that the endowment capital, at market, will be sufficient to maintain the annual distributions.

This report is being provided to the Board Finance and Audit Committee to recommend changes to the distribution rate for 2013.

Funded Ratio – York University

Figure 1 below has been updated to the end of January. The chart tracks the funded ratio (MV/BV) of the consolidated endowments since July 2008, when markets were in free fall as a consequence of the credit crisis and the recovery period since the nadir of March 2009. This figure illustrates the impact of positive returns and periodic setbacks on the value of the consolidated endowments up to the end of January 2013.



Figure 1

Significant reserves that had existed in the Fund prior to the crisis eroded to the level of 0.82 (the ratio of Market Value to Book Value) by end of February 2009. Due to subsequent strong investment performance and actions taken to reduce and manage the annual distributions since then, the reserve has recovered and as at January 2013 has reached the level of 1.20. This graph supports the need to maintain reasonable levels of reserves to sustain consistent distribution over the long term.

The normal annual distribution rate for endowments, with the exception of a special arrangement for one donor, has been 5% of the adjusted book value. For the last four years, the Board Finance and Audit Committee had to revise that distribution rate and take a number of measures to help preserve the capital of the endowments. Those measures included a combination of suspended CPI protection, reversal of previous capitalizations, and reduced distributions in 2009 through 2012 for endowments with negative or weaker funded positions.

In 2010-11 the funded position had recovered sufficiently which enabled the University to distribute a full 5% on all eligible endowments. With relatively flat performance in 2011-12, the University again

suspended CPI adjustments and distributed a minimum of 4% to all endowments, with healthier endowments distributing the full 5%. The University budget was again required to subsidize a number of endowments to meet the minimum 4% level.

In 2012-13, the strong investment performance has enabled the funded position to continue to improve to the level at the end of January to a ratio of 1.20 of Market Value to Book Value.

Each individual endowed account is examined to determine the feasible distribution amount based on the relative strength of its funded position. All 1,900 endowed accounts are ordered by specific ratio of market value to book value; this ranking from high to low ratio is generally a direct effect of the age and investment history of the endowments.

Based on the detailed ranking of the endowments by their individual ratio of market to book value as at the end of January 2013, Figure 2 below outlines the position of these funds by ranges depicting relative strength.

MV to BV Ratio York University Endowments As at January 31, 2013								
			30-Apr-12	31-Jan-13	% of	Average		Potential
MV/BV Ratio	Count	Eli	gible Book Value	Est. Market Value	Eligible MV	MV/BV	Rate	\$ Distribution
1.11 or more	1,784	\$	191,084,039	245,832,119	99.1%	1.2932	5%	9,479,410
1.10 - 1.11	10	\$	1,367,842	1,531,642	0.6%	1.1050	4%	54,714
1.09 - 1.10	28	\$	593,944	665,831	0.3%	1.0972	4%	23,758
1.08 - 1.09	10	\$	6,692	23,843	0.0%	1.0840	4%	268
1.07 - 1.08	4	\$	10,888	26,451	0.0%	1.0791	3%	327
1.06 - 1.07	3	\$	8,270	8,515	0.0%	1.0673	3%	248
1.05 - 1.06	4	\$	2,317	3,868	0.0%	1.0535	0%	-
1.05 or less	2	\$	1,900	1,985	0.0%	0.6846	0%	-
TOTAL	1,845	\$	193,075,892	248,094,256	100.00%			9,558,724
 Excludes: 1) Chairs & Schulich Special Arrangement endowments (Chairs = 23, Schulich = 8 cost centres) 2) Contributions to endowments received after April 30, 2012 3) Endowments that do not normally receive distribution. 								

Figure 2

In accordance with Policy and a long-term horizon, a principal investment objective of the Endowment Fund is to preserve the Fund capital in real terms in order to provide a flow of income to endowment beneficiaries in perpetuity. An equally important investment objective of the Endowment Fund is to provide a rate of return sufficient to support the stability of expenditures by its beneficiaries through time.

In surveying Canadian universities, most are continuing to be conservative with their endowment distribution rates in 2013 in an attempt to maintain some reserves to assist should capital markets continue to be volatile in the near term.

The University Administration has completed a modelling exercise that has identified a preferred distribution formula that is based on market values that will automatically adjust for the impacts of investment performance. The new formula will be introduced once the systems to support the new formula are in place.

During the next fiscal year, the University Administration will be preparing the individual endowed accounts for conversion to a unitized pool system. The preparation will include Administration generating recommendations on individual endowments that have sufficient reserves to warrant capitalization of a portion of those reserves. This action will mitigate the impact of the suspended CPI protection over the past four years for those endowments which have recovered sufficiently to reinstate all or a portion of the suspended CPI adjustments.

Based on the proposed distribution adjustments for 2012-13, it is estimated that the endowment distribution in 2013 based on January 31 valuation, will amount to \$9.56 million as compared to \$9.61 million, which is the amount that would be distributed if the policy normal level of 5% applied uniformly across all endowments.

The University will offset the shortfall amount, currently estimated at \$49 thousand, from a reduced distribution by:

- 1) Providing supplementary support for student awards from the University operating budget up to the level of 5%; and
- 2) Providing full support from the University operating budget for any shortfall in distribution for salary and benefit costs for endowed chairs.



MARKETING, COMMUNICATIONS AND COMMUNITY AFFAIRS COMMITTEE Report to the Board of Governors

at its meeting of 22 April 2013

The Marketing, Communications and Community Affairs Committee met on 5 April 2013 and provides this report for information.

1. Communications & Public Affairs Division

Update on Brand Campaign

The Committee received an update on the status of the brand campaign from the Chief Communications and Marketing Officer, Susan Webb. Phase one of the campaign wrapped up at the end of March. A subcampaign will occur over the spring and summer which focuses on "influencers" who bring leadership excellence to the University. Several strategies have been mapped for this stage, which will serve as a transition to the next major phase of the campaign in the autumn. The Fall campaign is in the research and design phase presently.

Safety Campaign

In the Fall, Vice-President Brewer presented to the Committee –and shared with the Board in December the University's framework of safety initiatives being implemented. One of the strategies is a safety campaign, the goal of which is to create a community that feels safe and valued. The aim is to shift the culture at the University toward the community seeing and embracing safety as a communal responsibility. The first phase of the campaign centers on providing tools to the community and enhancing awareness of the University's safety resources. The launch of a York University Safety App kicked off the campaign in early February. Phase two between Spring and Fall 2013 will focus on providing education and training activities as further tools for the community.

Digital Media Strategy

The Committee was introduced to and welcomed Mr Mark Farmer who recently assumed the role of Digital Media Strategist. Mr Farmer presented the digital media strategy for the University, including examples of projects and future developments. The goal of the institution-wide strategy, which will include guidelines and tools for Faculties, is to enhance York's reputation. Key to the strategy is enabling Faculties to use digital media effectively to get their stories out, and engage with students and alumni.

Members of the Board will soon receive by email an introduction to a few kinds of digital media in use at the University, with links and relevant information to explore them to get a flavour of the valuable uses they offer as a communication tool for the University.

2. Division of Advancement

York Circle Overview

Vice-President O'Hagan reported on plans for expanding The York Circle to maximize its potential as a reputation-building activity. The program has been recently housed in the Advancement Division, with staff to support it. Work is underway to: review the program's mandate; assess its alignment of objectives with advancement goals; and refine its strategies accordingly. One specific strategy encouraged by the Committee is having community television stations broadcast the York Circle events to expand the University's reach in the external community.

The date of the next York Circle event is Saturday, May 4, 2013 and governors are encouraged to attend.

Fundraising Update

The Vice-President Advancement reviewed the fundraising progress for 2012. It is expected that the target of \$25 million for the year will be exceeded. In addition, the Division has reduced its operating costs of the fundraising function. Overall, plans in this realm are moving forward in a positive way.

Community Affairs Update

The Israeli Apartheid Week was relatively uneventful this year. Challenges remain, however, with the perception of the University within the external Jewish community.

3. Vice-Provost Students

Vice-Provost Morrison presented an enrolment update. As the Board learned in February, applications to York for the FW 2013-14 academic year have dropped. Of particular concern is the decline in first-choice applications. Management is working aggressively to ensure enrolment targets are met. Efforts are also being taken to improve York's share of first-choice applications and strengthen the retention rates of undergraduate students. In addition, further data is being gathered, and the expertise of an external consultant sought to inform future strategies for improving application and attrition results while sustaining a high quality student body.

Robert Lewis, Chair



University Secretariat

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Memo

Subject:	Appointment of Pension Fund Trustee
Date:	April 15, 2013
From:	Julia Foster, Chair, Board Executive Committee
То:	Board of Governors

Background

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

The normal term of office is three years, with retiring members being eligible for reappointment to a maximum of nine consecutive years.

Recommendation - Appointment

Aldo DiMarcantonio

The Board Executive Committee recommends that the Board of Governors approve the appointment of Aldo DiMarcantonio to the Pension Fund Board of Trustees, as a Presidential (CPM) nominee, effective May 1, 2013, for a three year term.

Nominee Background

Aldo holds the position of Comptroller here at York University since April 2002. This is Aldo's first appointment as a Pension Trustee and he is replacing Bruno Bellissimo, who has retired.

