



York University
Board of Governors

Notice of Meeting

Monday, September 30, 2013

3:00 pm to 5:00 pm

Followed by a reception with members
of the Student Representative Roundtable

5th Floor, Kaneff Tower
Keele Campus

AGENDA

TAB

I. CLOSED SESSION

II. OPEN SESSION (approximately 3:15 pm)

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

- 1.1 Report on Items Decided in the Closed Session**
- 1.2 Action Taken on Behalf of the Board** 1
- 1.3 Executive Committee Report** 2

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

- 2.1 Orientation 2013 (*Presentation; J. Morrison*)**
- 2.2 This Is My Time, Phase 2 (*Presentation; S. Webb*)**

3. Academic Resources Committee (*H. Wu*) 3

- 3.1 Appointments, Tenure and Promotion (*For approval*)** 4

4. Finance and Audit Committee (*O. Ibrahim*) 5

- 4.1 Appointment of External Auditors (*For approval*)** 6

5. Governance and Human Resources Committee (*S.Black*) 7

- 5.1 Board Questionnaire Results** 8

SEPTEMBER 30, 2013

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6.1	New Student Centre Building, Site Selection (<i>For approval</i>).....	10
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9.	Other Business	
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CONSENT AGENDA

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3.	Pension Fund Board of Trustees Appointments/Reappointments	14

Important Dates to Note:

Bryden Awards

Thursday, November 21, 2013; 6:45 pm

The Bram & Bluma Appel Salon

Toronto Reference Library

Board Retreat

Friday, 25 October 2013; 4:00 pm – 8:00 pm

Saturday, 26 October 2013; 8:30 am – 4:00 pm

Board of Governors Meeting

Monday, December 9, 2013; 3:00 pm – 6:00 pm, followed by Holiday Reception

York Research Gala

Tuesday, February 25, 2013, 2:00 pm – 5:00 pm

Harriet Lewis
Secretary

York University
Board of Governors
 Minutes of the Open Session of the Meeting of
 Monday, 24 June 2013
 Marshall A. Cohen Governance Room and Room 524, Kaneff Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Julia Foster, Chair Susan Black Guy Burry William Boyle Terrie-Lynne Devonish William Hatanaka John Hunkin Ozench Ibrahim Debbie Jamieson Zahir Janmohmed Armand La Barge Bob Lewis Mark Lievonon Martin Lockshin David McFadden Ken Ng Sal Paneduro Tim Price Sam Schwartz Mamdouh Shoukri Paul Tsaparis Tony Viner Emile Wickham Paul Wilkinson Henry Wu Hana Zalzal Harriet Lewis, <i>Secretary</i> Cheryl Underhill, <i>Assistant Secretary</i>	Deb Hutton Sandra Levy Earle Nestmann Jon O’Kane Honey Sherman	Huda Al Sarraj James Allan Jared Anderson Aileen Ashman Noël Badiou Gary Brewer Chad Craig Karina Francisco Richard Francki Bob Gagne Robert Haché Hamoudi Hneinou Arshia Lakhani Rhonda Lenton Ran Lewin Alex Matos Ijade Maxwell-Rodrigues Ken McRoberts Janet Morrison Jeff O’Hagan Alice Pitt Eva Portillo Trudy Pound-Curtis Anes Rachid Rajeevan Rasenthiran Zac Ruiter Rod Thornton Jacqueline Volkhammer Janice Walls Susan Webb Elaine MacRae, <i>Board Coordinator</i> Robert Everett, <i>Assistant Secretary</i>

II. OPEN SESSION

1. Chair's Items

This being the final meeting for Ms. Devonish and Mr. Ng, appreciation was expressed to them for their significant contributions to the Board during their eight-year term on the Board.

1.1 Report on Items Decided in the Closed Session

The Chair reported on the items decided in the *Closed* session of the meeting, which included the following Board appointments / re-appointments:

- Ozench Ibrahim for a second four-year term commencing 1 July, 2013
- Susan Black for a second four-year term commencing October 5, 2013
- Vijay Kanwar for a four-year term commencing 1 July 2013
- Peter Marrone for a four-year term commencing 1 July 2013
- Rose Reisman for a four-year term commencing 1 July 2013
- Angelo Belcastro (Senate nominee) for a two-year term commencing 1 July 2013
- Salvatore Paneduro (non-academic staff nominee) for a two-year term commencing 1 July 2013
- Darnel Harris (graduate student nominee) for a two-year term commencing 1 July 2013

Ms Reisman and Mr Harris were introduced and welcomed to the Board.

1.2 Executive Committee

Mrs Foster *noted* the report circulated with the agenda.

2. President's Items

2.1 Update on Current Issues

The President also acknowledged and thanked Ms Devonish and Dr Ng for their considerable service to the Board.

The following current issues were highlighted:

- the successful spring convocation ceremonies and related events
- the ground-breaking ceremony for the new engineering building
- a recent meeting between the Premier and university Presidents to discuss critical issues facing post-secondary education institutions

In response to a question about the status of the initiative articulated in the *Strategic Mandate Agreement* to collaborate with Seneca on academic programming, President Shoukri reported that under the direction of the Provost, the University is exploring with Seneca opportunities for inter-institutional programming.

2.2 Report on Fundraising

Vice-President O'Hagan provided a progress report on fundraising; a copy of the presentation slides is filed with these minutes. The 2010-2013 interim goal of raising \$75 million has been exceeded by nearly \$4 million. In addition, the Advancement Division has reduced its operating costs of the fundraising function. Still in the quiet phase after the *York to the Power of 50* campaign, planning has begun for the next campaign. Noting the increasing importance of fundraising as a revenue source for the operating budget, the Vice-President Advancement is working with the Vice-President Finance & Administration and the Provost to identify priorities and strategic targets to align with areas of academic priority and budgetary need.

Communication to the Board

During the meeting a communication from *Students Against Israeli Apartheid at York University* (SAIA) was delivered to the Chair with a request that it be read at the meeting. A copy of the communication is filed with the minutes. Using her discretion, the Chair asked that Mr Wickham read the first page of the communication which contained the essence of the message, and advised the Board that the document, which contains demands from SAIA, will be drawn to the President's attention.

After the first page of the statement was read and the remainder referred to by Mr Wickham, individuals in attendance at the meeting attempted to engage the Board in a discussion of their communication. The Chair's requests to respect the protocol of the meeting were not met, and the Board resolved into *Closed* session in a new location in Kaneff Tower to continue its meeting.

3. Finance and Audit Committee

Ms Ibrahim *noted* the information report.

3.1 Budget Plan

Vice-President Brewer provided an overview of the proposed budget plan, highlighting the major changes to the four-year budget framework for 2013-2017. A copy of the presentation slides is filed with these minutes.

What emerged over the past year as the critical issue for the budget plan was a significantly worse revenue outlook over the approved 2012-2016 operating budget. Lower than anticipated tuition fee increases, reduced operating grants and investment income has created a significant impact on revenue. In addition, lower enrolment targets and increasing costs continue to put pressure on the budget, with compensation and benefit costs being the key driver of the escalation. Targeted cuts of \$16.5 million each year of the budget plan have been included as a short-term measure for the University to navigate through the challenging fiscal climate.

Even with the stop-gap measures, the budget carries risks, key among them include:

- managing compensation costs
- financial market volatility, particularly the impact on the pension fund
- meeting enrolment targets
- shifting government policy
- achieving the institutional budget cuts

The Provost and the Vice-President Finance & Administration will lead an academic and administrative prioritization exercise towards achieving fiscal sustainability across Faculties and administrative units.

It was duly *agreed* that the Board approve the proposed four-year Operating Budget Plan for 2013-2014 to 2016-2017.

2013 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. In response to a question about the status of the Province's intention to pool public sector pension plans, Vice-President Brewer noted that the government's plans are not clear and the University is maintaining its focus on working with employee groups to make changes to the Pension Plans and seeking further solvency relief opportunities with the Province.

It was duly *agreed* that the Board of Governors approve the Financial Statements for the year ended 30 April 2013.

4. Capital Projects

4.1 *Campus Wireless and Network Upgrades*

Documentation circulated with the agenda was noted. Both this project and the upgrade to undergraduate residences (Item 4.2 below) will be fully funded by a planned accumulated surplus within the existing Ancillary Fund. It was duly *agreed* that the Board of Governors approve a \$7.6 million capital project to upgrade the campus IT wire and wireless network.

4.2 *IT Service Upgrade, Undergraduate Residences*

Documentation circulated with the agenda was noted. This is a companion project to the wireless network upgrade to provide enhancements to the IT services for student residences. It was duly *agreed* Board of Governors approve two related capital projects as follows:

- \$1,200,000 to execute a network equipment renewal project to replace network equipment, all or in part, in ten undergraduate residence buildings at both the Keele and Glendon campuses; and
- \$1,800,000 to upgrade the Undergraduate “ResNet” service

5. Fee Approvals

5.1 *Tuition Fees 2013 – 2017*

Ms. Ibrahim spoke to the documentation circulated with the agenda. The economic context for the proposed tuition fees was communicated in the budget plan presentation. The Provost believes that the proposed fees enable York to remain competitive for international students and will be monitoring the effect on enrolments. Mr Wickham encouraged the Board to be mindful of the hardship the continuing increased tuition fees have on students, both domestic and international, and to take note that continuous increases are not sustainable for many students. The administration was urged to communicate to students the financial support available to those in need. After careful deliberation it was duly *agreed*,

that the tuition fees for the 2013-14 year and each year thereafter to 2016-2017 be approved as set out in the schedule of proposed fees attached to the agenda.

5.2 *Centrally Collected Student Ancillary Fees 2013-2014*

The documentation circulated was noted. It was duly *agreed* that, for 2013-2014, the centrally-collected ancillary fees for undergraduate students and students enrolled in the graduate professional programs be increased by 2.0%.

5.3 *Student Referendum Fees*

The documentation circulated was *noted*. Pursuant to the results of student referenda conducted March 26 through 28, 2013, it was duly *agreed* that:

- 1) a new levy of 15 cents (\$.15) per credit be implemented for all Glendon undergraduate students, adjusted on an annual basis to the Toronto Consumer Price Index, to fund GLgbt* (Glendon Lesbian Gay Bisexual Trans*); and

2) a new levy of one dollar (\$1) per credit be implemented for all undergraduate students in the Faculty of Environmental Studies, to fund the capital costs for the Green Campus Cooperative Café (GCCC) in the Health, Nursing & Environmental Studies Building. The levy, to be initiated for the 2013-2014 academic year, will be instituted for 3 years and expire afterwards.

6. Academic Resources Committee

Mr Schwartz spoke briefly to the report distributed with the agenda, noting the plans for the academic prioritization exercise currently being developed.

6.1 Endowed Chairs and Professorships: McLaughlin Chair for 21st Century Science

Referring to the documentation in the agenda, Mr Schwartz noted that endowed Chairs are one strategy employed to enhance the University's research culture. The proposed McLaughlin Chair will be for a five-year term with the possibility of renewal. A candidate has been identified. In response to an enquiry, Vice-President O'Hagan advised that the University is in the midst of revising the terms for Chairs and Professorships. It was duly *agreed* **that the Board of Governors approve the establishment of The McLaughlin Chair in 21st Century Science as an Endowed Chair in the Faculty of Science.**

6.2 Appointments, Tenure and Promotion

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

7. Governance and Human Resources Committee

Mr. Janmohamed spoke to the written report in the agenda. Appreciation was extended to Ms Devonish and Dr Ng for their outstanding contributions to the Committee during their tenure on the Board. And governors were reminded to complete the annual Board survey which had been distributed earlier.

7.1 2012 Occupational Health and Safety Report

Referring to the annual report included with the agenda, Mr Janmohamed commended the University for its strong results and commitment to fostering a safe workplace. The Vice-President Finance & Administration agreed to explore with staff in the unit the metric of "near misses" as a category to track.

7.2 Employee Engagement Survey

Vice-President Brewer presented the institutional results of the Employee Engagement Survey conducted in November-December 2012. A copy of the presentation slides is filed with these minutes. The overall results of the survey are comparable to other higher education institutions. The data from the survey is still being analyzed by unit, division, as well as institution-wide perspectives. The results point to opportunities for enhancing employee engagement, and follow-up actions have already been identified within many areas across the University. This is a key initiative for the University. Progress on plans will be monitored and the survey will be repeated in approximately three years.

8. Land and Property Committee

Mr Tsaparis spoke to the documentation circulated with the agenda noting the ongoing work on the non-core asset development plans, the Pond-Sentinel development project, the Pan Am stadium and the discussions about possible locations for a second student centre building.

9. Investment Committee

Referring to the report in the agenda, Mr Burry noted the strong investment performance of the endowment fund in fiscal 2013 and commended management for their excellent work in overseeing the function. Governors were encouraged to review the Annual Investment Report included in the Board material.

10. Marketing, Communications and Community Affairs

The documentation circulated with the agenda was noted by Mr Lewis. The committee is encouraged by the impact of the brand strategy, specifically the “This is My Time” campaign. It will be discussing with management the extension of the campaign in the fall, which is aimed at raising the University’s profile and overall reputation.

11. Other Business

There was no other business.

12. 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.

Julia Foster
Chair

Harriet Lewis
Secretary



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Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: September 17, 2013

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

Pursuant to the authority accorded to it under Article VI, 4(e) of the General Bylaw, the Executive Committee addressed 2 items of business arising since the last meeting of the Board of Governors.

1. Student Centre Referendum

Under summer authority (as permitted in the Bylaws; Article VI. 4 (e)) the committee approved a one-time waiver of the scheduling provisions of the *Guidelines and Procedures for the Conduct of Student Referenda at York University* to permit a student referendum in October 2013 on the proposed levy to fund a new Student Centre on the Keele campus.

The Student Centre and the University have recently concluded successful negotiations toward the development of a "New Student Centre" at the Keele campus, which resulted in the signing of an MOU on 26 June 2013.

The MOU requires that the proposed levy to fund the New Student Centre be submitted to students in a referendum in the fall term of 2013. Student Referenda are governed by "Guidelines and Procedures for the Conduct of Student Referenda at York University", initially established under the authority of the President (April 1989) and most recently amended by the Board Executive Committee (February 2007). The "Guidelines" restrict referenda to "be held once each year in the Spring, to run in conjunction with the annual elections of the central student governments".

2. Agreement with Osgoode Hall Faculty Association (OHFA)

Mr. Brewer reported on September 17th that an agreement had been reached and ratified with the Osgoode Hall Faculty Association (OHFA). The settlement is within the financial mandate established by the Board. The Executive Committee, having been delegated the authority to oversee labour relations matters, concurred with the settlement reached with OHFA.

EXECUTIVE COMMITTEE

Report to the Board of Governors at its meeting of September 30, 2013

The Committee met on September 17, 2013 and in addition to those items appearing on the agenda, makes this report for information.

Chair's Items

The Chair congratulated Guy Burry on being chosen as one of this year's Bryden Award winners for Outstanding Contribution to York. She also noted that this was Sam Schwartz's last meeting as a member of Executive Committee and expressed appreciation for the guidance, wise counsel and love of York that has characterized his time around the Executive table. Henry Wu will succeed Sam as Chair of the Academic Resources Committee and will join Executive Committee at that time. She also acknowledged the committee's appreciation of the work of Zahir Janmohamed who has ceded the Chair of Governance and Human Resources to Susan Black and has therefore stepped down from the Executive Committee.

Chancellor Search Process

The Committee concurred with the recommendation of the Secretary that the process for the selection of the next Chancellor be the same as that currently in place. As this is a process agreed to jointly by the Board and the Senate Executive Committees, it has forwarded to Senate Executive the request that it also concur. It is anticipated that following that, the process for the establishment of the committee to select York's next Chancellor can begin.

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.

Board Retreat

The Committee provided suggestions for the format and content of the Board Retreat to take place on the evening of Friday, October 25 and Saturday, October 26.

**Report to the Board
at its meeting of September 30, 2013**

Board of Governors

The Academic Resources Committee met on September 9 and submits the following information report to the Board of Governors. Provost Lenton and Associate Vice-President Tholen (attending at the request of Vice-President Haché) provided the Committee with overviews of their Division portfolios in the context of the Committee's mandate. Their reports also identified the issues and major challenges in the year ahead.

1. President's Items

President Shoukri described the Summer Working Roundtables convened by the Ministry of Training, Colleges and Universities in recent months to discuss topics such as credit transfer, online learning, graduate education and differentiation of universities. These panels were brought together as Queen's Park and universities have resumed discussion of Strategic Mandate Agreements. Universities will have opportunities to amend their SMA submissions of 2012, and it is expected that York will lay additional emphasis on distinctive attributes such as research and graduate education, bilingualism, and partnerships with other institutions. Stakes are potentially very high, and Dr Shoukri is working to ensure that York is rightly acknowledged as a research-intensive institution with a strong focus on graduate education and a demonstrated commitment to quality and innovation.

2. Report of the Vice-President Academic and Provost

In her report Provost Lenton updated the Committee on a number of important topics and initiatives.

Enrolments and Recruitment: With regard to enrolments, registrations for Summer 2013 were somewhat above target. Preliminary data show that Fall 2013 registrations are tracking toward targets. There has been some slippage in non-high school international applicants (partly attributable to the job action by the Professional Association of Foreign Service Officers) and in PhD enrolments (although graduate students often register late). Efforts will be made to close any resulting gaps in the January intake period. Provost Lenton stressed that the numbers are generally positive, and most Faculties have been able to raise cut-off averages in line with planning objectives articulated in the Provostial White Paper of 2010. York remains a strong draw for the Liberal Arts, but the University must do more to identify the linkages between the Humanities and Social Science disciplines, and is adding more experiential learning components to programs. Governors may recall that a sharp drop-off in first choice applications led to the University contracting with the firm of SEM Works. Teams are now implementing recommendations made by the consultants in order to boost applications, registration of high quality students, and, significantly, retention.

Advancing the University Academic Plan: Program Prioritization: All Canadian universities are wrestling with financial challenges owing to factors such as reduced government grants, tuition fee caps, and pension shortfalls. In this constrained climate, the Provost and Vice-President Finance and Administration are leading an initiative aimed at ensuring that York protects its core academic activities and continues to pursue UAP goals. Academic and Administrative Prioritization (or program prioritization) is in the early stages of a three-to-five year process which will involve the development of criteria to assess programs. Provost Lenton and Vice-President Brewer are currently visiting Faculty Councils to describe the challenges facing the University, outline a way forward, and seek collegial feedback. It is vital that the community understands and come to grips with the issues in play, and the process will be open, collegial, and transparent throughout. The University

is in a continuous state of evolution, but this is a particular important moment. It is essential that the exercise result in a sustainable budget attuned to the University's mission and goals.

Provincial Initiatives: The Provost and her colleagues continue to be closely engaged in the initiatives touched on in the President's Remarks, especially online education and credit transfer

Documentation is available [online](#).

3. Report of the Vice-President Research and Innovation

In the absence and at the request of Vice-President Haché (travelling in Germany on University business), Associate Vice-President Walter Tholen joined the Committee to present a report on the VPRI Division, current initiatives, looming issues, and opportunities for productive interaction with the Committee and Board. Continuing Governors may recall that York research made significant strides in 2012-2013. National and international rankings have picked up on the University's intensification, impact and innovation (not least in areas such as Knowledge Mobilization where it is in the vanguard). The section "York Research Facts" in the attached report provides a handy snapshot of impressive and ever-building research activities.

Last year Senate approved, unanimously, a Strategic Research Plan that complements the University Academic Plan, documents the widely and deeply held conviction that the University is and will be a leading research institution of local, national, and global reach, sets out concrete commitments, and creates a space in which individuals, Faculties, units, and collaborative research teams can develop their research strengths. Implementing the SRP is a high priority for the VPRI this year, and the appendix points to ways in which it will be given life.

Academic Resources has had a long-standing desire to support research at York, and we urge all Governors to familiarize themselves with the outstanding research produced at the University and to join in celebrations of faculty and student researchers. To that end, Governors are asked to note that a research gala will be held on February 25 from 2-5 in the afternoon. Please plan to attend if you are able. Details will be provided closer to the event.

Documentation is available [online](#).

4. Cyclical Program Reviews

In the past the Committee has received undergraduate program reviews on behalf of the Board of Governors. Under the York University Quality Assurance Procedures adopted in 2010-2011 summary reports of what are now called cyclical program reviews "are provided to the Academic Resources Committee of the Board of Governors which shall submit them to the full Board." These reports are also shared with Senate via Academic Policy, Planning and Research and Academic Standards, Curriculum and Pedagogy, the parent committees of the Joint Sub-Committee on Quality Assurance. They are also posted on the University's Quality Assurance Website and forwarded to the Council on Quality Assurance.

The latest batch of completed reviews has been transmitted to the Committee after receipt by the Sub-Committee and Senate:

Geography (345 majors in 2012-2013, and 7 minors)

Italian Studies (44 majors in 2012-2013, and 11 minors)

Physics and Astronomy (132 majors in 2012-2013, and 9 minors)

Documentation is attached as Appendix A.

5. Transitions

The Committee was pleased to welcome its new members Angelo Belcastro, Armand La Barge and Emile Wickham at the September 9 meeting. Meanwhile, the torch of leadership is passing from Sam Schwartz to Henry Wu, our new Chair. Sam debuted as Acting Chair of Academic Resources on May 17, 2004 and has been Chair since November 5, 2004 (for those with a long memory, one of the topics at that meeting was the “Rae Review”). Current and past members of the Committee, and the Secretary, thank him for his outstanding guidance, commitment to the University’s advancement, and passion for all things York. We wish Henry the very best as he begins his term.

Members of the Committee were saddened to learn of the passing of Dorothy Wilkinson, wife of past Governor and Committee member Paul Wilkinson and an exceptional person in her own right, and we have expressed our condolences to him and his family.

Henry Wu, Chair

Completed Cyclical Program Reviews (Consent Agenda Item 1)

In the past the Committee has received undergraduate program reviews on behalf of the Board of Governors. Under the York University Quality Assurance Procedures adopted in 2010-2011 summary reports of what are now called cyclical program reviews “are provided to the Academic Resources Committee of the Board of Governors which shall submit them to the full Board.” These reports are also provided to Senate via Academic Policy, Planning and Research and Academic Standards, Curriculum and Pedagogy, the parent committees of the Joint Sub-Committee on Quality Assurance. They are also posted on the University’s Quality Assurance Website and forwarded to the Council on Quality Assurance.

Undergraduate and graduate reviews are now covered by the same policy and procedures (previously they were conducted according to separate protocols) and, to the extent possible and practicable, they are conducted at the same time. The current framework also places greater emphasis on the role played by the Deans and Principal in attesting to quality and ensuring that recommendations are considered and implemented. The material related to the Faculty of Education illustrates these aspects of the process. Some of the reviews documented here were completed under the prior regime but the reports also exemplify efforts to develop a standard template for greater consistency.

Reviews included in this report:

Geography (345 majors in 2012-2013, and 7 minors)

Italian Studies (44 majors in 2012-2013, and 11 minors)

Physics and Astronomy (132 majors in 2012-2013, and 9 minors)

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Physics and Astronomy

Cyclical Program Review

Executive Summary

Program description

There are many options for physics education at York, including combining studies with other disciplines. Within the Department of Physics and Astronomy, students may choose among several study paths with different course requirements: Physics Stream, Applied Physics Stream or Astronomy Stream. The Department also offers opportunities to develop Honours Double Major and Honours Major/Minor programs with other disciplines in the Faculty of Science and Engineering or in other faculties.

Reviewers:

Dr. David Hanes, Queen's University (External)
Dr. Kenneth Ragan, McGill University (External)
Dr. René Fournier, York University (Internal)

Site Visit: March 10-12, 2010

Reported to Joint-Committee: [date]

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Rather than request a follow-up interim report, the committee met with the Dean Hastie and the Chair of the department, Professor Marshall McCall to discuss activities and initiatives underway or completed since the site visit.

Program Strengths identified by the reviewers

- The program is well-balanced and flexible, with a number of attractive degree options.
- Research within the department (laser labs, Mars Rover research and Bose-Einstein Condensate physics) informs the curriculum.
- There is a high level of student enthusiasm, resulting in good retention rates and a healthy intake of upper-year students who moved from other degree programs.

- Faculty members are dedicated to and enthusiastic about teaching with a commitment to placing researchers in introductory courses as a strategy to engage and retain a cohort of committed students.
- Laboratory space is well-used and a good variety of appropriate experiments are offered.
- A strong outreach component provides experiential learning opportunities and recruitment tools, with the Department providing good discipline-related employment opportunities.

Opportunities for Program improvement

The reviewers identified several opportunities for the program, addressed concerns provided by the program, and made specific recommendations.

Opportunities:

- The department is encouraged to take advantage of York's intention to reposition itself as more science-centric institution in a context of changing demographics and renewed government interest in science and technology.
- The expansion of engineering programs holds potential for opportunities for service teaching and student recruitment.
- The department is encouraged to make use of University recruitment and career counseling services.

Recommendations:

- The department is encouraged to improve an understanding of its students by maintaining better records, providing advisors, and maintaining contact with alumni, actions that the Sub-Committee notes would be greatly assisted by support from the University Administration
- Efforts to increase student engagement might include the provision of a designated student space, increased efforts to encourage students to attend department colloquia and to ensure that such colloquia are pitched at a suitable level, improved efforts to communicate research opportunities to students, and increased use of opportunities in the Faculty (e.g. Bethune College, Technology Internship Program, TIP).
- Teaching can be improved by increased coherence between lectures and tutorials and between courses and first year laboratories; more support should be provided to prepare and evaluate Teaching Assistants.
- Closer contact with the Mathematics department is recommended and stronger remedial programs are required.
- The profile of Physics and Astronomy at York, within York University, in the province, and nationally can be enhanced by way of an improved website, more engagement with local secondary teachers, and participation in University initiatives, such as spell out SPARKS.

- The reviewers endorsed improvement proposed in the Departmental Agenda of Concerns and encouraged immediate action on concerns not requiring resource commitments.

Decanal Implementation Plan

- Encouraged the department to continue to address the concerns identified in the Agenda of Concerns and endorsed by the reviewers.
- Supported the possibility for the department to nominate its members for prestigious external rewards
- Encouraged the department to attend to weak enrolments in a course designed to house research experience.

Executive Summary

The Joint-Committee on Quality Assurance met with Dr. Don Hastie, Interim Dean, Faculty of Science and Dr. Marshall L. McCall, Chair, Department of Physics and Astronomy on **April 10, 2013**.

The Dean explained that the department's request for new resources, including a position of Undergraduate Director or Coordinator, cannot be given priority given low enrolments. The Chair confirmed that many actions have been already taken to improve the quality of the Department's programs and identified the following:

- advising and mentoring has been improved
- the website has been redesigned
- communication with other University's services has been established (Bethune College, TIP)
- colloquia are being widely advertised
- a Coordinator of Undergraduate Research with responsibility to promote and facilitate research opportunities for undergraduate students will soon be in place
- program coherence has been improved

The Vice-Provost and the Joint Sub-Committee support enhancement to data accessibility and the tools that are necessary to track student progress, enhance time-to-completion rates, and maintain contact with alumni. The Sub-Committee will signal its views in its next report to Senate

Alice J Pitt, Vice-Provost Academic
June 11, 2013



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Geography

Cyclical Program Review

Executive Summary

Program description

The Program addresses some of the most pressing concerns facing humankind today like climate change, resource depletion, human migration, globalization, geopolitics, poverty, inequality and vulnerability – their causes, consequences, and implications on urban and regional development.

Hands-on learning, using technologies and field work to collect the facts on the ground, whether they are on the streets of Toronto or in the streams of the Arctic, the program offers the following degree types: a Bachelor of Arts (BA), a Bachelor of Science (BSc), and an International Bachelor of Arts (iBA). It can also be paired with a certificate in Geographic Information Systems and Remote Sensing, Urban Studies, or Refugee and Migration Studies

Reviewers:

Dr. Michael Baklacich , Carleton University (External)
Dr. Jessie Poon, University at Buffalo-SUNY (External)
Dr. Wenona Giles, York University (Internal)

Site Visit: January 25-26, 2011

Reported to Joint-Committee: [date]

Outcome: Following receipt of unit response to the consultants' report and Decanal Implementation Plan, members of the Senate Joint Sub-Committee on Quality Assurance reviewed the documentation and concluded that a meeting with the Dean and the Proponents was not required. **Follow-up interim report is not required due to the fact that process was extended in time and the next review is scheduled in 2015.**

Program Strengths

- The department hosts one of the largest undergraduate programs in geography in Canada (2008/9 627 majors and 478 honours students) with a majority in full-time study

- Unique is the fact that the department offers BA (2/3 of enrolments) and BSc (1/3 of enrolments) degrees
- Human geographers are nationally and internationally recognized as leaders in immigration and urban diversity and political economy and political ecology
- The identity of the program is clearly identified with curriculum in applied fields (statistics, geographical information system/remote sensing, physical environmental processes, laboratory oriented tutorials) with strong attention to field studies
- High rates of student satisfaction and acknowledgement of faculty engagement in supporting learning and experience

Opportunities for Program improvement

The reviewers made following recommendations:

- Renewal in attraction of majors (442 in 2011 with 88 minors)
- Enhancement of balance between undergraduate and graduate enrolments in order to satisfy need for qualified teaching assistants in lower level courses
- Renewal in the physical geography complement to sustain all aspects of the sub-discipline and to rebalance enrolment distribution given trends in the discipline, with a particular focus on the integration of the physical and social sciences in the analysis of place-based environmental and societal problems
- Enhancement of experiential learning linked to career opportunities
- Enhancement of outdoor laboratory space and resources and attention to equipment renewal and replacement
- Increased flexibility in terms of course offerings to meet needs of York students, many of whom are employed and commuting to York
- Enhanced marketing communications to ensure that prospective students have sound information about the full range of offerings

Decanal Implementation Plan

The Decanal plan emphasizes the need, addressed by the unit and the consultants, for the department to attend to the dilemmas created by a decreased emphasis on geography as a distinct secondary subject and an increased set of opportunities at the post-secondary level in general and at York for students invested in concerns addressed by Geography. The plan endorses efforts made by the unit to ensure that professorial faculty members meet students in large elective courses in order to enhance opportunities to attract

majors and minors. The plan encourages the unit to continue its efforts to specify career opportunities for prospective students and to engage alumni in these efforts. The plan ensures support for the department to collaborate with the Faculty of Science and the School of Engineering to ensure that Physical Geography be renewed and supported as an aspect of the university's academic plan towards comprehensiveness with attention to interdisciplinarity.

Executive Summary

The strengths of the Geography Department and the programs it provides are well documented and persuasive. There is concurrence among the unit, the reviewers and the dean's report on issues to be addressed. The department is well poised to undertake improvements, with support from the Faculty and in alliance with the York University priorities, to strengthen its goals to balance the human geography and the physical geography aspects of its programs, to renew its human and material resources, and to situate itself as a leading participant in a discipline with permeable borders and a keen interest in working the borders both within the university and beyond.

Alice J Pitt, Vice-Provost Academic
June 11, 2013



Undergraduate Program Review

Italian Studies

Executive Summary

This program review predates the implementation of the York University Quality Assurance Policy (October 2010) and related Procedures (November 2011). The completion of this review encountered delays owing to the transition to the new policy and procedures. Accordingly, this final assessment report bridges the old process with the new. Given these circumstances, this final assessment report may include recommendations from reviewers that may have already been accomplished. In those instances, the report will reflect where progress has been achieved.

The Undergraduate Program Review (UPR) of the Bachelor of Arts in Italian Studies was conducted in February 2011. The Consultants were: Dr. Giuseppe Mazzotta (Yale University, external) and Dr. Livy Visano (Department of Social Science, York University, internal).

Following receipt of unit and decanal responses to the consultants' report, members of the Senate Joint Sub-Committee on Quality Assurance reviewed the documentation and concluded that a meeting with the Dean and the Proponents was not required.

Program strengths:

The reviewers highlighted several strengths of the program:

- a richness of globally and locally relevant courses in Italian Studies as well as Italian Culture,
- an appropriate adaptability and responsiveness to needs of students, demonstrated by relatively positive feedback in the student survey
- a strong community to outreach and orientation,
- leadership in instituting new programs (first international BA)
- the development of an interdisciplinary Italian Culture by building on interconnections with other programs such as European Studies, Humanities, History and Fine Arts.

Opportunities for program enhancement:

- The program appears to have made considerable progress toward responding to the recommendations in the reviewers' report. Notably, in the 2011-2012 academic year, Italian Studies ensured that most of their core courses were taught by tenured professors,

It would be appropriate to develop benchmarks and milestones as the Program considers and acts on recommendations made in this process, and in doing so

- build on the Program's commitment to maximizing curriculum



- innovations despite of and because of budget challenges for the Faculty and University
- give thought to course offering modes (such as evening, weekend, and summer) while attentive to budgetary challenges for the Faculty and University

In general, the Program is encouraged to look for alternative ways to implement recommendations outlined in the Reviewers' report beyond additional appointments. **(It is noted, however, that the Associate Dean's response points to a number of ways in which the Program may be able to benefit from initiatives that under consideration - iBA program participation, profiling of constituent programs, academic advising improvements, broadening access through timetabling and delivery innovations, a possible opportunity arising from emerging proposals to change the general education framework, and an overall space policy that seeks to expand and improve the settings for instruction and interaction).**

As you know, all programs must develop and submit Degree Level Expectations and Student Learning Outcomes/ Curriculum Mapping documents. The Sub-Committee joins me in asking that you make their completion and submission a priority.

Alice J Pitt, Vice-Provost Academic
April 9, 2013

Memo

To: Julia Foster, Chair, Board of Governors

From: Henry Wu, Academic Resources Committee

Date: September 23, 2013

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

Motion and Rationale:

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

This report covers recent appointments as well as tenure and promotion decisions made since the Committee last met.

Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered.

The final column of the appointments section identifies the nature of the funding, which can take the form of regular replacements funded by Faculties or the York University Libraries, appointments in new areas that are Faculty-funded, institutionally supported strategic hires, or endowed chairs and professorships.

Documentation is attached as Appendix A (tenure and promotion) and Appendix B (appointments).

Appendix A / Recommendations for Tenure and Promotion

I. Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Clark, M (M)	Liberal Arts and Professional Studies	Humanities	PhD (Harvard)	Classics / Classical Philology
Darke, P (M)	Schulich School of Business	Marketing	PhD (British Columbia)	Consumer Psychology
Farrow, T (M)	Osgoode Hall	Law	PhD (Alberta)	Administration of Justice, Political Theory
Hui, J (M)	Science	Computer Science	PhD (Tokyo)	Audio, Speech and Language Processing.
Kawakami, K (F)	Health	Psychology	PhD (Toronto)	Social Categorization and Intergroup Basis
Przybylski, T (F)	Fine Arts	Theatre	MFA(Krakow, Poland)	Set and Costume Design
Redding, A (M)	Liberal Arts and Professional Studies	English	PhD (Wisconsin-Milwaukee)	American Studies
Reed, D (M)	Liberal Arts and Professional Studies	Social Science	PhD (Southern California)	Fair Trade Research
Whiteway, J (M)	Lassonde School of Engineering	Earth, Space Science and Engineering	PhD (York)	Atmospheric and Planetary Science
Zhu, G (M)	Lassonde School of Engineering	Earth, Space Science and Engineering	PhD (Shanghai Jiao Tong)	Engineering Design

II. Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Barkaoui, K (M)	Education		PhD (Toronto)	Second Language Education, Language Testing and Assessment
Campbell, C (M)	Glendon	Philosophy	PhD(Pittsburgh)	Philosophy
Clifford, A (M)	Glendon	School of Translation	PhD (Ottawa)	Translation and Interpretation
Colaguori, C (M)	Liberal Arts and Professional Studies	Equity Studies	PhD (York)	Sociology of Conflict, Deviance and Human Rights
DeSouza, J (M)	Health	Psychology	PhD (Western Ontario)	Neuroscience
Dodman, M (F)	Liberal Arts and Professional Studies	Languages, Literatures and	PhD (Toronto)	Iberian Literature and Culture

		Linguistics		
Faloutsos, P (M)	Lassonde School of Engineering	Computer Science & Engineering	PhD (Toronto)	Digital Media, Computer Graphics, Health Informatics and Surgical Robotics
Fergus, K (F)	Health	Psychology	PhD (York)	Psychological Coping and Adaptation of Illness
Hébert, L (F)	Glendon	School of Translation	PhD (York)	Sociology of Translation, Translation Ethics
Helm, M (M)	Liberal Arts and Professional Studies	English	PhD (Toronto)	Canadian Literature, William Faulkner literary theory
Jankowski, H (F)	Science	Mathematics and Statistics	PhD (Toronto)	Empirical Densities
Johnson, S (F)	Fine Arts	Music	PhD (York)	Ethnomusicology
Keeping, J (M)	Liberal Arts and Professional Studies	Humanities	PhD (York)	Phenomenology/ Continental Philosophy
Lino, S (F)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Toronto)	Iberian Literature and Culture
MacLennan, A (F)	Liberal Arts and Professional Studies	Communication Studies	PhD (Concordia)	Media History, Radio Broadcasting
Mitchell, A (F)	Liberal Arts and Professional Studies	School of Gender, Sexuality and Women's Studies	PhD (York)	Feminist and Queer Cultural Studies and Cultural Productions
Paradis, S (M)	Glendon	French Studies	PhD (Laval)	18th Century French Literature
Rawana, J (F)	Health	Psychology	PhD (Lakehead)	Adolescent Mental Health
Rusetski, A (M)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Indiana)	Marketing
Sanz-Gonzalez, V (F)	Science	Physics and Astronomy	PhD (Valencia)	Particle Physics
Sheng, Y (M)	Science	Biology	PhD (Toronto)	Molecular Biology and Biochemistry. Structural Biology
Sohn, G (M)	Science	Earth, Space Science and Engineering	PhD (University College, London)	
Stalker, G (M)	Liberal Arts and Professional Studies	Sociology	PhD (Toronto)	Quantitative Methodologies in Gender, Labour, Leisure

Stoyanov, A (M)	Liberal Arts and Professional Studies	Economics	PhD (British Columbia)	International Economics, Trade, Development, Political Economy
Sych, P (M)	Fine Arts	Design	DIP (Ont. Coll. of Art)	Typography, Editorial Broadcast and Motion Graphics
Thomas, W (M)	Fine Arts	Music	MA (York)	Music
Trilokekar, R (F)	Education		PhD (Toronto)	Internationalization of Higher Education

III. Recommendations for Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Sufana, R (M)	Liberal Arts and Professional Studies	Economics	PhD (Toronto)	Financial Econometrics

IV. Recommendations for Tenure at the rank of Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Tasa, K (M)	Schulich School of Business	Organization Studies	PhD (Toronto)	Goal Setting , Efficiency of Groups

V. Recommendations for Tenure at the Rank of Assistant Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Frederiksen, S (M)	Liberal Arts and Professional Studies	School of Public Policy	PhD (York)	Law Science and Public Policy

V1. Recommendations for Tenure and Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Kelly, T (F)	Science	Biology	PhD (McGill)	Curriculum Development and Pedagogy
Lungu, D (M)	Science	Natural Science	PhD (Queen Mary)	Science and Technology Studies, Information Technology

Appendix B / Recommendations for Appointment

Tenure Stream

Name	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Funding
Education/Science					
Rapke, Tina (F) January 1, 2-014	Mathematics for Education	Assistant Professor, Pre-candidacy I	PhD, Mathematics Education/ Mathematics and Statistics (Calgary, 2012)	Dr Rapke comes to us from the University of Calgary where she has ten years of contract teaching experience. Her research created original mathematics in the area of graph theory and mined those experiences for implications for understanding and teaching mathematics at all levels.	Faculty Funded (replacement) /Institutional Strategic Funds
Libraries					
An, Angie (F) August 1, 2013	Bronfman Business Library	Assistant Librarian, Pre-candidacy I	MLIS (Western Ontario, 2005)	Ms An comes to us from TD Bank Group where she has been a Senior Compliance Officer with the Regulatory Library. She has strong and broad business and economics background, business librarian expertise and broad knowledge of business print and digital information sources.	Faculty Funded
Lassonde					
Rezai, Pouya (M) July 1, 2013	Mechanical Engineering	Assistant Professor, Pre-candidacy I	PhD, Mechanical Engineering (McMaster, 2012)	Dr Rezai recently held a Visiting Fellow position at the Laboratory for Foodborne Zoonoses of the Public Health Agency of Canada in Guelph. His research is in the area of micro-electro-mechanical systems with applications to the automation of drug screening and food safety.	Faculty Funded
Science					
Bucking, Carol (F) July 1, 2013	Biology, Animal Physiology	Assistant Professor, Pre-candidacy I	PhD, Biology (McMaster, 2008)	Dr Bucking recently held a post-doctoral fellowship in the Department of Biology, University of Ottawa and previously a fellowship in the Department of Zoology at UBC. Her area of expertise is in the digestive physiology of aquatic species.	Faculty Funded (replacement) /Institutional Strategic Funds

Paluzzi, Jean-Paul (M) July 1, 2013	Biology, Animal Physiology	Assistant Professor, Pre-candidacy I	PhD, Cell & Systems Biology (UofT, 2010)	Dr Paluzzi recently held a post-doctoral fellowship in the Department of Biology, University of Toronto and previously a fellowship at McMaster University. His area of expertise is in the regulatory mechanisms of feeding in blood feeding arthropods (e.g. ticks and mosquitoes).	Faculty Funded (replacement) /Institutional Strategic Funds
Schulich					
Kistruck, Geoffrey(M) July 1, 2013	Entrepreneurial Studies Program	Associate Professor with tenure	PhD, Business Administration (Western Ontario, 2008)	Dr Kistruck will hold the Chair in Entrepreneurship at Schulich. He comes to us from Farmer School of Business, Miami University where he was holder of the Cintas Chair in Entrepreneurship. Dr Kistruck's research interests focus on social entrepreneurship, innovation in base of the pyramid environments, and structuring market based solution to poverty alleviation.	Endowment
Li, Zengpeng (M) July 1, 2013, LOAWOP to July 2013	Operations Management & Information Systems	Assistant Professor, Pre-candidacy I	PhD, Information Systems (Utah, 2013)	Dr Li recently completed all requirements for his PhD. He has lab instructor and teaching assistant experience. Dr Li's research focus is in the business analytics, social network analytics, machine learning, and data mining and information security.	Faculty Funded (replacement) /Institutional Strategic Funds

New Contractually Limited Appointments

Name	Department, Field	Rank	Highest Degree	Research Agenda/Specialization
Liberal Arts and Professional Studies				
Chaudhuri, Arun (M) July 1, 2013 – 2 years	Anthropology, Anthropology of Religion	Sessional Assistant Professor	PhD, Social Anthropology (York, 2012)	Dr Chaudhuri has recently held contract faculty positions at the University of Toronto and York University and previously held an adjunct appointment in the Department of Religion at Hofstra University in New York. Dr Chaudhuri's

				specialization is in Hinduism and his research focuses on the formations, intersections, and mobilizations of religious, national, and ethnic identities.
Cook, Suzanne (F) July 1, 2013 – 1 year	Sociology, Youth & Life Course Studies	Sessional Assistant Professor	PhD, Adult Education and Community Development, OISE (UofT, 2011)	Dr Cook recently completed a two-year postdoctoral fellow at the Rotman Research Institute, Baycrest Geriatric Centre. She has several years teaching at Seneca College, University of Guelph-Humber and University of Guelph. Dr Cook specializes in life course and aging, with a particular emphasis on volunteering and lifelong learning among seniors, work-family stress, health and well-being.
Goitom, Mary (F) July 1, 2013 – 2 years	Social Work	Sessional Assistant Professor	PhD, Social Work (Calgary, 2012)	Dr Goitom, since graduation, has taught on a part-time or sessional basis at Humber College Institute and George Brown College. She has several years of professional experience as a social worker. Dr Goitom's research is on identity formation and social integration of second generation immigrant youth from a visible minority background.
Musto, Marcello (M) July 1, 2013 – 1 year	Sociology, Theory	Sessional Assistant Professor	PhD, Philosophy and Politics (University of Naples, 2006)	Dr Musto has recently held a visiting professor position in the Department of Political Science at York and has held post-doctoral fellowships at York, Oslo and Copenhagen. His expertise is grounded in social theory and political science.
Scott, Sonya (F) July 1, 2013 – 1 year	Social Science, Business & Society	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2008)	Since obtaining her PhD at York, Dr Scott has taught at the University of Guelph-Humber, Humber College and Wilfrid Laurier University. Her research concerns the history of economic thought, feminist political economy and consumer society.
Sorge, Antonio July 1, 2013 – 2 years	Anthropology, Power, Politics & Development	Sessional Assistant Professor	PhD, Anthropology (Calgary, 2007)	Dr Sorge comes to us from McMaster University where he recently held a contractually limited appointment. He has also taught at Waterloo and University of PEI. His research interests pertain to use of violence in society, the process of state formation and political coercion, resistance to the state, and the dynamics of state-driven social change.
Glendon				
Barysevich, Alena (F) July 1, 2013 – 3 years	Glendon Language Training Centre for Studies in French	Sessional Assistant Professor	PhD, French Studies/Linguistics (Western Ontario, 2012)	Dr Barysevich comes to us from the Department of French Studies at the University of Western Ontario. She has received two awards for teaching excellence. Her areas of specialization are the study of varieties of Canadian French, language contact, language variation and change, and variation studies.

Libraries				
Collings, Ruth (F) September 1, 2013 – 1 year	Steacie Science and Engineering Library	Adjunct Librarian	MLIS (Dalhousie, 2013)	Ms Collings has held the position of Reference Librarian Internship at the Sexton Design & Technology Library at Dalhousie from 2011 to 2013. Her background is in science and psychology.
Ecclestone, Meghan (F) August 15, 2013 – 1 year	Scott Library Reference Department	Adjunct Librarian	MLIS (UofT, 2009)	Ms Ecclestone recently held the position of Collections Development Manager, Eastern Canada at YBP Library Services. She had previously held contract librarian positions at the University of Ottawa and York University. She has a strong background in the humanities and in business and finance.

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

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of 30 September 2013

The Finance and Audit Committee met on 16 September 2013 and submits the following report to the Board of Governors for information.

1. Capital Projects

New Student Centre Project

Vice-President Brewer provided an overview of the financial elements of the development of a new Student Centre. The building will help to address the serious deficiency of student space at the University. It is intended to be financed through a student levy which is currently the subject of a referendum. The proposed site for the building will come to the Land and Property Committee for approval. Once the levy has been approved and a financing plan with acceptable terms has been established, the project will return to the committee for approval.

2. Multi-Year Budget Planning Update

Enrolment Update

Vice-Provost Lenton provided an overview of the Summer 2013 and the Fall/Winter enrolments. In sum, although it is early for real certainty, it is expected that financial targets will be met. Summer enrolments were particularly good, and international enrolments are holding their own despite job action by immigration authorities.

Endowment/Pension Investment Performance

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 and received reports on each. Both show a good rate of return relative to their benchmarks.

Memorandum of Agreement on Pension Plan Design Changes

A significant positive step forward in the Pension Plan reform process was achieved in June, 2013. A Memorandum of Agreement is currently proceeding with a membership ratification process. A second phase to discuss further potential changes is anticipated to commence in the future.

Budget Issues

The committee was provided with an overview of the current budget context, which included a review of the budget status of the Faculties and administrative divisions, as well as recently announced changes to the provincial grant funding for teacher education.

Academic and Administrative Prioritization

The Vice President Academic and Provost provided an overview of the post-secondary education context in Ontario and the interest of the government in pursuing an agenda to differentiate universities through Strategic Mandate Agreements. This issue, coupled with serious budget pressures, has led to the decision to undertake an Academic and Administrative Prioritization Exercise to be led by the Provost and the Vice-President Finance and Administration with the assistance of an experienced consultant. The Provost stressed how important it will be that the review be evidence based, transparent and collegial and to that end preliminary information and consultation sessions are taking place with the community. The intention is to have a report for June 2014.

3. Ancillary Results for the Year Ended 30 April 2013

The Annual Report on Ancillary Operations was received and highlights reviewed. A copy is appended to the report as Appendix A.

4. Annual Report on York University Pension Plan and Fund

The Committee received the **2012 Annual Report on the York University Pension Plan** from the Vice-President Finance and Administration and the **2012 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 B.

5. Internal Audit Report

The Committee received a comprehensive Internal Audit Status report covering the period 1 May 2013 to 31 August 2013, including a detailed report on the status of the recommended corrective actions by unit. The department undertook 16 audit engagements, of which six have been completed. Approximately half (48%) of the recommended corrective actions from previous audits have been *Completed*; 42% are *Generally on Schedule*; and approximately 10% are *Behind Schedule*.

A report will be made to the Committee outlining progress on Fraud Risk Assessment at the November meeting.

6. First-Quarter Operating Results

The Committee received the 1st Quarter Operating Report from the Vice-President Finance and Administration.

Ozench Ibrahim, Chair

Memo

To: Board Finance & Audit Committee

From: Gary Brewer, Vice-President Finance and Administration

Date: September 16, 2013

Subject: **Ancillary Operations: Results for Year Ended April 30, 2013**

The purpose of this document is to provide the Board with the final 2012-2013 year-end performance of the Ancillary Operations of York University.

Summary

The following table summarizes the final results for the 2012-2013 fiscal year.

SUMMARY OF ACTUAL YEAR ENDED RESULTS NET INCOME (LOSS) BY ANCILLARY OPERATIONS (\$000s)					
	Approved Budget 2012-13	Actual 2012-13	Variance to Budget 2012-13	Actual 2011-12	Variance Actual 2012-13 to 2011-12
Net Income (loss)					
Housing and Conference Services	483	554	71	644	(90)
Food & Vending Services	60	607	547	378	229
YU-Card Program	(42)	(25)	17	22	(47)
Lease & Agreement Management	119	252	133	152	100
Bookstore	47	129	82	160	(31)
Printing Services	43	(385)	(428)	(318)	(67)
Parking Services	91	138	47	55	83
Total Campus Business Operations	801	1,270	469	1,093	177
Executive Learning Centre	1,327	1,336	9	1,434	(98)
Telecommunications	265	308	43	142	166
Total Ancillary Operations	2,393	2,914	521	2,669	245

Analysis of Results

Housing and Conference Services

Housing and Conference Services reported an operating surplus of \$554K compared to the budgeted surplus of \$483K for a favourable variance of \$71K.

The higher surplus was generated as a result of improved occupancy from first year students. Average occupancy levels reached 94.8% for undergraduate residences and 94.5% for apartments. The prior year occupancy levels were 89% and 93%.

Food & Vending Services

Food services reported an operating surplus of \$607K compared to the budgeted surplus of \$60K for a favourable variance of \$547K.

The higher surplus was generated as a result of higher meal plan rates implemented in the year to cover planned new capital improvements. Renovations in this area have been delayed pending finalization of the Food Strategy.

YU-card Program

The YU-card reported an operating deficit of \$25K as compared to the budgeted approved deficit of \$42K for a favourable variance of \$17K.

The lower deficit was generated as a result of higher commission revenues. These revenues were generated by additional vendors as well as increased use of the YU-card by the students in residence, due to a new lower minimum meal plan option offered in the year.

Lease & Agreement Management

Lease & Agreement Management reported an operating surplus of \$252K as compared to the budgeted approved surplus of \$119K for a favourable variance of \$133K.

The higher surplus was generated as a result of higher and additional roof top cell antenna revenues.

Bookstore

The Bookstore reported an operating surplus of \$129K as compared to the budgeted surplus of \$47K for a favourable variance of \$82K. The results for the year are lower than the actual results reported in the prior year when a surplus of \$160K was generated.

The Bookstore, while continuing to operate at a surplus is experiencing significant declines in course kits and textbooks as students find other opportunities than print media to obtain their required readings.

The Bookstore assumed the management of the Trade Floor located in the Schulich Building focusing on enhancing operational performance, reducing costs and implementing process improvements while improving student experience. In 2012, the Bookstore won the Libris Campus Bookseller of the Year Award announced by the Canadian Bookseller Association.

Printing Services

Printing Services reported an operating deficit of \$385K compared to the budgeted surplus of \$43K for an unfavourable variance of \$428K. The deficit incurred in 2012-13 was higher than the prior year's deficit of \$318K.

Revenues in printing services continue to come under pressure and in 2012-13 they declined by \$1M representing a 38.3% reduction in revenue. This is the second consecutive year of declines in revenue for printing caused by decreased course kit volume production, University copyright changes, and associated outsourcing of printing and payment of royalties. A study of the future of an internal printing service is in progress and decisions will be required in 2013-14 to determine if this service is sustainable in the longer term.

Parking Services

Parking Services reported an operating surplus of \$138K compared to the budgeted surplus of \$91K for a favourable variance of \$47K.

The higher surplus was generated as a result of significant efforts to control costs offset by lower revenues associated with increased community use of public transportation.

Executive Learning Centre

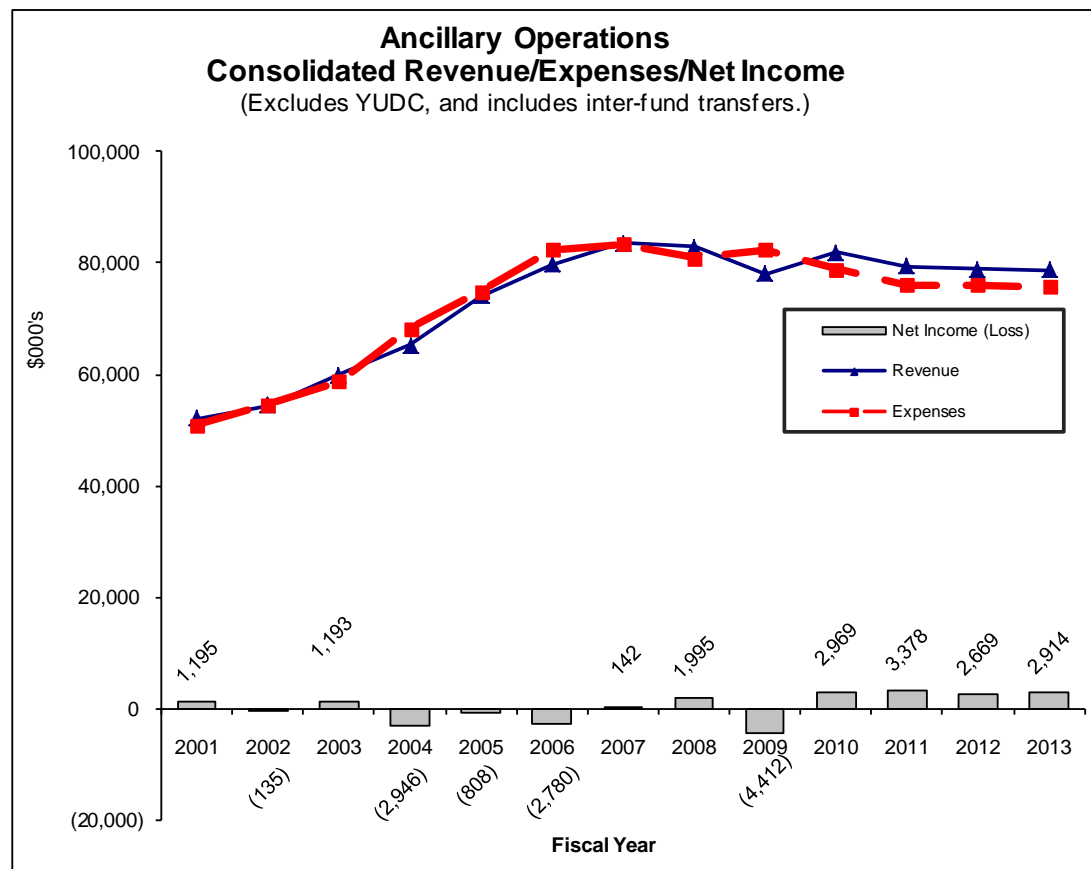
The Executive Learning Centre reported an operating surplus of \$308K compared to the budgeted surplus of \$265K for a favourable variance of \$43K.

The slightly higher surplus reflects additional contributions from SEEC to pay off the accumulated deficit.

Telecommunications

Telecommunications reported an operating surplus of \$1.336M compared to a planned surplus of \$1.327M for a small favourable variance of \$9K.

The telecommunications area continues to feel pressure on its revenue due to students changing preferences from land lines to mobile devices. Management of costs is a priority for this area to remain profitable.





YORK UNIVERSITY PENSION PLAN

2012 Annual Report

from the

Vice-President Finance & Administration

for the

Board of Governors

September 2013

2012 Annual Report from VP Finance and Administration to Board of Governors

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

The Pension Reporting Policy states that:

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

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

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

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

2012 Annual Report from VP Finance and Administration to Board of Governors

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 2012 the pension plan provided over \$70.5 million in pension, death, and termination benefits (\$66.3 in 2011). The University contributions into the pension fund totalled \$64.4 million in 2012, an increase from \$47.6 million in 2011. Solvency Funding Relief legislation will keep the University contributions level for 2013, but these contributions are expected to increase in the future, even with Solvency Funding relief legislation.

For 2013, retirees received a 3.1% increase, a welcome adjustment after four years in a row that no increment was given (whether or not a pensioner will receive an increase, and the actual amount of the increase, may differ among retirees depending on their retirement date). 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 2012, the Plan had over 4,400 active members, almost 2,000 retirees, and approx. 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 at December 31, 2010, the valuation done at December 31, 2012 will not be filed and is for information purposes only.

Due to a favourable return for the Pension Fund in 2012 (11.9% net), the funded status of the plan improved, with a deficit of \$219.5 million at the end of 2012 (2011 \$283.0 million). The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent

2012 Annual Report from VP Finance and Administration to Board of Governors

and the pension plan is wound up) improved slightly to a deficit of \$356.1 million (2011 \$386.5 million); however, further improvement was mitigated by reductions in the prescribed interest rate used for the solvency / wind-up valuation.

For more details, see the attached Funding Valuation Summary as at December 31, 2012 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 during the second phase.

York University was successful in its application for stage 1 of the solvency funding relief measures. These relief measures will reduce the required contributions by York University until 2014. The University has been working with the All Union Pension Group on potential plan changes, and continues to progress towards an agreement to make the Pension Plan sustainable over the long term. (A Memorandum of Agreement was reached in June 2013, which would provide for significant increases in person fund contributions going forward, as well as implementing the moving average fund rate of return. It is anticipated that these changes will be presented to union memberships in the fall of 2013 for ratification.)

2012 Annual Report from VP Finance and Administration to Board of Governors

Summary of Contributions

The table below shows the actual contributions that were made into the Pension Fund for 2011 and 2012, and the estimated expected contributions for 2013:

	2013 (\$ millions est.)	2012	2011
Employer:			
Money purchase component contributions	\$ 21.5	\$ 21,001,550	\$ 20,379,151
Minimum guarantee contributions	\$ 20.2	\$ 19,149,026	\$ 18,572,006
Special payments to fund deficit	\$ 24.2	\$ 24,228,000	\$ 8,652,000
Employees:			
Regular contributions	\$ 20.9	\$ 19,829,325	\$ 19,218,656
Additional voluntary contributions		\$ 306,102	\$ 338,690
Transfers in from other plans		\$ 824,668	\$ 329,135
Total		\$ 85,338,671	\$ 67,489,638

For 2013, the University continues to contribute 103% of member contributions to each member's money purchase account. Special payments for the solvency deficiency are not required, as per the pension reform measures. The total employer contributions in 2013 are expected to be approx. \$65.9 million (2012 \$64.4 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.

Changes to the Plan Text and Funding Policy

There were no changes or amendments to the Plan Text in 2012.

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, 2012 for more details.

2012 Annual Report from VP Finance and Administration to Board of Governors

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 is 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;

2012 Annual Report from VP Finance and Administration to Board of Governors

- Met with the associations and unions to discuss the process for addressing pension plan sustainability, followed by a series of meetings to discuss potential Plan changes.

The following possible changes to the Pension Plan provisions for active members have been discussed:

- 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.

The University is working with the All Union Employee Group on this initiative, and continues to make progress (including a Memorandum of Agreement reached in June 2013, as noted earlier in this report).

With regards to the investment policies, these are continually being reviewed to ensure they are effective. In 2012:

- Allocations to Infrastructure continued with the addition of a new manager;
- The duration of the Bonds portfolio was lengthened to better match the duration of the liabilities and lower the volatility of the funded status; and
- The 50% currency hedge on USD denominated assets was removed.

In November 2012, the Ontario Ministry of Finance published the Morneau Report. The Report recommends a pooling framework for pension funds in the broader public sector, which would include Ontario Universities. The report discusses the potential benefits and savings to Pension Plans which pool their funds into one. Some of the features recommended: that the individual plans will retain ownership of their investment assets; employees will remain members of existing pension plans; and Pension plans will remain unchanged by this initiative. The recommendations in the report continue to be explored by the Provincial government.

2012 Annual Report from VP Finance and Administration to Board of Governors

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.

Early in 2012, the Board of Trustees undertook a Governance Self-Assessment survey that collected feedback regarding the roles and responsibilities of the Board of Trustees and the Sub-Committee on Investment Performance, meetings and materials, and board dynamics.

Following up on the results of the survey, several changes were implemented:

- Reviewed the number of BoT meetings per year; ultimately decided to remain at 4 meetings per year, but with educational sessions outside of regularly scheduled BoT meetings.
- Quarterly SCIP Reports to BoT include more detailed information on discussions and deliberations at SCIP meetings.
- Addition of In Camera session on all BoT meeting agendas.
- Additional time for BoT to consider recommendations coming from SCIP before they are asked to approve.
- Stand-alone educational sessions on investment concepts and strategies being recommended by SCIP; sessions to take place before BoT is asked to approve something new.
- Instituted limit on number of terms a Trustee can be reappointed to 3, for a maximum total of 9 years.

It is expected that this self-assessment survey will be repeated in 2013 to evaluate the effectiveness of these changes.



YORK UNIVERSITY PENSION FUND

2012 Annual Report

from the

Pension Fund Board of Trustees

for the

Board of Governors

September 2013



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.”

2012 Annual Report from Pension Fund Board of Trustees to Board of Governors

Achievement of Fund Objectives

	2012	2011	2010	2009	4 years
Gross Fund Return	12.5%	0.8%	10.3%	16.6%	9.9%
Net Fund Return	11.9%	0.3%	9.8%	16.0%	9.3%
Benchmark Return	9.7%	1.4%	10.7%	16.9%	9.5%
Pensioner Increment*	3.1%	0.0%	0.0%	0.0%	0.8%
CPI	0.8%	2.3%	2.4%	1.3%	1.7%

*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 outperformed the benchmark return in 2012. 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 over the coming years.

The objective of providing an inflation adjustment for pensioners has partially been achieved. Depending on retirement date, the pensioners received up to a 3.1% increase for January 1, 2013. It is unknown if increases going forward will be sufficient to provide a reasonable level of inflation adjustment for pensioners.

2012 Annual Report from Pension Fund Board of Trustees to Board of Governors

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 2012, the following people were re-appointed to the Pension Fund Board of Trustees:

<u>Re-appointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Guy Burry	Reappointed	Board of Governors
Iouldouz Raguimov	Reappointed	CUPE 3903
Walter Whiteley	Reappointed	YUFA

The membership of the Pension Fund Board of Trustees at the end of 2012 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Susan Black, Chair	Board of Governors
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 Silva	CUPE 1356
Christine Silversides	President
Walter Whiteley	YUFA
Vacant	President, CPM
Vacant	CUPE 1356-01

2012 Annual Report from Pension Fund Board of Trustees to Board of Governors

Officers

Susan Black continued as Chair throughout 2012.

Vice-Chair position remained vacant throughout 2012.

Leona Fields, Director, Pension Fund continued as Secretary throughout 2012.

Meetings

The Pension Fund Board of Trustees met 4 times in 2012 on March 27, June 22, Sept. 27 and December 5. 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.

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

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

In 2012, Mary Condon and Robert MacDermid were appointed as SCIP members. Walter Whiteley resigned from the Committee. At the end of 2012, SCIP membership was as follows:

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

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

There was no change to Statement of Investment Policies & Procedures in 2012.

Approvals

In 2012, the BoT made the following approvals:

1. Infrastructure Allocation: In June 2012, the BoT approved an investment of \$35 million to the Meridiam Infrastructure North American Fund II.
2. Currency Hedging: In December 2012, the BoT approved the removal of the US currency hedge from the Fund. The BoT further approved the removal of the active management on all other foreign currencies and putting in place a passive currency hedge on all EAFE exposures.
3. Securities Lending: In December 2012, the BoT approved a continued suspension of the Securities Lending program.

2012 Annual Report from Pension Fund Board of Trustees to Board of Governors

Other Approvals

In 2012, in addition to the topics mentioned above, the BoT made the following approvals:

Signing Authority Register: In March 2012, and again in September 2012, the BoT approved the updated Signing Authority Register.

Term Limits: In September 2012, The BoT further approved that a member of the Pension Fund Board of Trustees may be reappointed to a maximum of three successive terms of three years each, so the continuous membership shall not exceed a total of nine years. Trustees whose continuous membership exceeds nine years may complete their term

Pension Fund Financial Statements: In March 2012 the BoT approved the audited financial statements for the Pension Fund at December 31, 2011 and reappointed Ernst & Young as the auditor for the Pension Fund.

Pension Fund Operating Budget: In December 2012 the BoT approved the 2013 Pension Fund operating budget for investment expenses.

Monitoring

During 2012, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2011 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, 2012, audited by Ernst & Young, are attached.

Attachments

Statement of Investment Policies and Procedures as at December 31, 2012

Audited Financial Statements for the Pension Fund as at December 31, 2012

Signing Authority Register

Memo

To: Board of Governors
From: Ozench Ibrahim, Board Finance and Audit Committee
Date: September 17, 2013
Subject: **Appointment of External Auditors**



Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve the reappointment of Ernst & Young LLP as the auditors for the University for the fiscal year 2013-14 under terms and fees to be negotiated similar to prior years.

Background:

York University is required to have an external audit conducted annually. Ernst & Young has been retained by the University as its external auditor for in excess of 20 years.

There are currently only two of the four major accounting firms in Canada that have substantial expertise in auditing Universities in Ontario. Ernst & Young is one of them.

York's administration reviews the service levels annually. In addition, the University performs a review of the fees that are charged and compares them with the fees paid by other Ontario Universities. The current fee level is in line with rates charged to institutions of similar sizes. Attached for reference is the recent survey of audit fees for Ontario Universities.

The University has been assigned Martha Tory, FCA as the lead partner of Ernst and Young for the past three years. Martha Tory has a national reputation in the Non-Profit Sector and has been instrumental in influencing accounting standards for this sector. Martha has provided York with excellent service and advice over this period.

It is management's recommendation that Ernst & Young be retained as the University's auditor for the 2013-2014 fiscal year.

COUNCIL OF ONTARIO UNIVERSITIES SURVEY

AUDIT FEES CHARGED TO UNIVERSITIES OF ONTARIO

(in 000's)

	REGULAR (\$)			ENROLMENT (\$)			CAPITAL (\$)		
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Algoma	32,850	32,600	33,390	1,750	1,750	1,750	995	995	3,990
Brock	69,800	71,900	74,100	9,900	10,200	10,500	7,375	4,750	7,275
Carleton	73,000	73,130	73,000	12,200	12,700	13,500	5,800	5,800	28,600
Guelph	104,400	104,800	129,105	5,500	5,500	5,500	11,560	7,875	10,290
Lakehead	41,700	39,600	40,100	3,900	3,900	3,900	5,100	5,600	8,500
Laurentian	49,000	45,000	45,000	7,500	12,800	12,800	7,800	4,800	1,000
McMaster	92,000	92,000	106,000	16,000	16,000	23,000	13,000	10,000	10,000
Nipissing	27,500	28,500	32,300	3,500	3,600	3,700	1,600	900	1,000
NOSM	34,580	22,500	23,175	0	0	0	0	2,500	0
OCADU	53,500	55,000	56,500	7,000	7,250	7,500	12,500	2,600	8,100
UOIT	104,500	102,500	92,250	15,300	16,550	15,300	0	0	20,250
Ottawa	147,000	126,500	99,000	15,000	15,000	12,000	28,900	5,800	13,200
Queen's	98,000	95,000	101,000	9,500	9,500	10,000	2,700	20,500	3,650
Ryerson	81,000	82,500	84,000	14,000	14,000	14,000	10,000	10,000	24,800
Toronto	132,750	132,950	123,150	7,750	7,750	7,750	9,900	10,200	10,300
Trent	47,875	50,195	51,000	17,350	18,000	19,000	0	4,200	5,000
Waterloo	131,760	134,460	138,780	12,960	12,960	12,960	9,720	12,960	12,960
Western	95,000	98,000	106,000	12,200	13,078	13,000	1,550	1,600	10,150
Wilfrid Laurier	57,800	59,900	69,350	6,000	6,200	6,400	1,300	2,600	6,450
Windsor	66,400	67,500	68,850	4,600	4,700	4,800	6,200	6,300	6,400
York	126,000	126,000	126,000	8,900	8,900	8,900	4,700	4,700	5,700
Total (\$)	1,666,415	1,640,535	1,672,050	190,810	200,338	206,260	140,700	124,680	197,615

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of 30 September 2013

The Governance and Human Resources Committee met on September 11 and in addition to the item for action appearing on the agenda, makes this report to the Board for information.

1. Human Relations

Labour Relations

Vice President Brewer provided an overview on labour relations matters, noting in particular the tentative agreement with the Osgoode Hall Law School Faculty Association on a first collective agreement, the agreement in principle to settle the long standing pay equity dispute and the resolution of a number of exclusion grievances with the Staff Association, and the Memorandum of Agreement to pension plan changes signed with representatives of all employee groups. Preparations for the next rounds of bargaining are underway as are meetings with all groups on the academic and administrative prioritization exercise.

The committee received and discussed reports on the CPM Performance Review and Merit Exercise, the 2012 Employment Equity Report and health and Safety “Near Misses”.

2. Governance

Chancellor Selection Committee and Process

The committee concurred with a protocol on the composition of a committee and process to be followed to select the next Chancellor, and agreed to convey its agreement to the Executive Committee.

Board Questionnaire Results

The results of the June questionnaire were received, reviewed and discussed. Governors were generally positive about the functioning of the Board and its committees. Some useful suggestions for board materials, topics of discussion and continuing education and engagement were noted and all suggestions will be conveyed to the Executive Committee and the administrative team for action. Governors’ responses indicate they are engaged in not only Board work, but also more generally in the activities of the university through university or Faculty events.

Board Composition

The committee continues its interest in identifying suitable and desirable potential nominees for future Board vacancies. Spread sheets are being prepared which will visually map the competencies of both the current membership and the individuals who have been proposed for future board seats to determine what competencies will be most needed going forward. At its next meeting, the committee will consider a protocol for the selection of a vice-chair/chair-elect and a connected revision of the protocol for the selection of the Board Chair.

Susan Black, Chair

Memo

University Secretariat

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Toronto ON
Canada M3J 1P3

Tel 416 736 5310
Fax 416 736 55094

To: Board of Governors

From: Susan Black, Chair, Governance and Human Resources Committee

Date: September 17, 2013

Subject: **Board Questionnaires**

This year the Board survey was moved to an electronic platform which ensured governors' anonymity in the exercise. 20 out of 28 governors completed the survey (71%, down from 90% in 2012-13). Five of the 28 joined the Board mid-year and they may have opted not to provide their feedback at this early juncture. Similarly two governors completed their terms on the Board (Ng and Devonish) and may not have taken the opportunity to complete the questionnaire.

The responses received indicate an overall satisfaction with the Board and committee meetings and with the support provided by the university to the governance process. The written comments provided by several governors provide helpful suggestions to improve some functions of the Board. Specifically, opinions were expressed that further information on the University's bicameral structure and the relationship between the University and YUDC would be constructive. In addition, more than one respondent voiced requests to have meeting materials made available in ample time before meetings, and sufficient time for discussions at meetings, including for *in camera* sessions.

Regarding governors' interest in educational and social activities at the University, campus tours, research centre visits and opportunities to interact with Deans, staff and students ranked highly. As in past years, almost all of the governors attended a social or cultural event last year, and several met with a member of faculty or staff for briefings. Just one governor attended a Senate meeting during 2012-2013.

The committee questionnaires indicate a high satisfaction overall with the functioning of the committees. There is still room to enhance the engagement of members on the Marketing, Communications and Community Affairs Committee, a point that has been made in recent years.

The results summary for the Board is attached. The comments are recorded verbatim. Each committee will receive its summary at the next meeting. The specific suggestions for improvement will be taken up by the administrative team and the Executive Committee with a view to making improvements during this governance cycle.

Board of Governors Questionnaire 2012-2013

- Answered: 20
- Skipped: 0

Question 1. Roles and Responsibilities

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Total
1.1 The Board reflects the right balance of skills, experience and diversity.	25% 5	65% 13	10% 2	0% 0	0% 0	20
1.2 All governors have an opportunity to contribute.	45% 9	50% 10	5% 1	0% 0	0% 0	20
1.3 Committees have clear terms or reference.	40% 8	60% 12	0% 0	0% 0	0% 0	20
1.4 The committees provide the Board with enough information so the Board can discharge its responsibilities.	25% 5	60% 12	10% 2	0% 0	5% 1	20
1.5 The Board governs but does not manage.	30% 6	70% 14	0% 0	0% 0	0% 0	20
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.	35% 7	65% 13	0% 0	0% 0	0% 0	20
1.7 Governors understand the bicameral governance system and the role of the University's Senate.	25% 5	55.00% 11	15% 3	0% 0	5% 1	20
1.8 Governors understand the financial framework of the University.	30% 6	55.00% 11	5% 1	0% 0	10% 2	20
1.9 The Board understands the University's relationship with the York University Development Corporation (YUDC).	20% 4	50% 10	25% 5	0% 0	5% 1	20

• Additional Comments:

(1) Regular sessions on the bicameral governance system may be of assistance as well as ensuring all Board members get to at least 1 senate meeting per academic year.

(2) the lack of racial diversity and gender representation needs to be sufficiently addressed

Question 2. Board Meetings

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Total
2.1 The day and time of the meetings are satisfactory.	30% 6	65% 13	5% 1	0% 0	0% 0	20
2.2 The Board meetings are the appropriate frequency and length.	35% 7	55.00% 11	10% 2	0% 0	0% 0	20
2.3 The location of meetings is appropriate.	35% 7	60% 12	5% 1	0% 0	0% 0	20
2.4 Materials are appropriate.	45% 9	55.00% 11	0% 0	0% 0	0% 0	20
2.5 With the introduction of the secure document distribution site, materials are easily accessible and timely.	45% 9	35% 7	15% 3	0% 0	5% 1	20
2.6 The decisions requested are clearly described.	45% 9	50% 10	0% 0	0% 0	5% 1	20
2.7 The presentations are interesting & useful.	35% 7	55.00% 11	5% 1	0% 0	5% 1	20
2.8 Time for discussion/debate is adequate.	25% 5	45% 9	25% 5	5% 1	0% 0	20
2.9 Minutes accurately reflect discussions and decisions.	35% 7	55.00% 11	10% 2	0% 0	0% 0	20
2.10 Business in the In camera and Closed sessions is dealt with effectively and appropriately.	25% 5	65% 13	0% 0	0% 0	10% 2	

Additional Comments:

- (1) Changes to material, meeting times and use of in-camera sessions has really improved the board's performance.
- (2) While I find the location of the Board meetings at York as being appropriate, I find the design of the Board Room does not adequately provide the opportunity for an engaging conversation. I do find that the conversation in the "in camera" sessions can provide so very valuable suggestions, but I am not always sure that any suggestions coming out of these sessions are dealt with and acted upon.
- (3) We should meet at least once at Glendon. The document download is very clumsy on a Mac.

(4) Need better time management with respect to Executive committee "in Camera" sessions / meeting. For example we needed more time to discuss President's performance. Now rectified with supplemental meeting.

(5)

- in camera session is very rushed, not enough time to discuss issues brought up.
- agenda for Board of Governors meeting should ideally be available a week in advance, a weekend is not sufficient.
- media coverage, especially as it relates to financial and legal issues surrounding the university aren't appropriately discussed, namely the cases of Michael Markicevic and Phil Brown
- there could be an additional committee meeting added before the general meeting

6) As York is so difficult to get to from downtown, I wish more Committee meetings could be held at the downtown location to enable better attendance from some of us

7) Board meetings should be longer to allow for more robust post in camera session.

Question 3. Board Orientation and Education

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Total
3.1 The sessions and campus tours for new governors are helpful.	40% 8	40% 8	0% 0	0% 0	20% 4	20
3.2 The Board Handbook provides appropriate/sufficient background.	40% 8	50% 10	5% 1	0% 0	5% 1	20
3.3 The new governors are made to feel welcome.	45% 9	50% 10	0% 0	0% 0	5% 1	20
3.4 Visits to the research centres and/or the York Leadership Roundtable Discussions are helpful.	15% 3	50% 10	0% 0	0% 0	35% 7	20
3.5 Contact with senior administration is sufficient and helpful.	45% 9	55.00% 11	0% 0	0% 0	0% 0	20

Additional Comments:

(1) Further use of the Board mentor program and regular offsites may better assist new board members in orientation and education.

(2) Gary and Rhonda add significant value to Board members with their insight

(3) I have not been offered a campus tour but the sessions from senior staff have been very helpful

Question 4. In the Past I have:

• attended Senate	21.05% 4	78.95% 15	19
• attended The York Circle	38.89% 7	61.11% 11	18
• attended a social or cultural event organized by a faculty	75% 15	25% 5	20
• attended a research celebration	73.68% 14	26.32% 5	19
• been on campus(es) for a tour	68.42% 13	31.58% 6	19
• attended or delivered a lecture	68.42% 13	31.58% 6	19
• met with a member of faculty or staff for a briefing	83.33% 15	16.67% 3	18
• attended a convocation ceremony	73.68% 14	26.32% 5	19
• attended a convocation dinner	89.47% 17	10.53% 2	19

Additional Comments:

- (1) These are all great ways to connect with the University, faculty, staff and students and learn more about the University.
- (2) Excellent experiences which enhance my understanding of "life at York"
- (3) Invitation to student organized events would be welcomed

Question 5. I have participated in other activities (please list examples)

- (1) Fundraising events, student mentorship events
- (2) as member of YUAA have participated in all related activities of that board
- (3) Meeting with Deans and Vice president together with politicians and community leaders
- (4) Meetings with Deans and administration
- (5) Strategic Research Plan Advisory Committee

(6) Chair's Cup Golf, Many inter-collegiate sports games, theater productions, Student awards events and many more on campus activities

(7) Many relating to the Schulich School of Business.

Question 6. Suggestion of other desired University activities:

(1) It would be great to see more Board members out to sporting events.

(2) Better connection to Alumni activities and events

- (3)
- Governors lunch/social with deans and heads of department
 - Governors lunch/social with student leaders, general student body, no university management staff present
 - Governors lunch/social with employees

(4) There are lots of activities to participate in if one looks. I am always made to feel welcome.

(5) Timely information about upcoming University sporting events, arts etc events to be available to governors

Question 7: I am interested/not interested in participating in the following educational and social activities (please indicate level of interest from 1 being high to 3 being no interest):

	1	2	3	Total
(a) Campus facilities tour (i.e. physical plant, new buildings, student spaces, development lands etc):	40% 8	45% 9	15% 3	20
• Keele Campus	45% 9	40% 8	15% 3	20
• Glendon Campus	27.78% 5	55.56% 10	16.67% 3	18
(b) Research centre(s) tours	35% 7	50% 10	15% 3	20
(c) Special "named" academic lectures	30% 6	50% 10	20% 4	20
(d) Seminar on:	30% 3	50% 5	20% 2	10
• York University funding	35% 7	40% 8	25% 5	20
• Financial statements	40% 8	25% 5	35% 7	20
• Investment strategies	30% 6	40% 8	30% 6	20
• Land development strategies	30% 6	45% 9	25% 5	20
• Student clubs and activities	25% 5	45% 9	30% 6	20
• Senate governance and issues	30% 6	45% 9	25% 5	20
• York University art collection	15% 3	60% 12	25% 5	20
(e) Social Events:	53.85% 7	23.08% 3	23.08% 3	13
• Faculty awards receptions	47.37% 9	31.58% 6	21.05% 4	19
• Other	15.38% 2	38.46% 5	46.15% 6	

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 30 September 2013

The Land and Property Committee met on 16 September, and makes this report for information.

1. Pan Am Stadium

The Board will receive at its meeting a brief presentation on the status of the stadium project. Construction is well underway, and the contractor anticipates completion of the stadium by June 2014. York is in compliance with its obligations, and is continuing to work towards the execution of the facilities agreement.

2. Lands for Learning: Non-Core Asset Strategy

Work is continuing by the York University Development Corporation towards the creation of a comprehensive strategic plan for the long-term development and management of the University's non-core assets to support its academic plans. It is essential that the University determine its position on any such development. Detailed consultations with the community to establish the University's vision for the strategy will begin shortly. The community engagement will be comprehensive, similar to that concerning the Master Plan. It is anticipated that there will be a report to the Board on this initiative at the December 2013 meeting.

3. The Quad Student Community Development

The Committee received a report on the planning and zoning issues of *The Quad Student Community* (the Pond / Sentinel residential development) and the ongoing work with the City of Toronto to secure the necessary approvals. In addition, the development agreement between the University and the developer has been executed, and a detailed lease will follow.

4. Capital Construction Report

The Committee received an update on current capital projects, the most important being the new engineering building, which is on target for completion by September 2015. Two recent projects at the University have enjoyed recent success: the new Glendon Centre of Excellence won a *Toronto Urban Design Award*; the Energy Management Program established several years ago received recognition from the Better Business Partners association for its promotion of environmental sustainability; and the new artificial turf installed in the York stadium has been successful and is being enjoyed by the student athletes.

5. Toronto-York Spadina Subway Extension

As reported last spring, the subway tunneling work has been completed. The construction site is being finalized for hand-over to the contractor who will build the subway stations. There have been delays in this transition, but it is expected to be finalized this Fall. The completion date for the subway expansion remains the end of 2016.

Paul Tsaparis, Chair

Memo

To: Board of Governors
From: Paul Tsaparis, Chair, Board Land and Property Committee
Date: September 17, 2013
Subject: **New Student Centre, Site Selection Approval**

Recommendation

The Land and Property Committee recommends that the Board of Governors approve a building site at the north end of *The Green*, south of the Ross Building, (Site #3 as illustrated in Figure 1) for a New Student Centre, conditional upon the successful outcome of a student referendum to fund the facility construction and operation, and the necessary financing arrangements.

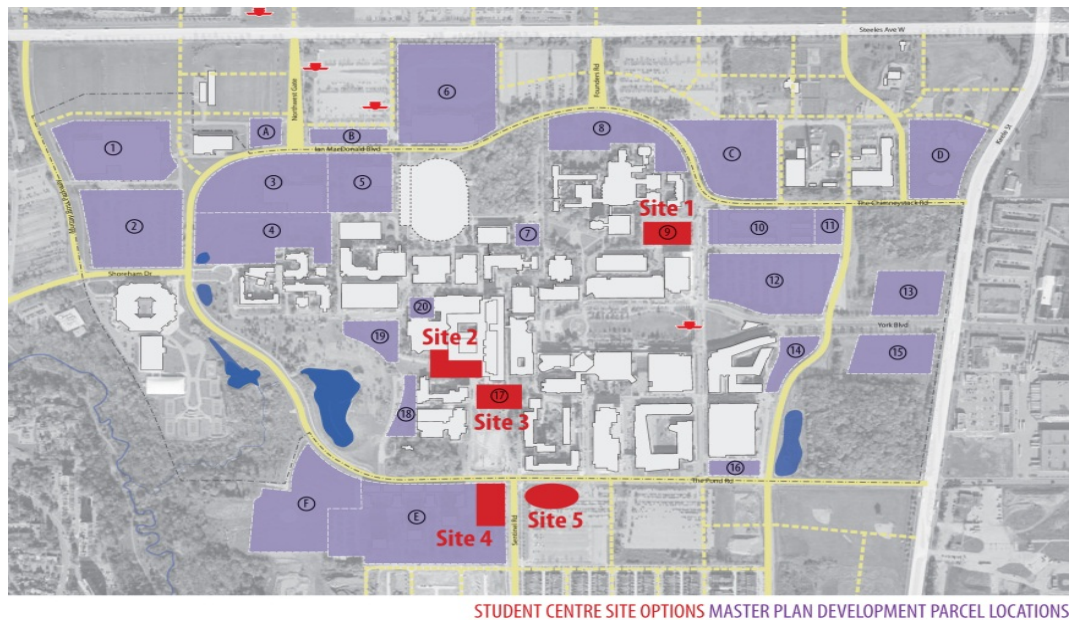
Background and Rationale

At the Board Land and Property Committee meeting on May 21, 2013, members received an update on discussions between senior University management and the leadership of the York University Student Centre (YUSC) in regard to building a second student centre on the Keele campus. Since that time, these discussions have proceeded successfully; a *Memorandum of Understanding* between York University and the York University Student Centre Incorporated (YUSC) has now been executed; a University-wide student referendum regarding a long-term student levy to fund the new building has been scheduled for October 2013; and the YUSC has been exploring possible financing options and related legal parameters.

As reported at the May 21st meeting:

- A site selection process began in December 2012 to confirm a site for the new Student Centre building. This process involved senior planning staff from the York University Development Corporation and the Department of Campus Services and Business Operations as well as representatives of the Student Centre, the Vice-Provost Students and the Vice-President Finance and Administration.
- Eleven potential sites across the campus were identified and evaluated against a broad range of criteria. A short list of five sites was confirmed for more detailed evaluation within the context of the new campus Master Plan. The sites are listed and illustrated in Figure 1, below.

Figure 1 – Possible Building Sites, New Student Centre



- Site 1: Vanier Parking Lot
- Site 2: Central Square – South Podium
- Site 3: The Green – North end
- Site 4: Pond and Sentinel West
- Site 5: Pond and Sentinel East

- Detailed evaluation of these sites was completed using two sets of criteria. Each of the five sites was evaluated against the strategies of the new Keele Campus Master Plan under the three overarching lenses of the Plan, being: *Greening York University*; *Pedestrians First at York University*; and *Infilling York University*.
- In addition, a set of “use-specific” criteria were also developed. The criteria address the site characteristics and attributes considered important for delivering the uses of the proposed Student Centre.

The following are the “use-specific” criteria identified for the site:

- Active - proximity to active uses both day and night
- Visibility - a highly visible location
- Access - easily accessible, linked to the community via transit, walkways, cycling, and vehicles
- Proximity – 5-minute walk to major lecture halls and library
- Size – adequate to accommodate a building of approximately 150,000 sq.ft.
- Compatibility – is a logical fit with adjacent uses
- Catalyst – spurs positive physical change in the immediate area
- Approvals – level of compliance with current City regulations

These two levels of evaluation resulted in the identification of the preferred site – Site 3, at the north end of The Green – which was subsequently confirmed with the Board of Directors of the York University Student Centre.

INVESTMENT COMMITTEE

Report to the Board of Governors

at its meeting of 24 June 2013

The Committee met on 23 September 2013 and submits the following report to the Board of Governors for information.

1. Investment Performance Summary Report and Semi – Annual Snapshot of Investments

The Committee received a year-to-date summary for the York University Endowment Fund as at 31 August 2013. After a full year of positive one month returns (June 2012 – May 2013), there was volatility this summer. June saw a -2.32% return; July rebounded with a 2.15% return; and August produced a minor drop of -0.47%. With this volatility came a slight decrease in the total fund value by \$2.4 million since 31 May 2012 to \$374.1 million. The calendar year-to-date return is positive at 8.16% but slightly trailing the benchmark by 13 basis points. The Committee also received the semi-annual snapshot of investments as at 30 June 2013, which reports the performance of the individual fund managers, mapped to their 1-4 year returns, their fees and overall fund expenses.

The strong investment performance of the endowment fund in fiscal 2013 resulted in the University being able to meet the 5% distribution rate for all scholarships and awards without money having to be drawn from the operating budget to meet the 5% pay-out.

2. Performance Monitoring Report

The Committee received and discussed a 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.

3. Spending Formula and Administrative Review

Over the past two years management has been 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. It is an important initiative to mitigate risk to the University's operating budget. A preferred distribution model was identified last spring. Converting the endowment fund to a market value basis unitized pool is a more efficient, donor-friendly methodology that most university endowment funds in North America have adopted. Over the summer an action plan was developed to complete the project and implement the new structure. The adoption of the new endowment fund structure is planned for the 2014-2015 fiscal period, with the first endowment distribution payout based on the new methodology to occur in Summer 2016. Updates on the initiative will continue to be provided to the Board.

4. Asset Liability Study

The Committee reported to the Board in Fall 2012 that the University was embarking on an asset-liability modeling study to review the effectiveness of its current overlay strategy and broaden the consideration to

new asset classes in light of the ongoing market volatility. A working group conducted the review, which included the participation of a member of the Board Investment Committee, two members of the Pension Fund Sub-committee on Investment Performance and AON Hewitt as the consultant. The exercise was framed by a risk-diagnosis of the current asset mix and a modeling of potential outcomes to produce an asset mix optimization that would balance risk and reward, and be suitable for meeting the Fund's objectives.

Having carefully reviewed three potential models and the benefits and challenges each presented, the consensus was that a broader set of asset classes would provide the benefits of diversification and enhance the ability of the University to achieve its investment objectives. A specific change recommended was the addition of global direct real estate as a new asset class. The Committee endorsed the proposed direction.

Work is continuing on the project on two fronts:

- the revision of the *Statement of Investment Policies and Procedures* (SIPP) - the legislative framework for the management of the invested assets of the Fund –to incorporate the proposed changes to the asset mix; and
- implementation of the global real estate allocation

It is expected that the revised Policy and the real estate mandate and implementation strategy will be presented to the Investment Committee for approval in November 2013.

5. Canadian Fixed Income Mandate – Duration Shortening

In advance of its meeting on 23 September, the Committee considered an urgent item of business at the request of the Vice-President Finance & Administration. It approved a revision to the Canadian fixed income mandate of the endowment fund to mitigate the impact of an increase in US interest rates anticipated as an outcome of the announcement on the US Federal Economic Projections scheduled for September 18. It is anticipated that the change to the fixed income mandate will result in a 100-150 basis points gain for the endowment fund, or approximately \$380,000 over 4-5 years. As required by the Board Bylaws, the resolution that was considered outside a regularly constituted meeting was signed through electronic means by all members of the Committee.

As a follow-up item of business, the Committee approved at its meeting on the 23rd the revised detailed investment manager mandate for the Specialty Canadian Fixed Income Mandated, managed by TD Asset Management.

6. Treasury Report

The Committee received the Treasurer's Report on cash flow and short-term investments to 31 July 2013. The University's short-term funds are held with banks and in externally-managed investment portfolios. The allocation of the assets is diversified among cash deposits in the bank, money market funds, redeemable GICs and a laddered fixed income portfolio, and is adjusted as appropriate to secure the best rate of return. After several quarters of maintaining high cash deposits in the bank, most of the aggregate funds are currently held as redeemable GICs (17.5%) and in the fixed income portfolio (77%). In fiscal 2013 the shift from cash deposits to GICs resulted in an additional \$289,000 for the University, and between May - September 2013, an additional \$135,000 in revenue has been generated. The Committee commends the administration for its very prudent cash flow management, which is yielding additional revenue for the University's operating budget.

Guy Burry, Chair

MARKETING, COMMUNICATIONS AND COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors
at its meeting of 30 September 2013

The Marketing, Communications and Community Affairs Committee met on September 12 and makes this report to the Board for information.

1. Student Affairs

Each of the President and the Vice Provost Students reported on the great enthusiasm and high participation rate of incoming students in this year's orientation activities. Notable this year was the higher than usual attendance of parents at the parent's orientation, and the standing room only crowd of 4,000 at the "You Had Me at Yes" dating awareness event.

Enrolment

Vice Provost Morrison gave an overview of the current status of enrolments relative to target: Summer enrolment was up, and while it is too early to confirm numbers for the Fall and Fall/Winter sessions, as a result of the successful conversion exercise in many of the Faculties, it would appear the target for 101 high school graduates will be met. It will be some time before statistics for transfer and non-traditional students (105s) will be known, but competition for these students has increased. The international recruitment efforts have been aggressive. It is unlikely that the work disruption by immigration officers will have a substantive effect on enrolments.

The work on strategic enrolment management is underway, with support from an outside consultant. The team has identified the issues to be tackled, researched strategies for addressing the issues on the basis of evidence which has been gathered, and set goals for the short and medium term. The committee will receive further information as plans progress.

Priorities

The Student Affairs area has set some key priorities for the year based on their view that the experience of current students is key to both recruitment and retention. These include the enhanced orientation activities, more effective management of the Ontario Student Awards program, academic advising, expanded on-campus student employment opportunities, a strong presence at the Ontario Universities Fair, and increased participation in the National Student Survey on Engagement (NSSE).

2. Communications and Public Affairs

Brand Campaign Phase 2

The committee received an overview of the second phase of the "This is My Time" campaign, including a preview of ads featuring students, alumni and faculty members and an overview of the placement of advertising over the campaign period designed to reach students, parents and influencers. Of particular

interest to members of the committee were the cinema and TV spot and the electronic and mobile devices strategy. There will also continue to be an internal campaign focused on building pride within the community.

Reputational Issue Management

Ms. Webb shared the proactive and reactive plans and protocols that have been put in place to address issues which could affect York's reputation, and a risk matrix designed to track issues as they arise and potentially move from passive to active status.

3. Advancement

The committee was advised of the 2013 Bryden Alumni Award winners, and Vice President O'Hagan reiterated the invitation to all governors to attend the awards ceremony on November 21. He and Mr. Allen gave an overview of the results of the continued exercise to track alumni, to monitor their interactions with the university, and to engage them further and in various ways.

Robert Lewis, Chair

Memo

To: Board of Governors

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

Date: September 17, 2013

Subject: **Resolution for Federal Economic Development Community Infrastructure Fund Grant**



Recommendation:

The Board Finance and Audit Committee recommends to the Board of Governors the following resolution:

Be it resolved that York University agrees to enter into a contribution agreement with the Federal Economic Development Agency for Southern Ontario (“Fed Dev”) for funding under the Community Infrastructure Improvement Fund for the following projects:

C1013 Rehabilitation of the Osgoode Green for a total of \$167,133.

C1017 Upgrade of the natural turf soccer sports field for a total of \$66,600.

Background:

The University applied to the Federal Economic Development Agency for Southern Ontario, for funding under the Community Infrastructure Fund. The University was successful in obtaining funding for two projects. These projects were:

1. Rehabilitation of the Osgoode Green, recently re-named “The Green”, for the reinstatement of natural grass and addition of new pathways and lighting that will serve students and the surrounding community. (This area previously had a gravel surface to serve as the University’s convocation site.) The total project cost was \$548,500 with a 30% contribution from the Fed Dev Agency of \$167,130.
2. Upgrade of Natural Turf Soccer Sports Field for a total project cost \$200,000 with a 30% contribution from Fed Dev of \$66,600.

Under the terms of the Fed Dev Contribution Agreement, the University is required to provide documentation of a formal Board Resolution to authorize entering into the agreements for these projects. This approval is currently below the limits normally required by the Board of Governors under the University’s Signing Authority Register.

Memo

To: Board of Governors
From: Julia Foster, Chair, Board Executive
Date: September 17, 2013
Subject: Appointment of Pension Fund Trustee

Background

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

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

Recommendation - Reappointments

Janet Rowe

That the Board of Governors approve the reappointment of Janet Rowe to the Pension Fund Board of Trustees, as the YURA nominee, effective October 1, 2013, for a three year term.

Nominee Background

Janet was a long time employee, with over 35 years of service at York University before retiring from the position of Manager of Pensions and Benefits in 2005. Janet has been a member of the Pension Fund Board of Trustees since 2007.



Dale Domian

That the Board of Governors approve the reappointment of Dale Domian to the Pension Fund Board of Trustees, as a Presidential nominee, effective October 1, 2013, for a three year term.

Nominee Background

Dr. Dale L. Domian is a Professor of Finance in the School of Administrative Studies at York University. Dr. Domian has been a member of the Pension Fund Board of Trustees since 2010.

Recommendation - Appointment

Robert Wai

That the Board of Governors approve the appointment of Robert Wai to the Pension Fund Board of Trustees, as the Osgoode Hall Faculty Association nominee, effective October 1, 2013, for a three year term. Professor Wai replaces Professor Mary Condon who has served the maximum term as a Trustee.

Nominee Background

Robert Wai has been a professor at Osgoode Hall Law School since 1998 and served as Associate Dean of the Law School from January 2006 through June 2008. He teaches Contracts, Ethical Lawyering in a Global Community, International Business Transactions and International Trade Regulation. Professor Wai's current research focuses on governance through public and private law in areas such as international business transactions and transnational litigation.