

**York University  
 Board of Governors**

*Notice of Closed Meeting*  
**Monday, December 9, 2013**  
**3:00 pm to 5:30 pm**

**AGENDA**

**THIS MEETING WILL PROCEED IN CLOSED SESSION**

**PAGE**

**CLOSED SESSION**

<b>1.</b>	<b>Chair's Items</b> ( <i>J. Foster</i> )	
	• <b>2013 Conference of Ontario University Board Members</b> ( <i>P. Tsaparis</i> )	
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	5.2 <b>Overview of Financing Plan</b> ( <i>for information and discussion. G. Brewer</i> )	
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<b>8.</b>	<b>Marketing, Communications and Community Affairs</b> ( <i>Oral Report, R. Lewis</i> )	

- 9.     **Other Business**
  
- 10.    ***In Camera* Session**

**CONSENT AGENDA**

- 1.     **Minutes of the Board of Governors Meeting of September 30, 2013** .....i
- 2.     **Nomenclature Change of BEng (Electrical), deferred to May 2014** ..... 68
- 3.     **Pension Fund Board of Trustee Appointment** ..... 69

**Important Dates to Note:**

**York Research Gala**  
**Tuesday, February 25, 2014, 2:00 pm – 5:00 pm**

**Board of Governors Meeting**  
**Monday, February 24, 2014; 3:00 pm – 6:00 pm**

Harriet Lewis  
Secretary

**York University**  
**Board of Governors**  
 Minutes of the Open Session of the Meeting of  
 Monday, 30 September 2013  
 Marshall A. Cohen Governance Room, 524 and 9<sup>th</sup> floor, Kaneff Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Julia Foster, Chair Angelo Belcastro Susan Black Guy Burry William Boyle Darnel Harris William Hatanaka John Hunkin Zahir Janmohamed Armand La Barge Bob Lewis Martin Lockshin David McFadden Earle Nestmann Sam Schwartz Mamdouh Shoukri Paul Tsaparis Tony Viner Emile Wickham Henry Wu Hana Zalzal  <i>Newly appointed governor –</i> Randy Williamson  Harriet Lewis, <i>Secretary</i> Cheryl Underhill, <i>Assistant Secretary</i>	Ozench Ibrahim Debbie Jamieson Mark Lievonen Vijay Kanwar Peter Marrone Sal Paneduro Tim Price Rose Reisman Honey Sherman	Cynthia Archer Noël Badiou Gary Brewer Barbara Crow Rhonda Lenton Ran Lewin Weiling Li Ross MacMillan Ijade Maxwell Rodrigues Ken McRoberts Divyish Mistry Janet Morrison Roxanne Mykitiuk Jeff O'Hagan Ron Owston Lisa Phillips Alice Pitt Trudy Pound-Curtis Bud Purves Harvey Skinner Liisa Stephenson Susan Webb Chris Wong  Robert Everett, <i>Assistant Secretary</i> Elaine MacRae, <i>Board Coordinator</i>

## II. OPEN SESSION

### 1. Chair's Items

Mrs Foster welcomed all to the first meeting of the 2013-2014 year, specifically the new governors who were in attendance: Darnel Harris and Randy Williamson.

Coincident with the new governance year, Susan Black will be chairing the *Governance & Human Resources Committee* and Henry Wu will be chair of the *Academic Resources Committee*. Appreciation was extended to Zahir Janmohamed and Sam Schwartz for their leadership in chairing these two committees respectively over the past several years.

The President was congratulated for receiving the *Diversity Award in Education* from Diversity Magazine. And sympathy was expressed to his family on the recent passing of former governor and steadfast friend and supporter of the University, Philip Lapp.

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

The Chair reported on the one item decided in the Closed session of the meeting:

- the appointment to the Board of Randy Williamson (Alumni nominee) for the term 1 October 2013 – 31 December 2017.

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

Referring to the documentation circulated with the agenda, Mrs Foster reported that on behalf of the Board, the Executive Committee:

- approved a student referendum to be held in October 2013, rather than in Spring 2014, on a proposed levy to fund a new (second) Student Centre on the Keele campus; and
- concurred with the negotiated collective agreement with the Osgoode Hall Faculty Association.

### *1.3 Executive Committee*

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

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

A written brief on the President's items was distributed; a copy is filed with these minutes. In sum the President reported on:

- the highly successful student orientation this Fall
- the launch of the second phase of the brand awareness campaign
- the detention of Professor Greyson and the grave concern shared by the University community
- a recent article in *Toronto Life* and the University's response
- summer roundtables sponsored by the Ministry of Training, Colleges and Universities, and efforts to ensure that the University is rightly understood as research intensive
- the Academic and Administrative Prioritization exercise being led by the Vice-President Finance & Administration and the Provost to realize the UAP goals and ensure financial sustainability

During the meeting a communication was received from *Students Against Israeli Apartheid at York University* (SAIA) requesting to read a statement at the meeting. An invitation was extended for three of the many members of the group present outside the meeting to join the meeting for the purpose of reading its statement. The invitation was declined and those present outside the meeting engaged in loud chanting such that the meeting was disrupted. It was duly *agreed that the meeting move into Closed Session.*

### *2.1 Orientation 2013*

The Vice-Provost Students, Janet Morrison, reported on the fresh approach taken for this year's student orientation. The various events and sessions provided over the course of a week successfully engaged

large numbers of new and returning students to the University. An orientation video was viewed with the Board.

## 2.2. *This is My Time, Phase 2*

Susan Webb, Executive Director Communications & Public Affairs, presented the new ads launched with the second phase the “This is My Time” marketing campaign. The second phase follows on the success of the first stage of the branding exercise. The quantitative research with targeted audiences revealed a positive impact on potential students and influencers. The media ads will run from September 2013 to January 2014.

With the escalating noise outside the room, the meeting was adjourned to an alternate location. The Excalibur reporter was excused. The following is a report of the items of business conducted in the Closed session.

## 3. **Academic Resources Committee**

As incoming Chair of the committee, Mr Wu spoke to the report circulated with the agenda. Highlighted were the program prioritization exercise underway, the preliminary information on fall enrolments and the focus on implementing the new strategic research plan. The completed cyclical program review reports included as an appendix to the Academic Resources report, were also noted. On behalf of the Committee, Mr Wu thanked Mr Schwartz for his dedication and leadership as Chair for the past several years.

### 3.1 *Appointments, Tenure and Promotion*

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

## 4. **Finance & Audit Committee**

In the absence of Ms Ibrahim, Mrs Foster spoke to the report circulated with the agenda, noting the upcoming student referendum on a new student centre; the progress being achieved on Pension Plan reforms; and the academic and administrative prioritization initiative.

### 4.1 *Appointment External Auditors*

The documentation circulated with the agenda was noted. It was duly *agreed*, **that the Board of Governors approve the re-appointment 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.**

## 5. **Governance and Human Resources Committee**

As incoming Chair of the committee, Ms Black highlighted the results of the 2012-13 Board questionnaire; the work underway to enhance the Board composition process; and the committee's upcoming consideration of a Vice-Chair Elect protocol.

## 6. **Land & Property Committee**

Referring to the written report included with the material, Mr Tsaparis noted the work in progress to develop the non-core asset strategy; the design awards for recent capital projects at the University; and the status of the subway construction on the Keele campus.

### 6.1 *New Student Centre Building: Site Selection*

The written documentation was noted. The proposed site was evaluated against the strategies of the Master Plan and site-specific criteria. All parties involved in the project support the proposed location of the new centre. It was duly *agreed*,

**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.**

**6.2 PanAm Stadium Project**

Bud Purves, President of the York University Development Corporation, reported on the PanAm Games athletics stadium being constructed at York; a copy of the presentation slides are filed with these minutes. The Games are expected to have a significant economic impact for the GTA, and legacy benefits. The stadium at York, together with the Metro Toronto Track & Field Centre, provides an opportunity for the University to become a national hub for track and field training. Construction of the new stadium is well underway.

**7. Investment Committee**

Mr Burry spoke briefly to the written report included in the agenda. The solid investment performance of the endowment fund is continuing this quarter. A key achievement this past spring was 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 for shortfalls.

**8. Marketing, Communications and Community Affairs**

The documentation with the agenda was *noted* by Mr Lewis. In addition to the branding initiatives led by the Communications staff, important work is being done by the Advancement division to enhance the alumni data and deepen their engagement with the University.

**9. Other Business**

Governors were reminded of and encouraged to attend the following upcoming events:

The Board retreat on Friday October 25 (evening) and Saturday October 26  
The 2013 COU Conference of Ontario University Board Members 8-9 November  
The Bryden Awards on 21 November (evening)

**10. In Camera Session**

All members of the administration excused themselves, and an *in camera* session was held. No further decisions were taken.

**Consent Agenda Items**

All consent items were deemed to be approved.

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JULIA FOSTER  
Chair

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HARRIET LEWIS  
Secretary

## **EXECUTIVE COMMITTEE**

### **Report to the Board of Governors at its meeting of December 9, 2013**

*The Committee met on November 29, 2013 and in addition to those items appearing on the agenda, makes this report for information.*

#### **Chair's Items**

This being the last meeting of the committee for each of Guy Burry and Bob Lewis, the committee expressed its great gratitude to each of them for their particular dedication and hard work as governors and as Chairs of the Investment and Marketing and Communications Committees respectively. Mr. Lewis will stay active on the Board for the remainder of his term, but has relinquished the chair-ship of his committee to Mr. Viner as of this meeting. Mr. Burry is being proposed for honorary status and will remain as a member of the Investment Committee, which Mr. Price will chair.

#### **Chancellor Search**

The committee considered its nominees to the committee to select the next chancellor, and with those members, the committee is now poised to begin its consultations and considerations and will be seeking the input of the community at large, including all governors.

#### **President's Items**

Having agreed to recommend to the Board the naming of a facility to be built in Costa Rica on land donated to the university, and upon receiving a report from the President on the naming of certain rooms at the university in recognition of the generosity of donors, the committee engaged in a discussion of the policies and practices on recognition and that issue will return to the committee in the future.

#### **Committee Chairs Reports**

As is the practice, the chairs of the committees each gave an oral report on items discussed in their meetings, which information forms the basis of the committee reports to the Board at this meeting.

#### **Board Meeting**

After some discussion, the committee determined that in light of the last two Board meetings having been disrupted, it would hold the December meeting in closed session, with invited guests only. All items of business will be reported thereafter, in the widely published Board Synopsis.



# Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: November 29, 2013

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

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

## **York University India Private Limited: Shareholder Framework**

In December 2011, the Board of Governors approved the incorporation of a wholly-owned subsidiary company in India under the name *York University India Private Limited* (the "Indian Company") to permit the University to operate directly in India. The University was advised at the time that Indian company law required that there be a minimum of two shareholders and that shareholder meetings could take place in Canada. Thus, the shareholders of the Indian Company are York University as to 9,999 shares and Gary Brewer, in trust for York University as its nominee, as to one share.

Subsequent to the issuance of the shares, York University was advised by Indian counsel that Indian company law then required annual shareholders' meetings to take place in India with a minimum two shareholders present for such meetings.

To ensure compliance with Indian company law, the Board Executive Committee approved the following on behalf of the Board:

- (i) **The appointment of Professor Ashwin Joshi as York University's proxy to attend and vote for the University at the Annual General Meeting of *York University India Private Limited*, and that any steps taken to date in this regard be ratified and confirmed; and**
- (ii) **The issuance of one share of the Indian Company to Jai Diwanji (partner of the law firm *Desai and Diwanji*, Mumbai, India), in trust for York University as its nominee and that any steps taken to date in this regard be ratified and confirmed.**

Professor Joshi is a faculty member at the Schulich School of Business, currently teaching in India; Mr Jai Diwanji is a partner of the law firm *Desai and Diwanji*, in Mumbai that the University has engaged as counsel for its operations there.



## Memorandum

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: November 29, 2013

Re: Partial Designation of York University

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### Recommendation:

**The Board Executive Committee with the concurrence of the Academic Resources Committee and the Governance and Human Resources Committee asks that the Board express its concurrence with the University's seeking a partial designation for York University under the French Language Services Act of Ontario subject to the final terms of any designation being confirmed by the Board of Governors.**

### Background:

Over the last year, there has been a movement among post-secondary institutions that provide French-language programming to secure "designation" or "partial designation" as an "agency" for the provision of French language services under the French Language Services Act of Ontario. The two major bilingual Ontario universities, University of Ottawa and Laurentian University, have both applied. As for the two Francophone colleges: *Collège Boréal* secured designation a few years ago; La Cité collégiale has now applied.

This interest in designation comes at a time that the Ministry of Training, Colleges and Universities is seeking an expansion of French-language post-secondary education in southern Ontario. A task force established by the Ministry has called for expansion, as did a report by the French Language Services Commissioner. At the same time, the Wynne government's Throne Speech declared that "your government will expand the availability of French postsecondary programs in central and southwestern Ontario".

York University (through Glendon) is the only university in southern Ontario now offering French-language university programming. Currently, this programming is limited to the humanities and social sciences. However, the University of Ottawa and Laurentian University have both evinced interest in providing French-language university study in southern Ontario. It would be seriously detrimental to York, and to Glendon, if other universities were allowed to expand into southern Ontario as the student demand would be spread over multiple institutions. Some level of designation is therefore an important variable in securing York's competitive position.

Since, at this time, French-language programming is available only on the Glendon campus, York wishes to seek a 'partial' designation. Four criteria have been established for designation.

1. Offer Quality Services in French on a permanent basis;
2. Guarantee access to services in French;
3. Have representation of Francophones on the Board of Directors and the Executive; and
4. Have developed a written policy for services in French that has been adopted by the board of directors and that sets out the future responsibility of the organization.

The first two criteria and the last one can be readily met through Glendon as it stands. The third criterion will have to be clarified or negotiated to ensure that it can be accommodated within York's autonomous governance and administrative structure.

The first step in securing designation is for an organization's board of directors to adopt 'a resolution expressing its desire to submit an application for designation to become a provider of French-language services'. Once the resolution has been adopted, the institution submits its request to the Coordinator of French Language Services. Then the coordinator works with the applicant to prepare the documentation to be included in the application. We are requesting the York's Board of Governors' adopt a resolution as noted above so we may enter into the process of pursuing partial designation.

As is required, this motion had been approved by the Academic Resources and Governance and Human Resources Committee Committee before its review by the Executive Committee.

## Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: November 29, 2013

Subject: **Pension Plan Text Amendments**

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### **Recommendation:**

The Board Executive Committee has concurred with the negotiated agreement between the University and the York University All-Union Pension Group (YUPG) for proposed changes to the York University Pension Plan.

Therefore, the Board Executive Committee recommends that the Board of Governors approve the attached Resolution which outlines required changes to the Pension Plan text.

### **Background:**

The attached resolution outlines required changes to the Pension Plan text. The first two changes presented in the resolution are essentially administrative changes to the language to bring the text up-to-date with current practice.

The next group of changes (numbered 3 to 12) are as a result of more recent changes to pension legislation, and are related to provisions in a number of areas, including:

- 1. Marriage Breakdown:** The Government of Ontario introduced changes to the family law provisions of the Pension Benefits Act that came into effect on January 1, 2012. These changes established a new process for the valuation and division of pension assets following the breakdown of a spousal relationship. This family law pension valuation and division regime requires the pension plan administrator to calculate the value of the pension, provides for immediate division, and mandates the use of Superintendent of Financial Services approved forms throughout the process.
- 2. Immediate vesting and locking-in:** All pension benefits accrued by Ontario members who terminate employment on or after July 1, 2012 are now immediately vested and locked-in.

The remainder of the changes presented in the resolution are associated with the agreement between York University and the York University All-Union Pension Group, and are necessary to implement the changes negotiated in the agreement:

1. On a 50/50 sharing basis for the Money Purchase component of the pension plan, the required member and University contribution rates will be increased in five equal increments as follows:
  - Effective March 1, 2014, pension contributions will be 4.95% on earnings up to the Year's Maximum Pensionable Earnings (YMPE) and 6.63% on earnings above the YMPE;
  - Effective September 1, 2014, pension contributions will be 5.4% on earnings up to the Year's Maximum Pensionable Earnings (YMPE) and 7.26% on earnings above the YMPE;
  - Effective March 1, 2015, pension contributions will be 5.85% on earnings up to the Year's Maximum Pensionable Earnings (YMPE) and 7.89% on earnings above the YMPE;
  - Effective September 1, 2015, pension contributions will be 6.3% on earnings up to the Year's Maximum Pensionable Earnings (YMPE) and 8.52% on earnings above the YMPE;
  - Effective March 1, 2016, pension contributions will be 6.75% on earnings up to the Year's Maximum Pensionable Earnings (YMPE) and 9.15% on earnings above the YMPE;
2. For retirements on or after January 1, 2015, the moving four-year average fund rate of return will be lengthened to a moving five year average fund rate of return with the fund rate of return equal to 6.0% for the plan years in the five year average up to and including the plan year in which the date of pension commencement occurs.

**Note:** In the event that, upon review of the preliminary results of the December 31, 2013 actuarial valuation, the changes outlined above are not sufficient, as calculated by the plan actuary, to meet the savings targeted as defined in the University's Stage 1 Solvency Relief application, the moving five year average fund rate of return will be lengthened to a moving six year average fund rate of return effective for pensions that commence on or after January 1, 2015.

3. The University's contribution toward the Non-Reduction Reserve of 3% of required member contributions for the money purchase component of the pension plan will be eliminated January 1, 2014.

## **RESOLUTION OF THE BOARD OF GOVERNORS OF YORK UNIVERSITY**

**WHEREAS** York University (the “University”) established and maintains the York University Pension Plan (the “Plan”); and

**WHEREAS** by virtue of Section 17.01 of the Plan the University reserved the right to amend the Plan; and

**WHEREAS** the University wishes to amend the Plan to reflect amendments to the *Pension Benefits Act* (Ontario) and the regulations there under, as well as to reflect an amendment to the *Income Tax Act* (Canada) and the regulations there under; and

**WHEREAS** the University wishes to amend the Plan to reflect the York University All-Union Pension Group Proposal for Memorandum of Agreement dated June 25, 2013 between the University and the York University All-Union Pension Group regarding changes to the adjustment of pensions and changes to the University and member required contributions to the money purchase component of the Plan;

**NOW THEREFORE IT IS HEREBY RESOLVED THAT** the Plan is amended as follows:

**Effective January 1, 2007:**

1. Section 6.03 is deleted and replaced as follows:

### **“Postponed Retirement Date**

A Member whose retirement under the Plan is postponed may elect to continue making required contributions to the Plan during such period, but not beyond the commencement of benefit payments, or to cease making required contributions to the Plan at normal retirement date.

Notwithstanding the foregoing, benefits under this Plan must commence no later than the end of the calendar year in which the Member attains age 71 or such other time as is acceptable under the *Income Tax Act*.”

2. Sections 12.02 is deleted and replaced as follows:

### **“Eligible Spouse**

Subject to the provisions of Section 11.02(2), if the designated beneficiary is the deceased Member's Eligible Spouse, the Member may elect, by written notice filed with the University during his or her lifetime, that settlement of any death benefits ordinarily payable in a lump sum be made in the form of an immediate or deferred life annuity which commences no later than the end of the calendar year in which the Eligible Spouse attains age 71 (or such other time as is acceptable under the *Income Tax Act*), which is either fixed or variable in amount and which is with or without a guaranteed period. In default of the Member's election, the Eligible Spouse may make the election after the

Member's death. The Eligible Spouse or former Spouse of the opposite-sex, or the same sex when the *Income Tax Act* so permits, may also elect to have the lump sum amount transferred directly on his or her behalf to a registered retirement savings plan.

In all other cases the death benefit shall be paid as a lump sum.”

**Effective January 1, 2012:**

3. Subsection 16.07 (2) is deleted and replaced as follows:

**“Division of Property**

Upon the breakdown of a Member’s spousal relationship, the Member may assign up to and including 50% of the pension benefits accrued by the Member under the Plan during the spousal relationship, calculated in accordance with the requirements of the *Pension Benefits Act*, to the party to a domestic contract, court order or family arbitration award.

If a domestic contract or court order granting a party interest in the Member’s pension benefits was made before January 1, 2012, the party is entitled to receive his or her share of the Member’s pension benefits in accordance with the *Pension Benefits Act*.

If a domestic contract, court order or family arbitration award granting a party interest in the Member’s pension benefits was made on or after January 1, 2012, the party is entitled to receive his or her share of the Member’s pension benefits pursuant to the *Pension Benefits Act* and in accordance with the following:

- (a) if the Member’s pension has not yet commenced as at the date of separation, and the *Pension Benefits Act* so prescribes, as an immediate lump sum amount that must be transferred on a locked-in basis to a vehicle prescribed under the *Pension Benefits Act*, or
- (b) if the Member’s pension is already in pay as at the date of separation, as a portion of the Member’s monthly pension payments, or, as otherwise prescribed under the *Pension Benefits Act*.

Once the party to the domestic contract, court order or family arbitration award receives his or her share of the Member’s pension, the value of the Member’s or former Member’s pension benefits will be adjusted to reflect the election of such option. This adjusted value will be used to determine the pension payable under Section 7.01, 7.02, 7.03, 9.01, 9.02, 9.03, 10.01, 10.02, 10.03, 11.01 or 11.02 of the Plan, as applicable.”

**Effective July 1, 2012:**

4. Section 10.01 shall be deleted and replaced as follows:

**“Terminations On or After July 1, 2012**

A Member whose Continuous Service is terminated on or after July 1, 2012 other than by death, disability or retirement in the Plan, shall be entitled to elect one of the following:

- (a) to have an amount equal to the balance in the Member's "Money Purchase" Component Account plus the value, as determined by the Actuary (but not to exceed the limits under paragraph 8503(2)(m) of the regulations under the *Income Tax Act*), of any supplementary pension to which the Member may be entitled in accordance with Section 7, transferred to:
  - (i) the registered pension fund of a subsequent employer, provided such employer enters into an agreement with the University that such contributions will be retained for the provision of pension benefits at retirement in accordance with the *Pension Benefits Act*;
  - (ii) a "locked-in" registered retirement savings plan or life income fund which complies with the provisions of the *Pension Benefits Act*, for the provision of pension benefits at retirement; or
- (b) to leave the balance to the Member's Credit on deposit in the "Money Purchase" Component Account and to receive such amount of deferred pension as can be provided with the balance plus Credited Interest to the date of pension commencement, plus any supplementary pension to which the Member may be entitled in accordance with Section 7.”

5. Section 10.02 shall be deleted and replaced as follows:

**“Partial Commutation**

A Member whose Continuous Service is terminated other than by death, disability or retirement after having completed 10 years of Continuous Service and attaining age 45 (taking into consideration membership in a registered pension plan of a former employer or employment with a former employer that is the subject of a portability arrangement governed by Section 5 of the Plan), shall be entitled to elect to receive a lump sum payment equal to 25% of the balance of the Member's "Money Purchase" Component Account, and the commuted value (such value not to exceed the limits under paragraph 8503(2)(m) of the regulations under the *Income Tax Act*) of the supplementary pension, if any, accrued in respect of Credited Service on and after January 1, 1965 and prior to January 1, 1987. Such Member may also elect to receive a lump sum refund equal to his or her own required contributions, if any, made to the Plan prior to January 1, 1965, with Credited Interest thereon, in which case the University's corresponding contributions for such period credited to the Member's "Money Purchase" Component Account shall be returned to the University by the December 31st of the year following the year in which

the contributions were forfeited, unless used by the University to satisfy or reduce its contribution obligations under Section 4.05(1) of the Plan.

In the event that the Member elects either of the foregoing options, or both, the amount of benefit payable pursuant to Section 10.01 shall be correspondingly reduced.”

6. Section 10.03 shall be deleted in its entirety and the remaining provisions of Section 10 shall be renumbered accordingly.

7. New Section 10.03 (pursuant to the renumbering of sections set out in paragraph 6 immediately above) shall be deleted and replaced as follows:

**“Transfers of Amounts On and After January 1, 1989**

Any transfers of commuted value of the supplementary pension in accordance with Section 10.01 on and after January 1, 1989 will not exceed the maximum amount prescribed under the *Income Tax Act*, and the excess of the commuted value, plus Credited Interest, if any, over the amount transferred will be paid in cash to the Member, subject to the requirements of the *Pension Benefits Act*.”

8. New Section 10.04 (pursuant to the renumbering of sections set out in paragraph 6 above) shall be deleted and replaced as follows:

**“Additional Voluntary Contributions**

A Member whose Continuous Service is terminated other than by death, disability or retirement and who prior to termination of employment has made additional voluntary contributions and/or has deposited special lump sum voluntary contributions to his or her credit in the Plan may elect one of the following settlements with respect to such contributions and the Credited Interest thereon:

- (1) to have an amount equal to the total of such contributions with Credited Interest thereon transferred to his or her credit in the pension plan of a subsequent employer as a special lump sum voluntary payment, if that plan so permits; or
- (2) to leave such additional voluntary contributions on deposit in the Plan for the provision of such amount of pension benefit on a money purchase basis as can be provided from the balance plus Credited Interest, at the date of pension commencement, in accordance with Section 7.04 of the Plan; or
- (3) to receive a lump sum payment equal to the total of the additional voluntary and special lump sum voluntary contributions with Credited Interest thereon, subject to the provisions of Section 10.05 below; or
- (4) to transfer an amount equal to the total of such contributions with Credited Interest thereon to his or her registered retirement savings plan.”



9. New Section 10.04(4) (pursuant to the renumbering of sections set out in paragraph 6 above) and Section 12.02 are amended by adding the reference to “registered retirement income fund” immediately following the reference to “registered retirement savings plan”.

10. Subsection 16.07 (2) is deleted and replaced as follows:

**“Division of Property**

Upon the breakdown of a Member’s spousal relationship, the Member may assign up to and including 50% of the pension benefits accrued by the Member under the Plan during the spousal relationship, calculated in accordance with the requirements of the *Pension Benefits Act*, to the party to a domestic contract, court order or family arbitration award.

If a domestic contract or court order granting a party interest in the Member’s pension benefits was made before January 1, 2012, the party is entitled to receive his or her share of the Member’s pension benefits in accordance with the *Pension Benefits Act*.

If a domestic contract, court order or family arbitration award granting a party interest in the Member’s pension benefits was made on or after January 1, 2012, the party is entitled to receive his or her share of the Member’s pension benefits pursuant to the *Pension Benefits Act* and in accordance with the following:

- (a) if the Member’s pension has not yet commenced as at the date of separation, and the *Pension Benefits Act* so prescribes, as an immediate lump sum amount that must be transferred on a locked-in basis to a vehicle prescribed under the *Pension Benefits Act*, or
- (b) if the Member’s pension is already in pay as at the date of separation, as a portion of the Member’s monthly pension payments, or, as otherwise prescribed under the *Pension Benefits Act*.

Once the party to the domestic contract, court order or family arbitration award receives his or her share of the Member’s pension, the value of the Member’s or former Member’s pension benefits will be adjusted to reflect the election of such option. This adjusted value will be used to determine the pension payable under Section 7.01, 7.02, 7.03, 9.01, 9.02, 9.03, 10.01, 10.02, 11.01 or 11.02 of the Plan, as applicable.”

11. Section 16 is amended by adding a new Section 16.09 which reads as follows:

**“Transfer of Lump Sum Payments**

A surviving Eligible Spouse, a Member or a former Member who is entitled to a lump sum payment in accordance with Sections 10.04(3), 11.01(1)(b), 11.02(2), 11.05(1) or 16.05 may elect to have the lump sum amount transferred directly to a registered retirement savings plan established in accordance with the *Income Tax Act* or a registered retirement income fund established in accordance with the *Income Tax Act*. If the Eligible Spouse, a Member or a former Member, as applicable, does not make such an election within the time provided under the *Pension Benefits Act*, the University will pay the amount in cash.

Any transfer of commuted value of the supplementary pension in accordance with this Section 16.09 will not exceed the maximum amount prescribed under the *Income Tax Act*, and the excess of the commuted value, plus Credited Interest, if any, over the amount transferred will be paid in cash to the Member, subject to the requirements of the *Pension Benefits Act*.”

**Effective January 1, 2014:**

12. Section 1 is amended by adding a new Section 1.15A as follows:

**“Moving Five Year Average Fund Return** means the effective annual rate of return earned by the Trust Fund, net of expenses, during the preceding five Plan Years on that portion of the Trust Fund related to pensions payable, as determined by the Actuary.

The calculation of the Moving Five Year Average Fund Return for a Member shall be determined as if the effective annual rate of return earned by the Trust Fund for the Plan Year in which the Member commenced to receive his or her pension benefit and each prior Plan Year was 6%.”

13. Section 1.17 is deleted and replaced as follows:

**“Pension Year** means the period, commencing at the end of each Plan Year and normally of twelve months’ duration, during which the adjustment of pensions will remain constant based upon the Moving Four Year Average Fund Return or the Moving Five Year Average Fund Return, as applicable.”

14. Subsection 4.01(1) is deleted and replaced as follows:

**“Amount of Required Member Contribution**

Each Member of the Plan will be required to contribute by payroll deduction each pay period an amount equal to the sum of:

(a) the following percentage of the Member’s Earnings that are not in excess of the Year’s Maximum Pensionable Earnings in respect of the following pay periods:

- (i) 4.50% up to and including February 28, 2014;
- (ii) 4.95% on and after March 1, 2014 and prior to September 1, 2014;
- (iii) 5.40% on and after September 1, 2014 and prior to March 1, 2015;
- (iv) 5.85% on and after March 1, 2015 and prior to September 1, 2015;
- (v) 6.30% on and after September 1, 2015 and prior to March 1, 2016; and
- (vi) 6.75% on and after March 1, 2016;

and

- (b) the following percentage of the Member's Earnings that exceed the Year's Maximum Pensionable Earnings in respect of the following pay periods:
- (i) 6.00% up to and including February 28, 2014;
  - (ii) 6.63% on and after March 1, 2014 and prior to September 1, 2014;
  - (iii) 7.26% on and after September 1, 2014 and prior to March 1, 2015;
  - (iv) 7.89% on and after March 1, 2015 and prior to September 1, 2015;
  - (v) 8.52% on and after September 1, 2015 and prior to March 1, 2016; and
  - (vi) 9.15% on and after March 1, 2016."

15. Subsection 4.01(3) is deleted and replaced as follows:

**"Maximum Member Contribution**

Notwithstanding the provisions of Section 4.01(1), no Member of the Plan shall contribute or be credited with Employee contributions in any one calendar year in excess of one half of the money purchase limit for the year (as defined under the *Income Tax Act*)."

16. Subsection 4.05(1) is deleted and replaced as follows:

**"Contributions by the University**

- (1) Effective January 1, 2014, subject to Section 4.05(3), the University shall contribute to the Trust Fund in respect of the money purchase provision of the Plan an amount equal to the Members' required contributions each year.

The University contribution as described above will be credited to each Member's "Money Purchase" Component Account."

17. Subsection 4.05(3) is deleted and replaced as follows:

- "(3) If at any time while the Plan continues in existence the Actuary certifies that the assets of the Minimum Guarantee Fund exceed its actuarial liabilities in respect of the benefits defined in the Plan, the amount of such excess assets, or any portion of such amount, may be used by the University to satisfy or reduce its contribution obligations under Section 4.05(2) of the Plan, taking into consideration the security of the benefits under the Plan, and subject to any limitations prescribed under the Pension Benefits Act and the Income Tax Act. Such excess assets, or any portion of such amount, may be used by the University to satisfy or reduce its contribution obligations under section 4.05(1) of the Plan only with the prior agreement of the University's Unions."

18. Section 13.01 is deleted and replaced as follows:

**“Adjustment and Non-Reduction of Pensions**

- (1) Pensions which first become payable prior to January 1, 2015 under Sections 7.01, 7.02, 7.03, 7.04, 8.02, 9, 11.01(1)(a) and 11.02(2)(b) will be subject to adjustment, as determined by the Actuary, at the commencement of each Pension Year, starting with the Pension Year subsequent to the year in which the pension begins to be paid. The percentage adjustment is determined by the following formula:

$$\left[ \frac{(1 + A)}{(1 + B)} - 1 \right] \times 100\%$$

where:

A is the Moving Four Year Average Fund Return at the commencement of each Pension Year, expressed as a decimal to six places; and

B is 0.06.

- (2) Pensions which first become payable on and after January 1, 2015 under Sections 7.01, 7.02, 7.03, 7.04, 8.02, 9, 11.01(1)(a) and 11.02(2)(b) will be subject to adjustment, as determined by the Actuary, at the commencement of each Pension Year, starting with the Pension Year subsequent to the year in which the pension begins to be paid. The percentage adjustment is determined by the following formula:

$$\left[ \frac{(1 + A)}{(1 + B)} - 1 \right] \times 100\%$$

where:

A is the Moving Five Year Average Fund Return at the commencement of each Pension Year, expressed as a decimal to six places; and

B is 0.06.

- (3) Notwithstanding the provisions of Sections 13.01(1) and 13.01(2), in the event that the amount of pension payable under Section 7.01, 7.02, 7.03, 7.04, 8.02, 9, 11.01(1)(a) or 11.02(2)(b), whichever is applicable, as adjusted at the commencement of any given Pension Year is less than the amount of pension paid in the previous Pension Year, the amount of pension paid shall not be reduced, but shall remain the same as that paid in the previous Plan Year.”

The proper officers of the University are hereby authorized and directed to do anything required to give effect to this resolution, including but not limited to making any changes to the resolution required by the regulatory authorities.

**CERTIFIED** that this is a true copy of a resolution of the Board of Governors of York University duly considered and approved by the Board of Governors at its meeting on \_\_\_\_\_ which resolution is now in full force and effect.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2013.

\_\_\_\_\_  
Secretary

**University Secretariat**

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## Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: December 2, 2013

Subject: Recommendation for Approval of Building Naming

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### Recommendation

**The Executive Committee recommends that the Board of Governors approve the following:**

**The naming of a teaching and research facility with the Faculty of Environmental Studies in Las Nubes, Costa Rica as “The Lillian Meighen Wright Centre”.**

### Rationale

The Lillian and Don Wright Foundation has made a significant pledge which enabled York to Purchase a plot of land adjacent to the Las Nubes Property which is managed by the Faculty of Environmental Studies. A significant portion of the \$750 000 donation is being spent to build a research and teaching facility open to York, external formal partners, and the local community.

The Alexander Skutch Biological Corridor is located in the South Pacific region of Costa Rica. Its altitude ranges from 600-1,500 masl. Land use in the ASBC includes agriculture (coffee and sugar cane primarily), pastures for bovine cattle, and forest cover. The premontane forest in the corridor represent remnants of some of the most degraded Life Zones in the tropics, whose recovery is of vital importance. The ASBC occupies the area of the Penas Blancas river watershed. The communities in the ASBC are Santa Elena to the west of the river, and Montecarlo, Quizarra, San Ignacio and San Francisco to the east. The population is approximately 2000 people. There are numerous community organizations in the ASBC dedicated to environmental conservation and sustainable livelihood options for the local communities. The Lillian Meighen Wright Centre will be constructed on a property of 2.5 hectares across the river from the Las Nubes forest reserve.

The building would retain its name in perpetuity.



## **GOVERNANCE AND HUMAN RESOURCES COMMITTEE**

### **Report to the Board of Governors at its meeting of December 9 2013**

*The Governance and Human Resources Committee met on November 29 and in addition to the items appearing on the agenda, makes this report to the Board for information.*

#### **1. Human Resources**

##### *Labour Relations*

Vice President Brewer provided an overview of the timetable for the next rounds of negotiation with each of the academic and non-academic bargaining units, some of which are anticipated to begin in late summer 2014. He also provided a look forward to issues to be anticipated in the next round of bargaining.

##### *Pension Update*

The committee was anticipating the results of the YUFA ratification of the memorandum of settlement reached with the York University Pension Group on changes to the university's pension plan, and was pleased to learn that the agreement was ratified by a strong majority, clearing the way for implementation of the agreed upon plan changes. Discussions are expected to be initiated soon on the second phase of pension reform.

##### *Employee Engagement Survey*

The Committee received a presentation on the major milestones and timelines of the roll-out and action plan following the Employee Engagement Survey. Each unit manager will be asked to include in their annual plans, specific actions to address issues raised by the survey results and to convene teams to find solutions to specific issues in their areas. The team which coordinated the survey project is preparing a review of the exercise for the senior leadership.

#### **2. Governance Matters**

The committee is engaged in a review of the protocols and processes for the nomination of new governors with a view to continuing to recruit governors who can devote the requisite time and attention to the university and who possess the strengths and competencies most need to help the university move forward with its academic plans. The committee is mindful of the fact that the governors should, as stated in our Protocol, "be committed to firming and forging links" to the "local, national and international communities which sustain it", and "as much as possible, reflect the community in which York is situated and the communities in which it participates." To that end, the Chair of the Board, the Chair of the Committee and the Secretary will meet to determine how best to expand the range of individuals who may be considered for future vacancies.

*Susan Black, Chair*

**University  
Secretariat**

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## Memo

**To:** Board of Governors

**From:** Susan Black, Chair, Governance and Human Resources Committee  
Julia Foster, Chair, Board Executive Committee

**Date:** December 2, 2013

**Subject:** Vice-Chair / Chair-Elect Position

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### Recommendation

**The Governance and Human Resources Committee and the Executive Committee recommend that the Board of Governors approve the following:**

- **Revisions to the *Procedure Governing the Appointment of the Chair of the Board of Governors*, as set out in Appendix 1**
- **Revisions to the *Guideline on the Role and Appointment of Vice-Chair(s) of the Board of Governors*, as set out in Appendix 2**

### Rationale

The existing *Guideline on the Role and Appointment of the Vice-Chair(s) of the Board of Governors* provides for an *ex-officio* Vice-Chair of the Board who will be the Chair of the Governance and Human Resources Committee, and a second Vice-Chair if so determined by the Executive Committee. The Executive Committee reported to the Board in February 2013 that the desirability of creating a position for a Vice- Chair/ Chair-Elect was being explored. The suggestion was also made by the 1999 *Board Chair Selection Advisory Committee* (chaired by Tim Price). It recommended that “the process for selecting a new Chair provide in the future for a Chair Elect to be chosen one year prior to the end of a current Chair’s term.”

Adopting the Vice-Chair / Chair-Elect position is a constructive approach to succession planning as it enhances the incumbent’s transition to assuming the role of Chair. Substantively, the existing process for selecting the Board Chair would continue to be followed for the appointment of the Vice-Chair / Chair-Elect; the process would just be invoked slightly earlier to ensure the Chair-Elect is confirmed by the Board by the end of the existing Chair’s second year. Once appointed, the Chair-Elect would join the membership of the Executive Committee, providing a year-long orientation to the oversight and planning responsibilities of the Chair.

The proposed changes to the *Procedures Governing the Appointment of the Chair of the Board of Governors* and the *Guideline on the Role and Appointment of the Vice-Chair(s) of the Board of Governors* operationalize the implementation of the Vice-Chair / Chair-Elect position.



**Proposed Revisions to the  
Procedures Governing the Appointment of the Chair of the Board of Governors**

<b>Procedures Section</b>	<b>Existing</b>	<b>Proposed (changes in bold)</b>
Title	Procedures Governing the Appointment of the Chair of the Board of Governors	Procedures Governing the Appointment of the Chair <b>and Vice-Chair &amp; Chair/Elect</b> of the Board of Governors
A.1	<del>In September in the last year of the Chair's term, or as soon as possible where the position of Chair falls vacant for any reason, the Secretary of the Board shall inform members of the Board of the vacancy and of the procedures governing the appointment of a Chair and shall invite members to suggest the name(s) of those external members of the Board who should be considered for the position. This invitation will also request members to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead.</del>	<b>Not later than 14 months before the conclusion</b> of the Board Chair's term, or when otherwise necessary, the Secretary of the Board shall invoke the procedures governing the appointment of a Chair and shall invite members to suggest the name(s) of those external members of the Board who should be considered for the position of <b>Vice-Chair/Chair-Elect</b> . This invitation will also request members to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead. This invitation will also request members to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead.
A.2	The <del>retiring</del> Chair together with the President and the Chair of the Governance and Human Resources Committee shall nominate for Board approval members of the Board to form a Selection Advisory Committee to propose the name of a new Chair.	The Chair <b>of the Board</b> together with the President and the Chair of the Governance and Human Resources Committee shall nominate for Board approval members of the Board to form a Selection Advisory Committee to propose the name of the <b>Vice- Chair and Chair-Elect</b> .
A.3	Members asked to serve on the Selection Advisory Committee shall not normally be eligible for consideration for the position of Chair of the Board.	Members asked to serve on the Selection Advisory Committee shall not normally be eligible for consideration for the position of <b>Vice-Chair/Chair-Elect</b> of the Board.
A.5	The Selection Advisory Committee shall propose to an <i>in camera</i> session normally at <del>the December</del> meeting of the Board in the <del>last</del> year of the Chair's term, the name of an external member of the Board to be Chair. The member so proposed will be invited to be absent from the session. The Board will either confirm the individual proposed or invite the Committee to reconsider the matter and to propose another name.	The Selection Advisory Committee shall propose to an <i>in camera</i> session normally <b>by the June</b> meeting of the Board in the <b>second</b> year of the Chair's term, the name of an external member of the Board to be <b>the Vice- Chair/Chair-Elect</b> . The member so proposed will be invited to be absent from the session. The Board will either confirm the individual proposed or invite the Committee to reconsider the matter and to propose another name. <b>The successful nominee will assume the role of Vice-Chair/Chair-Elect on 1 July of that year, and will normally succeed the Chair of the Board on 1 July of the following year.</b>
A.6		If the position of Chair or Vice-Chair / Chair-Elect falls vacant for any reason, the Secretary of the Board shall inform members of the Board of the vacancy and invoke the above procedures as soon as possible, with the appointment of the succeeding Chair to take effect immediately.

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

Existing	Proposed (changes in bold)
<p>Guideline</p> <p>There will be one <i>ex-officio</i> Vice-Chair of the Board who will be the Chair of the Governance and Human Resources Committee or other such committee as determined from time to time by the Executive Committee. <del>If so determined by the Executive Committee, a second <i>ex-officio</i> Vice-Chair may be appointed from among the Board Committee Chairs. The Vice-Chair will not necessarily be the Chair-Elect of the Board.</del></p>	<p>Guideline</p> <p><b>There will be two <i>ex-officio</i> Vice-Chair positions of the Board:</b></p> <ul style="list-style-type: none"> <li>i. An <i>ex-officio</i> Vice-Chair who will be the Chair of the Governance and Human Resources Committee or other such committee as determined from time to time by the Executive Committee; <b>and</b></li> <li>ii. <b>A Vice-Chair / Chair-Elect appointed by the Board on the recommendation of the Selection Advisory Committee, pursuant to approved procedures.</b></li> </ul>

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

**Approval Authority:** Board of Governors

**Notes:** Approved by the Board of Governors: [DATE]

**Signature:**

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### **Context**

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

### **Guideline**

There will be two Vice-Chair positions of the Board:

- i. An *ex-officio* Vice-Chair who will be the Chair of the Governance and Human Resources Committee or other such committee as determined from time to time by the Executive Committee; and
- ii. A Vice-Chair / Chair-Elect appointed by the Board on the recommendation of the Selection Advisory Committee, pursuant to approved procedures.

# **Procedures Governing the Appointment of the Chair and Vice-Chair / Chair-Elect of the Board of Governors**

(as revised)

## **Preamble**

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

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

Notwithstanding, the practice of the Board will be that a nominee for the Chair will be offered a three-year term, which will not be extended except in extraordinary circumstances. (*Guideline on the Term of the Chair of the Board of Governors*).

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

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

## **A. Procedures for the Appointment of a Chair and/or Vice-Chair / Chair-Elect**

1. Not later than 14 months before the conclusion of the Board Chair's term, or when otherwise necessary, the Secretary of the Board shall invoke the procedures governing the appointment of a Chair and shall invite members to suggest the name(s) of those external members of the Board who should be considered for the position of Vice- Chair/Chair-Elect. This invitation will also request members to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead. This invitation will also request members to identify the qualities and attributes which the next Chair should possess given the anticipated requirements of the position in the years ahead.
2. The Chair of the Board together with the President and the Chair of the Governance and Human Resources Committee shall nominate for Board approval members of the Board to form a Selection Advisory Committee to propose the name of the Vice-Chair/Chair-Elect.
3. Members asked to serve on the Selection Advisory Committee shall not normally be eligible for consideration for the position of Vice-Chair/Chair-Elect of the Board.
4. The comments and suggestions of Board members shall be reviewed by the Selection Advisory Committee and all such comments and suggestions shall be held in confidence. The Committee will meet individually with the retiring Chair and the President to obtain their views.
5. The Selection Advisory Committee shall propose to an *in camera* session, normally by the June meeting of the Board in the second year of the Chair's term, the name of an external member of the Board to be the Vice-Chair/Chair-Elect, effective 1 July that year. The member so proposed will be invited to be absent from the session. The Board will either confirm the individual proposed, or invite the Committee to reconsider the matter and to propose another name. The successful nominee will assume the role of Vice-Chair / Chair-Elect on 1 July of that year, and will normally succeed the Chair of the Board on 1 July of the following year.
6. If the position of Chair or Vice-Chair / Chair-Elect falls vacant for any reason, the Secretary of the Board shall inform members of the Board of the vacancy and invoke the above procedures as soon as possible, with the appointment of the succeeding Chair to take effect immediately.

**Report to the Board  
at its meeting of December 9, 2013**

*Board of Governors*

*The Academic Resources Committee met on November 11 and submits the following information report to the Board of Governors.*

**1. Cumulative Report on Appointments 2012-2013**

The Committee was provided with a cumulative report on the appointments made in 2012-2013. The total number of full-time faculty members and Librarians continues to grow modestly at a time when many other universities have frozen complements. The quality of new hires is said to be exceptionally high in a still-competitive environment, and the capsule descriptions certainly point to great promise. Rebuilding the full-time cohort remains a planning priority. As the attached table indicates, appointments have been made in support of ongoing Faculty activities and strategic goals, with some hires at the Associate rank or higher.

Documentation is attached as Appendix A.

**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.

*Environmental Scan:* The external and internal landscape continues to be marked by uncertainties, challenges and risks. Externally, the provincial government is pursuing a differentiation framework that is associated with the development of Strategic Mandate Agreements. Funding has been capped and in some cases cut (notably, for the Faculty of Education's undergraduate programs) and tuition fee increases are insufficient to offset reductions. Efficiency measures have been imposed with the result that there will be cuts in the range of \$2.8 to \$5.5 million over the next two years. A new tax on international students, along with higher fees, may act as a deterrent to international enrolments (plans call for an increase in enrolments in both actual numbers and as share of enrolments). There is a potential that Ontario universities will see their graduate funding rebased, that is, lowered to reflect actual enrolments rather than the targets established in agreements with the provincial government.

Internally, enrolments remain a challenge. The latest data show that the University fell short of its (adjusted downward) targets at both the undergraduate and graduate level. There has not been an improvement on retention yet, although recommendations made by SEM Works consultants earlier this year are being pursued. Competition remains strong even though the university-age population in York's traditional catchment areas is on the rise. The University's reputation continues to be a factor in applicant decision-making, and student survey data are being mined for insight into how York's profile can be enhanced. Total undergraduate enrolments are 219 Fiscal Full-Time Enrolments below the target of 43,682. The admission average decreased slightly for this year's entering class. Graduate enrolments are off by a small fraction from the target.

According to students themselves, the five most important considerations are academic reputation, quality of teaching, the availability of career-relevant and professionally-oriented programs, job pathways, and credit transfer. A key goal is to position the University better in the context of these and other germane influences on choice.

*Academic and Administrative Program Review Update:* The AAPR process is well underway and currently focuses on the development of evaluation criteria, data collection and the recruitment of members to serve on

the two task forces that will assess submissions from programs. Provost Lenton reminded us of the reasons for establishing this process: the realization of academic planning objectives, an evidence-based analysis in anticipation of the Strategic Mandate Agreement, support for the new budget model, and sustainability in terms of the budget and programming. AAPR is intended to identify areas that are doing well, activities that appear to require change, opportunities for innovation, and activities that warrant strategic investment.

At the request of the Chair, Provost Lenton will provide a compliment plan at the next meeting of the committee.

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

In the absence and at the request of Vice-President Haché, Associate Vice-President Lisa Philipps reported on developments in a number of major areas.

*Research Info Source Data:* The annual scorecard from Info Source has been issued, and it shows that research income from 2011-2012 increased by 2.8 per cent. Nationally, York remained 22<sup>nd</sup> among the top fifty institutions. Research intensity (income per full-time faculty member) rose from \$47,700 to \$50,900. Publication output indicators tell this story:

- York ranked 11<sup>th</sup> among all Canadian universities in terms of impact
- total publications placed the University 19<sup>th</sup>
- publication intensity slipped to 34th from 33rd
- research intensity improved one place to 37th

Both the *University Academic Plan 2010-2015* and the *Strategic Research Plan* approved by Senate earlier this year emphasize research intensification, and the VPRI is working with others throughout the University on plans to achieve York's ambitions.

*Research Impact (RIR):* One of York's recognized strengths is in the field of Knowledge Mobilization. Together with the University of Victoria, it founded a KM network. It now leads RIR, a pan-Canadian group of major research universities, and recently held a workshop that reinforced the network's commitment to Knowledge Mobilization.

*Research Gala and Canada Prizes Award Ceremony:* Members of the Board have been asked to save-a-date for Research Gala scheduled for February 25. This second annual event is an important one on the calendar. The Gala will showcase research throughout York by faculty members, undergraduate students, and graduate students. The recipient of the 2014 President's Research Excellence Award will be honoured. This is a significant opportunity to both celebrate and project research excellence, and the Committee was pleased to offer a number of suggestions about making the most of this important moment. We urge members of the Board to attend. As indicated in an e-mail to Governors in November, York will also host the Canadian Federation for the Humanities and Social Sciences prestigious Canada Prizes ceremony at Glendon on May 7. A strong and positive turnout will help ensure the success (and perhaps secure the longevity) of this partnership with CFHSS.

### **4. Board Questionnaire: Committee Results**

The Committee reviewed the results of the survey of members conducted in the summer. Part of the Committee's mandate involves helping the Board to understand and monitor the University's full range of activities, and we will, with the assistance of President and Vice-Presidents who interact with the Committee, continue to provide a window on the academic enterprise within the Board's jurisdiction. We welcome ideas from Governors about how best to fulfill this role.

*Henry Wu, Chair*

## Appendix A – Academic Resources Report

### York University Cumulative Appointments 2012-2013

As reported to Academic Resources Committee at its meeting of November 11, 2013

#### 1. Full-Time Faculty Member Appointments

All appointments effective July 1, 2013 except where indicated in first column.

Name	Department, Field	Rank at Appointment	Highest Degree (University)	Research Agenda/Specialization	Funding
Barras, Amelie (F) July 1, 2014	Social Science, Law & Society	Assistant Professor, Pre-candidacy 1	PhD, Political Science (London School of Economics, 2011)	Dr Barras comes to us from the University of Montreal where she holds a postdoctoral fellow. She specializes in the legal politics of secularism and religious diversity, and fits into the preferred area of the "law, culture and identity."	Institutional Strategic Funds
Bawa, Sylvia (F)	Sociology, Global	Assistant Professor, Pre-candidacy 1	PhD, Sociology (Queen's, 2012)	Dr Bawa defended her PhD at Queen's University in late 2012. She specializes in women's rights in Ghana, in broader African and global patriarchal contexts.	Institutional Strategic Funds
Cecchetto, David (M)	Humanities, Critical Digital Theory	Assistant Professor, Pre-candidacy 3	PhD, English/Visual Arts (Victoria, 2010)	Dr Cecchetto comes to us from OCAD where he has been an Assistant Professor since 2010. His research interests include media art history/criticism, digital humanities, post humanism, experimental music and social and locative media.	Faculty Funded/ Institutional Strategic Funds
Fisher, Roger (M)	Humanities, Classics	Assistant Professor, Pre-candidacy 2	PhD, History (McMaster, 1987)	This appointment was made through the CUPE Conversion program. Dr Fisher also obtained a JD from Osgoode Hall Law School in 1989. Dr Fisher's main research focus is in the area of law and humanities from the ancient world to the modern.	Faculty Funded
Hayward, Mark (M)	Communication Studies	Assistant Professor, Candidacy 1	PhD, Communication Studies (North Carolina, 2008)	Dr Hayward comes to us from Wilfrid Laurier University. He specializes in global communication, communication policy, diasporic media and digital capitalism.	Faculty Funded/ Institutional Strategic Funds
Koffman, David (M)	History, Shiff Chair for the Study of Canadian Jewry	Assistant Professor, Pre-candidacy 1	PhD, History, Hebrew & Judaic Studies (New York, 2011)	Dr Koffman recently completed a two-year postdoctoral position in the Department of History, University of Toronto. His research frames Jewish migration history within the context of the nineteenth century national colonial and imperial projects.	Endowment
Lawrence, Geoffrey (M)	DLLL, ESL	Assistant Professor, Pre-candidacy 1	PhD, Second Language Education (OISE/ Toronto, 2010)	Dr Lawrence comes to us from OISE/UT where he has taught as a Sessional Lecturer since 2009. Dr Lawrence obtained a TESL Certificate from the Canadian Centre for Language and Cultural Studies in 1994. Dr Lawrence's research focusses on examining the potential of emerging technologies and intercultural approaches to second/additional language teaching and learning.	Faculty Funded

Leibovici, Fernando (M)	Economics, Macroeconomics	Assistant Professor, Pre-candidacy 1	PhD, Economics (New York, 2013)	Dr Leibovici successfully defended his PhD in Economics at New York University in May 2013. His research interests revolve around international trade, international finance and macroeconomics	Faculty Funded/ Institutional Strategic Funds
Letkiewicz, Jodi (F)	Administrative Studies, Personal Financial	Assistant Professor, Pre-candidacy 1	PhD, Family Resource Management (Ohio State, 2012)	Dr Letkiewicz comes to us from the University of Nebraska-Lincoln. Her current research agenda explores the psychological aspects of financial decisions of individuals and families.	Faculty Funded/ Institutional Strategic Funds
Ma, Mary (F)	ADMS, Accounting	Assistant Professor, Pre-candidacy 1	PhD, Accounting (Hong Kong, 2011)	Dr Ma comes to us from Xiamen University in China. Her research interests are in financial reporting, risk management, executive compensation, bank accounting, financial crisis and auditing.	Faculty Funded
Macias, Teresa (F)	Social Work	Assistant Professor, Pre-candidacy 3	PhD, Education (OISE, 2010)	Dr Macias comes to us from the University of Victoria. She specializes in transnational human rights, with research in Chile and more recent work on the Canadian Indian Residential School of Truth and Reconciliation Committee.	Faculty Funded
Marcus, Joel (M)	Administrative Studies, Management	Assistant Professor, Pre-candidacy 1	PhD, Management (Wilfrid Laurier, 2010)	Dr Marcus comes to us from Wilfrid Laurier University. His primary research interest is in addressing the economic, social, and environmental sustainability challenges facing society, with a specific focus on within-firm behavioural processes affecting sustainability outcomes.	Faculty Funded
Mekouar, Merovan (M)	Social Science, IDS	Assistant Professor, Pre-candidacy 1	PhD, Political Science (McGill, 2013)	Dr Mekouar successfully defended his PhD at McGill University in May 2013. He is a specialist of the political economy of Tunisia and Algeria and is conducting research into the local and global economic context of recent political changes.	Institutional Strategic Funds
Narayan, Chandan (M)	Languages, Literatures and Linguistics, Linguistics	Assistant Professor, Pre-candidacy 3	PhD, Linguistics (Michigan, 2006)	Dr Narayan comes to us from the University of Toronto where he has been an Assistant Professor for the Centre for French and Linguistics since 2008. His research brings together psycholinguistics in developmental contexts and phonological learning.	Faculty Funded/ Institutional Strategic Funds
Ojo, Tokunbo (M)	Communication Studies	Assistant Professor, Pre-candidacy 1	PhD, Communication Studies (Queensland, Australia, 2010)	Dr Ojo comes to us from the School of Journalism & Communication, Carleton University. His research interests revolve around the intersection of development, communication, technology transfers, directed social change in the African context and the role of ethnic media.	Faculty Funded (replacement)
Salisbury, Laura (F)	Economics, Empirical	Assistant Professor, Pre-candidacy 1	PhD, Economics (Boston, 2013)	Dr Salisbury successfully defended her PhD in Economics at Boston University in May 2013. Her research involves the historical study of wages, migration and gender in the United States.	Institutional Strategic Funds



Wang, Jing (F)	Human Resource Management	Assistant Professor, Candidacy 1	PhD, Industrial Relations & Human Resource Management (Toronto, 2010)	Dr Wang comes to us from the Sobey School of Business, Saint Mary's University, Halifax where she has held the position of Assistant Professor since 2009. Previously, she spent seven years managing human resources for several multinational companies in China. Dr Wang's research interests include human resources management, industrial relations, and leadership.	Faculty Funded/ VPA&P Strategic
Wilkin, Christa (F)	Human Resource Management	Assistant Professor, Pre-candidacy 2	PhD, Organizational Behaviour and Human Resources (McMaster, 2011)	Dr Wilkin comes to us from California State University where she has held the position of Assistant Professor since 2011. Her research interests include employment relationships e.g., organizational justice, job satisfaction, counterproductive workplace behaviour and work-life balance.	Faculty Funded/ VPA&P Strategic
<b>Education/Science</b>					
Rapke, Tina (F)	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
<b>Environmental Studies</b>					
Hoicka, Christina (F)	PowerStream Chair in Sustainable Energy Economics	Assistant Professor, Pre-candidacy 1	PhD, Geography & Environmental Management (Waterloo, 2013)	Dr Hoicka comes to us from the Department of Geography and Environmental Management at the University of Waterloo where she held a postdoctoral position. Dr Hoicka has the grounding in energy and ecological economics and with research in the deployment and integration of renewable energy technologies into energy systems.	Endowment/ Faculty Funded
<b>Glendon</b>					
Dawson, Andrew (M)	Sociology	Assistant Professor, Pre-candidacy 2	PhD, Sociology (McGill, 2011)	Dr Dawson recently completed a two-year postdoctoral fellowship with the Department of Political Science and Centre for International Studies at the University of Montreal. His research is in political sociology, sociology of development, political and ethnic violence and comparative historical sociology.	Faculty Funded
Russell, Danielle (F)	English	Assistant Professor, Pre-candidacy 1	PhD, English (York, 2003)	This appointment was made through the CUPE Conversion program. Dr Russell received the Principal's Teaching Excellence Award in 2009. Her areas of interest are in Canadian literature, women and literature, 20th century American literature, prose narrative, and children's literature.	Faculty Funded

York University Libraries					
An, Angie (F)	Bronfman Business Library	Assistant Librarian, Pre-candidacy I	MLIS (Western Ontario, 2005)	Ms An comes to us from TD Bank Group where she held the position of 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 School of Engineering					
Farag, Hany (M)	Electrical Engineering	Assistant Professor, Pre-candidacy I	PhD, Power and Energy Systems (Waterloo, 2013)	Dr Farag successfully completed his PhD in January 2013. His research focuses on "smart grids," the technology that enables multitudes of small alternative energy generators to be connected to the power distribution grid, along with energy storage devices, adaptable distribution and facilitation of electric vehicle charging.	Faculty Funded
Jiang, Zhen (Jack) (M)	Software Engineering	Assistant Professor, Pre-candidacy I	PhD, Computer Science (Queen's, 2013)	Dr Jiang has held the position of Software Performance Specialist with Research in Motion, Waterloo since 2007. Dr Jiang's research is in the field of reliability and scalability of large-scale computing systems. Examples of such systems include e-commerce and telecommunication infrastructure that is used by millions of users concurrently around the world.	Faculty Funded
Leung, Siu Ning (M)	Mechanical Engineering	Assistant Professor, Pre-candidacy I	PhD, Mechanical and Industrial Engineering (Toronto, 2009)	Dr Leung recently completed post-doctoral fellow/lab manager position with the Department of Mechanical and Industrial Engineering, University of Toronto. Dr Leung's research is in the area of polymer materials in which he tailors the manufacturing process to achieve specified material properties.	Faculty Funded
Rezai, Pouya (M)	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)	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
Elwick, James (M)	Natural Science	Assistant Professor, Pre-candidacy I	PhD, History of Science (Toronto, 2004)	This appointment was made through the CUPE Conversion program. Dr Elwick has been a Lecturer in the Science and Technology Studies program at York since 2004. His primary research is in the history of life sciences and the history of	Faculty Funded

				examinations, especially science examinations in the nineteenth century.	
Paluzzi, Jean-Paul (M)	Biology, Animal Physiology	Assistant Professor, Pre-candidacy I	PhD, Cell & Systems Biology (Toronto, 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
Rosonina, Emanuel (M)	Biology, Cell	Assistant Professor, Pre-candidacy I	PhD, Molecular and Medical Genetics (Toronto, 2004)	Dr Rosonina recently completed a postdoctoral fellow in the Department of Biological Sciences, Columbia University. He is interested in studying mechanisms by which eukaryotic cells regulate expression of individual genes and groups of genes in response to different stimuli and conditions.	Faculty Funded (replacement) /Institutional Strategic Funds
<b>Schulich School of Business</b>					
Kanagaretnam, Kiridaran (M)	Accounting, Financial	Full Professor with tenure	PhD, Business Administration (Syracuse, 2000)	Dr Kanagaretnam previously held the position of Full Professor of Accounting and Financial Management Services and Associate Dean, Academic at DeGroote School of Business of McMaster University. His research focus is in executive compensation, corporate governance and managerial incentives.	Faculty Funded (replacement)
Kecskes, Ambrus (M)	Finance	Assistant Professor, Candidacy I	PhD, Finance (Toronto, 2008)	Dr Kecskes comes to us from Pamplin College of Business at Virginia Tech. His research examines a range of corporate policies as well as the interaction of firms with financial market participants, especially analysts and institutional investors.	Faculty Funded (replacement)/ Institutional Strategic Funds
Kistruck, Geoffrey (M)	Entrepreneurial Studies Program	Associate Professor with tenure	PhD, Business Administration (Western Ontario, 2008)	Dr Kistruck comes to us from Farmer School of Business, Miami University where he was holder of the Cintas Chair in Entrepreneurship. Dr Kistruck is the holder of the Chair in Entrepreneurship at Schulich. 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 (Lionel) (M) LOAWOP to 31-Jul-13	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

## 2. York University New Contractually Limited Appointments

All appointments effective July 1, 2013 and for two year terms except where indicated in first column.

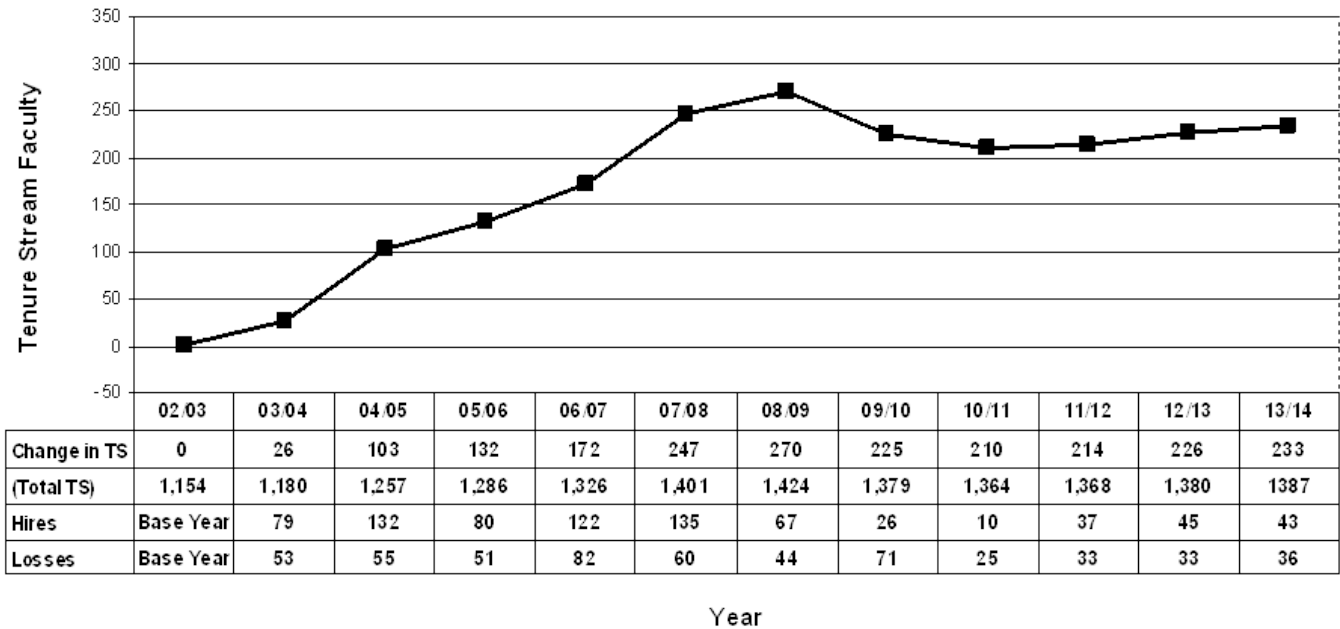
Name	Department, Field	Rank	Highest Degree (University)	Research Agenda/Specialization
<b>Liberal Arts and Professional Studies</b>				
Abbruzzese, Teresa (F)	Social Science, Urban Studies	Sessional Assistant Professor	PhD, Environmental Studies (York, 2012)	Dr Abbruzzese has been a contract faculty member in the Department of Social Science, LAPS. She has also taught in the Faculty of Environmental Studies. She has won an award as a Teaching Assistant. She has an active research agenda in urban studies, human geography, urban and regional planning, cultural studies and anthropology.
Aitken, Paul (M)	Communication Studies, Critical Technology Studies	Sessional Assistant Professor	PhD, Communication Studies (University of Leeds, 2012)	Dr Aitken recently held a limited term appointment in the Faculty of Information and Media Studies at Western University. His research area is in politics of media culture and communication theory and he specializes in BitTorrent and media "piracy".
Cetinic, Marija (F)	English, Fiction Post-1945	Sessional Assistant Professor	PhD, Comparative Literature (Southern California, 2010)	Dr Cetinic recently held a Canada Research Chair Post-doctoral Fellow in New Media and Visual Culture at the University of Alberta. Her expertise is in contemporary American and Eastern European fiction and critical theory.
Chaudhuri, Arun (M)	Anthropology, Anthropology of Religion	Sessional Assistant Professor	PhD, Social Anthropology (York, 2012)	Dr Chaudhuri 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, Trevor (M)	English, Renaissance Lit. & Shakespeare	Sessional Assistant Professor	PhD, English (Toronto, 2011)	Dr Cook was recently a Visiting Assistant Professor at Trent University and has held a sessional lecturer position at the University of Toronto. He is an expert in Renaissance drama and non-dramatic literature of the 16th and 17th centuries.
Cook, Suzanne (F) 1 year	Sociology, Youth & Life Course Studies	Sessional Assistant Professor	PhD, Adult Education and Community Development, OISE (Toronto, 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.
Danciu, Joanna (F)	French Studies, ESL	Sessional Assistant Professor	PhD, French Literature (Toronto, 2012)	Dr Danciu comes to us from the Department of French, University of Toronto (Tri-campus). Her dissertation won best doctoral thesis. She specializes in French theatre of the 18th century.
Ertorer, Secil (F)	Sociology, Sociological Methods	Sessional Assistant Professor	PhD, Sociology (Western Ontario, 2012)	Dr Ertorer comes to us from the Department of Sociology, King's University College at Western Ontario. She specializes in migration, with a focus on regional labour migration economics.

Goitom, Mary (F)	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.
Guia, Aitana (F)	History, Modern Europe	Sessional Assistant Professor	PhD, History (York, 2011)	Dr Guia has taught both at the undergraduate and graduate level at York, Guelph and Wilfrid Laurier. Her research is in immigration policy and the immigrant struggle for civil rights and belongings in Europe, with particular focus on migrants from Morocco and Pakistan in Spain after the collapse of dictatorship in 1975.
Karimi, Sirvan (M)	SPPA, Public Administration	Sessional Assistant Professor	PhD, Political Science (York, 2012)	Dr Karimi has been a course director in Political Science, York University for several years. He has also taught courses in the areas of public policy and administration at Ryerson University and Brock University. His areas of specialization are in Canadian politics, comparative politics, comparative public administration and public policy and public law and judicial administration.
Krishnamurti, Sailaja (F)	Humanities, General Education	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2008)	Dr Krishnamurti currently held the position of Lecturer in South Asian History and Religions at the University of Toronto. She has extensive teaching experience at York and the University of Toronto. Dr Krishnamurti studies South Asian identity, nationalism and migration through the lens of popular forms of literature, such as comics.
Musto, Marcello 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) 1 year	Social Science, Business & Society	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2008)	Since obtaining her PhD, 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 (M)	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.
Thakur, Monika(F) 1 year	Political Science, International Relations	Sessional Assistant Professor	PhD, International Relations (London School of Economics, 2006)	Dr Thakur recently held a limited term Assistant Professor appointment with the Department of Political Science, Concordia University. Her specialization is in international relations, comparative politics and the international politics of Africa.
Thomas, Danielle (F)	DLLL, Spanish	Sessional Assistant Professor	PhD, Hispanic Linguistics (Toronto, 2012)	Dr Thomas has held teaching positions at the University of Toronto, Brock University and York University. She has an active research program in two main areas: experimental languages studies in first, second and bilingual language acquisitions; and, study of the cognitive and contextual factors that lead to linguistic and education success in bilingual/multilingual populations.

Troit, Anne-Sophie (F)	French Studies, ESL	Sessional Lecturer*	PhD, French Literature (Moncton, 2013)	Ms Troit is completing her PhD in French Literature at the University of Moncton. She has been the pedagogical director of the Spring and Summer Immersion programs at Université Sainte-Anne.
<b>Glendon</b>				
Barysevich, Alena (F) 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.
<b>York University Libraries</b>				
Collings, Ruth (F) 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) 1 year	Scott Library Reference Department	Adjunct Librarian	MLIS (Toronto, 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.
Symons, Alexandra (F) 1 year	Frost Library	Adjunct Librarian	MLIS (McGill, 2013)	Ms Symons is a recent graduate from McGill University. Her research interests encompass the development of case studies to understand knowledge management strategies in larger organizations or libraries.
<b>Osgoode</b>				
Haigh, Richard (M) 3 years	Law	Sessional Assistant Professor	S.J.D. (Toronto, 2012)	Professor Haigh has been a visiting professor at Osgoode since 2001 and held the roles of Acting Director of the Professional Development Program and Director of the Osgoode Public Interest Requirement since 2009. Most recently he has served as Co-Director of the Professional LLM in Constitutional Law.
<b>Science</b>				
Jackson, Derek (M) 11 months	Chemistry	Sessional Assistant Professor	PhD, Environmental Chemistry (Toronto, 2013)	Dr Jackson is a recent graduate of the University of Toronto. He has teaching experience and was the recipient of the Croft Teaching Assistant award in 2009. His research interest is in environmental organic chemistry of fluorinate pollutants.

\*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

**Change in Full-Time Faculty Member Complement (Excluding Librarians)  
2002-2003 to 2013-2014**



## FINANCE AND AUDIT COMMITTEE

### Report to the Board of Governors

at its meeting of 9 December 2013

*The Finance and Audit Committee met on 18 November 2013 and submits the following report to the Board of Governors for information.*

#### 1. New Student Centre Project

In February 2012 the Board approved in principle a capital project of up to \$80 million for the design and construction of a new Student Centre building, subject to the approval of a student referendum and financing at terms acceptable to the University. In June 2013, a Memorandum of Understanding on the project was executed between the University and the *York University Student Centre Corporation*. The Student Centre Corporation has hired Ernst & Young Orenda Corporate Finance to assist in the development of a financing strategy for the proposed new Centre. That work is continuing, and a proposal regarding the financial structure is expected to come to the Board for approval by April 2014.

In October the student referendum was held on a new levy for undergraduate students that would provide funds for the project. Close to 10,000 students voted in the referendum – a record turnout at the University – with 90% voting in favour of the levy. Subject to the approval of the Board, the new Student Centre levy will commence in June 2014.

#### 2. Budget Update

##### *Enrolment Update*

November 1 is the date upon which universities' Fall enrolment numbers are finalized for submission to the Province for FFTE funding. To date:

- Domestic undergraduate fall enrolments are below target
- Summer 2013 enrolments and international undergraduate enrolments were both slightly above target
- Overall there is a projected shortfall in undergraduate enrolment of 219 FFTEs
- Masters enrolments have increased over the 2012 totals, there is a shortfall in PhD targets

The number of undergraduate students entering with an 80% average or higher was maintained over last year. Measures are being taken to fill the undergraduate enrolment gap for the 2014 winter term student intake.

##### *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 are showing solid rates of return to 30 September 2013.



### *Memorandum of Agreement on Pension Plan Design Changes*

At the time of the Finance & Audit meeting, agreements on Pension Plan changes had been reached with all but one employee group, which was in the midst of ratifying the proposed revisions. This is a significant achievement. A second phase to discuss further potential changes is anticipated to commence later in the term.

### *Government Funding*

The committee was advised that the MTCU launched a *Productivity and Innovation Fund* (PIF) in 2013-14, with a one-time allocation of \$45 million to provide seed funding to support innovative activities in three priority areas:

- Program Prioritization
- Course Redesign
- Administrative and Service Delivery Transformation

Proposals were invited from universities and colleges. York received a total of \$3.36M in funding, including \$500,000 to support the Academic and Administrative Prioritization Review.

The Province's Differentiation Policy is concerned with the sustainability of postsecondary education in the province. The committee was updated on the proposed funding framework which they are positioning as a primary policy driver to help determine where to make future postsecondary education investments that align with government priorities while addressing postsecondary education cost structures.

### *Academic and Administrative Prioritization Review*

This exercise is at the stage of identifying and confirming the criteria & templates for the program review, and conducting the community consultation on the project. By and large it is expected that the timeframe established for the Review will be met, which will conclude with the community's discussion of the Task Force report in July/August 2014.

## **3. Capital Planning**

The Committee received and discussed a report from the Vice-President Finance & Administration on long-term financing and a preliminary capital project plan. Mr Tsaparis, Chair of the Land & Property Committee, attended the meeting to participate in this item of business. The importance of utilizing the said financing for projects of strategic importance to the University was emphasized by the committee.

## **4. Internal Audit Report**

The Committee received an Internal Audit Status report covering the period 1 September 2013 to 31 October 2013.

## **5. Board Questionnaire Committee Results**

The results of the 2012-2013 Finance & Audit committee questionnaire were briefly discussed. In response to a suggestion conveyed in the survey to develop a framework for accountability, it was recommended that an annual work plan be established which sets out the priorities and key items of business for the year, and the time frame for completion of each.

## **6. Second -Quarter Operating Results**

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

The Committee received for *information* the following reports:

1. Annual Update on Conflicts of Interest in Procurement
2. Annual Report on Insurance Risk Management Services
3. Annual Report on Emergency Preparedness
4. Annual Report on Access Control

*Ozench Ibrahim, Chair*

## Memo

To: Board of Governors  
From: Ozench Ibrahim, Chair, Finance and Audit Committee  
Date: December 2, 2013  
Subject: **Long-Term Ancillary Plan**

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### Recommendation

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

### Background

The sound management of ancillary operations continues to be an important element in managing the Unrestricted Net Asset Deficit.

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

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

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

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

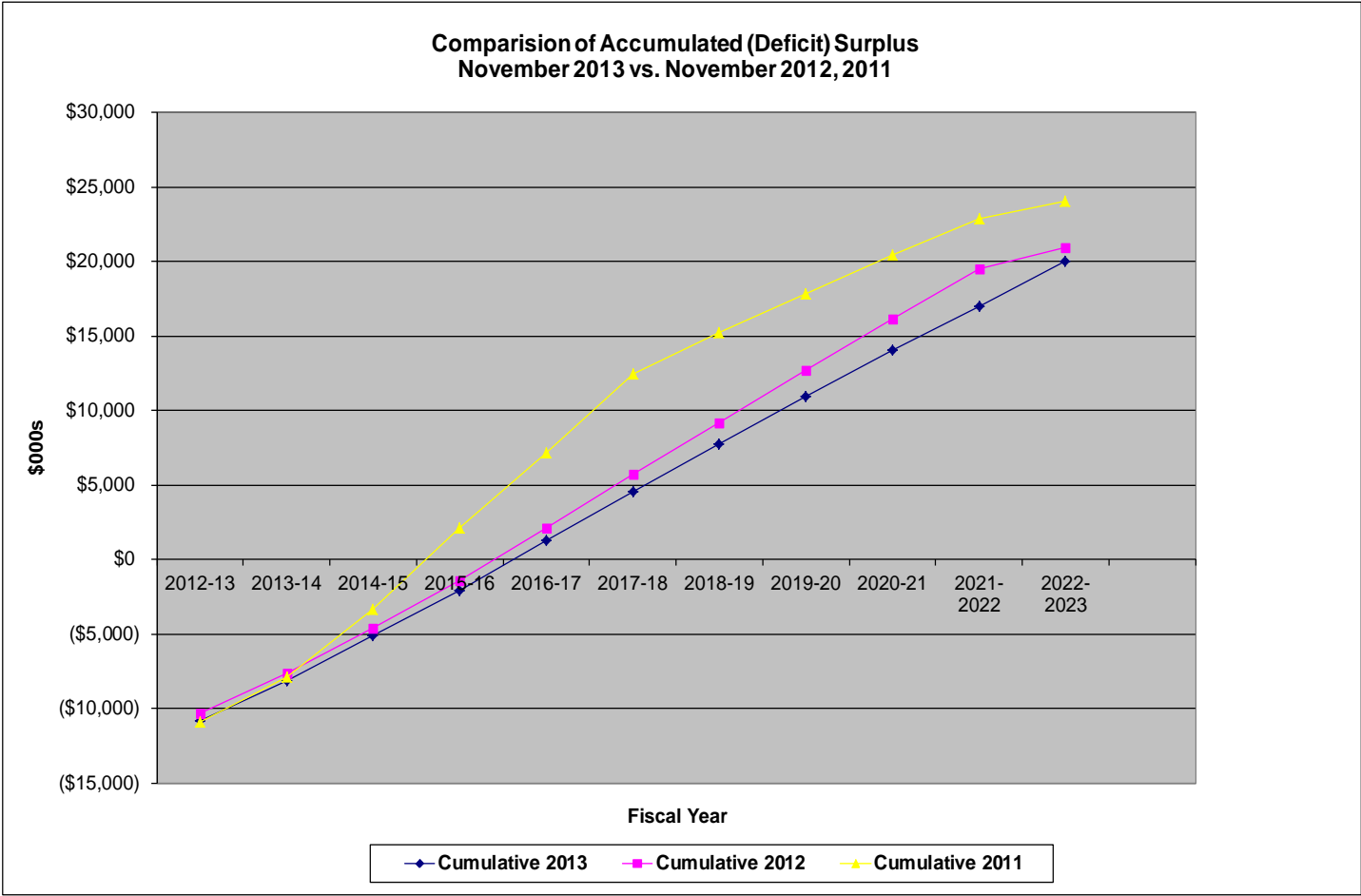
In the Fall of 2012, the ancillary plan has been updated to reflect the declining sales trend in bookstore sales, the incorporation of the new housing strategy including the 10 year building renewal plan costing \$70 million for residences, the impact of reduced parking inventory due to new capital construction, a revision to the plan to extend the

recovery of the original startup costs for the Executive Learning Centre from 13 years to 20 years, the favourable impact of the introduction of new food outlets in the Food and Contract Management business, and the impact of the continued decline in printing service volume.

In the Fall of 2013, the ancillary plan has been updated to reflect the significant decline in course kit production due to copyright changes resulting in reduced printing operations, increased occupancy being experienced in Housing, increased food outlets and menu concepts in Food & Contract Management and the impact of the changing nature of the business environment as it shifts to digital text books for the Bookstore.

The impacts of these events are significant and have required significant management focus.

The detailed long-term plans for each ancillary operation are outlined in the attached report.



**ANCILLARY OPERATIONS  
LONG-TERM PLAN**

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

**November 18, 2013**

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

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## **ANCILLARY OPERATIONS LONG-TERM PLAN**

### **Report to the York University Board of Governors Finance and Audit Committee November 18, 2013**

#### ***1. Purpose of this Report***

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

The sound management of ancillary operations continues to be an important element of the plan to manage the Unrestricted Net Asset deficit. Each of the ancillary operations has an approved business plan that takes into consideration the impact of the budget, economic, enrolment and staffing changes that are forecast. This report contains a discussion of each of the business units and highlights changes in the long-term plan. The business plans for each are presented in the Appendix along with comparisons to the net income targets that were set in the November 2012 long-term plan.

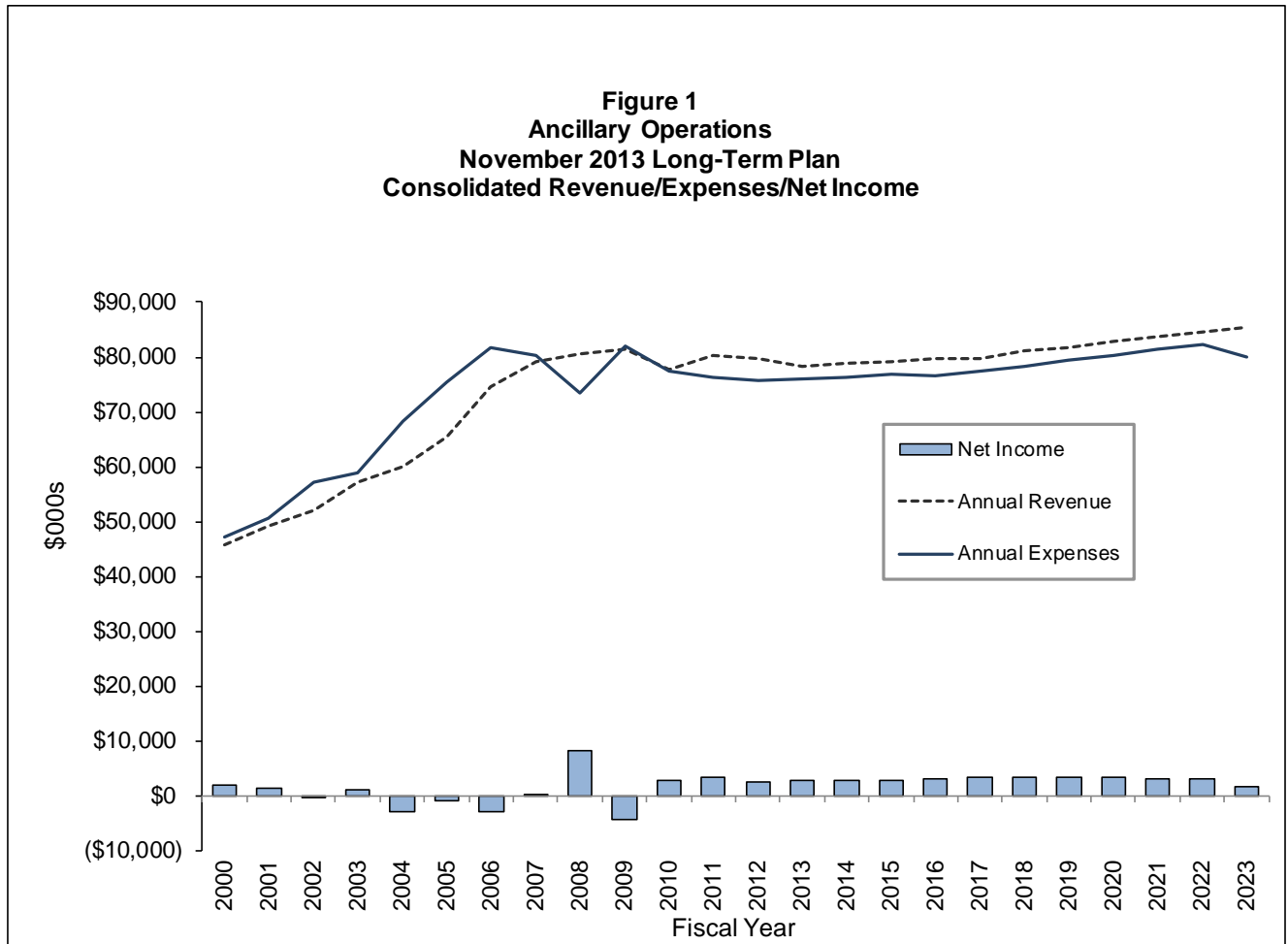
The consolidated revenue, expense and net income projection for all ancillary operations is provided in Figure 1. This chart illustrates that the ancillary operations operated profitably to 2002-2003. With the commencement of the operations of the Executive Learning Centre and The Pond Road Residence, as well as the operations of the two new parking structures and the success achieved in Parking and Transportation to reduce the number of single occupant vehicles on campus, the ancillary plan reported net operating losses in the years 2004 through 2006 as the significant cost impact of the new facilities was absorbed. The plan also shows a return to profitable status in 2007 and 2008, as revenues gradually came into line with the costs of the new facilities. The 2009 results reflected the unfavourable impact of the extended labour disruption and the global financial crisis which had significant impacts on the ancillary operations particularly in the Executive Learning programs. The ancillary operations returned to generating operating surpluses in the following fiscal year.

The 2011 plan revisions reflect the changing nature of the business environment for the Bookstore as the shift from traditional print books to digital books is experienced. The business models and profit margins for eBooks are not established as the industry struggles to define itself. It is projected that ancillary operations will continue to be profitable and achieve full recovery of their costs. In the 2012 plan revisions, the impact of the decline in print book bookstore sales, the incorporation of the new housing strategy, the reduction of parking inventory due to new capital project construction, a revision to the Executive Learning Centre recovery plan and the improved performance for food contract revenue have been reflected. In the 2013 plan revisions, the impact of a further reduction in the printing operation and bookstore, increased occupancy in Housing, and changes to the Food and Contract Management business have been reflected.

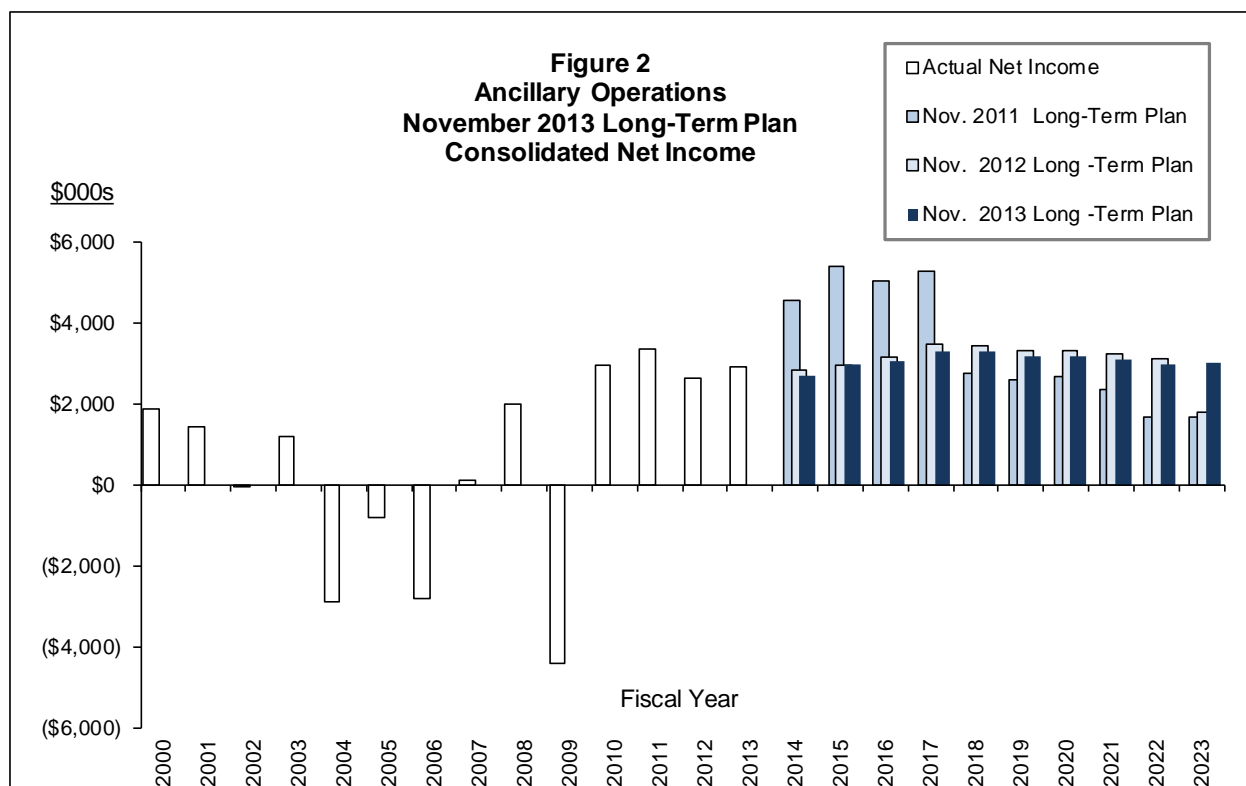
## 2. Key Planning Assumptions

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

	2013-14	2014 and onwards
Consumer Price Index (CPI)	2.0%	2.0%
Compensation:	2.0%	2.0% onwards
Heating & Cooling:	2.50%	2.5% from 2013 onwards
Electricity:	9.13%	9.13% for 2013-15, 6.27% for 2015-16, 4.26% for 2016-17, 3.05% for 2017-18 and 3.57% thereafter
Water:	9.0%	9.0% to 2015-16 and 3% onwards







The planning assumptions reflect an annual general inflation rate of 2% over the planning period, with the exception of electricity and water costs in the short-term. Compensation assumptions reflect a rate established for planning purposes for future settlements. Electricity costs reflect an increase of 9.13% for 2013-2014 and various rates thereafter. Water costs are expected to increase at an annual inflation rate of 9% in 2012-2015 and 3% thereafter. In addition to more global assumptions on inflation for compensation and energy, assumptions that are particular to each ancillary operation are factored in for each of the plans.

### 3. *Bookstore*

The Bookstore has two locations: York Lanes on the Keele Campus and York Hall on the Glendon campus, along with an active e-commerce site, and a new outlet in the Schulich School of Business. Management has been focused on enhancing operational performance, reducing base costs, and making process improvements while improving the student experience related to the Bookstore.

The Bookstore has been increasing its offerings, including the sale of digital books, was one of the first Canadian campuses to offer a book rental program, and has launched a student- friendly loyalty program using the YU-card technology. These initiatives save students money, but also lower gross revenues and margin for the Bookstore. In 2012, the Bookstore won the Libris Campus Bookseller of the Year award announced by the Canadian Booksellers Association.

Over the past five years, revenues declined by an average of 2%, with changes fluctuating yearly, with an annual increase posted at 1.5% to a drop of 5.3%. Much of the negative trend is attributed to a shift from traditional print books to digital books. The Bookstore has remained profitable during this period, including its contribution to campus overheads. As in previous plans, this plan shows significant adjustments to labour and other operating expenses on a

continuous basis to show modest returns over the ten-year period.

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

In 2007 the Bookstore strategic plan focused on internal issues of improved operations, fiscal controls and service levels. These issues have been addressed in order to better control costs. Most significantly, in June 2010, organizational changes were implemented to reduce the base costs. The Bookstore has drafted a discussion paper to update its strategic plan within the context of the digital age and other changes in the educational environment.

The current long term plan reflects minimal investments to fulfill the mandate of being a leading-edge bookstore and service to the student community. The long-term projections show labour reductions beyond the rate of inflation, which is based on the assumption that there will be less labour associated with product handling in the increasingly digital bookstore.

Overall the Bookstore's Net Income contribution over the ten years of the plan totals \$2.3M and its 10-year projected financial performance is consistent with the prior year plan target, which incorporated the changing nature of the overall business environment.

#### ***4. Student Housing Services***

Student Housing Services provides approximately 2,680 undergraduate beds and 1,250 apartment units for York's undergraduate, graduate, exchange, and YUELI students at the Keele and Glendon campuses.

A new Housing Strategy for York was developed and approved by the Board of Governors in June 2012. The housing strategy will better align student housing needs with academic priorities, enhance the student experience, and address issues of declining occupancy rates, aging infrastructure, outdated room types and unpopular meal plans.

Progress has been made on the new housing strategy implementation as follows:

- Establishment of a self-funded 10 year building renewal plan costing \$70 million for that will require an average annual rate increase of 3.7% over the next 10 Years for undergraduate residences. Planned renewals include new furnishings and finishes, modernization of washrooms and kitchens, technology upgrades, accessibility and safety enhancements, and replacement of building components that have gone beyond life cycle.
- A focus on 1st year students and coordinated approach to programming and living-learning communities to promote a culture for academic success.

- Meal plan improvements including a price reduction of the minimum required meal plan to \$2,500 from \$3,000, and allowing students to carry-forward their unspent funds for use in subsequent years.
- Planning is underway for the new third party 800 bed suite-style residence to be constructed at Pond/Sentinel to provide expanded housing options for upper-year students, with an expected opening date of Fall 2016.
- An institutional framework to oversee the long-term planning and implementation for the new housing strategy which includes a Student Housing Steering Committee and a Housing Working Group.
- An overarching marketing strategy to improve the recruitment and retention of students in residence.

#### The Current Situation:

After a declining trend in applications 2007-2011, application numbers improved in 2012 and again in 2013 with a 9% increase for both new and current students. As a result, 2013 fall term occupancy levels have reached 99% for Keele undergraduate residences, 98% for Glendon housing, and 98.5% for York U Apartments.

In order to accommodate the additional F/W applications, YUELI programs and Fall exchange students, all 256 beds were re-opened in Founders Residence.

The long term plan reflects a sustained occupancy trend and rate increases that will be used to fund the 10 year housing renewal program as part of the new Housing Strategy.

#### The Long Term Plan envisions the following:

- Sustained occupancy projections based on improving application trends including the continued use of Founders Residence for the ten years of the plan.
- A status quo revenue projection for the Accommodation and Conference Services business segment due to uncertainty of available and marketable space, approximately \$1.0M per annum.
- Average revenue earned from YUELI students, \$900,000 per fiscal year for the ten years of the plan. Guest apartment revenues estimated at \$605,000 per fiscal year.
- A \$70 million capital renewal and improvement budget to be allocated over the ten years of the years.
- An average annual rate increase of 3.7% for undergraduate residences to address the 10 year renewal plan and inflationary costs.
- A 0.8 per cent rent increase for apartments for 2014 and average annual rate increase of 2% thereafter. These increases are set annually according to rent control guidelines.

Overall Housing's Net Income contribution over the ten years of the plan totals \$6.4M and is consistent with its 10-year projected financial performance target to the prior year's plan.

## **5. *Parking Services***

Parking Services has approximately 9,000 parking stalls at the Glendon and Keele campuses across 35 parking lots and various on-street and off-street parking areas. Weekday demand peaks remain on Tuesdays and Thursdays, with Fridays exhibiting the lowest demand other than weekends.

Parking continues to manage the intense construction activity created by the TTC Subway, Pan AM stadium and Engineering Building and anticipates significant changes due to the development south of the Pond Road commencing in summer 2014. Parking control and enforcement staff continue to assist with road closures including traffic duties and pedestrian direction when required by the University.

Parking Services is in the process of implementing new Parking Access and Revenue Control equipment (PARCs) that will allow the University to conform to regulatory Payment Card Industry (PCI) and Data Security Standards as well as provide enhanced service to the community. Implementation will continue during the fall term and should be complete by the end of 2013.

In the near term, monthly permits, daily parking and fine collection volumes are showing slight declines due to the impact of construction activities impacting parking lots, increased use of public transit and decreased perceived efficacy of the University's parking tickets. Commencing with fiscal 2014-2015, revenue and operating expense estimates have been reduced to reflect the impact of reduced parking spaces due to the Pond-Sentinel development. The plan has also been revised to reflect long-term capital maintenance requirements for the three parking structures identified in an external audit of the facilities' condition. The current long term plan indicates monthly permit increases of 2% per year from fiscal 2014-2015 onwards, however there are some concerns as to the elasticity of demand for permits as prices increase beyond current levels. Daily parking rates are planned to increase by 3% in 2014-2015 then by 2% every second year thereafter.

While it is difficult to forecast accurately the impact of the subway on commuter habits, including the development of a transit parking lot north of Steeles Avenue, this plan and the prior plan envisioned a reduction in revenue of \$1M for monthly permits and daily revenues commencing in 2016-2017.

Overall Parking Service's Net Income contribution over the ten years of the plan totals to \$267,000, which reflects its contribution of \$2,600,000 per annum towards Land Rent and Transportation, goSAFE and CCTV Units. The unit's 10-year projected cumulative surplus is largely unchanged from prior plan targets.

## **6. *YU-card Program***

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

Drivers for the long-term are meal plan sales, card usage related to other services and the annual license/maintenance fees for the YU-card system software and hardware. License/maintenance fees are based on the number of active cards in use during a given year and the amount of hardware installed. The YU-card program currently absorbs all software license fees for the integration of services such as the Libraries and recreation facilities to provide a seamless cardholder experience. The YU-card program has grown substantially since its introduction in 2006. Efforts are now underway to integrate the YU-card with the University's building access control system in advance of the Pan Am Games and the opening of the subway.

In 2012-2013 meal plan program policies were changed to allow students to carry-forward a portion of unspent meal plan funds for use in subsequent years. While this policy change provided students with increased flexibility, it resulted in a 10% reduction in revenue for the YU-card program effective 2013-2014.

The favourable financial performance from the prior plan is predicated on the expansion of new YU-card services and ongoing advertising and promotions to drive increased card use. Achievement of the plan is based on stability in overall meal plan sales, which is sensitive to residence occupancy.

Overall, YU-card's Net Income contribution over the ten years of the plan totals \$514,000 and exceeds its prior 10-year projected financial performance target by \$39,000.

## ***7. Telecommunications***

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

Telecommunications' operations consist of three distinct segments:

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

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

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

## ***8. Executive Learning Centre/Nadal Management Centre***

This plan includes the combined financial results for the Executive Learning Centre on the Keele Campus and the Miles S. Nadal Management Centre located in downtown Toronto.

The November 2013 plan reflects the impact of the renewed continuing weakness in both the Canadian and global economies. The recovery of executive education to pre-recession levels is currently expected to take significantly longer than anticipated a year ago.

Accordingly, the November 2013 plan forecasts that full recovery of the early year operating deficits will now occur at the end of 2023-2024 - 20 years from the original start date of November 2003. Each fiscal year still has a positive in year contribution, but at a significantly lower level than anticipated in November 2011.

The original 10-year plan was approved in November 2003 and forecasted a cost recovery of all cumulative deficits over 10 years, i.e. it would be fully recovered by the end of 2013-2014 having reached its maximum cumulative deficit of \$6.9M in 2007-2008. The 10-year plan submitted in November 2009 forecasted a full recovery in 13 years from the original start date of November 2003, at the end of 2016-2017 with a maximum cumulative deficit of \$12.0M in 2010-2011.

Plan assumptions:

- Both ELC/Nadal and SEEC (Schulich Executive Education Centre) continue to be impacted by the renewed continuing weakness in both the Canadian and global economies.
- SSB contributions will be transferable to the ELC ancillary fund at a rate to ensure that no in-year deficits occur and that accumulated deficits will be fully recovered over the 20 years.
- Both on-going maintenance and renewal of the ELC facility are now included as in-year operating expenses. The November 2011 plan assumed that in year 10 of the facility (2013-2014), \$2M would be required to pay for kitchen fixture replacement, guest room renovation and penthouse floor upgrades.

## ***9. Other Ancillary Operations***

### **9.1 Food and Contract Management**

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

Food Services' favourable results are due to the introduction of new outlets and menu concepts in response to student demand, as well as the decision to defer renovations while Food Services undertakes the development of a comprehensive food service strategy during 2013-2014. The new strategy, expected to be completed in January 2014, will inform the selection of new dining concepts and the renovation of facilities over the next five to ten years. Capital costs for facility improvements are expected to be offset by related increases in revenues and reductions of repair and maintenance expenditures. The success of Food Services' business plan will be dependent on the acquisition of new retail-appropriate space in the campus core and other key buildings, in particular Central Square, and the impact of increased competition from retail operations in York Lanes and the Student Centre.

Contract Management negotiates and manages revenue generating contracts and hosting agreements with third parties on behalf of the University. The long-term plan includes revenue

sources from antenna contracts, media advertising and Crestwood Valley Day Camp at Glendon. Revenue and operating expense recoveries from other contracts that are currently managed, such as Tennis Canada, Seneca College and Computer Methods Building, flow to central University budgets.

Two new antenna licenses were approved for 2013/2014 earning revenues of \$1,050,000 over a ten year period.

Overall the unit's Net Income contribution over the ten years of the plan totals \$1,874,000 and has exceeded its prior 10-year projected financial performance target by \$342,000.

## **9.2     *Printing Services***

Printing Services provides printed stationery, secure printing of exams and diplomas, course materials including course kits, and a range of marketing and communication projects. Computerized multiple choice examinations are scored by this unit using Scantron technology. Printing Services incorporates the Copyright Clearance Centre, which provides customized publishing services while ensuring that copyright royalties are respected.

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

Although it would be sensible to project gradual declines in course kit production, experience in 2011-2012 reminds us that changes occur with economic shocks. Due to the cancellation of agreements with Access Copyright at the end of August 2011, a large portion of kits have been cleared for copyright by an outside printer who holds a commercial Access Copyright license. The in-house volumes, therefore, showed a dramatic decline in 2011-2012, and a further decline in 2012-13. Although staff makes efforts to obtain permissions and clear copyright so that production can be done internally, about 85% of kits are now outsourced. The staff in the Copyright Clearance Centre continues to handle all of the 'front end' publishing service and is credited with this effort through a portion of the bookstore sales. However, this has not provided sufficient revenues to recover the cost of maintaining this service for faculty.

Although strategies have been developed to repatriate the work, after two years, it is unrealistic to plan on an optimistic basis. In fiscal 2010-2011, Printing Services reported a profit of \$102K, fiscal 2011-2012 a loss of \$318K, and fiscal 2012-13 a loss of \$385K.

Various strategies have been proposed including the application of 'fair dealing' to course kits, which would dramatically reverse the situation while providing price relief for students who purchase kits. Recommendations include the setting up of a funded central, non-ancillary clearing house for copyright, both print and digital (Moodle) distribution.

Overall strategies to improve the sustainability of Printing Services have also been identified. The 'leakage' of work to outside printers was addressed in the initial PRASE report and is the object of a strategic options paper being prepared by CSBO.

It is recognized that this core University service would be more cost effective if it was the print service supplier of choice for all York University Faculties and units. The associated benefits would include reducing the leakage of University funds to outside vendors and better return on investment of the University's capital assets.

Although Printing Services has continued to work vigorously to improve its campus market share, this long-term plan is based on an assumption that the current scale of operation will be reduced to a core production unit, providing print services to University clients. The model includes reduction in expenses and equipment and a scaled-down operation that can be incorporated into Bookstore space in York Lanes. Benefits include freeing up valuable space and the creation of a student copy centre at the Bookstore to provide enhanced services to students in one location. While production of course kits will be outsourced to a firm that holds a commercial Access Copyright license, the front end publishing service, intake and assembly to create the template, will need to be provided by a funded unit within the University in order to ensure a sustainable service to professors requesting course kits including copyright compliance for good governance.

A properly adjusted Printing Services unit would continue to produce essential services and deliver a modest return on sales. Overall, this "base line" Printing Services' model reflects net income slightly above break-even, approximately 3% of sales, with accumulated profits of \$342,000 commencing with the budget year 2014-2015. This compares to \$2.1M in the previous plan that assumed higher revenues from course kit production. This proposed Printing Services base line model is sustainable and service flexible with increased print volume.



# **APPENDIX**

## **2013 Long-Term Plans**

**ANCILLARY OPERATIONS  
NOVEMBER 2013 LONG-TERM FORECAST  
BOOKSTORE  
in \$000s**

	Actual	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>											
Revenue from Sales	\$18,322	\$17,094	\$16,496	\$16,421	\$16,347	\$16,274	\$16,201	\$16,129	\$16,058	\$15,988	\$15,918
Rent Subsidy from York University	\$625	\$663	\$687	\$700	\$713	\$726	\$740	\$753	\$767	\$782	\$796
<b>Total Revenue</b>	<b>\$18,947</b>	<b>\$17,757</b>	<b>\$17,183</b>	<b>\$17,121</b>	<b>\$17,060</b>	<b>\$17,000</b>	<b>\$16,941</b>	<b>\$16,882</b>	<b>\$16,825</b>	<b>\$16,770</b>	<b>\$16,714</b>
<b>Expenses</b>											
Remuneration	\$2,641	\$2,518	\$2,309	\$2,217	\$2,158	\$2,075	\$2,009	\$2,000	\$1,991	\$1,982	\$1,974
Cost of Goods Sold	\$13,781	\$12,821	\$12,396	\$12,338	\$12,280	\$12,222	\$12,165	\$12,108	\$12,052	\$11,997	\$11,942
Occupancy Costs	\$1,117	\$1,119	\$1,130	\$1,141	\$1,152	\$1,164	\$1,175	\$1,187	\$1,199	\$1,211	\$1,224
Other Operating Expenses	\$1,280	\$1,264	\$1,232	\$1,238	\$1,244	\$1,250	\$1,256	\$1,263	\$1,270	\$1,277	\$1,284
Capital Expenditures	(\$2)	\$20	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
<b>Total Expenses</b>	<b>\$18,817</b>	<b>\$17,742</b>	<b>\$17,077</b>	<b>\$16,944</b>	<b>\$16,844</b>	<b>\$16,721</b>	<b>\$16,615</b>	<b>\$16,568</b>	<b>\$16,522</b>	<b>\$16,477</b>	<b>\$16,434</b>
<b>Net Income/(Loss) for Fiscal Year</b>	<b>\$130</b>	<b>\$15</b>	<b>\$106</b>	<b>\$177</b>	<b>\$216</b>	<b>\$279</b>	<b>\$326</b>	<b>\$314</b>	<b>\$303</b>	<b>\$293</b>	<b>\$280</b>
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		<b>\$14</b>	<b>\$95</b>	<b>\$168</b>	<b>\$244</b>	<b>\$275</b>	<b>\$304</b>	<b>\$292</b>	<b>\$278</b>	<b>\$267</b>	<b>\$274</b>
<b>Change from Nov. 2012 Plan</b>		<b>\$1</b>	<b>\$11</b>	<b>\$9</b>	<b>(\$28)</b>	<b>\$4</b>	<b>\$22</b>	<b>\$22</b>	<b>\$25</b>	<b>\$26</b>	<b>\$6</b>
<b>Cumulative Change from Nov. 2012 Plan</b>											<b>\$98</b>

**ANCILLARY OPERATIONS  
NOVEMBER 2013 LONG-TERM FORECAST  
HOUSING AND CONFERENCE SERVICES  
in \$000s**

	Actual	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>	\$26,998	\$26,737	\$26,712	\$27,086	\$28,091	\$28,831	\$29,595	\$30,146	\$30,718	\$31,312	\$31,632
<b>Total Revenue</b>	\$26,998	\$26,737	\$26,712	\$27,086	\$28,091	\$28,831	\$29,595	\$30,146	\$30,718	\$31,312	\$31,632
<b>Expenses</b>											
Remuneration	\$6,123	\$6,869	\$7,111	\$7,253	\$7,398	\$7,546	\$7,697	\$7,851	\$8,008	\$8,168	\$8,331
Other Operating Expenses	\$5,916	\$5,758	\$6,284	\$6,065	\$6,444	\$6,420	\$6,238	\$6,363	\$6,671	\$6,576	\$6,529
Energy (HVAC, Electricity, Water)	\$4,094	\$3,819	\$4,612	\$4,917	\$5,174	\$5,370	\$5,574	\$5,785	\$6,005	\$6,234	\$6,472
Capital Expenditures	\$3,193	\$7,664	\$9,805	\$6,486	\$5,111	\$5,620	\$6,375	\$6,507	\$6,168	\$7,753	\$6,623
<b>Total Operating Expenses</b>	\$19,326	\$24,110	\$27,812	\$24,721	\$24,127	\$24,956	\$25,884	\$26,506	\$26,852	\$28,731	\$27,955
<b>Operating Income</b>	\$7,672	\$2,627	(\$1,100)	\$2,365	\$3,964	\$3,875	\$3,711	\$3,640	\$3,866	\$2,581	\$3,677
Contribution to/(from) Capital Reserve	\$3,640	(\$1,352)	(\$5,112)	(\$1,655)	\$0	\$0	\$0	\$0	\$0	(\$1,118)	\$0
Debt Service Costs	\$3,478	\$3,478	\$3,478	\$3,478	\$3,401	\$3,299	\$3,120	\$3,037	\$3,037	\$2,853	\$2,853
<b>Net Income/(Loss) for Fiscal Year</b>	\$554	\$501	\$534	\$542	\$563	\$576	\$591	\$603	\$829	\$846	\$824
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		\$500	\$523	\$535	\$548	\$562	\$578	\$588	\$810	\$828	\$804
<b>Change from Nov. 2012 Plan</b>		\$1	\$11	\$7	\$15	\$14	\$13	\$15	\$19	\$18	\$20
<b>Cumulative Change from Nov. 2012 Plan</b>											\$133

**ANCILLARY OPERATIONS  
NOVEMBER 2013 LONG-TERM FORECAST  
PARKING SERVICES  
in \$000s**

	Actual 2012 2013	Budget 2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023
<b>Revenue</b>											
Revenue	\$14,517	\$14,920	\$15,428	\$15,443	\$14,559	\$14,552	\$14,698	\$14,971	\$15,123	\$15,277	\$15,558
<b>Total Revenue</b>	<b>\$14,517</b>	<b>\$14,920</b>	<b>\$15,428</b>	<b>\$15,443</b>	<b>\$14,559</b>	<b>\$14,552</b>	<b>\$14,698</b>	<b>\$14,971</b>	<b>\$15,123</b>	<b>\$15,277</b>	<b>\$15,558</b>
<b>Expenses</b>											
Remuneration	\$3,089	\$3,443	\$3,441	\$3,439	\$3,507	\$3,577	\$3,649	\$3,722	\$3,796	\$3,872	\$3,950
Cost of Sales TTC Metropasses	\$583	\$643	\$592	\$604	\$616	\$628	\$641	\$654	\$667	\$680	\$694
Other Operating Expenses	\$2,629	\$3,028	\$2,946	\$3,018	\$3,098	\$3,167	\$3,238	\$3,311	\$3,386	\$3,463	\$3,542
Capital Maintenance	\$37	\$1,698	\$753	\$108	\$595	\$516	\$3,000	\$155	\$293	\$446	\$561
<b>Total Expenses</b>	<b>\$6,338</b>	<b>\$8,812</b>	<b>\$7,732</b>	<b>\$7,169</b>	<b>\$7,816</b>	<b>\$7,888</b>	<b>\$10,528</b>	<b>\$7,842</b>	<b>\$8,142</b>	<b>\$8,461</b>	<b>\$8,747</b>
<b>Operating Income Before Amort/Land Rent</b>	<b>\$8,179</b>	<b>\$6,108</b>	<b>\$7,696</b>	<b>\$8,274</b>	<b>\$6,743</b>	<b>\$6,664</b>	<b>\$4,170</b>	<b>\$7,129</b>	<b>\$6,981</b>	<b>\$6,816</b>	<b>\$6,811</b>
Amortization - Debt	\$4,692	\$4,426	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202
Contribution to/(from) Capital Reserve	\$750	(\$931)	\$874	\$1,444	(\$91)	(\$168)	(\$2,661)	\$299	\$149	(\$16)	(\$8)
Net Contribution Transp/goSAFE/CCTV/Card Acces	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410	\$1,410
Land Rent	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189
<b>Total Amortization, Reserve, Land Rent</b>	<b>\$8,041</b>	<b>\$6,094</b>	<b>\$7,675</b>	<b>\$8,245</b>	<b>\$6,710</b>	<b>\$6,633</b>	<b>\$4,140</b>	<b>\$7,100</b>	<b>\$6,950</b>	<b>\$6,785</b>	<b>\$6,793</b>
<b>Net Income/(Loss) for Fiscal Year</b>	<b>\$138</b>	<b>\$14</b>	<b>\$21</b>	<b>\$29</b>	<b>\$33</b>	<b>\$31</b>	<b>\$30</b>	<b>\$29</b>	<b>\$31</b>	<b>\$31</b>	<b>\$18</b>
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		<b>\$14</b>	<b>\$18</b>	<b>\$27</b>	<b>\$32</b>	<b>\$29</b>	<b>\$31</b>	<b>\$28</b>	<b>\$28</b>	<b>\$30</b>	<b>\$16</b>
<b>Change from Nov. 2012 Plan</b>		<b>\$0</b>	<b>\$3</b>	<b>\$2</b>	<b>\$1</b>	<b>\$2</b>	<b>(\$1)</b>	<b>\$1</b>	<b>\$3</b>	<b>\$1</b>	<b>\$2</b>
<b>Cumulative Change from Nov. 2012 Plan</b>											<b>\$14</b>

**ANCILLARY OPERATIONS**  
**NOVEMBER 2013 LONG-TERM FORECAST**  
**YU-Card Program**  
**in \$000s**

	Actual	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>											
Revenue	\$629	\$642	\$647	\$672	\$697	\$771	\$820	\$882	\$929	\$988	\$1,045
Expense Recovery - Support	\$100	\$120	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
<b>Total Revenue</b>	<b>\$729</b>	<b>\$762</b>	<b>\$847</b>	<b>\$872</b>	<b>\$897</b>	<b>\$971</b>	<b>\$1,020</b>	<b>\$1,082</b>	<b>\$1,129</b>	<b>\$1,188</b>	<b>\$1,245</b>
<b>Expenses</b>											
Remuneration	\$303	\$286	\$291	\$297	\$303	\$309	\$315	\$322	\$328	\$335	\$341
Other Operating Expenses	\$167	\$185	\$235	\$243	\$248	\$253	\$258	\$263	\$269	\$274	\$279
Major Renovations/Equip/Soft Licence	\$285	\$279	\$300	\$306	\$312	\$318	\$323	\$329	\$336	\$342	\$349
<b>Total Expenses</b>	<b>\$755</b>	<b>\$750</b>	<b>\$826</b>	<b>\$846</b>	<b>\$863</b>	<b>\$880</b>	<b>\$896</b>	<b>\$914</b>	<b>\$933</b>	<b>\$951</b>	<b>\$969</b>
<b>Operating Income</b>	<b>(\$26)</b>	<b>\$12</b>	<b>\$21</b>	<b>\$26</b>	<b>\$34</b>	<b>\$91</b>	<b>\$124</b>	<b>\$168</b>	<b>\$196</b>	<b>\$237</b>	<b>\$276</b>
Contribution to/(from) Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$190	\$222	\$259
<b>Net Income/(Loss) for Fiscal Year</b>	<b>(\$26)</b>	<b>\$12</b>	<b>\$21</b>	<b>\$26</b>	<b>\$34</b>	<b>\$91</b>	<b>\$124</b>	<b>\$168</b>	<b>\$6</b>	<b>\$15</b>	<b>\$17</b>
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		<b>\$12</b>	<b>\$15</b>	<b>\$20</b>	<b>\$28</b>	<b>\$85</b>	<b>\$118</b>	<b>\$162</b>	<b>\$5</b>	<b>\$15</b>	<b>\$15</b>
<b>Change from Nov. 2012 Plan</b>		<b>\$0</b>	<b>\$6</b>	<b>\$6</b>	<b>\$6</b>	<b>\$6</b>	<b>\$6</b>	<b>\$6</b>	<b>\$1</b>	<b>\$0</b>	<b>\$2</b>
<b>Cumulative Change from Nov. 2012 Plan</b>											<b>39</b>

**ANCILLARY OPERATIONS  
NOVEMBER 2013 LONG -TERM FORECAST  
UIT, TELECOMMUNICATIONS  
in \$000s**

	Actual	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>	\$5,458	\$5,019	\$4,719	\$4,672	\$4,625	\$4,579	\$4,533	\$4,488	\$4,443	\$4,398	\$4,354
<b>Expenses</b>											
Remuneration	\$2,220	\$1,818	\$1,854	\$1,891	\$1,929	\$1,968	\$2,007	\$2,047	\$2,088	\$2,130	\$2,173
Other Operating Expenses	\$1,876	\$1,785	\$1,544	\$1,575	\$1,606	\$1,638	\$1,671	\$1,704	\$1,738	\$1,773	\$1,809
Repair / Maintenance (Inventory/amortization)	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$4,122</b>	<b>\$3,603</b>	<b>\$3,398</b>	<b>\$3,466</b>	<b>\$3,535</b>	<b>\$3,606</b>	<b>\$3,678</b>	<b>\$3,752</b>	<b>\$3,827</b>	<b>\$3,903</b>	<b>\$3,981</b>
<b>Net Income/(Loss) for Fiscal Year</b>	<b>\$1,336</b>	<b>\$1,416</b>	<b>\$1,321</b>	<b>\$1,206</b>	<b>\$1,090</b>	<b>\$973</b>	<b>\$855</b>	<b>\$736</b>	<b>\$616</b>	<b>\$495</b>	<b>\$373</b>
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		\$1,419	\$1,310	\$1,198	\$1,085	\$971	\$854	\$736	\$616	\$494	\$373
<b>Change from Nov. 2012 Plan</b>		(\$3)	\$11	\$8	\$5	\$2	\$1	(\$0)	(\$0)	\$1	(\$0)
<b>Cumulative Change from Nov. 2012 Plan</b>											<b>\$23</b>

**ANCILLARY OPERATIONS  
NOVEMBER 2013 LONG TERM FORECAST  
EXECUTIVE LEARNING CENTRE & NADAL MANAGEMENT CENTRE  
in \$000s**

	Actual 2012 2013	Budget 2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023
<b>Revenue</b>											
Executive Learning Centre	\$7,351	\$7,560	\$7,790	\$7,990	\$8,290	\$8,290	\$8,290	\$8,390	\$8,390	\$8,390	\$8,590
Nadal Management Centre	\$1,166	\$1,172	\$1,172	\$1,172	\$1,172	\$1,172	\$1,172	\$1,172	\$1,172	\$1,172	\$1,172
<b>Total Revenue</b>	<b>\$8,517</b>	<b>\$8,732</b>	<b>\$8,962</b>	<b>\$9,162</b>	<b>\$9,462</b>	<b>\$9,462</b>	<b>\$9,462</b>	<b>\$9,562</b>	<b>\$9,562</b>	<b>\$9,562</b>	<b>\$9,762</b>
<b>Expenses</b>											
Executive Learning Centre	\$5,138	\$5,150	\$5,180	\$5,180	\$5,180	\$5,180	\$5,180	\$5,180	\$5,180	\$5,180	\$5,180
Nadal Management Centre	\$1,063	\$1,142	\$1,142	\$1,142	\$1,142	\$1,142	\$1,142	\$1,142	\$1,142	\$1,142	\$1,142
Amortization of ELC Start-Up Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation of ELC Fixed Assets	\$159	\$159	\$106	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Debt Repayment	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
<b>Total Expenses</b>	<b>\$8,210</b>	<b>\$8,301</b>	<b>\$8,278</b>	<b>\$8,372</b>	<b>\$8,372</b>	<b>\$8,372</b>	<b>\$8,372</b>	<b>\$8,372</b>	<b>\$8,372</b>	<b>\$8,372</b>	<b>\$8,372</b>
<b>Net Income/(Loss) for Fiscal Year</b>	<b>\$307</b>	<b>\$431</b>	<b>\$684</b>	<b>\$790</b>	<b>\$1,090</b>	<b>\$1,090</b>	<b>\$1,090</b>	<b>\$1,190</b>	<b>\$1,190</b>	<b>\$1,190</b>	<b>\$1,390</b>
<b>Net Income/(Loss) per Nov. 2012 Plan</b>	<b>\$265</b>	<b>\$590</b>	<b>\$550</b>	<b>\$750</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,390</b>
<b>Change from Nov. 2012 Plan</b>	<b>\$42</b>	<b>(\$159)</b>	<b>\$134</b>	<b>\$40</b>	<b>(\$10)</b>	<b>(\$10)</b>	<b>(\$10)</b>	<b>(\$10)</b>	<b>(\$10)</b>	<b>(\$10)</b>	<b>\$0</b>
<b>Cumulative Change from Nov. 2012 Plan</b>											<b>\$0</b>

**ANCILLARY OPERATIONS**  
**NOVEMBER 2013 LONG-TERM FORECAST**  
**FOOD AND CONTRACT MANAGEMENT**  
in \$000s

	Actual	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>	\$1,980	\$1,982	\$1,901	\$1,922	\$1,948	\$1,973	\$2,019	\$2,048	\$2,077	\$2,107	\$2,135
<b>Total Revenue</b>	\$1,980	\$1,982	\$1,901	\$1,922	\$1,948	\$1,973	\$2,019	\$2,048	\$2,077	\$2,107	\$2,135
<b>Expenses</b>											
Remuneration	\$212	\$395	\$250	\$255	\$260	\$265	\$271	\$276	\$282	\$287	\$293
Other Operating Expenses	\$603	\$645	\$658	\$688	\$721	\$747	\$774	\$803	\$832	\$864	\$897
Major Renovations/Mtce/Equipment	\$307	\$500	\$719	\$716	\$717	\$739	\$849	\$861	\$890	\$901	\$883
<b>Total Expenses</b>	\$1,122	\$1,540	\$1,627	\$1,659	\$1,698	\$1,751	\$1,894	\$1,940	\$2,004	\$2,052	\$2,073
Contribution to Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Income/(Loss) for Fiscal Year</b>	\$858	\$442	\$274	\$263	\$250	\$222	\$125	\$108	\$73	\$55	\$62
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		\$248	\$246	\$237	\$221	\$200	\$104	\$95	\$67	\$52	\$62
<b>Change from Nov. 2012 Plan</b>		\$194	\$28	\$26	\$29	\$22	\$21	\$13	\$6	\$3	\$0
<b>Cumulative Change from Nov. 2012 Plan</b>											\$342



**ANCILLARY OPERATIONS  
NOVEMBER 2013 LONG-TERM FORECAST  
PRINTING SERVICES  
in \$000s**

	Actual	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>	\$1,694	\$1,989	\$1,310	\$1,336	\$1,363	\$1,390	\$1,418	\$1,446	\$1,475	\$1,505	\$1,535
<b>Expenses</b>											
Remuneration	\$1,201	\$1,089	\$588	\$599	\$611	\$624	\$636	\$649	\$662	\$675	\$689
Cost of Sales	\$802	\$734	\$590	\$601	\$613	\$626	\$638	\$651	\$664	\$677	\$691
Major Renovations/Equipment	\$4	\$37	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Other Operating Expenses	\$72	\$269	\$99	\$99	\$100	\$100	\$101	\$101	\$102	\$102	\$103
<b>Total Expenses</b>	<b>\$2,079</b>	<b>\$2,129</b>	<b>\$1,282</b>	<b>\$1,304</b>	<b>\$1,329</b>	<b>\$1,355</b>	<b>\$1,380</b>	<b>\$1,406</b>	<b>\$1,433</b>	<b>\$1,459</b>	<b>\$1,488</b>
Contribution to/(from) Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Income/(Loss) for Fiscal Year</b>	<b>(\$385)</b>	<b>(\$140)</b>	<b>\$28</b>	<b>\$32</b>	<b>\$34</b>	<b>\$35</b>	<b>\$38</b>	<b>\$40</b>	<b>\$42</b>	<b>\$46</b>	<b>\$47</b>
<b>Net Income/(Loss) per Nov. 2012 Plan</b>		<b>\$53</b>	<b>\$222</b>	<b>\$228</b>	<b>\$236</b>	<b>\$236</b>	<b>\$238</b>	<b>\$239</b>	<b>\$239</b>	<b>\$239</b>	<b>\$241</b>
<b>Change from Nov. 2012 Plan</b>		<b>(\$193)</b>	<b>(\$194)</b>	<b>(\$196)</b>	<b>(\$202)</b>	<b>(\$201)</b>	<b>(\$200)</b>	<b>(\$199)</b>	<b>(\$197)</b>	<b>(\$193)</b>	<b>(\$194)</b>
<b>Cumulative Change from Nov. 2012 Plan</b>											<b>(\$1,969)</b>

## **INVESTMENT COMMITTEE**

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

at its meeting of 9 December 2013

*The Committee met on 2 December 2013 and submits the following report to the Board of Governors for information.*

#### **1. Investment Performance Summary Report**

The Committee received a year-to-date summary for the York University Endowment Fund as at 31 October 2013. The capital markets performance over the fall has been strong, and has led to an increase in the endowment fund of \$13 million since August which, in turn, has pushed the fund to an all-time high of \$396.4 million as of 31 October. The one-month returns for September and October were 2.34% and 3.65% respectively. The calendar year-to-date return is very strong at 14.85%, only slightly trailing the benchmark by 14 basis points. The strong gains have been sustained over November as well.

#### **2. New Manager Mandate**

It was reported to the Board in September that as a result of the Asset Liability Study, a new asset class in Canadian Real Estate was being added to the endowment fund's investment structure. A thorough review process for a manager of the new asset allocation was conducted with the participation of members of the Investment Committee and guest advisors from the industry. The Committee approved the appointment of *Bentall Kennedy (Canada)* to provide specialty investment management services for the *Canadian Real Estate Mandate*. It is planned that the new allocation will be implemented as of 1 July 2014.

#### **3. Canadian University 2012 Fee Analysis**

The Committee received a report on the investment fees paid from the endowment fund, a comparative analysis of York's endowment fund expenses and returns relative to those of its peer universities. This is the fourth year that the University has undertaken a comparison of York's fees to a cohort of its peer group of Canadian university endowment funds (19 universities this year) to provide appropriate comparative benchmarks for the annual costs.

The development of the University's investment program from traditional to a more complex multi-asset specialist investment structure carries higher management fees and, comparatively, tends to be more costly than the average of the peer universities. On the fund performance side, however, York's returns have been very strong relative to peers' performances. Overall, the relatively higher cost of York's investment strategy has correlated positively with strong performance, and has helped to attain the investment objectives of the endowment fund. The Committee commends management for these solid results.

#### **3. Update on Endowment Related Projects**

##### *Spending Formula and Administrative Review Unitized Fund Structure*

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. 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. Work on this initiative is continuing on schedule.

#### *Asset Liability Study*

As referenced above, the implementation of the recommendations from the Asset Liability Study is progressing well. In addition to the appointment of the manager for the Canadian real estate allocation, work is continuing on the other facets of the exercise, including:

- 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
- the search for a manager for the Global Real Estate – Secondary Market allocation
- a review of the Canadian bonds allocation

### **5. York University Advisory Committee on Responsible Investing**

York is committed to the values of sustainability and responsible investing in the management of its investment portfolio of global holdings. This commitment is articulated in the *Statement of Investment Policies and Procedures* that has been adopted by the Board of Governors to govern the investment of endowed funds. As a further expression of its commitment in this realm, the University has established the *York University Advisory Committee on Responsible Investing* (YUACRI). The Committee will be advisory in nature to the Vice-President Finance & Administration, and will be responsible for providing advice aimed at enhancing the responsible investing process for the Endowment Fund. The Terms of Reference for the Committee are attached as *Appendix A*.

The Committee members for 2013-2014 are:

Professor Irene Henriques, Sustainability & Economics, Schulich School of Business (\**Committee Chair*)  
Professor Walter Whiteley, Mathematics & Statistics, Faculty of Science  
Professor Anna Zalik, Faculty of Environmental Studies  
James Pratt, Research Officer, Faculty of Fine Arts  
Yasar Bukan, representative of the York University Graduate Students' Association  
Hamoudi Hneinou, representative of the York Federation of Students  
Aysha Syed, representative of the PSC Student Subcommittee  
Trudy Pound-Curtis, Assistant Vice President Finance and Chief Financial Officer  
Laurie Lawson, University Treasurer

The first meeting of the Advisory Committee will be scheduled in January 2014. Updates on the activities of this body will be provided to the Investment Committee.

### **6. Treasury Report**

The Committee received the Treasurer's Report on cash flow and short-term investments to 31 October 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 (43.8%) and in the fixed income portfolio (53.7%). Coincident with the continuing higher rate of returns on GICs, is an increasingly higher proportion of holdings in this allocation. The Committee commends the administration for its very prudent cash flow management, which is yielding additional revenue for the

University's operating budget.

**7. Thanks to the Chair!**

This meeting marked the final one for Mr Burry as its Chair. Vice-President Brewer conveyed the administration's deep appreciation for Mr Burry's significant commitment, leadership and collegiality as Chair, and highlighted the impact his contributions have had on the success of the endowment fund's investment performance. Mr Price, the incoming Chair, echoed the gratitude to Mr Burry on behalf of the committee and thanked him for his years of support and inspiration. All are grateful that Guy has agreed to continue on as a member of the Committee.

## **York University Advisory Committee on Responsible Investing**

### **Terms of Reference**

#### **Introduction**

York University is an institution dedicated to higher learning and founded on values of accessibility, social responsibility and excellence. Building on that foundation, the University seeks to be a leader in sustainability and engagement.

York University is committed to values of sustainability and responsible investing in the management of its investment portfolios of global holdings.

The York University *Statement of Investment Policies and Procedures* (the Policy) has been adopted by the Board of Governors to govern the investment of endowed funds. The Policy contains a high-level statement of investment philosophy that establishes the underpinnings for the University's investment strategy. The investment philosophy incorporates the principle that investing in companies that adopt sustainable practices aligns the university's portfolios with long-term investment objectives that are suitable to the endowment fund. Taking this idea into the practical realm, the investment strategy has incorporated the concept of integrating environmental, social and governance (ESG) factors into the investment selection and investment decision-making processes.

ESG factors include environmental issues, such as climate change, pollution and resource depletion, social considerations, such as human rights, ethical business practices and fair labour conditions, and governance issues, such as executive compensation, board accountability, shareholder rights and appropriate reporting and disclosure.

The Policy is broadly intended to guide the University in its efforts to preserve the capital in perpetuity and to generate a rate of return sufficient to support a steady stream of inflation-adjusted spending over the long term. Endowment spending is generally for the purpose of supporting scholarships, academic chairs, and the furtherance of academic programs.

#### **Establishment of the Advisory Committee**

To further expand the University's practice of incorporating ESG factors into the management of its investments, the Advisory Committee on Responsible Investment (the Advisory Committee) has been established.

The Advisory Committee shall be comprised of students, faculty and staff that meet for the purposes of investigating, producing and providing advice to the University that is constructive and feasible, and an enhancement to the responsible investing process.

In its study and deliberation, the Advisory Committee may consider the appropriateness of investments based on individual holdings, by type of holding, or by other form of exposure. Proposed studies shall be considered to qualify for consideration and study when they meet the criteria of constituting material advice relevant to sustainable practices of companies that are among the holdings of the University and that such advice is judged to be capable of contributing to the process of responsible investing of University investments.

The Advisory Committee shall be the forum and venue for producing the opinions and ideas, arising from serious research, analysis, and consideration. The advice is to be delivered in the form of documented recommendations, those recommendations having merit, balance and relevance to York University and its diverse constituents. The advice, subject to the approval of the Vice-President Finance and Administration, shall further be the material basis of engagement undertaken by the University with its investment managers.

The Advisory Committee shall be responsible for taking into consideration the University's requirement to carry out its fiduciary duties in governing its investments, as documented in the Policy and contractual agreements.

The sections following describe the scope, composition, operation and governance of the Advisory Committee.

## **1. Purpose of the Advisory Committee**

The Committee will provide a forum for interested parties at the University to discuss and express opinions on responsible investing. From time to time, the Committee may provide advice to the University administration through the Vice-President Finance and Administration, who is responsible for formulating recommendations for decision by the Board of Governors of York University, through its Investment Committee.

The scope of the Committee's work includes:

- Advice about investments where investment managers can actively engage
- Identification of companies that may be involved in activities contrary to the University's principles and beliefs, where active engagement by York's investment managers would be warranted
- Advice about circumstances in which stocks held by the University may cause social or environmental injury
- Advice on proxy voting guidelines, including areas in which the University should invoke proxy voting
- Identification of like minded organizations, shareholder groups or coalitions, with which the University could potentially affiliate or become a member

## 2. **Composition of the Advisory Committee**

The Committee shall consist of the following nine (9) members:

- Three faculty members appointed by the President, in consultation with the Chair of the President's Sustainability Council, upon an open call for volunteer members made by the President to the University community whenever a vacancy arises. Consideration in these appointments will be given to a fair and reasonable balance between full-time and contract faculty; Faculty, discipline and campuses represented; etc. Each faculty member shall serve no more than a two-year term without re-appointment.
- Three students: one named by the York Federation of Students; one named by the Graduate Students Association; one elected by the Student Sub-Committee of the President's Sustainability Council. Each student member shall serve no more than a two-year term.
- One member of the administrative staff of the University, appointed by the President, in consultation with the Chair of the President's Sustainability Council, upon an open call for a volunteer member made by the President to the University community whenever a vacancy arises. An administrative staff member shall serve no more than a two-year term without re-appointment.
- Assistant Vice-President Finance & Chief Financial Officer
- University Treasurer

Members of the Committee do not necessarily represent the interests of any constituency, but will rather act with due diligence and in good faith, respecting the fiduciary responsibilities of the University.

## 3. **Functioning / Operation of the Advisory Committee**

- The Committee is advisory to the Vice-President Finance and Administration. Its business is conducted in an orderly and collegial manner so that meaningful recommendations can be generated for the Vice-President to possibly advance through the formal decision-making process.
- Committee recommendations for the consideration of the Vice-President Finance and Administration shall be forwarded in a timely manner. The Committee may resolve issues by majority vote where necessary; however, advice to the Vice-President may also include alternative viewpoints expressed during Committee deliberations. The Vice-President will provide a response to any written recommendation or report from the Committee.
- The Chair of the Committee is appointed by the Vice-President Finance and Administration and shall serve a one-year term, with the possibility of re-appointment.

- The Committee shall meet at least twice annually at the call of the Chair and shall meet at any other time at the written request of three other members of the Committee.
- Quorum at a meeting shall consist of 5 of the 9 members, as described in #2 above.
- There shall be no alternate representation or designation of proxy voting by Committee members.
- Resource persons or guests may be invited to the Committee meetings by the Chair as deemed appropriate and shall be invited to speak at Committee meetings solely at the discretion of the Chair.
- From time to time, but no more often than once annually, the Committee may at its discretion issue a call to receive input (e.g., research, expressions of concern) from members of the York community in the form of both written submissions and verbal presentations.
- Due notice of matters on which advice is to be sought from the Committee is to be provided in advance of meetings in the form of an agenda. Members are to respect the time set for a meeting and to limit remarks to items on the agenda. The agenda of each meeting is prepared and circulated by the Secretary of the Committee in consultation with the Chair.
- The University shall provide secretariat support for the York University Advisory Committee on Responsible Investing. The individual(s) appointed for that purpose shall attend all meetings, produce summary minutes for distribution to attendees and provide related support to the Chair of the Committee.
- The Committee shall establish working groups or delegate, as required, to enact its work.
- The Chair of the Committee shall produce an Annual Report in August of each year for the preceding year, which shall be submitted to the Vice-President Finance and Administration, who will be invited to comment on it.

#### **4. Governance**

- The fiduciary responsibility for the management of the University's investments lies ultimately with the University administration and the Board of Governors.
- The Advisory Committee on Responsible Investing will provide advice and recommendations related to the investment of University endowment funds.



## **LAND AND PROPERTY COMMITTEE**

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

at its meeting of 9 December 2013

The Land and Property Committee was scheduled to meet on 19 November 2013. Due to insufficient business ready to proceed to the Committee at that time, the meeting was cancelled. Work is continuing on the key initiatives.

- The construction of the Pan Am stadium is steadily progressing;
- Securing the necessary approvals from the City of Toronto, and confirming the details of the lease between the University and the developer for the *The Quad Student Community* (the Pond / Sentinel residential development) remain in progress;
- The community consultation exercise on the Lands for Learning initiative is underway; and
- Following the Board's approval of the site for the second student centre in September, the capital plan is in the preparation and planning phase.

Vice-President Brewer circulated to the Committee an updated Capital Construction Report and an update on the Student Centre project.

As the Chair of this Committee, Mr Tsaparis joined the November meeting of the Finance & Audit Committee to participate in the discussion of the Capital Financing Plan. It is expected that Vice-President Brewer will bring this report to the Land & Property Committee at its next meeting in February for discussion.

*Paul Tsaparis, Chair*

## Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: December 2, 2013

Subject: **Nomenclature Change of BEng (Electrical) deferred to May 2014**

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### Recommendation:

**The Board Finance & Audit Committee recommends to the Board of Governors an amendment to the June 2013 Tuition Fee Approval. The fee approved for BEng (Electrical) effective September 2013 should be applied to the BASc (Engineering) for the 2013-2014 academic year only. The nomenclature of BEng (Electrical) becomes effective May 1, 2014.**

### Background:

At the June 2013 Board of Governors meeting, a fee for the new BEng (Electrical) was approved for implementation on September 1, 2013. When the Government approved the fee for the new program it was approved under the nomenclature of the BASc (Engineering). The Program name will be changed to BEng (Engineering) effective May 1, 2014.

This change is required to formerly assess fees to students in the Program under the correct name of the Program.



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## Memo

**To:** Board of Governors  
**From:** Julia Foster, Chair, Board Executive Committee  
**Date:** December 2, 2013  
**Subject:** Appointment of Pension Fund Trustee

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### Recommendation – Appointment: Claro Sevilla

**The Board Executive Committee recommends that the Board of Governors approve the appointment of Claro Sevilla to the Pension Fund Board of Trustees, as the IUOE nominee, effective January 1, 2014, for a three year term. Mr. Sevilla replaces Swavek Mejnarowicz.**

### 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.

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