



York University
Board of Governors

Notice of Meeting
Monday, June 23, 2014
3:00 pm to 6:00 pm

5th Floor, Kaneff Tower
Keele Campus

AGENDA

TAB

I. CLOSED SESSION

II. OPEN SESSION (approximately 3:30 pm)

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 - 1.2 **Executive Committee Report** 1
2. **President's Items** (*M. Shoukri*)
 - 2.1 **Overview of the Year Past and the Year To Come**
 - 2.2 **Updates on Current Issues**
 - 2.2 **Presentation: Student Representative Roundtable: Annual Report** (*E. Wickham; D. Harris*)
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Harriet Lewis
Secretary

York University
Board of Governors
 Minutes of the Meeting of Monday, 28 April 2014
 524 Kaneff Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Julia Foster, Chair Angelo Belcastro Susan Black William Boyle Darnel Harris William Hatanaka John Hunkin Ozench Ibrahim Zahir Janmohamed Armand La Barge Bob Lewis Mark Lievonon Martin Lockshin David McFadden Salvatore Paneduro Tim Price Rose Reisman Mamdouh Shoukri Paul Tsaparis Tony Viner Rick Waugh Emile Wickham Randy Williamson Henry Wu Hana Zalzal Harriet Lewis, <i>Secretary</i> Cheryl Underhill, <i>Assistant Secretary</i>	Debbie Jamieson Vijay Kanwar Peter Marrone Earle Nestmann Sam Schwartz Honey Sherman	James Allan Cynthia Archer Noel Badiou Gary Brewer Barbara Crow Jennifer Farmer Richard Francki Rob Haché Mandy Hickman Rhonda Lenton Ran Lewin Weiling Li Ijade Maxwell Rodrigues Ken McRoberts Janet Morrison Roxanne Mykitiuk Jeff O'Hagan Lisa Philipps Lina Pinto Trudy Pound-Curtis Bud Purves Liisa Stephenson Joanna Rainbow Joanne Rider Marta Silver Susan Webb Robert Everett, <i>Assistant Secretary</i> Elaine MacRae, <i>Board Coordinator</i>

1. Chair's Items

Governors and guests were welcomed to the meeting. It was confirmed that there were no additional items of business to be added to the agenda.

Prior to the meeting a small group of students requested permission to read a statement regarding tuition fees at the Board meeting. With the Chair's consent, three students joined the meeting (Lina Pinto, Jennifer Farmer and Marta Silver) and Ms Pinto read a short statement on the impact of increased tuition fees on international students. The statement emphasized that international students make valuable contributions to the University, that they are financially vulnerable and that York has an opportunity to exemplify its commitment to accessibility and social justice by resisting increases to international tuition fees. A further request was made to make a presentation to the Board on the matter at the next meeting in June. The request was received and will be considered. The President noted shared concern on the plight of international students and representations have been and will be made to government on the issue of their support.

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

The Chair announced the unanimous and enthusiastic appointment of Gregory Sorbara as the next Chancellor of York University who will be installed on 13 June 2014.

1.2. *Executive Committee*

The documentation circulated with the agenda was noted by Mrs Foster. Congratulations were extended to: Barbara Crow on her appointment as Dean, Faculty of Graduate Studies and AVP Graduate; to Donald Ipperciel for his appointment as Principal, Glendon College; and Maureen Armstrong on her appointment as University Secretary & General Counsel, all commencing on 1 July 2014. Professor Ken McRoberts was thanked for his leadership and contributions over the past decade as Principal of Glendon.

1.3 *Campus Expansion Planning: Approval to Proceed with a Proposal for a Campus in York Region*

The Province's initiative for campus expansions presents York with a considerable opportunity. The President provided an overview of the University's plans for its campus in York Region proposal to MTCU. A copy of the slides is filed with the minutes. A third campus has long been an aspiration for the University as reflected in planning documents over the years. Campus expansion is aligned with current strategic objectives, and the projected population growth in York's "backyard" in York Region, makes it an ideal location. In collaboration with the President of Seneca, the three municipalities of Markham, Richmond Hill and Vaughn have been shortlisted as possible sites for the new campus. The site selection exercise will continue through May, guided by established criteria. It is anticipated that the proposed municipal partner will be presented to the Board in June.

Resources have been dedicated to the preparation of the proposal, and are estimated to be between \$500,000 and \$1M. External expertise and comprehensive planning are required to prepare a compelling case. Management is mindful of the Province's fiscal constraints and the risk that its funding priorities may shift in the coming months. Like other universities it is planning to proceed in step with the deadlines set by the government, the first one being the submission of Notice of Intent by 27 June 2014.

It was unanimously *agreed that the Board of Governors approve the University's exploration of options, and the preparation of a proposal to MTCU under the Major Capacity Expansion Policy Framework, for a new campus in York Region in accordance with the fundamental principles that:*

- a new campus must support York University's mission and academic plan; and
- it must be fully funded by government and external partners

2. President's Items

Referring to a set of presentation slides (copy filed with the minutes), the President reported on the following:

- aligning key MTCU initiatives with York's strengths, aspirations and academic planning
- sustainability successes
- University appointments

In response to a question about career preparation for students within academic plans, the Provost noted the broadening of experiential education components within degree program structures which integrates theory and practice for students. Graduate employment statistics are gathered for all universities across the Province, and York's results are competitive across the system.

3. Academic Resources Committee

Mr Wu spoke to the report circulated with the agenda. A presentation to the Board on the University's enrolment management strategy is planned for a future meeting. Governors were encouraged to review the collection of research award recipients included in the appendix to the Committee's report, and to attend the upcoming *Canadian Federation for the Humanities and Social Sciences* Canada Prizes Award Ceremony being hosted at Glendon this year on 7 May.

4. Finance and Audit Committee

Referring to the report in the agenda Ms Ibrahim highlighted the University's improving financial position and commended management for this achievement. The operating budget will be presented to the Board for approval in June. She also reported the Committee's approval of the 2014-2015 Internal Audit Plan.

4.1 Student Fees

Housing fees for 2014-2015 and 2015-16

The documentation was noted. Consistent with the Housing Strategy, the proposed increase in residence fees will support improvements to the facilities and enhanced features to meet students' needs. A 10 year facility renewal plan has been put in place to address maintenance issues. The Residence Student Advisory Group was consulted on the proposed increases and no material concerns were raised. Even with the proposed increase, York's rental rates remain below competitor university's housing fees. Housing vacancy rates will be monitored coincident with the increased fees for any gaps that result. It was duly *agreed*,

That the Board of Governors approve an increase to the Keele and Glendon undergraduate residence room rates by 4.9% for all room types in each of the next two academic years 2014-15 and 2015-16.

Ancillary Fees for 2014-2015

The documentation was noted. The proposed increase is in accordance with the Ancillary Fee Agreement and is intended to address inflationary increases. While the adjusted fees are effective May 1, 2014, students will not be assessed actual increases in their ancillary fees until September 1, 2014. It was duly *agreed*,

That the Board approve the centrally-collected ancillary fees for 2014-2015 for undergraduate students and students enrolled in the graduate professional programs as outlined in Appendix I, which includes:

- a) For undergraduate students, an increase of thirty-nine cents (\$.39) per credit from \$19.71 to \$20.10, thereby increasing the student ancillary fee for full-time students (enrolled in 30 credits) from \$591.3 to \$603;
- b) For students in graduate professional programs, an increase from \$295.65 to \$301.5 for programs charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.
- c) For new students in Master of Human Resources Management (full-time and part-time), Master of Design (full-time and part-time), and Master of Financial Accountability (full-time and part-time), an adjustment of fees to bring them in line with the rates charged for all graduate professional programs (as outlined in b. above), while ancillary fees for current students in those programs continue at their current rate, subject to the 2% increase.

4.2 Information Security Policy

The material in the agenda was noted. The proposed policy is a required addition to the governance framework in the current landscape of information technology. A set of comprehensive procedures will be developed to enable the policy. It was duly *agreed*,

That the Board approve the Information Security Policy as set out in Appendix A to the item on the agenda.

4.3 2014 Endowment Distribution Rate

Ms Ibrahim noted the documentation. It was duly *agreed*,

That the Board approve the 2014 distribution rate for endowments as follows:

- 1) **Suspend Capital Protection for 2013-14.**
- 2) **Standard 5% distribution rate for all endowments invested for greater than one year as per the attached schedule.**

4.4 Vendor of Record for Communications and Public Affairs – “doug&serge+partners inc.”

Referring to the documentation in the agenda, Mr Viner reported that the Marketing, Communications and Community Affairs Committee concurs with the recommendation from the Finance & Audit Committee on the basis that the agency is serving the University well in achieving its communications and branding goals. It was duly *agreed*, **that the Board authorize:**

1. **issuing an award notice to *dougserge+partners inc.* for Agency of Record services as outlined in the Request for Proposal (“RFP”), *dougserge+partners inc.*’s proposal, and subsequent clarifications.**
2. **the project team to enter into negotiations with *dougserge+partners inc* to finalize a Service Agreement for Agency of Record services.**

4.5 Connected Health and Wellness Project Standing Agreement

As outlined in the supporting material, the expansion of this project to include two new healthcare providers increases its total costs over \$2 million, thereby requiring Board approval. The University will endeavor to have the fact that it is the lead university on the project reflected in any media coverage of the project. It was duly *agreed*,

That the Board approve an amendment to the current standing agreement with *NexJ Systems* to provide for a total contract value of \$2.1 million (plus HST), for the provision of IT integration services to three primary health care providers.

5. Marketing and Communications and Community Affairs Committee

Mr Viner spoke to the report circulated with the agenda, highlighting the progress on brand development and reputation building initiatives, and the President's work to cultivate awareness of York's scholarly expertise on societal issues to local and international communities.

6. Investment Committee

Mr Price encouraged governors to review the Annual Investment Report circulated as an appendix to the Committee's report, as it details the strong performance of the endowment fund and the many activities in progress and completed this past calendar year. He commended management and staff for their leadership in this domain.

6.1 Changes to the Endowment Fund Asset Mix

The documentation in support of the recommendation was noted. The proposed revisions to the asset class were informed by a full review and careful comparison of options. The new Global Direct Real Estate class will be comprised of 60% Canadian real estate holdings and 40% international holdings. It was duly agreed,

That the Board of Governors approve the revised Asset Mix for the Endowment Funds effective 1 July 2014, as follows:

Current Asset Mix <i>(Changes with strikeout)</i>		Proposed Asset Mix <i>(Changes in Bold)</i>	
Asset Class	Target Asset Mix	Asset Class	Target Asset Mix
<i>Equities</i>		<i>Equities</i>	
Canadian Equity	15%	Canadian Equity	10%
US Small/Mid Cap Equity	20%	US Small/Mid Cap Equity	20%
Global Equity	25%	Global Equity	20%
Emerging Markets Equity	10%	Emerging Markets Equity	10%
	= 70%	Global Direct Real Estate	10%
			= 70%
<i>Fixed Income</i>		<i>Fixed Income</i>	
Canadian Bonds	25%	Canadian Bonds	20%
Global High Yield Bonds	5%	Global High Yield Bonds	10%
	=30%		=30%

7. Other Business

Mr Hunkin advised that the President's Advisory Council on Advancement is meeting in early May, and he will report on it at the next meeting of the Board.

8. In Camera Session

An *in camera* session was held.

Consent Agenda Items

All consent items were deemed to be approved.

JULIA FOSTER
Chair

HARRIET LEWIS
Secretary

EXECUTIVE COMMITTEE

Report to the Board of Governors

at its meeting of 23 June 2014

The Executive Committee met on June 9, 2014 and in addition to items on the agenda, makes this report to the Board for information.

1. President's Items

President Shoukri provided a brief update to the committee on the likely impact of the Provincial Election on post-secondary education in the province, the progress of the preparation of a proposal for York in York Region, and recent fundraising success.

2. Committee Chairs: Key issues

Each of the committee chairs shared and discussed the issues which have come to each of their committees and are reported elsewhere in the Board Package.

3. Request for a presentation on International Graduate Student Tuition

Via the Provost, the committee received a request from a group of graduate students that a further presentation by them be added to the agenda of the June Board meeting. Having heard from students on the issue at the last meeting, understanding that the changes having been implemented for the next term, and the agenda being particularly full with other business and presentations; the committee declined to add the item to the agenda. It did not discount the idea of a further discussion on the subject at a future meeting.

3. Senior Executive and Presidential Performance and Compensation

In accordance with past practice, the committee resolved in camera with President Shoukri to hear his annual report on progress against goals and his goals for the year to come. It heard and accepted his report on Senior Executive Compensation, then met in the absence of the President to discuss his performance and determine his compensation, the results of which will be conveyed by the Chair to the President.

Julia Foster, Chair

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of 23 June 2014

The Finance and Audit Committee met on 27 May 2014 and in addition to the items for approval, submits the following report to the Board of Governors for information.

1. York Region Campus: Finance Overview

The Vice-President Finance & Administration briefed the Committee on the preparation of capital and budget plans for the York Region campus being proposed to the Province. The campus, estimated to need 2.4 million square feet at capacity, is forecasted to be a \$300-400M capital project. The time frame for universities' submission to the Province is tight. Detailed financial planning at this stage will facilitate the timely preparation of York's submission once the municipal partner and site is chosen. Coincident with the financial modelling, is the development of the academic programming for the campus in collaboration with Seneca College. Both the President and the Provost emphasized the value of the planning exercise generally; identifying new academic program opportunities with Seneca and establishing connections with the York Region community may result in new initiatives if the campus plan does not come to fruition.

2. Enterprise Risk Monitoring Report

The exercise to map out the risk drivers, risk indicators and the threshold for risk tolerance continues to evolve. Finance & Audit Committee received and discussed a progress report on the exercise. The Change in exposure for the categories of campus safety, competitor, financial sustainability, government policy, reputation and student/alumni satisfaction risks were reviewed. Campus safety remains a top focus. A full review and updating exercise of the top twelve risks is tentatively planned for the 2015-2016 year, following the completion of the AAPR initiative and the implementation of the new budget model.

3. Report of the Internal Auditor

The Committee received an Internal Audit Status report covering the period 1 April – 30 April 2014. The department undertook 12 audit engagements, of which four have been completed.

4. Bond Issue Final Summary

The Committee received for information the Deal Debrief for the \$100M bond issuance in February 2014. There was considerable interest in the bond offering. The final number of buyers was 17, diversified across geographies and investor types. All in all it was a successful initiative, the proceeds from which were used to replenish cash resources used internally to finance recent capital projects.

Ozench Ibrahim, Chair



Memo

To: Board of Governors

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

Date: June 16, 2014

Subject: **Three-Year Operating Budget Plan 2014-2015 to 2016-2017**

Recommendation

The Board Finance and Audit Committee recommends that the Board of Governors accept the proposed updated Budget Plan 2014-2015 to 2016-2017.

Background and Rationale

The Plan being presented this year can be characterized as a “technical amendment” of the three remaining years in the Budget Plan approved in June of 2013.

The University’s multi-year rolling budget plan framework has traditionally been presented on a four year planning horizon. The plan establishes the basis for detailed budget planning for the upcoming 2014-2015 fiscal year, as well as setting the longer-term financial context for planning to the end of the planning period.

There are a number of initiatives and issues that could significantly alter future budget plans such as:

- Decisions on implementation of the SHARP Budget Model
- Results of the Academic/Administrative Program Review
- Impact of a potential Government decision on a new major campus expansion
- Potential Government Policy changes pending a Provincial Election

Consequently, the Budget Plan being presented this year is characterized as a technical amendment. Short term budget savings identified in this plan are used to smooth the impact of previously approved budget cuts, with a significant portion of the savings set aside as contingency for future pension contribution volatility, as well as strategic investments required to support the recommendations arising out of the Academic/Administrative Program Review and support for the Transition Plan to implement the new SHARP Budget Model.

The table on the following page provides the overall budget plan results, while the accompanying documents provide additional background information concerning the Plan.

The key financial results associated with this updated budget plan include:

- Smoothing the previously approved budget cuts as follows:
 - reducing the 2014-2015 cut by 1% from 3.5% to 2.5%
 - reducing the 2015-2016 cut by 0.5% from 2.5% to 2.0%
 - increasing the 2016-2017 cut by 0.5% from 2.0% to 2.5%
- A small cumulative surplus position at the end of the three year budget planning period of \$7.0 million dollars. This surplus is slightly positive to the plan approved in June 2013 due to positive achieved budget results in 2013-2014.

The amendments introduced in this updated plan are as follows:

- A recalibration of the June 2013 Domestic Undergraduate Enrolment Plan to reflect a further reduction in enrolments of 500 FFTE's in 2014-2015, 1200 FFTE's in 2015-2016 and 2016-2017. Details provided later in document.
- Loss of tuition and grant revenue of \$5M in 2014-2015, \$12M in 2015-2016 and 2016-2017 related to the recalibration of the enrolment plan targets.
- An adjustment to grant and tuition revenue for the impacts of Government funding changes to the Faculty of Education.
- Additional interest income resulting from higher cash balances as a result of the \$100M debenture issued in February 2014.
- The impact of Government Tuition Regulation Changes on timing of tuition charges for full year courses and other miscellaneous student fee charges of \$0.5M effective fiscal 2014-2015, and \$1.0 M effective 2015-2016.
- Increased interest expense due to the 2014 \$100M debenture issue at 4.458%.
- Impact of Stage II Solvency Relief and the reduction of special pension deficit payments and lower minimum guarantee payments, offset by higher employer total matching contribution costs. Details provided later in document.
- The creation of a Strategic Investment and Contingency Fund to provide funding flexibility for the recommendations of the Academic and Administrative Program Review, implications for transition to the new SHARP budget model, and the potential for higher Special Pension Payments in 2017-2018.

The elements of the updated budget plan have previously been presented to the Board Finance and Audit Committee, but are being reviewed at this meeting to provide further opportunity for discussion.

OPERATING BUDGET PLAN SUMMARY			
2014-15 to 2016-17			
(in \$millions)			
	2014-15	2015-16	2016-17
<u>Revenue</u>			
Total Operating Revenue per June 2013 Plan	761.39	776.49	792.99
Planning Changes (May 2014)			
Enrolment Growth			
<u>Domestic</u>			
Grant Funding - (2014 revised enrolment plan)	(2.50)	(6.00)	(6.00)
Tuition Funding - (2014 revised enrolment plan)	(2.50)	(6.00)	(6.00)
	(5.00)	(12.00)	(12.00)
Government Grant Adjustments-Faculty of Education			
Tuition Losses		(6.40)	
Grant Reduction BIU		(3.00)	(3.00)
Transition Year Grant		3.20	
	-	(6.20)	(3.00)
<u>Other</u>			
Interest Income	2.00	2.00	2.00
Tuition Regulation Changes	(0.50)	(1.00)	(1.00)
	1.50	1.00	1.00
Total Revenue Decreases	(3.50)	(17.20)	(14.00)
Operating Revenue - May 2014 Plan	757.89	759.29	778.99
<u>Expenses</u>			
Total Operating Expenses per June 2013 Plan	770.17	771.42	784.70
Planning Changes (May 2014)			
<u>Academic Investments</u>			
VPA/P - Domestic growth impact (60% share)		(7.20)	(7.20)
<u>Compensation/Benefit</u>			
Pension Special Payments	(24.10)	(24.10)	(24.10)
Minimum Guarantee Reduction	(12.20)	(11.70)	(11.10)
Increase in Employer Matching Contribution	0.80	6.10	11.30
	(35.50)	(29.70)	(23.90)
<u>Strategic Investments</u>			
Strategic Investments and Contingency Fund	18.30	11.00	8.40
Academic Support - including Faculty Funding Recovery	5.00		
Bond Interest	4.50	4.50	4.50
	27.80	15.50	12.90
Total Expense Changes - Before Budget Measures	(7.70)	(21.40)	(18.20)
<u>Budget Measures</u>			
Reduce 2014/15 Cut by 1.0%	4.20	4.20	4.20
Reduce 2015/16 Cut by 0.5%		2.10	2.10
Increase 2016/17 Cut by 0.5%		(2.10)	(2.10)
	4.20	4.20	4.20
Total Expense Net of Budget Measures	(3.50)	(17.20)	(14.00)
Operating Expenses - May 2014 Plan	766.67	754.22	770.70
Annual Surplus (Deficit)	(8.78)	5.07	8.29
Carryforward Balances from Prior Year-End	2.01	(6.77)	(1.70)
Cumulative Surplus/(Deficit)	(6.77)	(1.70)	6.59
Budget Cuts as per Proposed Plan	2.50%	3.00%	2.50%

Budget Plan 2013-2014 to 2016-2017

1. Introduction

As we close out the 2013-2014 fiscal year, this report is intended to provide a brief update on budget planning and outline the proposed Budget Plan for 2014-2015 and 2016-2017.

In past years, the approval of the upcoming fiscal year's budget has been embedded in the approval of the overall multi-year rolling budget plan. These multi-year budget plans have typically been approved within the April through May timeframe, depending on the timing and resolution of key planning issues, including tuition fee decisions and Government operating grant announcements.

Approval of the proposed Budget Plan is required at this time in order to finalize the basis for detailed budget planning across the University for the upcoming fiscal year.

Development of these detailed operating budget plans should be completed by the end of May in order to provide for effective budget management.

2. Currently Approved Budget Plan (June 2013)

The current multi-year budget plan was approved in June 2013 and covered the period to fiscal 2016-2017. The results associated with this plan are summarized in the following table. This plan incorporated budget cuts of 3.5% for the fiscal years 2013-2014, 2014-2015 and 2015-2016, and 2.0% for fiscal 2016-2017. The Budget Plan reflected lower domestic undergraduate enrolments offset by higher international undergraduate enrolments, targeted institutional cuts, continued investments in an institutional branding campaign, and tuition fee increases designed to offset the new international tax.

The June 2013 Budget Plan Summary is shown in the following table:

<u>Approved June 2013</u>	(\$ millions)			
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Revenue	755.69	761.39	776.49	792.99
Expenses	<u>763.12</u>	<u>770.17</u>	<u>771.42</u>	<u>784.70</u>
Annual Surplus/(Deficit)	(7.43)	(8.78)	5.07	8.29
Carryforward	<u>3.44</u>	<u>(3.99)</u>	<u>(12.77)</u>	<u>(7.70)</u>
Cumulative Surplus/(Deficit)	<u>(3.99)</u>	<u>(12.77)</u>	<u>(7.70)</u>	<u>0.59</u>

Budget Cut	3.50%	3.50%	3.50%	2.00%
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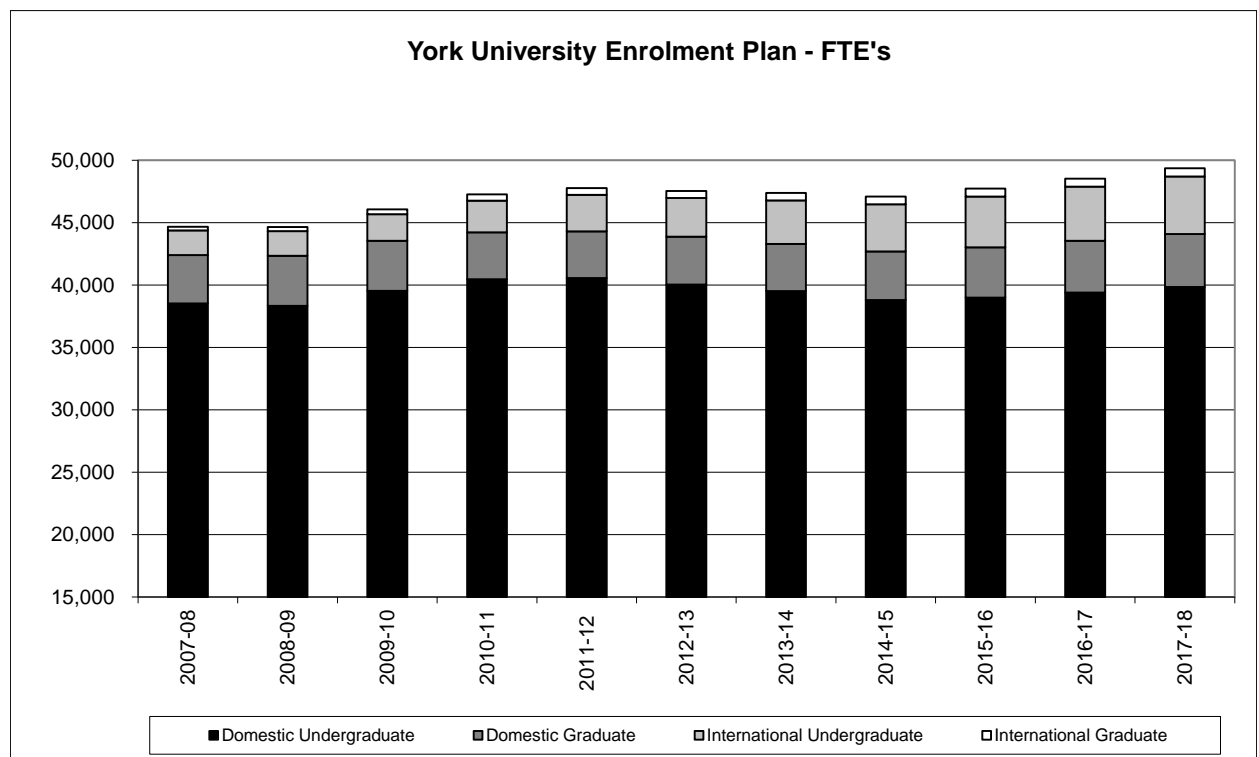
Projected 2013-2014 Surplus/Deficit

The University is in the process of finalizing the fiscal 2013-2014 financial results. Many of the major planning assumptions were realized with a number of positive and negative variances that resulted in a net positive improvement to the current year's financial results of \$6.0 million. The major contributors to the positive performance include lower graduate student support payments than had been planned, higher short term investment income and other positive miscellaneous revenue.

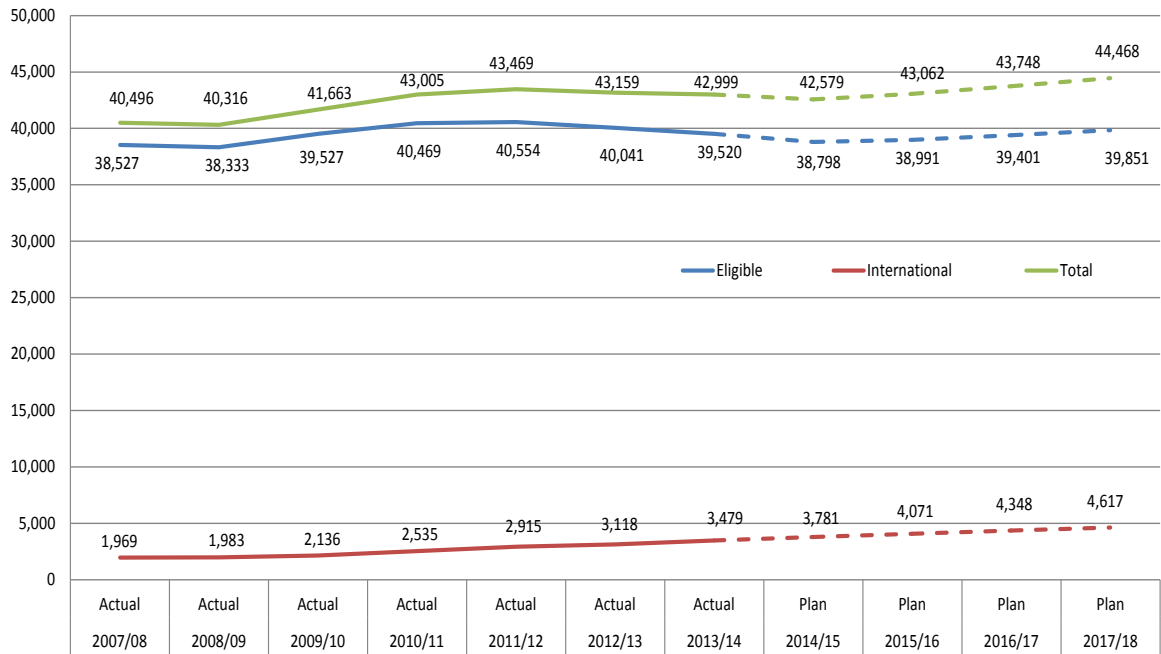
3. Enrolment Growth

A key planning assumption which drives revenue and cost changes is the enrolment plan. The overall enrolment plan is provided in the chart below, with individual breakdowns for undergraduate and graduate enrolments shown in the charts that follow. The undergraduate enrolment chart shows that the actual 2013-2014 undergraduate enrolment results were below target. With a small improvement in undergraduate applications for the Fall, the University has recalibrated its 2014 enrolment plan to reflect the projected flow through impacts on future year domestic enrolment. The University Budget Plan has been adjusted to reflect the lower than anticipated tuition and grant revenues associated with the revised plan. The Faculties have, however, been given higher stretch enrolment targets for this planning cycle. The details are provided later in this memo.

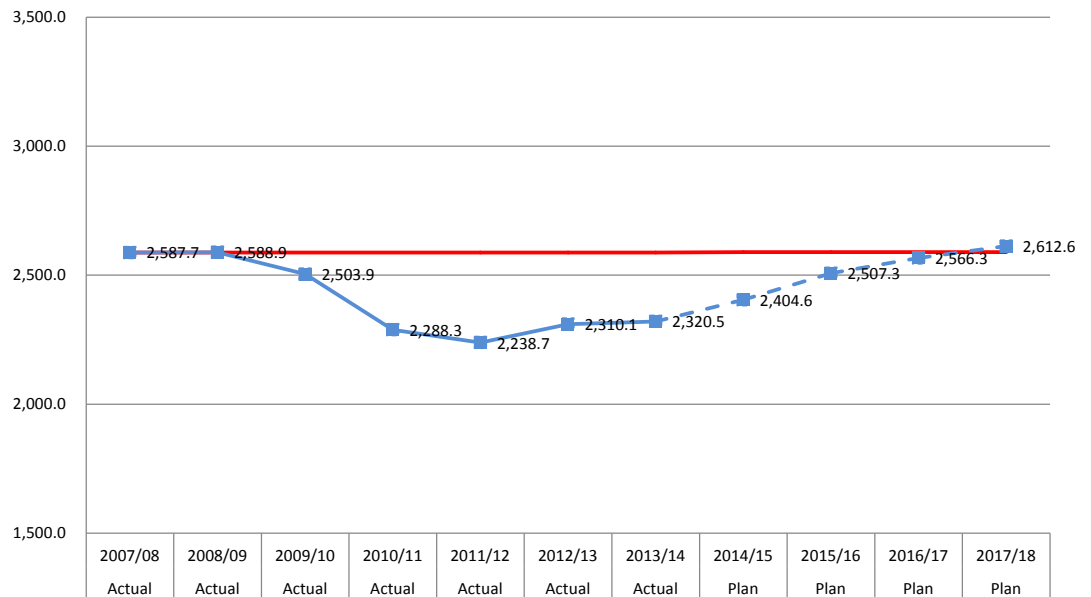
The University's has set targets with the goal to return its graduate enrolment plan to the enrolment level reached in 2008-2009. In the last four years, graduate doctoral and Masters level enrolment has experienced a decline.



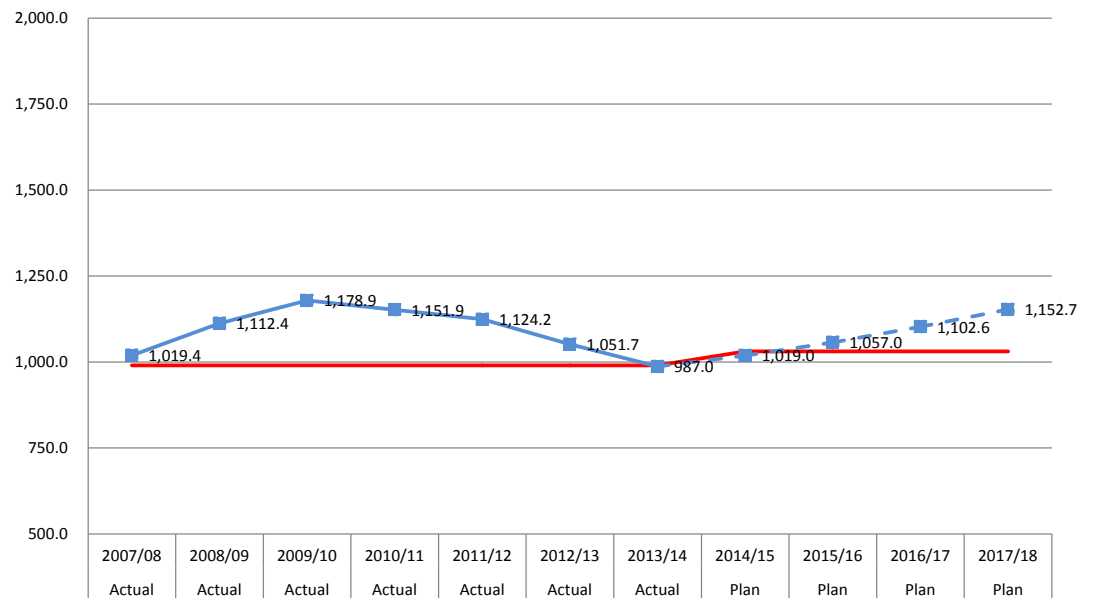
Undergraduate Enrolment Plan - Eligible + International FTEs 2007/08 to 2017/18



Masters Eligible Nov 1st FTEs: 2007/08 to 2017/18



Doctoral Eligible Nov 1st FTEs: 2007/08 to 2017/18



4. Planning Changes – Revenue

Domestic Undergraduate

As a result of not achieving the domestic undergraduate enrolment targets in 2013-2014, the University has recalibrated its enrolment plan to reflect the flow through implications in the remaining approved budget planning period. The revised plan will lower the planned domestic enrolment for 2014-2015 by 500 FFTE's growing to 1200 FFTE's in 2015-2016 and 2016-2017.

The estimated decrease in tuition revenue associated with these reduced domestic enrolments is \$2.5 million in 2014-2015 and \$6 million in 2015-2016 and 2016-2017.

The estimated decrease in grant from the Government associated with reduced domestic enrolments is \$2.5 million in 2014-2015 and \$6 million in 2015-2016 and 2016-2017.

Government Grant Adjustments

Faculty of Education

In late June 2013, the Government announced major structural and funding changes related to the funding of Education Programs. The changes involve the extension of the current Program from one year to two years effective 2015-2016; a 32% permanent reduction in per student grant; a one-time transition grant and a continued cap on the number of total students enrolled in the Program.

The estimated financial impacts for the University are as follows:

- A \$3M permanent reduction in grant effective 2015-2016
- A loss of \$6.2M in tuition year in the 2015-2016 transition year
- A one-time transition grant provided by the Ministry of \$3.2M in 2015-2016

Other

The University's forecasted cash balances are expected to improve over the budget planning period due to the issuance of a \$100 million debenture in February 2014. A significant portion of the proceeds replaced internal resources used to finance completed capital projects. The estimated increase in short-term interest revenue is \$2 million per year for the current planning period.

In addition, the Government issued new Tuition Regulation Changes which will require Universities to change their billing practices for full year courses to term billing. The University will also make some changes to the miscellaneous fees charged to students. The estimated impact on the University's short-term cash balances and miscellaneous revenue is a reduction of \$0.5 million in 2014-2015 rising to \$1.0 million annually in fiscal 2015-2016.

5. Planning Changes – Expense

Academic Investments

A reduced allocation of \$7.2 million in 2015-2016 and 2016-2017 for enrolment growth related costs is planned as a result of the reductions to the domestic enrolment plan. While there are anticipated lower enrolments in 2014-2015, the University has decided to waive the related funding adjustment to faculties of \$3 million in 2014-2015.

Compensation/Benefits

During 2013, the University reached an agreement with its employees to increase pension contributions and to make certain other pension plan adjustments. These Plan amendments result in the University achieving its required savings target of 5.1% to qualify for Stage II solvency relief. The University applied for this relief and Government has provided approval. In addition, the University Pension Fund achieved a 16.65% net return in 2013, made changes in its retirement scale based on actual experience, and continued to make its \$24.9 million in Special Payments. All of the above factors resulted in the Going Concern Deficit reducing from \$219.5 million in 2012 to \$17.7 million in 2013 and the Solvency Deficiency reducing from \$354.0 million to \$124.1 million.

The Government announced options with respect to special payment contribution requirements for those who qualify for Stage II Solvency Relief. Under these options the University has the following choices:

Option 1

- Defer going concern special payments and new solvency special payments at December 31, 2013 for 1 year.
- Amortize the new solvency deficiency at December 31, 2013 for a 10 year period starting in 2015.

Option 2

- Defer solvency deficiency payments for 4 years with amortization of the deficiency over the following 7 years (i.e., total of 11 years but back ended)
- Interest on the solvency deficiency in excess of the going concern special payments during deferral period must be paid
- New going concern special payment at December 2013 could be deferred for 1 year

The University has decided to select the updated Stage 2 contribution requirement, which defers solvency deficiency payments for 4 years with amortization of the deficiency over the seven years following for a total of 11 years. Interest on the solvency deficiency in excess of the going concern special payments will continue to be paid during the deferral period.

The impact of this decision will result in a reduction of \$24.1 million in Special Payments for fiscal 2014-2015, 2015-2016, and 2016-2017. The impact of the improved funded going concern position of the Plan will lower the employer's minimum guarantee contributions by \$12.2 million in 2014-2015, \$11.7 million in 2015-2016, and \$11.1 million in 2016-2017.

Additionally, the impact of the agreement reached with employees to increase pension contributions will result in increased employer contributions of \$0.8 million in 2014-2015, \$6.1 million in 2015-2016, and \$11.3 million in 2016-2017.

The University administration is recommending in this budget plan that Option 2 be selected for contributions which will defer solvency payments to fiscal 2017-2018. Should the University select Option 1, the higher fiscal contributions that it would make would not be recoverable should the funded position of the Plan continue to improve over the next three years.

To help manage the higher risk associated with this option in the near term, the budget plan sets aside a significant portion of this plan's savings into a Strategic Investment/Contingency Fund. A decision was also made to smooth the impact of budget cuts to assist faculties and departments with budget planning as the implications of the changes to the new SHARP budget model are developed along with the recommendations arising from the Academic/Administrative Program Review Process.

Strategic Investments

As indicated above, significant portions of the pension contribution savings will be set aside in a Strategic Investment/Contingency Fund for investments required to support the recommendations arising out of the Academic and Administrative Program Review, the Transition Plan to implement the new SHARP Budget Model, and potential Pension Special Payments that may be required in 2017-2018. The Budget Plan anticipates allocations of \$18.3 million in 2014-2015, \$11.0 million in 2015-2016 and \$8.4 million in 2016-2017.

An allocation of \$5.0 million will be provided to make strategic academic support decisions including the deferral of a \$3.0 million reduction in faculty funding in 2014-2015 for one year resulting from lower expected enrolment as well as other strategic investments as determined by the Provost.

As a result of the decision to issue a \$100 million debenture in February 2014, the financial impact will be \$4.5 million in interest cost for each year of the planning period.

Budget Measures

The changes to the current approved Budget Plan are being characterized as a technical amendment to the current plan. The proposed Budget Plan is not being extended to fiscal 2017-2018 at this time. The decision not to extend the Budget Plan is due to significant initiatives and issues currently in progress which could have a significant impact in the latter part of the planning period.

The University has however proposed a smoothing of the previously approved budget cuts by adjusting the planned cuts with a reduction of the 2014-2015 cut by 1%, a reduction of the 2015-2016 cut by 0.5% and an increase to the 2016-2017 cut by 0.5%. The smoothing of planned budget cuts will assist faculties and departments as they transition to the new SHARP budget model and the implications of the recommendations of the Academic/Administrative Program Review.

As a result of the above decisions, no additional budget measures will be required at this time.



University
Secretariat

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TORONTO ON
CANADA M3J 1P3
T 416 736 5310
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Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 23, 2014

Subject: **Annual Audited Financial Statements, April 30, 2014**

Recommendation

The Board Finance and Audit Committee recommends that the Board of Governors approve the Audited Financial Statements for the year ended April 30, 2014.





FINANCIAL STATEMENTS

APRIL 30, 2014

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Introduction to York University Financial Statements – 2013-2014	2
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Statement of Operations and Changes in Deficit	10
Statement of Changes in Net Assets	11
Statement of Cash Flows	12
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STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

The administration of the University is responsible for the preparation of the financial statements, the notes thereto and all other financial information contained in this annual report.

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2014 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the administration has developed and maintains a system of internal control designed to provide reasonable assurance that University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The University has retained Mercer (Canada) Limited in order to provide an estimate of the University's liability for pensions and other post-employment benefits. The administration has provided the valuation actuary with the information necessary for the completion of the University's report and retains ultimate responsibility for the determination and estimation of the reported pension and other benefit liabilities.

The Board of Governors carries out its responsibility for review of the financial statements and this annual report principally through its Finance and Audit Committee ("Committee"). The majority of the members of the Committee are not officers or employees of the University. The Committee meets regularly with the administration, as well as the internal auditors and the external auditors, to discuss the results of audit examinations and financial reporting matters, and to satisfy itself that each party is properly discharging its responsibilities. The auditors have full access to the Committee with and without the presence of the administration.

Ernst & Young LLP, Chartered Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2014. The independent auditors' report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.



Gary Brewer
Vice-President, Finance and Administration



Mamdouh Shoukri
President and Vice-Chancellor

INTRODUCTION TO YORK UNIVERSITY FINANCIAL STATEMENTS – 2013-2014

In 2013-2014, the University continued to manage its finances in a very challenging fiscal environment. The current year was characterized by continued strong international undergraduate enrolment growth and strong capital market performance. Quality undergraduate and domestic graduate enrolment growth continued to be key priorities for the University as part of an overall focus on achieving the objectives of the University Academic Plan. Increased tuition fees and higher international enrolments partially offset by lower domestic enrolments and operating grant reductions provided some additional operating income overall. However, cost pressures largely associated with salary and benefits continued to grow.

Grants and contract funding remained relatively unchanged at \$391 million in 2014 compared to \$387 million in 2013. Lower Provincial Government funding for student-related grants announced in 2013 was offset by higher Federal research funding.

The Statement of Operations and Changes in Deficit reports total tuition fee revenue increasing from \$453 million in 2013 to \$477 million in 2014. The majority of this growth was associated with increases in approved tuition fee rates and increasing international undergraduate enrolments, offset in part by lower domestic enrolments.

Salaries and benefits increased from \$693 million in 2013 to \$711 million in 2014. Salary levels were generally 2% higher than in the previous year and reflected the annual increase associated with the collective agreements that covered the majority of the University's personnel. Continued cost pressures related to current and post-employment pension and benefit costs also contributed to the higher costs.

Scholarships and bursaries remained stable at \$60 million in 2013 and 2014.

Interest on long-term debt increased to \$20 million in 2014 compared to \$19 million in 2013. The University issued \$100 million in new debentures in February, 2014, which accounts for the increased interest costs.

As summarized on the Balance Sheet, the University's unrestricted deficit has increased from \$39 million in 2013 to \$43 million in 2014. The increase in the deficit is the result of small deficits in both the University's operating and ancillary operations.

The University's investment in capital assets increased from \$1,353 million in 2013 to \$1,362 million in 2014. This change reflects ongoing construction of the Pan Am Stadium and the Lassonde School of Engineering, net of the annual amortization charges on existing capital assets.

Investments at April 30, 2014 totalled \$774 million, as compared to \$642 million at April 30, 2013. The change in investments over the course of the year is the result of strong capital market returns on the endowments for the current year and the investment of \$60 million of the cash proceeds from the debenture offering. Investments consisted of \$416 million in endowments (\$373 million last year) and \$358 million in other investments (\$269 million last year).

The University's Pension Fund had an unfunded liability on a going concern basis of \$177 million in 2013. Strong capital market performance, special payment contributions by the employer, higher current service contribution levels for both employees and the employer resulted in the Pension Plan ending the year with a small surplus of \$23 million.

Heading into fiscal 2015, the University will continue to manage its finances responsibly. The challenges for the next year are as follows:

- the achievement of enrolment targets for domestic and international;
- the achievement of planned budget cuts across the institution;
- the increasing pressures on salary and benefit costs; and
- the implications of potential changes in government grant funding allocations.

These challenges are expected to impact through fiscal year 2014-2015 and beyond.

A handwritten signature in black ink, appearing to read "Gary Brewer". The signature is fluid and cursive, with the first name "Gary" and last name "Brewer" clearly distinguishable.

Gary Brewer
Vice-President, Finance and Administration

SUMMARY OF REVENUE AND EXPENSES

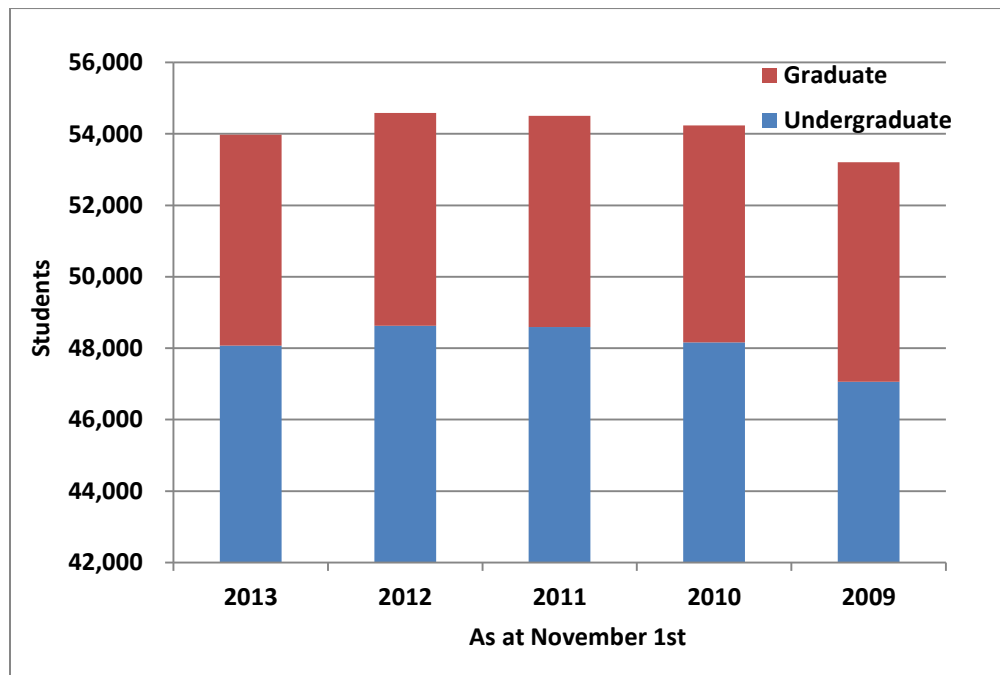
Total Revenue and Expenses (Millions of dollars)

Year Ended April 30	2014	2013	2012	2011	2010
	\$	\$	\$	\$	\$
<u>REVENUE</u>					
Student fees	476.7	453.2	433.6	404.4	370.0
Grants and contracts	391.0	387.4	392.0	384.9	375.7
Sales and services	62.6	62.8	62.8	63.8	68.0
Fees and other recoveries	30.4	28.2	27.6	26.0	27.4
Investment income	29.8	23.8	19.0	18.9	21.3
Amortization of deferred capital contributions	14.3	14.6	12.0	11.7	12.8
Donations	8.2	9.1	6.9	7.1	6.8
Other	3.9	4.0	2.9	6.2	8.4
	1,016.9	983.1	956.8	923.0	890.4
<u>EXPENSES</u>					
Salaries and benefits	711.4	693.0	651.5	631.5	623.8
Operating costs	133.1	123.7	125.6	114.5	110.8
Scholarships and bursaries	60.3	59.6	61.3	58.1	58.9
Amortization of capital assets	42.1	44.4	41.3	40.0	41.2
Taxes and utilities	29.9	29.2	29.1	28.8	32.6
Interest on long-term debt	19.9	19.2	19.4	19.6	21.1
Cost of sales and services	15.9	16.8	16.8	18.4	23.4
	1,012.6	985.9	945.0	910.9	911.8

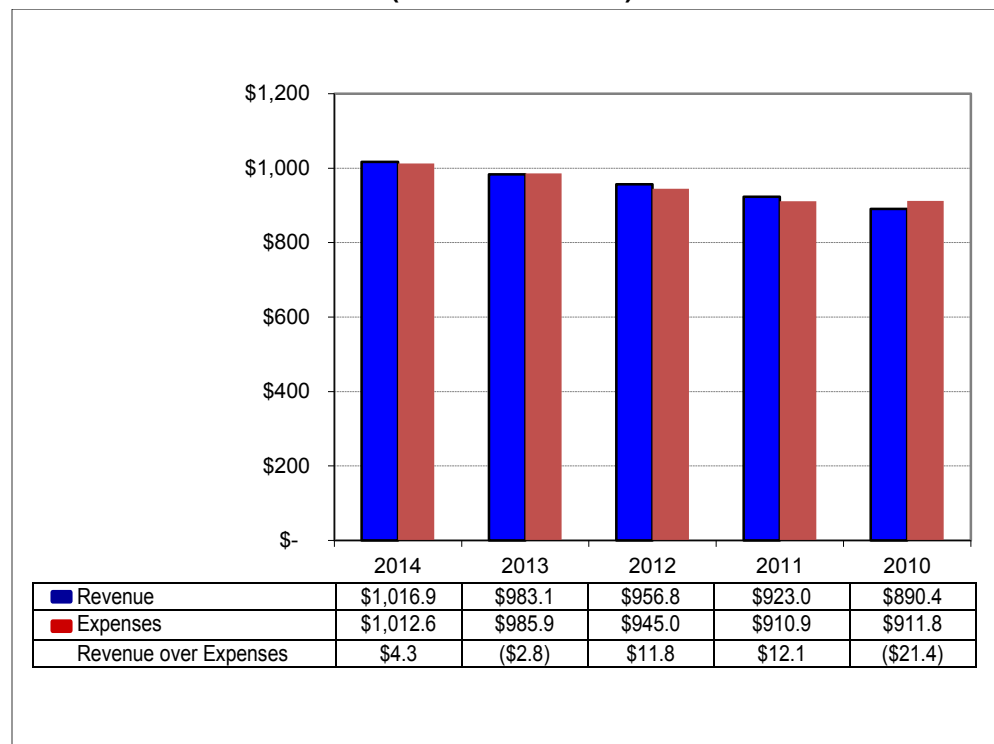
% of Total Revenue and Expenses

Year Ended April 30	2014	2013	2012	2011	2010
	%	%	%	%	%
<u>REVENUE</u>					
Student fees	46.9	46.1	45.3	43.8	41.6
Grants and contracts	38.4	39.4	41.0	41.7	42.2
Sales and services	6.2	6.4	6.6	6.9	7.6
Fees and other recoveries	3.0	2.9	2.9	2.8	3.1
Investment income	2.9	2.4	2.0	2.0	2.4
Amortization of deferred capital contributions	1.4	1.5	1.3	1.3	1.4
Donations	0.8	0.9	0.7	0.8	0.8
Other	0.4	0.4	0.2	0.7	0.9
	100.0	100.0	100.0	100.0	100.0
<u>EXPENSES</u>					
Salaries and benefits	70.3	70.3	68.9	69.3	68.4
Operating costs	13.1	12.6	13.2	12.5	12.1
Scholarships and bursaries	5.9	6.0	6.5	6.4	6.5
Amortization of capital assets	4.2	4.5	4.4	4.4	4.5
Taxes and utilities	2.9	3.0	3.1	3.2	3.6
Interest on long-term debt	2.0	1.9	2.1	2.2	2.3
Cost of sales and services	1.6	1.7	1.8	2.0	2.6
	100.0	100.0	100.0	100.0	100.0

ENROLMENT GROWTH 2009 – 2013

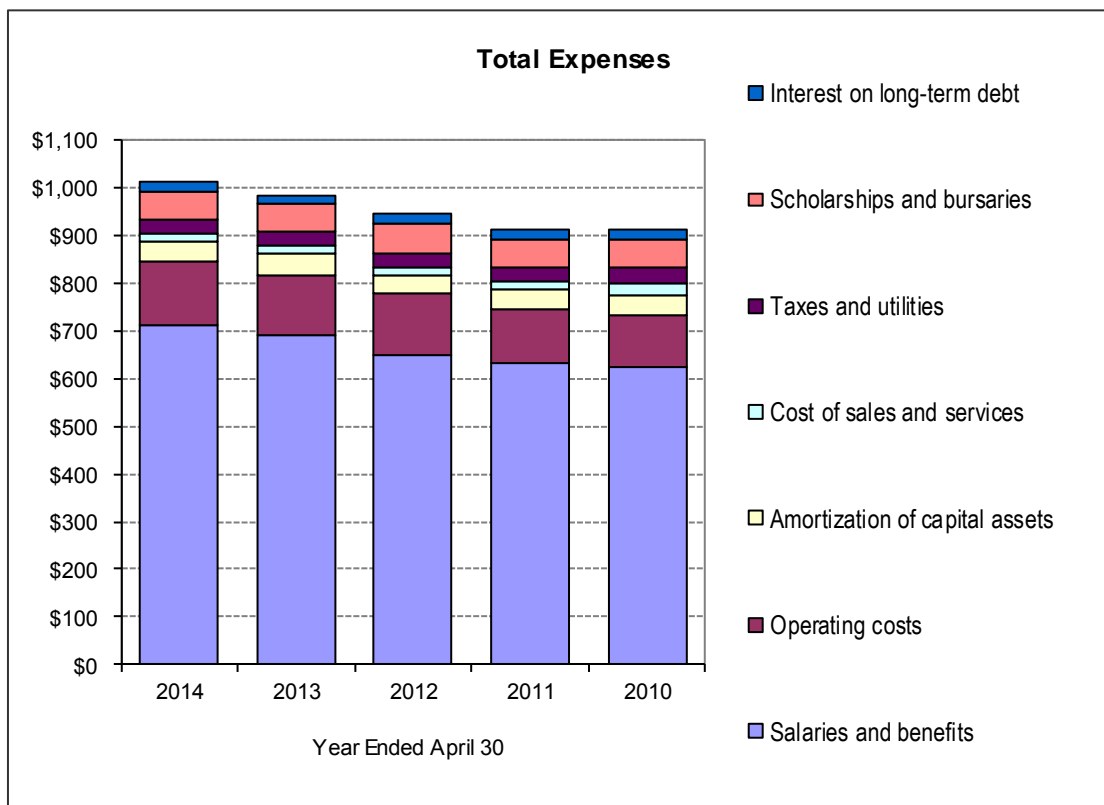
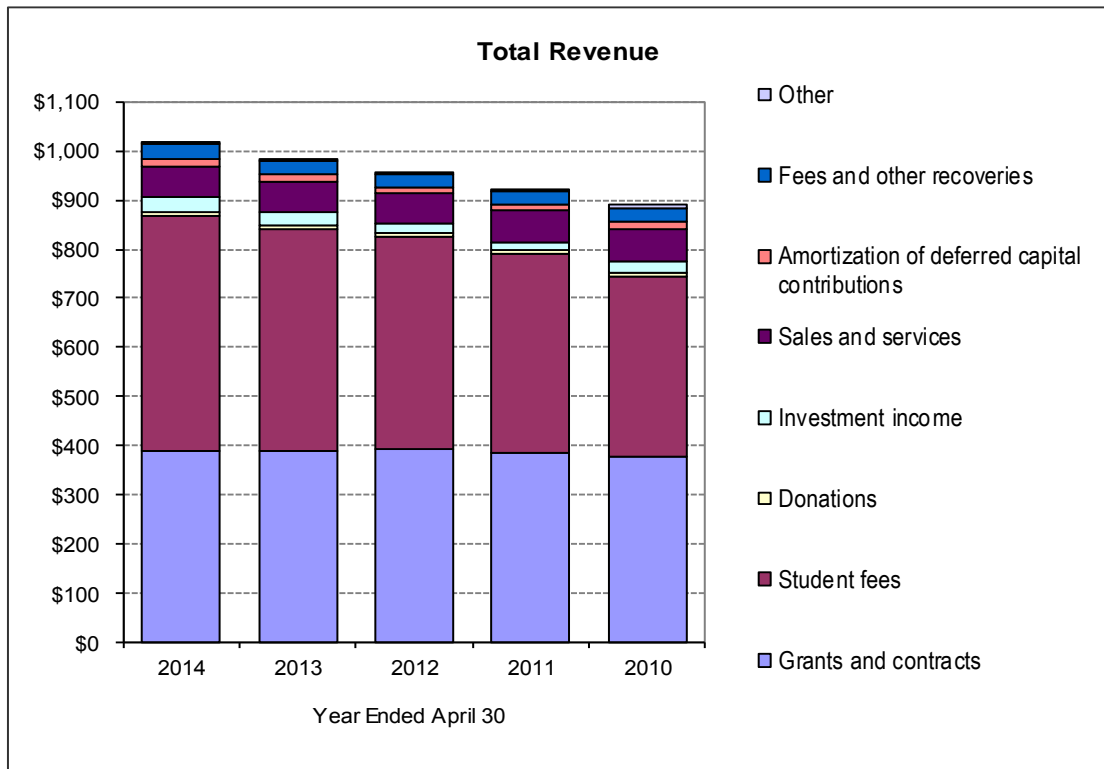


REVENUE AND EXPENSES Year Ended April 30 2010 – 2014 (Millions of dollars)



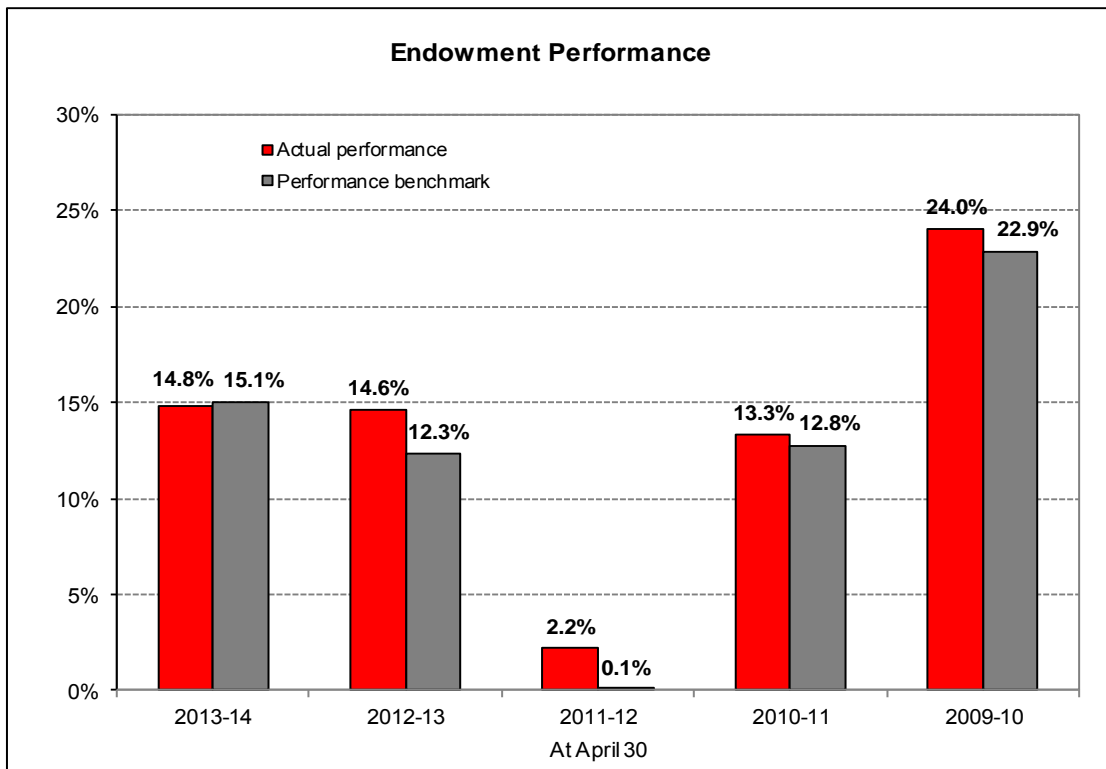
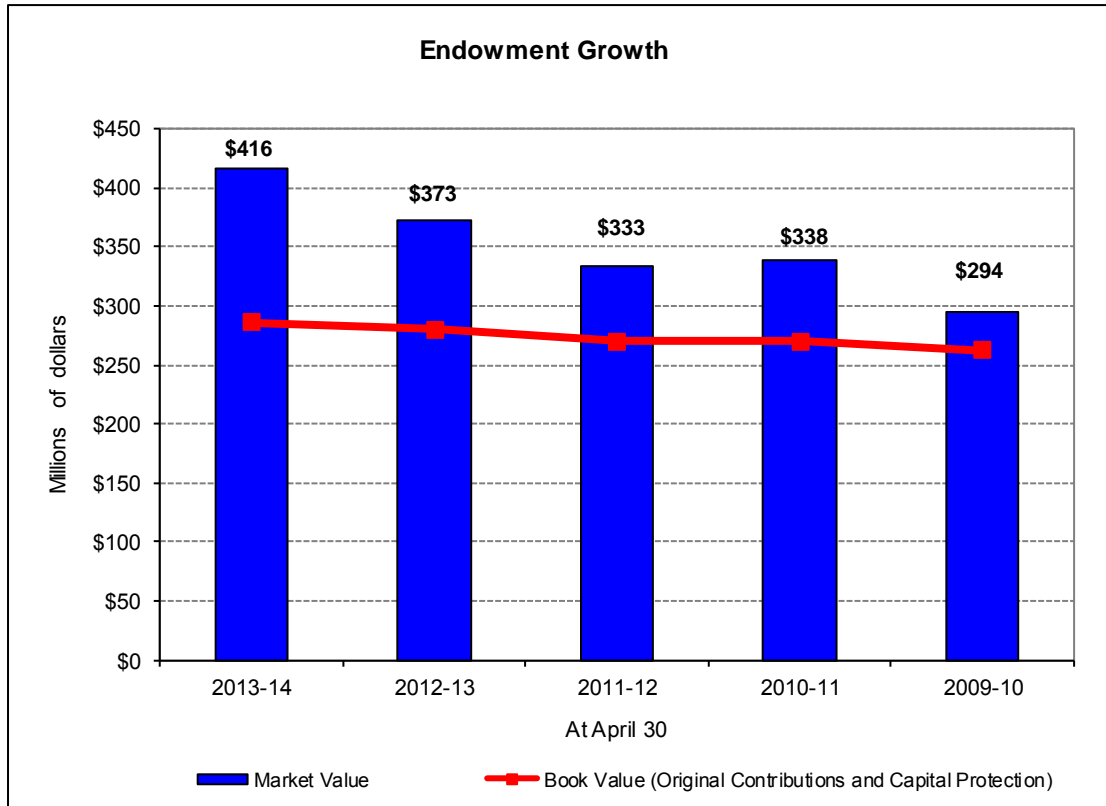
SUMMARY OF REVENUE AND EXPENSES

2010 – 2014
(Millions of dollars)



ENDOWMENT GROWTH AND PERFORMANCE

2010 – 2014



INDEPENDENT AUDITORS' REPORT

To the Board of Governors of York University

We have audited the accompanying financial statements of York University, which comprise the balance sheet as at April 30, 2014 and the statements of operations and changes in deficit, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of York University as at April 30, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Toronto, Canada,
June 23, 2014.

Chartered Accountants
Licensed Public Accountants

BALANCE SHEET
(Thousands of dollars)

As at April 30

	2014 \$	2013 \$
		<i>(restated note 18)</i>
ASSETS		
Current		
Cash and cash equivalents	62,615	35,301
Accounts receivable <i>(note 4)</i>	54,678	48,274
Inventories	4,304	3,781
Prepaid expenses	14,202	9,224
Total current assets	135,799	96,580
Pension plan asset <i>(note 13)</i>	23,115	-
Investments <i>(note 3)</i>	774,375	642,288
Investment in lease <i>(note 4)</i>	43,720	43,986
Capital assets, net <i>(note 5)</i>	1,362,025	1,352,816
	2,339,034	2,135,670
LIABILITIES		
Current		
Accounts payable and accrued liabilities <i>(notes 4, 8 and 14)</i>	105,336	89,016
Current portion of long-term debt <i>(note 9)</i>	712	670
Deferred revenue	52,104	42,141
Total current liabilities	158,152	131,827
Deferred contributions <i>(note 6)</i>	100,747	92,186
Long-term liabilities <i>(notes 4, 8, 13 and 18)</i>	139,669	319,272
Long-term debt <i>(note 9)</i>	401,876	303,232
Deferred capital contributions <i>(note 10)</i>	322,963	311,952
Total liabilities	1,123,407	1,158,469
Commitments and contingent liabilities <i>(notes 7 and 16)</i>		
NET ASSETS		
Deficit <i>(note 18)</i>	(43,084)	(38,562)
Internally restricted <i>(notes 11 and 18)</i>	843,810	643,442
Endowments <i>(note 12)</i>	414,901	372,321
Total net assets	1,215,627	977,201
	2,339,034	2,135,670

See accompanying notes

On behalf of the Board of Governors:

Julia Foster
Chair

Mamdouh Shoukri
President and Vice-Chancellor

STATEMENT OF OPERATIONS AND CHANGES IN DEFICIT
(Thousands of dollars)

Year ended April 30

	2014 \$	2013 \$
		<i>(restated note 18)</i>
REVENUE		
Student fees	476,691	453,140
Grants and contracts <i>(note 6)</i>	390,968	387,406
Sales and services	62,647	62,809
Fees and other recoveries	30,367	28,229
Investment income <i>(note 3)</i>	29,807	23,741
Amortization of deferred capital contributions <i>(note 10)</i>	14,329	14,630
Donations	8,138	9,071
Other	3,927	4,034
Total revenue	1,016,874	983,060
EXPENSES		
Salaries and benefits <i>(notes 13 and 18)</i>	711,358	692,977
Operating costs	133,060	123,732
Scholarships and bursaries	60,285	59,614
Amortization of capital assets	42,078	44,353
Taxes and utilities	29,877	29,239
Interest on long-term debt <i>(note 9)</i>	19,923	19,194
Cost of sales and services	15,936	16,772
Total expenses	1,012,517	985,881
Revenue over expenses (expenses over revenue), before the following <i>(note 18)</i>	4,357	(2,821)
Post-employment benefit recovery - remeasurement <i>(note 18)</i>	197,935	77,484
Net transfers to internally restricted net assets	(200,368)	(62,475)
Net transfers to internally restricted endowments	(6,446)	(5,584)
Change in deficit in the year	(4,522)	6,604
Deficit, beginning of year <i>(note 18)</i>	(38,562)	(45,166)
Deficit, end of year <i>(note 18)</i>	(43,084)	(38,562)

See accompanying notes

STATEMENT OF CHANGES IN NET ASSETS
(Thousands of dollars)

Year ended April 30				2014	2013
	Deficit \$	Internally restricted \$ <i>(note 11)</i>	Endowments \$ <i>(note 12)</i>	Total \$	Total \$ <i>(restated note 18)</i>
Net assets, beginning of year <i>(note 18)</i>	(38,562)	643,442	372,321	977,201	866,928
Revenue over expenses (expenses over revenue) for the year	4,357	-	-	4,357	(2,821)
Post-employment benefit recovery - remeasurement <i>(note 18)</i>	197,935	-	-	197,935	77,484
Net transfers from deficit to internally restricted net assets	(200,368)	200,368	-	-	-
Investment income on externally restricted endowments less amounts made available for spending <i>(note 12)</i>	-	-	33,543	33,543	30,669
Contributions to externally restricted endowments <i>(note 12)</i>	-	-	2,591	2,591	4,941
Net transfers from deficit to internally restricted endowments <i>(note 12)</i>	(6,446)	-	6,446	-	-
Net assets, end of year	(43,084)	843,810	414,901	1,215,627	977,201

See accompanying notes

STATEMENT OF CASH FLOWS

(Thousands of dollars)

Year ended April 30

	2014 \$	2013 \$
		(restated note 18)
OPERATING ACTIVITIES		
Revenue over expenses (expenses over revenue) for the year	4,357	(2,821)
Add (deduct) non-cash items:		
Amortization of capital assets	42,078	44,353
Amortization of deferred capital contributions	(14,329)	(14,630)
Amortization of transaction costs	25	22
Employee benefit plan expense (note 13)	66,695	68,041
Loss on disposal of capital assets	240	73
Net change in non-cash balances (note 14)	22,074	36,210
Contributions to employee benefit plans (note 13)	(71,212)	(69,534)
Cash provided by operating activities	49,928	61,714
INVESTING ACTIVITIES		
Purchase of investments, net (note 14)	(98,544)	(20,938)
Purchase of capital assets (note 14)	(50,662)	(42,493)
Cash used in investing activities	(149,206)	(63,431)
FINANCING ACTIVITIES		
Issuance of long-term debt, net of transaction costs	99,331	-
Repayment of long-term debt	(670)	(630)
Contributions restricted for capital purposes (note 10)	25,340	12,307
Contributions to externally restricted endowments (note 12)	2,591	4,941
Cash provided by financing activities	126,592	16,618
Net increase in cash and cash equivalents during the year	27,314	14,901
Cash and cash equivalents, beginning of year	35,301	20,400
Cash and cash equivalents, end of year	62,615	35,301

See accompanying notes

NOTES TO FINANCIAL STATEMENTS

(All amounts are in thousands of dollars unless otherwise indicated)

APRIL 30, 2014

1. DESCRIPTION OF THE ORGANIZATION

York University ("York" or the "University") was incorporated under the York University Act 1959 and continued under the York University Act 1965 by the Legislative Assembly of Ontario. The University is dedicated to academic research and to providing post-secondary and post-graduate education. The University is a registered charity and under the provisions of Section 149 of the Income Tax Act (Canada) is exempt from income taxes.

York's financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all the operations of the University and organizations in which the University has a controlling shareholding. Accordingly, these financial statements include the operations, research activities and ancillary operations of the University and the York University Development Corporation (an Ontario corporation of which the University is the sole shareholder) that oversees the development of designated undeveloped York lands and which owns York Lanes shopping mall.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Part III of the Chartered Professional Accountants of Canada ("CPA Canada") Handbook – Accounting which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies set out below.

a) Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires the administration to make estimates and assumptions that affect the reported amounts of assets and liabilities, related amounts of revenue and expenses, and disclosure of contingent assets and liabilities. Significant areas requiring the use of estimates relate to the assumptions used in the determination of the valuation of pension and other retirement benefit assets/obligations and the recording of contingencies. Actual results could differ from those estimates.

b) Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and grants. Grants are recorded in the accounts when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations are recorded in the accounts when received since pledges are not legally enforceable claims. Unrestricted contributions are recorded as revenue when initially recognized in the accounts. Externally restricted contributions, other than endowments, are initially deferred and recognized as revenue in the year in which the related expenses are recognized. Externally restricted endowment contributions are recognized as direct increases in net assets when initially recorded in the accounts.

Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at the point of sale or when the service has been provided.

Investment income and losses, which consist of interest, dividends, income distributions from pooled funds, realized gains and losses on all investments and unrealized gains and losses on investments recorded at fair value, are recorded as investment income (loss) in the Statement of Operations and Changes in Deficit, except for investment income designated for externally restricted endowments. The amount made available for spending against externally

restricted endowments is recorded as investment income and any restricted amounts available for spending that remain unspent at year-end are deferred and categorized as deferred contributions. Investment income on externally restricted endowments in excess of the amount made available for spending, losses on externally restricted endowments and deficiency of investment income compared to the amount available for spending are recorded as direct increases (decreases) to endowments.

Investment income (or loss) designated for internally restricted endowments is recognized in the Statement of Operations and Changes in Deficit. The investment income (or loss) net of all actual spending against internal endowments is transferred between the unrestricted deficit and internally restricted endowments through the Statement of Changes in Net Assets.

c) Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and investments with a maturity of approximately three months or less at the date of purchase, unless they are held for investment rather than liquidity purposes, in which case they are classified as investments.

d) Inventories

Inventories are stated at the lower of cost and net realizable value. The cost of inventories is assigned by using the first-in, first-out method or weighted average cost method, depending on the nature and use of the inventory items. The same costing method is used for all inventories having a similar nature and use.

e) Financial instruments

Investments reported at fair value consist of equity instruments that are quoted in an active market as well as pooled fund investments, derivative contracts and any investments in fixed income securities that the University designates upon purchase to be measured at fair value. Transaction costs are recognized in the Statement of Operations and Changes in Deficit in the period during which they are incurred.

Investments in fixed income securities not designated to be measured at fair value are initially recorded at fair value plus transaction costs, which represents cost, and are subsequently measured at amortized cost using the effective interest rate method, less any provision for impairment.

Long-term debt is initially recorded at fair value, which represents cost, and subsequently measured at amortized cost using the effective interest rate method. Long-term debt is reported net of related premiums, discounts and transaction issue costs.

Other financial instruments, including accounts receivable and accounts payable, are initially recorded at fair value, which represents cost, and subsequently measured at cost, net of any provisions for impairment.

f) Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair market value at the date of contribution. Amortization of capital assets is provided on a straight-line basis over their estimated useful lives as follows:

	Annual Rate	Years
Buildings, facilities and infrastructure	2.5% to 10%	10 to 40
Equipment and furnishings	10% to 33.3%	3 to 10
Library books	100%	1

Construction in progress expenditures are capitalized as incurred and are amortized as described above once the asset is placed into service. Capitalized expenditures include interest on related debt funding of such expenditures.

Donations of items included in the art collection are recorded as direct increases in capital assets and net assets at an appraised value established by independent appraisal in the period received by the University. The art collection is considered to have a permanent value and is not amortized.

g) Foreign exchange translation

The University accounts for revenue and expense transactions denominated in a foreign currency at the exchange rate in effect at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated at year-end exchange rates and any translation gain or loss is included in the Statement of Operations and Changes in Deficit. Foreign exchange gains and losses on investments are accounted for consistent with investment income.

h) Employee benefit plans

The University has a defined contribution pension plan, which has a defined benefit component that provides a minimum level of pension benefits. The University also has other retirement and post-employment benefit plans that primarily provide medical and dental benefits.

The University accounts for its employee benefit plans using the immediate recognition approach. The University recognizes the amount of the accrued benefit obligations, net of the fair value of plan assets measured at year-end, adjusted for any valuation allowances. Current service and finance costs are expensed during the year. Remeasurements and other items related to actuarial gains and losses and differences between actual and expected returns on plan assets and past service costs are recognized as a direct increase or decrease in net assets. The accrued benefit obligations for employee benefit plans are determined based on actuarial valuation reports prepared for funding purposes. These reports are required to be prepared at least on a triennial basis. In years where actuarial valuations are not prepared, the University uses a roll-forward technique to estimate the accrued liability using assumptions from the most recent actuarial valuation reports.

3. INVESTMENTS

a) Investments consist of the following:

	2014 \$	2013 \$
Cash	2,945	3,646
Short-term investments	17,595	5,162
Guaranteed investment certificates	77,541	54,893
Canadian government bonds	87,940	112,456
Canadian corporate bonds	174,251	97,977
Foreign bonds	27,570	23,977
Mortgages	75,257	75,549
Canadian equities	77,224	64,273
US equities	121,548	100,504
Non-North American equities	111,241	100,763
Other	1,263	3,088
Total	774,375	642,288

Investments in pooled funds have been allocated among asset classes based on the underlying investments held in the pooled funds.

All investments are recorded at fair value except certain bonds, mortgages and other investments, which are carried at amortized cost. As at year end, investments are recorded in the accounts as follows:

	2014 \$	2013 \$
Fair value	415,938	373,503
Amortized cost	358,437	268,785
Total	774,375	642,288

Investments are exposed to foreign currency, interest rate, other price, and credit risks (*note 17*). The University manages these risks through policies and procedures governing asset mix, equity and fixed income allocations, and diversification among and within asset categories.

To manage foreign currency risk, a hedging policy has been implemented for the University's foreign-denominated investments to minimize exchange rate fluctuations and the resulting uncertainty on future financial results. All outstanding contracts have a remaining term to maturity of less than one year. The University has significant contracts outstanding held in foreign currencies, as detailed below.

The notional and fair values of the foreign currency forward contracts are as follows:

	2014		2013	
Currency Sold	Notional Value (CAD \$)	Fair Value of Contract (CAD \$)	Notional Value (CAD \$)	Fair Value of Contract (CAD \$)
EUR	4,792	(55)	2,872	2
GBP	12,765	(129)	12,280	(54)
USD	75,162	(245)	52,307	729
Other	23,157	(80)	19,469	153
Total	115,876	(509)	86,928	830

The fair value of the foreign currency forward contracts is included in other investments. The change in the fair value of the foreign currency forward contracts is accounted for consistent with investment income in the Statement of Operations and Changes in Deficit.

b) Investment income consists of the following:

	2014 \$	2013 \$
Investment income on endowments, net of management fees (<i>note 12</i>)	52,963	46,244
Investment income credited to external endowments (<i>note 12</i>)	(46,282)	(40,425)
Allocations for spending on external endowments, net of deferrals	13,425	8,826
Other investment income	9,701	9,096
Total	29,807	23,741

4. INVESTMENT IN LEASE

The University has entered into a direct finance lease with the Ontario Infrastructure and Lands Corporation ("OILC"), formerly the Ontario Realty Corporation. The leased facilities are located on the Keele campus and are occupied by the Archives of Ontario. The lease commenced on February 25, 2009 for an initial period of 25 years plus three options to extend the term, each for 10 years. Prior to the commencement of the lease, the OILC exercised the first ten-year renewal option.

To construct the facilities used by the Archives of Ontario, in May 2007 the University entered into contractual agreements with a consortium that undertook the design, construction and financing of the facility during the construction phase of the project.

As payment for the cost of the facility, York assigned the revenue stream under the OILC lease to the consortium for a period of 35 years. However, York remains liable for the lease payments to the consortium should OILC default.

The present value of the lease payments due from OILC at lease commencement was determined to be \$45 million based on a discount rate of 10.5% and with no residual value assigned to the Archives of Ontario facility.

The carrying value of the investment in lease is comprised of aggregate minimum lease payments due from OILC over 35 years less unearned finance income at a rate of 10.5%. The balance is calculated as follows:

	2014 \$	2013 \$
Aggregate future minimum lease payments	139,328	144,146
Less unearned finance income	(95,342)	(99,921)
Investment in lease	43,986	44,225
Less current portion recorded in accounts receivable	(266)	(239)
Balance, end of year (<i>note 8</i>)	43,720	43,986

Minimum future lease payments are expected to be as follows:

	\$
2015	4,818
2016	4,818
2017	4,818
2018	4,818
2019	4,818
Thereafter	115,238
Total	139,328

The University has recorded the amounts owed to the consortium under the lease assignment within the liabilities section of the Balance Sheet. The current portion of \$266 (2013 – \$239) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$43,720 (2013 – \$43,986) (*note 8*). This liability has been discounted at a rate of 10.5% and will reduce over the 35-year lease assignment term, concurrent with the reduction to investment in lease.

5. CAPITAL ASSETS

Capital assets consist of the following:

	2014			2013		
	Cost \$	Accumulated amortization \$	Net book value \$	Cost \$	Accumulated amortization \$	Net book value \$
Land	590,158	-	590,158	590,000	-	590,000
Buildings, facilities and infrastructure	1,094,202	425,343	668,859	1,091,324	399,271	692,053
Equipment and furnishings	146,314	101,981	44,333	152,065	103,747	48,318
Library books	63,476	63,476	-	65,321	65,321	-
Construction in progress	53,607	-	53,607	17,377	-	17,377
Art collection	5,068	-	5,068	5,068	-	5,068
Total	1,952,825	590,800	1,362,025	1,921,155	568,339	1,352,816

- a) During the year, the total cost of items added to library books was \$4,469 (2013 – \$5,865) and the total cost of items removed was \$6,314 (2013 – \$6,261).
- b) During the year, no additional artwork was received. The University's art collection consists of 114 (2013 – 114) works and has an appraised value based upon values determined upon receipt of \$5,068 (2013 – \$5,068).
- c) The Glendon campus land and a majority of the Keele campus land were acquired by grants. These grants had restrictive covenants, which have been registered on the title of the property, and which purport to limit use of the properties for educational or research purposes at the University level.

6. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted grants and donations and unexpended available income on externally restricted endowments. The changes in deferred contributions are as follows:

	2014			2013		
	Research and other grants and contracts	Donations and expendable balances from endowments	Total	Research and other grants and contracts	Donations and expendable balances from endowments	Total
	\$	\$	\$	\$	\$	\$
Balance, beginning of year	65,223	26,963	92,186	63,481	22,796	86,277
Contributions, grants and investment income	77,644	29,011	106,655	64,188	28,620	92,808
Transfers to revenue	(71,777)	(26,317)	(98,094)	(62,446)	(24,453)	(86,899)
Balance, end of year	71,090	29,657	100,747	65,223	26,963	92,186

7. CREDIT FACILITIES

The University has a demand operating facility in the amount of \$20 million. This facility bears interest at a rate that varies with the balances on deposit, ranging from the bank's prime rate of 3.0% plus or minus 0.5%. Letters of credit in the amount of \$2.8 million have been utilized against this facility.

8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2014	2013
	\$	\$
Obligation under lease assignment (<i>note 4</i>)	43,986	44,225
Less current portion recorded in accounts payable and accrued liabilities	(266)	(239)
Long-term portion of obligation under lease assignment	43,720	43,986
Employee pension benefits (<i>note 13</i>)	-	177,247
Employee other benefits (<i>notes 13 and 18</i>)	95,949	98,039
Total	139,669	319,272

9. LONG-TERM DEBT

Long-term debt consists of the following:

	2014 \$	2013 \$
Debentures		
Senior unsecured debenture bearing interest at 6.48%, maturing on March 7, 2042	200,000	200,000
Senior unsecured debenture bearing interest at 5.84%, maturing on May 4, 2044	100,000	100,000
Senior unsecured debenture bearing interest at 4.46%, maturing on February 26, 2054	100,000	-
Other debentures bearing interest at 5.88% to 7.63%, maturing from 2017 to 2023. Weighted average interest rate is 6.95% (2013 – 6.92%)	3,969	4,471
Mortgage		
Mortgage bearing interest at 5.38%, maturing on July 1, 2016	216	304
Term loan		
Term loan bearing interest at 4.50%, maturing in 2023	1,026	1,106
	405,211	305,881
Unamortized transaction costs	(2,623)	(1,979)
	402,588	303,902
Less current portion	(712)	(670)
Total	401,876	303,232

Scheduled future minimum annual repayments of long-term debt are as follows:

	\$
2015	712
2016	758
2017	708
2018	623
2019	505
Thereafter	401,905
Total	405,211

Certain buildings, with an insignificant net book value, have been pledged as collateral for the mortgage and the term loan. The amount of interest expense during the year on long-term debt was \$19,923 (2013 – \$19,194).

10. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of restricted donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the Statement of Operations and Changes in Deficit when the associated capital asset is brought into service. The changes in the deferred capital contributions balance are as follows:

	2014 \$	2013 \$
Balance, beginning of year	311,952	314,275
Contributions received in the year	25,340	12,307
Amortization of deferred capital contributions	(14,329)	(14,630)
Balance, end of year	322,963	311,952
Comprised of:		
Capital contributions - expended	321,680	311,916
Capital contributions - unexpended	1,283	36
Balance, end of year	322,963	311,952

11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2014 \$	2013 \$
Departmental carryforwards	35,218	38,049
Progress through the ranks	(13,149)	(17,074)
Computing systems development	8,825	5,909
Contractual commitments to employee groups	4,504	4,899
Research programs	21,805	20,226
Employee pension benefits (<i>note 13</i>)	23,115	(177,247)
Employee other benefits	-	(2,089)
Sinking fund	57,542	54,893
Investment in capital assets	72,260	150,485
Land appraisal reserve	585,602	585,602
Capital reserve	73,410	68,118
Future funded capital projects	(25,322)	(88,329)
Total	843,810	643,442

Internally restricted net assets include funds committed for specific purposes that reflect the application of the Board of Governors' policy as follows:

- i. Departmental carryforwards – These represent the cumulative positions of all Faculties and Divisions with net unspent balances at year-end. Under Board policy, which is approved annually, Faculties and Divisions are entitled to carry forward the net unspent funds from previous years' allocations. These funds provide units with a measure of flexibility established through prudent administration over several years to assist with future balancing of their budgets in the face of additional anticipated budget reductions, as well as resources which are to meet commitments made during the year.
- ii. Progress through the ranks ("PTR") – This is the cumulative difference between the amounts paid for progress through the ranks salary adjustments and the budget funds provided under York's salary recovery policy. PTR adjustments are planned to be self-funding over time. However, on a year-to-year basis, the cost of providing

PTR adjustments can be more or less than the funds provided, depending on the number of retirements that occurred during the year.

- iii. Computing systems development – The University is planning to implement or upgrade several administrative computing and information systems. These appropriated funds support forward commitments for these systems planned or in progress, as well as planned future stages of system implementation not yet contracted for at year-end.
- iv. Contractual commitments to employee groups – This is the net carryforward of funds to meet future commitments defined under collective agreements with various employee groups.
- v. Research programs – This represents appropriations for internally-funded research.
- vi. Employee pension benefits – This represents the deficit associated with the pension plan.
- vii. Employee other benefits – This represents a portion of the deficit associated with the employee benefits related to the non-pension post-retirement and post-employment plans.
- viii. Sinking fund – This represents funds set aside to retire capital debt.
- ix. Investment in capital assets – This represents the net amount of capital assets funded using internal capital.
- x. Land appraisal reserve – This represents the increase to the appraised value of University land, as at May 1, 2011.
- xi. Capital reserve – This represents funds restricted for deferred maintenance, capital emergencies and capital projects planned or in progress.
- xii. Future funded capital projects – This represents projects that will be funded in the future through a combination of budget allocations, donations and debt.

12. ENDOWMENTS

Endowments include restricted donations received by the University and funds that have been internally designated. Investment returns generated from endowments are used in accordance with the various purposes established by the donors or by the Board of Governors. The University protects the future purchasing power of its endowments by designating a portion of the annual investment income earned as capital protection. On an annual basis, the University determines the distribution for spending after a review of each individual endowment's market value, original contribution and capital protection, and takes into account the long-term objective to preserve the purchasing power of each endowment. In 2014, the University made available for spending 5% (2013 – 4-5%) of the book value of each individual endowment.

The changes in net assets restricted for endowments are as follows:

	2014			2013		
	Internally restricted	Externally restricted	Total	Internally restricted	Externally restricted	Total
	\$	\$	\$	\$	\$	\$
Balance, beginning of year	46,325	325,996	372,321	41,087	290,040	331,127
Contributions	-	2,591	2,591	-	4,941	4,941
Investment income	6,681	46,282	52,963	5,819	40,425	46,244
Available for spending	(235)	(12,739)	(12,974)	(235)	(9,756)	(9,991)
Transfers	(1,979)	1,979	-	(346)	346	-
Balance, end of year	50,792	364,109	414,901	46,325	325,996	372,321

Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support

Externally restricted endowments include grants from the Government of Ontario under the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust for Student Support ("OTSS") matching programs. These programs provided matching funds for eligible endowment donations in support of student aid. Investment income earned on these funds is used to finance awards to qualified students.

The position of these fund balances, at book and market value, are calculated as follows:

For the year ended April 30	OSOTF I	OSOTF II	2014	2013
	\$	\$	\$	\$
Endowment Funds:				
Balance, beginning of year	67,583	10,714	78,297	78,222
Transfer from expendable funds	-	-	-	75
Endowment at book value, end of year	67,583	10,714	78,297	78,297
Endowment at market value, end of year	101,460	15,068	116,528	105,312
Expendable Funds:				
Balance, beginning of year	8,212	(8)	8,204	8,875
Realized investment gains, net of capital protection and transfers	4,878	729	5,607	3,429
Bursaries awarded	(2,975)	(710)	(3,685)	(4,100)
Expendable funds available for awards, end of year	10,115	11	10,126	8,204
Number of bursaries awarded	2,344	381	2,725	2,591

OTSS	2014	2013
For the year ended March 31	\$	\$
Endowment Funds:		
Balance, beginning of year	45,764	44,760
Donations received	-	502
Government matching	-	502
Transfer to expendable funds	-	-
Endowment at book value, end of year	45,764	45,764
Endowment at market value, end of year	63,988	57,576
Expendable Funds:		
Balance, beginning of year	4,119	3,418
Realized investment gains, net of capital protection	2,459	2,164
Bursaries awarded	(1,943)	(1,463)
Expendable funds available for awards, end of year	4,635	4,119
Number of bursaries awarded	1,067	871

The expendable funds available for awards are included in deferred contributions (*note 6*) on the Balance Sheet.

13.EMPLOYEE BENEFIT PLANS

The University has a number of funded and unfunded benefit plans that provide pension, other retirement and post-employment benefits to most of its employees. The pension plan is a defined contribution plan, which has a defined benefit component that provides a minimum level of pension benefits. The most recent actuarial valuation for funding purposes for the pension plan was performed as at December 31, 2013.

Other retirement benefit plans are contributory health care plans with retiree contributions adjusted annually. A plan also provides for long-term disability income benefits after employment, but before retirement. The most recent actuarial valuation for other post-retirement benefits was performed as at September 1, 2011. The most recent actuarial valuation for post-employment benefits was performed as at April 30, 2014.

Information about the University's benefit plans is as follows:

	2014		2013	
	Pension benefit plan	Other benefit plans	Pension benefit plan	Other benefit plans
	\$	\$	\$	\$
Plan deficit, beginning of year (note 18)	(177,247)	(98,039)	(261,712)	(92,551)
Employee benefit plan expense	(55,411)	(11,284)	(57,048)	(10,993)
Remeasurements and other items	189,081	8,854	76,496	988
Employer contributions	66,692	4,520	65,017	4,517
Plan surplus (deficit), end of year	23,115	(95,949)	(177,247)	(98,039)
Additional Information:				
Employee contributions	21,173	-	20,224	-
Benefits paid and administrative expenses	84,809	4,520	76,350	4,517

Remeasurements and other items are comprised of actuarial gains (losses) and the difference between expected and actual investment returns on plan assets.

The significant actuarial assumptions adopted in measuring the University's accrued benefit surplus (deficit) and benefit costs are as follows:

	2014		2013	
	Pension benefit plan	Other benefit plans	Pension benefit plan	Other benefit plans
	%	%	%	%
Accrued benefit surplus (deficit)				
Discount rate	6.00	6.00	6.00	6.00
Rate of inflation	2.10	-	2.20	-
Rate of compensation increase	4.50	4.50	4.50	4.50
Benefit expense				
Discount rate	6.00	6.00	6.00	6.00
Rate of inflation	2.20	-	2.20	-
Expected long-term rate of return on plan assets	6.00	-	6.00	-
Rate of compensation increase	4.50	4.50	4.50	5.00

For measurement purposes, 5.09% (2013 – 5.39%) annual increase in the cost of covered health care benefits was assumed for 2014. The rate of increase was assumed to decrease gradually to 4.50% in 2030 and remain at that level thereafter.

The assets of the pension benefit plan are invested as follows:

	2014 %	2013 %
Equities	64	61
Fixed income	29	30
Other	7	9
Total	100	100

14. ADDITIONAL INFORMATION

The net change in non-cash balances related to operations consists of the following:

	2014 \$	2013 \$
Accounts receivable	(6,404)	15,939
Inventories	(523)	731
Prepaid expenses	(4,978)	476
Accounts payable and accrued liabilities	15,455	12,388
Deferred revenue	9,963	768
Deferred contributions	8,561	5,908
Net change in non-cash balances related to operations	22,074	36,210

The purchase of investments is calculated as follows:

	2014 \$	2013 \$
Change in investments	(132,087)	(51,607)
Investment income on externally restricted endowments less amounts made available for spending (<i>note 12</i>)	33,543	30,669
Purchase of investments, net	(98,544)	(20,938)

The purchase of capital assets is calculated as follows:

	2014 \$	2013 \$
Additions to capital assets	(51,527)	(37,279)
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	865	(5,214)
Purchase of capital assets	(50,662)	(42,493)

As at April 30, 2014, accounts payable and accrued liabilities include government remittances payable of \$15,330 (2013 – \$14,500).

15. RELATED ENTITY

The University is a member, with ten other universities, of a joint venture called TRIUMF, Canada's national laboratory for particle and nuclear physics located on the University of British Columbia ("UBC") campus. TRIUMF is an unincorporated registered charity and each university has an undivided 9.09% interest in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and its operations are funded by federal government grants and the University has made no direct financial contribution to date. TRIUMF's net assets are not contemplated to be and are not readily realizable by the University. The University's interest in the assets, liabilities and results of operations are not included in these financial statements (see also note 16(d)).

The following financial information as at March 31 for TRIUMF was prepared in accordance with Canadian Public Sector Accounting Standards, including accounting standards that apply to government not-for-profit organizations, except that all capital assets and related provisions for decommissioning costs, if any, are expensed in the year in which the costs are incurred.

	2014 \$ (Unaudited)	2013 \$ (Audited)
Statement of Financial Position		
Total assets	25,500	28,601
Total liabilities	7,868	9,806
Total fund balances	17,632	18,795
Statement of Combined Funding/Income and Expenditures		
Revenue	81,032	87,856
Expenses	82,195	88,150
Deficiency of revenue over expenses	(1,163)	(294)

16. COMMITMENTS AND CONTINGENT LIABILITIES

a) Forward purchases of natural gas

The University purchases natural gas for future delivery with fixed pricing. As at April 30, 2014, the University has committed to purchase 729.3K GJ of natural gas at an average cost of \$5.27/GJ, with delivery at various dates to October 2015, for a total commitment of \$3.84 million.

b) Litigation

The nature of the University's activities is such that there is usually litigation pending or in prospect at any one time. With respect to known claims at April 30, 2014, the University believes it has valid defences and appropriate insurance coverage in place. Therefore, such claims are not expected to have a material effect on the University's financial position. There exist other claims or potential claims where the outcome cannot be determined at this time. Should any additional losses occur, they would be charged to income in the year they can be estimated.

c) Canadian University Reciprocal Insurance Exchange ("CURIE")

The University participates in a reciprocal exchange of insurance risks in association with other Canadian universities. This self-insurance reciprocal, CURIE, involves a subscriber agreement to share the insurable property and liability risks of member universities for a term of not less than five years. Plan members are required to pay annual deposit premiums, which are actuarially determined and expensed in the year. Plan members are subject to further assessment in proportion to their participation in the event premiums are insufficient to cover losses and expenses. As at December 31, 2013, CURIE was fully funded.

d) TRIUMF

The members of the TRIUMF joint venture and the Canadian Nuclear Safety Commission ("CNSC") approved a decommissioning plan which requires all members to be severally responsible for their share of the decommissioning costs, which were estimated at \$44.2 million as at November 2011, as well as provide financial covenants to the CNSC for the amount of these costs. While there is no current intention to decommission the facilities, the University's share was estimated at \$4.0 million at November 2011. TRIUMF has put in place a plan to fund the cost of decommissioning which does not require any payments from the joint venture partners.

e) Capital and other commitments

The estimated cost to complete committed capital and other projects at April 30, 2014 is approximately \$91,400. These capital projects will be financed by government grants, internal funds, and fundraising.

17. FINANCIAL INSTRUMENTS

The University is exposed to various financial risks through transactions in financial instruments.

Foreign currency risk

The University is exposed to foreign currency risk with respect to its investments denominated in foreign currencies, including the underlying investments of its pooled funds denominated in foreign currencies, because the fair value and future cash flows will fluctuate due to the changes in the relative value of foreign currencies against the Canadian dollar. The University uses foreign currency forward contracts to manage the foreign currency risk associated with its investments denominated in foreign currencies (*note 3*).

Interest rate risk

The University is exposed to interest rate risk with respect to its fixed rate debt, its investments in fixed income investments, its investment in lease and offsetting liability and a pooled fund that holds fixed income securities because the fair value will fluctuate due to changes in market interest rates.

Credit risk

The University is exposed to credit risk in connection with its accounts receivable and its short term and fixed income investments because of the risk that one party to the financial instrument may cause a financial loss for the other party by failing to discharge an obligation.

Other price risk

The University is exposed to other price risk through changes in market prices (other than changes arising from interest rate or currency risks) in connection with its investments in equity securities and pooled funds.

18. EARLY ADOPTION OF ACCOUNTING STANDARDS FOR EMPLOYEE FUTURE BENEFITS (Section 3463)

Beginning with the 2014 fiscal year, the University adopted the accounting standards for Employee Future Benefits in accordance with Section 3463 of the CPA Canada Handbook applied on a retroactive basis. Section 3463.01 provides that a not-for-profit organization applies Section 3462 except as otherwise provided in Section 3463.

In previous years, the University presented remeasurements and other items related to its employee benefit plans (*note 13*) in the Statement of Operations and Changes in Deficit. Beginning in fiscal 2014 and in accordance with Section 3463, the University has commenced presenting remeasurements and other items related to its employee benefits plans in the Statement of Changes in Net Assets.

In previous years, the University prepared valuations using accounting assumptions for its retirement and post-employment benefits plans (*note 13*). Beginning in fiscal 2014, the University has commenced using funding assumptions for its retirement and post employment benefit plans, as permitted in Section 3462.

The following table provides a summary of changes to the Statement of Operations and Changes in Deficit for the year ended April 30, 2013 and the Statement of Changes in Net Assets as at May 1, 2012:

	Revenue over expenses for the year ended April 30, 2013 \$	Net assets as at May 1, 2012 \$
Revenue over expenses and net assets, as previously reported	58,910	849,480
Employee future benefits		
Use of funding assumptions (a)	15,753	17,448
Remeasurements and other items (b)	(77,484)	-
(Expenses over revenue) and net assets, as restated	(2,821)	866,928

a) Use of funding assumptions

Beginning with the 2014 fiscal year, the University, as provided in Section 3462, measures its defined benefit employee future benefit obligations using actuarial valuations prepared using funding assumptions. This change only affects employee benefit plans related to retirement and post-employment benefits, since the University had already been using funding discount rate assumptions to measure pension obligations. As at May 1, 2012, the employee future benefit obligation other than pension decreased by \$17,448 and internally restricted net assets increased by \$17,448. In 2013, the University's excess of revenue over expenses increased by \$15,753, as a result of a decrease in employee future benefits expense caused by the change in the assumption in respect of the discount rate.

b) Remeasurements and other items

Prior to the adoption of Section 3463, remeasurements and other items related to actuarial gains and losses and differences between actual and expected returns on plan assets and past service costs were recognized in the Statement of Operations and Changes in Deficit. Section 3463 requires that remeasurements be recognized directly in net assets and presented as a separately identified item in the Statement of Changes in Net Assets. As a result of this change, the excess of revenue over expenses for the year ended April 30, 2013 decreased by \$77,484, which was the result of a decrease related to the University's other retirement and post-employment benefits.

19. COMPARATIVE FINANCIAL STATEMENTS

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation for the 2014 financial statements.

Memo

To: Board of Governors

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

Date: June 9, 2014

Subject: Tuition Fee Approval: BEng Computer Engineering, BEng Software Engineering
 BEng Geomatics Engineering; and BEng Space Engineering

Recommendation:

That the Board of Governors approve the fees as outlined below for the following BEng Programs to be effective September 1, 2014:

- **BEng Computer Engineering**
- **BEng Software Engineering**
- **BEng Geomatics Engineering**
- **BEng Space Engineering**

BEng Computer Engineering, BEng Software Engineering, BEng Geomatics Engineering, and BEng Space Engineering Domestic Student Fee based on 36 credits (*excludes centrally collected ancillary and student fees*). Fees are currently under review by the Ministry. Fee approval is being requested at the rate outlined below. Should the Ministry approve a fee for a program different than the fee outlined below, approval is being requested for the amount approved by the Ministry.

BEng Computer Engineering BEng Software Engineering BEng Geomatics Engineering BEng Space Engineering	Current Board Approved Fee	2014-15	2015-16	2016-17
Entering year	New Program	10,500.00	11,025.00	11,576.00
2nd year			11,025.00	11,576.00
3rd year				11,576.00

Background and Rationale

The University has requested Government approval to convert the following programs, the BASc Computer Engineering, BASc Software Engineering, BASc Geomatics Engineering, and BASc Space Engineering to BEng Programs for the Lassonde School of Engineering with the same fees that it approved for the BEng Electrical Engineering Program that was approved in Fall of 2013.

Approval is therefore being requested for fees as outlined. These fees are consistent with the Ministry approved tuition fee framework issued in March 28, 2013 for the period to 2016-17.

Non domestic students will be subject to the approved Domestic Fee plus the International Differential prorated for 36 credits as previously approved by the Board of Governors in June 2013.

Graduate Programs in these areas will not be accepted until Fall 2015. No fee approvals are being requested at this time.



**University
Secretariat**

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Memo

To: Board of Governors

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

Date: June 9 2014

Subject: **Schulich School of Business Building Expansion – Approval in Principle**

Recommendation

That the Board of Governors approve-in-principle a new capital project to expand the Schulich School of Business Building. This approval in principle is conditional upon the successful fundraising of 75% of the anticipated \$40,000,000 capital project.

Background and Rationale

The Schulich School of Business proposes to add a new academic wing to the Seymour Schulich Building. This addition will offer MBA and PhD students, many of whom arrive from international destinations, an enhanced learning environment that addresses their social, cultural and intellectual needs in addition to the classroom experience. The new addition will also include a range of academic spaces primarily focusing on Schulich's expanding research activities including offices and research facilities for doctoral students, a home for the school's emerging Centers of Excellence, and, a range of study, social and amenity space for MBA students and graduate students, as well as visiting faculty.

There are two primary change drivers with which Schulich must contend. First, internal growth pressures are severally taxing the current building. Second, external pressures are derived from several sources including increased competition from top international business schools at the graduate level. Schulich is in a league dominated by a group of highly regarded international business schools. In this league, Schulich must maintain the highest standards and quality in its learning environment to continue to attract the very best students.

Since the Seymour Schulich Building opened in 2003, the undergraduate population has grown by 25% beyond what was originally planned for. The typical undergraduate is 17 or 18 when he or she begins their studies. In contrast, MBA and other Schulich graduate students have an average age approaching 30 when they begin their program. EMBA students are approaching 40 when they start their program. Within each degree program is a very heterogeneous group of students, particularly at the MBA level. Whereas undergraduates are drawn primarily from the region, a distinguishing feature of MBA students is the increasing international representation. Upwards of 60% of MBA students now come from countries other than Canada. The Schulich School of Business, India, when opened, will accelerate this trend.

The Schulich School has grown successfully in other ways that make the proposed new wing essential. Through external support and university allocations, Schulich has added tenure stream faculty more quickly than was anticipated. The doctoral program has expanded and faculty research (implying a need for space for research assistants) has expanded rapidly with the arrival of new faculty. In addition, the larger student body has required the use of larger numbers of part-time instructors. The net result is that office space is required for faculty, staff, and visiting faculty.

The new wing will also increase classroom capacity in several configurations to reflect the various pedagogies now in use at the graduate level. One example is the addition of large flat floor classrooms, of which only one exists in the current facility. The new academic wing will focus on enhancing Schulich's research capacity and enriching the graduate student experience, both of which are important to sustain an environment that will attract and retain the very best graduate students and faculty from across the globe.

The approval-in-principle will provide a signal that York University endorses the proposed expansion, and will fully collaborate with the School on the fundraising campaign. In parallel, staff intends to proceed with a site plan application to municipal authorities. Enabling the site plan approval in parallel with the fund-raising exercise will shorten the project's critical path by an estimated eight months.



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Memo

To: Board of Governors

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

Date: June 9, 2014

Subject: "The Quad" Student Housing Proposed Update to Land Lease Terms

Recommendation

That the Board of Governors authorize the President to finalize and execute the Development Lease for Phase 1 of the Quad and amend the Master Development Agreement. The authorization would include the 35-year Lease Extension Option and other key terms as described in this memorandum.

Note: As a companion recommendation, the Board Land and Property Committee recommends that the Board of Governors approve a proposed 35-year extension of the previously approved lease term.

Summary

In the current market it is proving difficult to finance projects to be delivered on leased land with a term of less than 99 years. The Developer of the Quad Student Housing Community, Forum York Developments Consortium (FYDC), has asked York University to consider extending the existing 70-year term of the Quad land lease by 35 years via a Lease Extension Option to address financing challenges it has been experiencing, in order to satisfy lender concerns and allow the project to proceed.

Following negotiations between YUDC and FYDC, the Developer has offered to increase percentage rent payable to York and substantially reduce the Termination for Convenience Penalty in the Master Development Agreement (MDA) in exchange for this Option. The cumulative financial effect of this proposal is to raise the net present value of the Quad student housing community project to \$3.2M from \$1.9M over the initial 70-year term.

In addition, as a risk mitigation measure, the draft Development Lease will include a requirement that the Lessee maintain the premises to a standard consistent with that of a "First Class Facility" at all times. This requirement would remain in effect during the 35-year extension. Additionally, a building condition assessment will be commissioned at year 65 of the lease and the lease will contain a covenant that the operator maintains the building at the year 65 standard (subject to reasonable wear and tear). If the Lessee does not perform these

obligations, they will trigger the Default provisions of the lease, subject to notice and cure periods defined in the Lease.

Background and Past Approvals

The project is to develop a mixed-use community featuring privately delivered and managed student housing on lands leased from York University. The housing units will comprise 1, 2, 3, and 4-bedroom apartments, in which each resident has a private bedroom along with shared kitchen and living space. The first phase of the development is proposed to deliver about 800 beds, with retail and amenity uses on the ground floor of the buildings.

The developer has consolidated the student housing component into Buildings C1 and C2. These changes maintain the retail and student amenity uses on the ground floors of the buildings, the six-storey height and student lifestyle programming. Building C3 has been redesigned as a retail plaza framing the publicly-accessible plaza. As this building is not required for the core housing program, its inclusion in Phase 1 is being reevaluated, and is dependent on the ability of the Developer to successfully pre-lease the retail units. A site plan of Phase 1 is included with this memo as Appendix A.

The Board of Governors approved the Term Sheet and Block Plan for the Quad project (then called the Pond & Sentinel project) at its December 3, 2012 meeting. The Quad Master Development Agreement (MDA) was executed in September 2013. A Development Lease for the Phase 1 site is currently under negotiation between the parties. Phase 1 project design was approved by York University's Master Planning & Facilities Committee in March 2014. Municipal Planning Applications for Phase 1 are now complete and will be submitted to the City of Toronto in May, following sign-off by York University.

Development Lease Term and Extension Option

As was reported to this Committee at its February 10, 2014 meeting, in the current market, it is proving difficult to finance projects to be delivered on leased land with a term of less than 99 years. The Developer, FYDC, has proposed a 35-year lease extension option, increasing the total term to 105 years, to satisfy lender concerns. This proposal has been discussed at this Committee, as well as at the Land & Property Committee and the YUDC Board of Directors. The feedback that we have received is that a lease extension option is generally acceptable, provided that York University received adequate compensation and assurances that the buildings would be well-maintained over the longer term.

In exchange for the extension option, FYDC initially proposed to increase the amount of percentage rent payable to York during the initial 70-year term. Percentage rent is calculated using a progressive series of revenue per square foot bands, with York receiving a higher percentage of project revenue as subsequent thresholds are passed. FYDC's proposal would both lower the project revenue thresholds and increase York's percentage share of project revenues. The net effect of this change increases the Present Value of the Phase 1 Lease payments by \$500,000 over the initial 70-year term, or \$6M in nominal terms over the amounts proposed in the original RFP submission.

The MDA includes provisions by which York University can cancel the Agreement after any given phase of development for convenience, subject to a termination penalty. The value of the penalty, if York were to cancel the MDA after Phase 1, is estimated to be \$1.1M in present dollars. Cancelling or otherwise reducing the Termination Penalty, in partial exchange for granting the extension option would be beneficial to York.

Following consultation with York University leadership, YUDC met with FYDC to discuss the terms of the lease extension option. FYDC has agreed to both increase York's percentage rent and significantly reduce the Termination Penalty to a present value of \$230,000. The cumulative value of these changes increases the Net Present Value of Phase 1 of the Quad project by \$1.3M over the initial 70-year term as compared to the RFP submission. Further financial details are provided in the Financial Analysis section.

To be able to exercise the 35-year extension option, the Lessee must continue to operate the Quad as per the requirements of the Development Lease and Master Development Agreement, including the Operating Principles and maintenance. The incentives will motivate the Lessee to perform its obligations, and when matched with prudent lease administration by York University, there will be sufficient oversight of the Quad over the long term.

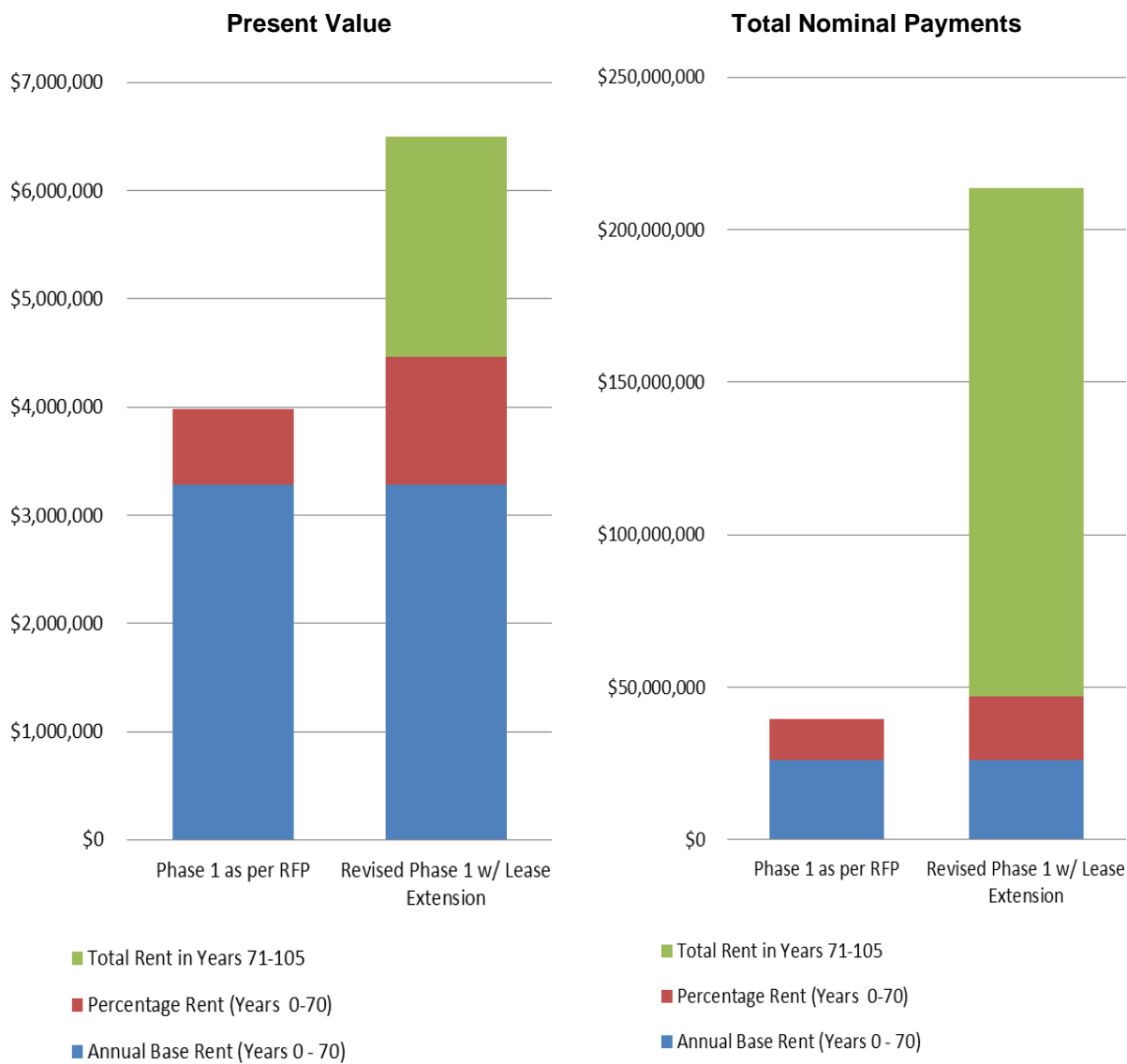
Physical Maintenance and Upkeep

The draft Development Lease includes a requirement that the Lessee maintain the premises to a standard consistent with that of a "First Class Facility" at all times. This requirement would remain in effect during the 35-year extension. Additionally, a building condition assessment will be commissioned at year 65 of the lease and the lease will contain a covenant that the operator maintains the building at the year 65 standard (subject to reasonable wear and tear). If the Lessee does not perform these obligations, the Default provisions of the lease will be triggered, subject to notice and cure periods defined in the Lease.

Financial Analysis

Accepting FYDC's proposal to grant the 35-year lease extension option will significantly increase lease payments to York University, as illustrated in the figures below.

Figure 1. Present Value and Composition of Quad Phase 1 Lease Payments to York University: Base Case and with 35-year Lease Extension Option



Excluding for the time being any consideration of the lease income in years 71-105 (the green bars in figure 1), accepting FYDC’s proposal will increase the present value of the lease payments to York University from \$4M to \$4.5M. Total lease payments over this period rise to nearly \$47M. To arrive at the total Net Present Value for the project as a whole, we must include both the shared costs attributable to York University and the impact of the Termination Penalty. The evaluation below is based on a scenario in which York University terminates the MDA after the completion and start-up of Phase 1.

Figure 2. Net Present Value of Quad Phase 1 Project: Base Case and with 35-year Lease Extension Option

	Quad P1 RFP Base Case	Quad P1 w/ 35-year Lease Extension
Item		

Total Lease Payments (years 0-70)	\$4.0M	\$4.5M
Termination Penalty	(\$1.1M)	(\$0.23M)
Net York University Phase 1 Contribution	(\$1.0M)	(\$1.0M)
Total Quad Phase 1 NPV	\$1.9M	\$3.2M

Accepting FYDC's Lease Extension Option proposal will increase the total present value of the Quad Phase 1 Project to York by \$1.3M to a total of \$3.2M. York's net phase 1 contributions are recoverable in future land development projects on the balance of the site, as they include site-wide infrastructure that will benefit other development blocks and municipal planning approvals. As the Quad projects proceeds through the municipal approvals process and detailed design, YUDC will refine the shared cost estimates and report back on the final values.

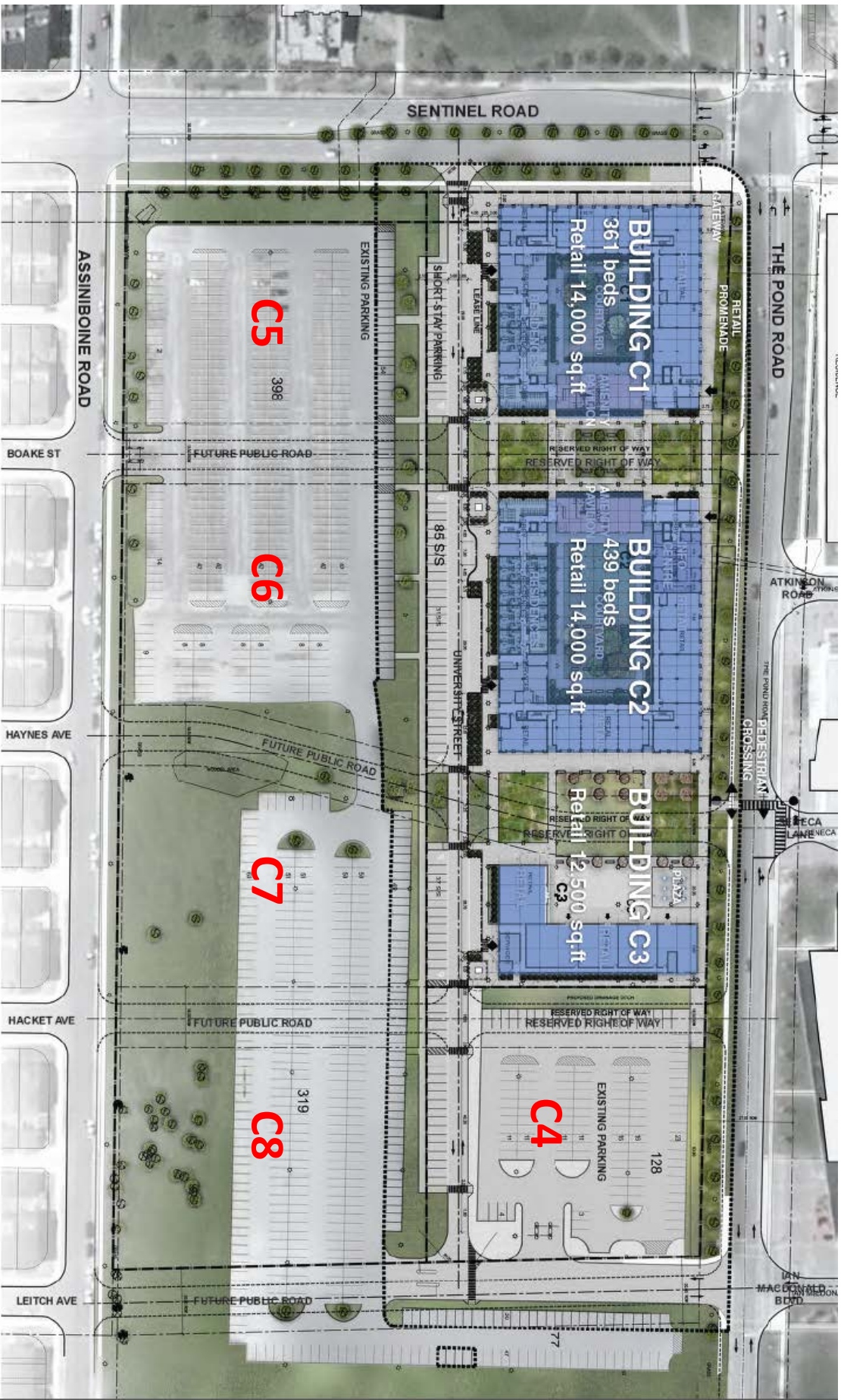
A final significant difference between the revised Phase 1 and the previous presentations to and approvals from York University governance bodies is that development parcel C4 is no longer required to deliver the 800-bed student housing program. This parcel can be used for future York academic or private development, and has an estimated sale value of \$5.3M. Overall, York will enjoy the same student housing benefit while contributing less land into the Lease. The land leased to FYDC for Phase 1 will now generate greater revenue per acre than under the original RFP submission terms.

Next Steps

Subject to the endorsement and approval of the York University Board of Governors, YUDC will complete the Development Lease negotiations with FYDC to permit Phase 1 of the Quad to proceed. The Municipal Development Applications for Phase 1 are complete and will be submitted to the City of Toronto following authorization by York University, as per the terms of the Master Development Agreement.

Appendix A

Quad Student Housing Community: Phase 1 Site Plan



Board of Governors

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 23 June 2014

The Land and Property Committee met on 27 May, and in addition to the item for approval on the agenda makes this report for information.

1. Academic Projects

York Region Campus Proposal Update

The process to select a partner municipality and site for a campus in York Region has been progressing as expected. Detailed discussions with the three short-listed municipalities (Richmond Hill, Markham and Vaughn) are continuing, and the Evaluation Committee members toured each of the proposed campus sites. The University is planning broadly for this initiative and preparing for different scenarios and opportunities for campus expansion.

2. Toronto-York Spadina Subway Extension

There are delays in construction at both the York University and the Black Creek subway stations. Of particular significance to the University is the need to temporarily re-route a portion of Steeles Ave. onto the northwest quadrant of the Keele campus to facilitate that portion of the subway construction. YUDC and management are reviewing the details of this matter with TTC and will be taking measures to mitigate risk to the University.

3. York University Development Corporation Projects and Opportunities

Lands for Learning: Non-Core Asset Strategy

As reported to the Board in February, the community consultation phase on the goals and objectives for the University's precinct lands has been completed. The next formative stage in the process is the University's establishment of its priorities for the strategy. Those priorities need to align with the University's academic goals and aspirations. Several critical academic planning initiatives have either recently concluded or are in progress, including:

- The Strategic Mandate Agreement with MTCU
- The Academic and Administrative Program Review (AAPR)
- Development of decanal program plans for the upcoming fund-raising campaign

Each of these exercises will collectively inform the establishment of the academic priorities and aspirations for the development of the lands strategy. Once the strategy is confirmed, a business case and a set of community design principles will be created which together will form the Principles and Overall Framework Plan for the *Lands for Learning* initiative. Progress reports will be provided to the Committee in the Fall. The recently prepared *Lands for Learning* brochure will be provided to Governors at the Board meeting.

Pan Am Stadium

Infrastructure Ontario has advised of a possible 6-week completion delay in construction of the stadium. There are many compliance issues to be remedied, some of which are significant. The University will be seeking compensation for material instances of non-compliance as necessary.

Hosting the Pan-Am/Para Pan Games on the Keele campus provides an exciting opportunity for the University, and will bring it international exposure. Careful operational planning is required as there is some overlap of the Games with the University's summer term and the Roger's Cup tennis in August. The necessary resources are being dedicated to the planning exercise to ensure arrangements are in place.

4. Capital Construction Report

The Committee received a capital projects report, updated to 30 April 2014. The focus remains on the new engineering building, which is keeping to the completion timelines for September 2015. The Energy Management Program continues to be a success story, and the installation of the public address system on the Keele campus (a significant capital project approved by the Board October 2011) is progressing on schedule.

Paul Tsaparis, Chair



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Memo

To: Board of Governors

From: Paul Tsaparis, Chair, Board Land and Property Committee

Date: 9 June 2014

Subject: "The Quad" Student Housing Proposed Update to Land Lease Terms

Recommendation

That the Board of Governors authorize the University to extend the current 70-year term of the Quad land lease to include a 35-year Lease Extension Option as described in this memorandum.

Note: As companion recommendation, the Finance and Audit Committee is recommending that the Board authorize the President to finalize and execute the Development Lease for Phase 1 of the Quad and amend the Master Development Agreement which will include the 35-year Lease Extension Option and other key financial terms.

Summary

The Developer of the Quad Student Housing Community, Forum York Developments Consortium (FYDC), has asked York University to consider extending the proposed 70-year term of the Quad land lease by 35 years via a Lease Extension Option to address financing challenges it has been experiencing. Following negotiations between YUDC and FYDC, the Developer has offered to increase the percentage rent payable to York and to substantially reduce the Termination for Convenience Penalty in the Master Development Agreement (MDA) in exchange for this Option. The cumulative financial effect of this proposal is to raise the net present value of the Quad student housing community project to \$3.2M from \$1.9M over the initial 70-year term.

Background and Past Approvals

The project is to develop a mixed-use community featuring privately delivered and managed student housing on lands leased from York University. The housing units will comprise 1, 2, 3, and 4-bedroom apartments, in which each resident has a private bedroom along with shared kitchen and living space. The first phase of the development is proposed to deliver approximately 800 beds, with retail and amenity uses on the ground floor of the buildings.

The developer has consolidated the student housing component into Buildings C1 and C2. These changes maintain the retail and student amenity uses on the ground floors of the buildings, the six-story height, and student lifestyle programming. Building C3 has been redesigned as a retail plaza framing the publicly-accessible plaza. As this building is not required for the core housing program, its inclusion in Phase 1 is being re-evaluated, and is dependent on the ability of the Developer successfully to pre-lease the retail units. A site plan of Phase 1 is included with this memo as Appendix A.

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In the current market it is proving difficult to finance projects to be delivered on leased land with a term of less than 99 years. The Developer, FYDC, has proposed a 35-year lease extension option, increasing the total term to 105 years, to satisfy lender concerns. This proposal has been discussed by the Land & Property Committee, as well as by the Finance & Audit Committee and the YUDC Board of Directors. The collective feedback received is that a lease extension option is generally acceptable, provided that York University receives adequate compensation and assurances that the buildings will be well-maintained over the longer term.

In exchange for the extension option, it has been negotiated that FYDC will both increase the amount of percentage rent payable to York during the initial 70-year term and significantly reduce the Termination Penalty to a present value of \$230,000. The cumulative value of these changes increases the Net Present Value of Phase 1 of the Quad project by \$1.3M over the initial 70-year term as compared to the RFP submission. Further financial details are provided in the Financial Analysis section.

The MDA includes provisions by which York University can cancel the Agreement after any given phase of development for convenience, subject to a termination penalty. The value of the penalty, if York were to cancel the MDA after Phase 1, is estimated to be \$1.1M in present dollars. Cancelling or otherwise reducing the Termination Penalty, in partial exchange for granting the extension option would be beneficial to York.

To be able to exercise the 35-year extension option, the Lessee must continue to operate the Quad as per the requirements of the Development Lease and Master Development Agreement, including the Operating Principles and maintenance. The incentives will thus motivate the Lessee to perform its obligations, and when matched with prudent lease administration by York University, there will be sufficient oversight of the Quad over the long term.

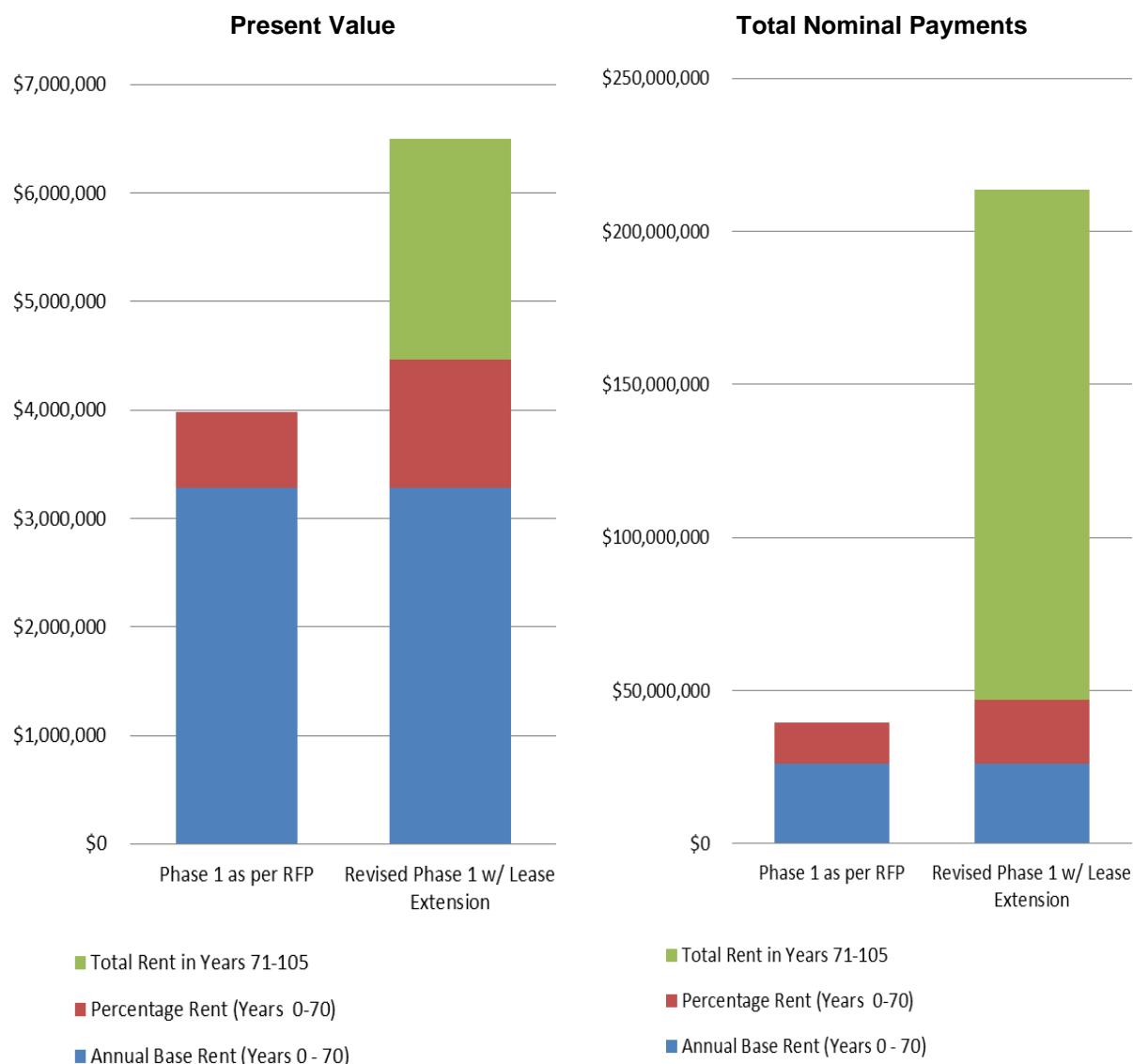
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Financial Analysis

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Figure 2. Net Present Value of Quad Phase 1 Project: Base Case and with 35-year Lease Extension Option

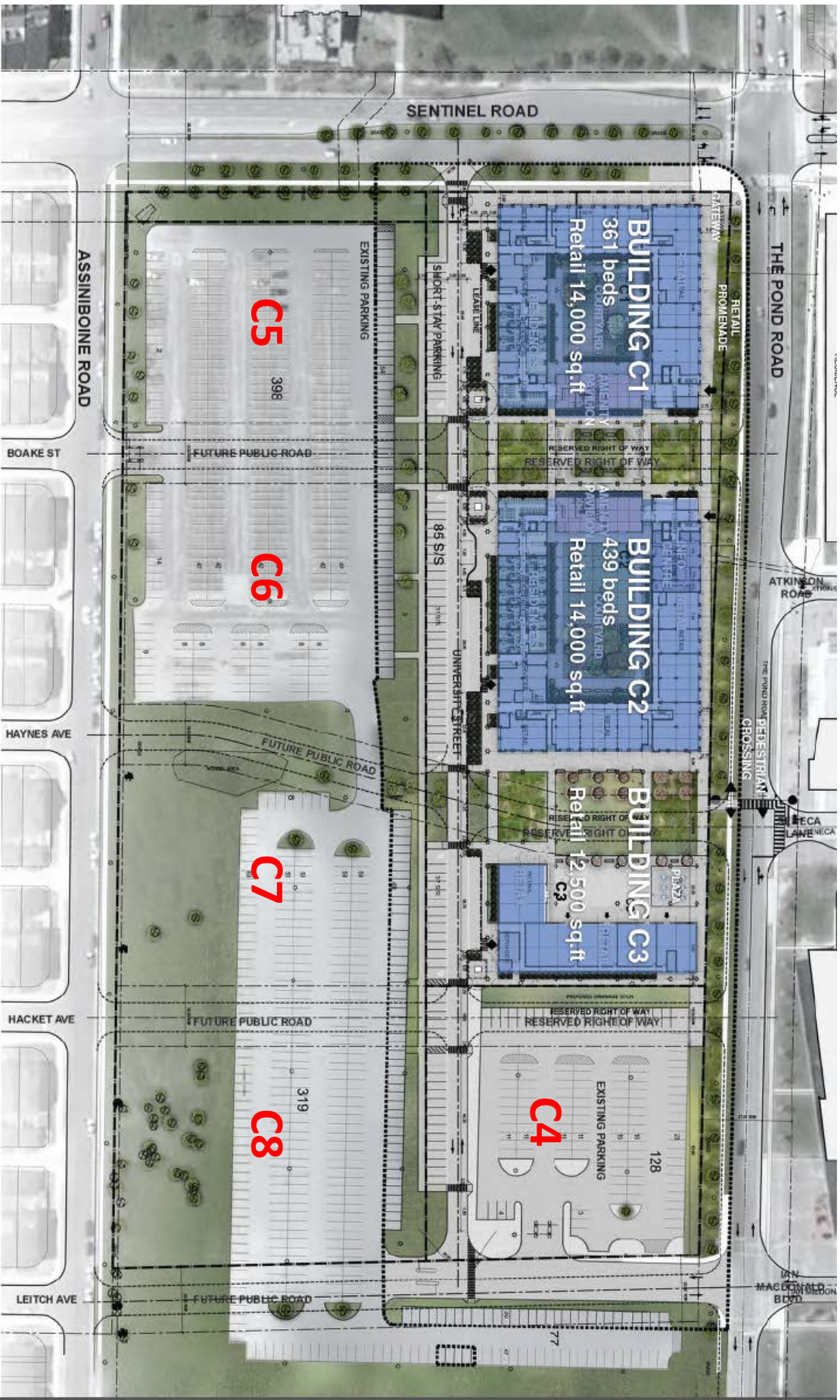
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A final significant difference between the revised Phase 1 and the previous presentations to and approvals from York University governance bodies is that development parcel C4 is no longer required to deliver the 800-bed student housing program. This parcel can be used for future York academic or private development, and has an estimated sale value of \$5.3M. Overall, York will enjoy the same student housing benefit while contributing less land into the Lease. The land leased to FYDC for Phase 1 will now generate greater revenue per acre than under the original RFP submission terms.

Next Steps

Upon approval by the York University Board of Governors, YUDC will complete the Development Lease negotiations with FYDC to permit Phase 1 of the Quad to proceed. The Municipal Development Applications for Phase 1 are complete and will be submitted to the City of Toronto following authorization by York University, as per the terms of the Master Development Agreement.





ACADEMIC RESOURCES COMMITTEE

Report to the Board at its meeting of June 23, 2014

Board of Governors

The Academic Resources Committee met on June 2 and submits the following information report to the Board of Governors.

1. Vice-President Research and Innovation Items

Vice-President Haché provided the Committee with a preliminary report on progress made in achieving goals set out in the Strategic Research Plan that was approved by Senate in 2013. It is an ambitious, aspirational, and multi-faceted document that complements and extends the University Academic Plan and both reflects and guides Faculty research planning.

It was heartening to learn that the community has embraced the strategic nature of the SRP, and Vice-President Haché comments during discussion helped us gain an understanding of the special nature of York research. One important way of expressing this distinctiveness is captured by the term “socially engaged,” an approach that emphasizes interactions beyond the University, applied research across the spectrum of disciplines and interdisciplinarity, and transfer of knowledge. Maintaining momentum will require mentorship, and a number of Canada Research Chairs have a strong desire and tremendous capacity to provide leadership in this domain.

As the SRP unfolds in the years to come, Vice-President Haché will provide frequent reports and check lists. It will be of particular importance to track overall research intensification (which can be measured in no small part by the rate of participation in grant competitions), the impact of a growing cohort of well-funded Lassonde researchers and new Canada Research Chairs, the success of Innovation York in connecting individuals and groups with partners, the value added by Organized Research Units, and other indicators of progress.

We asked Vice-President Haché to suggest ways in which the Board can assist, and his report concludes with a number of ideas in this regard. The Committee will maintain a watching brief on behalf of the Board, and encourages Governors to join us in lending support to the VPRI and York’s student and faculty researchers.

Documentation is attached as Appendix A.

2. Provost’s Report on University Academic Plan Progress

The University Academic Plan 2010-2015 is now entering its final phase and is due for renewal in the near future. The Committee understands that the Senate Committee on Policy, Planning and Research will engage the community in a discussion of when consultations on the next iteration will begin. The Provost reports annually on progress made in the pursuit of objectives within the priority areas of the plan. Her most recent report to Senate, which was shared with the Committee, is appended. The report makes clear that academic planners throughout the University are actively involved in major UAP-themed initiatives despite, and because of, the challenges facing York. Provost Lenton’s update points to aspects of planning where concerted efforts will be made to reach the goals of this UAP.

Documentation is attached as Appendix B.

3. York Region Campus Update

In common with other Board committees, Academic Resources is greatly interested in the process leading to a bid for a campus in York Region and received a short status report at the June 2 meeting.

4. Completed Cyclical Program Reviews

Under the York University Quality Assurance Procedures adopted in 2010-2011 summary reports of what are now called cyclical program reviews “are provided to the Academic Resources Committee of the Board of Governors which shall submit them to the full Board.” These reports are also shared with Senate via Academic Policy, Planning and Research and Academic Standards, Curriculum and Pedagogy, the parent committees of the Joint Sub-Committee on Quality Assurance. Executive summaries prepared by the Vice-Provost Academic are also posted on the University’s Quality Assurance Website. The latest batch of completed reviews has been transmitted to the Committee after receipt by the Sub-Committee.

Documentation is attached as Appendix C.

5. Thanks to Members

The Committee expressed its sincere gratitude to members whose terms are coming to end. Marty Lockshin has been an invaluable resource to us, and we benefitted greatly from his wise counsel. Sam Schwartz has served the Committee and Board with great distinction, and his term as Chair of Academic Resources was marked by tremendous leadership and a generous commitment to the goals of expanding the University’s research partnerships and collaborative opportunities in York Region. All members deserve thanks for their contributions to the work of the Committee, as do Provost Lenton, Vice-President Haché and the colleagues who support them.

Henry Wu, Chair

VPRI Report to the Academic Resources Committee Update on Strategic Research Plan Progress

“Building on Strength” is York’s Strategic Research Plan for 2013-2018

The overall directions for academic development for York University are set out in the University’s Academic Plan “Enhancing Academic Quality in a Globalized World 2010–2015”, in the 2010 Provostial White Paper “Building a More Engaged University 2010–2020” and in our 2014 provincial strategic mandate agreement. These plans speak to the crucial nature of research for the University, and to the institutional goals of enhancing our reputation for quality scholarship and to be recognized for our accomplishments.

The purpose of York’s Strategic Research Plan is to support the University’s Academic Plan by providing a high-level framework that articulates our core values and aspirations for research, scholarship and creative activity. It offers overall context and direction for the development of York’s research enterprise over the next five years. This plan is built upon and informs Faculty and Unit-level plans, providing a platform upon which researchers across the University are empowered to achieve their objectives.

Our strategic research plan differentiates York from other Universities. Our declared strengths and priorities are different from our competitors. This is particularly important in the Ontario context of differentiation, but is also a requirement for the receipt of Federal Research Funding - our Canada Research Chairs for example.

How does our Strategic Research Plan describe our research ambitions at York?

- Six research themes that describe our fundamental Research Strengths.
 - *Advancing Fundamental Discovery and Critical Knowledge*
 - *Analyzing Cultures and Mobilizing Creativity*
 - *Building Healthy Lives and Communities*
 - *Exploring the Frontiers of Science and Technology*
 - *Forging a Just and Sustainable World*
 - *Integrating Entrepreneurial Innovation and the Public Good*
- Five areas where there is the greatest opportunity to meaningfully develop research.
 - *Digital Cultures*
 - *Engineering Research that Matters*
 - *Healthy Individuals, Healthy Communities and Global Health*
 - *Public Engagement for a Just and Sustainable World*
 - *Scholarship of Socially Engaged Research*
- The high level of plan reflects the relative newness of strategic research thinking in the York community.

Strategic Research Plan Objectives

- Establishing that participation in research, scholarship and/or creative activity is an expectation for all full time faculty members – a fundamental validation of research as a crucial and strategic activity for York based on extensive community consultation.
- Establishing the concept of research development is inherently strategic and can include priorities without being exclusive. Further that strategic research development begins at unit level and that faculty hiring and development decisions need to reflect research needs as well as teaching needs.
- Declaring ambitions for the intensification of research including
 - Higher participation rates
 - Increased funding rates
 - Raising research expectations for new hires

- Integrating research into the classroom
 - Being recognized as Canadian leaders in our areas of strength.
- Building Research Capacity through:
 - Making our Canada Research Chairs available exclusively to attract new hires to the University
 - Incentivising our existing star researchers through the creation of an internal research chairs program.
 - Including strategic research alignment as a consideration in:
 - Allocating positions
 - Allocating infrastructure
 - Encouraging and supporting collaborative projects
 - The promotion of interdisciplinarity
 - Making research a focus of fundraising and community outreach.
- Raising research visibility through:
 - Positioning York in provincial, national and international discussions of research
 - Publicizing York's research accomplishments in the mainstream, providing a framework for outreach to our external community.
- Reaping the rewards of our research
 - Increasing technology transfer and research commercialization success
 - Enhancing the contributions of York's research to social innovation and societal well-being

Progress to Date

- Promoting the importance of research and improving research participation at York.
 - Monthly research celebrations
 - Annual research awards ceremony
 - Promotion of more explicit language related to research expectations in letters of offer for new hires
 - Realigning internal research support programs to emphasise progression to external peer reviewed activities.
- Building research capacity
 - Canada Research Chairs
 - 100% for new hires
 - Aligned with the six areas of opportunity in the Strategic Research Plan
 - York Research Chairs program approved
 - 8 of 20 chairs to be awarded by July 2015
 - Provision for the creation of addition, Faculty-specific chairs
 - Incorporated as a fundraising opportunity.
 - Research a focal point for the development of York's new fundraising campaign
- Raising York's research visibility
 - Building research partnerships in York region and the Greater Toronto Area
 - National leadership in Canadian research policy discussions, advising the Federal and Provincial governments on the development of new research initiatives
 - Completion of an international research agreement with India
 - Developing international research projects and research agreements with German and Israeli Universities
- Reaping the rewards of our Research
 - Implementation of Innovation York, York University's research commercialization and industrial liaison arm completed.
 - Discussion of York's contribution to social innovation advanced
 - This includes the launch of a social entrepreneurship program.

Next Steps

- Fostering the development of larger scale research clusters at York with higher impact and increased visibility in areas such as:
 - Health
 - Migration studies
 - Sustainability
- Promoting national leadership of research networks in areas such as:
 - Business ethics
 - Bullying
- Continue measures to increase research participation, mentorship and raising expectations.
 - This continues as the major objective going forward

How can the Board help?

- Regularly emphasize the importance of our progress in reaching our research objectives to the overall objectives of the university
- Talk externally about our success and progress in research
 - How research at York is driving the academic agenda for the University.
 - E.g. the wonderful new people we are recruiting as Canada Research Chairs or how we have developed new Chairs programs for research intensive faculty at York.
- Refer questions or inquiries related to research that you hear to the VPRI for follow up.
- Help open doors to new research partnerships as the opportunities arise
 - E.g. V.J. Kumar facilitating conversation with the Greater Toronto Airport Authority with respect to collaborations in emergency disaster management research with York.
- Continue to support our programming recognizing research success (Awards etc.)

Other Business

VPRI is proposing 11 new charters for Research Institutes and Centers this year. The recommendation to Senate for the new charters will come from the Academic Planning Priorities and Research Committee of Senate in June. This includes 9 proposals for the granting of new charters to existing Organized Research Institutes and 2 proposals for charters for new Organized Research Units. The new proposals will establish Innovation in Computing at Lassonde (IC@L) and York University Centre for Aging Research and Education (YU-CARE).

Appendix

Proposed New Charters for existing Organized Research Units (2014-2019)

Organized Research Unit		Category
1	City Institute (CITY)	Institutional
2	Israel and Golda Koschitzky Centre for Jewish Studies (CJS)	Institutional
3	Institute for Research on Digital Learning (IRDL)	Institutional
4	Harriet Tubman Institute for Research on Africa and its Diasporas (Tubman)	Institutional
5	York Institute for Health Research (YIHR)	Institutional
6	Centre for Research on Language and Culture Contact (CRLCC)	Faculty based
7	LaMarsh Centre for Child and Youth Research (LaMarsh)	Faculty based
8	Muscle Health Research Centre (MHRC)	Faculty based
9	Jack and Mae Nathanson Centre on Transnational Human Rights, Crime & Security (Nathanson)	Faculty based

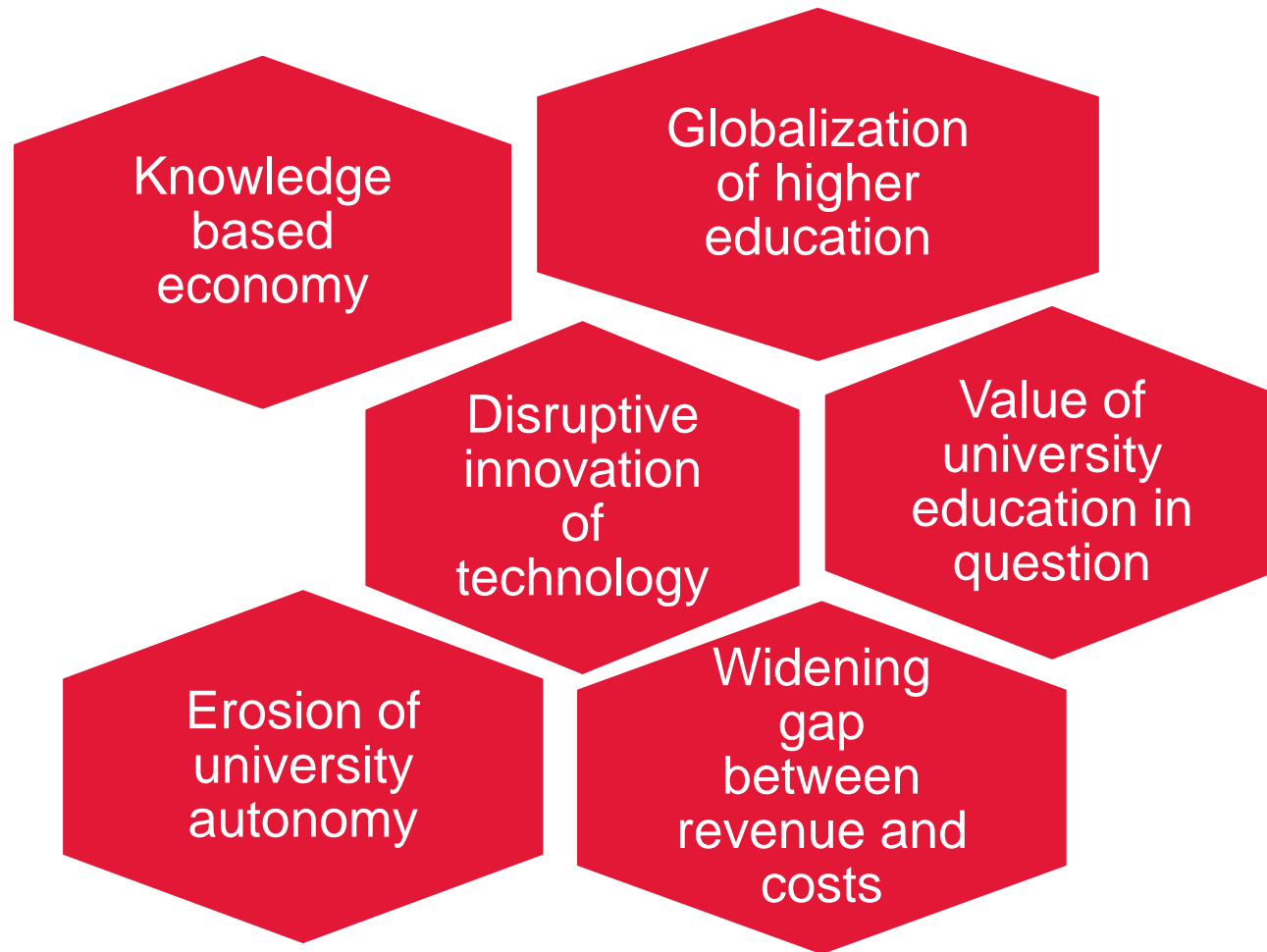


Board Academic Resources Committee: Year End Overview of Progress Towards the University Academic Plan

June 2nd, 2014

Rhonda Lenton

Period of transformative change



SMA: Our Vision

York University is a comprehensive, research intensive and internationally recognized institution

Committed to being ***Canada's Engaged University***, with a focus on *making a difference* through learning, discovery and citizenship

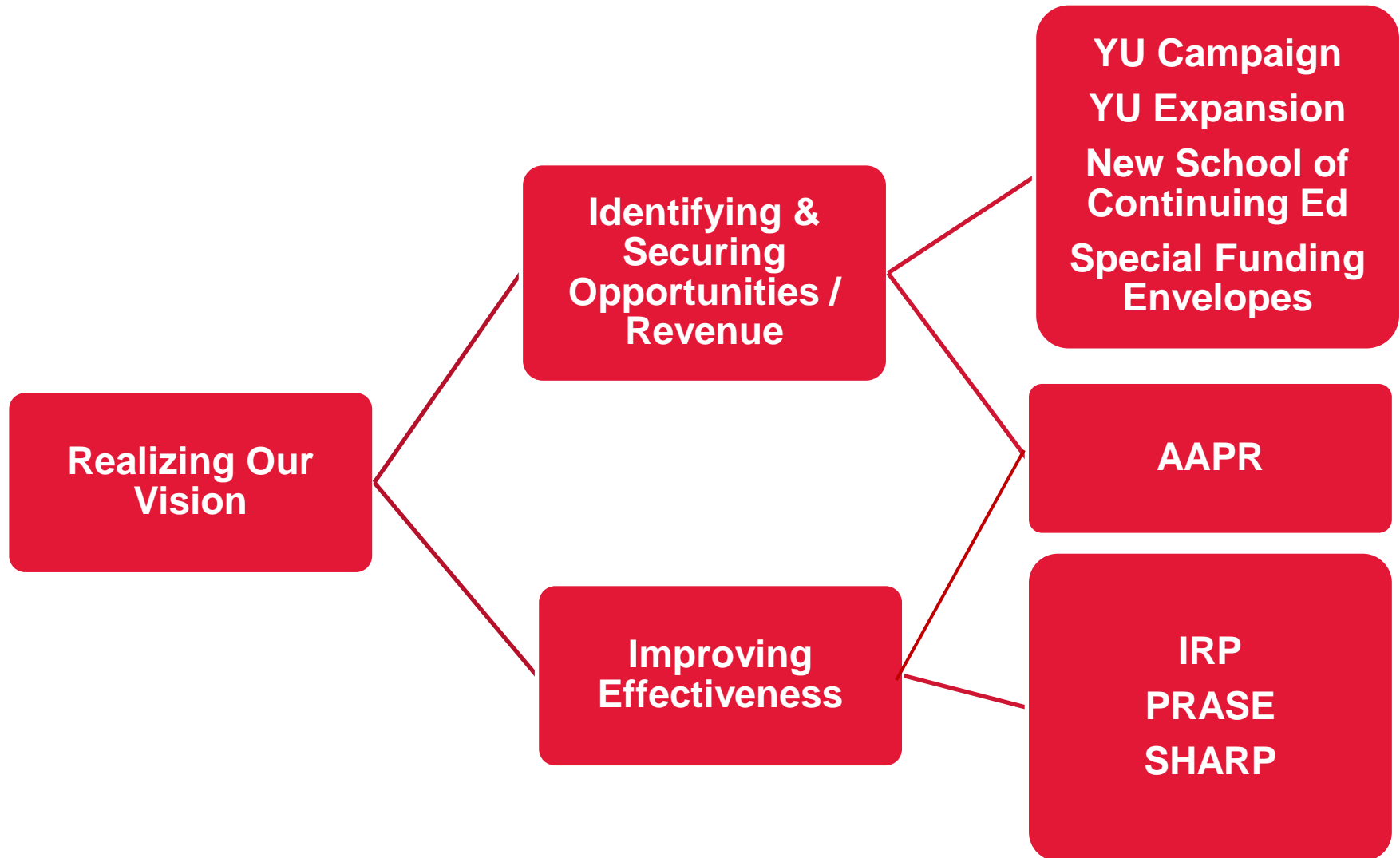
Reputation for social justice & student mobility: York is Ontario's largest provider of credit transfer opportunities

Located principally in northern Greater Toronto Area, York has a unique role serving needs of York Region within GTA

Global university with partnerships around the world

York's Glendon campus is a hub for French-language and bilingual programming in GTA serving central and southwestern Ontario

Realizing Our Vision – Internal Processes



Realizing our Vision – External Opportunities

Key Initiatives Over 2013-2014

MTCU Initiatives	Implications for York
Differentiation & Strategic Mandate Agreements (SMA)	Positioning York to realize its vision as a comprehensive, research-intensive internationally recognized University
Expansion of French Programming in south Ontario	Opportunity for Glendon to be “hub” for French programs in south Ontario and to further differentiate York
Online Centre of Excellence	Advancing York’s <i>eLearning</i> Strategy; technology is disruptive innovation with potentially profound impact on learning
Capital Call for New Campuses	<i>York in York Region</i>

Glendon as a Hub for French Higher Education in South Ontario

- ❑ Glendon given approximately \$3.5 million to develop 5 new programs:
 - Business
 - BA Communications
 - BSc Biology
 - BSc Psychology
 - Advanced Certificate in Law and Social Thought
- ❑ Review undertaken by David Trick of Glendon's capacity to act as a "hub" for French programs in southern Ontario - submission in June to MTCU
- ❑ Glendon also given another \$300K for feasibility studies in partnership with other higher education institutions

Advancing Technology Enhanced Learning

- ❑ MTCU RFP to develop high quality online courses - York received funds of about \$225k for 4 courses
- ❑ York Technology Enhanced Learning Advisory Group established
- ❑ York TEL Strategy developed – additional 22 new online courses being supported
- ❑ Aligned with MTCU Ontario Online

Major Capacity Expansion Policy Framework and York in York Region

Ministry of Training, Colleges and Universities (MTCU) issued a Policy Framework on Capacity Expansion in December 2013.

March 27, 2014: Government issued a formal Call for Proposals for universities wishing to expand by establishing new campuses or expanding existing campus.

Timelines: Closing date for submission of Notice of Intent is
June 27, 2014

Closing date for submission of full proposals is
September 26, 2014

York in York Region

- Third round interviews with three potential municipal partners occurring first week of June for decision mid-June
- Program and enrolment plan in progress (1,000 FT in year 1 to 5,000 in 5 years)
- Distinct programs or where unmet needs have been demonstrated in the Region
- Finance and property plan in progress
- Working toward NOI and draft of full proposal

AAPR Update

- AAPR will provide insights into these and other key initiatives/decisions
- PIFs Launched – programs and services working on completion of PIFs supported by workshops, OIPA, Deans' Offices – due June 21st to approvers
- Final submissions due June 30th, 2014
- Scoring Rubric finalized and evaluated – posted to AAPR website Monday, May 12th, 2014
- Task Forces training – June 16 – 19th 2014
- Task Forces Review period – July through October 2014
- Task Force Report(s) – due November 1st, 2014
- Questions and answers continue to be posted on the AAPR website through YULink
- Discussions and responses to Reports throughout November – December with draft Institutional Plan developed in new year 2015

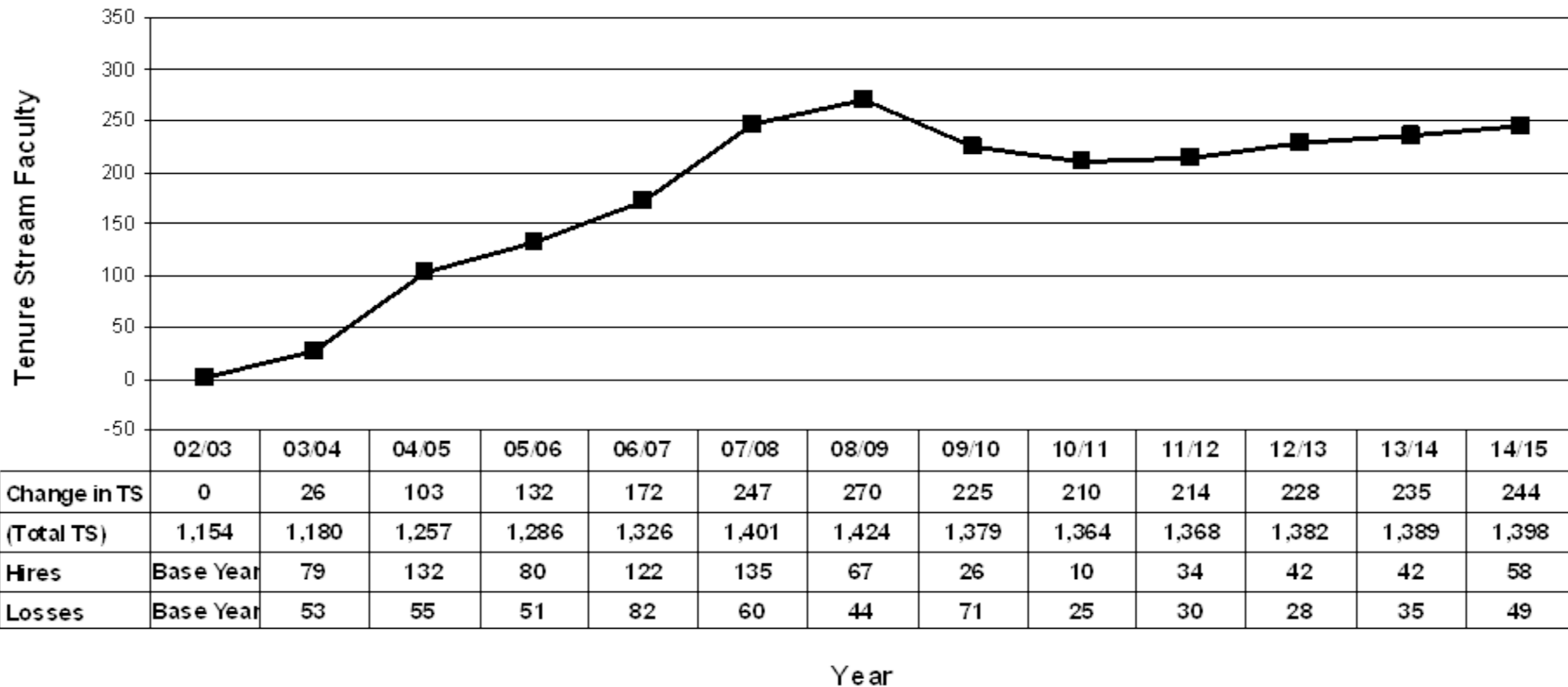
SHARP Budget

- Proposed model agreed to by Deans
- Preliminary numbers for the model run on 2011-2012 budget; 2012-13 budget numbers in progress
- Transition plan in development including new Accountability Framework
- Consultations on budget numbers with senior administration in June 2014
- Goal for implementation - shadow budget year 2014-15 with potential for some modest adjustments
- First year of new budget model 2015-16
- AAPR will inform strategic investments

Other Highlights

- Faculty complement recovery
- Implementation of Strategic Research Plan 2013-18
- New programs in health, business, engineering
- Expanded programming and utilization of Teaching Commons
- Comprehensive Strategic Enrolment Management initiatives underway e.g., YUStart
- International recruitment ahead of White Paper targets
- Additional \$620,000 ONCAT funding
- Graduate education supports expanded

Cumulative Change in Tenure Stream Faculty Complement: 2002-03 to 2014-15 (excludes Librarians)

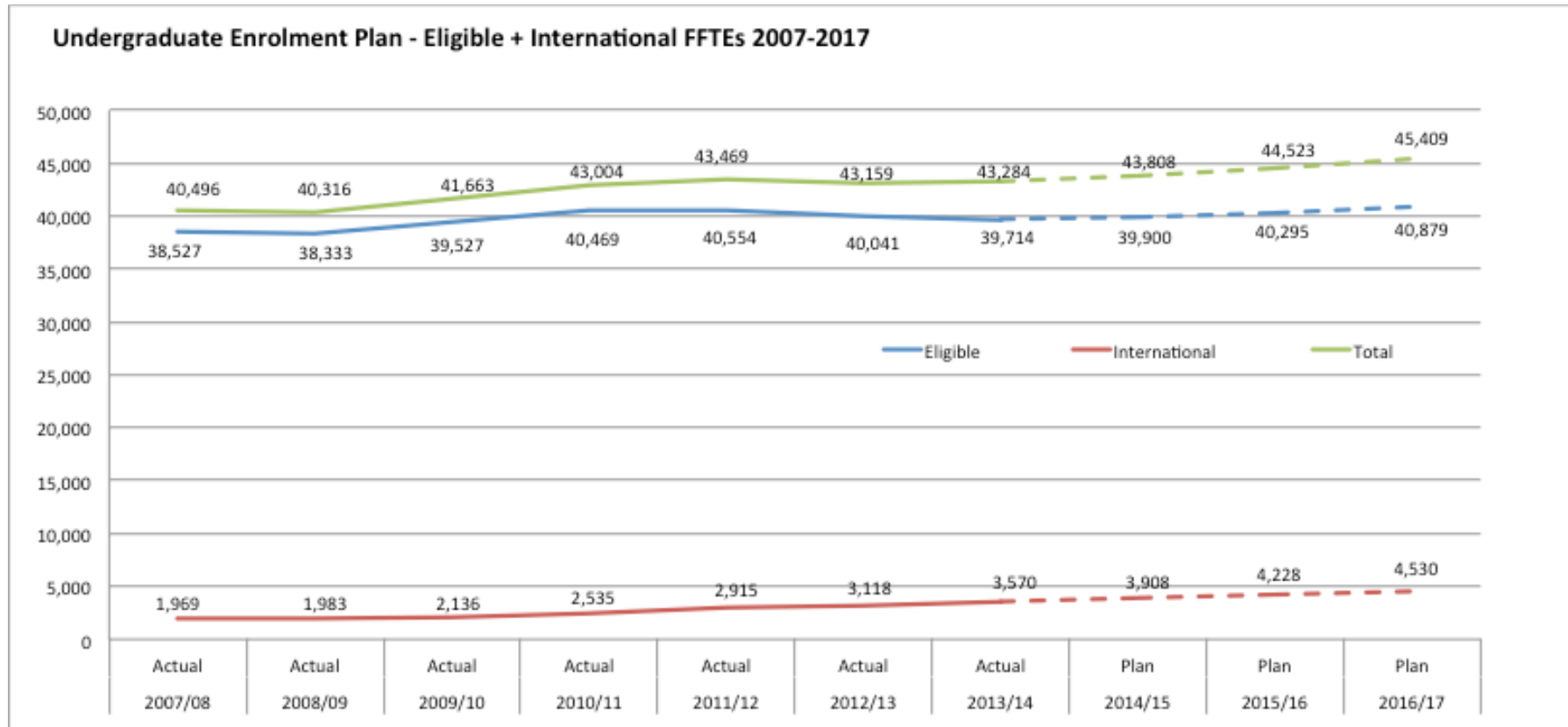


Source: Office of VPA&P and York University Fact Book
May 2014

Market share

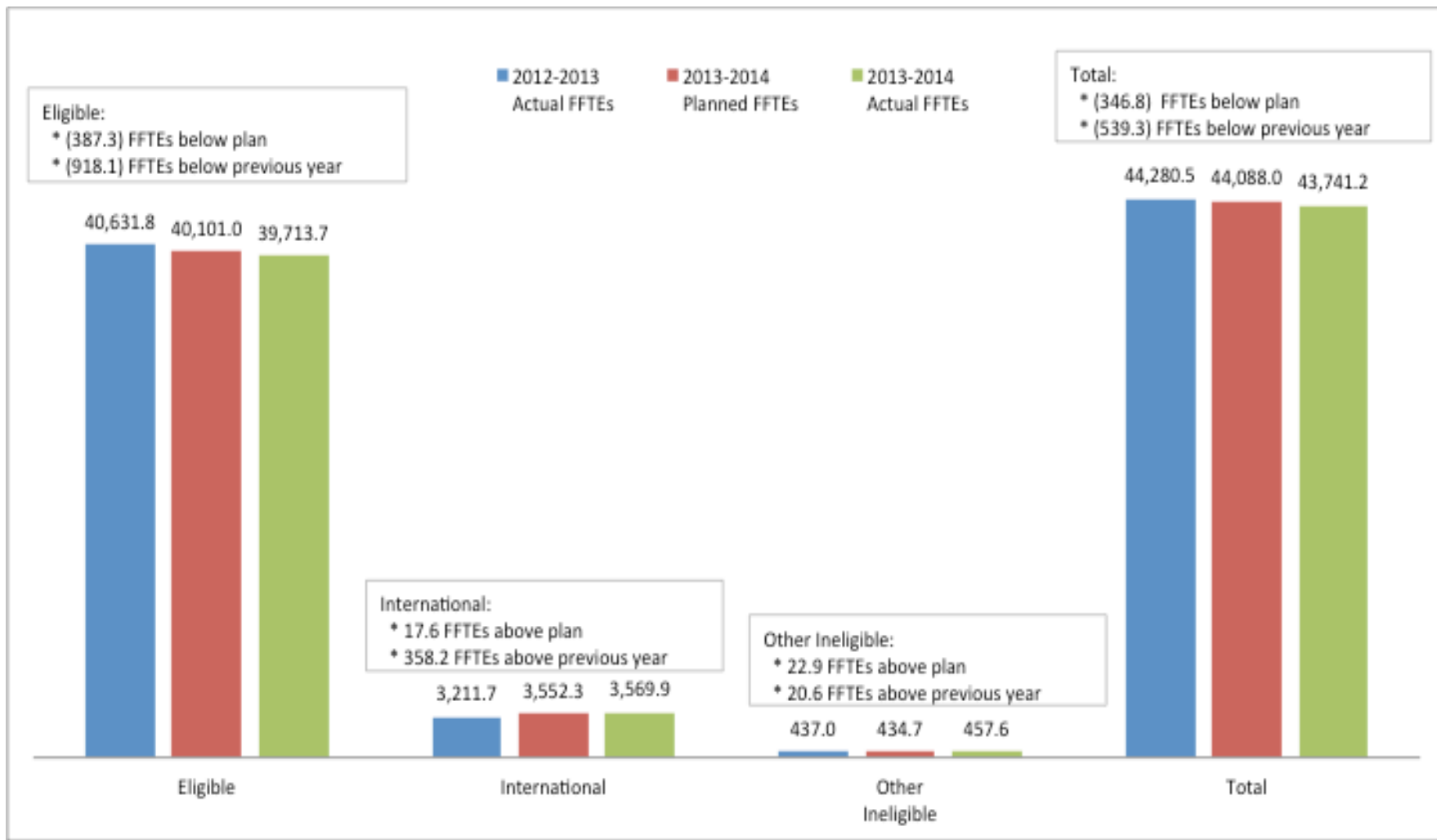
- 9% decline in undergraduate domestic applications in 2013-14
- Somewhat mitigated by international applications
- Market share of undergraduate down from 10% to about 8%
- Graduate numbers rebased for next three years effective 2014-15 ff resulting in 340 fewer spaces for growth
- Significant improvement in applications for 2014-15 will support moderate growth over next few years

Enrolment Plan: Undergraduate Eligible + International FTEs



Source: Office of VPA&P/OIPA

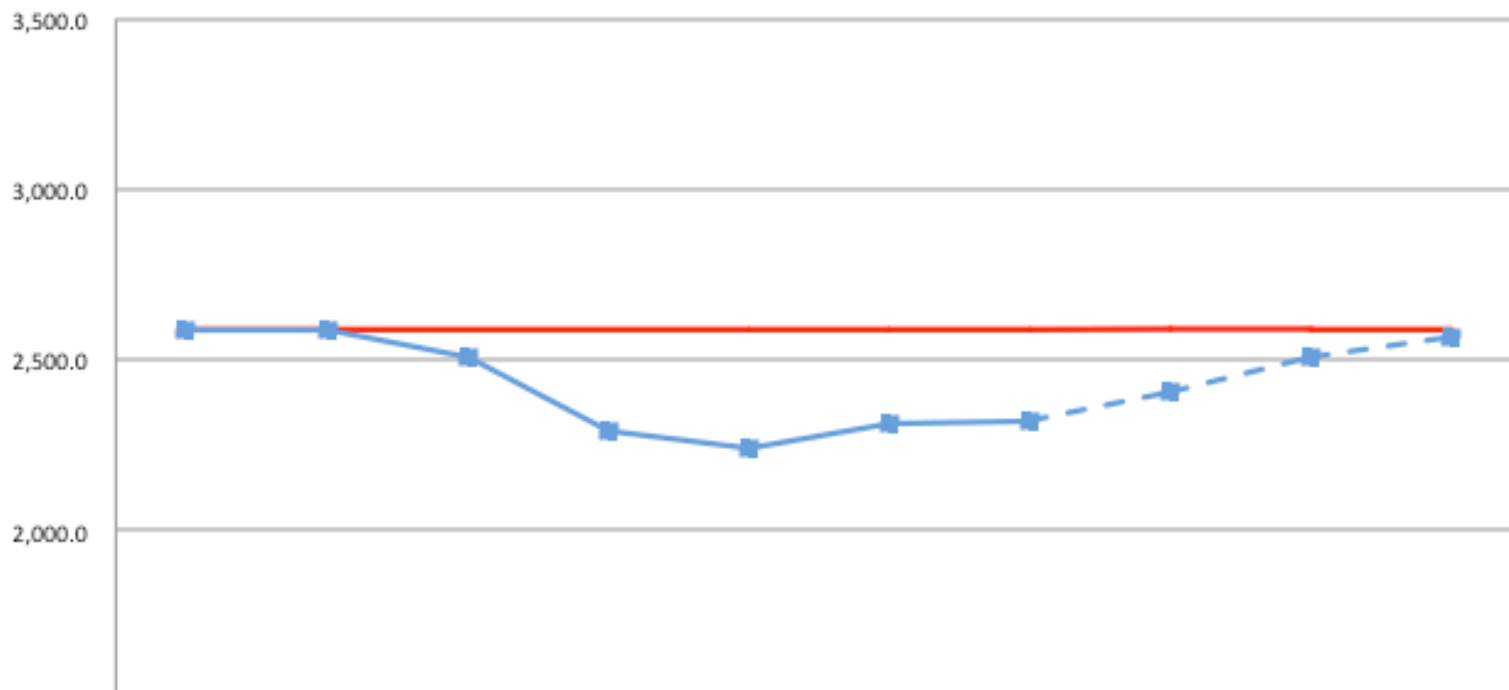
Year End Undergraduate Enrolment Actual vs. Plan: 2013 - 14



Source: Office of VPA&P/OIPA

Fall Eligible Masters Enrolment

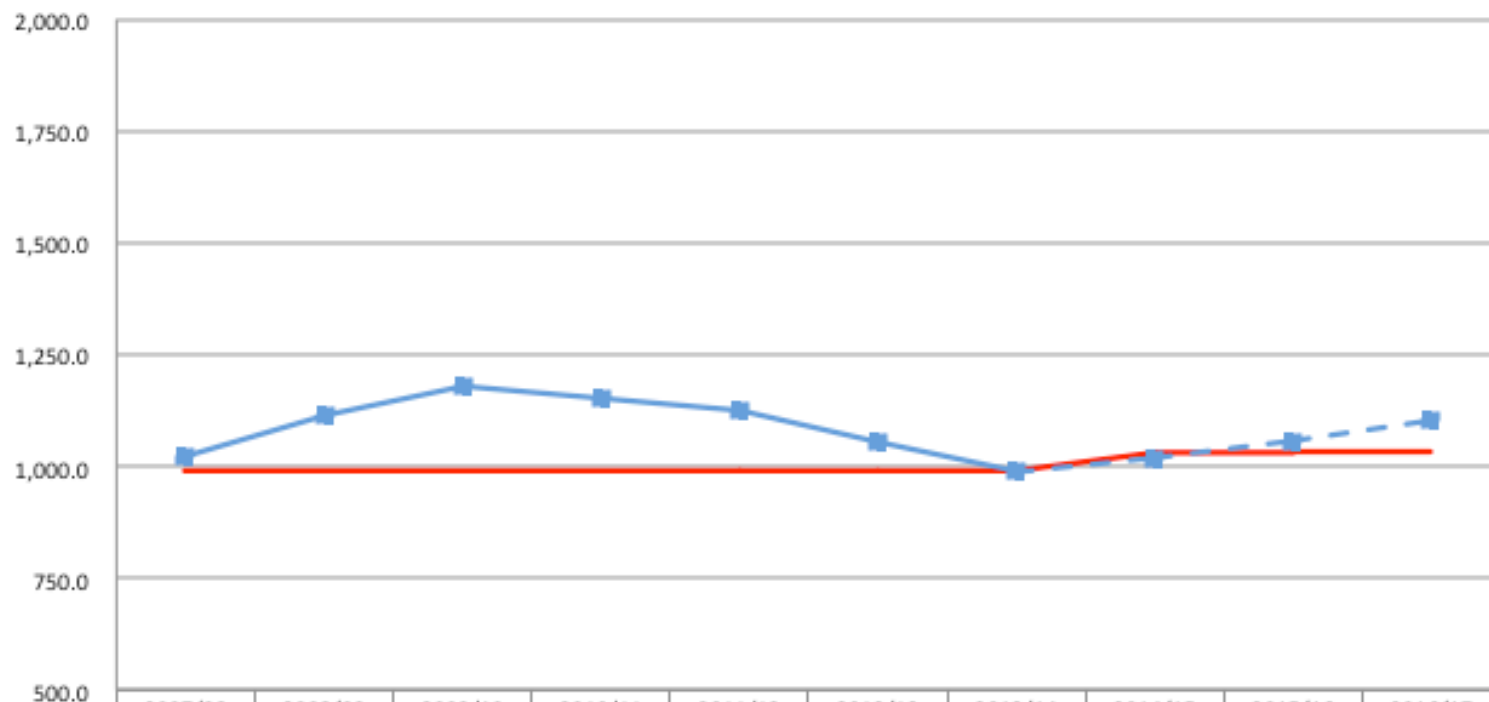
Masters Eligible Nov 1st FTEs: 2007/08 to 2016/17



Source: Office of VPA&P/OIPA

Fall Eligible Doctoral Enrolment

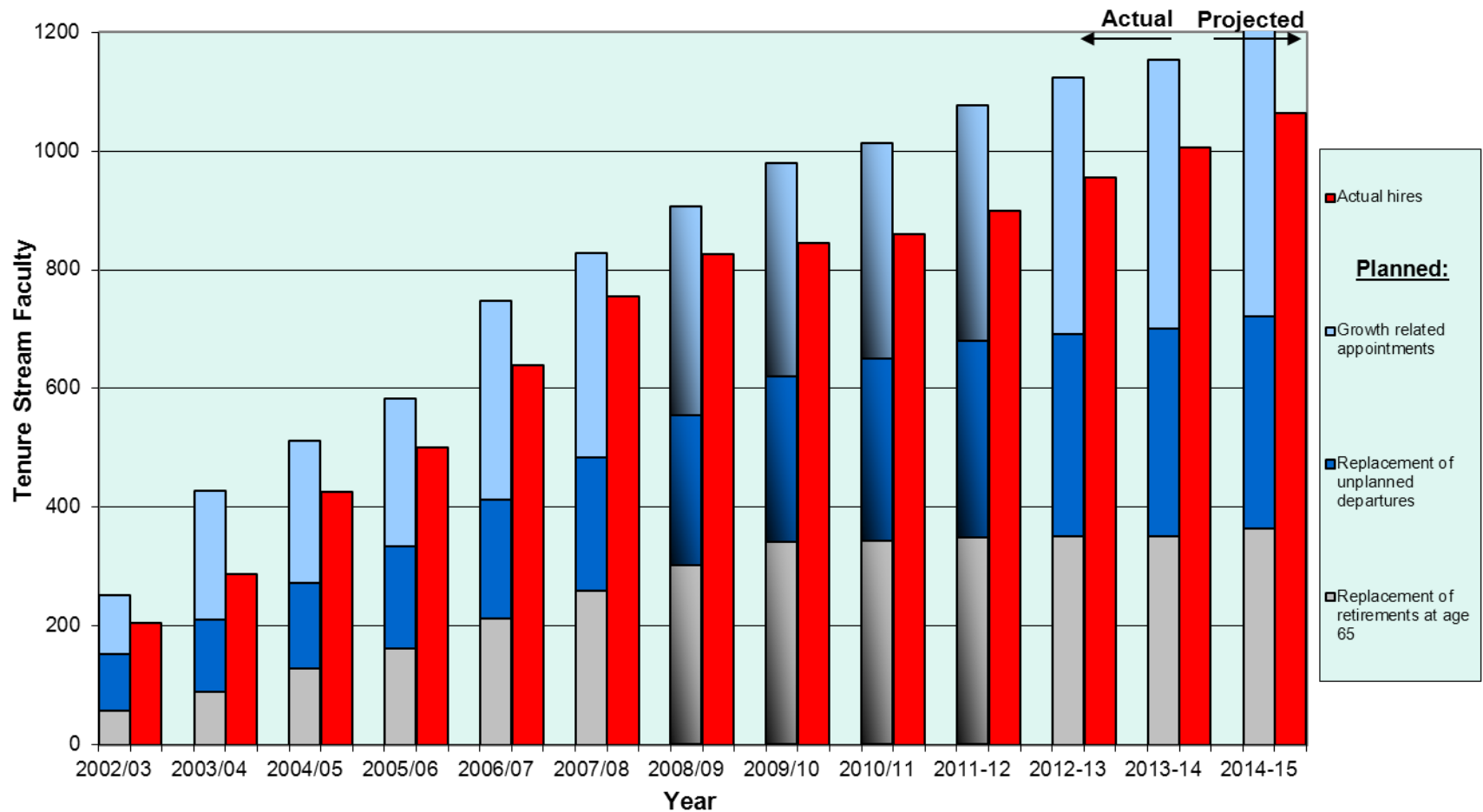
Doctoral Eligible Nov 1st FTEs: 2007/08 to 2016/17



	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
MTCU Funded Target	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan
Enrolment Plan	1,019.4	1,112.4	1,178.9	1,151.9	1,124.2	1,051.7	987.0	1,019.0	1,057.0	1,102.6

Appendix

Tenure Stream Hiring Since 2002/03 – Planned vs Actual



Source: Office of VPA&P

May 2014

Complement: Tenure Stream Appointments 2014-15: Appointments Authorized and Made to Date

FACULTY	CENTRALLY FUNDED CARRIED FORWARD FROM 2013-14	CENTRALLY FUNDED TOP-UPS 2014-15	FUNDED FROM OTHER SOURCES 2014-15	TOTAL T.S. AUTHORIZED FOR SEARCH 2014-15	TS APPTS IN PROGRESS 2014-15	TS APPTS FAILED TO DATE 2014-15	TOTAL T.S. APPTS MADE TO DATE 2014-15	Canada Research Chairs 2014-15 (included in total authorized)
LAPS	1	4	7	12	5	-	7	2
ED	-	-	2	2	2	-	-	1
FES	-	.5	2	2.5	1.5	-	1	1.5
FA	-	3	-	3	3	-	-	3
GL	-	1	2	3	1	-	2	-
HH	-	3	1	4	1	-	3	-
OSG	1	.5	3	4.5	2.5	-	2	.5
LISSONDE	-	1	13	14	5	1	8	1
SCI	-	2	4	6	5	-	1	3
SSB	-	2	2	4	3	-	1	1
LIB	-	-	3	3	1	-	2	-
TOTALS	2	17	39	58	30	1	27	13

Source: Office of VPA&P

May 2014

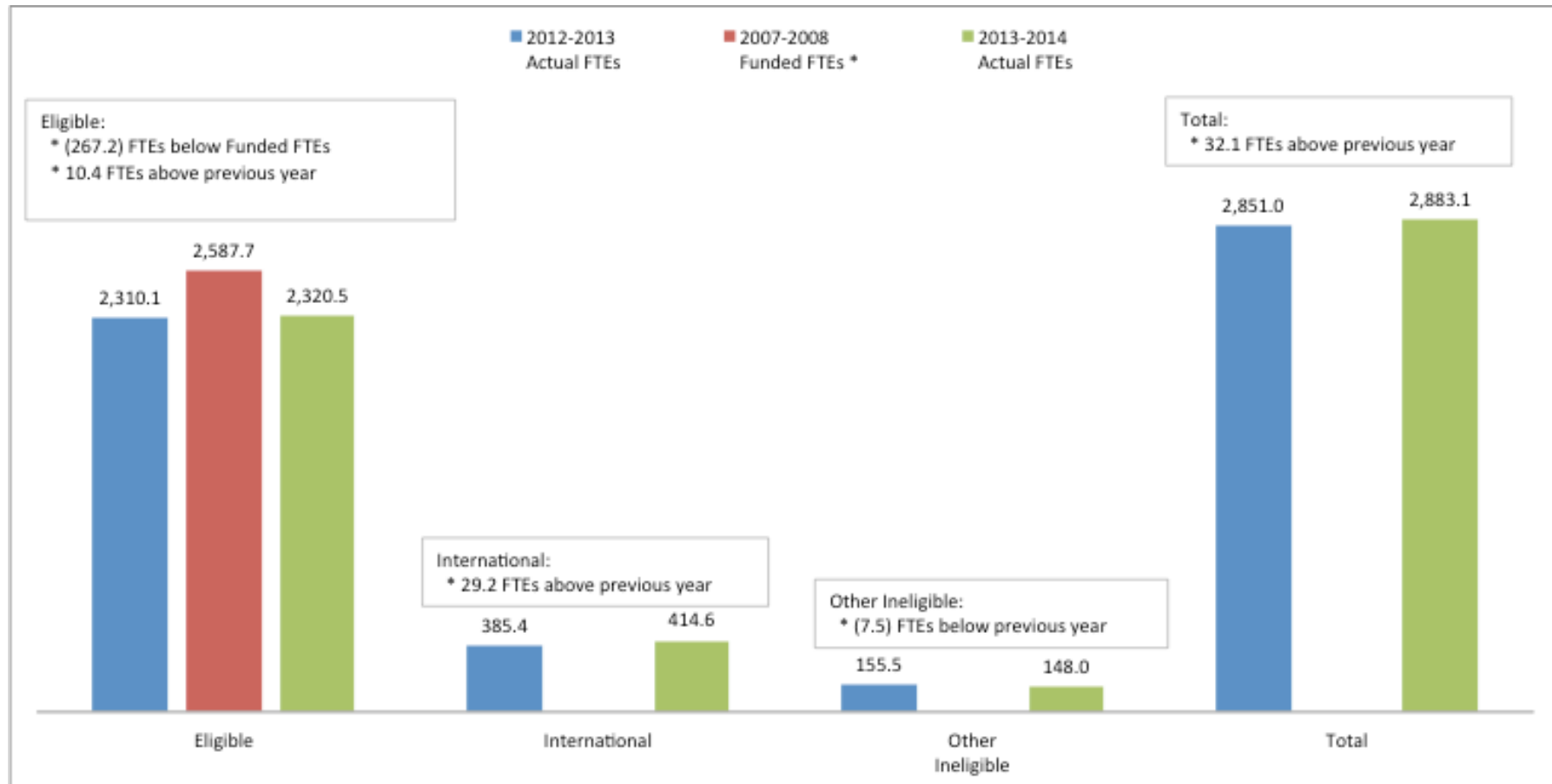
Other 2014-15 Appointments to Date: CLAs, True Visitors, Continuing SRCs

FACULTY	2014-15 CLAs Authorized To Date		2014-15 Continuing SRCs	2014-15 TRUE VISITORS SLOTS (to date)
	RENEW/ CONTINUING	NEW		
ED	3	-	-	1
FES	2	1	-	-
FFA	1	-	1	-
GL	5	2	3	1
HH	6	6	-	-
LAPS	45	20	8	6
LIB	5	1	-	-
LSE	-	1	-	-
OSG	3	-	-	-
SSB	3	1	-	-
SCI	1	-	3	-
TOTAL	74	32	15	8

Source: Office of VPA&P

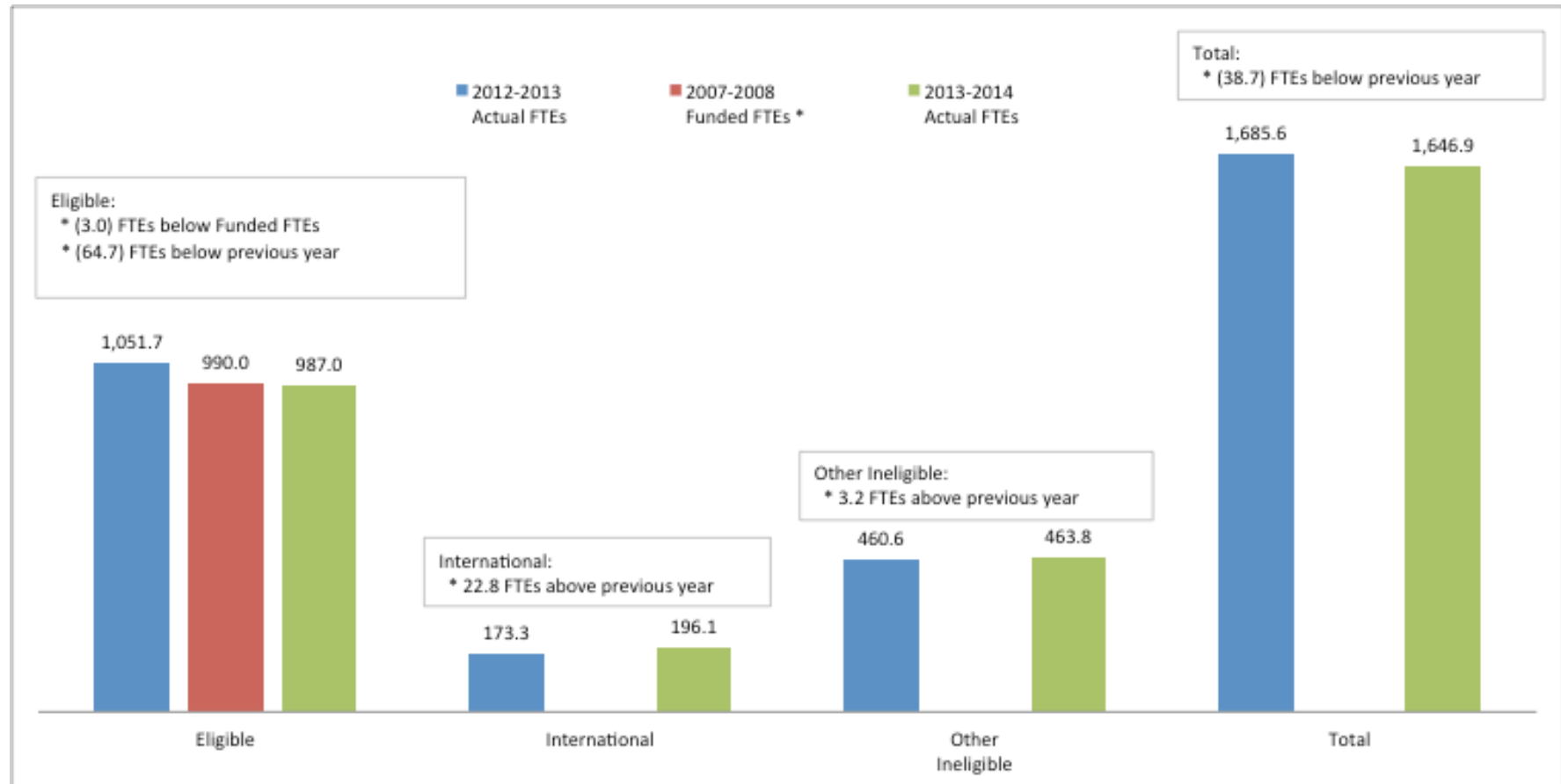
May 2014

Fall 2013 Eligible Masters Enrolment Actual vs. Plan



*2007/2008 funded FTEs are the FTEs upon which the University has been funded
Source: Office of the VPA&P/OIPA

Fall 2013 Eligible Doctoral Enrolment Actual vs. Plan



*2007/2008 funded FTEs are the FTEs upon which the University has been funded
Source: Office of the VPA&P/OIPA

Design

Cyclical Program Review

Executive Summary

Program description:

The Department of Design, Faculty of Fine Arts, was established in 1999 with an undergraduate program, the York University/Sheridan College Program in Design (BDes), offered jointly by York University and Sheridan College Institute of Technology and Advanced Learning. A Master of Design (MDes) was established in 2005 and is delivered at York. The first students graduated in 2006/07.

Program	Accepts 2013	Enrolment FTES 2013	Degrees Awarded 2013
BDes	116	267	85
MDes	7	11	4

Reviewers:

Jeff Bellatoni, Associate Professor and Chair, Communications Design Department, Pratt Institute (External)

Rudi Meyer, Associate Professor and Director of MDes program, Nova Scotia College of Art and Design (External)

Michael Coghlan, Associate Professor and Graduate Program Director, Department of Music, York University (Internal)

Site Visit: November 18-21, 2012

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due **November 2015**.

Program Strengths

- Curriculum is an innovative interweaving of practical and theoretical considerations resulting in strong national and international reputation. The reviewers note in particular a fourth-year interactivity course, Design in Interactive Environments as leading edge
- A graduate course GS/MDes 5006 0.0 Design Colloquium is open to all York students, and undergraduate students are encouraged to attend
- Students in the graduate program have garnered an impressive array of awards from international organizations and trade publications.
- Student experience is enriched by research, industry and community partnerships, and advanced undergraduate students complete an internship as members of the Registered Graphic Designers of Ontario

- Faculty research and creation and student projects, current and proposed, align with York priorities, particularly in areas of technology, sustainability, knowledge mobilization and internationalization

Opportunities for Program improvement (selected from self-study and reviewers' report)

- Improve balance in teaching of full-time faculty members between the two institutions by increasing York's complement
- Develop a strategic enrolment plan that includes careful efforts to increase international student enrolments and, for the graduate program, efforts to increase pool of qualified applications. Program is recommended to consider a 'preparation year' in order to expand quality of entering students
- Improve communication between the two campuses, across program years, and with Design Student Association
- Consider increasing online and blended delivery models as pedagogically appropriate as well as, for the graduate program, more flexible scheduling
- Dedicate social space for faculty and students to mitigate dual campus environment and commuting times and improve graduate student studio space and facilities
- Improve transportation between campuses and student access to bursary funds
- Improve collegial relations between faculty members at the two institutions and between full and part-time instructors
- Increase partnerships and collaborations; consider a co-ordinator role to move towards a self-funded 'design centre'

Decanal Implementation Plan (selected)

The Decanal Implementation Plan for BDes and MDes identifies the Dean's Office, including the Facilities Manager, and the Chair and Graduate Program Director as responsible for carrying out the plan and identifies timelines.

Two positions, one in Interactive/Information Design and the other in Design Studios, build upon existing strengths and address 21st century issues. These have been included in 2013-2014 and 2014-2015 complement plans with a commitment to retain a CLA bridging position.

The Plan addresses student concerns about access to bursary funds and transportation and endorses the Department's plans to expand experiential learning opportunities with an in-house design studio lab as well as plans to rethink current studio configuration.


The Dean has convened meetings to address the capacity of York and Sheridan to strengthen their relationship by way of clarifying the program goals and learning outcomes and addressing these with an understanding of the distinct demands each institution makes on faculty. Initiatives within the Faculty of Fine Arts to support admissions, including international application processes, e-learning and non-major course offerings are cited as opportunities for the Department of Design to advance their plans.

Executive Summary

The Bachelor of Design, offered jointly with Sheridan College Institute of Technology and Advanced Learning, and the more recently-established Master of Design provide innovative and rigorous studio and conceptual curriculum with well-designed opportunities for students to interact with industry professionals, solve real-world problems and present their work in public fora. Both programs have strong national and international reputations. Ongoing work to strengthen the relationship between the two institutions will benefit both programs and enhance the exchange between faculty members in an area that is playing an ever-increasing role in society, particularly in the multi-faceted digital realm. Clarification of program goals and learning outcomes will improve the programs and enhance their capacity to attract local and international students in a competitive market.

Memo

To: Alice Pitt, Vice Provost, Academic

From: Barbara Sellers-Young, Dean, Faculty of Fine Arts 

Date: May 14, 2013

Subject: Decanal Implementation Plan BDes and MDes Design

The Review Team's thoughtful and thorough review of the BDes and MDes in the Department of Design has made several recommendations to which I have replied in this document. Those responsible for the implementation of this plan include the Dean and Executive Officer of the FFA, Chair and GPD in the Department of Design. The timeline is embedded in the discussion of each area.

Faculty Complement and Resources

The Department of Design has lost four faculty in the last five years through resignations and retirements. The department has taken this opportunity to consider its curriculum and the direction of the professional design community and has suggested the hire of the following faculty:

1. Interactive/Information Design

In terms of our complement priorities, our strengths in graphic design as it relates to the digital realm (interactivity, interactive environments, dynamic information visualization, and motion graphics) have developed alongside more traditional forms of graphic design as the discipline has evolved with technological advancements. We have built a robust concentration in the area of interactivity, which is perhaps the single most important growth area for us in terms of providing our students with the skill sets that are in the most demand in the job market. These skill sets include up-to-date software and equipment training, but also include conceptual thinking and speculative project development. This area in our program is key to our students' abilities to move the industry forward and anticipate future needs of both designers and users.



2. Design Studies

One of the significant features of our undergraduate program that sets us apart from other design programs across North America is the breadth of our studies course offerings. These courses have distinguished our program as one clearly located within the framework of university scholarship. They act to prepare our students for graduate study in design as well as to take up leadership positions in professional design settings. Design Studies encompasses a broad range of areas and approaches to the study of design and are intentionally aligned with the research priorities of the Faculty of Fine Arts. The history of design is intertwined with the history of technology and its relationship with humanity. Firm grounding in that history allows for theoretical exploration into possibilities for environmental and cultural sustainability. From this vantage point, design is poised to address significant 21st century issues.

I agree with the Department of Design's assessment and I have incorporated into the FFA Faculty Complement Plan a hire in 2013/14 for an Interactive/Information Design position and in 2014/15 for a Design Studies position. They will also retain a CLA position which will be positioned to take advantage of Toronto as a center for design in Canada.

The Department of Design's funding structure is based on the fact that it is a deregulated program. It is the policy of the FFA that funds from tuition in these programs go directly to support the curriculum and technology needs of Design. The only exceptions are Design's share of support for the central services of the FFA including human resources, communication, recruitment, budget and student academic services. It is also the expectation for all departments within the FFA that the cost of the curriculum will not exceed its revenues.

Student Support:

There are several areas of ongoing support for students some of which has to do with the mechanics of the programs and other which is related to the ongoing professional development of the students.

In terms of mechanics, there are two issues which are of concern to students. The first is the relationship between funds they receive from the government and York's payment timeline which are not coordinated with each other. The second is the transportation between the York and Sheridan campuses, a situation that is noted in the report:

Transportation costs are only expected to increase when the subway opens because the GO bus stop will no longer be directly on the York campus, thereby forcing students to pay for a subway ride each way in order to use the GO bus to travel between the two campuses. In our efforts to address the situation, we have identified existing shuttle service(s) at York to investigate the feasibility of expanding them for our students.

Executive Officer, Carol Altilia will take up both the issues to coordinate new payment structures and to examine a means for providing bus transportation that will be supported by a fee that is the same or less than students are now paying.

The professional development of the students has been consistently supported by the professional profiles of the faculty and the internship program in the final years of the student's degree which provides them with an experience in design studios around the world. The Department of Design is going to expand this aspect of the program in an in-house design studio lab that will support the students in their projects. As the report phrases it:

The Department of Design is exploring models for integrating a sponsored studio into the program curriculum to allow the students to take on "real-world"

projects for the not-for-profit sector and groups, which otherwise would not have resources for professional design services.

As part of the planning process for this studio the Department of Design is undergoing a space planning exercise “to identify and address the needs of the 21st century design studio environment. This includes a rethinking of our current studio configuration.” I am asking Facilities Manager Terry Wright to work with the department to determine changes that need to be made and Executive Officer, Carol Altilia, to develop a budgetary framework within the deregulated tuition structure that supports these changes. The interdepartmental planning is underway and it will extend in the next year to engage the services of Wright and Altilia.

The department has also taken on a major fall conference in 2013 in association with professional design organization of Ontario (RGD). It will be the first conference from the organization created by and for design educators which will provide opportunities for educators and graduate students to share experiences and disseminate research. Undergraduate students will have opportunities to interact with both professional designers and design educators, and see multiple models for their career paths. The Dean of the FFA has supported an additional 0.5 off load for an Associate Chair to support this conference.

MDes Program:

The MDes program is relatively new and the Department of Design is in the process of revising areas noted in the review in relationship to the program. Most specifically, this is in the second year of the program. As Dean, I am however aware of how well this graduate program is integrated in the FFA and programs at York in general as a critical site for considering the role of design in society. For example, MDes students have worked within the area of digital education and the creation of new applications for eLearning or in the area of health. As noted in the response to the reviewers the department outlines its approach and its organization into a 5-term format:

The MDes program has instituted a required public thesis defense for all MDes candidates as formal presentation of the student's visual and written research. This method provides an intense oral evaluation of the candidate's thesis work by the examining committee and is open to other faculty, students and the general public. In an academic setting, the candidate's opportunity to present and respond to the examining committee's questions is a proven and effective measure of scholarly achievement. In the year leading up to the oral defense, three progress reviews are held as methods of assessing the formative development of each candidate's research. These well-attended reviews commence with thesis proposal presentations by the candidates in late August to initiate their thesis year. The other two thesis progress reviews are held in November and February for each thesis student.

York Sheridan Relationship

There was concern on the part of the reviewers regarding the tensions that have existed between the two programs that comprise the BDes degree. Recently, Dean Ronni Rosenberg and Associate Dean Donna Braggins from Sheridan and Chair of Design Angela Norwood and I met to discuss these concerns. The group came to the conclusion that the issues were primarily related to the different demands on faculty at the two institutions and discussions about the evolution of courses. Sheridan faculty have a teaching load of 4.0 courses a year and although they do research this is not necessarily built into their workload. York faculty have a 2.5 teaching load with the expectation that they will devote 40% of their time to research; in fact their merit and other evaluations at York are determined primarily on their research. York faculty also have the mandate to consistently revise their curriculum based on this research. Ultimately, the most direct solution to this issue is for York and Sheridan faculty to agree on program goals and learning outcomes but create their individual approach to the topic without the assumption that syllabi should be shared between faculty. This solution acknowledges the distinct climates of each institution and allows for the faculty of each to function according to the

demands of their institution. Donna Braggins (Sheridan) and Angela Norwood (York) will work with their respective faculty to continue to evolve a joint program.

Other initiatives:

The Department of Design has undertaken initiatives in the area of admissions, non-major courses and eLearning that have support within the FFA. For example, the international applicants now have access to online portfolio review through Decision Desk and the Faculty will continue to support that process. The Department of Design has also started conversations with colleagues in the Faculty of Fine Arts through the FFA Working Group in Collaboration and the eLearning Task force regarding potential courses in Design for non-majors and integration into courses specifically in the studio program in Visual Art and Art History and eLearning courses such as the one they have developed in “History and Culture of Interaction Design”. These committees and related discussions are ongoing.

Earth and Space Science Engineering

Cyclical Program Review

Executive Summary

Program description

The Department offers a three-year Bachelor degree in Earth and Atmospheric Science and four-year Honours Bachelor degrees in the following areas: Earth Science (geomatics), Atmospheric Science, Space Science, Geomatics Engineering (not under this review), and Space Engineering (not under this review). Honours degree candidates in Earth Science must complete the Earth Science Core and Honours degree candidates in Atmospheric Science must complete the Atmospheric Science Core. In addition, a variety of Honours Double Major Programs with other departments are offered. Honours Major/Minor programs also exist involving ESSE majors or minors with minors or majors in other Science disciplines and in other Faculties.

The Department provides instruction in the fundamental sciences of the Earth and its atmosphere including structure and dynamics of the deep interior, motions in the fluid outer core and the origin and maintenance of the main magnetic field, convective motions in the solid mantle and surface plate tectonics, rotational dynamics of the Earth and space geodynamics, exploration geophysics, geographical information systems (GIS), atmospheric motions and composition, numerical modelling of atmospheric dynamics and convection, radar sounding of the atmosphere, and remote sensing of the Earth from satellites.

The Graduate Program in Earth and Space Science (ESS) is a multidisciplinary research program associated with the Department of Earth and Space Science & Engineering (ESSE) and the Centre for Research in Earth and Space Science (CRESS). The graduate program provides postgraduate instruction and research experience for graduate students working towards either MSc or PhD degrees. Research is carried out under the supervision of ESS faculty members, who are drawn from a number of science departments within York University or Adjunct Faculty Members appointed to the Graduate Program.

Program	Accepts 2013	Enrolment FFTES 2013	Degrees Awarded 2013
BSc	26	86	12
MSc	16	27	6
PhD	8	39	6

Reviewers:

Dr. John R. Gyakum, Atmospheric and Oceanic Sciences, McGill University (External)

Dr. Jeffrey M. Forbes, Aerospace Engineering Sciences, University of Colorado (External)

Dr. Richard Bello, Geography, York University (Internal).

Site Visit: October 1-3, 2013

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. **Follow-up report due November 2015.**

Program Strengths

- Clear vision of an Engineering program with a strong Science component evident in graduate and undergraduate curriculum
- Clear commitment to innovative education with articulated directions for improvements in pedagogy, experiential learning, and social learning and plans to increase internship opportunities
- Clearly articulated program learning outcomes that align with degree level expectations
- Strong research programs on the part of faculty members with international reputation in earth, atmospheric, space and planetary sciences

Opportunities for Program improvement

The reviewers made several recommendations for improvement that include the following:

- Align admissions requirements for Science students with those of Engineering students
- Enhance course requirements for the Master's and PhD programs and consolidate the undergraduate Science streams to improve rigour
- Provide hands-on experience in weather prediction and introduce current topics throughout
- Create a single Science degree with two streams: existing certificate in meteorology and a stream to prepare students for graduate level education with option to complete joint BS/MS degree
- Create minor options for students in other Lassonde School of Engineering Departments
- Expedite processing of graduate school applications
- Improve communication skills of instructors and teaching assistants

Decanal Implementation Plan

The Department of Earth and Space Science and Engineering is now housed within the recently founded Lassonde School of Engineering and the Decanal Implementation Plan has been issued by the Associate Dean Academic of the School. The plan points out that a period of transition is necessary while the new School develops its financial plan and strategy for enrolment growth.

The plan supports many of the recommendations but points out that curriculum renewal must balance competing priorities. The Department is urged to consider consolidation of the science degrees, to explore the possibility of a joint BS/MS degree, to enhance laboratory experience, and to create a comprehensive complement plan.

The plan identifies the expansion of Engineering as having the potential to provide new opportunities for increasing enrolments in the Department's graduate programs and for resource sharing. As well, the School's plans to restructure graduate education will support the Department's efforts in this area. The plan is supportive of initiatives to improve communications skills of instructors and teaching assistants.

The plan notes that the Department has already produced an interim implementation plan that addresses enrolment growth, faculty hiring requirements, and the need for fiscal restraint.

Executive Summary

As one of two founding departments in the Lassonde School of Engineering, Earth and Space Science Engineering will benefit from the energy and creativity that brings about the new. The Decanal Implementation Plan sees alignment of vision among the School, the issues and strategies identified by the unit, and the reviewers' recommendations and supports the Department's plans to strengthen and consolidate its offerings and identity. The Department will benefit from resource sharing and participation in graduate education restructuring as Lassonde develops. The Decanal Plan stresses the importance of strategic decision-making to maximize resources and to increase student enrollment and experience.

9 May 2013

Alice Pitt,
Vice-Provost Academic,
931 Kaneff Tower.

Dear Alice:

I am pleased to present the support of the Lassonde School of Engineering to the Decanal Implementation Plan for the Department of Earth & Space Science and Engineering.

Context

I was delighted to receive confirmation from the reviewers' that *ESSE enjoys an international reputation in terms of its research in earth, atmospheric, space and planetary sciences*. As the Department moves into the Lassonde School of Engineering as one of the founding units, we rely on this teaching and research strength as the foundation for future growth.

I do note however that the transition to Lassonde brings a unique set of challenges and uncertainties for the Department, particularly with regard to finances. From 1 May 2013 the Lassonde School of Engineering is pioneering an activity-based budget. However the two departments that are moving from the former Faculty of Science and Engineering to Lassonde will remain on the previous budget model for some years. The budget transfer process has brought to light a substantial annual deficit for the Department's operations.

Many of these issues are in the process of being resolved. Multi-year budget strategy and enrolment growth plans are under development by the Department and the Lassonde Dean's Office. While this will bring stability for planning, the details are not yet finalized and so this response is necessarily conditional.

In general, the Lassonde School of Engineering is pleased to support the Department's plan for addressing the issues raised by the reviewers. For more detailed comments, I have grouped the Recommendations into three categories, relating to undergraduate programs, graduate program and administrative issues.

Undergraduate Programs and their Delivery

Recommendations:

2. Rigorous Science Programs
3. Hand-on Experience in Meteorology
4. Single Science Degree
5. Two Streams of Atmospheric Science
7. Minor Options
10. Coverage of Current topics

I am pleased to read the responses of the Department to the Reviewers' comments. It is clear that there is a will and intention to address a variety of curricular issues within the Department's

programs and recognition that some of the Department's offerings need to be rationalized. The Department does need to balance competing priorities (eg between the Reviewers' suggestions and the requirements for PGeo licensure). As the response correctly states, however, this is a matter for the Department to resolve collegially, under the guidance of the Chair and the Curriculum Committee. A wider consultation exercise as well as a consolidation of ideas in a possible departmental retreat may be needed, as suggested in the Departmental Response document.

As per reviewers' Recommendations, the Department should go through a number of curricular enhancements, ideally within the next 6-8 months that will:

- Consider consolidation of the science degrees (Atmospheric and Earth Sciences)
- Explore the possibility of a joint BSc/MSc degree
- Enhance laboratory experience and learning,
- Carefully assess the impact of the eminent retirement of a few faculty members on the science program and prepare a comprehensive complement plan.

My understanding is that the restructuring of the programs along the lines proposed by the Department will serve both curricular needs and achieve some streamlining of the number of courses required. I therefore expect that these changes can be made within the scope of the multi-year budget agreement currently under development over a period of the next several months and be implemented officially in the Fall of 2014. The responsibility for these changes will fall to the Departmental colleagues, coordinated by the Program Directors and the Chair, for approval by the Curriculum Committee.

Graduate Program

Recommendations:

1. Graduate Program restructuring
9. Improved Graduate Student Admissions Process
11. Faculty and Graduate Student Communication Skills

The Department correctly identifies a number of opportunities that have the potential to change the landscape of its graduate education. In particular, two broader issues stand a good chance of improving the situation significantly. The first is the major expansion of Engineering currently underway. Synergies with new programs, such as Civil Engineering will bring a substantial growth in the enrolments in several key undergraduate courses and it is also well recognized that Geomatics Engineering receives a significant fraction of its students as transfers from other programs, which should also increase. Such a growth would support a Departmental case for additional resources.

The second opportunity is the restructuring of graduate education that the Lassonde School of Engineering will be part of. We expect that this will make it significantly easier for the Department to accept visa graduate students, permitting enrolment growth in graduate courses and providing a good supply of teaching assistants for undergraduate courses. Changes to the graduate program would also include improvements to the admissions process mentioned by the Reviewers.

Improving the communication skills of instructors and TAs is always of high concern and the Dean's office will gladly work with the Department on pursuing such initiatives.

I fully endorse the Department's response to Reviewer's Recommendation #1, regarding the plan of action in the following points:

- Adopt general rules and regulations under LSE's New Graduate Studies Program to be tabled in the Fall of 2013
- Enrich graduate course offerings
- Revise the number of required courses in both degree programs (MSc, PhD)
- Revise and consolidate the undergraduate science programs to gain efficiencies in both, undergraduate and graduate programs.
- The Department must prepare a comprehensive plan proposal for discussion and implementation by early Fall 2013. This is also commensurate with ESSE's response under Recommendation #6.

Under the current administrative structure for graduate studies, the responsibility for implementing these changes lies with the members of the Graduate Faculty, under the coordination of the Graduate Program Director.

Administrative Issues

Recommendations:

- 6. Implementation Plan
- 8. Departmental Name

I fully endorse the suggestion that the Department develops an implementation plan. Indeed, the Department has already prepared an interim version, addressing the need for fiscal restraint, commenting on forthcoming faculty hiring requirements, and planning for sustained, yet reasonable, enrolment growth. I look forward to working with my colleagues both in the Department and in the Dean's Office, to finalize this plan and to bring it to a successful conclusion. This requires the participation of the Chair, Departmental colleagues, the Dean, Associate Deans Academic, Associate Dean Research, and the Assistant Dean Finance.

The Departmental name has long been a topic of debate, dating from the introduction of the Geomatics and Space Engineering programs. The Department recognizes the awkwardness of the current name and is actively considering the options.

Sincerely,



Richard Hornsey
Associate Dean Academic

Hispanic Studies

Cyclical Program Review

Executive Summary

Program description

Spanish Department was established in 1988 and it started with offering Honours BA in Hispanic Studies. Currently Program is offered in 9 degree options. Spanish is a key to Glendon's trilingual iBA, where it is the most popular third language choice, and to Glendon's Certificate of Trilingual Distinction.

Program	Accepts 2013	Enrolments FTEs 2013	Degrees Awarded 2013
Hispanic Studies	13	47	18

Reviewers:

Dr. María José Giménez Micó, Dalhousie University (External)

Dr. Yvette Szmidt, Glendon College, York University (Internal)

Site Visit: October 13-15, 2012

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. **Follow-up report due Autumn 2014 / Winter 2015**

Program Strengths:

- Strong reputation in Canada with robust enrolments
- A key participant at Glendon as the provider of the third language
- Strong interdisciplinary focus beyond language, literature and history to include Hispanic culture, visual arts, performance art, criticism and theory
- Experiential learning and community engagement enhanced by course in Hispanic Cultural Heritage and its Interactions in the GTA
- Collaborative relationship with Department of Language, Literatures, and Linguistics enriches program and provides capacity for joint initiatives, eg, international conferences
- Home to the Spanish Recourse Centre with impressive holdings as well as capacity to animate community engagement

Opportunities for Program improvement (selected from self-study, decanal agenda of concerns and reviewers' report)

- Increase opportunities for students to develop competencies in cultural awareness to enhance employment opportunities for students
- Develop course for native speakers of Spanish (as recommended in 2003 UPR)
- Improve study abroad opportunities
- Improve alumni connection and communication
- Further increase experiential learning opportunities by developing a language course with internships in Toronto institutions

- Consider locating English-Spanish translation program in the School of Translation
- Increase faculty complement
- Increase post-graduate education with a masters in collaboration with DLLL

Decanal Implementation Plan

The Principal of Glendon College endorses the Department's vision to create a Masters of Hispanic Studies if student demand can be clearly demonstrated. The plan notes that discussions are underway for development of an undergraduate program in English-Spanish and Spanish-English translation based in the School of Translation with a certificate to remain within the Department. The plan encourages the Department to develop language internships with Toronto institutions. The plan addresses the clear recommendation of the part of the reviewers' report to increase faculty complement but offers no commitment for new positions and notes that one faculty member will return to the Department upon completion of an administrative role in July 2013.

Executive Summary

Hispanic Studies has a strong reputation in Canada and plays a key role at Glendon College as representing the third language in an urban setting with an increasing population of Spanish speakers. The program has and continues to develop attractive aspects of student experience, and plans to develop a certificate in translation are underway. Collaboration with Spanish Studies in the Department of Language, literatures and Linguistics (LA&PS) provides a sound footing to continue exploring viability of a joint Master's program. There is support for developing relationships with Spanish-speaking institutions in the GTA, and program has been responsive to the native speaker population.



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Memo / Note de service

To/À: Alice Pitt, Vice-provost

From/De: Kenneth McRoberts, Principal

Date: 3 June 2013

Subject/Objet: Principal's Implementation Plan for Hispanic Studies

It is a pleasure to read such a uniformly positive, even glowing, assessment of the program. There are in fact few recommendations that might form the basis of an implementation plan. I will address the ones that I have identified.

1) *Tenure-stream complement*

The primary recommendation is the addition of two or three tenure-stream positions to the department. While such a reinforcement might be desirable, it is not a viable option under current budgetary conditions.

It should be noted that Professor Jerzy Kowal will be completing his term as Associate Principal this June and will return to the department.

2) *Master's program in Hispanic Studies*

I agree that the time has come to revisit this project. As with any proposal for a new program, it would be essential to demonstrate that there is clear student demand and enrolment projections are fully realistic.

3) *B.A. in English-Spanish/Spanish-English Translation*

I know firsthand that a working group has been developing a proposal for an undergraduate program in this area that would be professionally recognized. This is a compelling project; I will be meeting shortly with the members of the group.

My presumption is that the program would be based in the School of Translation while the certificate would remain with the department.

4) *Language Inter ships with Toronto institutions*

This would indeed help to make Spanish a social reality, as opposed to classroom experience, for the students.



International Studies

Cyclical Program Review

Executive Summary

Program description

This academic program, approved by Senate in 1968, consisted primarily of a mix of selected courses that had an international component from three major departments, Economics, History, and Political Science, but also included courses from other social sciences departments that also had an international component. Program was revised in 1999, introducing a more structured and interdisciplinary approach based on required courses defined and controlled by the ISP. In 2006, the Senate of York University approved the transformation of the ISP into a Department of International Studies (DIS). In September 2011, the Department reexamined its academic program and introduced the concept of three thematic pillars that touch on fundamental issues in international society, but also strengthen the program's interdisciplinary approach and identity.

Program	Accepts 2013	Enrolments FETES 2013	Degrees Awarded 2013
International Studies	114	260	61

Reviewers:

Dr. Claire Turenne Sjolander, Professor, School of Political Studies & Vice-Dean, Graduate Studies, Faculty of Social Sciences, University of Ottawa (external)

Dr. Ann M. Hutchison, Associate Professor, Department of English, Glendon College (internal)

Site Visit: November 20, 2012

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance asked that the Decanal implementation plan be updated and expanded. Follow-up report **Autumn 2014**

Program Strengths

- Option of an international Bachelor of Arts, annual student symposium, student-run Glendon Journal of International Studies and internship and/or thesis option provide attractive opportunities to students
- Responsive to student input with result that tutorials have been added to large introductory courses and several courses have been revised in terms of content and format, including the Capstone ILST 4501
- Students appreciate bilingual nature of program, its interdisciplinarity, small class size, and student diversity (including international students)
- High rate of retention to graduation

The Decanal Agenda of concerns identified several issues for the reviewers to consider

- How to understand decline in number of majors, particularly given departmental organization, and account for the length of time to completion
- How to understand the relationship between International Studies and other Departments, particularly in terms of elective course offerings
- How to determine whether or not students are prepared effectively for pursuit of graduate study
- How to understand low registration for internships

The Reviewers made several recommendations intended to strengthen the program's identity and curriculum

1. Rename the "Resources and Wellbeing" cluster so that it more closely reflects the material found in that cluster of courses.
2. Explore partnerships for cross-listing courses with other academic units on campus.
3. Rationalize its optional courses so that those that are retained clearly contribute to the pillars identified by the program.
4. Ensure that disciplines other than Political Science figure more prominently in the program.
5. Review the material covered in each International Studies course to reduce redundancies as much as possible.
6. Work to revitalize the professional internship component of the program so that a greater number of students are able to complete an internship.
7. Explore the development of a co-op option within International Studies.
8. Examine ways in which students can benefit from second-language support when taking International Studies courses in their second language, including developing a mechanism to direct students towards the language courses that are most appropriate given their abilities and language acquisition ambitions.
9. In order to preserve the stability and continuity of the program, the fourth tenure-track position should be replaced with a tenure-track appointment if the person currently holding the position does not return to International Studies at Glendon College at the end of her leave.
10. Regional clusters ("area studies") within the program should be developed through collaboration with other academic units already offering courses in these areas.
11. The Department of International Studies should offer a minor in IS.
12. The Department of International Studies should review its governance structure in order to develop structures that facilitate exchanges between IS and related disciplines (representatives from other departments), especially as concerns curriculum innovations and revisions.

Decanal Implementation Plan

The Decanal Implementation Plan responds to recommendations extracted from the consultants' report. The Plan supports several changes that would be initiated at the program level and advanced through internal processes.

Explore partnerships for cross-listing courses with the other academic units on campus.
The departmental response indicates that the new Senate rules about courses outside the major preclude students from use cross-listed courses for that purpose. However, I understand through the Associate Principal Academic & Research that this difficulty has

been resolved. Should they have met the major requirement, International Studies students will indeed be permitted to use cross-listed courses to meet the 'outside the major' requirement.

Ensure that disciplines other than Political Science figure more prominently in the program.

This is a legitimate concern for the reviewers to raise given the fundamentally interdisciplinary nature of the program. The department offers a good defense of the configuration among the faculty members.

Work to revitalize the professional internship component of the program so that a greater number of students are able to complete an internship.

I noted in my Agenda of Concerns that participation in this program appears to be exceedingly low. Given that a course director is given responsibility for the program, one would expect higher participation. Indeed, perhaps the director should take a more proactive approach, helping students to locate appropriate internships.

Explore the development of a co-op option with International Studies.

I agree with the department that this is not a viable option at this point. It would be better to focus on building the internship program.

The fourth tenure-track position should be replaced with a tenure track appointment if the person currently holding the position does not return.

This is a most compelling argument. Hopefully, it would be possible despite our current financial constraints. At the moment, the possibility of an additional appointment is not great.

The Department of International Studies should review its governance structure in order to develop structures that facilitate exchanges between IS and related disciplines (representatives from other departments), especially as concerns curriculum innovations and revisions.

While it is quite correct that college-level structures oversee the curricular development of all departments, I do believe that, given International Studies distinctive interdisciplinarity, an additional measure is warranted. Historically, the International Studies maintained an executive program involving all appropriate departments. This structure was abandoned when International Studies was granted departmental status. I believe that it should be revived.

As for participation in decision-making, I am pleased with the assurance that strategic planning and decision-making is reserved for tenure-stream faculty.

More generally, it will be important for the Department to review the continued decline in student majors. Hopefully, the recent inclusion of International Studies in the iBA will help. The department may need to explore other measures, in consultation with Glendon's student recruitment operation.

In addition, my original Agenda of Concerns flagged two other issues that the department should address: (1) the ability of students to complete the program within four years and (2) the relative success of students in entering graduate studies.

Executive Summary

The program demonstrates its commitment to ongoing improvement. It has identified further enhancements that have been endorsed by the consultants and encouraged by the Principal. Program has argued with some recommendations made by Reviewers, but committed to explore the suggestions made during the review process.



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Memo / Note de service

To/À: Alice Pitt, Vice-Provost

From/De: Kenneth McRoberts, Principal

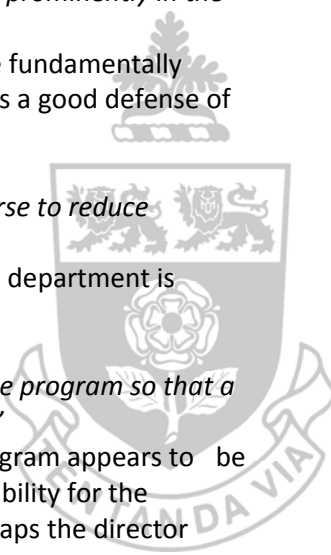
Date: 3 June, 2013

Subject/Objet: Principal's Implementation Plan for International Studies

I have read with great interest both the reviewers' report and the department's response to it.

By way of a Principal's Implementation Plan, I will address each of the reviewers' recommendations and the departmental responses to them.

- 1) *Rename the 'Resources and Wellbeing' cluster.*
I understand that the department will do so. I also gather that the department has agreed to substitute 'cluster' for 'pillar'.
- 2) *'Explore partnerships for cross-listing courses with the other academic units on campus'* The departmental response indicates that the new Senate rules about courses outside the major preclude students from use cross-listed courses for that purpose. However, I understand through the Associate Principal Academic & Research that this difficulty has been resolved. Should they have met the major requirement, International Studies students will indeed be permitted to use cross-listed courses to meet the 'outside the major' requirement.
- 3) *'Rationalize its optional courses so that those that are retained clearly contribute to the pillars identified by the program'.*
The department's approach, geared in part to historical patterns of student interest, is a reasonable one.
- 4) *'Ensure that disciplines other than Political Science figure more prominently in the program.'*
This is a legitimate concern for the reviewers to raise given the fundamentally interdisciplinary nature of the program. The department offers a good defense of the configuration among the faculty members.
- 5) *'Review the material covered in each International Studies course to reduce redundancies as much as possible'.*
This was a major theme in the student comments. Clearly, the department is taking it seriously.
- 6) *'Work to revitalize the professional internship component of the program so that a greater number of students are able to complete an internship'*
I noted in my Agenda of Concerns that participation in this program appears to be exceedingly low. Given that a course director is given responsibility for the program, one would expect higher participation. Indeed, perhaps the director should take a more proactive approach, helping students to locate appropriate



internships.

- 7) *'Explore the development of a co-op option with International Studies'.*

I agree with the department that this is not a viable option at this point. It would be better to focus on building the internship program.

- 8) *'Examine the ways in which students can benefit from second-language support'*

The department is quite correct to take the position that this is a responsibility of the College as whole rather than a particular department. The creation of the Centre for Second Language Study is a critical initiative for discharging more effectively this responsibility. It is also correct that the department has been supportive of the Centre.

- 9) *'The fourth tenure-track position should be replaced with a tenure track appointment if the person currently holding the position does not return'.*

This is a most compelling argument. Hopefully, it would be possible despite our current financial constraints. At the moment, the possibility of an additional appointment is not great.

- 10) *'Regional clusters ('area studies') within the program should be developed through collaboration with other academic units already offering courses in these areas..*

The department is quite correct in contending that it is not currently in a position to pursue this.

- 11) *'The Department of International Studies should offer a minor'.*

I'm pleased to learn that the department will be considering this option.

- 12) *'The Department of International Studies should review its governance structure in order to develop structures that facilitate exchanges between IS and related disciplines (representatives from other departments), especially as concerns curriculum innovations and revisions.'*

While it is quite correct that college-level structures oversee the curricular development of all departments, I do believe that, given International Studies distinctive interdisciplinarity, an additional measure is warranted. Historically, the International Studies maintained an executive program involving all appropriate departments. This structure was abandoned when International Studies was granted departmental status. I believe that it should be revived.

As for participation in decision-making, I am pleased with the assurance that 'strategic planning and decision-making is reserved for tenure-stream faculty.

More generally, it will be important for the Department to review the continued decline in student majors. Hopefully, the recent inclusion of International Studies in the iBA will help. The department may need to explore other measures, in consultation with Glendon's student recruitment operation.

In addition, my original Agenda of Concerns flagged two other issues that the department should address: (1) the ability of students to complete the program within four years and (2) the relative success of students in entering graduate studies.

Spanish

Cyclical Program Review

Executive Summary

Program description

Spanish was one of the Keele campus' original foreign language and literature degree programs, along with Russian and German. The Spanish Program currently has the largest number of foreign language majors in the department.

Program	Accepts 2013	Enrolments FTES 2013	Degrees Awarded 2013
Spanish	13	39	11

Reviewers:

Dr. María José Giménez Micó, Dalhousie University (External)

Dr. Yvette Szmidt, Glendon College, York University (Internal)

Site Visit: October 13-15, 2012

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. **Follow-up report due Autumn 2014 / Winter 2015.**

Program Strengths

Reviewers describe the Program as well run and thoughtful in its planning for the future. They noted that the faculty members' expertise and research interests complement each other and provide students with a high level of course choice in all areas of specialization. They further identified faculty enthusiasm and dynamic teaching as key to student learning and the quality of the program.

Opportunities for Program improvement

The program is experiencing a decline in the number of majors while continuing to enroll large numbers in entry level courses. It identified several changes to the curriculum to improve the balance across three areas, enhance level of skills and knowledge, create a more flexible schedule, attend to students interest, make better use of technology, improve offerings at 3000 and 4000 levels, and broaden appeal to wider student body. The program identified the need to improve marketing to future students, communication with current students, and the enhancement of a study abroad project. The consultants supported the ambitions of the program and provided several recommendations.

Decanal Implementation Plan

The Decanal Implementation Plan responds to recommendations extracted from the consultants' report. The Plan supports several changes that would be initiated at the program level and advanced through internal processes. These include a name change to align with current offerings and new directions and the development of new courses. The Plan supports a study abroad initiative and recommends consideration of a model that maximizes student experience without overstressing program resources. The Plan also encourages the program to consider more flexible scheduling in order to ease access to appropriate classrooms.

The Plan reviews the process and conditions for approving new full-time positions and identifies the challenges for prioritizing the consultants' recommendations in this regard given the program's current level of student majors. The Plan supports in principle the development of a proposal for a Master's program in Hispanic Studies (joint with Glendon) but identifies further impoverishment of the undergraduate program as a significant challenge. The Plan does not support the recommendation to create a foreign language requirement for all students.

Executive Summary

The consultants applauded the program's attention to recommendations from the previous review. The program demonstrates its commitment to ongoing improvement. It has identified further enhancements that have been endorsed by the consultants and encouraged by the Dean. The Decanal Plan provided suggestions to the program to develop a complement plan.



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Memorandum

To: Alice Pitt,
Vice-Provost Academic

From: Kim Michasiw,
Vice Dean

Date: April 15, 2013

Subject: Cyclical Review, Decanal Implementation Plan for Spanish Studies.

On behalf of Dean Martin Singer of the Faculty of Liberal Art & Professional Studies, I have reviewed the Reviewers' Report on the undergraduate program in Spanish, and offer the response that follows. This reviewers' report is not so careful as others I have encountered in its separating out of recommendations; hence I have had to extract recommendations, some of which are not announced as such, and may have missed one or two. You will, I am sure, inform me of key omissions.

Please note: the somewhat edited recommendations of the Reviewers are recorded in italics.

1) Faculty Resources:

The Review Committee considers that the minimum number of competent teaching-research faculty would be two more Ph.D. in Hispanic Studies or similar disciplines, such as comparative literature, with demonstrated research in Hispanic Studies, and at least another Ph.D. in Spanish Applied linguistics.

It is hard to disagree that additional resources are required if the Spanish section is fully to achieve itself. Unfortunately, much the same can be said for almost all of LA&PS's units and sections. There are programs in LA&PS with ten times the majors of Spanish and fewer full-time faculty members. The Dean's Office in LA&PS stages annual complement planning meetings with each of the Faculty's twenty-one teaching units in order to discuss and plan for



short- and longer-term hiring priorities. Individual language sections, like interdisciplinary programs based in departments, are at something of a structural disadvantage in this process, in that the section's coordinator does not meet the Dean directly (unless by virtue of some other departmental office). Rather the section is represented by a unit Chair and Undergraduate Program Director who have, in DLLL, the responsibility of speaking for the needs of five degree programs and thirteen language sections that do not, as yet, offer degrees.

Complement planning and the setting of hiring priorities are conducted interactively and collegially in LA&PS, by means of dialogue between the Dean's Office and the units, and through a broader conversation among the Chairs, Directors, and the DO. Any individual section must persuade its Chair that Spanish Linguistics, for instance, is the unit's first priority, and then the Chair must persuade her/his peers that this appointment should take precedence over the priorities of other units. What would be useful, from the section, is a phased timetable for appointments that would show what Spanish requires to be sustained, and what more is needed to augment.

In addition, in order to respond to the urgent needs in language teaching we recommend two long-term appointments: One position for long-standing Contract Faculty who qualify for appointment to Tenured, Teaching-only positions; one CLA appointment, with possible renewal or other type of Full-Time appointment for the program's ongoing staffing needs.

Given York's revival of interest in "alternate stream," teaching-centred appointments, and given the historical clustering of such appointments in the language-teaching sections, a reasoned discussion of the use that alternate stream could be to the Spanish section would be a valuable first step. The Dean's Office has circulated a request to all units that they submit an account of how alternate-stream appointments could be most effectively deployed within that unit. We are expecting that Spanish, and other language sections, will have suggestions ready for the 2013-14 hiring season, and the Dean's Office will take responsibility for integrating these suggestions into the Faculty-wide hiring plan that will be delivered to the Provost in June.

That plan will also involve the placement of CLAs, and again, the first responsibility for proposing CLA positions falls to the unit.

2) Renaming:

We also encourage the Spanish program to rename itself to represent their present broaden focus, to better reflect the current offering of courses beyond the traditional literary realm (adding for example the word "cultural") and highlighting their own perspective within the global Hispanic world.

As with curricular initiatives various, the immediate responsibility for developing a proposal to change the program's name from "Spanish" to "Hispanic Language and

Culture,” or whatever designation is finally selected, falls to the section itself. For truth in advertising reasons, the Dean’s Office would be strongly supportive of such a proposal, and would offer its services to help prepare such a proposal for its arduous journey through the approval process. The initial impetus, however, must come from the section, and any change of this nature must assume a fifteen-month process, commencing in May or one year, for implementation in the Fall/Winter session of the following year.

3) Participation in General Education:

The members of the Spanish program suggest also that “a DLLL course offering (language/culture) be part of the General Education requirements at York University”

Assuming passage of LA&PS’s revised General Education requirements by Senate this spring, implementation of those changes will be phased in for FW 14 and 15. The Spanish section will be strongly encouraged to participate in the revised program and to revamp its existing courses, or to develop new ones. Any courses being proposed for General Education status will need to be submitted to the Faculty’s General Education Subcommittee eleven months before they are actually offered (i.e. October 1 of one year, for offering in the subsequent FW session). LA&PS’s Curriculum Manager, Vivian Olender, will work with the section to create a manageable schedule and to develop suitable proposals for General Education status.

4) Master’s Program with Glendon:

The Review Committee strongly supports the establishment of a pan-Hispanic Master Degree housed on the Glendon Campus. It would seem administratively effective since the Department of Hispanic Studies, the M.A. and Ph.D. programs in Francophone Studies and the MA in Translation are already administered at Glendon.

Responsibility for proposing a Master’s program in Hispanic Studies falls, in the first instance, to the unit. As a functioning partnership with Hispanic Studies at Glendon is a necessary precondition to developing such a proposal, that partnership must be established both at the sectional level and as an agreement between the Dean of LA&PS and the Principal of Glendon. Given the resource issues that affect both partners, however, it seems unlikely that agreement in more than principle is possible in the near term. Even with shared resources, and a minimally designed curriculum, a Master’s program will draw scarce full-time faculty resources from the undergraduate program. The Dean’s Office in LA&PS is certainly willing to consider a proposal, but that such an initiative could be sustained without further impoverishing the undergraduate program requires compelling demonstration.

5) Language Requirement:

Having foreign language requirements for all students – 3 credits or 90 hours of class contact – is very common in other universities around Canada. If this change is made at York, it would highlight York real commitment towards internationalization and global perspectives would reinforce its academic multicultural mission in a very cosmopolitan city in Canada.

As attractive as this recommendation is, in theory, in practice a mandatory language course, even a one-term language course, for each of LA&PS's annual crop of 4500 new year 1 students (which number assumes that 1500 or so new upper-year students, would be exempt, and assumes that the 2500-3000 new students in other Faculties would also be exempted) would require 150 30-seat sections of courses that are not currently offered. 150 one-term sections would absorb the entire energies of 30 full-time faculty at a 2.5 FCE load, or 25 at a 3.0 load. Compared with the Faculty as a whole, 25 or 30 full-time faculty is not so great a number, but it is way more than the Faculty has been able to appoint in any year of its existence. And this is to say nothing of challenge to recruiting that such a requirement would pose, especially to those students who have foresworn languages other than English behind after Grade 10.

6) Timetabling:

The members of the Spanish program have told the Review Committee, that they struggle to find enough small rooms on campus, for their language courses. It would seem that a possible solution would be to assign the small classroom available, to language courses first. In our view, it is a logistic issue that has serious implication on the academic Spanish program. Therefore, the Review Committee recommends that it be resolved efficiently by the University administration in charge of this service.

It is certain accurate to suggest that the York physical plant has been strained by the university's growth over the past decade, and it is also accurate to suggest that competition for smaller classrooms—rooms that house not only language sections but also the tutorial groups attached to more than 250 lecture courses in LA&PS alone—is intense, especially at the preferred hours between 11 and 3. It is probably also accurate to suggest that required courses in high-demand programs can get away with being offered at 8:30 on Monday or Friday morning, or at 7 p.m. any day, but elective courses (which languages are for many students) cannot. At the same time, it's not entirely clear on what principle language courses should be ranked ahead of tutorials, or senior seminar classes, or graduate courses, for the apportionment of smaller classrooms.

The Dean's Office has been working with the Office of the Registrar to make the process of room allocations more equitable and more transparent, but the middle of the day in the middle of the week cannot be the only time when courses are taught.

7) New courses:

The Review Committee supports the changes proposed by the Spanish Program and the students' suggestions, which reflect an adjustment to new trends in the disciplines.

(1) Caribbean and Colombian literature

(2) New language courses designed to improve their competence in academic writing and grammar skills

(3) The use of technology across courses.

As with all curricular changes the first move is at the unit level. The Dean's Office, through its Programs unit, and the Curriculum Manager will do all possible to facilitate quick progress along the approval chain.

8) Study abroad:

The members of the Review Committee were told that this has been accomplished and the site chosen is Àvila (Spain). In our view, it looks quite promising, but it is obvious that the various demanding tasks in this area would increase (especially if a faculty member would have to teach in the Àvila project).

It has to be said that the "summer studies in Italy" model may not be the ideal model for this entirely laudable project, as enrolments in that program have been languishing for some years. On the other hand, both the French Department, in the past two years, and the Chinese section in DLLL have offered different models that involve a portion of the course's being taught at York, with the remainder abroad. This model lessens the demands of time and money, and may well better prepare the students for their time abroad. The split course model also maximizes faculty resources, as it counts for no more workload credit than does any other summer course. The Associate Dean International has been working with the language sections and with York International to develop such courses and the partnerships on which they are based. The Dean's Office has also set aside not insignificant pool of funds to aid students wishing to study abroad. Much of this pool goes to students who are on a full exchange, but there is no reason that some portions could not be directed to aiding students in York courses offered in partnership with institutions abroad. I am assuming that the Àvila project will be ready for first offering SU 14.

Visual Arts (Graduate Program)

Cyclical Program Review

Executive Summary

Program	Accepts 2013	Enrolments FTES 2013	Degrees Awarded 2013
Visual Arts Masters	10	15	8
Visual Arts PhD	2	9	-

Program description

There are two Visual Arts graduate programs at York: Master of Fine Arts (MFA) in Visual Arts and PhD in Visual Arts. The PhD program was created in 2008 and was not reviewed at this time. The MFA Program stresses an interdisciplinary approach to art making that accepts all media forms, in keeping with contemporary ideas and current trends within the art world. To graduate from the MFA program, students must complete thesis consisting of a solo exhibition and a Thesis Support Paper examining the theoretical context for their studio work. The MFA has no fields or areas of specializations.

Reviewers:

Professor Bruce Barber, Nova Scotia College of Art and Design University (external)
Professor Anne Ramsden, Université de Québec à Montréal (external)
Professor Joan Steigerwald, Liberal Arts and Professional Studies, York University (Internal)

Site Visit: November 14-16, 2012

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. **Follow-up report due November 2015.**

Program Strengths

- Strong evidence that the programs goals objectives to integrate studio practice with related theory and criticism are powerfully realized
- Enhanced opportunities to develop students' teaching capacity
- Opportunities for exhibitions, student exchanges and research
- Innovative practice-based PhD
- Attentiveness to sound and innovative supervisory practices and policies resulting to excellent completion rates
- Program benefits from excellent facilities and research resources

Opportunities for Program improvement (selected)

- Enhance sense of community and increased contact between students and faculty
- Adjust Summer Institute experience from 6 to 3 credits

- Maintain and regularly upgrade technical resources with particular attention to photography, video and multi-media resources
- Enhance program profile by encouraging applications by qualified faculty for full professor status and support faculty plans for complement renewal
- Enhance the teaching component with teaching assistantships
Update on regular basis web and brochure information

Decanal Implementation Plan (selected)

- Supports plans for speakers' series and open seminar guest series to public
- Commits to regular upgrades to technical resources and invite discussion with photography and time-based art areas
- Commits to complement renewal and notes program alignment with Faculty focus on practice-based research
- Add the Graduate Program Director to the departmental tenure and promotion committee
- Continue to improve print and website information

Executive Summary

The reviewers describe the MFA program in Visual Arts as one of the foremost of its kind in Canada and identify its history of responsiveness to student needs and interests and to the changing landscape in professional and academic terms as integral to its continuing success. Each of the recommendations has been anticipated at the level of the program, and plans for further enhancement are underway and ongoing with specified support and suggestions from the Dean's Office.


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Memo

To: Alice Pitt, Vice-Provost Academic

From: Barbara Sellers-Young, Dean, Faculty of Fine Arts 

Date: April 15, 2013

Subject: Decanal Implementation Plan for response to the Review Committee Report,
MFA Program in Visual Arts

I have read the unit's response to the Review Committee Report and hereby confirm that the recommendations contained in it are to be implemented by the Graduate Program Director and executive committee of the MFA Program in Visual Arts, with some minor modification as outlined in the timeline below. The GPD sits on the executive committee of the Department of Visual Art and Art History, as well as reporting at each departmental assembly, which ensures an additional level of monitoring the proposed implementation.

Timeline for the 14 recommendations noted either as underway, ongoing or with a specific academic year and/or years:

- a) 2013-14: Address the lack of a sense of community and desire for more contact with faculty members: Further to the response document, for the 2013-14 academic year, a speakers' series organized conjointly with the Graduate Program in Art History and departmental representatives will transform the series of seminar guests into public events with much larger reach.
- b) 2013-15: Keep both .5 theory courses, instituting a methodologies course, and also add the Summer Institute to the MFA course load: This degree requirement change will be initiated in Fall 2013 for implementation in the 2014-15 academic year. In 2013-14, the 6.0 seminar will "workshop" the split into 3.0 seminar and 3.0 methods by focusing the winter term on methods. One core aspect of this strategy is to target guest speakers for the seminar who will address practice-based research, which will tie the program more closely with other MFA programs in the Faculty and the



PhD programs that are invested in the practice-led approach to research, e.g. Dance and Theatre.

- c) Underway and Ongoing: Enhance and regularly upgrade technical resources.
- d) Ongoing but within the budgetary limits of the Department of Visual Art and Art History: Hiring and replacing the complement: In addition to the comments in the document, the program's increasing focus on the articulation of practice-based research methods and pedagogy will have a positive impact on the departmental plan for hiring new complement.
- e) 2013-14: Encourage faculty to become Full Professors: To move this forward, the GPD will sit on the departmental Tenure and Promotion committee as of 2013-14.
- f) 2013-14: Enhance facilities and resources in sculpture as well as for the production of digital, large scale colour printing, series, installation and large-scale projection: In the 2013-14 academic year, the GPD will spearhead talks between the Photography and Time Based Art areas with a view to coordinating and enhancing their facilities, resources and curriculum.
- g) 2013-14: Enhance the teaching component and embed it more firmly in the degree structure: Sessions on practice-based pedagogy will also be integrated into the winter term of the 2013-14 graduate seminars.
- h) Underway and ongoing: The provision of regular Graduate Teaching Assistantships (TAs) and Graduate Research Assistantships (RAs) by making use of university wide funds (SSHRC); the economic situation of students overall.
- i) Underway and ongoing: The handbook and other aspects of the website.
- j) 2013-14 and ongoing: Students participate in selecting incoming students.

- k) Underway and Ongoing: That the academic thesis be in appropriate academic form with an extensive bibliography and notes, approximately 30 to 40 pages in length.
- l) Underway and Ongoing: That the MFA students benefit from the presence of the PhD students.
- m) Underway and Ongoing: Regarding point number 1 (v) in the response, which counters the self-study's suggestion that the program should organize more national and international exhibitions and publications for its students: The program's response appears Toronto-centric and suggests that Toronto is a major player in the international art scene. This was not really its intent; rather, the MFA students' are supported in gaining entry into the broader art network. In the past year, connections forged by the GPD with some of the key gallerists in Toronto were intended as the best launching opportunity that the program can offer, since international curators are networked with their galleries. This initiative will continue. The program does initiate opportunities for the MFA students outside of Toronto on an annual basis, e.g. the Art Mur "Fresh Paint" exhibition in Montreal. Also, recent alumni who exhibit in high-profile Toronto events such as Nuit Blanche add prestige to the MFA program as a whole.



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Memo

To: Julia Foster, Chair, Board of Governors

From: Henry Wu, Chair, Academic Resources Committee

Date: June 2, 2014

Re: **President's June 2014 Report on Appointments, Tenure and Promotion**

Motion and Rationale:

The Academic Resources Committee recommends that the Board approve the President's June 2014 report on Appointments, Tenure and Promotion.

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

The Committee has asked the President and Provost to contextualize the report on appointment recommendations by describing how net changes in overall and Faculty-specific complement relate to strategic planning. In addition to profiles of the impressive scholars who have received tenure, promotion and appointments, the appended material includes tables and charts that draw attention to changes over time. The Provostial White Paper of 2010 and the University Academic Plan 2010-2015 assign high priority to renewal and growth in the complement. The Committee has also asked that the Provost briefly address the documentation and its contents at the Board meeting.

Documentation is attached as Appendix A and Appendix B.

Appendix A

President's Report on Appointments, Tenure and Promotion¹ June 2014

Name	Department, Field	Rank at Appointment	Highest Degree (University)	Research Agenda/Specialization	Funding
Liberal Arts and Professional Studies					
Bickford, Annette (F)	Social Science, Interdisciplinary	Assistant Professor, Pre-candidacy 2	PhD, Sociology (York, 2002)	This appointment is made through the CUPE Conversion program. Dr Bickford has taught at York, University of Toronto, Brock University and University of Western Ontario. Dr Bickford is a historical sociologist of nationalism, race and the juvenile criminal justice system in the United States.	Faculty Funded
Coulter, Natalie (F)	Communication Studies, Digital Media	Assistant Professor, Pre-candidacy 1	PhD, Communications (Simon Fraser, 2009)	Dr Coulter currently holds a contractually limited appointment in the Department of Communication Studies at York. She has held limited term positions at both Wilfrid Laurier University and Simon Fraser University. Dr Coulter's research examines the intersections of digital media, new media, the political economy of young people's media, media policy, and the transformations underway in global youth media cultures.	Faculty Funded
Hossein, Caroline (F)	Social Science, Business & Society	Assistant Professor, Pre-candidacy 2	PhD, Political Science (Toronto, 2012)	Dr Hossein currently holds a contractually limited appointment in the Business and Society program at York. She has held part-time teaching positions at the University of Toronto. She has conducted comparative research in several developing countries and engages the politics of race and gender in her analyses.	Faculty Funded/ Institutional Strategic Funds
Huss, Brian (on offer) (M)	Philosophy, Modes of Reasoning	Assistant Lecturer, Pre-candidacy 2	PhD, Philosophy (Minnesota, 2002)	This appointment is to the alternate stream. Dr Huss currently holds a contractually limited appointment in the Department of Philosophy at York. He held the position of Assistant Professor at SUNY Potsdam between 2007 and 2012. His areas of specialization is in epistemology and ethics.	Faculty Funded
Langlois, Ganaele (F)	Communication Studies, Digital Political	Assistant Professor, Pre-candidacy 3	PhD, Communications and Culture (York/Ryerson, 2008)	Dr Langlois comes to us from the University of Ontario Institute of Technology where she has held the position of Assistant Professor since 2009. Her research examines the political economy of new media and digital methods for understanding political communication on social media platforms.	Faculty Funded/ Institutional Strategic Funds
Musto, Marcello (M)	Sociology, Theory	Assistant Professor, Pre-candidacy 1	PhD, Philosophy (Nice, 2007)	Dr Musto currently holds a contractually limited appointment in the Department of Sociology at York. He previously held Visiting Researcher positions in several European universities and institutions. He specializes in political and sociological theory and his main focus has been the development of Karl Marx's thought.	Faculty Funded/ Institutional Strategic Funds
Rodde, Stefan (on offer) (M)	Philosophy	Assistant Lecturer, Pre-candidacy 1	PhD, Philosophy (McMaster, 2007)	This appointment is to the alternate stream. Dr Rodde comes to us from McMaster University where he has held a contractually limited appointment since 2008. He specializes in ancient philosophy.	Faculty Funded
Schotte, Margaret (F)	History, Early Modern Europe	Assistant Professor, Pre-candidacy 1	PhD, History (Princeton, 2014)	Ms Schotte is expected to complete all the requirements for her PhD by June 30, 2014 or the contract is null and void. She is a specialist in the transnational history of navigation, through which she brings new insights to the social, labour and material history of European expansion.	Faculty Funded

¹ * means PhD not complete at the time of appointment. Rank converts to Assistant Professor upon completion.
All terms begin July 1, 2014 except where indicated.

Whelan, Jodie (F)	ADMS, Marketing	*Lecturer/Assistant Professor, Pre-candidacy 1	PhD, Marketing (Western, 2014)	Ms Jodie Whelan is expected to complete all the requirements for her PhD by December 15, 2014 or the contract is null and void. She has teaching experience at Western and Queen's School of Business. She specializes in consumer behaviour and explores how being a consumer influences other areas of our lives and vice versa.	Faculty Funded/ Institutional Strategic Funds
Environmental Studies					
Steigman, Martha (F)	Food Studies	Assistant Professor, Pre-candidacy 1	PhD, Special Individualized Program (Concordia, 2011)	Dr Steigman comes to us from Dalhousie University where she hold a post-doctoral fellow in the Atlantic Aboriginal Health Research Program. She has eight years teaching at the undergraduate and graduate level at Dalhousie and Concordia. Dr Steigman has extensive research on fisheries with Indigenous communities building native/non-native alliances.	Faculty Funded
School of Arts, Media, Performance & Design					
Van Nort, Douglas (on offer)	Theatre, Digital Media Program	Assistant Professor, Pre-candidacy 1	PhD, Music Technology (McGill, 2010)	Dr Van Nort will be nominated by York University for a SSHRC Tier II Canada Research Chair in Digitally Mediated Performance. Dr Van Nort is currently a Banting Research Fellow in the Topological Media Lab at Hexaram, Concordia University. He specializes in composition and improvisation through medium of sound and the crafting of digital and analog technologies.	Specially Funded/ Institutional Strategic Funds
Wakefield, Graham (on offer) (M)	Visual Art and Art History	Assistant Professor, Pre-candidacy 1	PhD, Media Arts & Technology (California, 2012)	Dr Wakefield will be nominated by York University for a SSHRC Tier II Canada Research Chair in Interactive Information Visualization. Dr Wakefield is current a Visiting Professor at the Korea Advanced Institute of Science and Technology and has valuable industry experience. His research approaches technology and computational media with equal weight to artistic and technical aspects, but remains human-centred.	Specially Funded/ Institutional Strategic Funds
Glendon					
Martineau, Nicolas-Guillaume (F)	Economics, Microeconomics	Assistant Professor, Pre-candidacy 1	PhD, Economics (Queen's, 2011)	Dr Guillaume comes to us from the Université de Sherbrooke where he has been an Assistant Professor since 2011. His research expertise is in political economy, public economics and macroeconomics.	Faculty Funded/ Institutional Strategic Funds
Health					
Edgell, Heather (on offer) (F) Leave of absence with permission to 31 December, 2014	Kinesiology, Cardiovascular Physiology	Assistant Professor, Pre-candidacy 1	PhD, Kinesiology (Waterloo, 2010)	Dr Edgell comes to us from her current position as Autonomic Lab Research Associate at the Women and Children's Health Research Institute and has previously completed post-doctoral fellowships at the University of Alberta and the University of Western Ontario. Dr Edgell's current research involves the investigation of Carotid Chemosensitivity and sympathetic nerve activity in chronic heart failure patients.	Faculty Funded/ Institutional Strategic Funds
Grdisa, Valerie (F)	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Health Sciences (McMaster, 2010)	Dr Grdisa comes to us from KPMG Canada where she has held the position of Director of Strategy & Operations, Healthcare Practice since 2009. She has held teaching appointments at Ryerson University, McMaster University, and the University of Ottawa. Dr Grdisa brings extensive mental health and pediatric nursing clinical background.	Faculty Funded/ Institutional Strategic Funds
O'Grady, Caroline (F) January 1, 2014	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (Toronto, 2004)	Dr O'Grady has been an Advanced Practice Nurse with the Centre for Addiction and Mental Health since 2001. Dr O'Grady brings extensive mental health nursing clinical background, strengths in mixed methods and evaluation research that encompasses clinical application, implementation of best practices and program development.	Faculty Funded/ Institutional Strategic Funds

Peisachovich, Eva (F)	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Education (York, 2014)	Ms Peisachovich is expected to complete all requirements of her PhD by June 30, 2014 or the contract is null and void. Ms Peisachovich currently holds a contractually limited appointment in the School of Nursing at York. She has some prior teaching experience at George Brown College and has held staff nurse positions at St. Michael's Hospital and Baycrest Geriatric Centre. She has experience and a scholarship focus in educational theory, research, courses in experimental and simulation learning and educational practices.	Faculty Funded/ Institutional Strategic Funds
Libraries					
Jackson, Leigh (F)	Frost Library	Assistant Librarian, Pre-candidacy 1	MLIS (Western, 2010)	Ms Jackson comes to us from the Conestoga College Library Resource Centre. She has also worked at the Lambton County Library and the University of Ottawa Social Science Library on contract. Ms Jackson has extensive knowledge of information resources in the social science and humanities.	Faculty Funded
Kreller-Vanderkooy, J. (F) May 1, 2014	Steacie Science and Engineering Library	Assistant Librarian, Pre-candidacy 1	MLIS (Western, 2013)	Ms Kreller-Vanderkooy comes to us from Wilfrid Laurier University where she has held a part-time Science Liaison Librarian position since graduating. Her background is in the geosciences and she has interest in research data management.	Faculty Funded
Lassonde					
Bashir, Rashid (M)	Civil Engineering	Associate Professor, Pre-candidacy 1	PhD, Civil Engineering (McMaster, 2007)	Dr Bashir comes to us from Golder Associates where he held the position of Senior Geotechnical Engineering since 2010 and between 2007 and 2010 he held the position of Corporate Mine Hydrogeologist for Cameco Corporation. Dr Bashir's research is in the field of geotechnical engineering, with a specialty in modeling water flow for designing soil covers.	Faculty Funded
Beddoe, Ryley (F)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil Engineering (McMaster, 2014)	Ms Beddoe is expected to complete all the requirements for her PhD by June 30, 2014 or the contract is null and void. Her primary area of research is in slope stability and liquefaction and also interest in soil mechanics, foundations, and unsaturated soils.	Faculty Funded
Czekanski, Alexander (M) May 1, 2014	Mechanical Engineering	Associate Professor, Pre-candidacy 2	PhD, Mechanical and Industrial Engineering (Toronto, 2000)	Dr Czekanski will hold the NSERC/Quanser Chair in Design Engineering for Innovation for a five year term (renewable). Dr Czekanski comes to us from Magda International where he held the position of Engineering Manager of the Advanced Engineering Analyses and Materials Department. His research areas are design, material science, computer-aided engineering, computational science and engineering.	Specially Funded
Eldyesti, Ahmed (M)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil and Environmental Engineering (Western, 2013)	Dr Eldyesti is currently a MITACS post-doctoral fellow with TrojaunUV. His area of expertise is physical and chemical treatment of municipal and industrial waste water, specializing in the removal of biological nutrients.	Faculty Funded
Gordon, Mark (M)	Earth & Atmospheric Science	Assistant Professor, Pre-candidacy 1	PhD, Atmospheric Science (York, 2007)	Dr Gordon is currently a Physical Scientist with Environment Canada and has been working at Environment Canada since 2009. He has teaching experience at both York and Monash University in Australia. His area of research is in the general area of field measurements of atmospheric interactions with the ground, the release of volatile chemicals above forests, and air quality over the oil sands.	Faculty Funded
Krol, Magdalena (F)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil and Environmental Engineering (Toronto, 2011)	Dr Krol has held post-doctoral research fellowships at both the University of Western Ontario and the University of Toronto. Her area of expertise is in contaminant and groundwater remediation, studying the flow of contaminant chemicals and nanoparticles from landfills and nuclear waste storage sites.	Faculty Funded

Lam, John (M)	Electrical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Electrical Engineering (Queen's, 2010)	Dr Lam is currently finishing a two-year post-doctoral research fellow at the Queen's Centre for Energy and Power Electronics Research (ePower). His expertise is in the field of power converter technologies and control techniques with applications to low voltage renewable energy systems.	Faculty Funded
Mitra, Sushanta (M)	Mechanical Engineering	Full Professor with tenure	PhD, Mechanical Engineering (Waterloo, 2001)	Dr Mitra will be appointed Chair of the Department of Mechanical Engineering for an initial 5 year term. Dr Mitra comes to us from the University of Alberta where he is a highly accomplished researcher and administrator. He has also served as Associate Chair of Graduate Studies for the Department of Mechanical Engineering and more recently as Assistant Vice-President (Research). He has been appointed Associate Scientific Director and Director of Mobility and Training for the newly formed Network of Centres of Excellence (NCE). Dr Mitra's research focuses on fluid flow through micro and nano channels.	Specially Funded/ Faculty Funded
Pisana, Simone (M)	Electrical Engineering	Associate Professor, Pre-candidacy 1	PhD, Engineering (Cambridge, 2008)	Dr Pisana comes to us from Western Digital where he held the position of Research Staff Member. He previously held the position of post-doctoral researcher for Hitachi Global Storage Technologies. Dr Pisana's research is in the field of nano-engineering with particular application to high-density magnetic storage media.	Faculty Funded
Tabatabaei, Nima (M)	Mechanical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Mechanical Engineering (Toronto, 2012)	Dr Tabatabaei is currently a post-doctoral fellow in the fields of biomedical optics and instrumentation at the Wellman Center for Photomedicine at Harvard Medical School. His research focuses on the applications of mechanical engineering to medical imaging devices, in particular to early detection of dental cavities.	Faculty Funded
Osgoode					
Cohen, Amy (F) 1 July 2015	Dispute Resolution	Associate Professor with tenure	J.D. (Harvard Law School, 2002)	Professor Cohen comes to us from The Ohio State University Moritz College of Law. She has also taught as visiting professor at the University of Turin Faculty of Law, the West Bengal National University of Juridical Sciences and the Kathmandu School of Law. Her research focuses on dispute resolution theory and practice, democratic governance, and social and economic development.	Faculty Funded/ Institutional Strategic Funds
Shanks, Signa Daum (F)	Indigenous Scholar	Assistant Professor, Pre-candidacy 1	PhD, History (Western, 2014)	Dr Shanks comes to us from the University of Saskatchewan where she has held the position of Assistant Professor since 2010. Professor Shanks also holds an LLM (2003) from the University of Toronto. Her research focuses on Indigenous peoples, the economic analysis of law and the history of sustainability in Indigenous communities.	Faculty Funded
Schulich					
Ng, Lillian (on offer) (F) Leave of absence with permission to January 31, 2015	Finance	Full Professor with tenure	PhD, Finance (Pennsylvania)	Dr Ng will be the holder of the Scotiabank Chair in International Finance. She comes to us from the University of Wisconsin where she holds the position of Hans Storr Professor of International Finance. Dr Ng's research interests focus on empirical asset pricing, international financial markets and investor behaviour.	Specially Funded
Noseworthy, Thomas (M)	Marketing	Associate Professor with tenure	PhD, Marketing (Ivey, 2012)	Dr Noseworthy will be nominated by York University for a SSHRC Tier II Canada Research Chair. Dr Noseworthy comes to us from the University of Guelph where he holds the position of Associate Professor in Marketing and Consumer Studies. His research interests are in new product and innovation, category learning, schema and context effects and visual processing.	Specially Funded /Institutional Strategic Funds

II. York University New Contractually Limited Appointments 2014-15 (to date)

Name (Gender)	Department, Field	Rank at Appointment	Highest Degree (University)	Research Agenda/Specialization
Liberal Arts and Professional Studies				
Eisenstat, Yedida (F) (1 year)	Humanities, Jewish Studies	Sessional Assistant Professor	PhD, Jewish Theological Seminary (New York, 2014)	Ms Eisenstat is expected to complete all requirements of her PhD by June 30, 2014 or the contract is null and void. She has teaching experience at the University level and at the Jewish Theological Seminary. Ms Eisenstat specializes in the study of Midrash and Jewish Biblical interpretation.
Inutsuka, Kumiko (1 year)	Languages, Literatures and Linguistics, Japanese	Sessional Assistant Professor	PhD, Second Language Education (OISE -Toronto, 2009)	Dr Inutsuka currently holds a contractually limited appointment at York and has held sessional lecturer positions at the University of Toronto, McMaster and Georgetown University. She conducts research into Japanese language instruction and learning, with a particular interest in assessment technology.
Karagyzova, Tsvetanka (F) (2 years)	Economics	Sessional Assistant Professor	PhD, Economics (Connecticut, 2007)	Dr Karagyzova comes to us from Lawrence University where she has been an Assistant Professor since 2009. Her research interests are in the field of macroeconomics, financial and behavioural economics as well as development economics.
Kobzar, Olena (F) (2 years)	Social Science, Law and Society	Sessional Assistant Professor	PhD, Criminology and Sociological Studies (Toronto, 2012)	Dr Kobzar is currently a contractually limited appointment in the Law and Society program at York. She has held part-time teaching positions at the University of Toronto. Her research concerns the regulation of payday lending and the interest rate practices.
Koleszar-Green, Ruth (F) (2 years)	Social Work	Sessional Lecturer – PhD not completed but expected June 2014	PhD, Adult Education and Community Development (OISE - Toronto, 2014)	Ms Koleszar-Green is expected to complete all requirements of her PhD by June 2015. She has obtained a BSW and MSW from Ryerson University. Since 2008 she has worked as a Academic Support Advisor assisting Aboriginal student at Ryerson University. Her research centres on how non-Aboriginal people learn about Aboriginal knowledge.
Koopman, Sara (F) (1 year)	Geography, Human Geography	Sessional Assistant Professor	PhD, Human Geography (British Columbia, 2012)	Dr Koopman is currently a post-doctoral fellow at the Balsillie School of International Affairs at the University of Waterloo. Her research concerns alternative geopolitics, peace activism and identity politics in the context of postcolonial theory.
McGuire, Wendy (F) (2 years)	Social Work	Sessional Assistant Professor	PhD, Social Science & Health (Toronto, 2011)	Dr McGuire is currently a contractually limited appointment in the School of Social Work at York. From 2009 to 2011, she held a post-doctoral fellow with the Department of Psychiatry at the University of Toronto. Her research and teaching philosophy demonstrates strong commitment to social justice and to unpacking systemic oppression.
McLulan, Arthur (M) (2 years)	Sociology, Social Psychology	Sessional Assistant Professor	PhD, Sociology (McMaster, 2014)	Mr McLuhan is expected to complete all requirements of his PhD by June 30, 2014 or the contract is null and void. His research specialization is in the sociological study of character.

Pike, Kelly (F) (1 year)	Social Science, Work & Labour Studies	Sessional Assistant Professor	PhD, Labour Relations (Cornell, 2014)	Dr Pike has been a consultant to the World Bank and is currently a sessional instructor at the University of Toronto. She specializes in labour standards in a global context.
Robinson, Jason (M) (1 year)	Humanities, Religious Studies	Sessional Assistant Professor	PhD, Philosophy (Guelph-McMaster-Laurier, 2009)	Dr Robinson is currently a contractually limited appointment in the Department of Humanities at York. He held an Assistant Professor position at Wilfrid Laurier between 2009 and 2011. He specializes in the relationship between science, philosophy and religion.
Stille, Saskia (1 year)	Languages, Literatures and Linguistics, ESL	Sessional Assistant Professor	PhD, Curriculum, Teaching and Learning (OISE -Toronto, 2013)	Dr Stille comes to us from the University of Western Ontario where she is currently a sessional instructor in the Faculty of Education. She is also currently a senior research coordinator in the Student Achievement Division, Ontario Ministry of Education. The broad purpose of her research is to support equity and inclusion for emergent bilingual students in education and to assist educators and policy makers in responding to changing social and educational conditions.
Takagaki, Cary (M) (1 year)	Languages, Literatures and Linguistics, Japanese Studies	Sessional Assistant Professor	PhD, East Asian Studies (Toronto, 1999)	Dr Takagaki is currently a sessional instructor at the University of Toronto, Western and York's Department of History. His research specialty deals with premodern Japanese history and religions.
Unwalla, Pheroze (M) (1 year)	History, Middle East	Sessional Assistant Professor	PhD, History (London, 2014)	Mr Unwalla is expected to complete all requirements of his PhD by June 30, 2014 or the contract is null and void. He has taught at Simon Fraser and is a currently a senior teaching fellow at the University of London School of Oriental and African Studies. He specializes in the history of Turkey, and the relationship between memory and history.
Glendon				
Houle, Gabrielle (1 year)	Multidisciplinary Studies, Drama	Sessional Assistant Professor	PhD, Theatre & Performance Studies (Toronto, 2013)	Dr Houle has previously been a course director in the Drama Studies Program at Glendon College and also has teaching experience at Dalhousie, Waterloo and University of Toronto. Her expertise combines theoretical and practical components of production and of theatre courses.
Health				
Antwi, Dora (F) (3 years)	Nursing	Sessional Lecturer	MSc, Nursing (York, 2012)	Ms Antwi comes to us from Centennial College where she has been a clinical instructor since 2012. She is a Registered Nurse with the Mental Health-Psychosis Unit at Brampton Civic Hospital. She has also worked in obstetrics unit, oncology/palliative unit, and in the community with people with intellectual and mental disabilities.
Bertram, Mavoy (F) (3 years)	Nursing	Sessional Lecturer	MN, Nursing (Toronto, 2011)	Ms Mavoy comes to us from the Hospital for Sick Children where she holds the position of Critical Care Response Team Member. She has part-time teaching experience in the School of Nursing at York and at George Brown College. Ms Bertram brings a wealth of experience in pediatric nursing practice and clinical education in the practice setting.
El Morr, Christo (M) (3 years)	SHPM, Health Informatics	Sessional Assistant Professor	PhD, Biomedical Engineering (<i>Université de Technologie de Compiègne</i> , France 1997)	Dr El Morr has previously held contractually limited appointments in the Faculty of Health. Between 2010 and 2013, he held a full time position at American University. He has also held full time positions at the University of Balamand, Lebanon and the American University of Sharjah. His main research field is in the domain of health virtual

				communities, global health primary care and decision support systems.
Robbio, Ruth (F) (3 years)	Nursing	Sessional Lecturer	MSc, Nursing (Andrews University, 1985)	Ms Robbio is currently a PhD candidate at the Lawrence S. Bloomberg Faculty of Nursing, University of Toronto. She currently holds a contractually limited appointment in the School of Nursing at York. She has been an RN for over 25 years with a background in medical/cardiac nursing and caring for adults with complex health challenges.
Ross, Grace (F) (3 years)	Nursing	Sessional Lecturer	MSc, Health Promotion (London, 1995)	Ms Ross currently holds a contractually limited appointment at York. She has had teaching experience at the University of Toronto, Western and McMaster. Ms Ross has twenty years of experience in public health nursing and has also had an independent practice as a psychotherapist.

III. Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Ali, H (M)	Environmental Studies		PhD (McMaster)	Disaster Analysis, Environment, Society and Infectious Diseases
Bunch, M (M)	Environmental Studies		PhD (Waterloo)	Environmental Management
Gaetz, S (M)	Education		PhD (York)	Homelessness, knowledge mobilization, youth
Grace, S (F)	Health	Kinesiology & Health Science	PhD (Windsor)	Cardiac Rehabilitation
Jopling, D (M)	Liberal Arts and Professional Studies	Philosophy	PhD (Oxford)	Philosophy of Psychology & Psychiatry, Philosophy of mind
Muller, R (M)	Health	Psychology	PhD (Michigan State)	Intra-familial and interpersonal trauma
Myers, R (M)	Liberal Arts and Professional Studies	Philosophy	PhD (California Berkeley)	Theoretical Ethics
Pupo, N (F)	Liberal Arts and Professional Studies	Sociology	PhD (McMaster)	Sociology of Work and Labour
Razack, N (F)	Liberal Arts and Professional Studies	Social Work	PhD (Flinders)	International Social Work
Rutherford, A (F)	Health	Psychology	PhD (York)	History of Psychology
Singer, B (M)	Glendon	Sociology	PhD (York)	Social Theory, Social and Political Thought
Taylor, W (F)	Science	Physics and Astronomy	PhD (Toronto)	Experimental Particle Physics
Wiktorowicz, M (F)	Health	Health Policy & Management	PhD (Toronto)	Mental Health Policy
Yeomans, JS, (M)	Schulich School of Business	Operations Management and Information Systems	PhD (McMaster)	Ecological Analytics, Operations Management

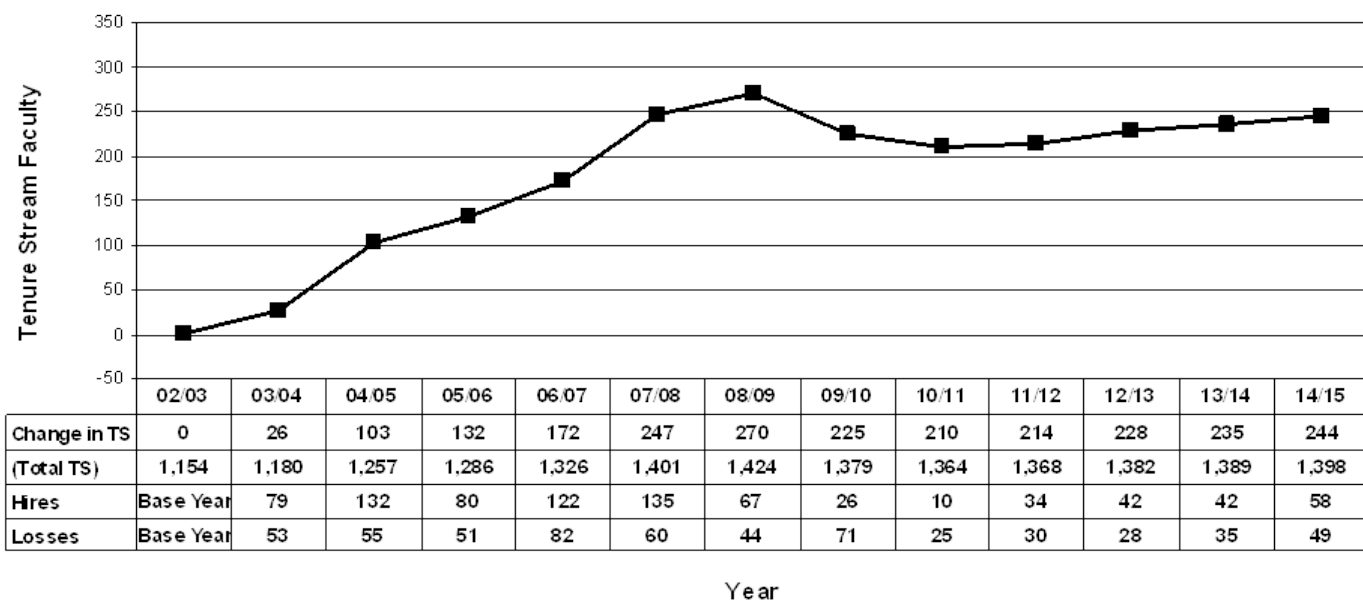
IV. Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Amegago, M (M)	Fine Arts	Dance	PhD (Simon Fraser)	Dance Ethnology
Bayfield, M (M)	Science	Biology	PhD(Brown)	RNA- Protein Interaction
Cheung, P (M)	Science	Biology	PhD (McMaster)	Chromatin Structure and Function
Ewen, G (M)	Glendon	Multidisciplinary Studies	PhD (York)	Quebec labour history

Gutterman, E (F)	Glendon	Political Science	PhD (Toronto)	International Relations
Karpinski, E (F)	Liberal Arts and Professional Studies	Gender, Sexuality and Women's Studies	PhD (York)	Life writing, narrative, memoirs, translation, migration and identity
Mishra Tarc, A (F)	Education		PhD(York)	Pedagogy, Curriculum and Multicultural Teacher Education
Soennecken, D (F)	Liberal Arts and Professional Studies	Political Science	PhD (Toronto)	German and European studies
Weiss, J (M)	Health	Psychology	PhD (York)	Prevention and Treatment of Mental Health Disorders in people with developmental or intellectual disabilities
Winton, S (F)	Education		PhD (Toronto)	Critical Policy Analysis, Critical Democracy
Zayed, A (M)	Science	Biology	PhD (York)	Bee Conservation Genetics

APPENDIX B

Cumulative Change in Tenure Stream Faculty Complement: 2002-03 to 2014-15 (excludes Librarians)



**Complement: Tenure Stream Appointments 2014-15:
Appointments Authorized and Made to Date**

FACULTY	CENTRALLY FUNDED CARRIED FORWARD FROM 2013-14	CENTRALLY FUNDED TOP-UPS 2014-15	FUNDED FROM OTHER SOURCES 2014-15	TOTAL T.S. AUTHORIZED FOR SEARCH 2014-15	TS APPTS IN PROGRESS 2014-15	TS APPTS FAILED TO DATE 2014-15	TOTAL T.S. APPTS MADE TO DATE 2014-15	Canada Research Chairs 2014-15 (included in total authorized)
LAPS	1	4	7	12	5	-	7	2
ED	-	-	2	2	2	-	-	1
FES	-	.5	2	2.5	1.5	-	1	1.5
FA	-	3	-	3	3	-	-	3
GL	-	1	2	3	1	-	2	-
HH	-	3	1	4	1	-	3	-
OSG	1	.5	3	4.5	2.5	-	2	.5
LASSONDE	-	1	13	14	5	1	8	1
SCI	-	2	4	6	5	-	1	3
SSB	-	2	2	4	3	-	1	1
LIB	-	-	3	3	1	-	2	-
TOTALS	2	17	39	58	30	1	27	13

Other 2014-15 Appointments to Date: CLAs, True Visitors, Continuing SRCs

FACULTY	2014-15 CLAs Authorized To Date		2014-15 Continuing SRCs	2014-15 TRUE VISITORS SLOTS (to date)
	RENEW/ CONTINUING	NEW		
ED	3	-	-	1
FES	2	1	-	-
FFA	1	-	1	-
GL	5	2	3	1
HH	6	6	-	-
LAPS	45	20	8	6
LIB	5	1	-	-
LSE	-	1	-	
OSG	3	-	-	-
SSB	3	1	-	-
SCI	1	-	3	-
TOTAL	74	32	15	8

**Complement
(Faculty Hires and Departures)
2009-10 to 2014-15**

Years	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15 projection	Total Years	Difference
LAPS								-33
Hires	5	5	12	12	18	12	64	
Departures	28	14	16	11	12	16	97	
Education								2
Hires	3	1	1	0	1	2	8	
Departures	1	0	1	1	0	3	6	
FES								-6
Hires	2	0	0	3	1	2	8	
Departures	5	1	3	0	2	3	14	
FFA								-10
Hires	1	1	2	4	1	3	12	
Departures	7	4	0	4	5	2	22	
Glendon								-8
Hires	2	0	1	1	2	3	9	
Departures	6	1	2	0	3	5	17	
Health								1
Hires	1	6	5	12	1	4	29	
Departures	8	6	3	3	2	6	28	
Lassonde								23
Hires	0	0	0	0	10	14	24	
Departures	0	0	0	0	1	0	1	
Osgoode								3
Hires	1	2	3	1	3	5	15	
Departures	2	3	0	0	6	1	12	
Science								6
Hires	1	2	8	8	4	6	29	
Departures	5	2	4	5	7	0	23	
Schulich								0
Hires	1	0	2	1	4	4	12	
Departures	1	1	1	4	2	3	12	

Note: The chart illustrates changes in tenure stream complement against 2008/09 base year. In 2008/09 and 2009/10 there were a significant number of retirements and a decrease in number of authorized appointments due to hiring "suspensions" for 2009/10 which has resulted in a decrease in the tenure stream complement for 2009/10



Board of Governors

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of 23 June 2014

The Governance and Human Resources Committee met on May 27, 2014 and in addition to items on the agenda for action, makes this report to the Board for information.

Human Resources

Pension Matters

The committee received an overview of pension matters, including the successful application by the University for Phase 2 solvency relief, made possible by the agreement with employee groups to changes including increased pension contributions. Relief of the immediate obligation to make the otherwise required special payments has been granted, and there will be some reflection of this in the upcoming budget. A second round of discussions with employee groups led to a second agreement in April on a number of matters, which are to be ratified by the Faculty Association before implementation.

Bargaining Update

Bargaining will soon begin with a number of the unions on campus including IUOE, YUSA and CUPE 3903. The schedule has been set and the parties are preparing positions and creating bargaining teams.

Employment Equity

The annual Employment Equity Report was tabled and the ongoing problem of employee participation in the survey discussed. In summary, the university has a good representation of women and persons with disabilities in its workforce, but in order to meet expected standards should have more visible minorities and aboriginal employees. The university is looking to identify other areas where more diversity should be encouraged. The report is included for information with the agenda of this meeting.

Health, Safety and Well-being:

The annual report of activity in this area, which has taken on a new form reflecting a reorganization of the area, is included with the agenda of this meeting for information.

Governance

In addition to the items otherwise on the agenda, the committee continues to review the current and anticipated needs of the Board as members complete their terms. A substantial list of potential nominees has been prepared and is being reviewed and discussed. Currently there is a particular need for expertise in investment and a number of suitable candidates are being considered. The committee is aware of the need to increase diversity in accordance with the board protocol as it considers candidates. It is hoped that it will be in a position to recommend at least two new nominees at the first meeting of the next governance cycle in the Fall.

Susan Black, Chair



Board of Governors

MARKETING, COMMUNICATIONS AND COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors
at its meeting of June 23, 2014

The Marketing, Communications and Community Affairs Committee met on June 4 and makes this report for information.

Marketing and Communications Plan: 2014/15

The Committee received a copy of the Marketing and Communications Plan for 2014/15 which was presented by Vice President O'Hagan and Ms. Webb. This year's plan builds on the priorities established in the 2013/14 plan and identifies key activities to be undertaken over the course of the year. Its objective is to continue to enhance York's institutional brand and reputation as the university providing an open-minded, globally connected and forward-thinking educational experience that prepares students to contribute to and thrive in the world.

The Committee received a detailed briefing regarding the range of activities planned for 2014/15. They fall under two general categories; institutional communications and alumni/donor communication and engagement. Key institutional communication initiatives have been identified around brand advertising and marketing, media relations, digital media, reputation and issue management and community communications. Significant activities include launching an enhanced website, developing recommendations for the Capital Campaign, increasing media relations activity regarding the Pan Am Games, and developing a pan-university social media engagement dashboard to support improved reputation and issues management.

With respect to alumni and donor engagement, initiatives are planned for mass communications, targeted approaches to specific communities and for outreach to select individuals. Among other ventures, plans are underway to launch publication of a donor report for 2013/14, conduct outreach to specific international, national and local markets, launch a new Affinity Travel Program and conduct more than 1600 individual cultivation meetings with alumni and friends.

The Committee recommended that the "This is My Time" campaign evolve from its current state since it has been followed by several other universities. The fact that others have adopted a similar approach is a testament to the effectiveness of the campaign. It was suggested that opportunities exist for the approach to be taken to the next level. President Shoukri expressed appreciation for this input and will reflect further on the issue.

Tony Viner, Chair



Memo

To: Board of Governors

From: Jeff O'Hagan, Vice-President Advancement

Date: June 13, 2014

Subject: **2013-14 Fundraising Results and Campaign Update**

Fundraising continues to be a major focus for York University, particularly in the lead up to the public launch of a major, comprehensive, campus-wide alumni engagement and fundraising Campaign.

Division of Advancement

Following the successful completion of the York to the Power of 50 Campaign, the operations of the former York University Foundation, along with Alumni Relations, Advancement Services, University Events and Ceremonials, and Community Relations, were combined and integrated into one Division reporting directly to the President, in order to more efficiently take advantage of fundraising and engagement opportunities, and increase results.

The Division of Advancement was created in 2011-12 and the Vice-President, Advancement was appointed on October 1, 2011. This Division now has the previous five units represented by three departments – Advancement Services, Alumni Relations, and Development.

Additionally, close relationships and accountabilities have been forged with affiliated Advancement units at Schulich, Osgoode and Glendon, to ensure operational efficiency and effectiveness.

Current Fundraising Progress

The pace of fundraising has been accelerating and significant funds continue to be raised for York, in this the quiet phase of our Campaign. For the 2013-14 fiscal year, we increased our annual goal to \$30 million, and \$35 million was raised from our alumni, friends, corporations and foundations.

Results for the past three years are presented in *Figure 1* below.

Figure 1: Annual Fundraising Performance

Year	Goal (\$ Millions)	Result (\$ Millions)
2013-14	\$30	\$35
2012-13	\$25	\$28
2011-12	\$25	\$37

Three year average cost-per-dollar raised is 15%

The Campaign for York University - Update

Yearly results must be taken in the context of our plan for a major, comprehensive alumni relations and fundraising Campaign. The Division of Advancement, with support from KCI (Ketchum) is leading a consultative process across the University to prepare for the Campaign and a number of key initiatives are well underway, as outlined below.

All of these initiatives will help us to determine the overall goal and public launch date for the Campaign.

Campaign Priorities and Themes

All Deans and members of University Executive Committee have been engaged in a series of consultations and activities to determine Campaign priority projects. Faculty campaigns are being developed and common themes are being identified. This process will result in defined projects and priorities for the Campaign and will ultimately allow for the development of a comprehensive case for support.

We expect that the major themes for the Campaign will be developed by the fall of 2014.

Volunteer Structure

In consultation with the President's Advisory Council on Advancement, a volunteer structure for the Campaign is being developed that will ensure strong support for the Campaign both at the Faculty level as well as broadly across the University.

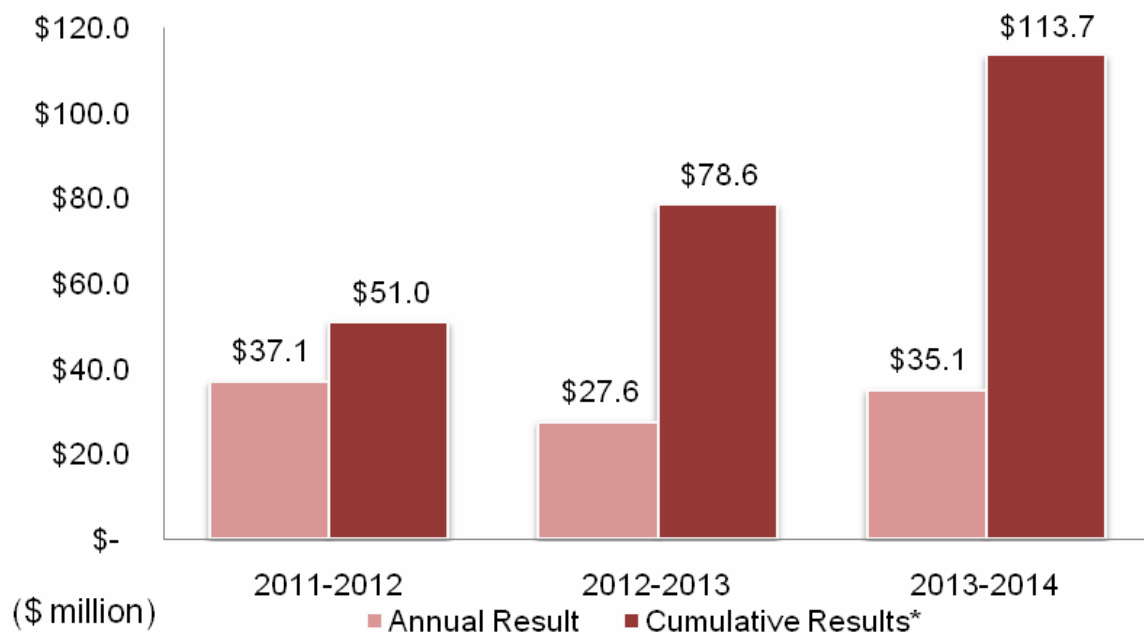
Recruiting for Campaign volunteers has begun at the Faculty level and we will commence further recruiting to committees and cabinets in the fall of 2014, once the final volunteer structure is confirmed.

Readiness Assessment

Advancement is working with KCI to lead a readiness assessment test our ability and capacity to mount a major Campaign and to determine any additional staffing needs that may be required. This internal assessment will be complete by July 2014. We will also engage external stakeholders and volunteers to test our Campaign themes, once they are developed.

The Campaign for York University

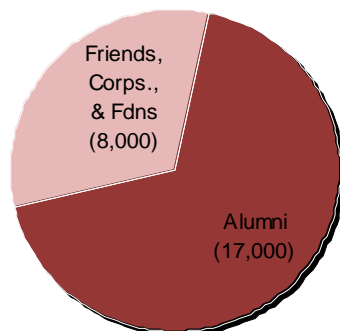
Cumulative Results to April 30, 2014



**Cumulative results include \$13.9 million in additional funds raised since the last Campaign.*

Funds Raised by Program	Amount
Total	\$113.7 million
Major Gifts	\$97.7 million
Annual Giving	\$12.7 million
Realized Planned Gifts	\$2.2 million
Events & Sponsorships	\$1.1 million

25,000 Total Campaign Donors





**University
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Memo

To: Board of Governors

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

Date: June 11, 2014

Subject: **Annual Review of the Occupational Health & Safety Policy**

Recommendation

The Board Governance and Human Resources Committee recommends that the Board of Governors re-approve the Occupational Health & Safety Policy.

Background and Rationale

The Occupational Health and Safety Act requires annual review of this policy. Through its Joint Health and Safety Committees, York maintains a process of continuous re-assessment of the policy. Through the Board Governance and Human Resources Committee, the University has annually re-approved the Policy. Two minor administrative amendments are proposed and highlighted in the attached policy.

Attachment:

University Policy -Occupational Health and Safety Policy

Occupational Health and Safety Policy (proposed changes highlighted)

University Policies, Procedures and Regulations Database

University Policy

Occupational Health and Safety

: Pol 008

Description:

Notes: Approved by UEC: 1996/09/16; Re-Approved by the Board of Governors: 1991/05/13; 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29, 2003/04/28, 2004/04/26, 2005/05/02, 2006/05/01, 2007/04/30, 2008/06/23, 2009/06/23, 2010/06/21, 2011/06/20, 2012/06/25, 2013/06/24
Date Effective: 1991/05/13; ***This policy must be approved annually by the Board of Governors.***

Approval Authority: Board of Governors

Signature: "M. Shoukri"

Policy

York University is committed to the prevention of illness and injury through the provision and maintenance of healthy and safe conditions on its premises. The University endeavours to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and where appropriate, through development and implementation of additional internal standards, programs and procedures.

York University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.

Occupational Health and Safety

Persons who are supervisors as defined by the Occupational Health and Safety Act shall ensure that persons under their direction are made aware of and comply with all applicable requirements and procedures adherent to this policy. Supervisors shall investigate all hazards of which they become aware and shall take appropriate corrective action.

The University shall acquaint its employees with such components of legislation, regulations, standards, practices and procedures as they pertain to the elimination, control and management of hazards in their work and work environment. Employees shall work safely and comply with the requirements of legislation, internal regulations, standards and programs and shall report hazards to someone in authority, in the interests of the health and safety of all members of the community.

Students

Students are responsible for conducting themselves in a manner which is consistent with their health and safety and that of others. Failure to do so may be considered a breach of the Code of Student Rights and Responsibilities.

Tenants and Contractors

The University will make its commercial tenants and contractors aware of its Occupational Health and Safety Policy and of the requirement that all persons working on its premises conduct their business in accordance with the Occupational Health and Safety Act and Regulations, and any other applicable legislation.

This Health and Safety Policy is promulgated by the Board of Governors and the administration thereof is delegated to the Vice-President Finance and Administration.

Failure to abide by this policy or the requirements, regulations, standards or procedures contemplated herein will result in appropriate discipline or sanctions.



**University
Secretariat**

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Memo

To: Board of Governors

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

Date: June 11, 2014

Subject: **Annual Review of the Policy on Workplace Violence**

Recommendation

The Board Governance and Human Resources Committee recommends that the Board of Governors re-approve the Policy on Workplace Violence.

Background and Rationale

The Occupational Health and Safety Act requires annual review of the policy on workplace violence. Through its Joint Health and Safety Committees, York maintains a process of continuous re-assessment of the policy and associated program. No changes to the policy are recommended at this time.

Attachment:
University Policy –Policy on Workplace Violence

Workplace Violence Policy (no proposed changes)

Workplace Violence, Policy on

Description: Describes workplace violence and the University's commitment to protect its workers from workplace violence.

Notes: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24.

Approval Authority: Board of Governors

Signature: "Paul Cantor"

I. Scope

This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.

II. Definition

The term, "workplace violence" means:

- (a) the exercise of physical force by a person against a worker, in a workplace, that causes or may cause personal injury to the worker;
- (b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- (c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace violence.
2. York University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.
3. Anyone who engages in workplace violence shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

The Vice-President Finance and Administration shall be responsible for establishing a program, guidelines and procedures to implement this policy.

VI. Related Policies

[Occupational Health and Safety Policy](#)

[Policy Concerning Racism](#)

[Sexual Harassment Policy](#)

[Code of Student Rights and Responsibilities](#)

[Workplace Harassment Policy](#)

Memo

To: Board of Governors

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

Date: June 11, 2014

Subject: **Annual Review of the Policy on Workplace Harassment**

Recommendation

The Board Governance and Human Resources Committee recommends that the Board of Governors re-approve the Policy on Workplace Harassment.

Background and Rationale

The Occupational Health and Safety Act requires annual review of the policy on workplace harassment. Through its Joint Health and Safety Committees, York maintains a process of continuous re-assessment of the policy and associated program. No amendments are recommended at this time.

Attachment:
University Policy –Policy on Workplace Harassment

Workplace Harassment Policy (no proposed changes)

Workplace Harassment, Policy on

Description: Describes the nature of workplace harassment and the University's commitment to protect its workers from workplace harassment.

Notes: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24

Approval Authority: Board of Governors

Signature: "Paul Cantor"

I. Scope

This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.

II. Definition

The term, "workplace harassment" means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment does not include rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace harassment.

2. Anyone who engages in workplace harassment shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

The Vice-President Finance and Administration shall be responsible for establishing a program, guidelines and procedures to implement this policy.

VI. Related Policies

[Occupational Health and Safety Policy](#)
[Policy Concerning Racism](#)
[Sexual Harassment Policy](#)
[Code of Student Rights and Responsibilities](#)
[Workplace Violence Policy](#)

MEMO

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: 23 June 2014

Subject: **Banking Resolution Update**

Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve the following resolution to take effect 1 July 2014:

BE IT RESOLVED THAT the following are authorized as signing officers on University bank accounts as approved by the Board, and that the University Secretary & General Counsel will provide to the banks certification as to the current incumbents and/or change in title.

GROUP A

Chair, Board of Governors	Julia Foster
President	Mamdouh Shoukri
Vice-President Academic & Provost	Rhonda Lenton
Vice-President Finance & Administration	Gary Brewer
University Secretary and General Counsel	Maureen Armstrong

GROUP B

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

GROUP C

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

For payments issued on the accounts held with the Bank of Montreal and the Royal Bank of Canada, any two signing officers of Group A and Group B, or any one signing officer of Group C with any other signing officer of Group A or Group B, are authorized to sign and/or endorse cheques, drafts, letters of credit, and orders for the payment of money.

All other banking obligations or liabilities of the University will require either two signatures of Group A or one of Group A and one of Group B.

Rationale

The Banking Resolution has been updated to reflect the change in the University Secretary & General Counsel, effective 1 July 2014.

Memo

Office of the
Vice-President
Finance and
Administration

4700 KEELE ST
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CANADA M3J 1P3
T 416 736 5282
F 416 736 5421

To: Board Governance and Human Resources Committee

From: Gary Brewer, Vice-President Finance and Administration

Date: May 27, 2014

Subject: **2013 Employment Equity Annual Report**

The following is an overview of York University's 2013 Employment Equity Annual Report.

Report Highlights

This report highlights representation at York University for the four designated groups – women, aboriginal persons, visible minorities and persons with disabilities. The report also speaks to anticipated employment equity-related initiatives for 2014 and beyond.

On a University wide aggregated basis York continues to enjoy a strong representation of women employees. When the Academic and Non-Academic groups are split apart, there are pockets of under-representation at the Employment Equity Occupational Group (EEOG) level across various parts of the University. The major area of under-representation as of December 31, 2013 continues to be with Visible Minorities among non-academic employees. Phase I of the Employment Systems Review is complete. All non-academic recruitment policies and practices have been reviewed for possible barriers to employment. Potential solutions have been identified. As part of Phase II of the Employment Systems Review, focus group sessions will be conducted with Visible Minorities to gain information on perceived barriers from the employee perspective. The next Workforce Analysis conducted will have an effective date of December 31, 2014.

The survey return rate for CUPE 3903 has increased but continues to be low. The return rates by Unit ranged from 10% to 61%, well below the 80% minimum return rate recommended by the FCP program. As a result, CUPE 3903 has been excluded again from the University's overall statistics. Faculty Relations, with support from the Employment Equity Officer, will continue to work in partnership with CUPE 3903 on initiatives aimed at increasing the return rates of the Self-Identification Survey.

The main areas of focus for 2014 and beyond include:



- Continued outreach, employment branding and relationship building with potential candidate communities to build and enhance the diversity of the talent pool at York
- Development of measures to increase the awareness of employment equity and diversity at York and the local community
- Further development of employment equity and diversity strategies that focus on areas other than recruitment, including professional development and advancement
- Hosting of a conference on issues relating to the recruitment and retention of aboriginal scholars
- Continued Participation in Canada's Top 100 Companies. York has been chosen as the Greenest Employer in Canada and looks forward to becoming Canada's Best Diversity Employer
- Continued exploration of the expansion of the self-identification survey to include groups beyond the four designated groups. This will result in a more complete picture of our community
- Continuation of work with CUPE 3903 to increase self-identification return rates
- Conducting of Focus Groups with designated groups among non-academic employees for comparison to information highlighted in Phase I of the Employment Systems Review
- Assessment of outreach efforts to determine if efforts have resulted in diverse applications

2013 Annual Statistical Employment Equity Report

Date: May 201

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1. Executive Summary

Each year, this Annual Employment Equity Report provides the University community and our Board of Governors, a statistical summary of our progress to achieve representation of four designated groups: Women, Visible Minorities, Aboriginal Peoples, and Persons with Disabilities.

This report presents 2013 representation data in comparison to the data provided Statistics Canada by Employment Equity Occupational Group (EEOG), Division and Faculty at York University ("York").

Similarly to 2012, York enjoys a strong representation of women employees. Trends for the past 3 years demonstrate females dominate as senior managers, managers and professionals, as well, in clerical and administrative positions. Initiatives are in place to assist with hiring women into non-traditional roles, such as, community outreach targeted at women.

When the Academic and Non-Academic groups are split apart, there are pockets of under-representation at the Employment Equity Occupational Group (EEOG) level across various parts of the University. The major area of under-representation as of December 31, 2013 appears to be with Visible Minorities among non-academic employees. We will conduct focus groups to gain information on perceived barriers in the non-academic recruitment process from our employees, in particular, visible minorities, as well, analyze the diversity of our applicant pool as a result of our increased local outreach efforts.

CUPE 3903 Units have again been excluded from the University's overall statistics in this report as return rates for this group continues to be low. The return rates by Unit range from 10% to 61%, an increase from 2012, but are still well below the University's goal of 80%. Faculty Relations, with support from the Employment Equity Officer, will continue to work with CUPE 3903 to increase return rates.

Key initiatives aimed at advancing employment equity, diversity and inclusion in 2013/2014 include:

- Education of external community about York as an employer, to build and enhance the diversity of the talent pool at York and establish York as an employer of choice;
- In collaboration with the Centre for Human Rights, scheduling of educational workshops on human rights and diversity throughout the year; included was a new mandatory workshop specifically designed for academic administrators;
- commencement of planning for a conference on issues relating to the recruitment and retention of aboriginal scholars to be held in October, 2014; the conference organizing committee is chaired by Vice Provost Academic;
- Completion of Canada's Top 100 Employer application which resulted in York being chosen as the 2014 Greenest Employer in Canada;
- In collaboration with the Department of University Information Technology (UIT), implementation of a means for graduate student employees to access an on-line self-identification survey using their student identification rather than employee identification to help boost return rates for CUPE 3903;

- Under the project leadership of UIT, commencement and near completion of a “preferred name” option in the Human Resources Information System and protocol to facilitate gender-based name changes and changes in identified sex;
- Review of non-academic recruitment practices and policies to identify possible barriers to employment;
- Promotion of tools to hiring managers to help attract, select and retain a diverse pool of talent.

2. 2013 Employment Equity Figures

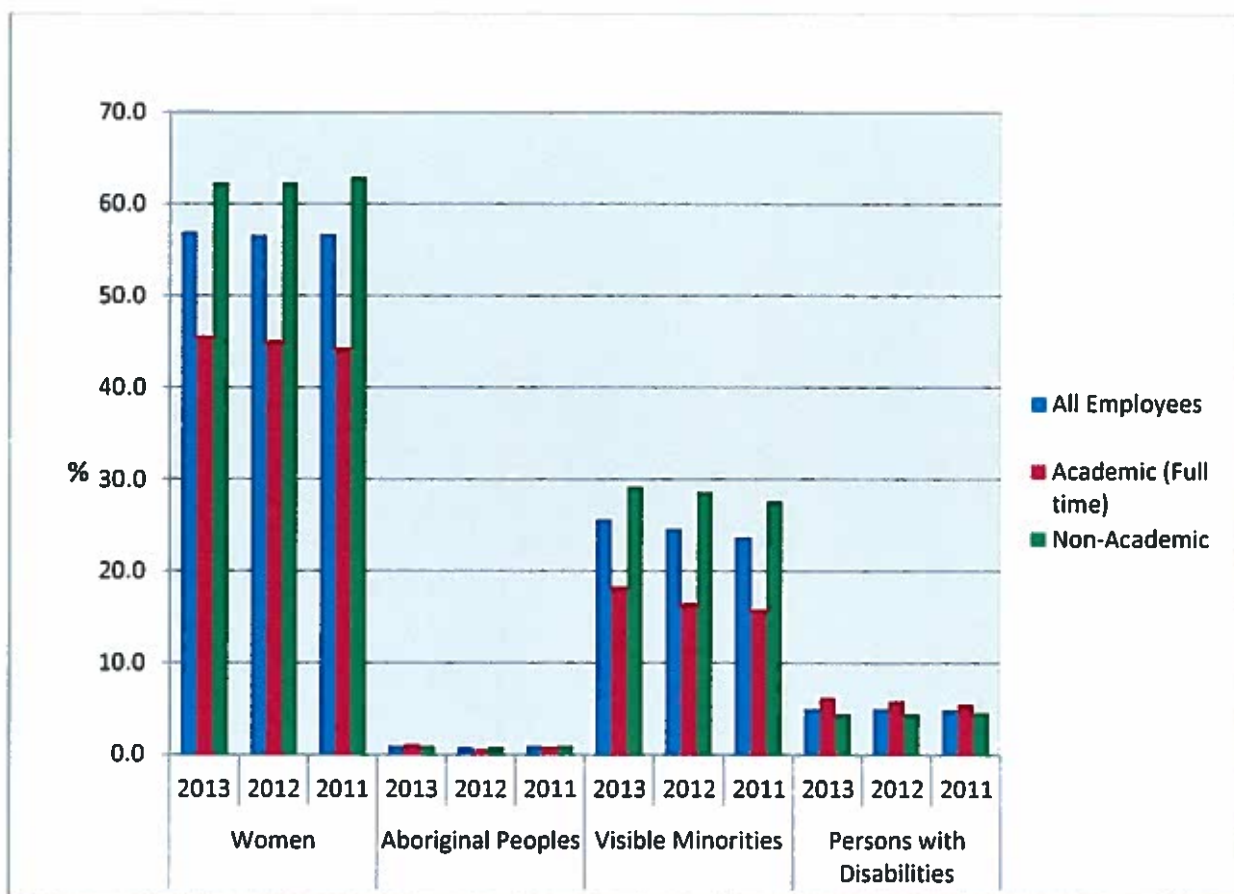
2.1 Employment Equity Survey Return Rate

In 2013, the average survey return rate stood at 91%¹ for employees across all Divisions (see [Appendix C](#) for further details). Most divisions had return rates of over 80%, which is the Federal Contractor's Program ("FCP") recommended minimum return rate.

2.2 Overall Representation Rates

Summary of Representation Rates for Designated Groups, 2013², 2012, 2011

Figure 1:



¹ For the purpose of this report, the Canadian Union of Public Employees 3903 ("CUPE 3903") and CUPE Exempt are excluded from the overall survey return rate calculation. CUPE 3903 Units had return rates below 61% (for further details see [Appendix H](#)).

² The total employee count in 2013 was 3908. Employees in CUPE 3903 and CUPE Exempt have not been included in this chart or subsequent charts and counts.

2.3 Women

Analysis

Over 56% of the employees at York were women (Figure 1). This compares to an aggregated external availability figure of 51.6%. Internal representation figures continue to be relatively high when compared to figures from 2012.

Similarly to 2012, York enjoys a strong representation of women employees. Within both the Academic and Non-Academic groups, the overall internal representation of women exceeded the external availability figures. The internal representation of women for the Academic group was 45.6% and the external availability was 41.4%. Within the Non-Academic group, the internal representation of women was 62.3% and the external availability was 56.3%.

Trends for the past 3 years demonstrate females dominate as senior managers, managers and professionals, in addition to clerical and administrative positions (see Figures 2a) b) c) for further details.) Significant Gaps for women are in three areas Intermediate Sales and Service Personnel, Other Sales and Service Personal and Other Manual Workers (see Appendix D further details.)

With the retirement of the baby boomers, many sectors risk a labour shortage.³ Recruiting women into technical positions could be a solution for this loss in labour. Attracting women expands the available talent pool and enables employers to hire the very best workers.⁴

York has engaged in non-traditional outreach to York's immediate external community to expand our applicant pool to include women applying for technical roles with the goal of decreasing significant gaps.

York has also taken into consideration pay adjustments for jobs predominantly occupied by women found to be under-compensated when compared to a male job of comparable value.

"In order to achieve Pay Equity for the employees in the YUSA Unit 2 group, the employer and YUSA jointly developed a gender neutral comparison system based on the criteria of skill, effort, responsibility and working conditions to determine the value of work performed in this group. Parties agreed to apply a pay equity adjustment to all employees in order to also achieve internal equity"⁵

As mentioned, we have completed Phase 1 of the employment systems review. Phase II will include focus groups with women to learn if they have experienced barriers in York's non-academic recruitment practices.

³ <http://www.techjobs.ca/job-search/job-advice/working-in-technical-fields/the-role-of-women-in-technical-professions>

⁴ Workplaces that Work report by Denise Mclean, member of the Centre of Excellence for Women's Advancement and the Conference Board of Canada

⁵ <http://payequity.info.yorku.ca/>

Figure 2a): York University: Representation of Women by
Employment Equity Occupational Group ("EEOG") on December 31, 2013

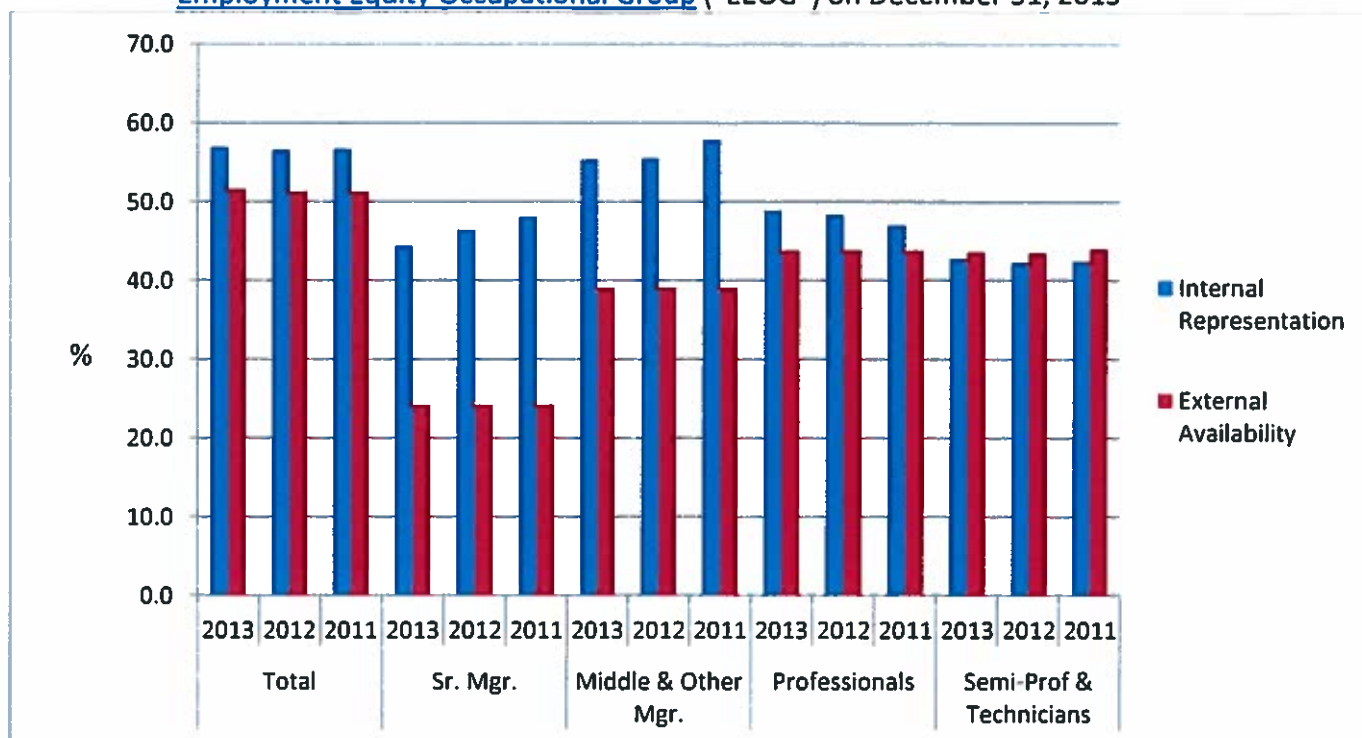


Figure 2b): York University: Representation of Women by
Employment Equity Occupational Group ("EEOG") on December 31, 2013 continued

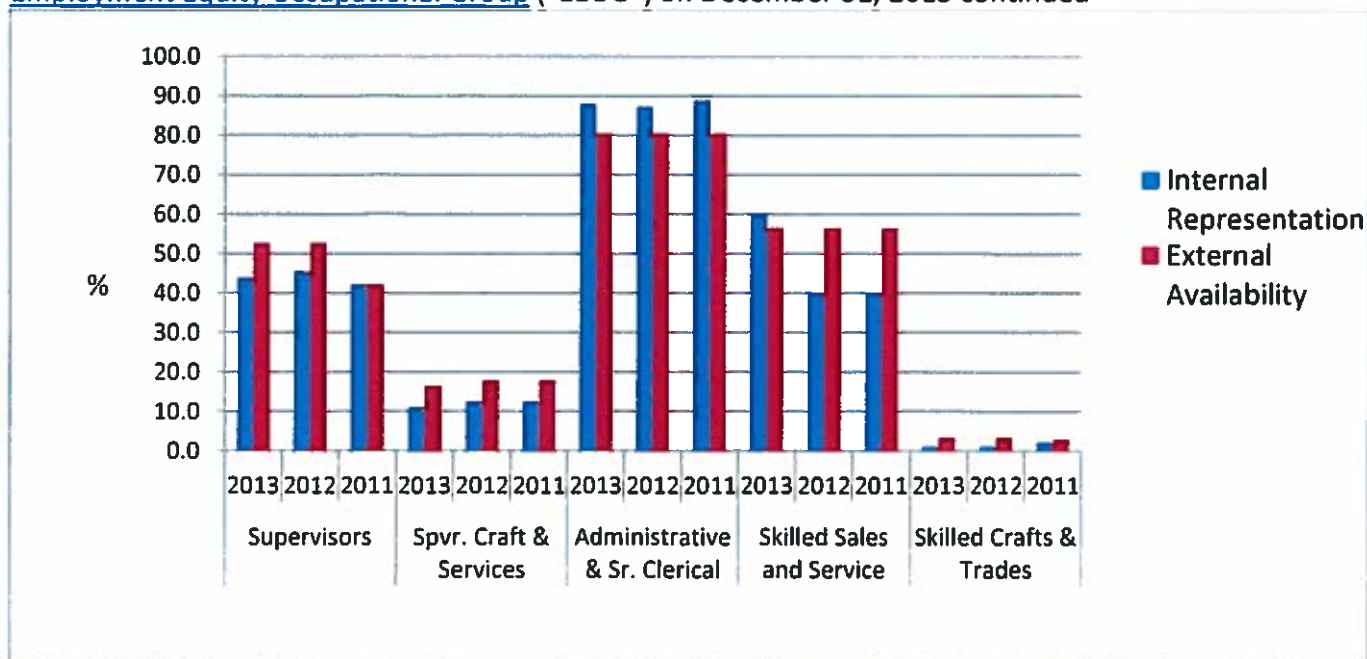
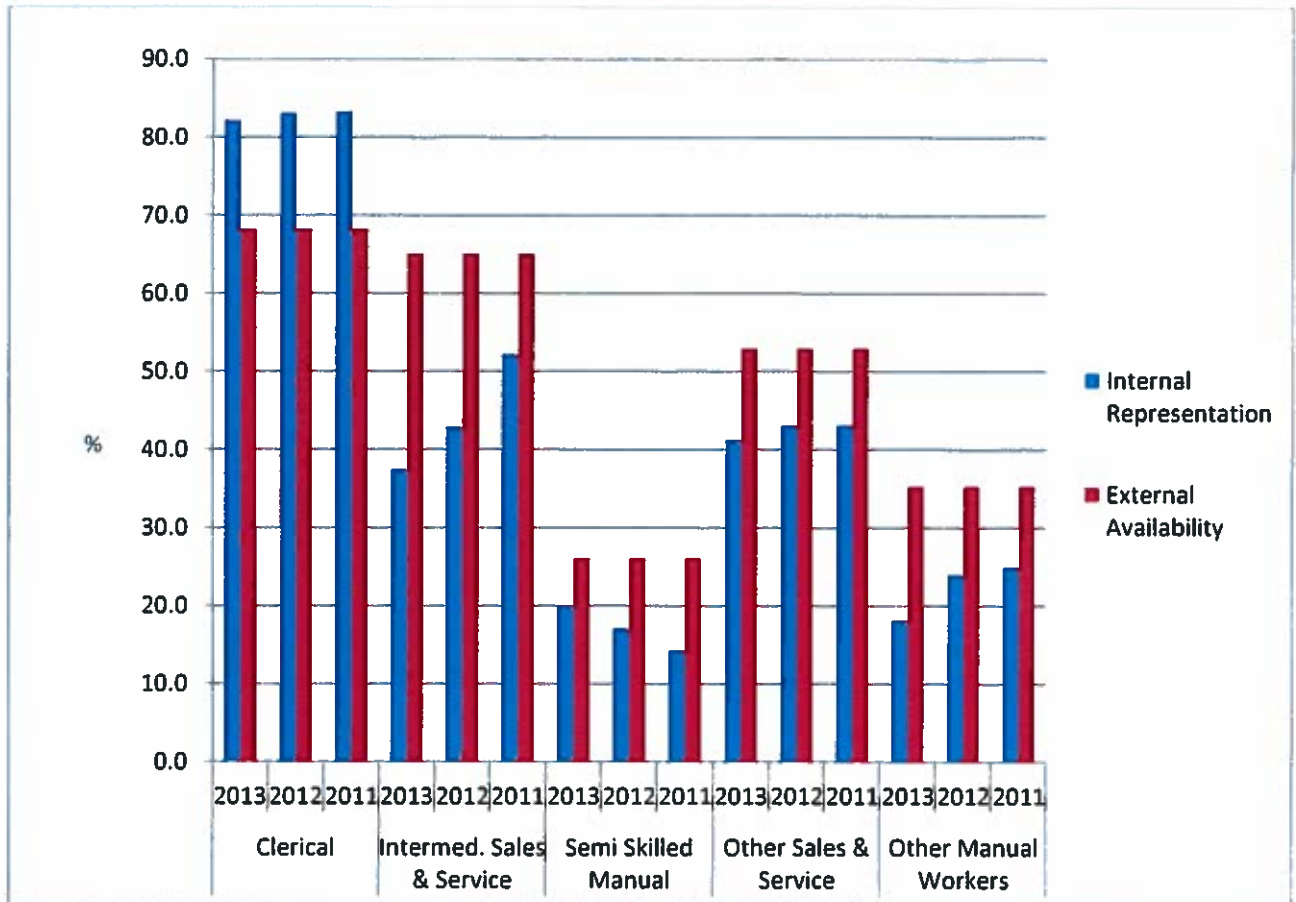


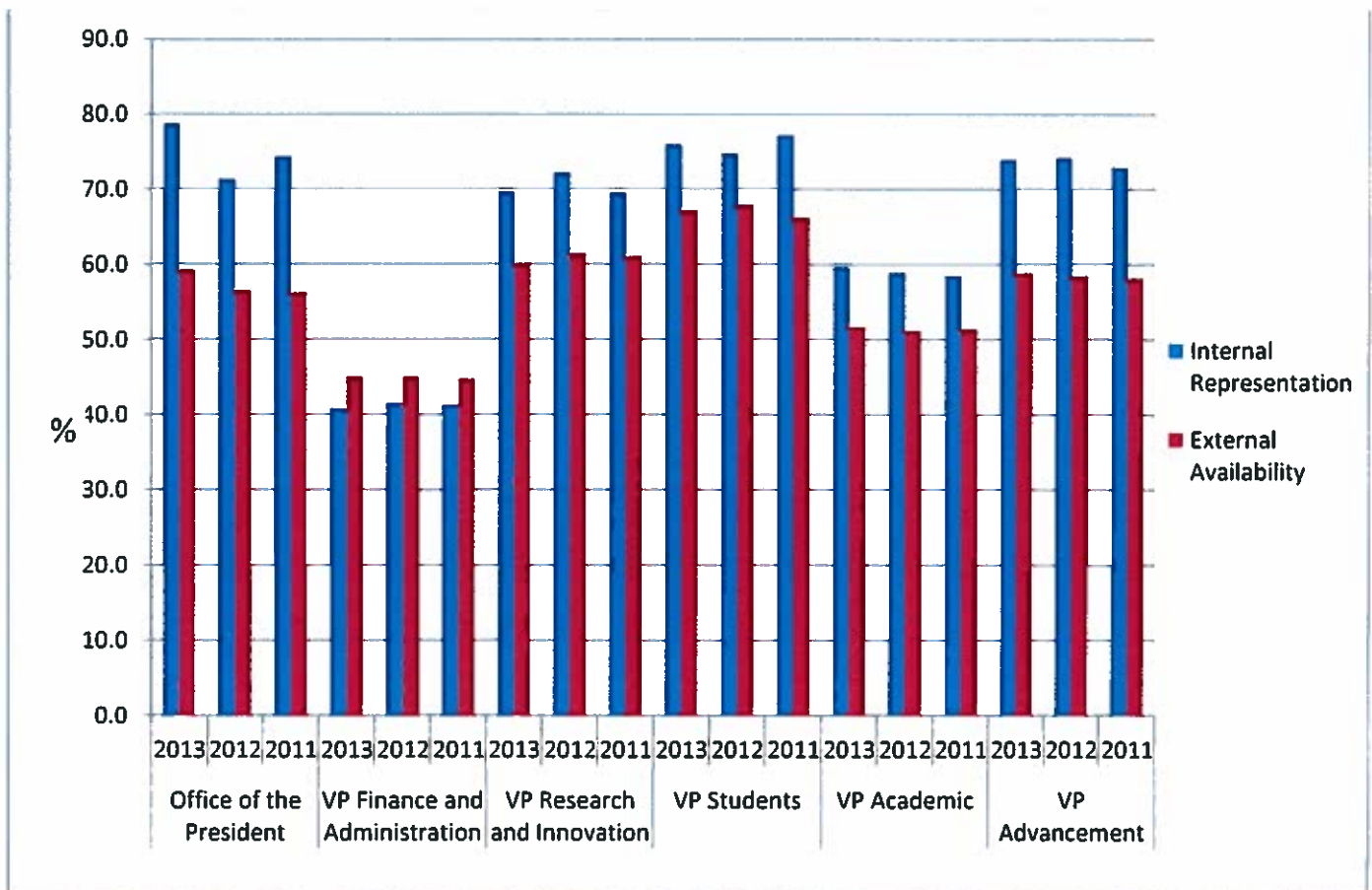
Figure 2c): York University: Representation of Women by
Employment Equity Occupational Group ("EEOG") on December 31, 2013 continued



2.3.1 Division and Faculty Representation of Women Analysis

There are six Divisions within the University. Figure 3 illustrates the representation of women on December 31, 2013 for the six Divisions. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff. Women exceed the external availability in five out of six Divisions.

Figure 3: York University: Representation of Women by Division at York University on December 31, 2013



Ten Faculties and the Libraries are included in the Academic Division. Representation for women for each of the Faculties and the Libraries has been provided in Figures 4 a) b) below. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for women exceed in nine out of 11 faculties. 3 year trend analysis for Glendon College indicates a steady increase.

Figure 4a): York University: Representation of Women by Faculty at York University on December 31, 2013

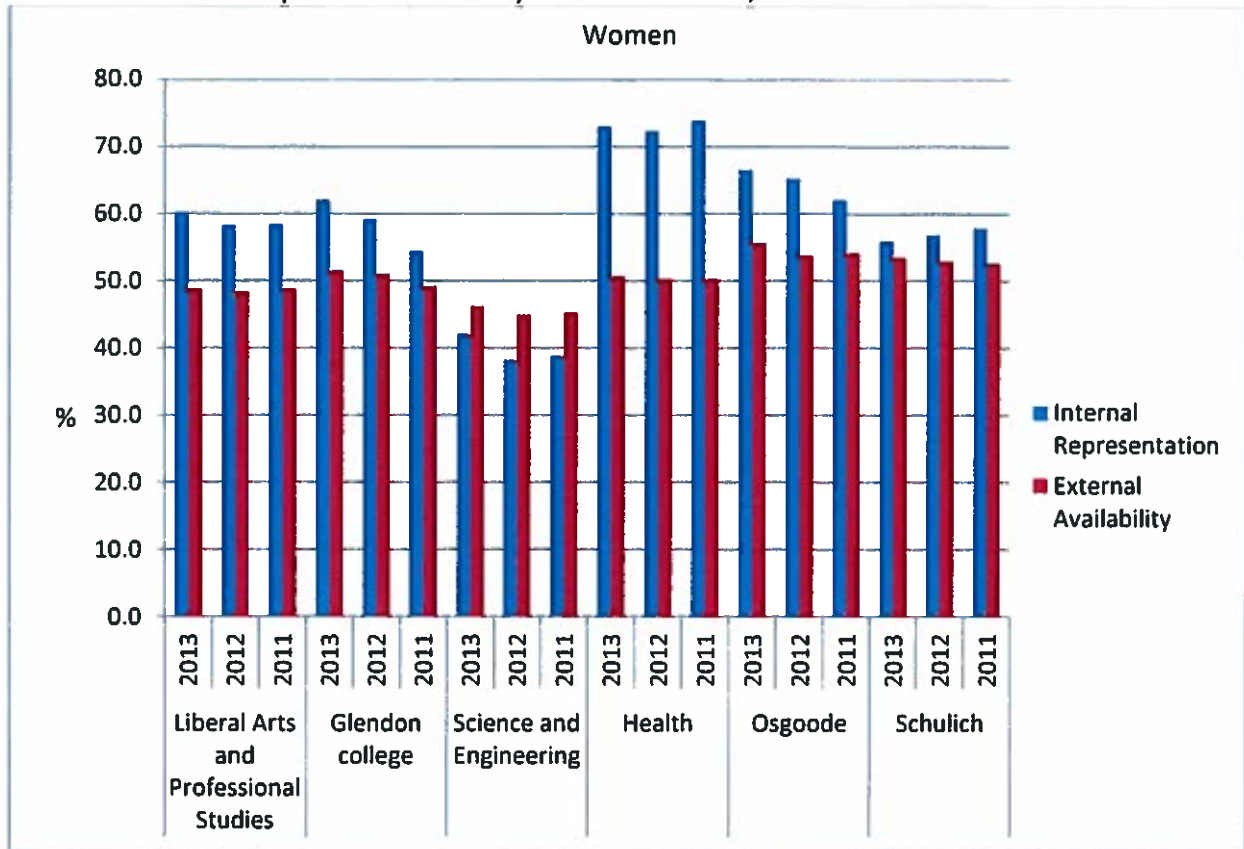
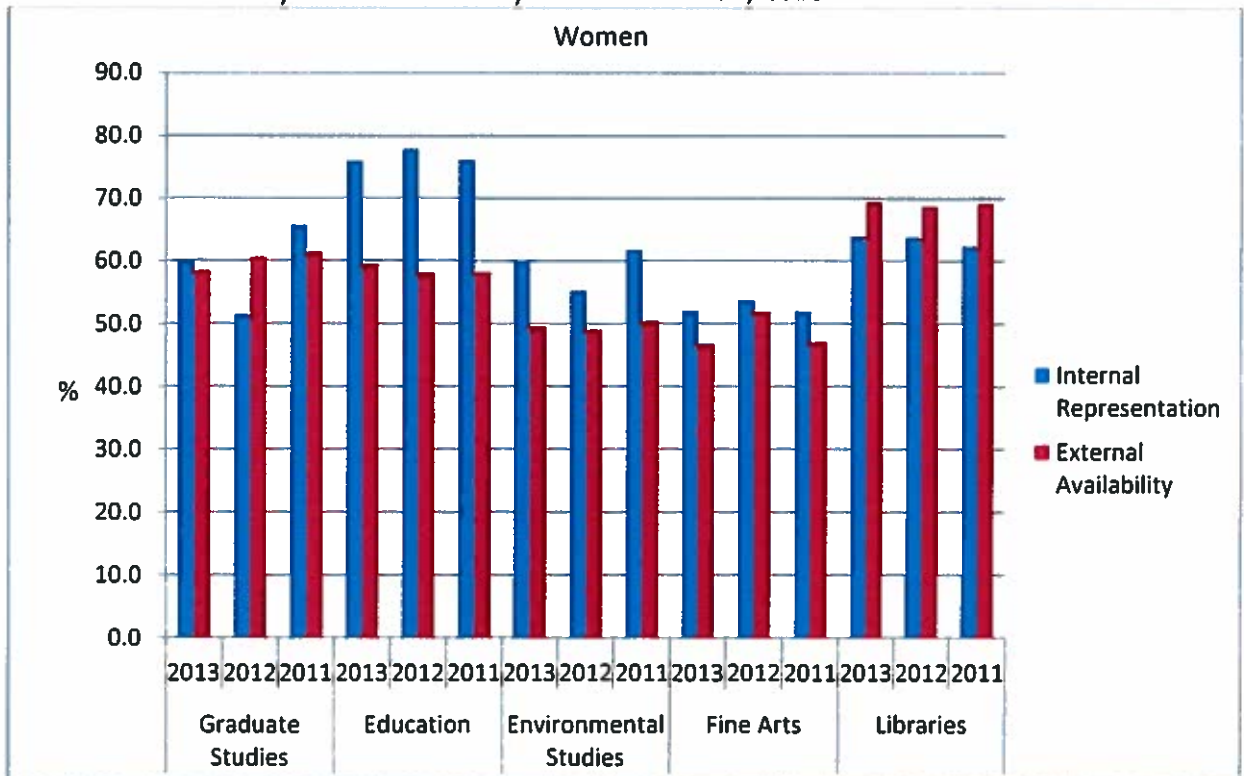


Figure 4b): York University: Representation of Women by Faculty at York University on December 31, 2013



2.3.2⁶ Hires, Promotions⁷ and Terminations⁸ Analysis

In 2013, women represented 57% of new hires, 42% of total promotions and 59% of total terminations. In comparison to 2012, total new hires for women increased by 1%, promotions for Women decreased by 14% and terminations for women increased by 7%.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

2.4 Aboriginal Peoples

As of December 31, 2013, 0.8 % of the employee base identified themselves as Aboriginals (Figure 1). This compares to an external availability figure of 1.2%.

The Academic group has an internal Aboriginal representation figure of 0.6% versus an external availability figure of 0.9%.

The Non-Academic group has an internal representation rate of 0.9% compared to the external availability rate of 1.2%.

⁶ Data on promotions, hiring and terminations throughout the report relate to non-academic employees.

⁷ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁸ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Figure 5a) York University: Representation of Aboriginal Peoples by EEOG on December 31, 2013

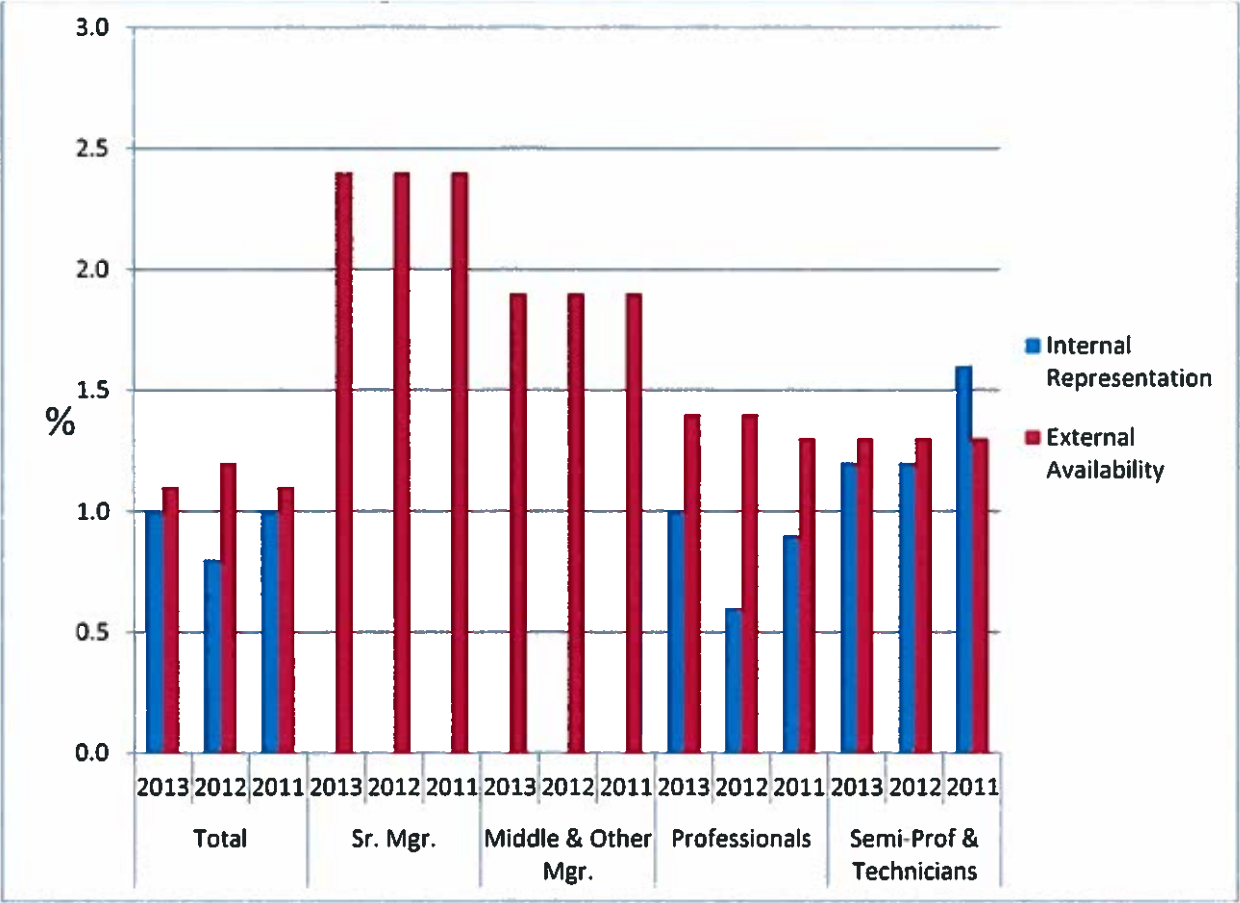


Figure 5b): York University: Representation of Aboriginal Peoples by EEOG on December 31, 2013

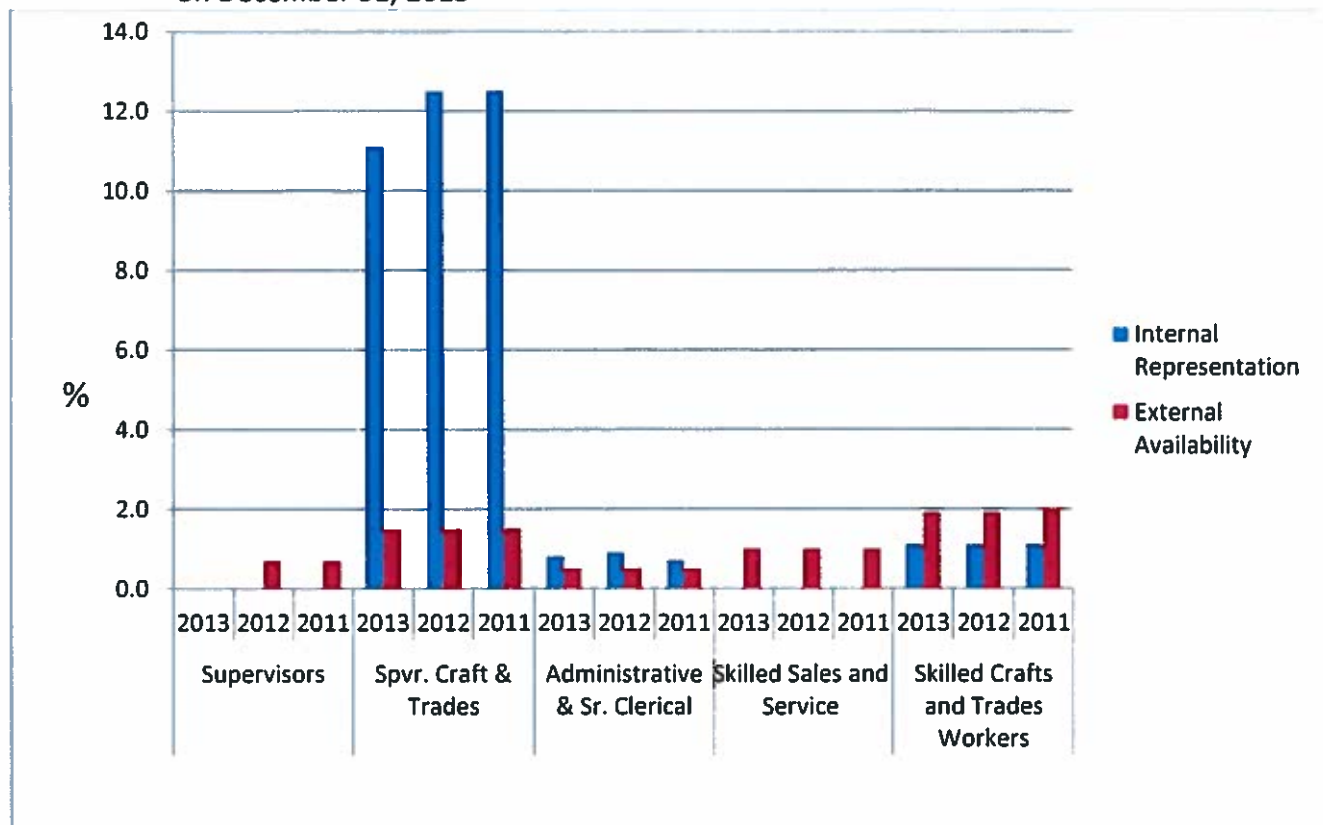
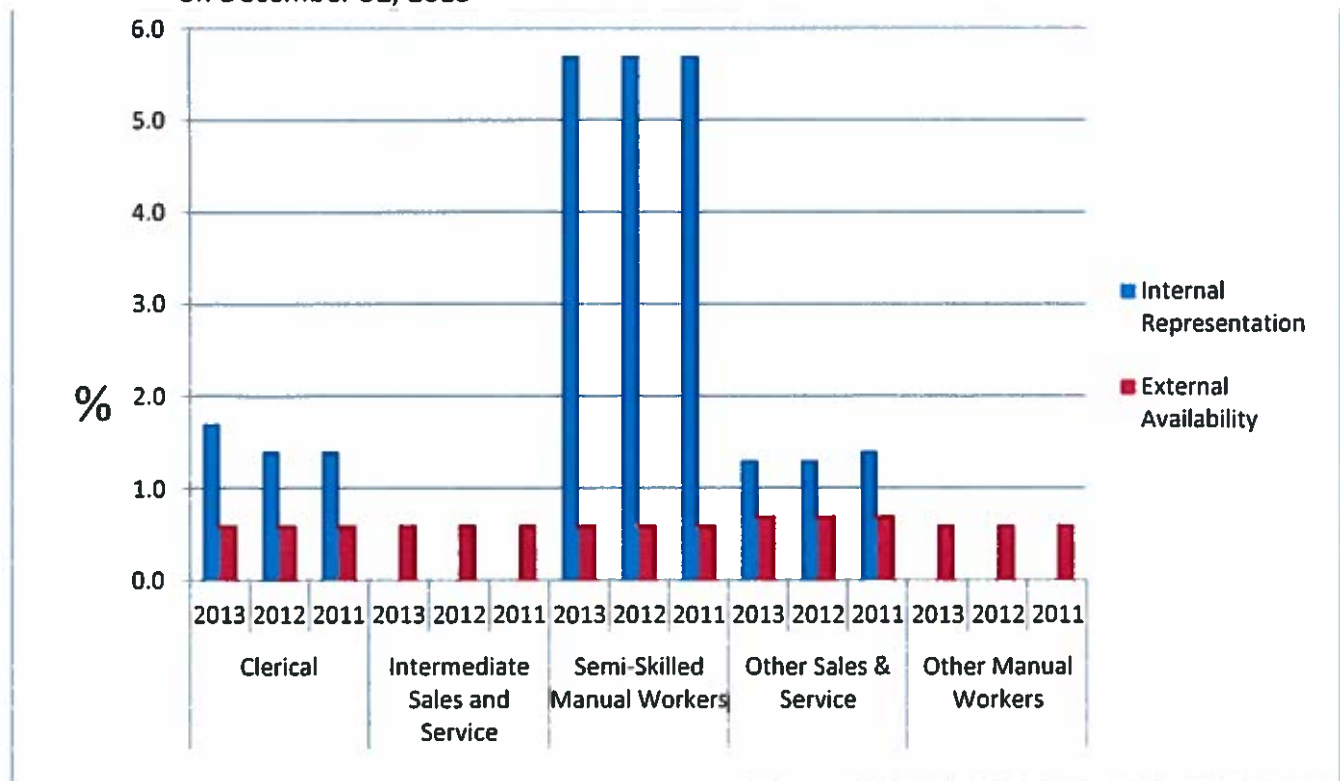


Figure 5c): York University: Representation of Aboriginal Peoples by EEOG on December 31, 2013

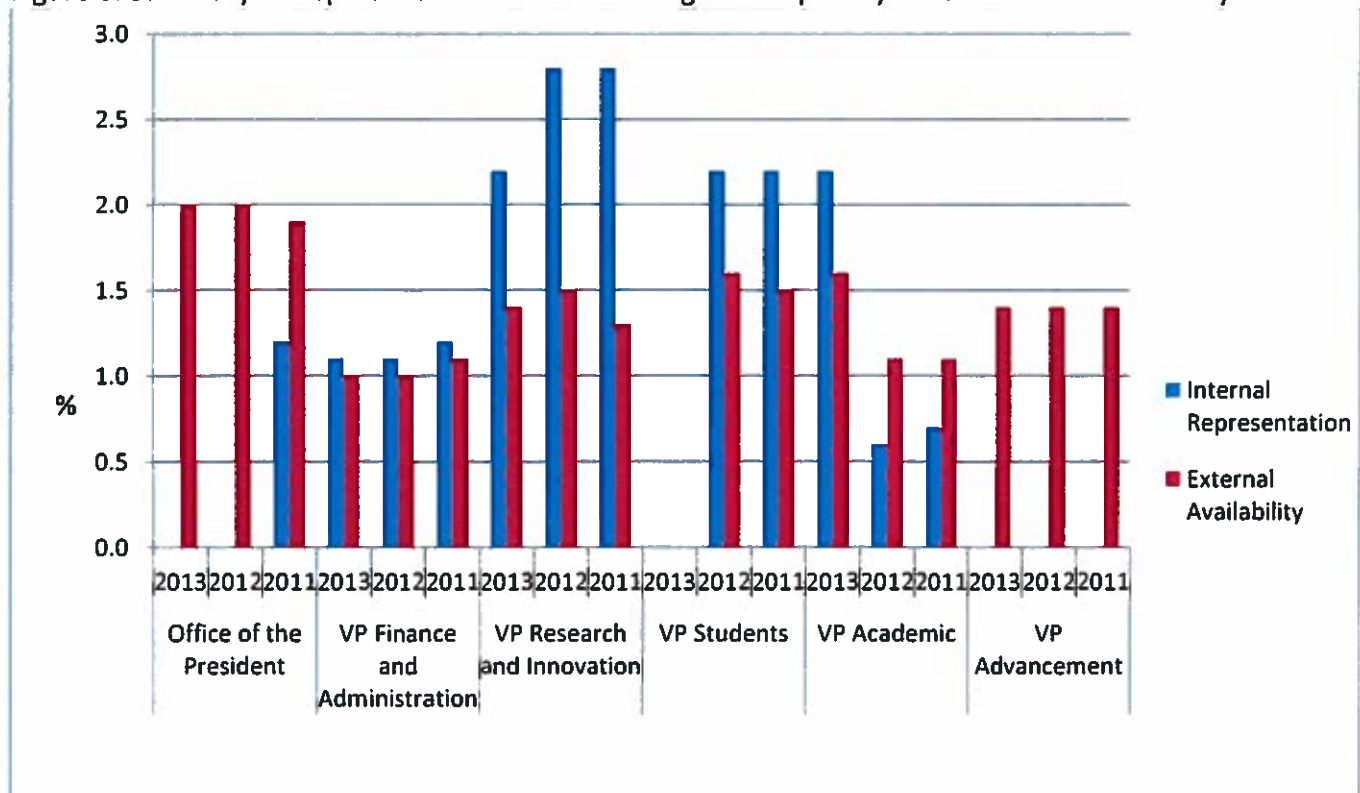


Aboriginals are not well represented within several EEOGs. There is significant underrepresentation from a University-wide perspective. In particular, there is significant underrepresentation of Aboriginals in the Middle and other Managers and Professionals EEOGs (see [Appendix D](#)). When the Academic and Non-Academic areas are split apart the Non-Academic group have significant gaps in the Professional EEOG. The Academic group has no significant gaps. Aboriginal self-identification is complicated and has a complex history in Canada. Historically, Aboriginal identity has been defined and redefined by the Canadian government through revisions to the Indian Act and through treaties which imparted official status to some Aboriginal peoples and not to others. The Indian Act has been the source of many problems in the history of Aboriginal survival. It has been the legal support for violence enacted against Aboriginal peoples in the form of regulations imposed on personal mobility, language, use, and participation in cultural activities.⁹ Given this complex history, aboriginal persons may not be accurately represented at York.

2.4.1 Division and Faculty Representation of Aboriginal Peoples Analysis

The following chart shows the representation of Aboriginals on December 31, 2013 for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 6: Summary of Representation Rates of Aboriginal Peoples by Division at York University



⁹ Restoule, J. (2000). Aboriginal Identity: The Need for Historical and Contextual Perspectives. *Canadian Journal of Native Education*, 234(2), 102-112.

Ten Faculties and the Libraries are included in the Academic Division. Representation for Aboriginals for each of the Faculties and the Libraries has been provided in Figures 7a) and b) on the following pages. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE

Figure7a): Summary of Representation Rates of Aboriginal Peoples by Faculty at York University

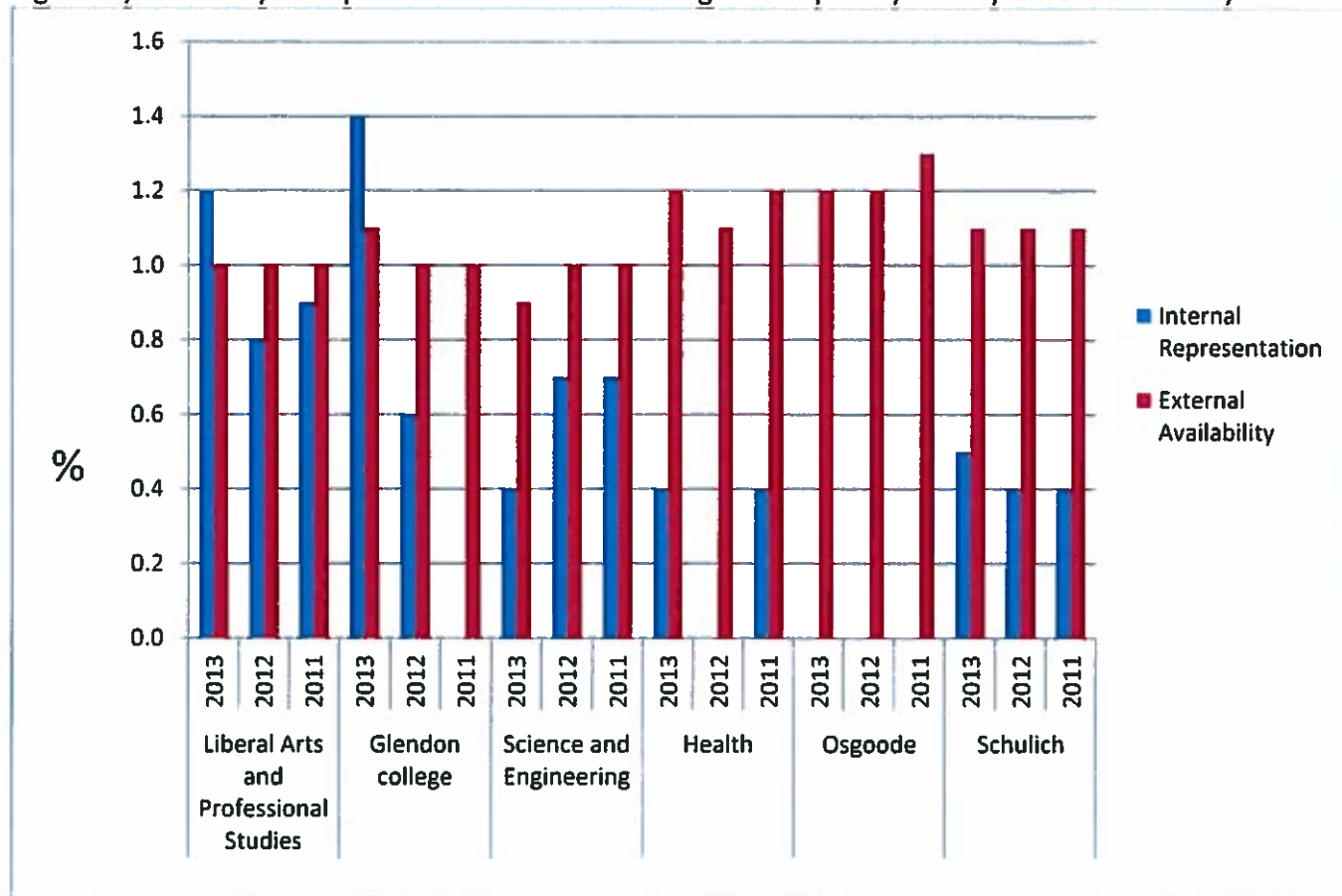
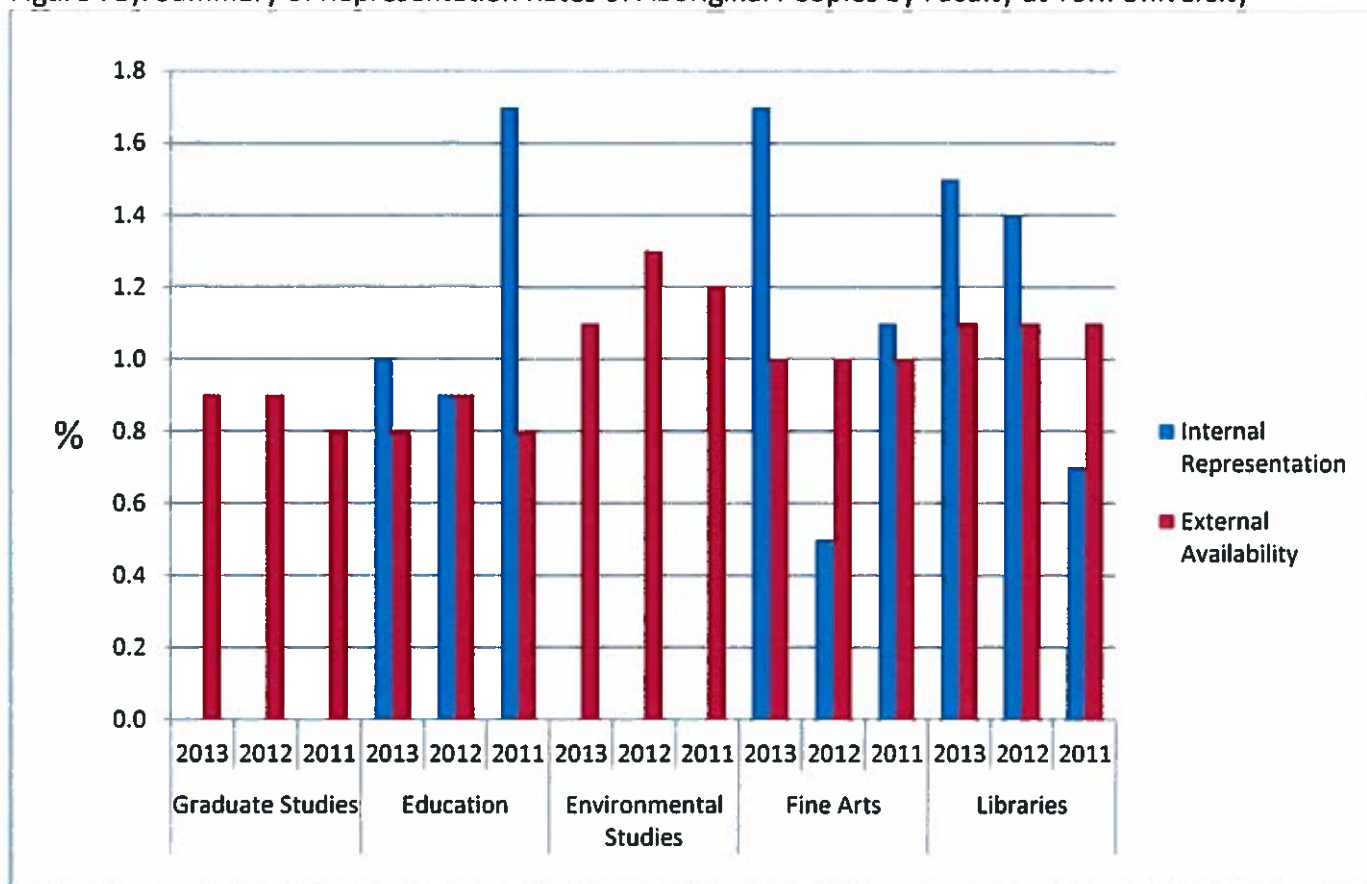


Figure 7b): Summary of Representation Rates of Aboriginal Peoples by Faculty at York University



2.4.2 Hires, Promotions¹⁰ and Terminations¹¹

In 2013, Aboriginal Persons represented 1% of new hires, less than 1% of total promotions and 1% of total terminations. In comparison to 2012, total new hires, promotions and terminations remained unchanged.

For further details about hire, promotion and termination data for designated group members, see Appendices [E](#), [F](#), [G](#)

¹⁰ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

¹¹ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

2.5 Visible Minorities

At the end of 2013, the University had an internal representation of Visible Minorities of 24.6%, compared to an external availability of 25.5%. The Academic group had an internal representation of 16.5% ([Figure 1](#)) versus an external availability of 15.2%. The Non-Academic group had an internal representation of 28.6% versus an external availability of 30.7%.

Figure 8a): York University: Representation of Visible Minorities by EEOG on December 31, 2013

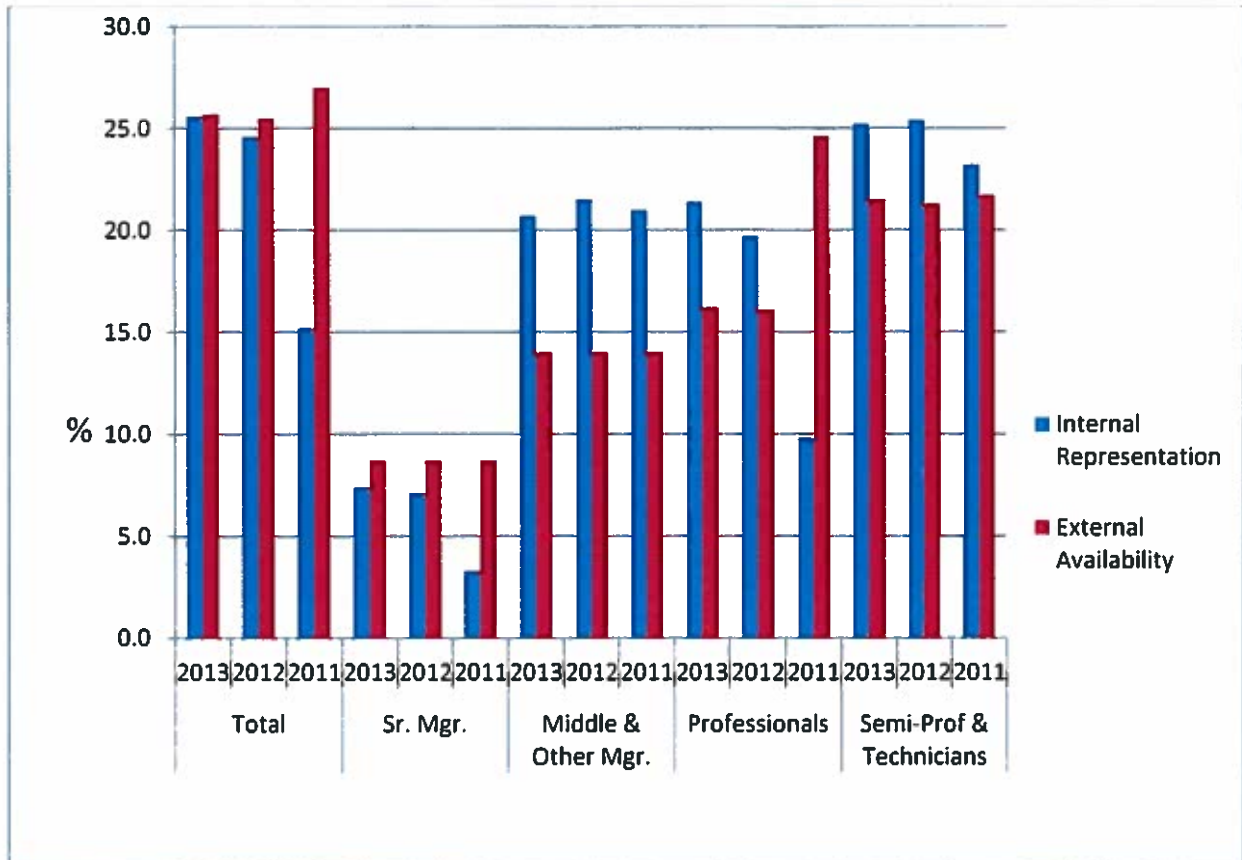


Figure 8b): York University: Representation of Visible Minorities by EEOG
on December 31, 2013

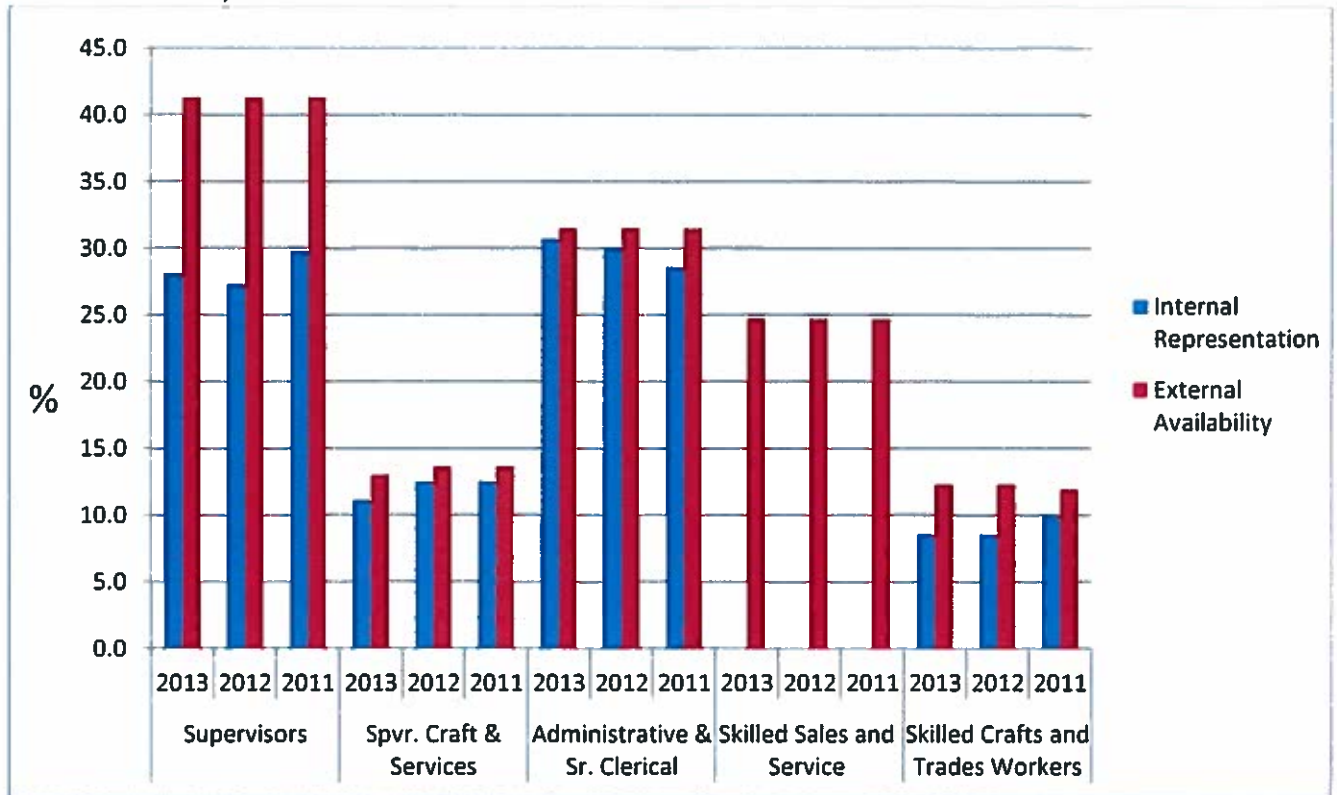
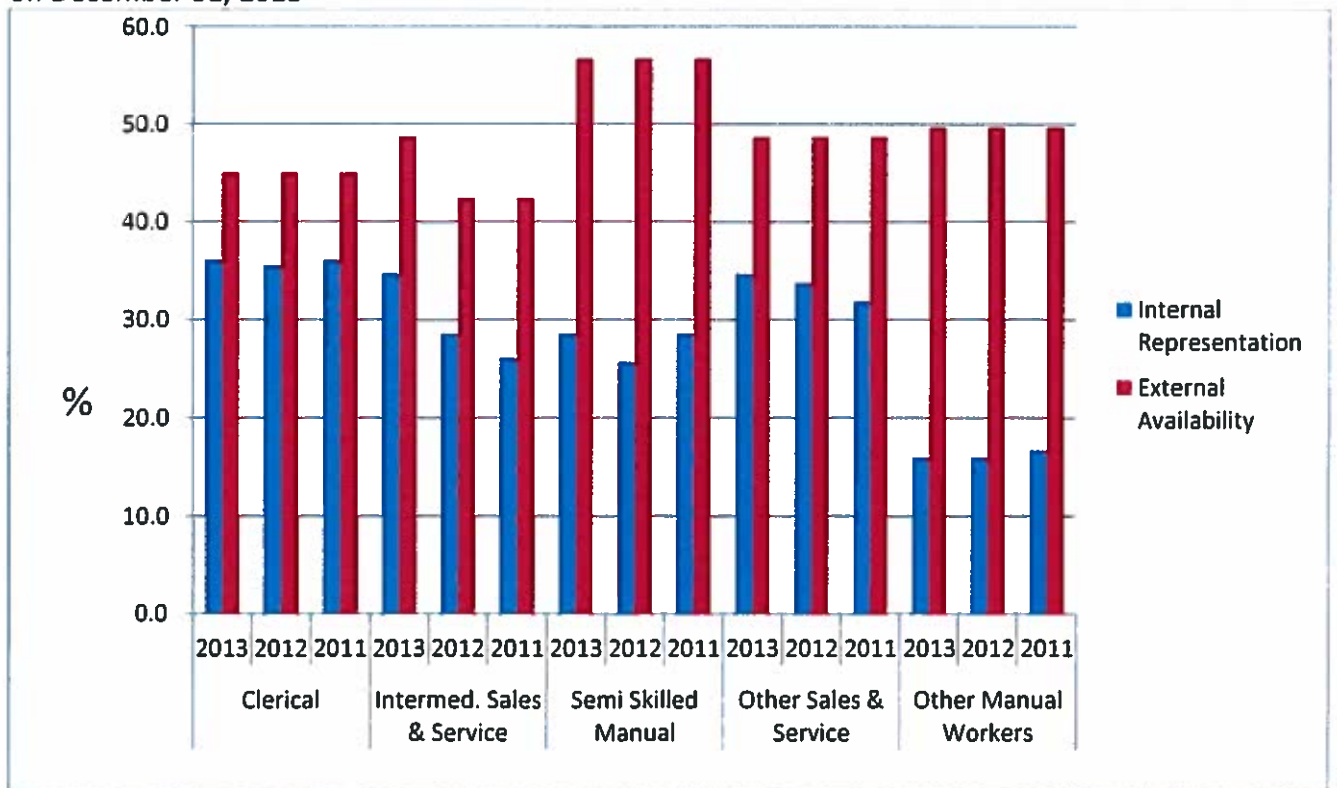


Figure 8c): York University: Representation of Visible Minorities by EEOG
on December 31, 2013

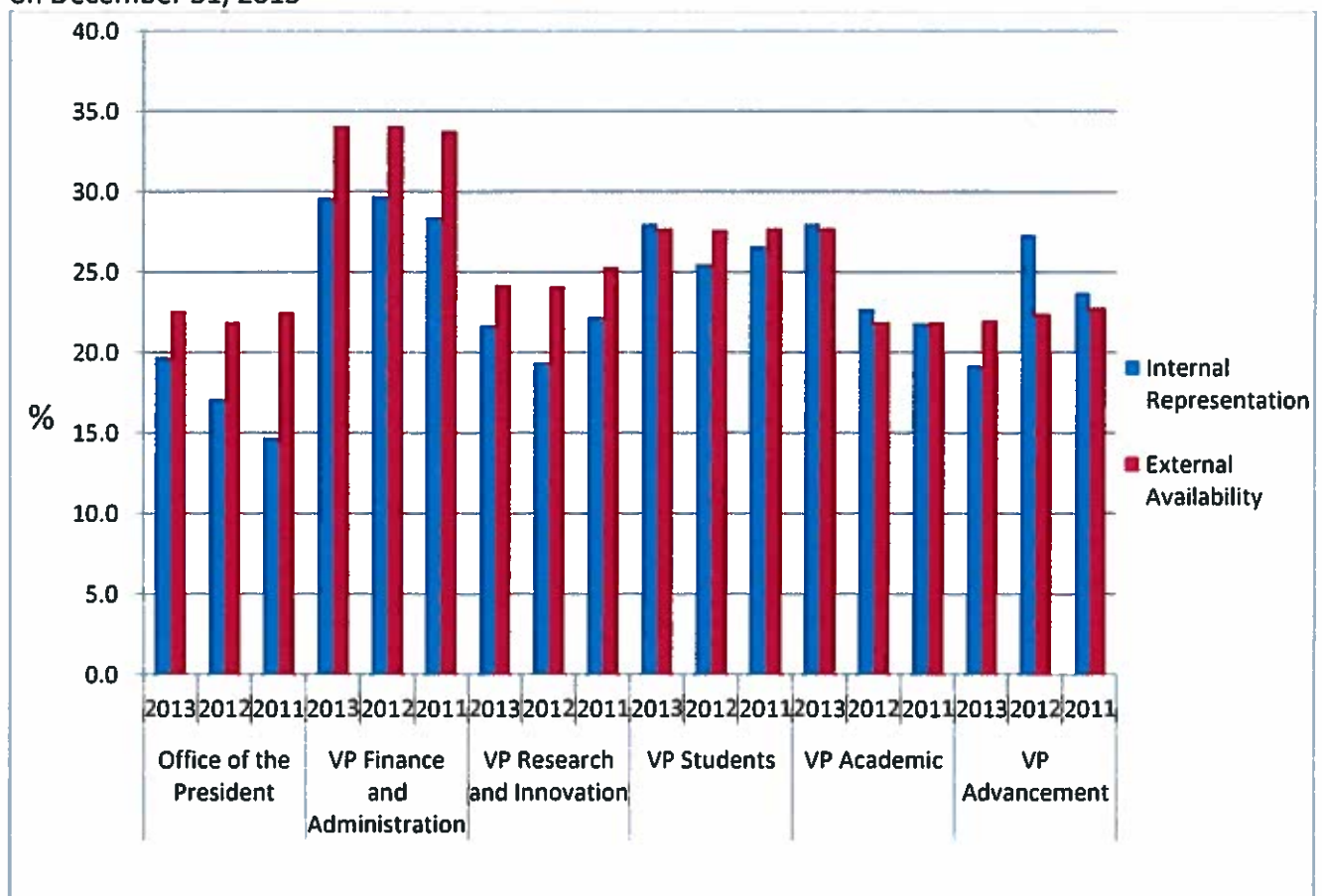


For visible minorities, many of the EEOGs have significant underrepresentation on a University-wide level (see [Appendix D](#)): Supervisors, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. When the Academic and Non-Academic areas are split apart, the Non-Academic group has the following areas of significant underrepresentation: Supervisors, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. The Academic group has significant underrepresentation in the Middle and other Managers EEOGs.

2.5.1 Division and Faculty Representation of Visible Minorities

The following chart shows the representation of Visible Minorities on December 31, 2013, for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 8c): York University: Representation of Visible Minorities by Division on December 31, 2013



Ten Faculties and the Libraries are included in the Academic Division. Representation for Visible Minorities for each of the Faculties and the Libraries has been provided in Figure 9a) and b). The

figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 9a): York University: Representation of Visible Minorities by Division on December 31, 2013

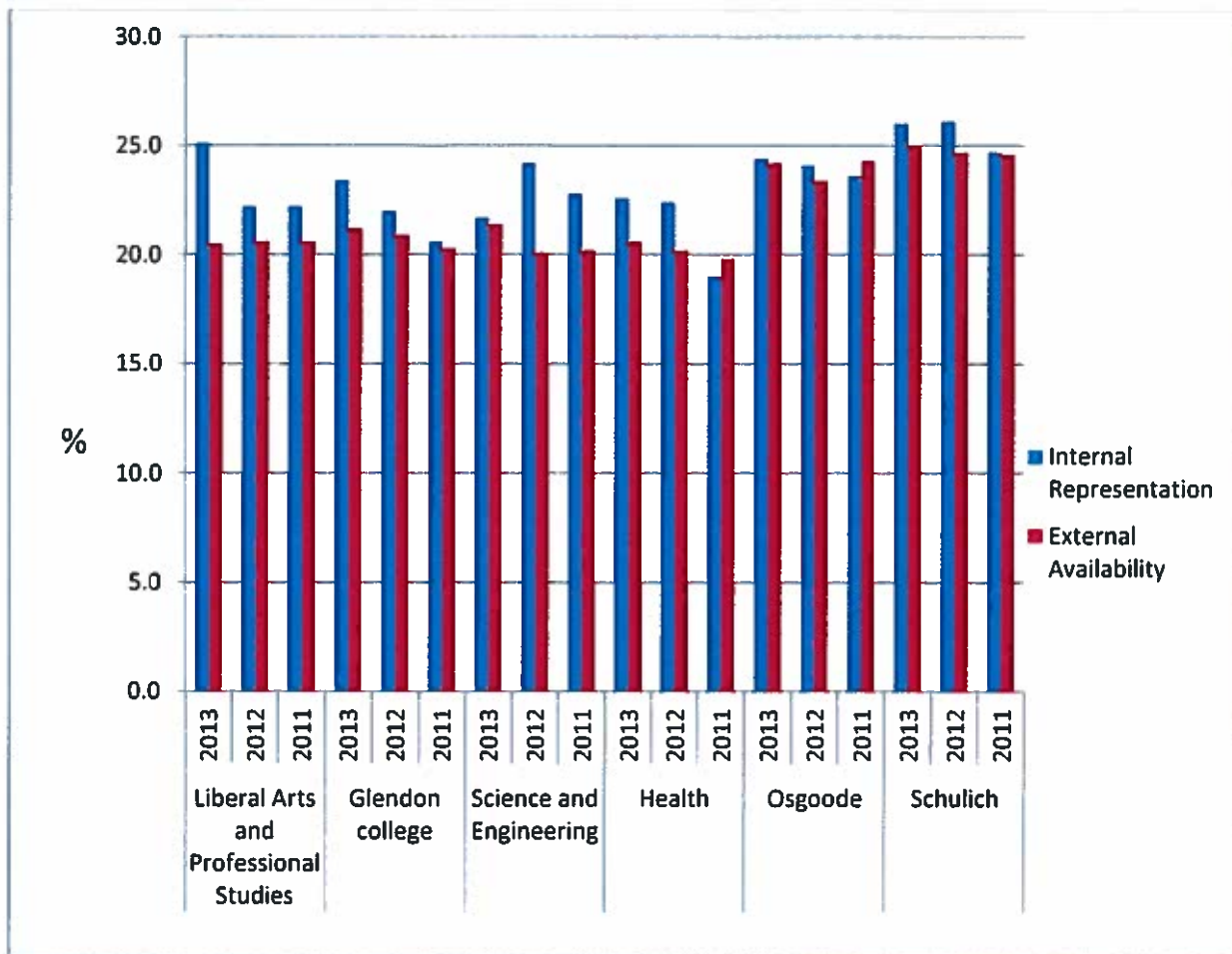
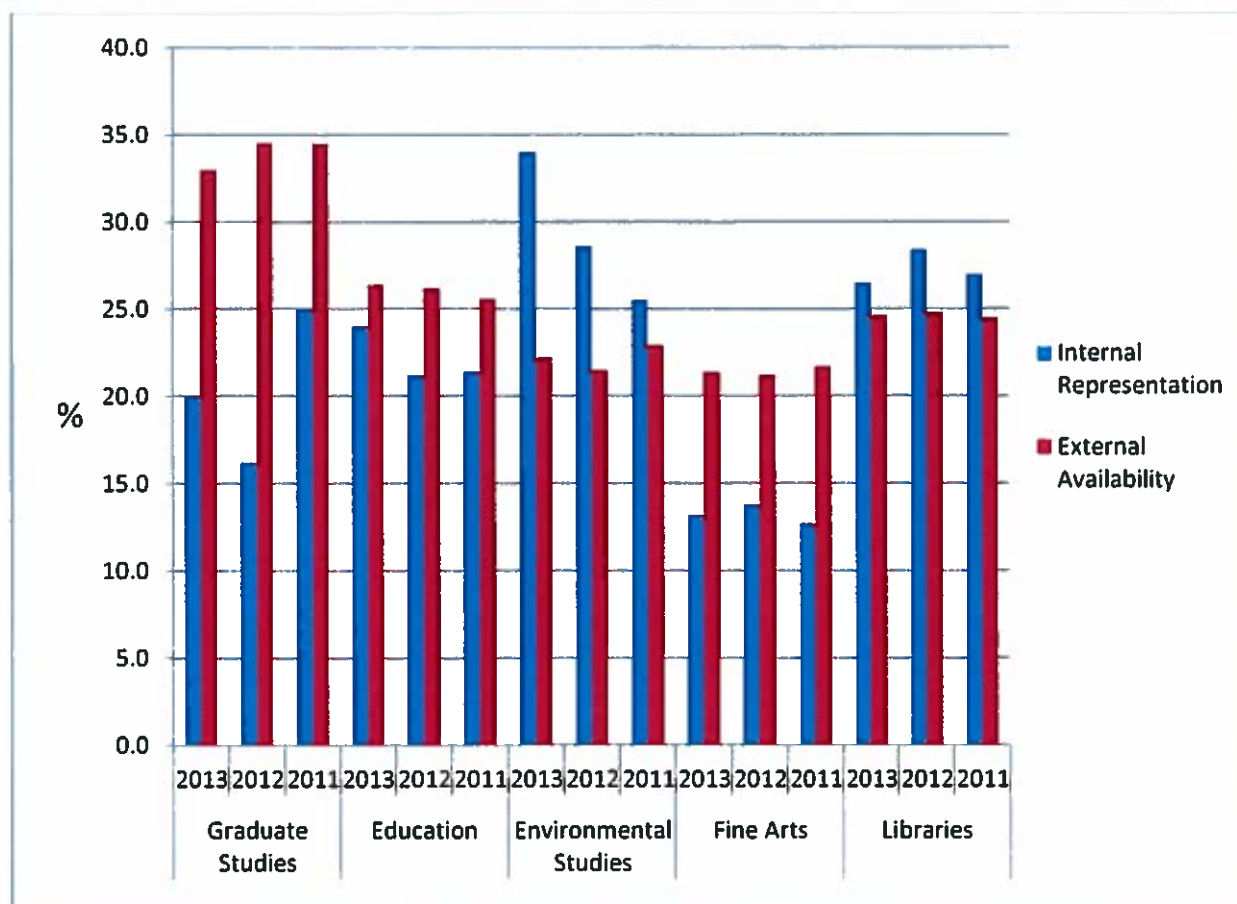


Figure 9b): York University: Representation of Visible Minorities by Division on December 31, 2013



2.5.2. Hires, Promotions¹² and Terminations¹³

In 2013, Visible Minorities represented 20% of new hires, 6% of total promotions were for Visible Minorities and 17% of total terminations were for Visible Minorities. In comparison to 2012, total new hires for visible minorities decreased by 14%, promotions for visible minorities increased by 7% and terminations for visible minorities increased by 8%.

For further details about hire, promotion and termination data for designated group members, see Appendices [E](#), [F](#), [G](#).

2.6 Persons with Disabilities

As of December 31, 2013, 5.0% of the employee base identified themselves as Persons with Disabilities ([Figure 1](#)). This compares to an external availability figure of 4.4%.

¹² Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

¹³ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Internal representation of Persons with Disabilities for the Academic group is 6.2% versus an external availability of 4.5%. The Non-Academic group has an internal representation of 4.5% versus an external availability of 4.3%.

Figure10: York University: Representation of Persons with Disabilities by EEOG on December 31, 2013

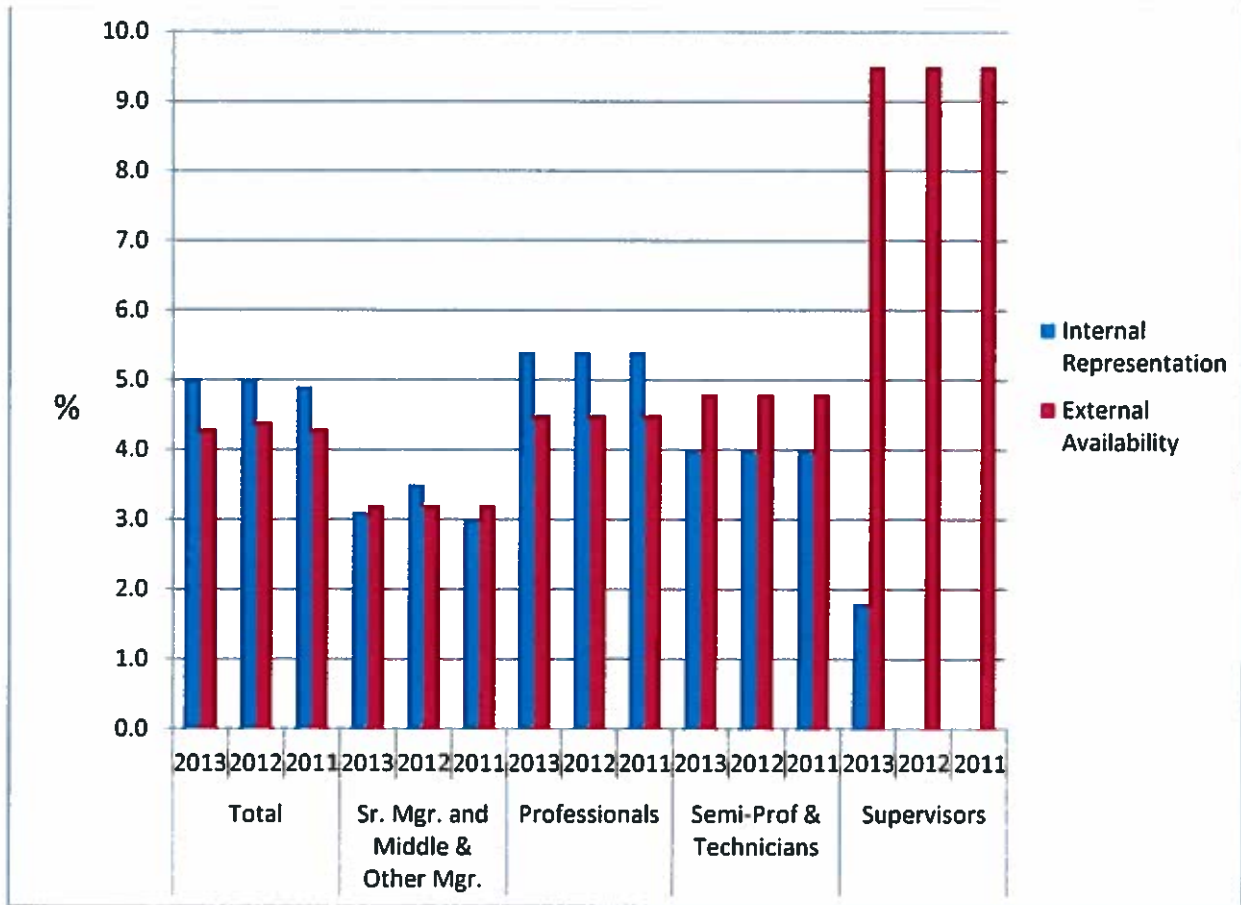


Figure 9b): York University: Representation of Persons with Disabilities by EEOG on December 31, 2013

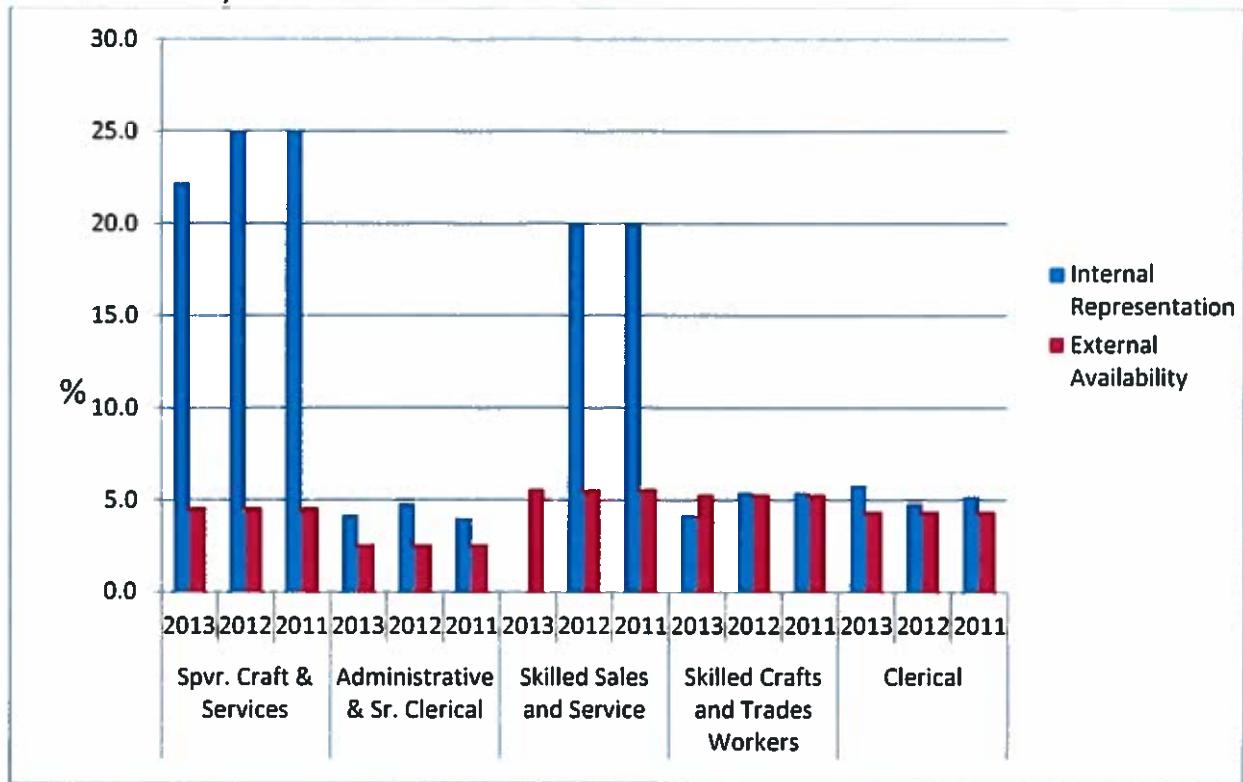
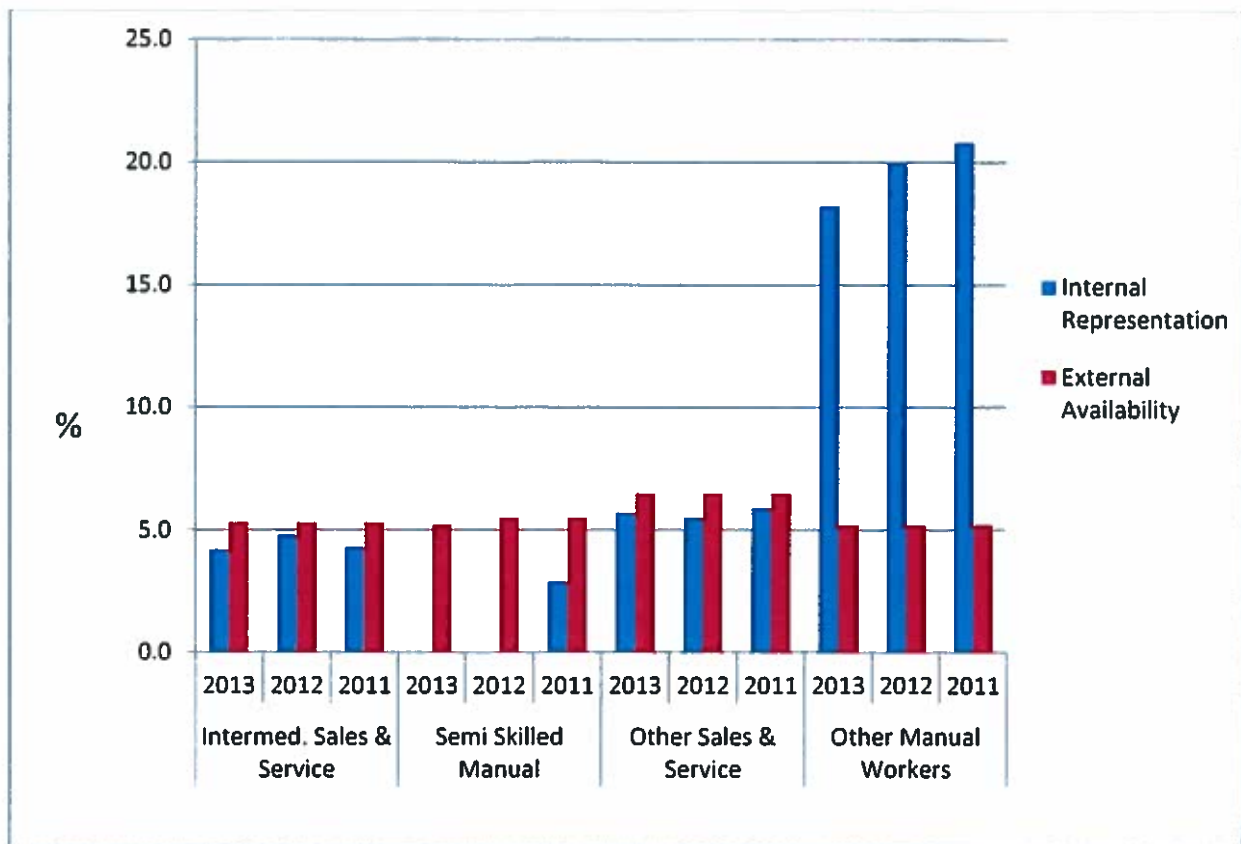


Figure 9c): York University: Representation of Persons with Disabilities by EEOG on December 31, 2013

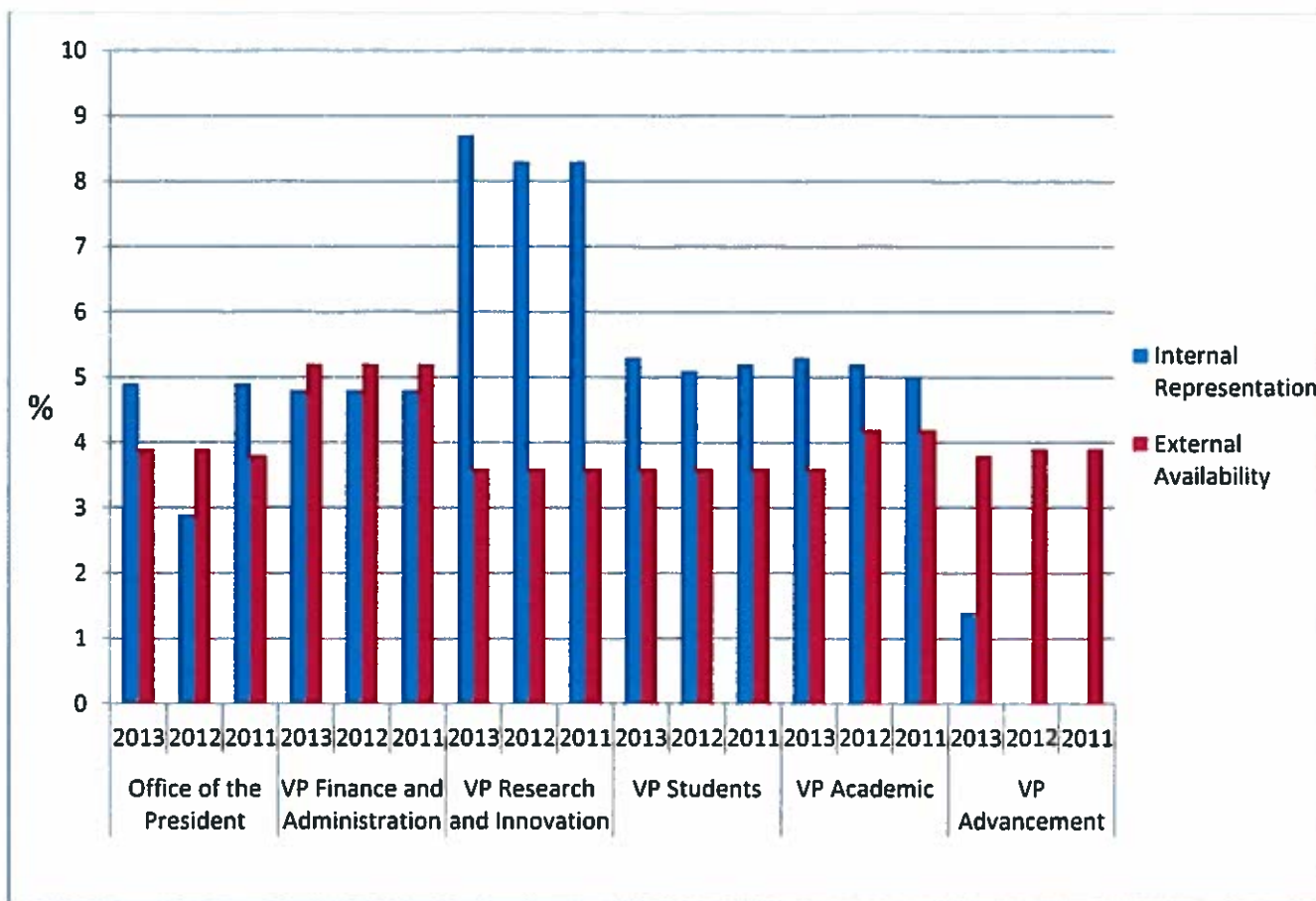


On a University-wide level, there is significant underrepresentation (see [Appendix C](#)) of Persons with Disabilities in the Supervisors EEOG. When the Academic and Non-Academic groups are split apart, the Non-Academic group has significant underrepresentation in the Professionals and Supervisors EEOG. The Academic group has no significant underrepresentation.

2.6.1 Division and Faculty Representation of Persons with Disabilities

The following chart shows the representation of Persons with Disabilities on December 31, 2013 for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 10): York University: Representation of Persons with Disabilities by Division on December 31, 2013



Ten Faculties and the Libraries are included in the Academic Division. Representation for Persons with Disabilities for each of the Faculties and the Libraries has been provided in Figure 9. The figures include all employees supporting the business of that Faculty, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 11a): York University: Representation of Persons with Disabilities by Faculty on December 31, 2013¹⁴

¹⁴ The total employee count for Supervisors: Crafts and Services is 8. The total count for persons with disabilities in this group is 2; as a result, persons with disabilities have a representation rate of 25.0% in this category.

The total employee count for Skilled Sales and Service is 5. The total count for persons with disabilities in this group is 1; as a result, persons with disabilities have a representation rate of 20.0% in this category.

The total employee count for Other Manual Workers is 25. The total count for persons with disabilities in this group is 5; as a result, persons with disabilities have a representation rate of 20.0% in this category.

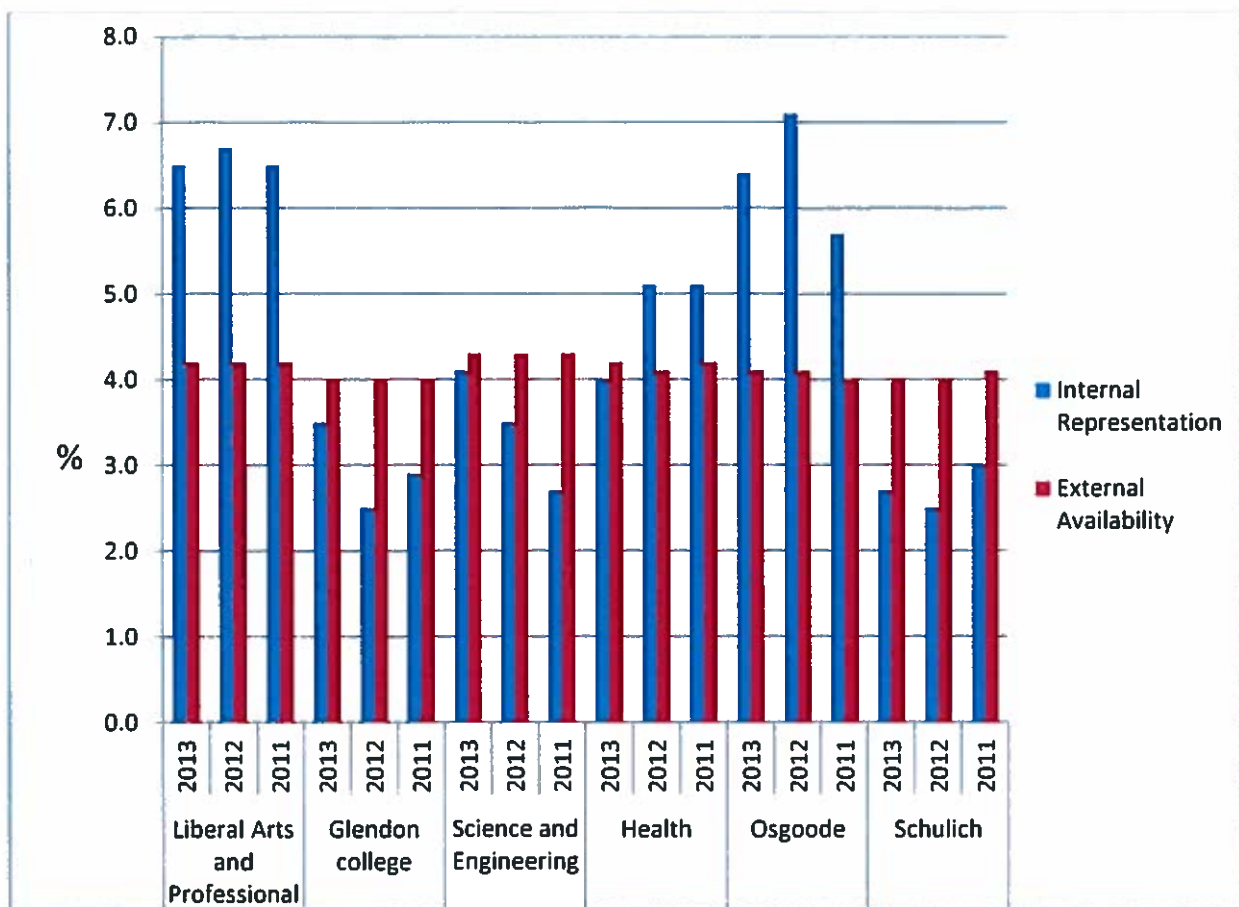
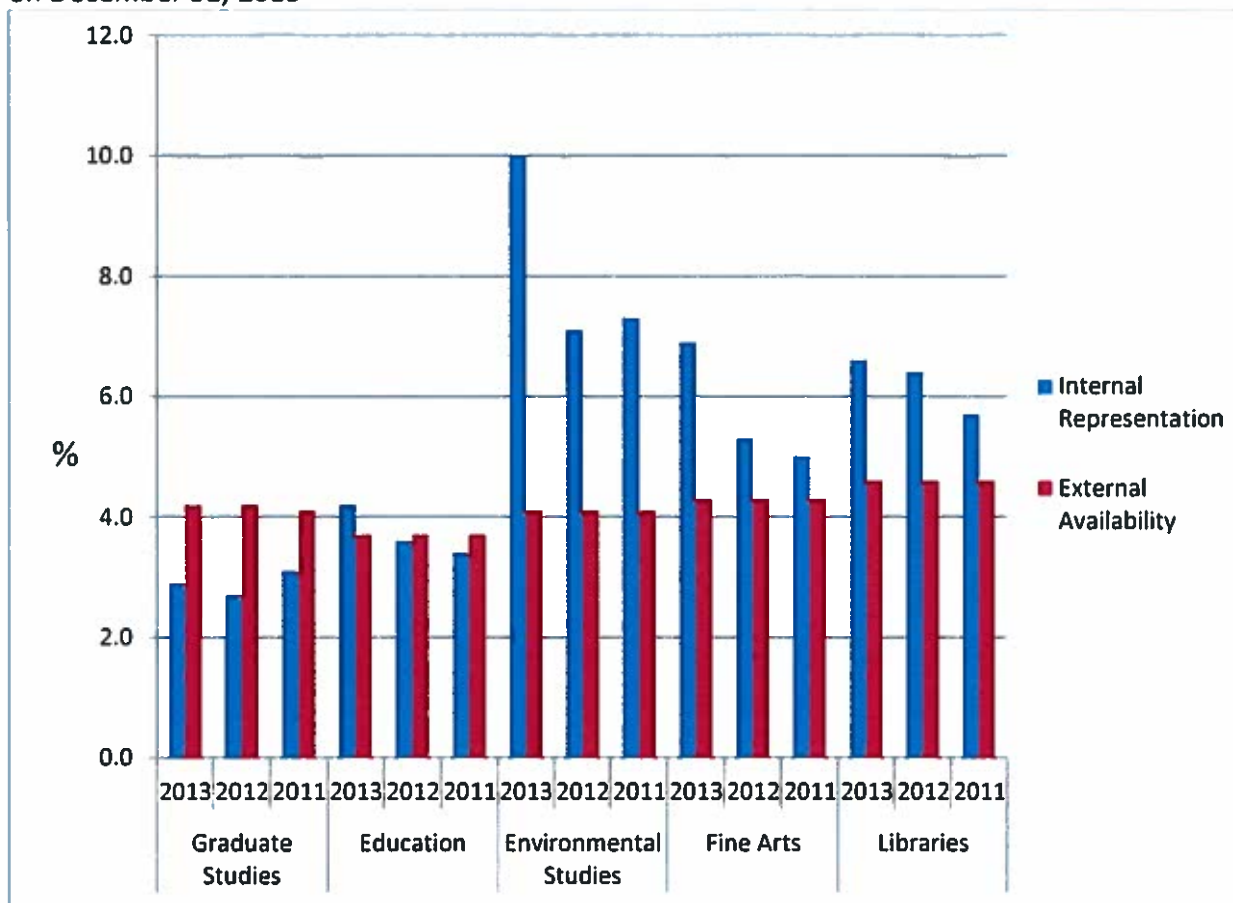


Figure 11b): York University: Representation of Persons with Disabilities by Faculty on December 31, 2013



2.6.2 Hires, Promotions¹⁵ and Terminations¹⁶

In 2013, Persons with Disabilities represented 4% of new hires, 2% of total promotions were for Persons with Disabilities and Persons with Disabilities represented 5% of terminations. In comparison to 2012, total new hires for Persons with Disabilities increased by 3%, promotions remain unchanged and terminations for Persons with Disabilities increased by 2%.

For further details about hire, promotion and termination data for designated group members, see Appendices [E](#), [F](#), [G](#).

¹⁵ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

¹⁶ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

3. Plans for 2014 / 2015

In 2014/2015 and going forward, there are various activities and events planned which will further the aims of employment equity, diversity and inclusion.

Some of the planned activities and initiatives are listed below:

- Continued outreach, employment branding and relationship building with potential candidate communities to build and enhance the diversity of the talent pool at York.
- Development of measures to increase the awareness of employment equity and diversity at York and the local community.
- Completion of the implementation of the provisions and protocol for gender-based name changes and changes in identified sex.
- Hosting of conference on issues relating to the recruitment and retention of aboriginal scholars
- Further development of employment equity and diversity strategies that focus on areas other than recruitment, including professional development and advancement.
- Continued Participation in Canada's Top 100 Companies. York has been chosen as the Greenest Employer in Canada.
- Continued exploration of the expansion of the self-identification survey to include groups beyond the four designated groups. An expansion of the survey categories would result in a more complete picture of our community.
- Continuation of work with CUPE 3903 to increase self-identification return rates
- Conducting of Focus Groups with designated groups among non-academic employees for comparison to information highlighted in Phase I of the Employment Systems Review
- Assessment of outreach efforts to determine if efforts have resulted in diverse applications

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416-736-2100 ext. 33434

For Additional Readings:

York's policies and guidelines:

- **[Accessibility for Persons with Disabilities, Statement of Commitment](#)**
- **[Accessibility for Persons with Disabilities, Customer Service Guideline](#)**
- **[Accommodation in Employment for Persons with Disabilities](#)**
- **[Employment Equity Policy](#)**
- **[Gender-Free Language Policy](#)**
- **[Hate Propaganda Guidelines](#)**
- **[Physical Accessibility of University Facilities](#)**
- **[Policy Concerning Racism](#)**
- **[Sexual Harassment](#)**
- **[Workplace Harassment Policy](#)**
- **[Workplace Violence Policy](#)**

York's Employment Equity website:

- **[Employment Equity](#)**

Glossary of Terms

Academic:

This group includes full time and contract employees in the YUFA, OHFA, CUPE 3903 and OPSEU 578 bargaining units.

Employment Equity Occupational Group (EEOG or “occupational group”):

An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping ‘Professionals’ includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see [Appendix A](#) for examples of jobs at York by EEOG).

External Availability:

External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The external availability figure also takes into account the geographic area from which you would typically recruit for employees. For instance professors are recruited typically at a national level, plumbers at a provincial level and clerical positions at a local level. External availability is derived from Statistics Canada. Specifically, external availability for Persons with Disabilities is derived from the PALS (Participation and Limitation Survey) survey which is only included in the census once every ten years.

Federal Contractors Program (“FCP”):

This is a federal program which mirrors the Employment Equity Act. The goal of the FCP is to achieve workplace equity for designated groups who have historically experienced systemic discrimination in the workplace. Provincially regulated employers who are in receipt of goods or services from the federal government of Canada of over \$200,000 and have over 100 employees are required to comply with the program.

Gap:

Difference between internal representation and external availability. A gap can be expressed as a number or a per cent. A negative gap (e.g. -5) indicates that there is underrepresentation in a group by 5 people. York focuses on closing gaps that are significant. A gap is considered significant if the number gap is -3 or greater and the representation is 80%, or less, or if the gap is -3 for a particular group in several EEOG’s and/or for all designated groups in one EEOG.

Internal Representation:

The figures for internal representation are compiled from employees’ responses to an Employment Equity Self-Identification Survey.

NOC:

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. There are 522 NOC codes (2006) which

are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at <http://www5.hrsdc.gc.ca/noc/english/noc/2013/AboutNOC.aspx>

Non Academic:

This group includes all non-academic York employees who perform a wide of functions including managerial, professional, administrative, technical, clerical, services, trades, plant work/support, etc.

Staff:

Another term for Non Academic employees. Staff may or may not be unionized.

APPENDIX A

- A brief description of Employment Equity at York University

As a Federal Contractor's Program (FCP) employer, York's employment equity framework spans 7 key areas: Communication, Workforce Information Collection, Workforce Analysis, Employment Systems Review, Identification and Removal of Barriers, Implementation, and Monitoring.

Communication

Communication Strategy to prospective and current employees that provides information about Employment Equity program at York University; to increase the awareness of employment equity and the Federal Contractors program throughout the University; to engage in a meaningful discussion about how to remove employment barriers for designated groups that are underrepresented at York.

Workforce Information Collection

Collect information about workforce to determine level of representation of designated groups. The four designated groups are: Women, Aboriginal Peoples, Persons with Disabilities and Visible Minorities.

Workforce Analysis

Understanding the current composition of the designated groups at York allows the University to focus its employment equity initiatives towards designated groups with significant underrepresentation, with the aim of removing employment barriers that may be preventing them from entering a particular occupation group.

Employment Systems Review

Review of University Policies and practices for potential employment barriers to the four designated groups.

Identification and Removal of Barriers

To remove barriers that have a negative impact on designated group members.

Implementation

Implement changes to barriers that have been identified.

Monitoring

Establishment of mechanisms to monitor the effectiveness of the University's employment equity program.

APPENDIX B – Employment Equity Occupation Group Definitions

1. Senior Managers

Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.

Examples: President; Vice-President; Assistant Vice President; Executive Director

2. Middle and Other Managers

Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.

Examples: Director, Recruitment, Workforce Planning and Employment Equity; Dean, Faculty of Liberal Arts & Professional Studies; University Librarian

3. Professionals

Professionals usually need either a university degree or prolonged formal training, and sometimes have to be members of a professional organization.

Examples: Employment Equity Officer; Information Specialist; New Student Advisor

4. Semi-Professionals and Technicians

Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Engineering Technician; Lab Technologist

5. Supervisors

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may also perform the duties of the employees under their supervision.

Examples: Supervisor, Document Processing; Control Room Supervisor; Security Supervisor

6. Supervisors: Crafts and Trades

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They coordinate the workflow of skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may perform the duties of the employees under their supervision.

Examples: Loading Dock Supervisor; Production Supervisor; Grounds Supervisor

7. Administrative and Senior Clerical Personnel

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment, or perform clerical work of a senior nature.

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

8. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Textbook Buyer; Buyer

9. Skilled Crafts and Trades Workers

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.

Examples: Plumber; Plasterer; Carpenter

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

11. Intermediate Sales and Service Personnel

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience. Generally, these are workers whose skill level is less than that of Skilled Sales and Service Personnel.

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

12. Semi-Skilled Manual Workers

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of Skilled Crafts and Trades Workers.

Examples: Operator (Machine and Equipment); Bus Driver

13. Other Sales and Service Personnel

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

Examples: Housekeeping Attendant; Custodian; Cashier

14. Other Manual Workers

Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Groundskeeper, Ground Maintenance Person

APPENDIX C – Employment Equity Survey Return Rate, by Division¹⁷

DIVISION	Employment Equity Survey Return Rate per Division ¹⁸ %
Office of the President	87
VP Finance and Administration	92
VP Research & Innovation	94
VP Students	93
VP Academic & Provost	90
VP Advancement	79 ¹⁹
Total University	91

¹⁷ Total number of completed surveys by divisional head count based on the 2013 organizational structure.

¹⁸ Excludes results of CUPE 3903 Units and CUPE Exempt, which are included separately in [Appendix G](#).

¹⁹ The response rate for VP Advancement increased from 75% in 2012 to 79% in 2013.

APPENDIX D – Significant Gaps

The concept and calculations related to significant gaps will be described, followed by a chart which outlined the significant gaps at York University.

If a gap is “significant”, then an employment systems review must be undertaken to understand what employment barriers may be present to cause the underrepresentation. A significant gap is determined by utilizing the three filter test²⁰:

To determine if a gap in representation is significant apply filters 1 and 2 (in combination), and filter 3. Gaps that are identified as significant will become the focus of the employment systems review.

First filter: If the number gap is -3 or greater (note that while the gap is referred to as -3 or greater, the actual numerical value is -3 or less, i.e., -3, -4, -5, etc.), then the gap may be significant; must be recorded; and the second filter must be applied.

Second filter: If the percentage representation is 80 percent or less, then the organization must investigate the underrepresentation further.

For example, if your organization has 7 accountants who are women, but the expected availability indicates that you should have 10, then your organization has only 70 percent of what is expected and a numerical gap of -3, and thus a significant gap exists.

Calculating the percentage representation:

$$\frac{\text{internal representation}}{\text{external availability}} \times 100 = \text{percentage representation}$$

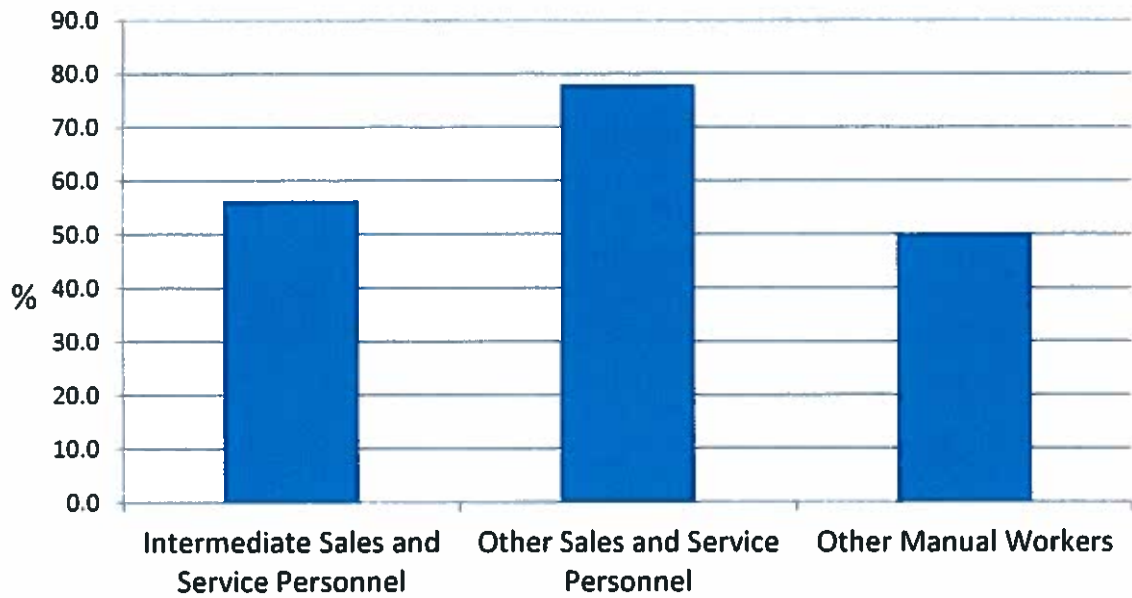
Third filter²¹: If there are gaps of -3 or less (note that while the gap is referred to as -3 or less, the actual numerical value is -3 up to and including -1, i.e., -3, -2, -1) for a particular designated group in several EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

²⁰ http://www.hrsdc.gc.ca/eng/labour/equality/fcp/employer_tool/step2/page00.shtml

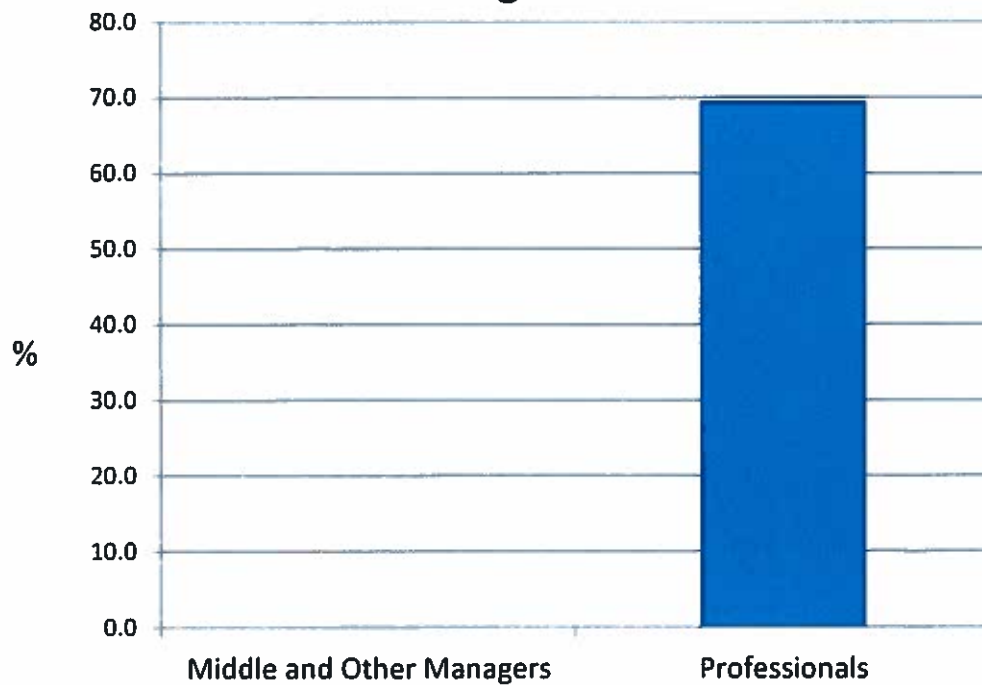
²¹ **50% Rule for Women:** This rule applies only to EEOG 07 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel. If there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for gaps in EEOGs where women are represented at 50% regardless of availability. (<http://www.hrsdc.gc.ca/eng/labour/equality/fcp/pdf/Step2.pdf>)

TOTAL UNIVERSITY

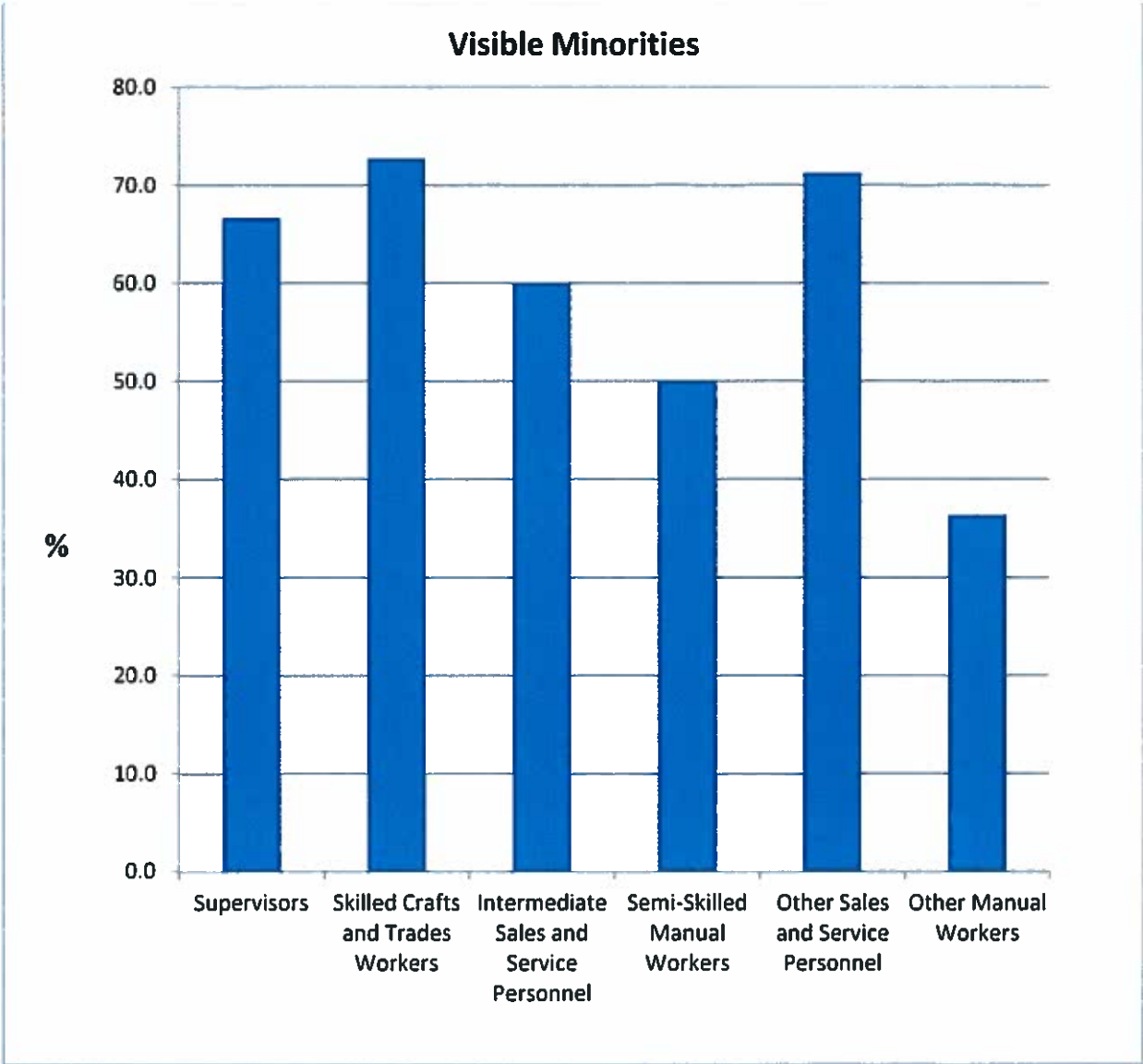
Women



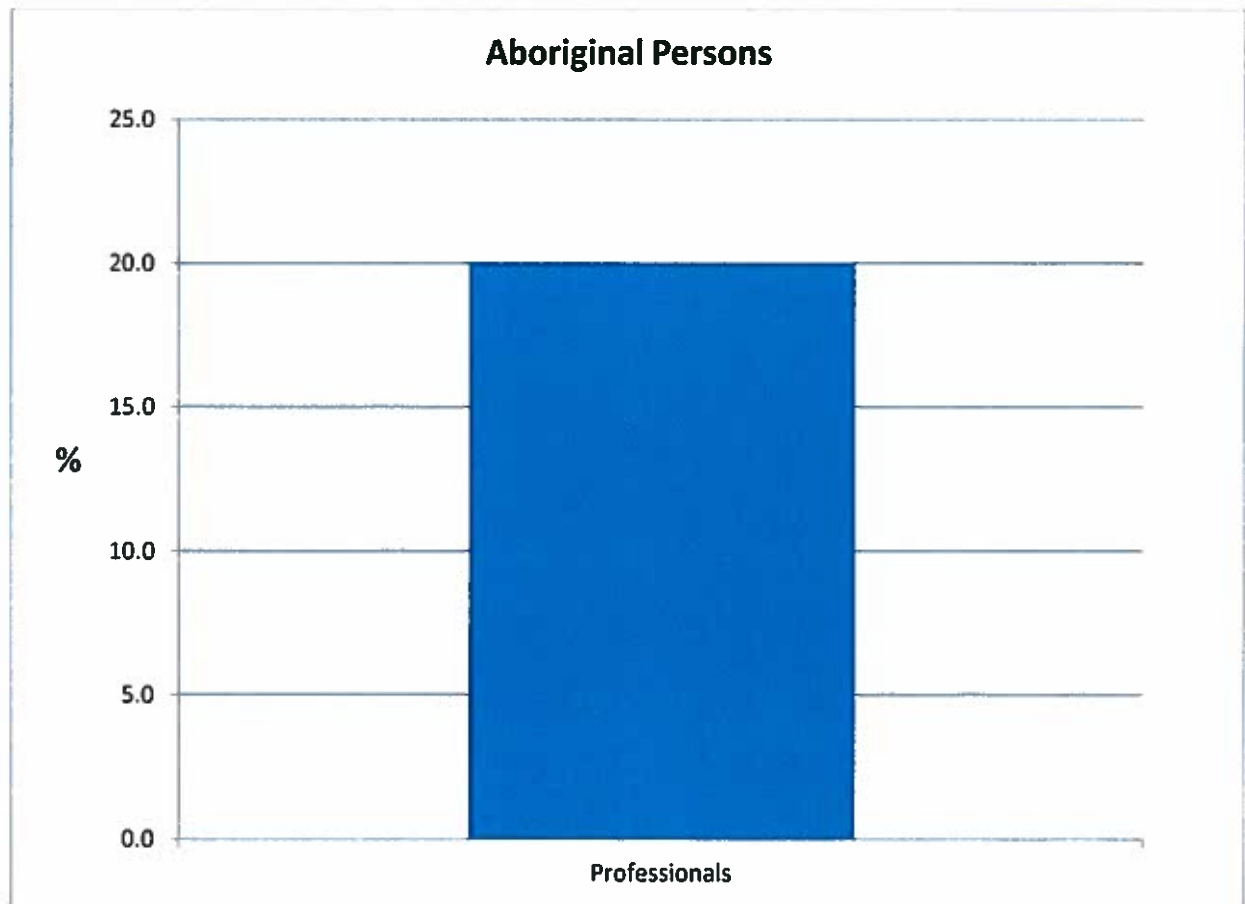
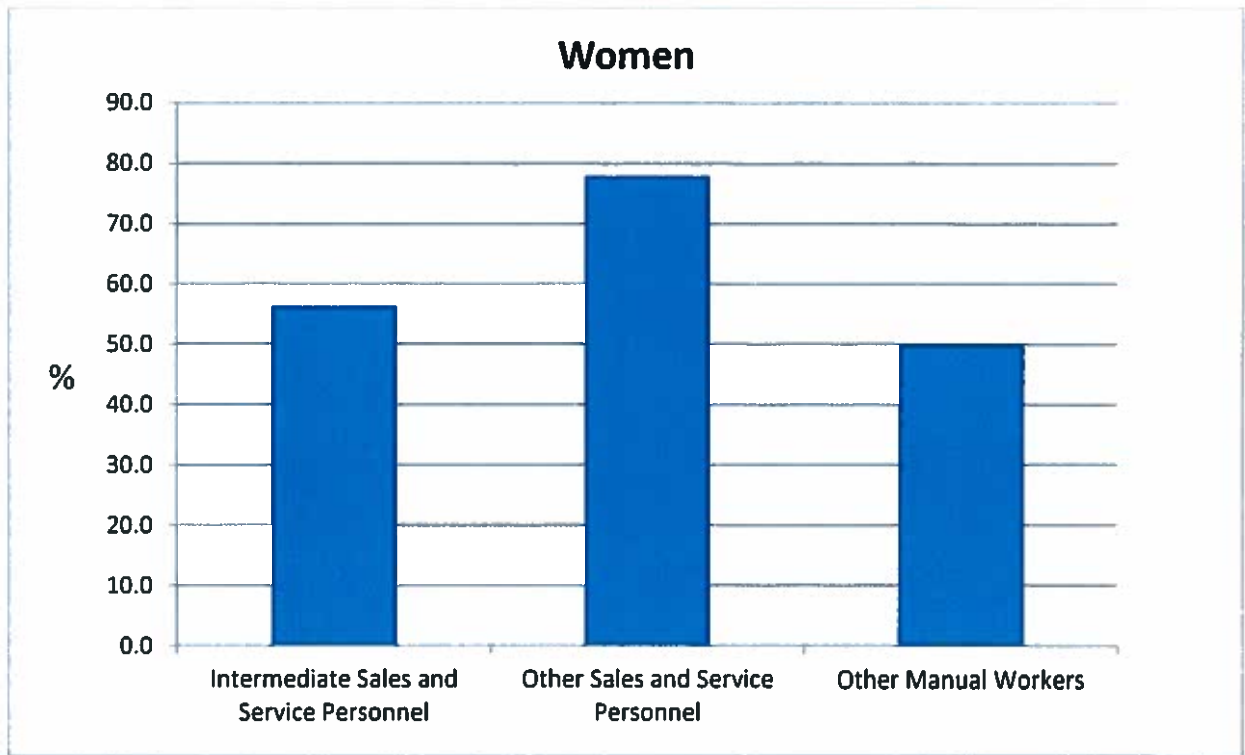
Aboriginal Persons



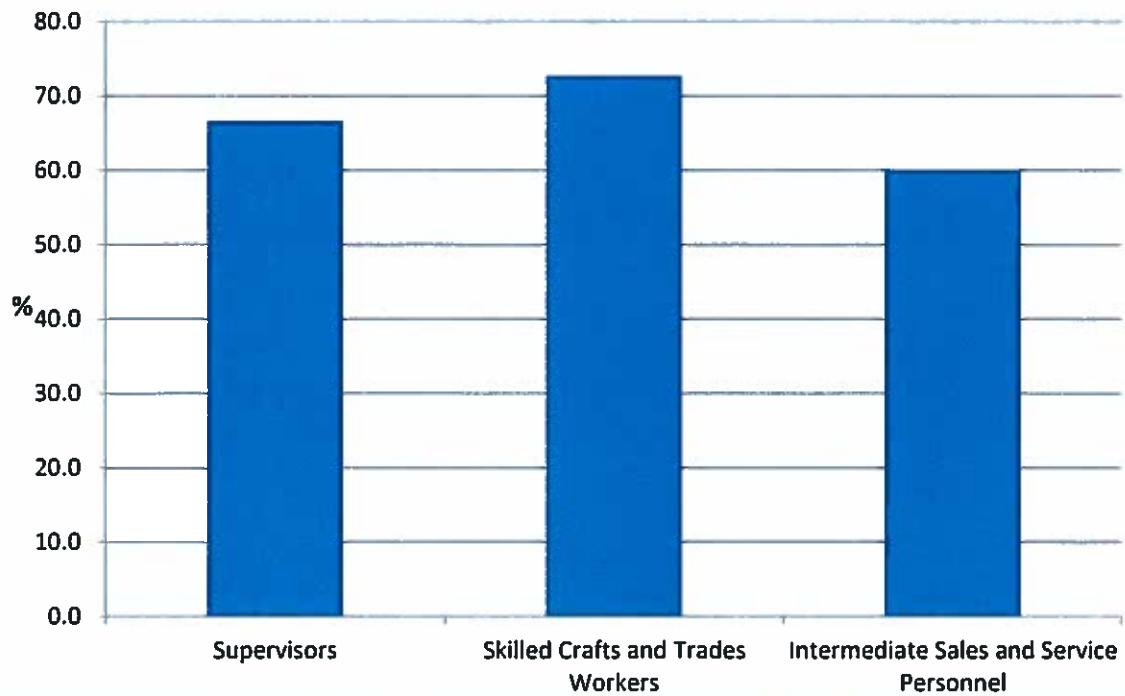
TOTAL UNIVERSITY



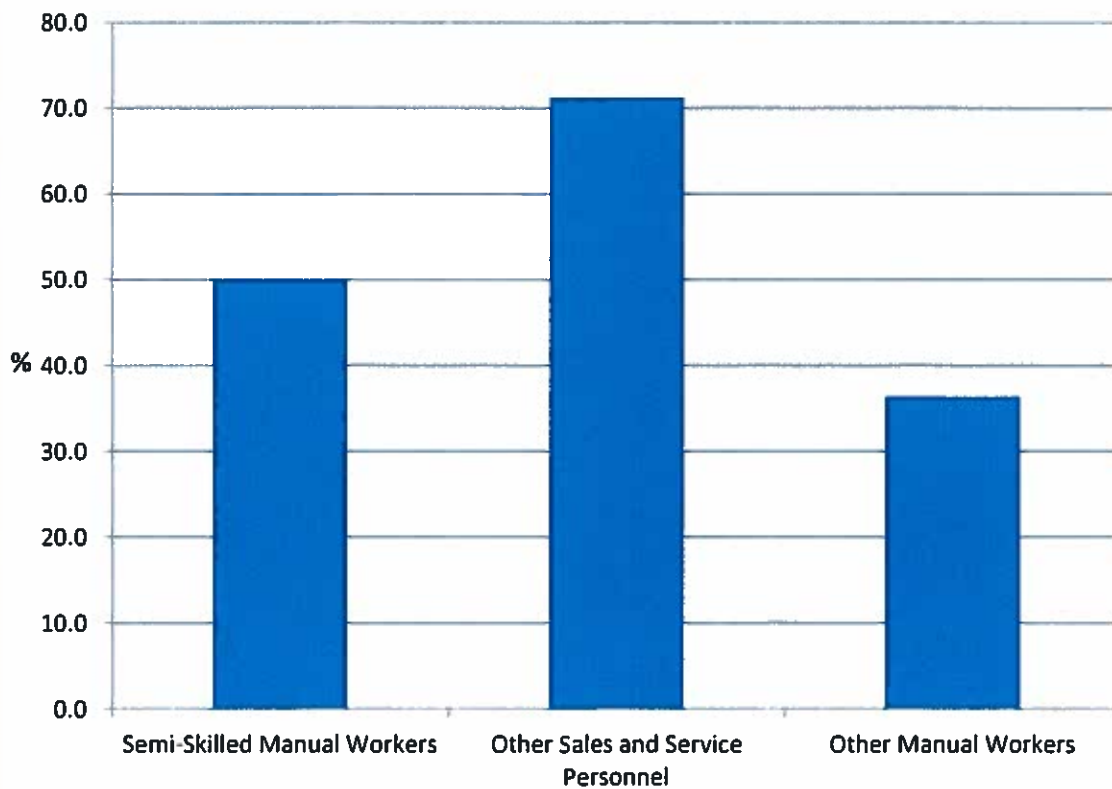
NON-ACADEMIC



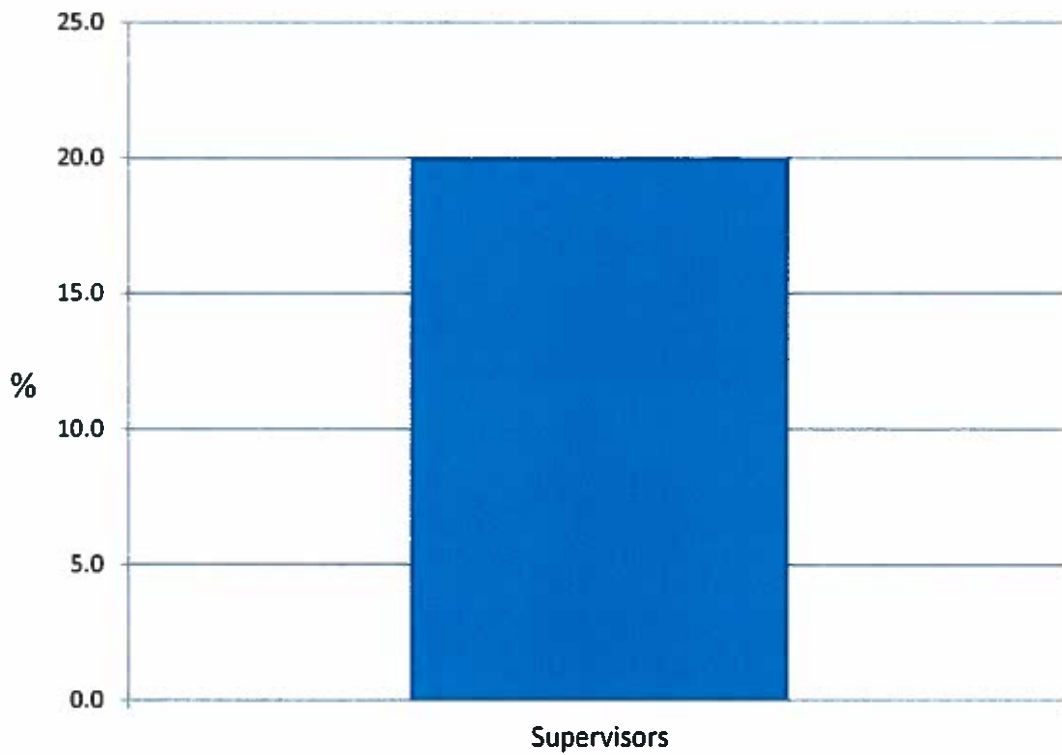
Visible Minorities



Visible Minorities...cont'd

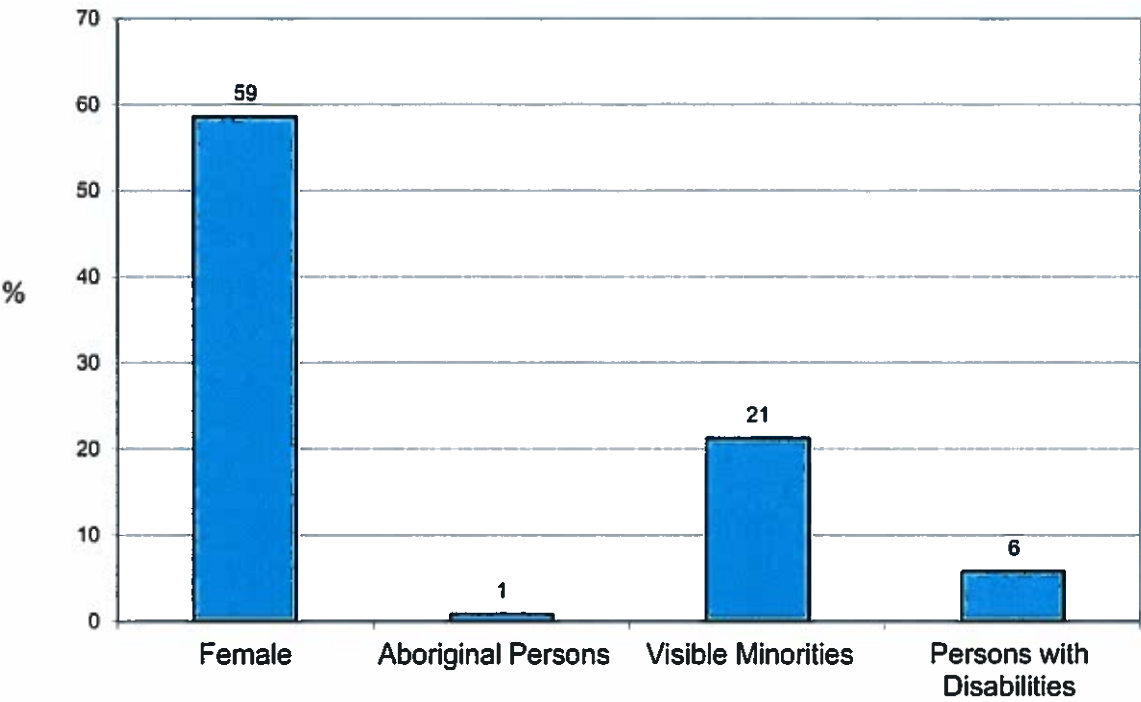


Persons with Disabilities

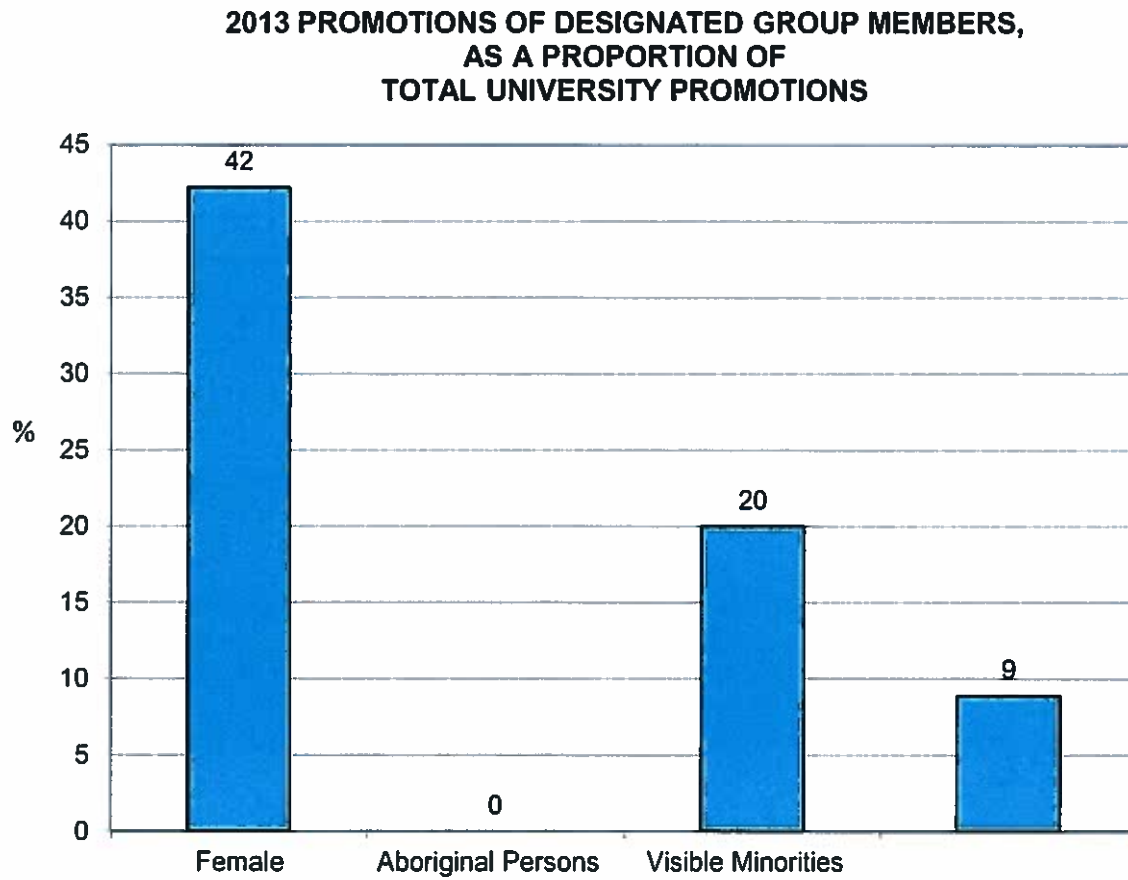


APPENDIX E – Hires

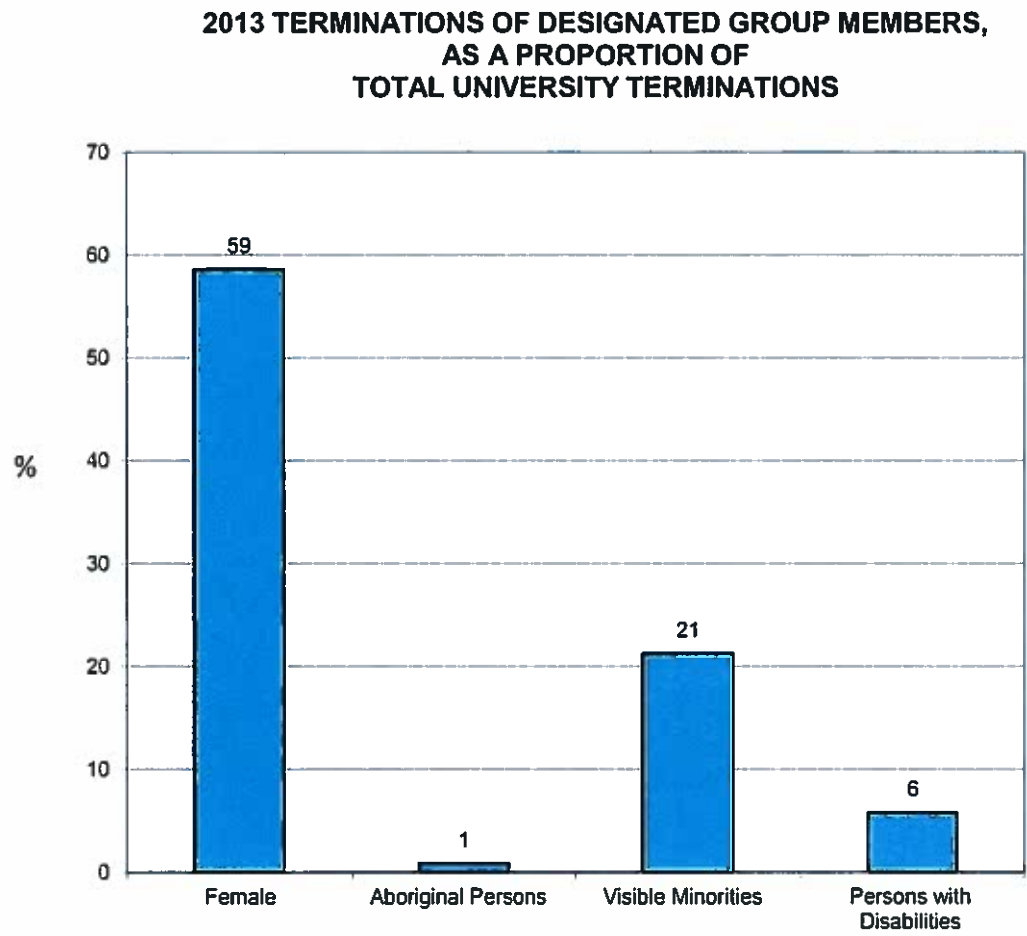
**2013 TERMINATIONS OF DESIGNATED GROUP MEMBERS,
AS A PROPORTION OF
TOTAL UNIVERSITY TERMINATIONS**



APPENDIX F – Promotions



APPENDIX G – Terminations



APPENDIX H – Employment Equity Survey Return Rate for CUPE 3903 Units²²

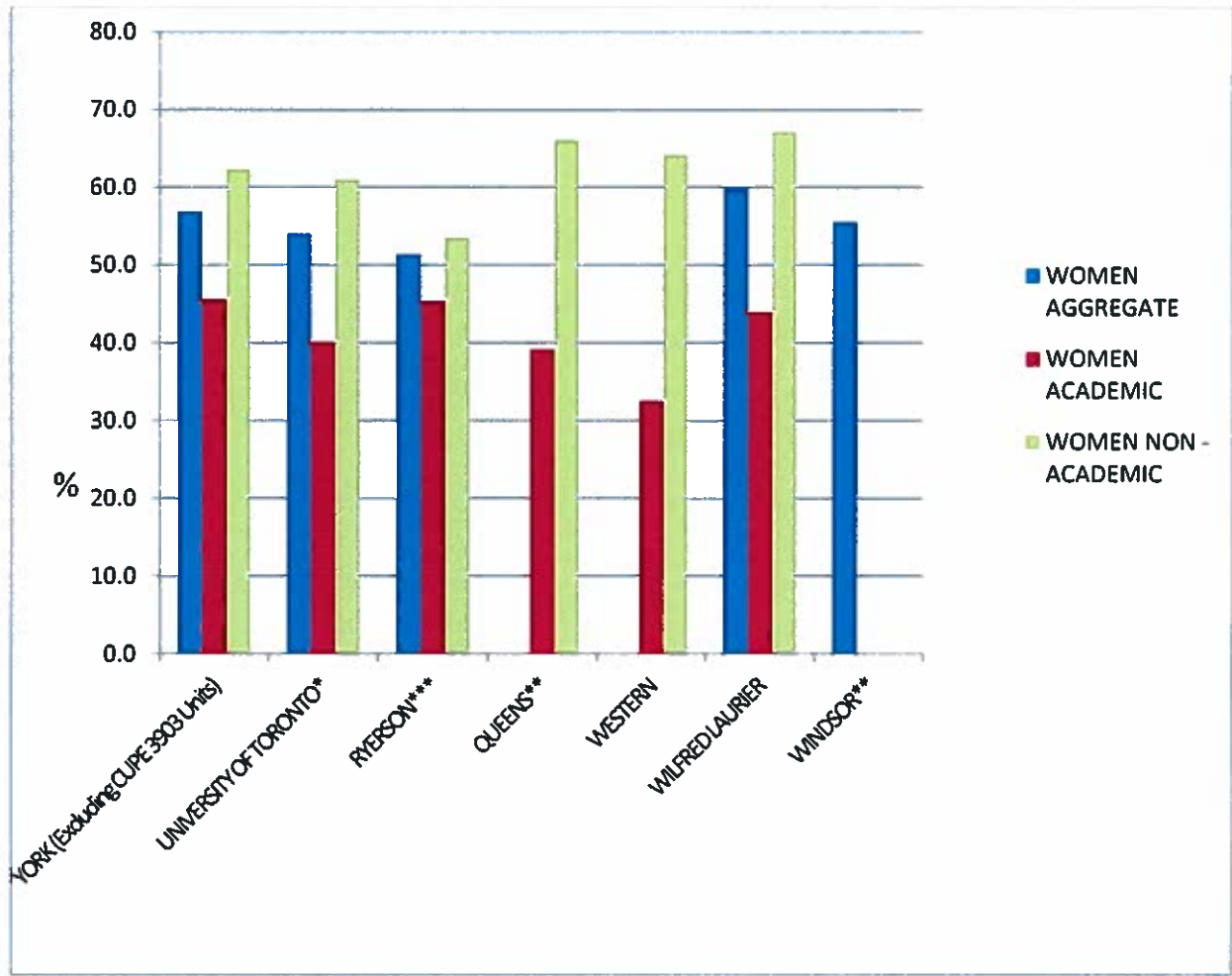
CUPE Units	Employment Equity Survey Return Rate per Unit %
Cdn. Union of Public Employees 3903 - 1	32
Cdn. Union of Public Employees 3903 - 2	61
Cdn. Union of Public Employees 3903 - 3	10

CUPE Exempt	Employment Equity Survey Return Rate per Unit %
CUPE Exempt	20

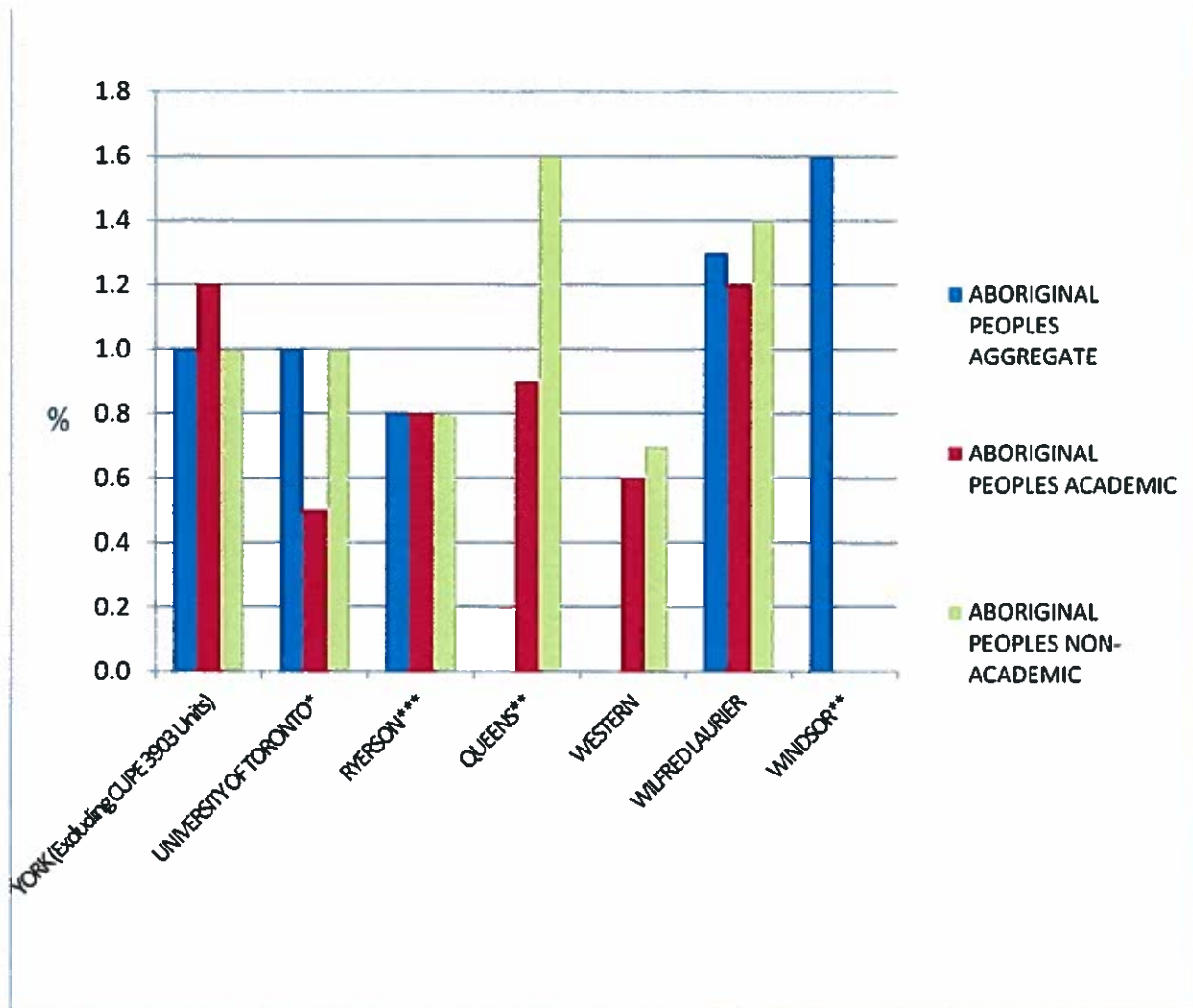
²² Efforts will continue in 2013 to increase the response rate for CUPE 3903 and CUPE Exempt.

APPENDIX I – ONTARIO UNIVERSITY COMPARISON

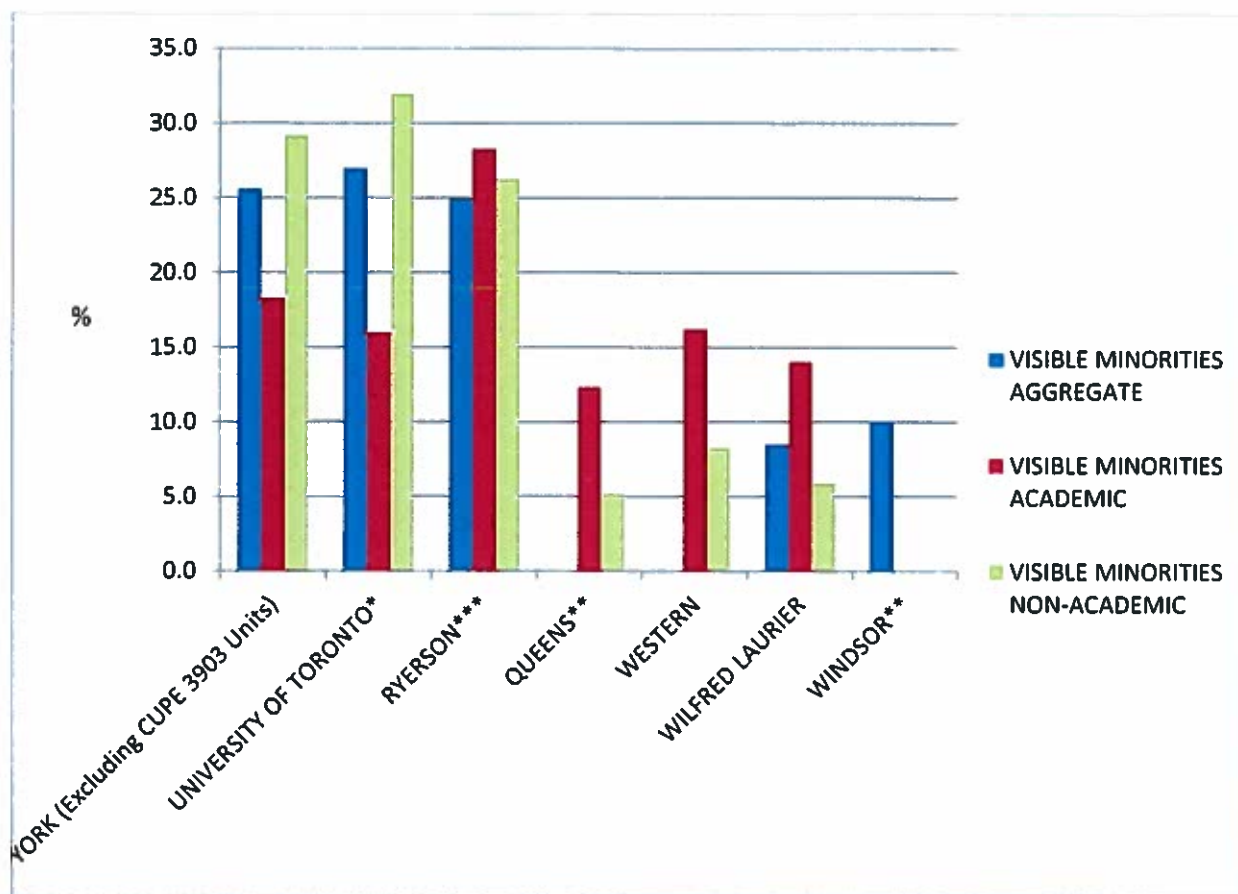
Women



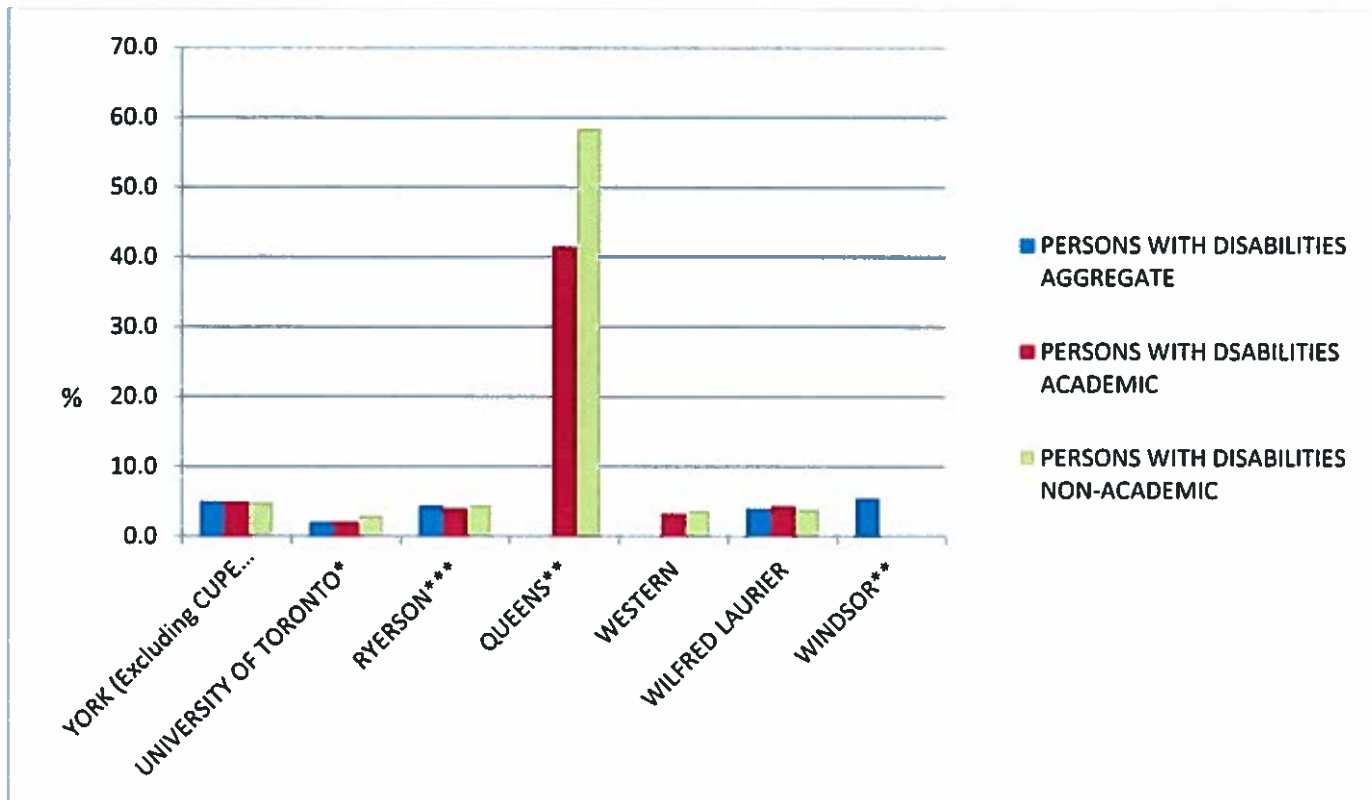
Aboriginal



Visible Minorities



Persons with Disabilities





2013 HEALTH, SAFETY AND EMPLOYEE WELL-BEING ANNUAL REPORT

**Prepared by:
Health, Safety and Employee Well-Being
Department of Human Resources**

May 2014



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INTRODUCTION

York University is committed to a workplace that is healthy and safe through the prevention of illness and injury and by ensuring legislative compliance. This report summarizes the health, safety and employee well-being activities at York University in 2013, and presents health, safety and employee well-being indicators that are quantitative measures of the University's performance. Also included is a report on achievements in 2013, as well as the proposed goals and objectives for 2014.

To ensure that the University meets its obligations under the *Occupational Health and Safety Act* and the University's Occupational Health and Safety Policy ([Appendix I](#)), the Board of Governors, through the Governance and Human Resources Committee, annually reviews the Occupational Health and Safety Policy, evaluates performance indicators of key areas, and approves annual health and safety goals and objectives.

PROGRAM DEVELOPMENTS IN 2013

Health, Safety and Employee Well-Being Unit

- Creation of the Health, Safety and Employee Well-Being (HSEWB) Unit through the amalgamation of the Department of Occupational Health and Safety (DOHS) and the Employee Well-Being Office (EWO).
- Through this integrated unit the University will continue to develop proactive programs to support employee health, safety and well-being, with a focus on enhancing the service model for the university community.

York University's Occupational Health and Safety (OHS) Management System

- Maintenance and enhancement of the University's OHS Management System, which includes reviewing the University's Occupational Health and Safety Policies and Programs and supporting the effective functioning of the Internal Responsibility System.

Disability Support Program

- Enhancement and implementation of the Disability Support Program (DSP) and processes to decrease the impact of illness and injury to the employee and the workplace.
- Prevention and mitigation of absences by collaborating with stakeholders on the development of guiding principles to support the DSP and enhancing organizational understanding and support for the program.

YORK UNIVERSITY OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The York ***University Occupational Health and Safety (OHS) Management System*** has been implemented to ensure due diligence in the management of workplace health and safety.

The OHS Management System includes the following:

- Occupational Health and Safety Policy and Program with oversight by the Health, Safety and Employee Well-Being Unit
- Internal Responsibility System for health and safety which includes management, employees, Joint Health and Safety Committees and Area Safety Officers

The OHS Management System includes the appointment of Area Health and Safety Officers (HSOs) to advise management, including Vice-Presidents, Deans, Directors and others responsible for health and safety matters in their areas. The Area Health and Safety Officers provide a link from the central Health, Safety and Employee Well-Being (HSEWB) unit to the university community to disseminate health and safety information and assist in the maintenance of a safe and healthy workplace. An annual HSO report is submitted to HSEWB, serving as a tool for Department Heads to be accountable for their health and safety responsibilities, enabling Senior Officers to fulfill their oversight role for health and safety, and providing information to HSEWB to support the University's Health and Safety Program.

- There is currently a network of 77 Area Health and Safety Officers (HSOs) representing all areas of the university.
- New HSOs complete an OHS orientation program which includes an overview of their functions and the York University OHS Management System.
- All HSOs submit an annual report to OHS providing information relating to workplace safety and hazard control issues arising over the course of the previous 12 months and actions taken or planned.

HSEWB supports the network of Health and Safety Officers through training, communication and forums. In 2013, the HSOs attended 3 forums to share best practices and learn about:

- Updates on the Ministry of Labour (MOL) and Occupational Health and Safety in Ontario
- Noise Hazards and York University's Hearing Conservation Program
- Ergonomics and Musculoskeletal injury prevention
- The role of the HSO in Hazard Reporting for Academic Employees
- Dealing with Blood and Bodily Fluids
- Response to Odours and Testing for Toxic Gases
- Workplace Injury Statistics
- Role of the Occupational Health Physician at York University
- City of Toronto CHEMTRAC Program
- Near Miss reporting

OCCUPATIONAL HEALTH AND SAFETY AUDITS

York University has implemented an Occupational Health and Safety Audit program to further efforts toward injury and illness prevention and legislative compliance.

The audit evaluates the development and implementation of the Occupational Health and Safety Management System by assessing regulatory compliance status, identifying gaps within the OHS system and providing units and management with an opportunity to make improvements.

The audit focuses on 4 major elements:

- Health and Safety communication
- Training/Orientation
- Workplace inspections
- Accident response and first aid protocol

One audit completed in 2013:

Faculty of Liberal Arts and Professional Studies

One 2013 audit in progress:

Campus Services and Business Operations (CSBO)

Outstanding 2013 audits:

- Office of the Vice-President Academic and Provost
- Office of the Vice President Students
- Office of the Vice President Research and Innovation
- Office of the Vice-President Finance and Administration

The audits have been planned on a six-year cycle, with high risk environments audited once every 3 years and lower risk areas audited every 6 years.

2014 Audit Activities:

- Continue follow-up on action items from the 2012 audits completed in the Faculty of Fine Arts, Faculty of Education and Osgoode Hall Law School
- Completion of the audits in progress or outstanding from 2013
- Assess whether the audits scheduled for 2014 will need to be deferred to 2015 as a result of the departmental changes in the Health, Safety and Employee Well-Being unit. Audits scheduled:
 - Sports and Recreation
 - Faculty of Science
 - Faculty of Engineering

JOINT HEALTH AND SAFETY COMMITTEES

- The University has **5 JHSCs**:
 - CUPE 1356, 1356-1, 1356-2
 - CUPE 3903
 - IUOE
 - YUFA
 - YUSA
- There is one H&S Representative for employees of the York University English Language Institute (YUELI) and members of the Ontario Public Service Employees Union (OPSEU), Local 578, as the department is too small to form a JHSC

To ensure due diligence, management must ensure that the structure and functions of the JHSCs comply with legislated requirements. The *Occupational Health and Safety Act* requires JHSCs to meet at least once every three months.

JHSC Meetings

2 JHSCs (CUPE 3903 and YUFA) did not meet the requirement of meeting at least once every three months.

Health, Safety and Employee Well-Being will continue to work with the various JHSCs and management to ensure that the JHSCs meet the OHS Act requirement of at least one meeting every three months and regular workplace inspections.

Please refer to [Appendix VI](#) for further information on JHSC activities in 2013.

Joint Health and Safety Committees (JHSCs) assist in the creation and maintenance of a safe and healthy work environment and are an integral part of the University's Occupational Health and Safety Management System.

JHSCs are consulted in the review of the University's Occupational Health and Safety Policy and in the development and review of existing and proposed health and safety programs. JHSCs are also involved in accident investigations, and participate in Ministry of Labour visits and inspections.

The University's JHSCs assist in:

- Identifying actual and potential hazards in the workplace.
- Receiving worker concerns, complaints and recommendations for workplace health and safety.
- Discussing issues and recommending solutions.

The JHSCs also conduct regular workplace inspections, ensuring that the workplace is inspected at least once a year, with parts of the workplace being inspected each month.

As part of their responsibilities under the *Occupational Health and Safety Act*, JHSCs make recommendations to supervisors/managers to address health and safety concerns, including findings from workplace inspections. On occasion, formal written recommendations are sent to the Vice-President Finance and Administration (VPFA) for employer response.

LEGISLATIVE CHANGES

The following outlines legislative changes that have an impact on Health, Safety and Employee Well-Being at York University.

Federal Legislation

Regulations under the *Human Pathogens and Toxins Act*

New regulations are being developed under the *Human Pathogens and Toxins Act* (2009). These are anticipated to be released in the fall of 2015. York's Biosafety Officer, along with those from other Ontario universities, actively participated in the consultation process. These regulations will have significant impact on the research community who use biological agents and animals, such as the Faculty of Health and Faculty of Science, affecting about 70 permit holders. Some of the proposed requirements include the development of a permit system for the use of biological agents, medical surveillance, regular inspections, maintenance of an inventory, lab commissioning/decommissioning, incident management and new design requirements for laboratories.

Regulations under the *Health of Animals Act*

New aquatic regulations came into effect in January 2013 stipulating that select aquatic animals cannot be imported unless certain strict physical design and administrative conditions are met. These new regulations impacted research and undergraduate courses using aquatic animals as our facilities did not meet these new requirements. York University's Biosafety Officer, along with university community stakeholders, are trying to resolve these issues with the following approaches:

- Coordinating with other institutions to communicate to the federal government our collective concerns with the regulations and request exemption for academic institutions.
- Upgrading the aquatic facilities to meet the strict requirements of the new regulations. Financial and administrative constraints have hindered progress, delaying the expected upgrades to the next fiscal year (2014-2015).

Regulations under the *Nuclear Safety and Control Act*

The new Administrative Monetary Penalties (AMPs) regulation came into effect May 2013, allowing the Canadian Nuclear Safety Commission Radiation Inspectors to issue monetary fines to individuals (\$300-\$25,000) and organizations (\$1000-\$100,000) for non-compliance with the *Nuclear Safety and Control Act*. A review of York University's Radiation Safety Program is currently being conducted by the University's Radiation Safety Officer to ensure compliance with the Act.

Provincial Legislation

Regulations under the amended *Occupational Health and Safety Act*

The *Occupational Health and Safety Awareness and Training Regulation* under the *Occupational Health and Safety Act* is a new regulation that comes into effect July 1, 2014, requiring employers to ensure workers and supervisors complete a basic occupational health and safety awareness training program. The content of the training must meet the new regulatory requirements, and employers must ensure that new employees complete this training as soon as reasonably possible, and new supervisors complete this training within one week of working as a supervisor. The University is currently developing training and an implementation plan to comply with this new legislative requirement.

GOVERNMENT CONTACTS

Information presented in [Appendix IV](#) outlines the nature and outcomes of contact that have been made with regulatory agencies in 2013. The University ensures compliance with any direction received from regulatory agencies. In addition to the information in Appendix IV, the University also prepared and submitted the following governmental compliance reports/information:

- Prepared and submitted reports on the Chemical Warfare Convention to the Ministry of Foreign Affairs
- Completed Phase 3 CHEMTRAC reporting for York University to comply with the City of Toronto Environmental and Reporting Disclosure Bylaw, which includes the assessment, calculation and submission of releases of prescribed chemicals from designated University facilities
- Liaised with the Ministry of the Environment (MOE) regarding hazardous waste, and administered York University's Hazardous Waste Information Network (HWIN) on the Ministry of Environment website

HEALTH AND SAFETY POLICY AND PROGRAM REVIEW

Occupational Health and Safety Policy and Workplace Violence and Harassment Policies

Under the *Occupational Health and Safety Act*, an employer must prepare and review, at least annually, a written occupational health and safety policy, and must develop and maintain a program to implement that policy. Employers must also prepare and review, at least annually, policies on workplace violence and workplace harassment.

The University consults the five Joint Health and Safety Committees (JHSCs) on the review of the Occupational Health and Safety Policy and the Workplace Violence and Workplace Harassment Policy/Program annually.

Annual Policy Review

In 2013 there were no proposed changes to the policies proposed by the Committees.

The Board of Governors, through the Governance and Human Resources Committee, annually reviews the Occupational Health & Safety Policy.

Please refer to [Appendix I](#) for these policies.

Health and Safety Programs and Guidelines

York University's Health and Safety Programs are reviewed, in conjunction with the Joint Health and Safety Committees, every two years. A list of these programs and review dates can be found in [Appendix III](#).

Two new guidelines/procedures were developed in 2013:

- Laboratory Design Standard – this guide was provided to CSBO Project Coordinators to ensure that contractors incorporate these standards prior to the design construction or major renovation of buildings containing laboratories and includes references to special laboratories that have specific requirements
- Procedure on Transportation of Chemicals on Campus – this procedure outlines the requirements for the safe transportation of chemicals on campus

WORKPLACE ACCIDENT STATISTICS AND COSTS

A critical injury is defined under the *Occupational Health and Safety Act* as an injury of a serious nature that results in one of the following:

- Places life in jeopardy
- Unconsciousness
- Substantial loss of blood
- Fracture of a leg or arm but not a finger or toe;
- Amputation of a leg, arm, hand or foot, but not a finger or toe;
- Burns to a major portion of the body, or
- Loss of sight in an eye

Critical Injuries: Three critical injuries in 2013

Causes:

Two of these critical injuries were caused when employees tripped, one while walking down a flight of stairs, and the other over their other foot. The third critical injury involved a worker fainting.

All critical injuries were investigated and corrective actions were implemented, where applicable, to prevent future recurrence.

WSIB Claims:

Workplace injuries requiring lost time or health care *

- 80 approved claims in 2013
(44 lost time claims, 36 health care claims)
- 849.3 days lost in 2013
- 19.3 average days lost per claim
- Frequency rate: 0.91
- Severity rate: 9.62

*Data as of March 31, 2014; please refer to [Appendix II](#) for detailed data

These measures normalize injury statistics based on the number of workers and hours worked, allowing for better comparison of the measures between years as well as with other organizations as they are industry-standard measures.

Overall, frequency rates for the University over the past five years have not changed significantly, while severity rates have decreased.

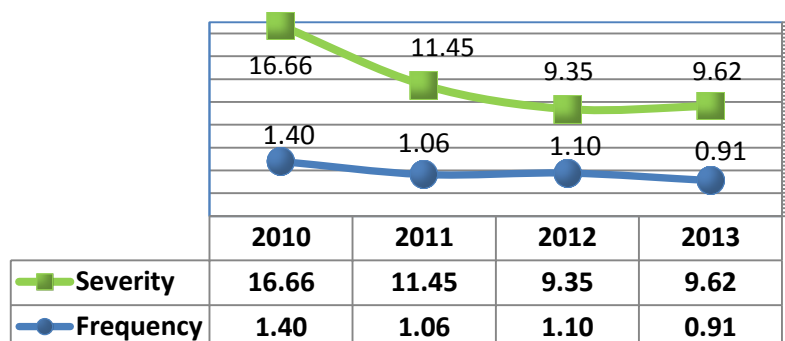
The University continues to strive to reduce accidents and injuries through proactive measures such as health and safety training, inspections and workplace hazard assessments.

Frequency and severity are measures that show the impact of work-related injuries and illness on the university.

Comparison to 2012:

- **Frequency**, which measures the number of lost-time injuries per 100 full-time equivalent workers or 200,000 hours worked, **decreased 18%**
- **Severity**, which measures the year-to-date days lost per 100 full-time equivalent workers or 200,000 hours worked, **increased by 2.9%**

WORKPLACE INJURY FREQUENCY AND SEVERITY RATES



WSIB Costs:

Workplace injuries requiring lost time or health care coverage by the WSIB

- WSIB Premium: \$1,380,747.11
- NEER **Rebate**: \$296,101.08
- Performance Index: 2.5

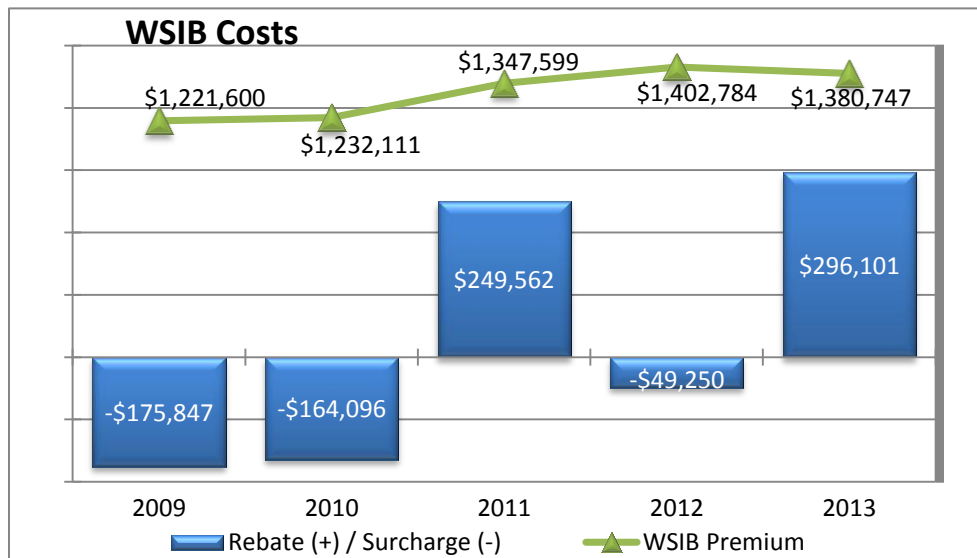
*please refer to [Appendix II](#) for detailed data

The **Workplace Safety and Insurance Board (WSIB)** premium rate of **36 cents per hundred dollars of payroll** has remained the same in 2011, 2012 and 2013. In 2010, the premium rate was \$0.34/\$100 of payroll.

A **NEER rebate** of

\$296,101 was received in 2013. The NEER rating reflects active claims from the past four years. This rebate is attributed to an accident rate that was below that of our comparative rate group, as well as effective early and safe return to work strategies, ensuring active claims were officially closed, case

management and closure of claims from 2009, 2010, 2011, 2012. In addition to comprehensive and strategic claims management, the Health, Safety and Employee Well Being unit continues to focus on accident prevention and offers of early and safe return to work to limit lost time.



WSIB Performance Index

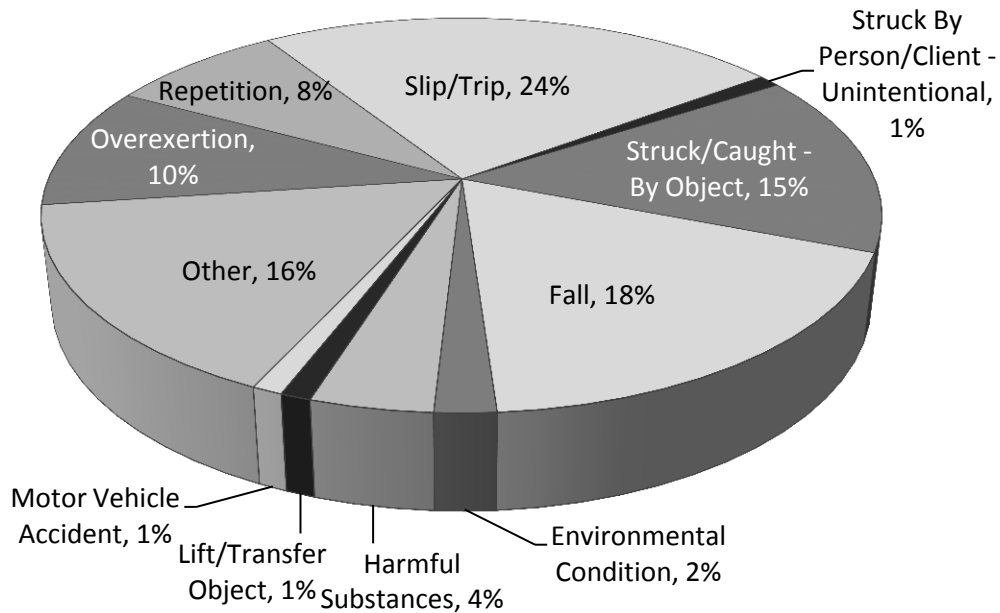
The WSIB Performance Index is a comparison between the NEER Cost and the WSIB's forecast cost for the rate group. A performance index of less than 1.0 indicates a better-than-average performance and potential rebate, while a performance index of greater than 1.0 indicates a potential surcharge. The performance index, as of March 31, 2014, is 2.5; however, this is subject to change as case management activities continue through this year for claims from 2010, 2011, 2012 and 2013. Efforts will continue to reduce costs by maximizing cost recovery through WSIB's Second Injury Enhancement Fund (SIEF) and third party transfer opportunities whenever possible. These activities demand thorough knowledge of the *Workplace Safety and Insurance Act* to ensure appropriate claims management and objections if necessary. In addition, WSIB cost statements are reviewed for errors to effect retroactive cost claim adjustments.

Year	2009	2010	2011	2012	2013
Performance Index	not available	0.89	0.64	0.83	2.5

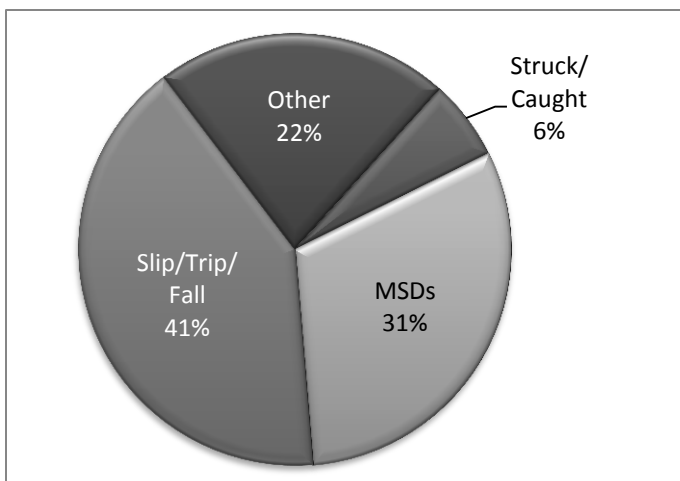
CAUSES OF WORKPLACE INJURIES/ILLNESS

The largest cause of workplace injuries/illness in 2013 was slips, trips and falls, accounting for 42% of injuries. This is followed by musculoskeletal disorders (repetition, overexertion and lift/transfer object), accounting for 19% of injuries. For injuries requiring lost time from work, days lost are mainly attributed to slips, trips and falls (55%).

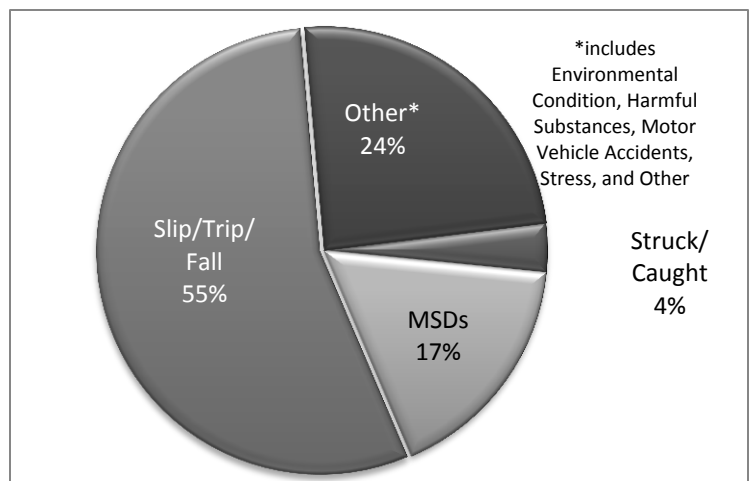
Causes of Workplace Accidents and Injuries (2013):



Lost Time Accidents and Days Lost by Type of Injury (2013):



2013 Lost Time Accidents by Type of Injury



2013 Days Lost by Type of Injury

DISABILITY STATISTICS AND DISABILITY SUPPORT PROGRAM

Long-Term Disability (LTD):

- 24 claims approved in 2013
- 83 active LTD cases*, 59 of which are deemed to be permanently impaired
- In 2013, 34 LTD cases were resolved, with 22 of those cases reaching resolution through return to work

*As of March 31, 2014; please refer to [Appendix II](#) for detailed data

Long-term disability claims are adjudicated and managed by Sun Life once approved. The Health, Safety and Employee Well-Being unit assists with transition from STD to LTD, ensures appropriate case management, and is involved in planning for return to work.

Claim Trends:

The trends indicate psychological causes are the largest contributor of claims (35%), followed by cancer (25%), and musculoskeletal disorders (15%).

The Health, Safety and Employee Well Being unit continue to refine and roll out the Disability Support Program and processes in collaboration with the various stakeholders to decrease the impact of illness and injury to the employee and workplace through the prevention and mitigation of absences. The Disability Support Program will have linkages to wellness promotion and attendance support program initiatives including tools and resources, which are essential for the successful implementation of a comprehensive program for the university.

ACCOMMODATION IN EMPLOYMENT FOR PERSONS WITH DISABILITIES

Employers have an obligation to accommodate workers who have a disability, either temporary or permanent. York University is committed to meeting the needs of any employee with a disability, requiring a medically supported accommodation, to enable them to perform their work and to fully participate in the workplace. The University applies the principles stated in the *Ontario Human Rights Code* and the *Workplace Safety and Insurance Act*, in the development of accommodation and early and safe return to work programs and strategies.

The Health, Safety and Employee Well-Being Team is responsible for the administration and implementation of accommodation guidelines and procedures and works collaboratively with employees, unions and supervisors to assist employees with disabilities to remain at work or return to work after recovering from an illness or injury.

Accommodation Fund

The University maintains an Accommodation Fund to provide support to local units accommodating employees. In 2013, the Fund contributed to the cost of specialized equipment, workplace modifications, and professional services associated with medically supported accommodation needs.

OCCUPATIONAL HEALTH AND DISEASE PREVENTION

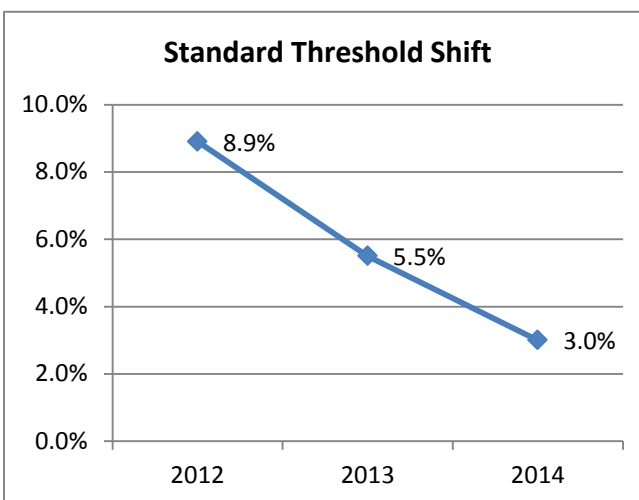
Medical Surveillance Program

- Annual audiometric testing
- Streamlined the annual enrollment process for Medical Surveillance participants working with biological hazards

Medical surveillance programs establish the initial health status (baseline) of a person and ensure adequate safety measures are enacted for the hazards present in the workplace such as exposure to biological hazards, respiratory protection, hearing conservation, etc.

Workers who may be exposed to biological hazards are required to complete a medical questionnaire and be assessed by a medical practitioner to ensure that various immunizations and medical tests (e.g. TB tests) are completed before work begins, and annually for specific work activities.

Audiometric or hearing tests are conducted annually for workers exposed to high noise levels to monitor the effectiveness of hearing protection. The Standard Threshold Shift (STS) shows the number of employees who have had a shift or change in their hearing levels when compared to prior testing. The STS level in 2013 was 5.5%, as compared to 8.9% in 2012. Audiometric testing for 2014 was completed in March, with the results indicating that the STS has continued to decrease, down to 3%, showing a decreasing trend in hearing loss. Workplaces with an STS level in the range of 0-5% are considered to have a successful hearing conservation program, indicating the effectiveness of the hearing conservation program that York University has implemented.



Biosafety Program

- 70 biosafety research permits in place
- Preparation for compliance with new regulations under the *Human Pathogens and Toxins Act* (fall 2015)
- Completed a pilot of new biosafety awareness training

The Biosafety Program is managed by the University Biosafety Officer (BSO) who works with the University Biosafety Committee to inspect, commission and decommission labs, and develop procedures and guidelines for safe handling, emergency/spill response, disinfection and biohazardous waste disposal, as well as administers the permitting/certification system for all biological research. There are currently 70 permit holders. The BSO also provides

expert advice to the university community regarding exposure to biohazardous materials, including reportable, communicable diseases, by liaising with OHS medical consultants and regulatory agencies.

Summary of Medical Surveillance (MS) and Biosafety Activities (BS) in 2013:

Medical Surveillance/Biosafety Program Element	No. of Participants		
	2013	2012	2011
MS - Animal Care Workers and other biohazards	55	45	35
MS - Asbestos Worker Reports for Type 2 Work	17	12	5
MS - Audiometric Testing	104	131	124
MS - Vision Screening for New Laser Workers	10	7	17
BS - Biosafety Certificate Approval - New	8	9	3
BS - Biosafety Certificate - Renewal	40	26	20
BS - Biocontainment Cabinets and Laminar Flow Hoods Certification	37	46	47

OCCUPATIONAL HYGIENE ASSESSMENT AND TESTING

In accordance with relevant legislation and internal policy and procedures, Health, Safety and Employee Well-Being conducts or arranges selected environmental testing, testing of equipment, laboratory inspection and ergonomic assessments. The testing could be to comply with legislative requirements (e.g., leak testing of radiation sources and certification testing biocontainment cabinets), for proactive monitoring or in response to employee concerns. Please refer to [Appendix V](#) for detailed information regarding Occupational Hygiene Testing/Inspection activities for 2013.

RADIATION SAFETY COMMITTEE COMPLIANCE

The University was in compliance with the Canadian Nuclear Safety Commission (CNSC) requirements in 2013.

The University completed the desktop inspection and submitted an annual report to the CNSC as required by the university's licensing conditions.

The University issued 29 internal radioisotope permits as of December 2013.

The University's Radiation Safety Committee is responsible for establishing criteria for the use of nuclear substances at the University within the licensing conditions established by the CNSC. The Radiation Safety Program is reviewed by the Committee once every two years.

The Committee meets quarterly and inspects all areas of radioisotope use at least once a year. An annual activity report was submitted by the Committee to the CNSC in 2013.

HEALTH AND SAFETY ADVICE AND GUIDANCE

The Health, Safety and Employee Well-Being unit provided support to the university community for health and safety issues and concerns, to assist decision-making and activities to ensure due diligence, including:

- Safety support for two evacuations, one resulting from a fire and the other resulting from an ammonia-type odour; both required air testing prior to the space being cleared
- Indoor air quality assessments to address concerns related to odours, dust, mould, heat and humidity, cold, water leaks/floods, and perceived concerns regarding health issues from laser printers
- Mould assessments conducted to address complaints as well as after leaks or floods; ensured that work conforms to the mould guideline from the Environmental Abatement Council of Ontario (EACO)
- Responses related to asbestos, to identify the presence of asbestos and to ensure that work being done conforms to the Asbestos Regulation (O. Reg 278/05) if asbestos is present
- Water quality concerns requiring testing and/or response from CSBO
- Concerns related to odours, requiring follow-up and/or testing
- Noise concerns, requiring testing and recommendations where required
- General safety concerns, requiring advice and guidance; some examples from 2013 include bed bugs, confined spaces, lighting concerns, concerns regarding chemicals, use of ladders and scaffolding, and nanotechnology safety
- Ergonomic assessments and interventions to prevent musculoskeletal injuries
- Support for the investigation and reporting of critical injuries
- Chemical and laboratory safety by conducting laboratory inspections and audits and ensuring all users of chemicals, including faculty, staff and graduate students, are trained in WHMIS
- Emergency response for chemical safety issues
- Developed an Automatic External Defibrillator (AED) program in conjunction with the installation of 18 AEDs on the Keele and Glendon campuses, as well as additional mobile units

HEALTH AND SAFETY EDUCATION/AWARENESS

The University ensures that all senior University officers receive mandatory due diligence and health and safety training. New senior officers, as part of their health and safety orientation, are provided with an overview of the University's OHS Management System and complete a health and safety training module online.

In 2013, the University informed all supervisors of legislatively mandated training and developed relevant training programs for employees.

The Health, Safety and Employee Well-Being unit conducted or coordinated health and safety training on over 22 topics.

2014 GOALS AND OBJECTIVES

Health, Safety and Employee Well-Being Unit

- Continue amalgamation of and develop strategy for the Health, Safety and Employee Well-Being (HSEWB) unit, ensuring collaboration and efficient use of resources
- Through this integrated unit the University will continue to develop proactive programs to support employee health, safety and well-being, with a focus on enhancing the service model for the university community
- Review the model for OHS in the organization to better align HSEWB with Area Health and Safety Officers and Joint Health and Safety Committees

York University's Occupational Health and Safety (OHS) Management System

- Maintain and enhance the University's OHS Management System, which includes reviewing the University's Occupational Health and Safety Policies and Programs and audits
- Support the effective functioning of the Internal Responsibility System, Joint Health and Safety Committees and the Area Health and Safety Officer network
- Monitor legislation to ensure compliance
- Effective use of data to guide planning, program development and interventions for injury and illness prevention

Disability Support Program

- Continue implementation of the Disability Support Program (DSP) processes and training to address occupational and non-occupational disability support, absence support and accommodation to decrease the impact of illness and injury to the employee and the workplace
- Prevent and mitigate absences by collaborating with stakeholders to support the DSP and enhancing organizational understanding and support for the program
- Develop standard WSIB restrictions to facilitate early and safe return to work
- Develop wellness program

APPENDIX

Appendix I – York University Health and Safety Policies

Occupational Health and Safety Policy (proposed changes highlighted)

University Policies, Procedures and Regulations Database

University Policy

Occupational Health and Safety

: Pol 008

Description:

Notes: Approved by UEC: 1996/09/16; Re-Approved by the Board of Governors: 1991/05/13; 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29, 2003/04/28, 2004/04/26, 2005/05/02, 2006/05/01, 2007/04/30, 2008/06/23, 2009/06/23, 2010/06/21, 2011/06/20, 2012/06/25, 2013/06/24
Date Effective: 1991/05/13; ***This policy must be approved annually by the Board of Governors.***

Approval Authority: Board of Governors

Signature: "M. Shoukri"

Policy

York University is committed to the prevention of illness and injury through the provision and maintenance of healthy and safe conditions on its premises. The University endeavours to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and where appropriate, through development and implementation of additional internal standards, programs and procedures.

York University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.

Occupational Health and Safety

Persons who are supervisors as defined by the Occupational Health and Safety Act shall ensure that persons under their direction are made aware of and comply with all applicable requirements and procedures adherent to this policy. Supervisors shall investigate all hazards of which they become aware and shall take appropriate corrective action.

The University shall acquaint its employees with such components of legislation, regulations, standards, practices and procedures as **they** pertain to the elimination, control and management of hazards in their work and work environment. Employees shall work safely and comply with the requirements of legislation, internal regulations, standards and programs and shall report hazards to someone in authority, in the interests of the health and safety of all members of the community.

Students

Students are responsible for conducting themselves in a manner which is consistent with their health and safety and that of others. Failure to do so may be considered a breach of the Code of Student Rights and Responsibilities.

Tenants and Contractors

The University will make its commercial tenants and contractors aware of its Occupational Health and Safety Policy and of the requirement that all persons working on its premises conduct their business in accordance with the Occupational Health and Safety Act **and Regulations, and any other applicable legislation.**

This Health and Safety Policy is promulgated by the Board of Governors and the administration thereof is delegated to the Vice-President Finance and Administration.

Failure to abide by this policy or the requirements, regulations, standards or procedures contemplated herein will result in appropriate discipline or sanctions.

Workplace Violence Policy (no proposed changes)

Workplace Violence, Policy on

Description: Describes workplace violence and the University's commitment to protect its workers from workplace violence.

Notes: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24.

Approval Authority: Board of Governors

Signature: "Paul Cantor"

I. Scope

This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.

II. Definition

The term, "workplace violence" means:

- (a) the exercise of physical force by a person against a worker, in a workplace, that causes or may cause personal injury to the worker;
- (b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- (c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace violence.
2. York University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.
3. Anyone who engages in workplace violence shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

The Vice-President Finance and Administration shall be responsible for establishing a program, guidelines and procedures to implement this policy.

VI. Related Policies

[Occupational Health and Safety Policy](#)
[Policy Concerning Racism](#)
[Sexual Harassment Policy](#)
[Code of Student Rights and Responsibilities](#)
[Workplace Harassment Policy](#)

Workplace Harassment Policy (no proposed changes)

Workplace Harassment, Policy on

Description: Describes the nature of workplace harassment and the University's commitment to protect its workers from workplace harassment.

Notes: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24

Approval Authority: Board of Governors

Signature: "Paul Cantor"

I. Scope

This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.

II. Definition

The term, "workplace harassment" means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment does not include rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace harassment.

2. Anyone who engages in workplace harassment shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

The Vice-President Finance and Administration shall be responsible for establishing a program, guidelines and procedures to implement this policy.

VI. Related Policies

[Occupational Health and Safety Policy](#)

[Policy Concerning Racism](#)

[Sexual Harassment Policy](#)

[Code of Student Rights and Responsibilities](#)

[Workplace Violence Policy](#)

Appendix II – WSIB Claim Statistics, Costs and LTD Statistics

WSIB Claim Statistics*

Year	Approved Claims		Lost Days	Average # of lost days per claim	Frequency ¹	Severity ²
	Lost Time	Health Care				
2013	44	36	849.3	19.83	0.91	9.62
2012	44	51	807	18.34	1.10	9.35
2011	40	52	992	24.20	1.07	11.44
2010	50	63	1342	26.84	1.40	16.61
2009	48	48	1756	36.58	1.14	20.91
2008	46	45	1932	42.00	1.15	24.44
2007	47	22	1647	35.04	0.84	20.08

Data as of March 31, 2014

¹Frequency – the number of lost-time injuries per 100 full-time equivalent workers or 200,000 hours worked

²Severity – the year-to-date days lost per 100 full-time equivalent workers or 200,000 hours worked

WSIB Cost Statistics

Year	WSIB Premium	NEER Rebate (+)/Surcharge (-)	Performance Index ³
2013	\$1,380,747.11	\$296,101.08	2.5
2012	\$1,402,783.77	-\$49,250.37	0.83
2011	\$1,347,598.87	\$249,561.71	0.64
2010	\$1,232,111.29	-\$164,095.50	0.89
2009	\$1,221,600.29	-\$175,847.32	not available
2008	\$1,136,699.36	\$221,226.54	not available

³Performance Index is a comparison between the NEER Cost and the WSIB's forecast cost for the rate group. A performance index of less than 1.0 indicates a better-than-average performance and potential rebate, while a performance index of greater than 1.0 indicates a potential surcharge.

Long-Term Disability Statistics

Year	Submitted Claims	Approved Claims ⁴	Resolved Claims						
			Return to Work	No Longer Disabled	Change of Definition	Max Benefit Period	Death	Settlement	Total
2013	42	24	22	5	3	2	2	0	34
2012	54	40	16	3	1	0	4	2	26
2011	57	40	18	2	1	0	1	3	25
2010	48	30	2	1	0	0	0	2	5

⁴As of March 31, 2014 there are 83 active LTD cases, 59 of which are deemed to be permanently impaired

- Claim trends (dated April 29, 2013) indicate psychological causes are the largest contributor of claims (35%), followed by cancer (25%), and musculo-skeletal disorders (15%)

Appendix III – York University Health and Safety Programs and Review Dates

Programs/Guidelines	Year Reviewed	
	2012	2013
Accident Investigation		<i>To be reviewed in 2014</i>
Asbestos Management	✓	
Automatic External Defibrillators (AEDs)		<i>To be reviewed in 2014</i>
Biosafety	✓	
Communicable Disease Reporting		✓
Compressed Gas Cylinder Safety	✓	
Confined Space Entry	✓	
Electrical Equipment Certification		<i>To be reviewed in 2014</i>
Emergency Eyewash Stations and Safety Showers		<i>To be reviewed in 2015</i>
Emergency Chemical Spill Procedure	✓	
Ergonomics/Musculoskeletal Disorder Prevention		<i>To be reviewed in 2015</i>
First Aid		<i>To be reviewed in 2014</i>
Hazard Reporting		<i>To be reviewed in 2014</i>
Hearing Conservation		<i>To be reviewed in 2014</i>
Heat Stress		✓
Indoor Air Quality		✓
Laboratory Fume Hood Standard		✓
Laboratory Safety	✓	
Ladder Safety		✓
Laser Safety	✓	
Lift Truck Safety		✓
Medical Surveillance Program for Biohazards		✓
Mould Control	✓	
Radiation Safety	✓	
Scented Products		<i>To be reviewed in 2014</i>
Silica		✓
Transportation of Dangerous Goods	✓	
Transporting Chemicals on Campus		✓
Working Alone		✓
Workplace Harassment Prevention		✓
Workplace Inspection		<i>To be reviewed in 2014</i>
Workplace Violence Prevention		✓
Workplace Hazardous Materials Information System (WHMIS)	✓	

Appendix IV – Government Contacts 2013

Date	Government Agency	Reason for Contact	Government Response	University Response
17-May	CNSC	CNSC outreach presentation to the academic sector	University representatives attended a CNSC presentation on the results of institutional inspections	University attended and discovered areas for improvement, which are now included in the internal inspection process
28-May	PHAC	PHAC decision to not honor import permits after July 5 th for pathogens from the US, requiring reapplication for the permits	PHAC not honoring import permits after July 5 th .	University communicated concerns to PHAC, resulting in a reversal of their stance; result is reduced administrative burden for 3 faculty researchers
14-Jun	CFIA	CFIA held meeting to explain changes in aquatic regulations	CFIA outlined the changes in aquatic regulations and how the University will be affected. CFIA was not receptive to University feedback.	University communicated disapproval at changes in aquatic regulations.
3-Jul	PHAC	PHAC requested to update import permit for containment level 2 facilities in LSB	PHAC received and reviewed containment level 2 checklist. PHAC approved containment level 2 facilities for importation of biological agents.	University provided updated checklist of containment level 2 facilities. Researchers continue to be able to import biological agents.
24-Jul	PHAC	PHAC held meeting with Ontario universities to discuss upcoming regulations on laboratory acquired infection reporting program	PHAC explained program and received feedback from PHAC	University outlined concerns to PHAC regarding new program
2-Aug	CCAC	CCAC audit and inspection	CCAC asked for update on animal facility inspections	University provided animal facility spreadsheet to satisfaction of CCAC
14-Oct	CFIA	CFIA requested meeting with Biosafety Officer and AVP Research and Innovation (AVPRI) to discuss changes in aquatic regulations	University provided feedback to the CFIA	BSO and AVPRI communicated disapproval at changes in aquatic regulations.
30-Oct	CNSC	CNSC updating regulations regarding security measures for selective radioactive materials	CNSC presented reasoning behind changes and how it will affect the academic sector depending on what category the institution fell under	University calculated its security category and determined that the extent of changes that will affect researchers will be minimal.
31-Oct	CNSC	CNSC Desktop Inspection	CNSC requested updated Transport of Dangerous Goods Training Certificates	University provided requested documents to CNSC
14-Nov	CBSA, PHAC	Requested feedback on single window initiative for streamlining importation of biological agents	CBSA/PHAC teleconferenced with University	University provided feedback on proposed initiatives
26-Nov	OMAFRA	OMAFRA desktop inspection to renew license	OMAFRA asked for animal facility inspection records and updates to deficiencies	University provided inspection records and updates to deficiencies to the satisfaction of OMAFRA
3-Dec	PHAC	PHAC requested feedback from university regarding administrative	PHAC interviewed BSO and Senior Policy Advisor for Research Ethics and listened to	University provided PHAC with feedback on program as a model for the new guidelines.

		management and control of biological risks at academic institutions.	feedback. University biosafety program will be used as a model in the new guideline publication.	
5-Dec	MOL	Investigating a report related to Workplace Violence	MOL found that York University has appropriate procedures to deal with workplace violence occurrences. No orders issued. A recommendation regarding refresher training was made.	An immediate follow up (a Memo sent to All Area Health and safety Officers) reminding them of the need for the refresher training for their areas.
18-Dec	MOL	MOL called police as a CSBO worker received a burn to his heel/part of his leg from hot water from a steam valve that was not being drained correctly from a pit.	MOL never came on site but indicated that they were satisfied with the paperwork submitted by CSBO.	Drain was cleared by plumber and workers will work in pairs when doing this type of work.
CBSA – Canadian Border Services Agency CCAC – Canadian Council of Animal Care CFIA – Canadian Food Inspection Agency CNSC – Canadian Nuclear Safety Commission			MOL – Ministry of Labour OMAFRA – Ontario Ministry of Agricultural, Food and Rural Affairs PHAC – Public Health Agency of Canada	

Appendix V – Occupational Hygiene Testing/Inspection Information

Type of Tests	Tests Conducted 2013	Tests Conducted 2012
Statutory Testing		
Biocontainment Cabinets/Laminar Flow Hoods ¹	37	46
Radioactive Sealed Sources Leak Testing	3	4
Radioisotope Laboratories Monitoring	26	19
X-RAY Machine Leak Testing	0	1
Mandated by Internal Policy and Procedures		
Biosafety Laboratory Inspection and Commissioning	25	10
OHS Equipment Calibration	2	6
Ergonomics	25	43
Ergonomics (referred by Employee Well Being Office)	30	28
Laboratory Inspections ²	11	43
Indoor Air Quality	60	56
Indoor Mould Assessment	21	20
Other Hygiene ³	112	105
Workplace Noise Testing of Areas >85dBA	5	6
¹ HSEWB coordinates the annual certification of biosafety cabinets by an external firm ² Inspection of scientific laboratories in the Faculties of Science and Engineering, Health, Liberal Arts and Professional Studies ³ Includes testing for hazardous gases and vapours in response to odours and spills (e.g. flammables, organic vapour, carbon monoxide and hydrogen sulphide, etc.)		

Appendix VI – JHSC Meeting and Inspection Information

JHSC Meetings

JHSC	JHSC Meetings 2013
CUPE 1356, 1356-1	9 meetings held in 2013: January, February, March, April, May, June, September, October, November
CUPE 3903	3 meetings held in 2013 February, April, September
YUFA	3 meetings held in 2013 January, March, December
YUSA	9 meetings held in 2013: Feb, Mar, Apr, May, June, July, Oct, Nov, Dec
IUOE	4 meetings held in 2013 March, June, October, December

JHSC Inspections

JHSC	JHSC Inspections 2013		JHSC Inspections 2012		JHSC Inspections 2011	
	Inspections Completed	Person Hours	Inspections Completed	Person Hours	Inspections Completed	Person Hours
CUPE 1356, 1356-1-2	37	62	51	37.25	26	23.5
CUPE 3903	7	22	10	17.5	0	0
YUFA	10	n/a	12	35	3	14
YUSA	12	86	13	126	22	61
IUOE	3	n/a	11	49	8	12

DISABILITY SUPPORT PROGRAM

Aileen A. Ashman
Assistant Vice-President, Human Resources

May 27, 2014

York University Board of Governors Human Resources & Governance Committee

Disability Management Program (DMP)

- Implemented to track and manage employee absence due to illness, and to manage workplace medical accommodations in accordance with Ontario Human Rights Code
- Intended to fill a void for York U in managing employee and department expectations in addressing disability issues

HISTORY

- Late 2010: York Employee Well-Being Office commenced work on a Disability Management Program
- Rollout for non-academic employees commenced late 2011 – for faculty implementation 2012/2013
- Full implementation delayed due to ongoing union resistance and manager concerns
- September, 2013 Employee Well-Being Office was integrated with Occupational Health & Safety to become Health Safety & Employee Well-Being (HSEWB)

DMP Challenges

- Targeted to non-occupational medical absences only
- Overly reliant on manager resources
- Few management tools/reports
- Manual tracking at department level
- Inconsistent application
- No supporting SOP's

TRANSITIONS

DISABILITY MANAGEMENT

- No union consultation

DISABILITY SUPPORT

- Unions participate in all RTW arrangements
- Unions routinely approached to assist RTW/medical documentation
- Unions consulted prior to imposing sanctions
- Ongoing union consultation

Transitions

DMP

- Over-reliance on department/faculty managers

DSP

- Centralization of WSIB/LTD documentation
- Centralization of absence tracking after 14 days
- Better management reports
- Ongoing manager updates
- Centralized support to RTW
- Ongoing consultation

Transitions

DMP

- Targeted to non-occupational absence
- Focus on return to work after medical clearance
- Accommodations inconsistent

DSP

- Integrated occupational/non-occupational absence
- Focus on early & safe return to work
- Centralization of accommodations support

Emerging Trends

- Better support from unions and managers
- Increased participation
- Better accommodation outcomes
- Integration with occupational assists early & safe return to work
- Better communications
- Better case management

Examples of Recent Successes

- Employee returned to LTD after long-standing dispute
- \$300,000 WSIB rebate 2013
- Lost time claims management has resulted in WSIB denials where accommodations offered
- Denial of WSIB reversed with central support
- Enhanced tracking of all claims with eclaims

Board and Board Committee Meeting Dates September 1, 2014 to June 30, 2015

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	Board of Governors	Executive	Academic Resources	Finance and Audit	Investment	Land and Property	Governance and Human Resources	Marketing, Communications and Community Affairs
2014								
September		Tues, Sept. 23/2014 8:00 am to 10:30 am Downtown TBA		Mon. Sep. 15/2014 8:00 am to 10:30 am Downtown TBA	Tues. Sep. 30/2014 9:00 am to 11:00 am Downtown TBA	Tues. Sep. 16/2014 8:30 am to 10:30 am 1048 Kaneff Tower	Fri. Sep 12/2014 8:00 am to 10:00 am Downtown TBA	Thurs. Sept. 18/2014 2:00 pm to 4:00 pm Downtown TBA
October	Mon. Oct. 6, 2014 3:00 – 6:00 pm 5 th Floor, Kaneff Tower Board Retreat: Fri, Oct. 24, 2014 – 6:00 pm Dinner Sat, Oct. 25, 2014 – 8:30 am – 2:30 pm Business session		Wed. Oct. 1/2014 4:00 pm to 6:00 pm business meeting; 6:00 - cocktails; 6:30 dinner Location: Soho Metropolitan, 318 Wellington St W, Toronto					
November		Mon Nov. 24/2014 8:00 am to 10:30 am Downtown TBA	Fri, Nov. 28/2014 9:00 am to 11:00 am 1048 Kaneff Tower	Mon. Nov. 17/2014 8:00 am to 10:30 am Downtown TBA		Tues. Nov. 18/2014 8:30 am to 10:30 am 1048 Kaneff Tower	Fri. Nov. 21/2014 8:00 am to 10:00 am Downtown TBA	
December	Mon. Dec 8/2014 3:00pm-6:00pm 5 th Floor, York Research Tower Holiday Reception 6:30 pm tba				Mon. Dec. 1/2014 9:00 am to 11:00 am Downtown TBA			Fri, Dec. 5/2014 9:00 am to 11:00 am Downtown TBA

Board and Board Committee Meeting Dates September 1, 2014 to June 30, 2015

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	Board of Governors	Executive	Academic Resources	Finance and Audit	Investment	Land and Property	Governance and Human Resources	Marketing, Communications and Community Affairs
2015								
January			Fri. Jan. 30/2015 9:00 am to 11:00 am 1048 Kaneff Tower					
February	Mon. Feb. 23/2015 3:00 – 6:00 pm 5 th Floor, Kaneff Tower	Fri, Feb. 13/2015 8:00 am to 10:30 am Downtown TBA		Mon. Feb. 9/2015 8:00 am to 10:30 am Downtown TBA		Tues. Feb. 10/2015 8:30 am to 10:30 am 1048 Kaneff Tower	Fri. Feb. 6/2015 8:00 am to 10:00 am Downtown TBA	Fri, Feb. 20/2015 9:00 am to 11:00 am Downtown TBA
March		Tues, Mar. 3/2015 5:30 pm to 9:30 pm Joint Board/Senate Executive Dinner/Meeting Location TBA			Mon. Mar. 30/2015 9:00 am to 11:00 am Downtown TBA			
April	Mon. Apr. 27/2015 3:00 – 6:00 pm 5 th Floor, Kaneff Tower	Fri, Apr. 17/2015 8:00 am to 10:30 am Downtown TBA	Fri. Apr. 10/2015 9:00 am to 11:00 am 1048 Kaneff Tower	Mon. Apr. 13/2015 8:00 am – 10:30 am 1048 Kaneff Tower				Fri, Apr. 24/2015 9:00 am to 11:00 am Downtown TBA
May			Fri. May 22/2015 9:00 am to 11:00 am 1048 Kaneff Tower	Mon. May 25/2015 8:00 am – 10:30 am 1048 Kaneff Tower		Tues. May 26/2015 8:30 am to 10:30 am 1048 Kaneff Tower	Fri. May 29/2015 8:00 am to 10:00 am Downtown TBA	
June	June 22/2015 3:00pm-6:00pm 5 th Floor, York Research Tower Hail & Farewell 6:30 pm tba	Mon. June 8/2015 8:00 am – 10:30 am Downtown TBA		Mon. Jun 22/2015 12:30 pm – 2:30 pm 5th Floor Kaneff Tower	Fri. June 5/2015 9:00 am to 11:00 am Downtown TBA			Mon. Jun 1/2015 9:00 am to 11:00 am Downtown TBA