



**York University
Board of Governors**

Notice of Meeting
Monday, October 6, 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)**
- 1. Chair's Items (J. Foster)**
 - a) Report on Items Decided in the Closed Session**
- 2. Executive Committee (J. Foster) 1**
 - a) Action Taken on Behalf of the Board 2**
 - b) Pension Plan Text Amendments (For approval; J. Foster) 3**
- 3. President's Items (M. Shoukri)**
 - a) Kudos Report 4**
 - b) York in York Region Campus 5**
 - c) India Trip; Bergeron Announcement**
- 4. Marketing, Communications and Community Affairs Committee (T. Viner) 6**
 - a) Brand Campaign Update (S. Webb) 7**
- 5. Academic Resources Committee (H. Wu) 8**
 - a) Enrolment Update (R. Lenton)**
- 6. Finance and Audit Committee (O. Ibrahim) 9**
 - a) Appointment of External Auditors (For approval; O. Ibrahim) 10**
 - b) Student Referenda Approvals (For approval; O. Ibrahim) 11**
 - Graduate Environmental Studies Student Association (GESSA)**
 - World University Service of Canada (WUSC-Glendon)**

OCTOBER 6, 2014

| | | |
|------------|---|-----------|
| 7. | Governance and Human Resources Committee (<i>S. Black</i>) | 12 |
| | b) Board Questionnaire Results | 13 |
| 8. | Investment Committee (<i>Oral report; T. Price</i>) | |
| 9. | Land and Property Committee (<i>P. Tsaparis</i>) | 14 |
| 10. | Other Business | |
| 11. | <i>In Camera</i> Session | |

CONSENT AGENDA

| | | |
|-----------|---|-----------|
| 1. | Minutes of the Board of Governors Meeting of June 23, 2014 | i |
| 2. | Pension Fund Board of Trustees Appointments/Reappointments | 15 |

Maureen Armstrong
Secretary

Important Dates to Note:

Board Retreat

Friday, 29 October 2014; 6:00 pm – 8:00 pm

Saturday, 1 November; 8:30 am – 2:30 pm

Board of Governors Meeting

Monday, December 8, 2014; 3:00 pm – 6:00 pm, followed by Holiday Reception

York University
Board of Governors
 Minutes of the Open Session of the Meeting of
 Monday, 23 June 2014
 Marshall A. Cohen Governance Room

| <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 Debbie Jamieson Zahir Janmohamed Armand La Barge Martin Lockshin David McFadden Earle Nestmann Rose Reisman Sam Schwartz Mamdouh Shoukri Paul Tsaparis Rick Waugh Emile Wickham Randy Williamson Henry Wu Harriet Lewis, <i>Secretary</i> Maureen Armstrong, <i>Secretary Designate</i> Cheryl Underhill, <i>Assistant Secretary</i> | Vijay Kanwar Bob Lewis Mark Lievonen Peter Marrone Sal Paneduro Tim Price Honey Sherman Tony Viner Hana Zalzal | Shadiya Aidid Noël Badiou Gary Brewer Chris Edey Robert Everett Robert Haché Hamoudi Hneinou Safiyah Husein, YFS Donald Ipperciel Nick LaRocca Rhonda Lenton Ran Lewin David Leyton-Brown Alex Matos Ijade Maxwell-Rodrigues Ken McRoberts Janet Morrison Henry Morton Roxanne Mykitiuk Jeff O'Hagan Alice Pitt Trudy Pound Curtis Bud Purves Joanne Rider Dragan Spasojevic Liisa Stephenson Susan Webb Elaine MacRae, <i>Board Coordinator</i> |

II. OPEN SESSION

1. Chair's Items

This being the final meeting for Mr Schwartz and Mr Lievonen, appreciation was expressed to both long serving governors for their significant contributions to the Board and the University,

particularly their support of research intensification plans. Thanks were also extended to Professor Lockshin, Ms Jamieson and Mr Wickham for their thoughtful contributions during their terms.

1.1 Report on Items Decided in the Closed Session

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

- Rick Waugh as the Vice-Chair / Chair-Elect of the Board of Governors, effective 1 July 2014
- Mark Lievonon, Samuel Schwartz and the Honourable R. Roy McMurtry as Honorary Governors, effective 1 July 2014
- Re-appointment of Honey Sherman and Paul Tsaparis for second terms commencing 4 October 2014
- Dragan Spasojevic (non-academic staff nominee) for a two-year term commencing 1 July 2014
- Shadiya Aidid (student nominee) for a two-year term commencing 1 July 2014
- David Leyton-Brown (Senate nominee) for a two-year term commencing 1 July 2014

Ms Aidid, Mr Spasojevic and Professor Leyton-Brown were introduced and welcomed to the Board.

1.2 Executive Committee

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

2. President's Items

2.1 Overview of the Year Past and the Year to Come

The President provided a presentation on progress on the University's 2013-2014 strategic priorities. A copy of the slides is filed with these minutes. Framed in the context of the UAP priorities, steady progress is being achieved in each area which collectively is enhancing the University's reputation and students' experience. The successful year culminated in the appointment and installation of the new Chancellor and the celebration of nearly 9000 graduating students.

2.2 Updates on Current Issues

An update on the York Region campus initiative was provided; a copy of the presentation slides is filed with these minutes. After a rigorous review process Markham Centre was selected as the preferred location for the bid to build a new York University campus. The site is aligned with the overarching principles established for the new campus and provides a solid foundation for bringing the goals of the campus to fruition. It offers:

- Sufficient land for the first two phases of the initiative, with opportunities to expand within the area as needed;
- Excellent access to public transportation
- A location that is adjacent to amenities for students
- Significant support and enthusiasm from the region
- Opportunities to collaborate with industries in the vicinity for research and academic partnerships

Careful planning will inform the University's submission to the Province to ensure the best case is put forward.

The President also updated the Board on current and completed initiatives to enhance campus safety, and recent faculty and student achievements / awards. Summaries of both matters are filed with

these minutes. Campus safety will be planning will be discussed further at the Board retreat in autumn.

2.3 Presentation: Student Representative Roundtable Annual Report

Messrs Wickham and Harris provided the annual year-end report on the work of the *Student Representative Roundtable*. A copy of the presentation slides is filed with these minutes. Key issues the Roundtable contributed to over past year were campus safety, sports & recreation planning, enhancing the first-year student experience and building York pride. Fruitful discussions were held with several senior university stakeholders, including the Provost, new University Registrar and the Chair of the Board. In 2014-15 consultations with the SRR are planned on E-Learning and Experiential Education initiatives, a sexual assault policy, academic advising and fostering collaboration with the Community Safety Council. Governors were encouraged to attend a meeting of the Roundtable in the coming year; once confirmed the 2014-2015 meeting dates will be transmitted to the Board.

3. Finance and Audit Committee

Ms Ibrahim *noted* the information report.

3.1 Budget Plan and Financial Statements

Vice-President Brewer provided an overview of the proposed budget plan highlighting the major changes to the 2014-2017 operating budget. A copy of the presentation slides is filed with these minutes. Framed as a “technical amendment” the key changes to the Plan are the following:

- revised enrolment targets and the corollary decrease in tuition and grant revenue
- Pension Plan changes, increased investment returns and reduced solvency payments
- a slight decrease in the planned level of budget cuts in each of the three years
- creation of a strategic investment and contingency fund to be able to respond to critical academic planning initiatives currently in progress

As proposed, the Plan will produce a cumulatively balanced budget and establishes a solid planning framework. The key areas of risk for the operating budget are:

- Meeting enrolment targets and improving retention rates
- Containing costs (e.g., achieving budget cuts and goals of AAPR)
- Financial markets volatility and provincial policy changes
- Successful implementation of the budget cuts

The strategic investment/contingency fund will be available for potential pension special payments that may arise in 2017-18 in connection with the 4-year deferred solvency payment option. All universities in the Province are experiencing fiscal constraints. The implementation of the new SHARP budgeting model and the AAPR exercise are evidence-based initiatives aimed at addressing structural deficits and advancing the UAP priorities and, in turn, reducing the need for continuing budget cuts.

It was duly *agreed* **that the Board approve the proposed Operating Budget Plan for 2014-2017.**

2014 Audited Financial Statements

Referring to the documentation distributed with the agenda, Vice-President Brewer briefly reviewed the Statements, highlighting the significant accounting and financial statement changes, the statement of operations and changes in deficit, statement of changes in net assets and statement of cash flows. Though a challenging fiscal environment remained this past year, the positive developments were the significantly reduced pension deficit level and the strong endowment fund investment performance.

Upon approval of the financial statements by the Board, the external auditor will issue an unqualified report.

It was duly *agreed* **that the Board of Governors approve the Financial Statements for the year ended 30 April 2014.**

4. Fee Approval

4.1 Bachelor of Engineering Fees

Documentation circulated with the agenda was noted. The proposed tuition fees have been submitted to MTCU for approval. It was duly *agreed*

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

| 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 |

5. Capital Projects

5.1 Schulich School of Business Building Expansion

Ms Ibrahim spoke to the documentation circulated with the agenda. The growth of the business programs has led to a need for additional space for the School. The explicit requirement for three-quarters of the anticipated cost of the project is a prudent fiscal approach to the proposed expansion. It was duly *agreed* **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.**

5.2 “The Quad” Student Housing Proposed Update to Land Lease Terms

Referring to the documentation in the agenda, Ms Ibrahim emphasized the alignment of “The Quad” project with the undergraduate housing strategy developed last year. It will provide necessary housing at the level expected for students without the University dedicating the capital funding for it. The proposed changes to the lease terms result in an increase in the value of the project, which together with the reduced risk resulting from the change to the financial terms, make the proposed lease option a favourable one.

It was duly *agreed* **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 the memorandum as filed.**

6. Land & Property Committee

Mr Tsaparis spoke briefly to the written report in the agenda, noting the delays in both the subway and Pan Am stadium construction projects. Regarding the compliance issues with the stadium, none

are significant safety issues, rather operational deficiencies that the University is addressing to ensure the long-term usability of the facility at York.

Governors were encouraged to review the Lands for Learning brochure distributed at the meeting which sets out the community feedback from the consultation exercise on the project.

6.1 “The Quad” Development: Extension of Lease Term

Adding to Ms Ibrahim’s comments shared under item 5.2 above, Mr Tsaparis noted that the proposed change to the lease terms results in less University land being used for the project than originally planned, which is a better outcome for the University. The premises must be maintained to a standard consistent with that of a “First Class Facility” at all times. The facilities will be monitored to ensure they are being maintained in accordance with the agreement. Default provisions of the lease protect the University’s interests on this matter. It was duly *agreed* **that the Board of Governors authorize the University to extend the current 70-year term of the Quad land lease a 35-year Lease Extension Option as described in the accompanying documentation.**

7. Academic Resources Committee

Mr Wu briefed the Board on the Committee’s recent activities. Detailed presentations were recently provided by the Provost on UAP progress, and by the Vice-President Research & Innovation on the implementation of the Strategic Research Plans. Encouraging headway is being made in both areas. Governors were directed to the collection of completed cyclical program reviews attached in an appendix to the written report in the agenda.

7.1 Appointments, Tenure and Promotion

The documentation circulated with the agenda was noted. Referring to the material in the appendix to the report, Provost Lenton provided contextual information on appointment planning, highlighting work undertaken to expand the full-time faculty complement, a White Paper priority. The recent introduction of the *York Research Chairs* (YRC) program is expected to help retain faculty members whose *Canada Research Chair* appointments have expired. The YRC program also provides the opportunity to fund raise around specific appointments. It was duly *agreed*, **that the Board approve the President's June 2014 report on Tenure and Promotion.**

8. Governance and Human Resources Committee

Ms Black spoke to the written report in the agenda, noting the various annual reports transmitted to the Board with the agenda. Efforts to identify new governor nominees for the Board are continuing. And governors were reminded to complete the annual Board survey which had been distributed earlier.

9. Marketing, Communications and Community Affairs

On behalf of Mr Viner, the documentation circulated with the agenda was noted by Mr Boyle. The Committee’s discussion of the 2014-2015 Marketing and Communications Plan led to a recommendation to evolve the “This is My Time” campaign to keep the University’s brand messaging current and distinct from other universities’ communications. Discussions of the strategy will continue in the fall, with a particular focus on aligning marketing and communications plans with the upcoming fund raising campaign.

10. President’s Advisory Committee on Advancement

Changes are being made this year to the annual Chair’s Cup golf tournament in support of graduate student scholarships and bursaries. The tournament, now to be called the *Alliance Cup*, will be held in

the fall as a kick-off event to Homecoming. In addition to raising funds for graduate students it will also now support student athletes at York. Governors were encouraged to support the event.

10.1 Report on Advancement Activities.

Vice-President O'Hagan provided a progress report on fundraising; a copy of the presentation slides is filed with these minutes. Achievements included exceeding the 2013-2014 target of \$30 million by \$5 million, increased giving at all levels, and an increase in the average size of donation. Though still in the quiet phase, planning has begun for the upcoming major campaign. Noting the increasing importance of fundraising as a revenue source for the operating budget, the Vice-President Advancement is collaborating closely with the Vice-President Finance & Administration, the Provost and the Deans to identify priorities and strategic targets to align with areas of academic priority and budgetary need.

11. Other Business

There was no other business.

12. In Camera Session

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

Consent Agenda Items

All consent items were deemed to be approved.

Julia Foster
Chair

Harriet Lewis
Secretary

EXECUTIVE COMMITTEE
Report to the Board of Governors
at its meeting of 6 October 2014

The Executive Committee met on September 29, 2014 and in addition to items on the agenda, makes this report to the Board for information.

1. Chair's Items

The Chair welcomed Vice Chair Rick Waugh to the Committee. She confirmed that Tim Price will remain on the Committee until the end of his term in December. Randy Williamson has been appointed to the Pension Board of Trustees and will act as Chair of that Board. He will also be assuming the role of Chair of the Investment Committee and will therefore join the Executive Committee.

2. President's Items

President Shoukri provided an overview of his recent visit to India where he attended the first meeting of the advisory group supporting Schulich in India as well as the official opening of a new hi-tech campus in Hyderabad which houses the Schulich MBA in India program. He also noted the announcement of a generous \$10 million donation by Douglas and Sandra Bergeron to the Lassonde School of Engineering celebrated earlier that day.

3. 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.

4. Board Retreat Agenda

The Executive Committee discussed the retreat scheduled for October 31st and November 1st. The event will commence at 6:00 pm on the 31st and wrap up around 1:00 pm on the 1st. The agenda will be circulated shortly to all governors.

5. Committee Mandates and Composition

The Chair noted that some committees may be in need of additional members and asked that each Committee chair advise her of their requirements. She also suggested that committees review their mandates.

Julia Foster, Chair

Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: September 22, 2014

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

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

1. Decanal Reappointments

The Committee approved the re-appointment of Dean Lorne Sossin, Osgoode Hall Law School and Dean Janusz Kozinski, Lassonde School of Engineering each for a five year term ending June 30, 2019.

2. York in York Region @ Markham Centre – Memorandum of Understanding with the Region of York and with the City of Markham

The Committee authorized the President of York University to execute a Memorandum of Understanding with the Region of York and with the City of Markham for the construction of a new York University campus in Markham Centre, such agreements generally in accordance with the terms and conditions as outlined to the Board of Governors Executive Committee at its meeting of September 18, 2014.

Memo

To: Board of Governors

From: Julia Foster, Chair, Executive Committee

Date: September 29, 2014

Subject: **Pension Plan Text Amendments**

Recommendation:

The Executive Committee and the Governance and Human Resources Committee have reviewed and concurred with the negotiated agreement between the University and the York University All-Union Pension Group (YUPG) for proposed changes to the York University Pension Plan (Attachment 1).

The Executive Committee recommends that the Board of Governors approve the attached Resolution (Attachment 2), which outlines required changes to the Pension Plan text.

Background:

Following the successful approval and commencement of implementation of the significant Pension Plan changes negotiated in the June 2013 Memorandum of Agreement (MOA) with employee groups (through the York University All-Union Pension Group), a second round of pension discussions was initiated in late 2013. These discussions were intended to consider a range of “low or no cost” items that were deferred or not identified in the first round of pension changes incorporated in the June 2013 MOA.

A second agreement was reached with the YUPG on April 29, 2014, as provided in Attachment 1. Over the past four months the employee groups were expected to complete their individual union review/approval processes. The changes were ratified by YUFA members in June 2014. As one of the items outlined in the Memorandum is to be implemented effective January 1, 2015, it is necessary to formally bring forward the Plan text changes for Board approval at this time. The Plan text language changes have been drafted by the Plan actuary (Mercers).

The Plan amendments being brought forward at this time include the changes necessary to implement items 2 through 5, and item 8 in the MOA, in the relevant sections of the Plan text as outlined below:

- ☐ 1.07 – credited service for CUPE 3903
 - This item was an important “equity” or fairness issue for CUPE 3903 members. We concurred this was an appropriate change to make.
 - There is a relatively modest incremental cost to the Plan associated with this item.
- ☐ 2 – pension plan eligibility
 - This item is intended to simplify eligibility requirements for participation in the Plan and reduce administration effort. (No cost item)
- ☐ 6.03 – postponed retirement date
 - This item was intended to provide some additional flexibility for members remaining in the Plan post-age 65. (No cost item)
- ☐ 7.06 – 35 year cap
 - This is a language “clean up” change, intended to bring the Plan text up-to-date with how the Plan is administered in practice. (No cost item)
- ☐ 12 – designation of beneficiary
 - A necessary change to align the Plan text with the Pension Benefits Act.

Please note that no Plan text change is required to implement the agreed upon change in respect of Section 1.06 (item 1 in the MOA – calculation of pension at retirement).

- This is an important change to the administration of the Plan. It ensures a much fairer calculation of pension at retirement, and in particular will essentially eliminate the “unintended” pension opportunities/penalties which can occur during periods of significant fluctuation in financial markets. For example, in 2008, a significant number of members retired on December 1, 2008, in order to avoid the impact of that year’s significant financial market downturn on their money purchase account balances used to calculate their initial pension at retirement. The cost to the Plan associated with these “opportunistic” retirements was estimated to be about \$17 million.

A further Plan text amendment may be necessary to implement MOA item 7, which provides for the buy-back of prior York University Service. However, as noted this change is contingent on prior approval by the Canada Revenue Agency (CRA). We intend to submit this set of Plan text changes to CRA in early October for their review. We are not prior to bringing this for consideration by the Board at this time, as consideration for approval would only be done following review and approval by the CRA that this is an acceptable Plan provision.

Without Prejudice 11:35 PM April 29, 2014 Employer Proposal for Memorandum of Agreement

**IN THE MATTER OF NEGOTIATIONS
FOR CHANGES TO THE YORK PENSION PLAN**

B E T W E E N:

YORK UNIVERSITY

(the "University")

- and -

CUPE 1356, CUPE 3903, IUOE 772, OHFA, OPSEU 578, YUFA, AND YUSA

(the "York University All-Union Pension Group" – "YUPG")

Note about Proposal Conventions

- (a) The Employer proposals are stated in the form of principles and are not intended to be read as actual Plan language. Following the signing of the Memorandum of Agreement, the Plan language capturing the proposed changes will be reviewed by the Parties for final agreement.
- (b) The Sections mentioned in connection with each proposal are included for ease of reference but the proposals may require revisions of more than the mentioned sections.

Effective Date for Proposed Plan Changes

Unless otherwise specified, the proposed Plan changes will be effective July 1, 2015.

1. Section 1.06

For the calculation of pension at retirement, use the money purchase account balance as of the last day of the month immediately preceding the date of retirement rather than the money purchase account balance as of the December 31st coinciding with or prior to the date of retirement.

2. **Section 2 – Eligibility**

Replace the existing eligibility criteria for full-time permanent and full-time contract employees with the following:

(a) Full-time permanent employees (24 hours per week or more) – mandatory enrolment in the Pension Plan on the first of the month coincident with or next following the date of hire.

(b) Full-time contract employees (24 hours per week or more) –
Optional Enrolment

Optional enrolment in the Pension Plan on the first of the month coincident with or next following the date of hire if the contract is longer than one year; otherwise optional enrolment in the Pension Plan on the first of the month coincident with or next following the completion of one year of continuous service or, if a break in service of no more than 4 months, upon the negotiation of a successor contract and fulfillment of one year of service in aggregate.

Mandatory Enrolment

Mandatory enrolment in the Pension Plan on the first of the month coincident with or next following the date on which the employee has completed two years of continuous service.

The eligibility criteria for employees represented by CUPE 3903 and for part-time permanent and part-time contract employees remain as is.

3. **Section 12 – Designation of Beneficiary and Payment of Lump Sum Death Benefits**

Revise Section 12.02 Eligible Spouse to remove the provision by which the Plan member may elect the form of the death benefit payable to the Plan member's spouse; only the spouse may elect the form of the death benefit.

The revision is recommended by the Plan actuary in order for this provision of the Plan to align with the Pension Benefits Act.

4. **Section 6.03 – Postponed Retirement Date**

Revise Section 6.03 to reflect the following change: A Plan Member who continues employment past their Normal Retirement Date may elect to cease making contributions to the Plan at or following his or her Normal Retirement Date. Election to cease making contributions to the Plan is irrevocable and will be effective on the first of the month. Notice of election to stop making pension contributions must be made at least two months in advance of the date on which contributions cease. The Pension Plan shall be amended to ensure that the calculation of the minimum guarantee pension entitlement is performed as of the

date contributions cease, and then adjusted to the Actuarial Equivalent at the date of retirement.

5. Section 7.06 – 35 Year Cap

Revise 7.06 to reflect the elimination of the 35 year cap in respect of pensionable service from January 1, 1992 onward.

6. Transparency of Administrative Processes

- (a) The Employer will develop a Plan Administration Practices and Procedures Manual pursuant to Section I.2. "Management/Implementation" under the heading Pension & Benefits Office in the York University Pension Plan & Fund Terms of Reference (dated 2012). The Employer agrees to forward to AUPC a draft of the Plan Administration Practices and Procedures Manual by October 1, 2014 for feedback on the draft.

The final version of the Plan Administration Practices and Procedures Manual will be forwarded to AUPC.

On an annual basis, the Plan Administration Practices and Procedures Manual will be forwarded to AUPC.

- (b) The Vice President Finance and Administration shall annually forward to AUPC a copy of his annual Pension Plan report to the Board of Governors.
- (c) Revise 1a) of Section V. (Accountabilities and Responsibilities) of the AUPC Terms of reference as follows:

The AUPC will be responsible for reviewing practice with respect to the scope and nature of the Pension Plan, considering proposals and opportunities for improving benefits under the Plan, and making recommendations considered to be in the best interest of Plan members. AUPC will also discuss matters relating to the operation and interpretation of the Plan brought forward by AUPC members. The AUPC may make recommendations in regard to the matters discussed.

7. Buy Back of Prior York University Service

Subject to the following conditions, the Pension Plan shall be amended to permit a Plan member who has worked at York University in years when he or she did not accrue pension benefits and who is currently contributing to the Pension Plan to purchase credited service in respect of these years. Election of such purchase of prior York University service will be made available through a one-time 6 month window of opportunity for all eligible Plan members.

Conditions

- (a) Any such amendment must have prior approval by the Canada Revenue Agency;
- (b) The cost of the buyback will be fully borne by the Plan member;
 - (i) The actuarial cost of the buyback must be funded solely through a single transfer of money from a registered retirement savings plan or such other retirement savings vehicle that is registered under the *Income Tax Act* and permits a direct transfer into a registered pension plan;
 - (ii) The cost of preparing the buyback calculation by the Plan Actuary will be paid for at the time of the request by the Plan member.
- (c) The employee group in which the Plan member was employed during the period of prior service must currently participate in the Pension Plan in order for the prior service to be eligible for buyback.
- (d) The Past Service Pension Adjustment must be certified by CRA in order for the Service to be granted.

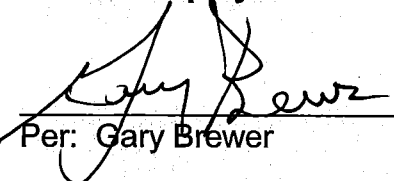
8. Credited Service for Contract Faculty in CUPE 3903

Effective January 1, 2015, the Pension Plan shall be amended such that contract faculty in CUPE 3903 (a) who are enrolled in the Pension Plan as of January 1st of the Plan Year and (b) who teach a minimum of 3.5 FCEs in the Plan Year over a period of less than 12 months shall receive 12 months of Credited Service for that Plan Year. Credited service for contract faculty in CUPE 3903 in all other cases remains unchanged.

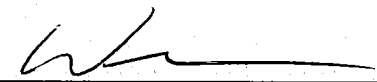
Signed on April 29, 2014

The Parties agree to present the Memorandum of Agreement to their respective principals.

For the Employer

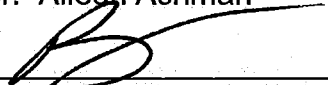

Per: Gary Brewer

For the YUPG


Per: Walter Silva (CUPE 1356)

Per: Mohan Mishra (CUPE 3903)

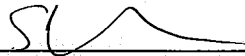

Per: Aileen Ashman

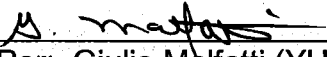

Per: Barry Miller

Per: Iouldouz Raguimov (CUPE 3903)

Per: Raj Virk (CUPE 3903)

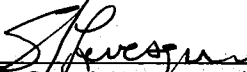
Per: Andrew Johnston (IOUE 772)

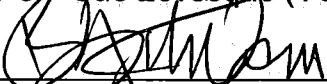

Per: Sara Slinn (OHFA)

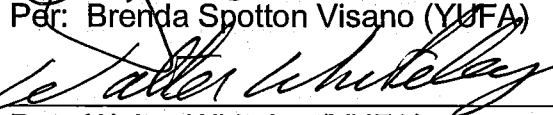

Per: Giulio Malfatti (YUSA)



Per: Michael Belanger (YUSA)

Per: Arthur Hilliker (YUFA)


Per: Sue Levesque (YUFA)


Per: Brenda Spotton Visano (YUFA)


Per: Walter Whiteley (YUFA)


Per: Qian Sandy Qu (YUFA)

Per:

RESOLUTION OF THE BOARD OF GOVERNORS OF YORK UNIVERSITY

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

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

WHEREAS the University wishes to amend the Plan to reflect the Employer Proposal for Memorandum of Agreement, dated April 29, 2014, between the University and the York University All-Union Pension Group regarding:

- the crediting of Credited Service (as that term is defined in the Plan) in respect of certain members who are contract employees of the University and who are also members of the Canadian Union of Public Employees Local 3903;
- full-time permanent employees’ and full-time contract employees’ eligibility criteria for joining the Plan;
- the form of death benefit available to a Plan member’s surviving spouse;
- a member’s irrevocable election to cease making required contributions to the Plan after his or her normal retirement date; and
- the determination of the maximum supplementary pension benefit available at pension commencement in accordance with the *Income Tax Act* (Canada);

NOW THEREFORE IT IS HEREBY RESOLVED THAT, effective on the dates specified herein, the Plan is amended as follows:

Effective January 1, 2015

1. A new paragraph (8) is added immediately after paragraph (7) of Section 1.07 as follows:
 - “(8) Notwithstanding the foregoing, effective January 1, 2015, twelve (12) months of Credited Service shall be credited to a Member for each Plan Year where the Member:
 - (a) is a Member as at January 1st of the Plan Year;
 - (b) is employed by the University on a contract basis;
 - (c) is a member of the Canadian Union of Public Employees Local 3903; and

- (d) teaches a minimum of 3.5 full-time course equivalents at the University in the Plan Year over a period of less than 12 months.”

Effective July 1, 2015

2. Subsection 2.01(1) is deleted and replaced as follows:

“(1) Each Employee who is hired on a full-time:

- (a) permanent basis on or after July 1, 2015, shall join the Plan on the first day of the month coincident with or next following his or her date of hire; or
- (b) contract basis on or after July 1, 2015, if the duration of the contract is longer than one year, may elect to join the Plan on the first day of the month coincident with or next following his or her date of hire; or
- (c) contract basis on or after July 1, 2015, if the duration of the contract is one year or less, may elect to join the Plan: (i) if the contract is renewed, on the first day of the month coincident with or next following the completion of one year of Continuous Service; or (ii) if the contract is not renewed and a successor contract is entered into, then, provided the Employee’s break in Continuous Service is not greater than 4 months, on the first day of the month coincident with or next following the completion of one year of Continuous Service in the aggregate; or
- (d) contract basis shall join the Plan on the first day of the month coincident with or next following completion of 2 years of Continuous Service unless such Employee has already become a Member of the Plan prior to such date in accordance with paragraphs 2.01(1) (b) or (c) above.”

3. Section 2.03 is deleted and replaced as follows:

“2.03 DELETED.”

4. Section 6.03 is deleted and replaced as follows:

“6.03 Postponed Retirement Date

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

irrevocable and shall take effect on the first day of the month selected by the Member to cease contributions. The election of the Member to cease contributions must be made at least 2 months in advance of the first day of the month on which contributions are to cease.

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

5. Subsection 7.02(2)(a) is deleted and replaced as follows:

"(a) If the Member elected to cease making contributions at or following normal retirement date, the minimum guaranteed benefit will be an amount calculated as at the date the Member ceased to make contributions, in accordance with Section 7.01(2), based on the Member's Final Average Earnings and Credited Service to the date the Member ceased to make contributions, then adjusted to the Actuarial Equivalent at his or her postponed retirement date."

6. The first paragraph of Section 7.06 is deleted and replaced as follows:

"Notwithstanding any other provision of the Plan to the contrary, the maximum benefit to which a Member may be entitled in the form of pension to be paid to the Member, under the "Final Average" guarantee provisions, including any portion of pension payable to a Member's Spouse or former Spouse pursuant to Section 16.07, determined at the time of pension commencement, shall not exceed the years of the Member's pensionable service (pensionable service shall have the same meaning as assigned to that term in the *Income Tax Act*) multiplied by the lesser of:"

7. Subsection 7.06(a) is deleted and replaced as follows:

"(a) the defined benefit dollar limit under the *Income Tax Act* for that year; and"

8. Section 12.02 is deleted and replaced as follows:

"12.02 Eligible Spouse

Subject to the provisions of Section 11.02(2), if the designated beneficiary is the deceased Member's Eligible Spouse, the Eligible Spouse may elect, by written notice filed with the University within 90 days of receiving an option statement, that settlement of any death benefits ordinarily payable in a lump sum be made in the form of an immediate or deferred life annuity that commences before the Eligible Spouse attains age 71 (or such other time as is acceptable under the *Income Tax Act*), which is either fixed or variable in amount and which is with or without a guaranteed period. The Eligible Spouse or former Spouse may also elect to have the

lump sum amount transferred directly on his or her behalf to a registered retirement savings plan or registered retirement income fund.

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

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

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

DATED this _____ day of _____, 2014.

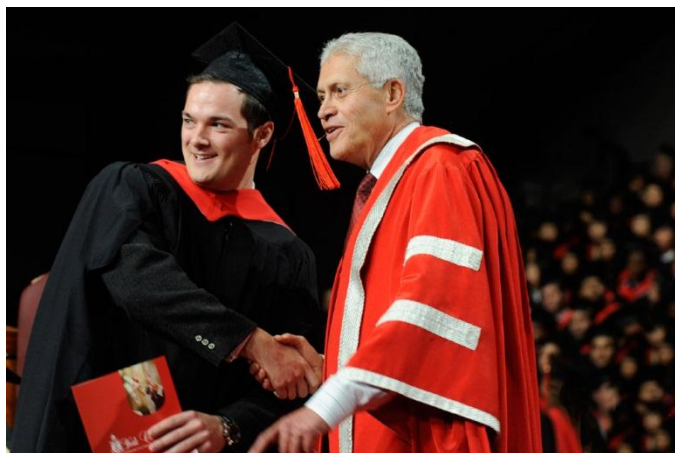
Secretary

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YORK UNIVERSITY KUDOS REPORT

JUNE

Congratulations to the 6,281 graduates who crossed the stage at Spring Convocation ceremonies this June.



Aidan Moir, MA graduate in Communication and Culture, received the Governor General's Gold Academic Medal at Convocation, as the graduate student with the highest academic standing.

Five faculty members were recipients of the President's University-Wide Teaching Awards (PUWTA) at Convocation. York faculty Norma Sue Fisher-Stitt and Tamara Kelly, contract faculty member Isha DeCoito, and teaching assistants Yael Machtinger and Rehanna Siew-Sarju, were all honoured for excellence in teaching.

Natural Sciences & Engineering Research Council of Canada (NSERC) announced in June that 39 York U researchers have been awarded more than \$5.1M in NSERC grants, while five graduate students have received a total of \$455,000 in funding for scholarships and fellowships.

Winners of this year's Autism Scholars Awards, given annually to a student at the master's and doctoral level, both hail from York U. Doctoral student Michelle Viecili and master's student Azin Taheri will receive \$20,000 and \$18,000 respectively through Ontario's Ministry of Training, Colleges and Universities to conduct research on autism.

Janusz Kozinski, founding dean of the Lassonde School of Engineering, was inducted on **June 24** as a Fellow of the Canadian Academy of Engineering.

Three York grads took home Toronto's most prestigious awards in theatre, dance and opera productions at 35th annual Dora Mavor Moore Awards: *Sultans of the Street*, written by Anusree Roy (BFA '06), won Outstanding New Play in the Theatre for Young Audiences Division, which starred Colin Doyle (BFA '01), with lighting design by Michelle Ramsay (BFA '97).

JULY

Distinguished Research Professor Marcia Rioux appointed a member of the Order of Canada in recognition of her scholarship in the field of social justice and for her advancement of the rights of persons with disabilities.

Alumnus Steve Orsini (MES '86) will head the Ontario Public Service as secretary of the cabinet and clerk of the executive council. Ontario Premier Kathleen Wynne appointed Orsini to the new position effective July 9, when he succeeded Peter Wallace.

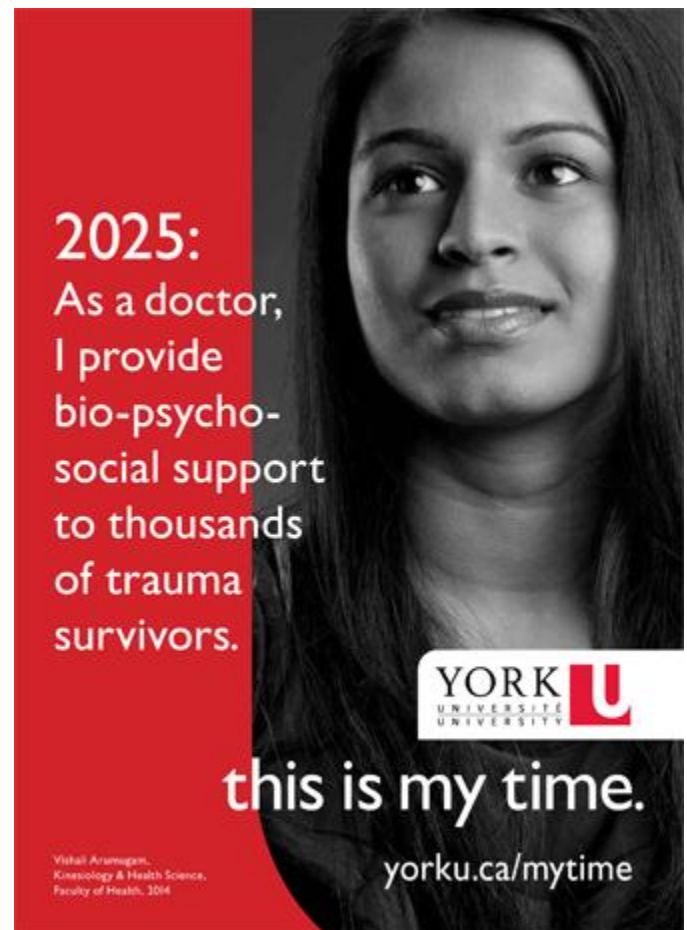
Two York students won major academic prizes for their work in Canadian studies. History student, Catherine Timms, won the Odessa Prize for the best essay completed by a fourth-year student on a topic related to the study of Canada. The Barbara Godard Prize for the Best Dissertation on the Study of Canada was awarded to Monique Giroux (MA '08, PhD '13).

A new way of engaging prospective students in on-campus events through social media has garnered the University two prestigious awards. The Fall Campus Day Insta-Print Photo Booth was awarded a Canadian Council for the Advancement of Education (CCA)E) Prix D'Excellence and a Council for the Advancement & Support of Education (CASE) Circle of Excellence Award.

Lassonde digital media program grad Ahmad Aseeri named 2014 recipient of the Bergeron Medal of Distinction. An international student, Aseeri won the

award for academic achievement and entrepreneurial talent.

"This is my time" campaign won silver for Best Student Recruitment Initiative in 2014 Canadian Council for the Advancement of Education (CCA)E) Prix D'Excellence Awards.



2025:
As a doctor,
I provide
bio-psycho-
social support
to thousands
of trauma
survivors.

YORK UNIVERSITY

this is my time.
yorku.ca/mytime

Vishal Arsenegam,
Kinology & Health Science,
Faculty of Health, 3004

Four York professors awarded Ontario Early Researcher Awards valued at \$140,000: Nursing professor Mary Fox, Biology professor Mark Bayfield, Dance professor Russ Patrick Alcedo, and Professor Farah Ahmad of the School of Health Policy and Management.

History and Geography professor William Jenkins' book *Between Raid and Rebellion* received three awards this year: the Clio Prize, the Joseph Brant Award and the James S. Donnelly, Sr. Prize.

Postdoctoral fellow Amar Vutha awarded one of 10 new prestigious Society in Science—Branco Weiss Fellowships worldwide.

Grad psychology students Sabrina Lemire-Rodger and Galina Goren took first and second spots respectively for prestigious graduate student neuroscience award for their posters presented at the annual meeting of the Canadian Society for Brain, Behaviour and Cognitive Science (CSBBCS) in July.

Lions track and field star Khamica Bingham finished in seventh place in the 100m at the Commonwealth Games in Glasgow, Scotland. Bingham, of Brampton, Ont., became the first Canadian woman since 2006 to reach the 100m final, with a personal-best time of 11.32 seconds in the semifinals.



AUGUST

Art Gallery of York University (AGYU) one of six arts organizations nominated for annual **Premier's Awards for Excellence in the Arts**.

Environmental studies professor Peter Victor received 2014 Kenneth Boulding Award for his influential research and a long history of contributions to the field of ecological economics.

PhD students Alexandra Terrana, Oded Haas and Vanessa Fleet named recipients of Vanier Canada Graduate Scholarship, each receiving \$50,000 annually for up to three years.



Lions women's volleyball team members Cadence Currie and Abby Ganzhorn teamed up to win the under-18 gold medal at the Ontario provincial beach volleyball championships.

Carla Lipsig-Mummé, professor of work and labour studies in LAPS, has received more than \$2.5M over seven years through the **Social Sciences & Humanities Research Council of Canada** (SSHRC) Partnership Grants program.

SEPTEMBER

York U's library system ranked 8th in Canada and 45th in North America in recent Association of Research Libraries (ARL) ranking. The rankings are based on total expenditures, though the complete list also tabulates salaries and wages of professional staff, total library-materials expenditures, and the number of professional and support staff.

English Professor Priscila Uppal (BA Hons. '97, PhD '04) elected a Fellow to the Royal Society of Canada (RSC).

Three York professors named inaugural members of The College of New Scholars, Artists and Scientists, Canada's first national system of multidisciplinary recognition for the emerging generation of Canada's intellectual leadership: Professors Alidad Amirfazli, Dept. of Mechanical Engineering, Lassonde School of Engineering; Sarah Flicker, Faculty of Environmental Studies; and Shayna Rosenbaum, Dept. of Psychology, Faculty of Health.

First-year students Betty Seifu and Sherry Bo-Yee Wong awarded prestigious Schulich Leader Scholarships for their academic excellence, leadership in school and community life, and entrepreneurial talent. Seifu, who is entering the Lassonde School of Engineering, was awarded an engineering-focused scholarship valued at \$80,000. Wong has been admitted to the Faculty of Science for a bachelor of science specialized honours in biochemistry, with a scholarship valued at \$60,000.

Global survey by eFinancialCareers.com ranked Schulich's MBA program among top 30 in the world for landing a career in investment banking -- the only Canadian business school to make the ranking.

Susan McGrath, professor in the School of Social Work in LAPS, selected by SSHRC as one of three finalists for a prestigious SSHRC Impact Award.

English Professor David Goldstein won Shakespeare's Globe Book Award for 2014 for his book *Eating and Ethics in Shakespeare's England*.

Dance Professor Patrick Alcedo recognized by the Fulbright Association with a prestigious Selma Jeanne Cohen Award for Dance and Dance Studies.

Creative Writing Program alumna Jennifer LoveGrove (Hons. '97) named to the long list for prestigious Scotiabank Giller Prize for her debut novel, *Watch How We Walk*, published by ECW Press.





Building York's Future

York University in York Region

Board of Governors
October 6, 2014

York University today is the result of significant milestones

1959 York University is born with first *York Act*, beginning at U of T, then at Glendon Campus

1965 Keele Campus officially opens, transforming a field into a thriving but still small university community

1980 York's student population reaches 20,000, nearly triple original projection of 7,000

York University has always seen itself as **York Region's university**.

A York Region campus has always been in our **aspirations**.

University Academic Plan **(1988)**

Vision 2020 **(1992)**

Academic Planning Forum **(2008)**

Provostial White Paper **(2010)**

University Academic Plan 2010-2015 **(2011)**

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

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

Framework does not exclude funding major infrastructure projects on main campus.

Timeline: **June 27, 2014:** Closing date for submission of Notice of Intent

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

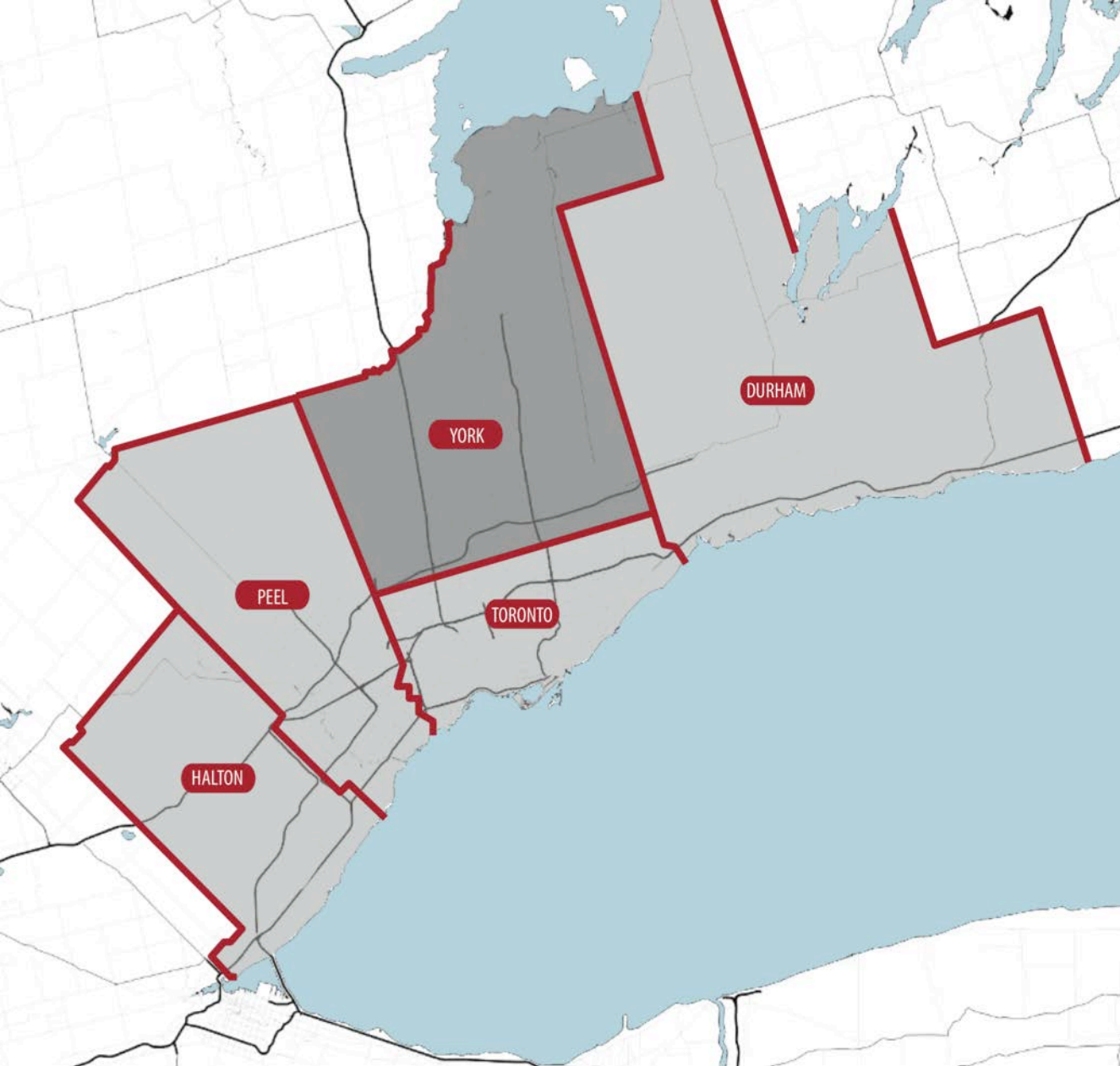
Early 2015: Cabinet decisions expected

York's Response to Provincial Government's Major Capacity Expansion Framework:

- ✓ York in York Region Campus
- ✓ Additional Engineering/Science expansion project

Other campus projects/proposals under development:

- Schulich School of Business expansion project
- Second Student Centre project
- Quad Residence project
- Glendon College expansion proposal

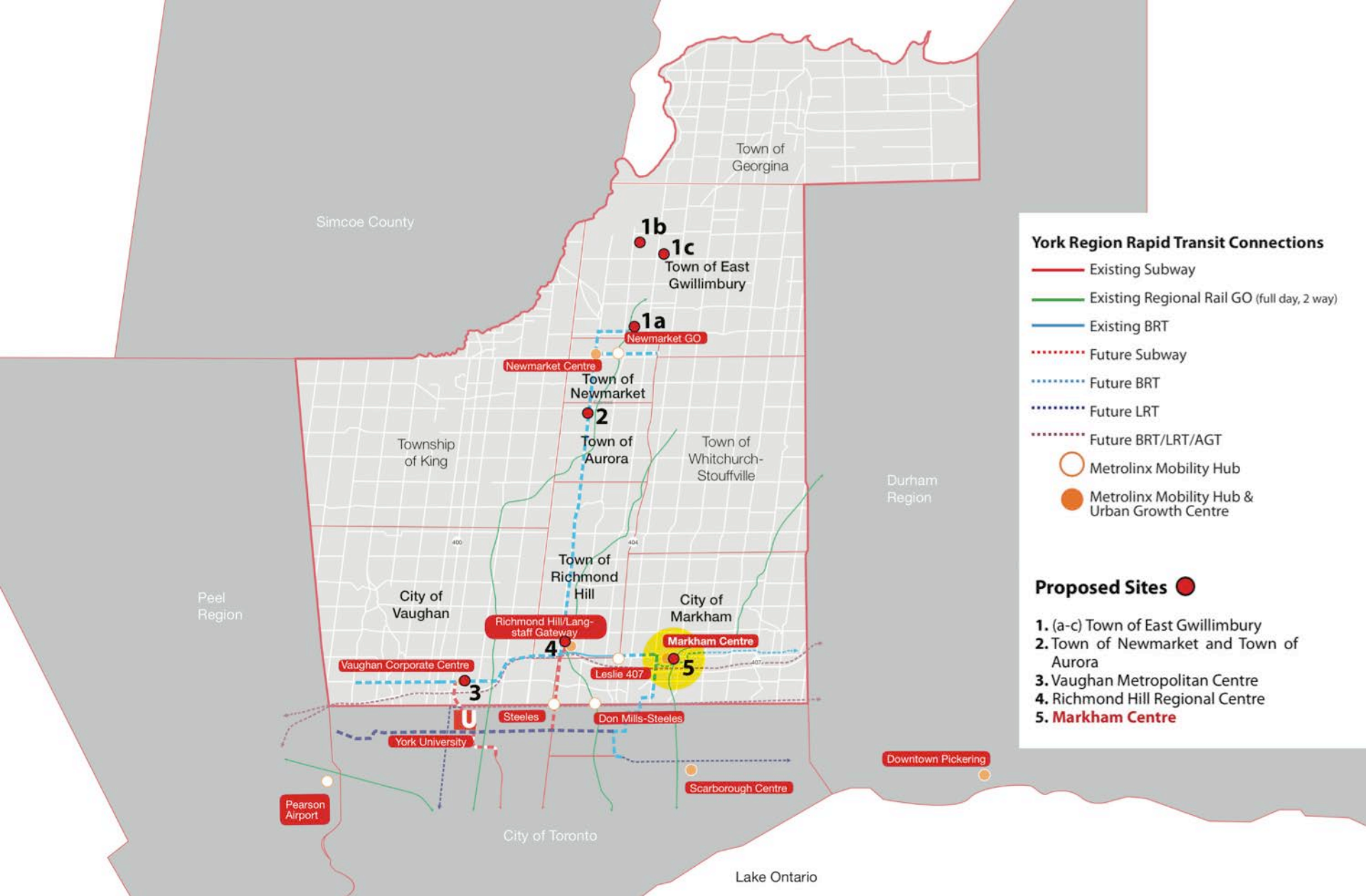


1

Only municipality in North America with 1 million people and no university campus.

2

Projected growth of 18-21 year-olds in York Region is larger than in any other municipality in Ontario.



Locations Proposed by York Region Municipalities
Markham Centre Selected

**York University
invited York Region
municipalities to
propose a location
and confirm
alignment with
York's principles.**



**York University
selected preferred
municipality and
worked with York
Region and City of
Markham to prepare a
bid to MTCU.**

Process for York Region Campus

Heart of a vibrant new urban centre

- New commercial and residential areas in development

Close to transit

- GO station, dedicated busway

Adjacent to amenities for students

- Markham Pan Am Centre, YMCA, playing fields

Room for 5,000 students within 5 years of opening

- Potential to grow to 10,000-20,000 over 20 years

Aligns with Province's aim to reach underserved student markets

- Not close to any existing university campus

A site that York University will control

Proposed campus will:

- 1** Be the anchor of a vibrant **new urban centre**.
- 2** Be easily **accessible** to GTHA residents by multi-modal transit.
- 3** Support *The Big Move* through adherence to principles of **transit oriented development**.
- 4** Be a catalyst for **private sector development**.
- 5** Have strong government and local business **support**.
- 6** Capitalize on access to the latest **technology-enhanced learning**.
- 7** Be a model of **smart growth and sustainability**.
- 8** Use public **infrastructure** efficiently.
- 9** Define an **identity** through its physical presence in the urban centre.
- 10** Deliver **professionally oriented programs** to support the needs of York Region.

York Region Campus Principles

Vision

Urban campus
deeply connected to
community

Advances
University Academic
Plan (UAP)

Pedagogical
innovation

Experiential
Education &
Technology-
Enhanced Learning

Programs

Focus on priority
areas in UAP

Interdisciplinary

Range of programs
includes: Life
Sciences, Design,
Business, IT,
Education, Liberal
Arts

Joint York-Seneca
programs

Enrolment

Starting at 1,000

Growing to over
6000 by 2024 and
15K-20K students
within 20 years

Student services on
campus

Governance

Programs offered
by existing faculties

Potential for Vice-
Provost of York
Region Campus

25 Degree Programs in 8 Fields of Study:

Arts, media, performance & design

Business

Education

Environmental studies

Information technology & software

Liberal arts

Life sciences

Continuing education

Focus on professionally relevant programs

Ensure non-duplication of programs

Create an all-honours campus

Offer a highly focused set of graduate programs

Promote research with entrepreneurial outcomes

Serve as an incubator for innovative teaching and learning

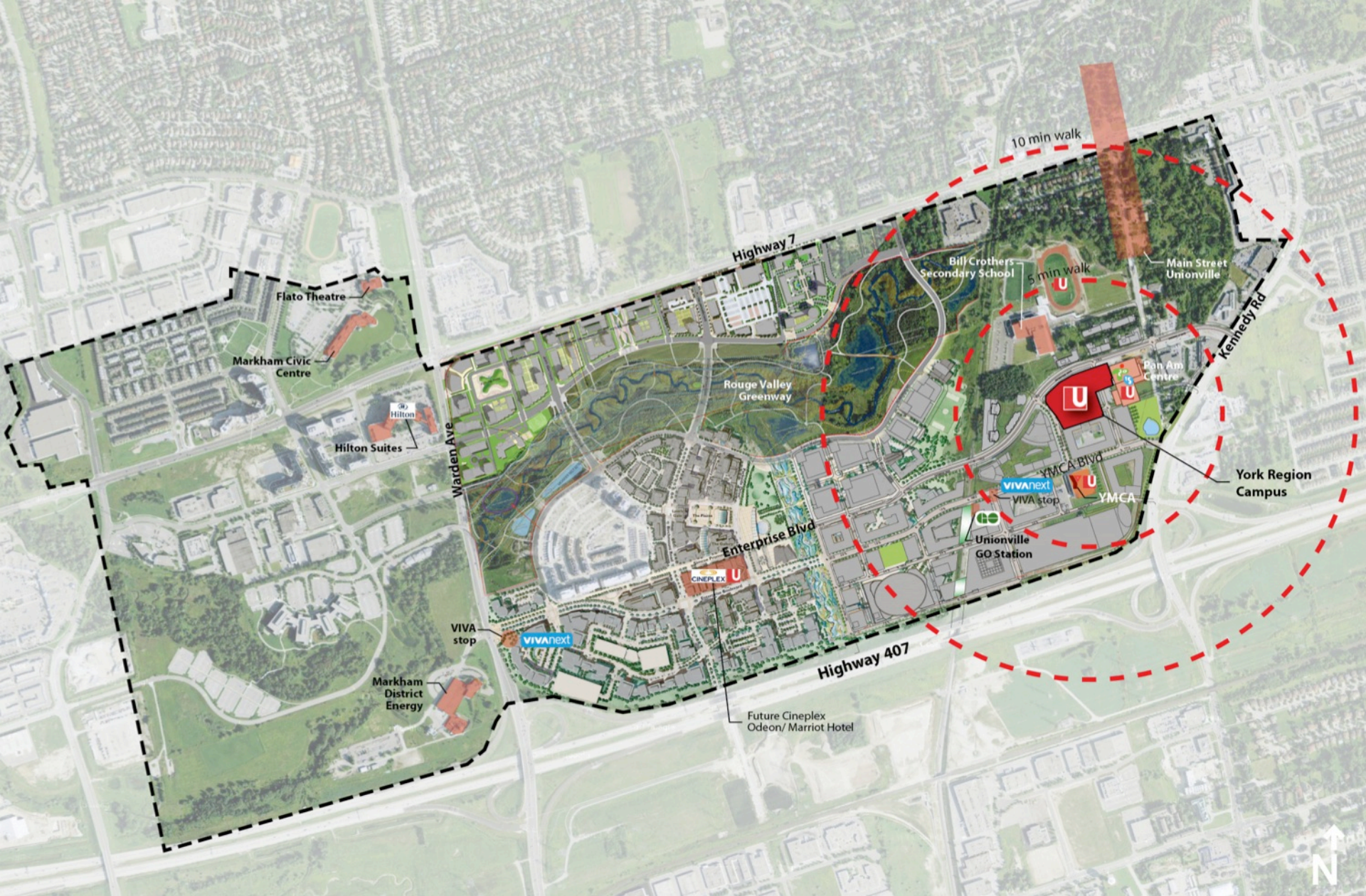
Advance student mobility and success

Recognize the potential for scale

Part of broader plan to serve York Region (York in York Region)

Integrate with York University's overall academic plan

Guiding Academic Principles



Markham Centre Secondary Plan



Campus Site Plan

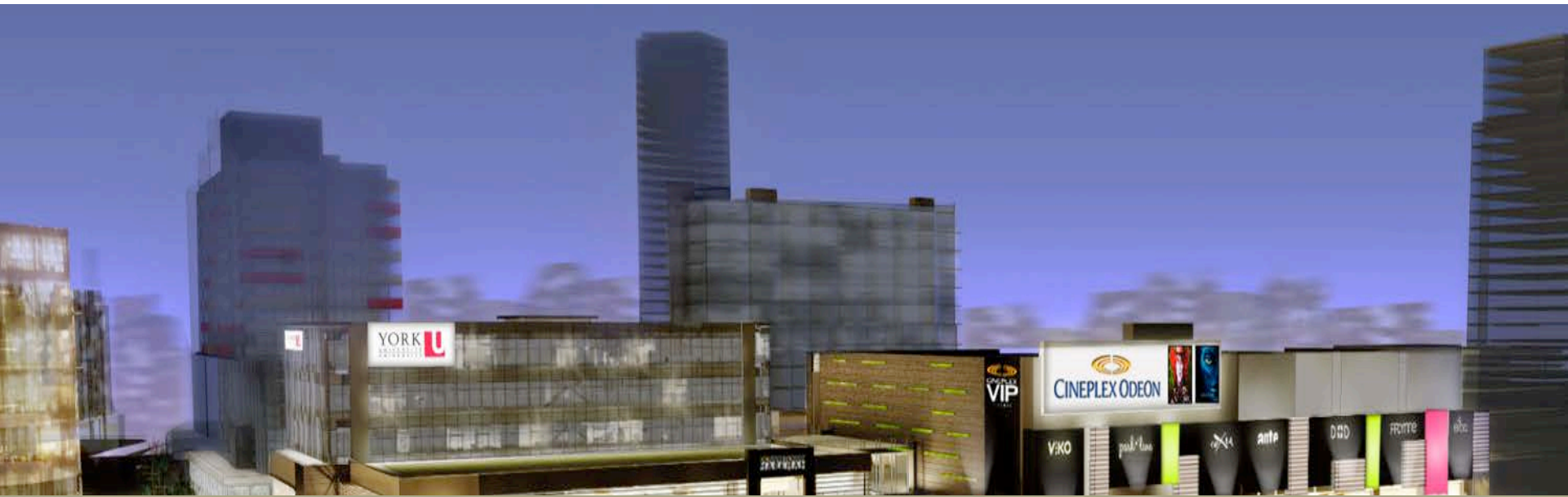


Campus Renderings



Strategic Partnerships

- 250-seat lecture hall
- Exam and event facilities
- Catalyst for development of:
 - Student housing
 - Restaurants, shops, services
 - Parking



Working with Local Organizations to Leverage Existing Infrastructure

The Remington Group

Hilton Suites

Cineplex

YMCA

PanAm Centre

Assoc. of Chinese Can. Entrepreneurs

AMD

Asian Television Network Int'l Ltd.

AVIVA

Bank of China

eSCRIBE

G&D

KRP

Markham Stouffville Hospital

Markham Board of Trade

New Market Chamber of Commerce

NOVO

Parsons

Quanser

RHMCBA

Shimco

Southlake Regional Health Centre

TechConnex

Toshiba

Workforce Planning Board

Global Unionville Development Inc.

Peak Garden Developments

Wyview Ltd.

IBM

Strong Support from Local Community



yestoyork.ca



Discussion

**MARKETING, COMMUNICATIONS AND
COMMUNITY AFFAIRS COMMITTEE**
Report to the Board of Governors
at its meeting of 6 October 2014

The Marketing, Communications and Community Affairs Committee met on July 15 and September 18 and makes this report to the Board for information.

1. Student Affairs

Each of the President and the Vice Provost Students reported on the great success of this year's orientation activities. Programming included an in-person connections day in which more than 4000 students participated as well as online enrolment and learning programs. More than 1000 parents and families also participated in the events. The university gained excellent media attention throughout the week, particularly from Global News and CBC the National. Indicators are that viewer impressions were 99% favourable. No major adverse events took place over the course of the week.

2. Yes to York Communications Strategy

Susan Webb, Director of Communications and Public Relations, exhibited the Yes to York website and gave a brief overview of the contents. The site has been created to help build awareness and support for York's proposal to create a new campus in York Region. Contents include comprehensive information regarding the student opportunities a new campus would generate, York Region's need for a university, and the strengths of York University. It also includes easy links for viewers to communicate their support for the proposal to elected officials.

3. Update on Brand Campaign

The Committee had the opportunity to obtain a detailed presentation on the campaign at its July 15, 2014 special meeting and an update on aspects of the campaign for 2014/15 at the meeting of September 18.

Feedback on the campaign over the previous two years showed that material featuring students resonated most with viewers. Hence, student profiles are emphasized this year. For 2014/15 the University is extending its time in market. Advertising locations include bus shelters, subways, television, and important university publications (e.g. Maclean's). Seat surrounds in subways are being used this year for the first time. In conjunction with that initiative, a mobile app has been created that enables viewers to download our video. All advertising information and material is also available on our microsite.

4. Committee Mandate

The Committee reviewed its mandate and terms of reference and decided that no changes should be made at this time. However, the Committee will expand its responsibilities to include advancement on an experimental basis. The Committee will return to the question of its mandate after it has had time to assess its performance with advancement included.

Tony Viner, Chair



‘this is my time’ 2014-15: Campaign Launch

Board of Governors: October 6, 2014

Agenda

- Brand campaign
- External Media plan
- Internal Communications plan

Brand campaign

Objectives

- To enhance reputation
- To increase first choice applications and encourage applicants to accept offer
- To build pride on campus (students and faculty/staff)

Brand campaign

Strategy

- Focus on key strengths that York is not typically known for
- More sustained media presence through spring
- Focus on students and alumni in paid media (research indicated these have the most impact)
- Enhance video presence as differentiator which makes emotional connection

Brand campaign

Creative


- Continue to showcase students
- Introduce new alumni into the campaign:
 - Bill Bannerman – Co-producer of Twilight Saga
 - Debra Brown – Emmy award winning choreographer
 - Joseph Boyden – Giller prize winning Canadian author
 - Chantal Hébert – National Affairs columnist, Toronto Star
 - Jennifer Keesmatt – Chief planner for City of Toronto
 - Layth Gafoor – Principal & Managing Director, Lucentem Sports & Entertainment Law
- Introduce new professors on microsite

Brand Campaign Creative – 60 second spot



[New 60 second video](#)

Students (examples):



2028:
I design
new molecules
that target and
repair the genes
that cause
schizophrenia.

Your future starts at
York's Faculty of Science,
combining an intense
focus on research with
collaborative learning.

YORK
UNIVERSITY

this is my time.

Tarasoon Hossaini,
Biochemistry Faculty of Science, 2016

yorku.ca/mytime



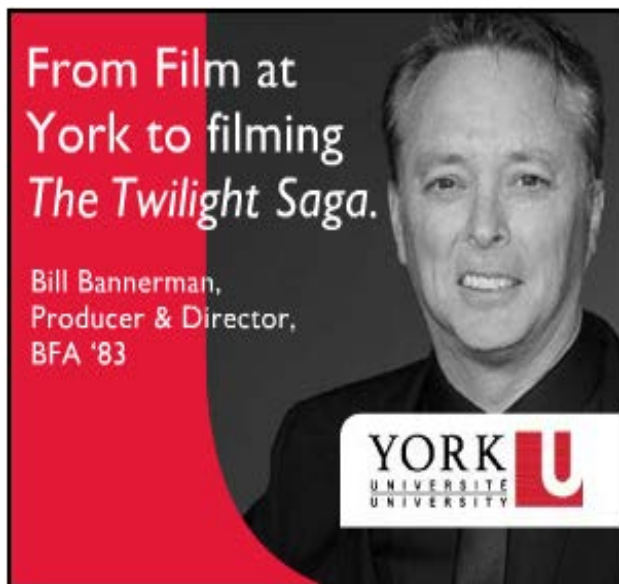
2026 :
Ma clinique d'orthophonie
découvre de nouveaux
moyens pour permettre
aux survivants d'un
AVC de communiquer.

Kirstin Muller, I.B.A. Linguistique
et sciences du langage, Campus
Glendon, 2015

YORK
UNIVERSITY

mon brillant avenir.

Alumni (online examples):



Bill Bannerman



Jennifer Keesmatt



Chantal Hébert

Recruitment Integration (example):



Ontario University Fair Backlit
Example



Lead generation



Open House



External Media Plan

Target audience:

- Future students and parents in key catchment areas

Media Strategy:

- Maximize media buy prior to application deadline – Sept 15-Jan 6
- Maintain presence in application and conversion time – Feb-June
- Lead with highest awareness media vehicles (TV)

Measures of Success:

- Enhance reputation – ongoing
- Increase first choice applicants – 2015
- Increase conversion numbers – 2015

Conventional television buy – examples

- Conventional high profile programming = higher reach



Specialty television buy – examples

- Specialty channels – higher frequency, top 12 of 20 channels purchased



TTC seat surround (example)



Internal Communications Plan

Objective:

- Build pride amongst students, staff, faculty
- Support brand promise

Strategy:

- Engage current students with free tuition contest
- Leverage current students' social media networks with incented contest share
- Test new social media (instagram) to further cultivate engagement

Measures of success:

- Increase number of “vision exchange” contest entries
- Increase number of social media shares

On campus – Building wraps (examples)



Vari Hall

Campus Walk



Integrated Communications Plan - Tactics

On campus signage

New students

Free tuition contest

President surprises student with free tuition

York web/ social media instagram contest

Yfile



Microsite

53

ACADEMIC RESOURCES COMMITTEE

**Report to the Board
at its meeting of October 6, 2014**

Board of Governors

The Academic Resources Committee held an orientation session on Wednesday, October 1 and submits the following information report to the Board of Governors.

1. Inaugural Meeting of 2014-2015

The first meeting of Academic Resources was held on October 1. It took the form of an orientation and stage-setting session at which Provost Lenton and Vice-President Haché provided an overview of their divisions, described major initiatives and issues, and highlighted items that will engage the Committee and the Board during the year. The Chair will make a fuller report at the Board meeting.

Henry Wu, Chair

FINANCE AND AUDIT COMMITTEE
Report to the Board of Governors
at its meeting of 6 October 2014

The Finance and Audit Committee met on 15 September 2014 and submits the following report to the Board of Governors for information.

1. York University in York Region Campus Submission

President Shoukri reported on the *York University in York Region* campus submission, highlighting its: partnerships, guiding principles and alignment with the proposal criteria, location within the City of Markham and the surrounding amenities, planned academic programming and funding framework. The submission of the bid will proceed to MTCU on 26 September 2014.

2. Multi-Year Budget Planning Update

Enrolment Update

Vice-Provost Lenton reported on the 2014-2015 preliminary enrolment projections for undergraduate, Masters and doctoral programs. While enrolments will not be finalized until November 1, it is anticipated that the graduate and undergraduate targets established in the 2014-2017 budget will not be met. There was a sizeable decline in continuing student enrolments this fall, which is the primary cause of the undergraduate shortfall. Meeting enrolment targets and improving retention rates were identified as key budget risks. The shortfall creates an increasingly challenging fiscal landscape and adds to the difficulty of achieving the planned academic objectives. Staying the course of the Strategic Enrolment Management plan, together with the White Paper goals of maintaining and enhancing the quality of the student body, and achieving more comprehensive academic programming, remains the long-term strategy. However several immediate measures will be pursued in response to the enrolment gap, including a focus on increasing the winter term intake, targeted marketing, enhancing scholarships and surveying non-returning students to learn their reasons for not continuing at York.

Endowment/Pension Investment Performance

Consistent with its oversight of financial sustainability risk, the Committee is kept apprised of the status of the investment performance of the pension and endowment funds and received reports on each. Both show a solid rate of return on the calendar year to date.

Budget Issues

The committee was provided with an overview of the current budget planning context, including an update on the key budget drivers – enrolments (*noted above*), financial markets (*noted above*), collective bargaining settlements, tuition fee frameworks and pension plan contributions. An extension of the current 2014-2017 budget horizon was modelled through to 2019 forecasting various scenarios based on positive and negative positions of the budget drivers. Enrolments and financial markets remain key areas of risk. The strategic investment/contingency fund established in the 2014-2017 budget will be available for potential pension special payments in 2017- 2018

should investment returns fall below planned levels. Finalizing the revisions to the Pension Plan was identified as a critical measure to further reduce the significant risk that market volatility carries for the University. Enrolment plans will be a focus of the upcoming Board retreat.

Capital Planning

In December 2013 the MTCU issued its *Policy Framework on Major Capacity Expansion* (MCE). York's notice of intention in response to the call for proposals for capital expansion included the *York in York Region Campus* initiative plus several other possible campus development projects. The final submission in September will include the York Region proposal and an additional engineering expansion project.

3. Internal Audit Report

The Committee received a comprehensive Internal Audit Status report covering the period 1 May 2014 to 31 August 2014, including a detailed report on the status of the recommended corrective actions by unit. The report included details relating to an audit of the capital project to construct an engineering building with recommendations for completion of this initiative and similar ones in future. The department undertook 15 audit engagements, of which five have been completed. Just under half (44%) of the recommended corrective actions from previous audits have been *Completed*; 35% are *Generally on Schedule*; and approximately 21% are *Behind Schedule*.

4. First-Quarter Operating Results

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

Ozench Ibrahim, Chair

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Finance and Audit Committee
Date: September 29, 2014
Subject: **Appointment of External Auditors**

Recommendation:

The Finance and Audit Committee recommends to the Board of Governors the re-appointment of Ernst & Young LLP as the auditors for the University for the fiscal year 2014-2015 under terms and fees to be negotiated similar to prior years.

Background:

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

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

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

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

It is management's recommendation that Ernst & Young be retained as the University's auditor for the 2014-2015 fiscal year.

AUDIT FEES CHARGED TO UNIVERSITIES OF ONTARIO

| | REGULAR (\$) | | | ENROLMENT (\$) | | |
|-------------------|------------------|------------------|------------------|----------------|----------------|----------------|
| | 2010-11 | 2011-12 | 2012-13 | 2010-11 | 2011-12 | 2012-13 |
| Algoma | 32,600 | 33,390 | 38,595 | 1,750 | 1,750 | 1,750 |
| Brock | 71,900 | 74,100 | 99,830 | 10,200 | 10,500 | 10,800 |
| Carleton | 73,130 | 73,000 | 85,130 | 12,700 | 13,500 | 12,660 |
| Guelph | 104,800 | 129,105 | 115,120 | 5,500 | 5,500 | 5,500 |
| Lakehead | 39,600 | 40,100 | 30,100 | 3,900 | 3,900 | 3,900 |
| Laurentian | 45,000 | 45,000 | 52,850 | 12,800 | 12,800 | 13,000 |
| McMaster | 92,000 | 106,000 | 123,500 | 16,000 | 23,000 | 23,000 |
| Nipissing | 28,500 | 32,300 | 32,900 | 3,600 | 3,700 | 3,800 |
| NOSM | 22,500 | 23,175 | 23,875 | 0 | 0 | 0 |
| OCADU | 55,000 | 56,500 | 58,000 | 7,250 | 7,500 | 7,750 |
| UOIT | 102,500 | 92,250 | 100,500 | 16,550 | 15,300 | 12,000 |
| Ottawa | 126,500 | 99,000 | 120,000 | 15,000 | 12,000 | 12,600 |
| Queen's | 95,000 | 101,000 | 114,500 | 9,500 | 10,000 | 10,200 |
| Ryerson | 82,500 | 84,000 | 85,000 | 14,000 | 14,000 | 15,000 |
| Toronto | 132,950 | 123,150 | 125,300 | 7,750 | 7,750 | 7,750 |
| Trent | 50,195 | 51,000 | 53,925 | 18,000 | 19,000 | 20,200 |
| Waterloo | 134,460 | 138,780 | 136,080 | 12,960 | 12,960 | 13,500 |
| Western | 98,000 | 106,000 | 131,000 | 13,078 | 13,000 | 14,000 |
| Wilfrid Laurier | 59,900 | 64,100 | 85,100 | 6,200 | 6,400 | 6,750 |
| Windsor | 67,500 | 68,850 | 70,200 | 4,700 | 4,800 | 4,900 |
| York | 126,000 | 126,000 | 126,000 | 8,900 | 8,900 | 8,900 |
| Total (\$) | 1,640,535 | 1,666,800 | 1,807,505 | 200,338 | 206,260 | 207,960 |

AUDIT FEES CHARGED TO UNIVERSITIES OF ONTARIO

| | CAPITAL (\$) | | | OTHER PROVINCIAL (\$) ¹ | | |
|-------------------|----------------|----------------|---------------|------------------------------------|----------------|----------------|
| | 2010-11 | 2011-12 | 2012-13 | 2010-11 | 2011-12 | 2012-13 |
| Algoma | 995 | 3,990 | 995 | 2,400 | 3,000 | 2,400 |
| Brock | 4,750 | 7,275 | 2,975 | 0 | 0 | 0 |
| Carleton | 5,800 | 28,600 | 7,900 | 0 | 0 | 10,000 |
| Guelph | 7,875 | 10,290 | 5,355 | 20,475 | 28,350 | 74,340 |
| Lakehead | 5,600 | 8,500 | 2,000 | 6,895 | 11,030 | 11,050 |
| Laurentian | 4,800 | 1,000 | 3,500 | 7,350 | 6,000 | 6,400 |
| McMaster | 10,000 | 10,000 | 10,000 | 0 | 58,000 | 69,675 |
| Nipissing | 900 | 1,000 | 3,000 | 0 | 0 | 0 |
| NOSM | 2,500 | 0 | 0 | 5,865 | 6,000 | 7,725 |
| OCADU | 2,600 | 8,100 | 8,100 | 0 | 0 | 0 |
| UOIT | 0 | 20,250 | 4,500 | 0 | 3,500 | 0 |
| Ottawa | 5,800 | 13,200 | 3,900 | 38,050 | 43,000 | 21,700 |
| Queen's | 20,500 | 3,650 | 6,300 | 28,800 | 18,750 | 6,000 |
| Ryerson | 10,000 | 24,800 | 2,850 | 33,500 | 34,050 | 33,700 |
| Toronto | 10,200 | 10,300 | 10,400 | 106,350 | 102,200 | 107,350 |
| Trent | 4,200 | 5,000 | 1,200 | 4,400 | 4,475 | 2,700 |
| Waterloo | 12,960 | 12,960 | 3,240 | 50,220 | 131,490 | 69,012 |
| Western | 1,600 | 10,150 | 1,700 | 41,500 | 67,500 | 39,750 |
| Wilfrid Laurier | 2,600 | 6,450 | 5,100 | 1,500 | 0 | 0 |
| Windsor | 6,300 | 6,400 | 8,900 | 4,200 | 4,300 | 4,550 |
| York | 4,700 | 5,700 | 5,700 | 20,500 | 25,000 | 47,500 |
| Total (\$) | 124,680 | 197,615 | 97,615 | 372,005 | 546,645 | 513,852 |

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Finance and Audit Committee
Date: September 29, 2014
Subject: **Student Referendum Approvals**

Recommendation:

Persuant to the results of the student referenda conducted 24-27 March 2014, it is recommended that:

- 1. The current levy for Masters of Environmental Studies students of \$75 for full time and \$37.50 for part time students for the Graduate Environmental Studies Students Association (GESSA) be increased to \$118.50 for full time students and \$59.25 for part-time students; and**
- 2. The current levy for all undergraduate Glendon students of \$0.10 per credit for the World University Service of Canada (WUSC Glendon) be increased to \$0.15 per credit.**

Background and Rationale

Of the five questions put to students during the voting period 24-27 March 2014, two were approved and three were not approved as follows:

Approved

1. Masters of Environmental Studies students were asked that their current levy of \$75 for full time and \$37.50 for part time students for the Graduate Environmental Studies Students Association (GESSA) be increased to \$118.50 for full time students and \$59.25 for part-time students. The quorum of 25 (10% of eligible voters) was achieved, with 91% voting in favour of the question.
2. Glendon undergraduate students were asked that the current levy of 10 cents per credit for the World University Service of Canada (WUSC Glendon) be increased to 15 cents per credit. The quorum of 269 (10% of eligible voters) was achieved, with 90.7% voting in favour of the question.

Not Approved

1. Keele undergraduate students were asked to increase the Excalibur levy from \$0.13 per credit to \$0.15 per credit with an indexed annual increase or decrease according to the Toronto Consumer Price Index. Quorum of 4,853 (10% of eligible voters) was not achieved and of those who voted 55% voted no.
2. Keele undergraduate students were asked to increase the levy for the World University Service of Canada (WUSC) receives from \$0.03 per credit to \$0.05 per credit. Quorum of 4,853 (10% of eligible voters) was not achieved and of those who voted, 63% voted yes.
3. Glendon undergraduate students were asked to establish a new levy of \$0.17 per credit to fund Lionheart Productions. Quorum of 268 (10% of eligible voters) was not achieved. Of those who voted, 74% voted yes.

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of 6 October 2014

The Governance and Human Resources Committee met on September 15 and makes this report to the Board for information.

1. Human Resources

Labour Relations

Vice-President Brewer provided an update on collective bargaining, including the status of negotiations in progress and the emerging themes with the *International Union of Operating Engineers* (IUOE) (representing plant engineers and maintenance technicians), and the *York University Staff Association* (YUSA), Unit 1.

2. Governance

Board Candidates

The committee continues its interest in identifying suitable and desirable potential nominees for future Board vacancies. It reviewed the list of potential governors, a matrix of their skills and a matrix of the skills of existing governors. Two areas of expertise were prioritized at this time: 1) investment/pension and 2) human resources. To that end, the Committee identified potential candidates and modifications to the list.

Partial Bilingual Designation for York University

Pursuing partial designation for the University under the French Language Services Act would help advance the positioning of York as the only university in Southwestern Ontario offering French programs. Discussions about the initiative are continuing. One issue of note is the obligation the Board would then have to maintain a minimum number of francophone members. The committee is reviewing the benefits and implications of this membership requirement.

The process of securing partial designation involves a series of discussions and negotiations with the Province with final approval of the designation made by the Province. At the moment, there is interest in moving ahead with the negotiations. The Board will be kept apprised of developments as the discussions continue. The negotiated terms for the designation will come forward to the Board for approval prior to seeking approval by the Province.

Annual Board Survey Results

The Committee discussed the results of the annual Board Assessment Survey which were distributed in advance. It was noted that the response rate was fairly low (just over 50%) and, for some committees, was too low to provide valuable information.

Susan Black, Chair

Memo

University Secretariat

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Toronto ON
Canada M3J 1P3

Tel 416 736 5310
Fax 416 736 55094

To: Board of Governors

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

Date: September 15, 2014

Subject: **Board Questionnaires**

Please find attached the results of the 2013/14 Board Assessment Survey.

Sixteen of 30 members of the Board completed the questionnaire, down from 20 a year ago. A relatively small number of members completed information regarding specific committees. Several members offered individual comments as well which are recorded verbatim in the attached results document.

Board of Governors Survey 2013-2014

Roles and Responsibilities Results as of August 18, 2014 Answered: 16 Skipped: 0

| | Strongly Agree | Agree | Disagree | Strongly Disagree | No Opinion | Total |
|--|----------------|--------------|-------------|-------------------|-------------|-------|
| 1.1 The Board reflects the right balance of skills, experience and diversity. | 12.50% 2 | 68.75% 11 | 18.75% 3 | 0.00% 0 | 0.00% 0 | 16 |
| 1.2 All governors have an opportunity to contribute. | 18.75% 3 | 75.00% 12 | 6.25% 1 | 0.00% 0 | 0.00% 0 | 16 |
| 1.3 Committees have clear terms or reference. | 31.25% 5 | 50.00% 8 | 18.75% 3 | 0.00% 0 | 0.00% 0 | 16 |
| 1.4 The committees provide the Board with enough information so the Board can discharge its responsibilities. | 12.50% 2 | 75.00% 12 | 6.25% 1 | 0.00% 0 | 6.25% 1 | 16 |
| 1.5 The Board governs but does not manage. | 31.25% 5 | 68.75% 11 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 16 |
| 1.6 Linking the University's key risks to the oversight role of board committees enables the Board to understand and effectively monitor risk exposure and the enterprise risk management framework. | 12.50% 2 | 68.75% 11 | 6.25% 1 | 0.00% 0 | 12.50% 2 | 16 |
| 1.7 Governors understand the bicameral governance system and the role of the University's Senate. | 18.75% 3 | 62.50% 10 | 18.75% 3 | 0.00% 0 | 0.00% 0 | 16 |
| 1.8 Governors understand the financial framework of the University. | 18.75% 3 | 81.25% 13 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 16 |
| 1.9 The Board understands the University's relationship with the York University Development Corporation (YUDC). | 12.50% 2 | 62.50% 10 | 12.50% 2 | 0.00% 0 | 12.50% 2 | |

Comments:

1. diversity at the Board level is lacking. Item 1:7 is not well understood.
2. Although the board governs and oversees but does not manage, that should not preclude brainstorming sessions to help come up with new directions. Right now, we don't govern, I would argue in some committees we merely review.

Board Meetings

Answered: 16

Skipped: 0

| | Strongly Agree | Agree | Disagree | Strongly Disagree | No Opinion | Total |
|---|----------------|--------------|-------------|-------------------|------------|-------|
| 2.1 The day and time of the meetings are satisfactory. | 25.00% 4 | 50.00% 8 | 18.75% 3 | 0.00% 0 | 6.25% 1 | 16 |
| 2.2 The Board meetings are the appropriate frequency and length. | 18.75% 3 | 68.75% 11 | 6.25% 1 | 6.25% 1 | 0.00% 0 | 16 |
| 2.3 The location of meetings is appropriate. | 25.00% 4 | 62.50% 10 | 6.25% 1 | 6.25% 1 | 0.00% 0 | 16 |
| 2.4 Materials are appropriate. | 18.75% 3 | 75.00% 12 | 6.25% 1 | 0.00% 0 | 0.00% 0 | 16 |
| 2.5 With the introduction of the secure document distribution site, materials are easily accessible and timely. | 18.75% 3 | 75.00% 12 | 6.25% 1 | 0.00% 0 | 0.00% 0 | 16 |
| 2.6 The decisions requested are clearly described. | 31.25% 5 | 62.50% 10 | 6.25% 1 | 0.00% 0 | 0.00% 0 | 16 |
| 2.7 The presentations are interesting & useful. | 12.50% 2 | 81.25% 13 | 6.25% 1 | 0.00% 0 | 0.00% 0 | 16 |
| 2.8 Time for discussion/debate is adequate. | 0.00% 0 | 68.75% 11 | 18.75% 3 | 12.50% 2 | 0.00% 0 | 16 |
| 2.9 Minutes accurately reflect discussions and decisions. | 18.75% 3 | 68.75% 11 | 6.25% 1 | 0.00% 0 | 6.25% 1 | 16 |
| 2.10 Business in the In camera and Closed sessions is dealt with effectively and appropriately. | 25.00% 4 | 56.25% 9 | 18.75% 3 | 0.00% 0 | 0.00% 0 | 16 |

Comments:

1. Some of the presentations from staff are too long and limit Board debate and discussion. Presentations should be limited to 6 or 7 slides and/or sent out with the Board material.
2. Some committees are amazing; the quality in others does not match up. Less time should be spent on presentations which we get to read in advance, and more on actual working sessions to draw on the room's overall experience.
3. I would prefer to have the committee meetings held on one day and the board meetings held on the following day. This would allow for more efficient scheduling on the part of the board members.

Board Orientation and Education

Answered: 16

Skipped: 0

| | Strongly Agree | Agree | Disagree | Strongly Disagree | No Opinion | Total |
|---|----------------|--------------|------------|-------------------|-------------|-------|
| 3.1 The sessions and campus tours for new governors are helpful. | 25.00% 4 | 43.75% 7 | 0.00% 0 | 0.00% 0 | 31.25% 5 | 16 |
| 3.2 The Board Handbook provides appropriate/sufficient background. | 20.00% 3 | 66.67% 10 | 0.00% 0 | 0.00% 0 | 13.33% 2 | 15 |
| 3.3 The new governors are made to feel welcome. | 31.25% 5 | 62.50% 10 | 0.00% 0 | 0.00% 0 | 6.25% 1 | 16 |
| 3.4 Visits to the research centres and/or the York Leadership Roundtable Discussions are helpful. | 6.25% 1 | 50.00% 8 | 0.00% 0 | 0.00% 0 | 43.75% 7 | 16 |
| 3.5 Contact with senior administration is sufficient and helpful. | 18.75% 3 | 68.75% 11 | 0.00% 0 | 0.00% 0 | 12.50% | |

Comments:

Depends on who you talk to. The Finance people are always knowledgeable and detailed. The rest can be of questionable clarity.

Board Member Engagement in the University

Answered: 16

Skipped: 0

In the past I have:

| | Yes | No | Total |
|--|--------------|--------------|-------|
| Attended Senate | 18.75% 3 | 81.25% 13 | 16 |
| Attended The York Circle | 18.75% 3 | 81.25% 13 | 16 |
| Attended a social or cultural event organized by a faculty | 75.00% 12 | 25.00% 4 | 16 |
| Attended a research celebration | 80.00% 12 | 20.00% 3 | 15 |
| Been on campus(es) for a tour | 62.50% 10 | 37.50% 6 | 16 |
| Attended or delivered a lecture | 66.67% 10 | 33.33% 5 | 15 |
| Met with a member of faculty or staff for a briefing | 87.50% 14 | 12.50% 2 | 16 |
| Attended a convocation ceremony | 68.75% 11 | 31.25% 5 | 16 |
| Attended a convocation dinner | 68.75% 11 | 31.25% 5 | 16 |

Comments:

Staff do a tremendous job in making the Board feel welcome at all such events.

I have most enjoyed the opportunities to lecture to students! Enjoyed the opportunity to shape the strategic agenda for the University

Always made to feel welcome.

I have participated in other activities: (please list examples) Answered: 5 Skipped: 9

- sports related, alumni related
- Donor recognition ceremonies, retirement events, research events...
- Bryden Awards, Rogers Tennis, Career events, TASTE, etc.
- athletic events, dinners, awards dinners
- Meetings with the Dean of Fine Arts and Faculty as well as Development/Advancement Staff

Suggestion of other desired University activities: Answered: 4 Skipped: 10

- Lectures by prominent professors or visiting speakers to the University
- None
- Would like to see student performers on the Accolade side
- It would be wonderful to have activities targeted for young women

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

Answered: 15

Skipped: 0)

| | 1 | 2 | 3 | Total |
|---|---------------------------|---------------------------|---------------------------|--------------|
| a)Campus facilities tour (i.e. physical plant, new buildings, student spaces, development lands etc): | 30.77% 3 | 46.15% 7 | 23.08% 3 | 13 |
| • Keele Campus | 23.08% 3 | 53.85% 7 | 23.08% 3 | 13 |
| • Glendon Campus | 30.77% 4 | 38.46% 5 | 30.77% 4 | 13 |
| (b) Research centre(s) tours | 23.08% 3 | 61.54% 8 | 15.38% 2 | 13 |
| (c) Special "named" academic lectures | 42.86% 6 | 35.71% 5 | 21.43% 3 | 14 |
| (d) Seminar on: | 16.67% 1 | 50.00% 3 | 33.33% 2 | 6 |
| • York University funding | 23.08% 3 | 30.77% 4 | 46.15% 6 | 13 |
| • Financial statements | 23.08% 3 | 23.08% 3 | 53.85% 7 | 13 |
| • Investment strategies | 38.46% 5 | 15.38% 2 | 46.15% 6 | 13 |
| • Land development strategies | 53.85% 7 | 15.38% 2 | 30.77% 4 | 13 |
| • Student clubs and activities | 15.38% 2 | 46.15% 6 | 38.46% 5 | 13 |
| • Senate governance and issues | 40.00% 6 | 26.67% 4 | 33.33% 5 | 15 |
| • York University art collection | 38.46% 5 | 38.46% 5 | 23.08% 3 | 13 |
| (e) Social Events: | 36.36% 4 | 45.45% 5 | 18.18% 2 | 11 |
| • Faculty awards receptions | 23.08% 3 | 61.54% 8 | 15.38% 2 | 13 |
| • Other | 20.00% 1 | 60.00% 3 | 20.00% 1 | 5 |

LAND AND PROPERTY COMMITTEE
Report to the Board of Governors
at its meeting of 6 October 2014

The Land and Property Committee met on 16 September 2014 and makes this report for information.

1. York University in York Region Campus Submission

As was done for the Finance & Audit Committee, President Shoukri reported on the *York University in York Region* campus submission. The Land & Property Committee was pleased to see the principles from the *York University Master Plan* and the *Lands for Learning* initiative applied to this project as well.

2. Academic Projects

Updates were provided on the status of two key projects in progress: the new student Centre building and the engineering building. Work with the Student Centre Corporation on the design and financial framework for the new student centre has been continuing on a positive trajectory. Approval for its establishment as a new capital project is expected to come to Finance & Audit and the Board thereafter in either December or February. The construction of the engineering building is progressing as scheduled. Increased construction costs together with unforeseen elements and design complexities have taken the project over the initial budget. A proposal for a revised budget will proceed to Finance & Audit at its next meeting.

3. Toronto-York Spadina Subway Extension

Progress is being made on construction of both the York University and the Black Creek subway stations. Planning for several ongoing construction related issues and operational elements of the subway is also continuing among the University, YUDC, TTC and related parties on:

- the temporary re-routing of a portion of Steeles Ave. onto the northwest quadrant of the Keele campus to facilitate that portion of the subway construction;
- property use agreements surrounding the subway stations;
- operating and maintenance agreements of the stations; and
- the possibility of integrated fares between Metrolinx, GO and York Region

3. York University Development Corporation Projects and Opportunities

Lands for Learning: Non-Core Asset Strategy

As the University continues with the processes that will inform the articulation of its academic priorities and aspirations for *Lands for Learning* strategy (i.e., AAPR, decadal fund raising plans), the YUDC has commenced an exercise to gather advice and direction on the different types of residential development models that would be of interest to developers in the current and near term market. Cushman & Wakefield Ltd have been retained to conduct the exercise. The first phase of the project will focus on assessing the market interest for the outer precinct lands on the Keele campus and identifying possible development structures and approaches. A report on the outcome of the first stage will be provided to the Committee at its next meeting.

The Quad

All municipal planning applications required for the project have been submitted to the City of Toronto. Upcoming discussions with City staff will identify recommendations and necessary amendments to the project plan. In addition a public community meeting will be held in December to provide for discussion of the University's requested Zoning By-law amendment and Official Plan amendment. Pre-construction work to prepare the site (at the south east corner of Pond and Sentinel Roads) is underway. Fall 2016 remains the date for the opening of Phase 1 of the new residential facility.

Following the Board of Governor's approval this past June of the 35-year Lease Extension Option for the project, YUDC is nearing finalization of the Development Lease agreement. Included among the issues resolved is agreement on terms and processes governing the requirement that the Lessee maintain the premises to a standard consistent with that of a "First Class Facility" at all times.

Pan Am Stadium

The stadium is beginning to take shape and is looking aesthetically nice on the campus. Construction delays and compliance issues continue however, which is requiring significant attention by the University and YUDC to manage the issues.

4. Capital Construction Report

The Committee received a capital projects report, updated to 31 August 2014 detailing the status and financial positions of all major initiatives in progress.

Paul Tsaparis, Chair

Memo

To: Board of Governors
From: Julia Foster, Chair, Executive Committee
Date: September 29, 2014
Subject: **Appointments/Re-appointment of Pension Fund Trustees**

Background:

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

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

Recommendation

The Executive Committee recommends that the Board of Governors approve the following appointments/re-appointments to the Pension Fund Board.

Appointments:

Randy Williamson as a Board of Governors' nominee, effective 1 October 2014 for a three-year term.

Ms. Black, one of two Governors serving on the Board of Trustees, is resigning from the Pension Fund Board of Trustees effective October 1, 2014. It is recommended that Mr. Williamson succeed Ms. Black as a Trustee. His considerable experience as a lawyer, CPA, CA, public company senior executive and independent business owner-operator makes him very well suited to the role.



Ed Furman, as a YUFA nominee, effective 1 October 2014 for a three-year term.

Professor Furman is currently the Director of the Mathematics for Commerce program at York University, as well as an Associate Professor of Mathematics and Statistics, and Coordinator, Actuarial Mathematics Program. He has been teaching at York since 2007. This is Professor Furman's first term as a Pension Trustee, replacing Walter Whiteley, who has served the maximum term as a Trustee.

Reappointment:

Christine Silversides, as the President's nominee, effective 1 October 2014 for a three-year term.

Ms Silversides is Director of Legal Services in the Office of the Counsel at York, directing the office's day-to-day operations and administration. She advises on an array of matters in areas including real estate, litigation, corporate and commercial matters, employment, regulatory matters, administrative law, and legal matters affecting students. Christine has prior experience in the area of pensions and pension investments, having served as legal counsel responsible for the legal aspects of a \$7 billion public company defined benefit pension plan. This is Ms Silversides' second term as a Pension Trustee.