

York University Board of Governors Notice of Meeting

**February 23, 2015, 3:00 pm to 6:00 pm
 5th Floor, Kaneff Tower, Keele Campus**

TAB

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II. OPEN SESSION

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10. *In Camera* Session

CONSENT AGENDA

1. Minutes of the Meeting of December 8, 2014 i

FEBRUARY 23, 2015



York University Board of Governors

Minutes

Meeting: Open Session Monday, December 8, 2014, at 3:00 pm, in the BMO Skyroom, 3rd Floor Centre of Excellence, Glendon Campus

Present:

Julia Foster, Chair
Shadiya Aidid
Angelo Belcastro
Susan Black
Darnel Harris
Bill Hatanaka
John Hunkin
Ozench Ibrahim
Armand La Barge
Robert Lewis
David Leyton-Brown
David McFadden
Earle Nestmann
Tim Price
Rose Reisman
Mamdouh Shoukri
Dragan Spasojevic
Paul Tsaparis
Tony Viner
Randy Williamson
Henry Wu
Hana Zalzal

Maureen Armstrong, Secretary
Cheryl Underhill, Assistant Secretary

Regrets:

Bill Boyle
Zahir Janmohamed
Vijay Kanwar
Peter Marrone
Sal Paneduro
Honey Sherman
Rick Waugh

Others:

Amr Abdel-latif
Eman Alashqar
Noel Badiou
Gary Brewer
Shawn Brixey
Catherine Davidson
Andrew Eckford
Jennifer Farmer
Bradley Ferns, Excalibur
Richard Francki
Rob Haché
Sarah Howe
Alex Hunsberger
Donald Ipperciel
Rhonda Lenton
Ran Lewin
Lucas McCann
Gayle McFadden, YFS
Mithilen Mathipalan, YFS
Jeff O'Hagan
Alice Pitt
Trudy Pound Curtis
Michelle Roseman
Marta Silva
Liisa Stephenson
Susan Webb

Robert Everett, *Assistant Secretary*
Elaine MacRae, *Board Coordinator*

II. OPEN SESSION

1. Chair's Items

Governors and guests were welcomed to the Glendon campus for the Board meeting.

a. 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 appointment of Timothy Price as an Honorary Governor. The appointment is an expression of gratitude to Mr Price for his extraordinary service to York over many years, his governance leadership and his generosity to the University.

b. Presentation: York University Graduate Students' Association

Referring to the slides distributed with the agenda, representatives from the York University Graduate Students' Association provided a presentation on differential tuition fees between domestic and international graduate students. The key message conveyed was that enhanced financial support for students would help make York a destination for international graduate students. The Board was encouraged to lend support for the students' position.

The following commitments emanated from the discussion:

- the Vice-President Academic & Provost will discuss with the Dean and Associate Vice-President Graduate possible avenues for enhancing international student funding within existing graduate student funding envelopes / scholarships; and
- the Vice-President Finance & Administration will offer to review the mechanics of the University's operating budget with the GSA, and share information to inform its study of graduate student fees and funding

Further, it was duly *agreed*, **that the Board of Governors continue to convey to the Province its support for increased funding for international students at Ontario universities.**

2. Executive Committee

Mrs Foster noted the report circulated with the agenda. Highlighted were President Shoukri's appointment to the federal Space Advisory Board, and the succession of David McFadden as Chair of the Marketing, Communications and Community Affairs Committee.

3. President's Items

a. Kudos Report

In addition to noting the Kudos report in the agenda, the President reported on the following matters:

- his trip to Turkey with the MTCU Minister and a small group of university presidents to foster relationships and identify opportunities for York
- the status of provincial postsecondary initiatives in progress, including the Major Capital Expansion framework and possible revisions to the funding formula for universities

b. Update on the AAPR Initiative

The President provided an update on the Academic and Administrative Program Review (AAPR); a copy of the presentation slides is filed with these minutes. The next key stage in the exercise is consultation with the community on the task force reports, and the responses from the Deans by February 2015. Thereafter the Provost and the Vice-President Finance & Administration will prepare an Institutional Strategic Directions document in March 2015. The Board acknowledged the importance of taking concrete actions to address the significant financial and enrolment challenges facing the University.

4. Presentation: Innovation York

A presentation on Innovation York was provided by its Director, Sarah Howe. Referring to the slides circulated with the agenda, the mandate and operations of the University's new entrepreneurship program were highlighted. The goal is to make this activity part of the ongoing fabric of the University. The response from industry to partner with York students / faculty on initiatives has been positive to date. Andrew Eckford, CTO and Co-Founder of Engage Biomechanics provided a demonstration of a current commercialization project supported through Innovation York.

5. Academic Resources Committee

Mr Wu spoke to the Committee's written report. At its recent meeting the Committee reviewed the cumulative appointments data since 2009. Though ebbs and flows were noted in the net new faculty appointments over those years, the complement reflects the strategic plan and enrolment levels.

a. November Report on Appointments, Tenure and Promotion

The documentation circulated in the agenda was noted. It was duly agreed that the Board approve the President's November 2014 report on Appointments, Tenure and Promotion.

6. Finance and Audit Committee

Ms Ibrahim noted the information report. It is anticipated that the proposed new student centre will come forward to the Board for approval at its meeting in February.

a. Bergeron Centre for Engineering Excellence Budget Approval

Documentation circulated with the agenda was noted. The Board was advised at its last meeting of the increased construction costs, unforeseen elements and design complexities that have taken the engineering building project over the initial budget. The proposed increase of \$20M will address the higher costs. The risk of further shortfalls is mitigated by the state of completion of the building, which is nearing the end of the project. The additional funds will be sourced through fundraising; the original fundraising target of \$10M has been revised to \$25M. The Lassonde School of Engineering has enjoyed considerable success in securing donations, and there is confidence that the new target will be met. Management has learned key lessons from the engineering building which has led to improved practices being put in place for future capital projects.

It was duly *agreed*, that **the Board approve a revised capital budget of \$105 million for the Bergeron Centre for Engineering Excellence.**

b. Engineering Equipment Budget Approval

Ms Ibrahim noted the documentation circulated with the agenda. The equipment needs for the start-up of research and teaching activities of the new engineering programs are unique. A careful review has been done with the users to confirm with confidence the essential and appropriate equipment. It was duly *agreed* that **the Board approve a budget of \$8 million for the purchase of academic equipment required to fit out the Bergeron Centre of Engineering Excellence.**

7. Governance and Human Resources Committee

The Board received for information the report in the agenda. On the matter of vacancies on the Board, Ms Black reported that the Committee is focusing on filling the financial, real estate, governance and human resources competencies in its consideration of new candidates. There is also a focus on identifying members of the Francophone community to join the Board. One new nomination will come forward in the spring.

8. Land and Property Committee

Mr Tsaparis spoke briefly to the written report in the agenda noting the status of the *York in York Region* initiative, the construction of key academic projects, the subway extension through the Keele campus, the Pan Am Games stadium, and the Lands for Learning strategy. The municipal approval / process delays encountered on several construction projects have collectively had a significant impact on the University, including financially. With the strong support of the Committee, management is developing a strategy to mitigate the risk for future projects. Enhanced practices are being applied for the new student centre and the planned expansion of the Schulich School of Business, including seeking site plan approvals from the City at a much earlier juncture to enable the commencement of construction upon Board approval of the projects.

9. Investment Committee

A report from the Committee was circulated at the meeting; a copy is filed with these minutes. Mr Williamson highlighted the solid investment performance of the endowment fund in November, and in 2014 overall. York's endowment fund management fees continue to compare favourably with peer universities; the Committee will be monitoring the fees with a focus on ensuring an appropriate balance between fees and investment returns.

The Committee is pleased that Mr Price will continue his membership on the Committee as an Honorary Governor.

a. Annual Statement of Investment Policies and Procedures (SIPP) Review

The proposed changes to the Statement of Investment Policies and Procedures were noted. As detailed in the supporting documentation, the substantives revisions to the document reflect changes to the asset mix, the performance benchmarks and currency hedging strategy, all approved and implemented earlier in the calendar year. It was duly *agreed* that **the Board approve the revised Statement of Investment Policies and Procedures.**

10. Marketing, Communications and Community Affairs

Having just recently met, Mr Viner provided an oral report to the Board. The Committee is engaging in a review of its mandate, with a particular focus on the community affairs portfolio; any revisions to the mandate that are identified will come to the Board for approval. Updates were also provided to the Committee on:

- the City's ongoing study of the issue of a citywide bylaw on illegal rooming houses which has consequences for the housing activities in the Village;

- fundraising planning for the upcoming campaign
- plans for the next stage of the This is My Time brand campaign, including an alignment with the fundraising campaign
- the development of a campaign to support the recently announced School of Continuing Studies

Thanks and appreciation were extended to Mr Viner for his recent chairing of the Committee.

11. Other Business

The Board was advised that the student recently involved in the traffic accident on campus remains in hospital; York staff has been available to the student's family throughout. The Board extends its best wishes to the student for a swift recovery.

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 _____

M. Armstrong, Secretary _____

EXECUTIVE COMMITTEE

Report to the Board of Governors at its meeting of February 23, 2015

The Executive Committee met on 13 February 2015 and makes this report to the Board for information

1. Chair's Items

David McFadden was welcomed to the Executive Committee having recently assumed the role of Chair of the Marketing, Communications and Community Affairs Committee. Mrs. Foster briefed the Committee on her recent attendance at a Council of Ontario University's meeting of Chairs.

2. President's Items

The Committee concurred with the President's decision to extend the current term of Dean Deszö Horváth from three years to five years ending June 30, 2018.

President Shoukri provided an update with respect to AAPR. Each division is currently preparing input on strategic directions and will be submitting it by end of February. Once received, a draft institutional document will be prepared and consultation undertaken across the community.

The Committee was briefed on current fundraising activities and plans to launch the next phase of a major fundraising campaign. Plans are well underway and will be finalized in the coming months.

3. Board and Committee Meeting Schedule

The Committee reviewed options for scheduling Board and Committee meetings in a more efficient manner. It was decided that efforts would be made to create a schedule for 2015/16 whereby committee meetings and the Board meeting would take place over two consecutive days.

4. Committee Chairs

Each of the committee chairs provided an update with respect to issues coming before their committees which are described elsewhere in the Board package.

Julia Foster
Chair

Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: 23 February 2015

Subject: **Sexual Assault Awareness, Prevention, and Response Policy**

Recommendation:

The Board Executive Committee has approved the Sexual Assault Awareness, Prevention, and Response Policy and recommends its approval to the Board of Governors.

Background:

As an extension of the implementation process of the METRAC Safety Audit, the President asked the Vice President Finance & Administration to coordinate the development of a policy to address sexual assault on campus. A Working Group was established in December 2013 under the leadership of the Senior Executive Officer. The sixteen members of the Working Group represent offices, departments and student organizations who are directly involved in responding to incidents of sexual assault. The initial focus of the Working Group was to map out existing procedures relating to how York institutionally responds to a reported sexual assault against a member of our community. That process was thorough and detailed and has reviewed both formal and informal procedures. As the mapping process was reaching its conclusion, the Working Group was asked to advance its schedule in the development of a draft policy partly in response to the wider focus the issue was receiving at the provincial level.

Policy Overview:

The policy is designed to clearly lay out that sexual assault is a societal harm that is not tolerated at York. It is survivor-centric, but ensures that due process is always exercised to protect alleged perpetrators. The University affirms its ongoing commitment to foster a culture where sexual assault and its impact are understood, survivors are supported, and those found to have committed sexual assault are held accountable. The policy applies to the entire York community including students, faculty, staff, administrators and volunteers.

Specifically, the policy establishes that:

- The University commits to addressing reported incidents of sexual assault appropriately
- Appropriate procedures will be established to respond to incidents
- Support will be provided to those who have experienced sexual assault or have been impacted by it, regardless of where incidents occur
- Allegations of sexual assault will be dealt with through University complaints procedures and those found to have committed sexual assault will be disciplined up to and including expulsion or termination
- The University commits to ongoing education, awareness and prevention initiatives with particular attention paid to consent. Such initiatives will be supported through dedicated staff and related University committees

The policy also provides detailed definitions for consent and sexual assault. These definitions are strongly rooted in current understandings of the issue and with particular regard to how the courts have interpreted the Criminal Code.

Relationship to Existing Policies and Collective Agreements

The scope of the policy makes it clear that the policy is to be read in conjunction with existing and related University policies and that it does not in any way supersede existing collective agreements. There is nothing in the policy that suggests it is inconsistent or incompatible with our Workplace Violence Prevention Policy, our Sexual Harassment Policy or our Student Code of Rights & Responsibilities. Few, if any, of our collective agreements refer specifically to sexual assault, but rather focus on sexual harassment. As the Working Group develops procedures to support the policy, it will pay particular attention to complaints procedures and will ensure that any procedures recommended will be congruent with the various complaints procedures that are either mandated by existing policies or collective agreements.

The Board Governance and Human Resources Committee had an opportunity to review and discuss the policy from an HR perspective.

Sexual Assault Awareness, Prevention, and Response, Policy on

Legislative History: Reviewed by President and Vice-Presidents, 28 January, 2015. Approved by Board Executive Committee 13 February, 2015. Approved by the Board of Governors <DATE>. Effective <DATE>.

Approval Authority: Board of Governors

Signature:

Description: Describes the University's commitment to addressing sexual assault through the policy and related procedures.

I. Preamble

Sexual assault is a serious and systemic issue that impacts the individual, community, and society in general. Sexual assault is a traumatic experience that violates the sexual integrity, personal boundaries, trust and feelings of safety of the individual and can have significant long lasting physical, emotional, and psychological impacts on a survivor. Anyone can experience sexual assault. However, individuals may encounter increased vulnerabilities based on their identity or perceived identity including such factors as race, economic status, gender, gender expression, sexual orientation, language, physical or mental ability, and/or immigration status. Every survivor reacts differently to their experience. Survivors experience many barriers to disclosing, reporting, and/or seeking support; barriers can differ based on the lived experience of the survivor.

York University affirms its ongoing commitment to foster a culture where sexual assault and its impact are understood, survivors are supported, and those who commit incidents of sexual assault are held accountable.

The policy conveys the University's commitment to raising awareness about sexual assault, its desire to reduce the number of incidents at the University, and supporting those who have been impacted by sexual assault. The University will provide a framework for a cohesive approach to education, awareness, and prevention in order to effectively foster community engagement to enable community members to recognize, to respond to, and to help prevent sexual assault on campus.

II. Policy

1. York University recognizes that universities can play a significant role in addressing sexual assault, supporting survivors, and raising public awareness about this societal harm. York University is committed to providing and maintaining an environment in which sexual assault is recognized to be unacceptable and is not tolerated. The University commits to addressing reported

incidents of sexual assault and responding appropriately. Survivors will be supported and individuals who are members of the York community, who have been found to have committed sexual assault, will be held accountable through due process.

2. York University will ensure that appropriate procedures are in place to respond to incidents of sexual assault. The University will provide support for members of the University community who have experienced sexual assault or been impacted by it, regardless of where such incidents occur. The University shall strive to foster a culture of care and understanding for survivors and to reduce barriers to disclosure and/or to reporting.
3. Any member of the York community who is found to have committed sexual assault shall be held accountable. Allegations of sexual assault will be dealt with through the University complaint procedures and those who have been found to have committed sexual assault shall be subject to related sanctions and discipline up to and including expulsion and/or termination where appropriate.
4. York University is committed to on-going education, awareness, and prevention initiatives about sexual assault, including consent and related subjects. The University will support these initiatives through dedicated staff, programming, and related University committees. The University will ensure that these initiatives are broadly communicated to the University community.

III. Scope

This policy applies to all members of the York University community, including but not limited to students, staff, faculty, administrators, and volunteers. It applies regardless of where an incident takes place. The policy should be read in conjunction with other York University policies and procedures which address sexual assault (see Related Policies and Procedures) and procedures or guidelines that may be developed pursuant to it. The policy is not intended to supersede or interfere with collective agreements or prevailing laws. It does not preclude individuals from seeking recourse through criminal or civil proceedings.

IV. Definitions

“Consent:”

- a. Means active, ongoing, informed, and voluntary agreement to engage in sexual activity;
- b. Cannot be given by someone who is incapacitated, unconscious, or otherwise incapable of consenting; and

- c. Cannot be obtained through threats, coercion, or other forms of control and intimidation.

“Sexual assault” means:

Any sexual contact made by a person towards another where consent is not first obtained. It is characterized by a broad range of sexual acts, carried out in circumstances in which the person has not freely consented to or is incapable of consenting to sexual activity. Under the Criminal Code of Canada, it has been interpreted as an actual or threatened advance, gesture, touch, or any other sexual act to which an individual has not consented. It includes a person being forced to perform sexual acts against their will. It is determined by a lack of consent, and not by the act itself.

V. Review

This policy shall be reviewed annually by the Office of the Vice-President Finance and Administration.

VI. Responsibility

The Office of the Vice-President Finance and Administration shall be responsible for establishing procedures to implement this policy.

VII. Related Policies and Procedures

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

VIII. Resources

- [Resources for Survivors and Community members](#)



JANUARY – FEBRUARY



A number of York University community members and alumni are among the new appointees to the Order of Canada, including:

- Julia Foster, Chair, York University Board of Governors

- Susan McGrath, a professor in the School of Social Work
- Robert Cox, a professor emeritus in the Department of Political Science
- Edgar J. Dosman, a professor in the Department of Political Science
- and York alumni: Michael DeGagné (LLM '10), Patrick Johnston (BA '73), Adèle M. Hurley (BA '74; MES '76), Barker Lawson (LLB '51), Robert Walters (BA '79; BSW '82; MSW '86), and Catherine Zahn (BSc '74)

Seven York U alumni were among the new appointees to the Order of Ontario, including:

- Mary Anne Chambers (LLD '13)
- Joseph Halstead (BA '78)
- Alis Kennedy (BA '83, BA '85)
- Gilles LeVasseur (LLM '05)
- Eva Marszewski (BA '70)
- Hon. Maryka Omatsu (LLB '75)
- Hon. Warren Winkler (LLB '62; LLM '64; LLD '12)

Ten emerging and established researchers from across the University have been appointed York Research Chairs. Tier I Chairs include:

- Isabella Bakker, Department of Political Science;
- Christopher Innes, Department of English;

- Roger Keil, Faculty of Environmental Studies;
- Sergey Krylov, Department of Chemistry;
- Obiora Okafor, Osgoode Hall Law School.

Tier II Chairs include:

- Mike Daly, Department of Earth and Space Science and Engineering;
- Jane Heffernan, Department of Mathematics and Statistics;
- Anna Hudson, Department of Visual Arts and Art History;
- Fuyuki Kurasawa, Department of Sociology;
- Rebecca Pillai Riddell, Department of Psychology.

For the fifth year, York ranked among the top 10 per cent of universities in the 2014 GreenMetric World University Ranking on sustainability, receiving high scores in transportation, waste and water management.

On January 12, York celebrated the launch of the new School of Continuing Studies. One of the largest in Canada, the School offers a mix of continuing professional programs and renowned expertise in English language training and academic preparation for international students offered by the York University English Language Institute (YUELI). The event featured the unveiling of two new innovative student-centered certificate programs that will offer students specialized knowledge in their field as well as the core foundational business skills that employers require.



An alumni reception in Markham was held on January 21 at the Remington Group Presentation Centre, hosted by President Shoukri and VP Advancement Jeff O'Hagan. The evening brought more than 130 alumni and community members together in support of the ongoing 'Yes to York' campaign for the University's proposed Markham campus. Special guests included Markham Mayor Frank Scarpitti and York alumnus and Chancellor Gregory Sorbara (BA '78, LLB '81).



Faculty of Science hosted their first York Science Saturday on January 24. York Science Saturday provides hands-on workshops for students in Grades 3-8 who are interested in science, technology, engineering and mathematics.

40 York researchers have been awarded more than \$6.3 million from the Social Sciences and Humanities Research Council of Canada (SSHRC) through SSHRC's Insight Development Grants and Insight Grants Competition.

Marianne Harris (JD/MBA '83) is the recipient of the Hennick Medal, presented annually by the Hennick Centre for Business and Law to a distinguished leader

who has earned international recognition in the business and legal communities.

Faculty of Science researcher Seyed Moghadas and Faculty of Health researcher Dale Stevens received a total of \$284,331 in infrastructure funding from the Canada Foundation for Innovation to support their research projects.

In a groundbreaking study, Faculty of Health professor Doug Crawford and postdoctoral fellow Suryadeep Dash have discovered a new physiological system that continuously updates the remembered location of visual targets.

Physics and Astronomy professor Matt Johnson and his co-authors won third place in the Buchalter Cosmology Prize for their paper entitled, “Simulating the Universe(s): from Cosmic Bubble Collisions to Cosmological Observables with Numerical Relativity.”

Film alumnus Adam Clark (BFA '11) has created and co-written a new web series, *YEAR*, which offers a new take on the Zombie genre and presents a model for how high-quality film and web productions are being created through collective pooling of the talent and production skills possessed by today's new film graduates.

English Professor Christopher Innes has led an interdisciplinary team of researchers and performers in the creation of a new music CD featuring compositions by renowned playwright George Bernard Shaw.

Lassonde students Manjeet Kaur and Khady Lo Seck, along with recent Schulich grad Dhaman Rakhra, were

chosen to be a part of *The Next 36*, a group of candidates identified for their extraordinary entrepreneurial potential.

York student and employee Kalpana Bilimoria, with 25 other students, helped to organize a shoe and coat drive on February 5 at Vari Hall as part of a Change Project class assignment for the course Prospects and Perils in the 21st Century.

Lions athlete Kayla Lambie won a silver medal at the OUA Fencing Championships.

Former mayor David Miller, president and CEO of the World Wildlife Fund-Canada and now an adjunct faculty member of the Faculty of Environmental Studies (FES), signed a Memorandum of Understanding outlining WWF-Canada's commitment to the creation of partnerships between FES researchers and students and WWF conservation projects across Canada.

On February 11, the former Faculty of Fine Arts officially became the School of the Arts, Media, Performance and Design (AMPD) in a ceremony attended by community members and hosted by President Shoukri and Dean Shawn Brixey.



ACADEMIC RESOURCES COMMITTEE FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors at its meeting of February 23, 2015

The Academic Resources Committee and Finance and Audit Committee met in a joint session on Monday, January 19, 2015 and together submit the following report to the Board.

1. Briefing on the SHARP Budget Model

The Committees received a briefing by Vice-President Brewer and Associate Vice-President Pound-Curtis on the Shared Accountability and Resource Planning budget model (SHARP). President Shoukri and Provost Lenton also made significant contributions to our deliberations.

Several years in the making, the model is taking its final form with implementation planned to occur in 2017-2018. SHARP emerged out of the Process Re-Engineering and Service Enhancement initiative, and has been shaped and refined by solid comparative research and extensive consultations. The model is predicated on a number of sound principles and is intended to ensure greater transparency, accountability and predictability in budgeting.

SHARP replaces the incremental approach to budgeting that has been the norm for the University's history. Faculties will receive the revenue they bring in, adjusted for University investments (including income from fees, grants and fundraising) and be responsible for their share of expenses. Each will contribute to overall administrative costs based on shared-cost formulas for various types of administrative activities.

In addition to a variety of transitional arrangements, this tailored York model has features that take into account Faculty-specific circumstances. The SHARP model will facilitate a more rigorous budget alignment with planning cycles, notably Integrated Resource Planning and the University Academic Plan, and help support more effective and well-informed decision making.

2. Academic and Administrative Program Review Update

Provost Lenton and Vice-President Brewer provided an update on AAPR, which is in many ways a companion to SHARP.

Following the release of AAPR task force reports in November, the University has turned to its normal planning and budget processes to request from Faculties and administrative divisions their response plans or preliminary submissions for identifying the opportunities and addressing the challenges in advancing the core academic

priorities of the University, considering the recommendations of the Task Force reports, as well as other strategic planning documents and inputs. Submissions are being compiled and will inform the development of an Institutional Strategic Directions document intended to set out a course of action on several fronts. A draft document will circulate in April and will be the subject of community consultations. Elements that are academic in nature will be discussed at an open forum sponsored by the Provost, VPFA and the Academic Policy, Planning and Research Committee scheduled for April and submitted to Senate for endorsement through APPRC. Specific proposals of an administrative kind will be taken up by the University Administration. .

The Institutional Strategic Directions document will also inform and underpin the updated multi-year budget plan that will be brought forward to the Board in June.

Ozench Ibrahim, Chair, Finance and Audit
Henry Wu, Chair, Academic Resources

Memo

To: Board of Governors

From: Henry Wu, Chair, Board Academic Resources Committee

Date: 23 February 2015

Subject: **Establishment of the James and Joanne Love Chair in
Environmental Engineering**

Recommendation:

The Board Academic Resources Committee recommends that the Board approve the establishment of the James and Joanne Love Chair in Environmental Engineering.

Background:

At its meeting of January 8, 2015 the Academic Policy, Planning and Research Committee of Senate (APPRC) concurred with Provost Lenton's recommendation to establish the James and Joanne Love Chair in Environmental Engineering.

APPRC reported its decision to Senate in January. This communication formally conveys APPRC's action and provides the supporting documentation required for disposition by the Board of Governors.

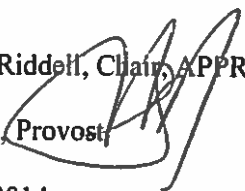


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Memorandum

To: Rebecca Pillai Riddell, Chair, APPRC
From: Rhonda Lenton, Provost 
Date: December 18, 2014

Subject: James and Joanne Love Chair in Environmental Engineering, LSE

I am writing to seek the concurrence of APPRC for the establishment of an endowed Chair, the James and Joanne Love Chair in Environmental Engineering, in accordance with University Policy on Endowed Chairs and Professorships. The proposed Chair will support the development of engineering at York, consistent with institutional priorities, and will be located in the Department of Civil Engineering in the Lassonde School of Engineering. The Chair will be funded by an endowment from James Love (lawyer and long-time advocate on behalf of York and the environment) and his wife Joanne, supplemented by funds allocated by York University.

The establishment of this chair is consistent with LSE's vision of preparing Renaissance Engineers™ who not only have a solid understanding of scientific concepts but who also have a deep appreciation for environmental, cultural and societal issues and are equipped to provide leadership and to work creatively in diverse teams. The environment is a common theme in civil engineering education and research. Environmental engineers work to protect the future of land and water resources, develop clean energy, promote green infrastructure, and work to mitigate and prevent pollution. At York, several faculty members in the Department of Civil Engineering are already involved in research and teaching spanning these areas, which are reflected in the department's research focus areas, as well as in its curriculum.

The Chair supports a planned tenure stream appointment in the Faculty. In addition to normal teaching responsibilities, the Chair holder will lead a vigorous research program in the area of environmental engineering, thereby contributing to addressing urgent issues in the environment such as water security, urban pollution, the need for clean and safe resources, and the effects of climate change. Effectively dealing with these issues requires an interdisciplinary approach, and the Chair will lead and foster innovative research in

environmental engineering by forging interdisciplinary collaborations with other York departments and Faculties, particularly with the Faculty of Environmental Studies, to combine technical advancements in environmental engineering with development of effective policies and regulations. The Chair is also expected to attract external industrial research funding and enhance York's international reputation.

The York University Policy on Endowed Chairs and Professorships indicates that in such situations as this, where the proposed Chair is consistent with an existing Senate-approved teaching program and where the other terms and conditions set out in the policy are met, the Vice-President Academic & Provost may ask for the concurrence of APPRC so that the Board of Governors might consider the proposal. By this memorandum, I confirm that the proposed Chair satisfies the expectations of the University policy, and unless APPRC has questions about it, I will ask that this matter be placed on the agenda of the Board of Governors for consideration at its next meeting.

c.c. Dean J. Kozinski
 Associate Dean R. Hornsey

The James and Joanne Love Chair in Environmental Engineering

Department of Civil Engineering, Lassonde School of Engineering, York University

Background

Water security and urban pollution continue to be of growing concern throughout the world. Billions of dollars are spent annually in Canada to protect our water resources and our environment from different pollutants, while current demands for clean and safe resources have been increasing. For example, it is predicted that human energy consumption will double by the year 2040. In parallel, climate change - mainly caused by anthropogenic activities - has become a national and an international issue that needs to be addressed urgently. These problems are all interconnected and require interdisciplinary solutions. Unfortunately most Canadian universities focus on independent disciplines, "siloeing" research and in most cases, doubling the effort towards the same solution.

Chair in Environmental Engineering

The Department of Civil Engineering at the Lassonde School of Engineering, York University has a different vision. We aspire to graduate engineers who not only have a solid understanding of scientific concepts, but who also have deep appreciation for environmental, cultural and societal issues and are equipped to provide leadership and to work creatively in diverse teams. We call these engineers Renaissance Engineers™. We see the establishment of a Chair in Environmental Engineering in the Department of Civil Engineering as a significant step towards our achieving our aspirations. The Chair in Environmental Engineering will enrich our faculty and student research, broaden and enliven our teaching endeavor, and inculcate a deep sense of environmental stewardship in our graduates.

Interdisciplinary Collaboration

The Chair will also help lead innovative research in Environmental Engineering by forging inter-disciplinary collaborations with other York faculties, particularly with the Faculty of Environmental Studies (FES) in terms of combining technical advancements in the field of Environmental Engineering with development of effective policies and regulations. The Chair would also expand partnerships with other departments and enhance York's international reputation by attracting external industrial research funding to establish a thriving Environmental Engineering research program at York.

Current Activities

The environment is a common theme in Civil Engineering – both in terms of engineering education and research. Environmental engineers work to protect the future of our land and water resources, develop clean energy, promote green infrastructure, and work to mitigate and prevent pollution. At York, several faculty members in the Department of Civil Engineering are already involved in research spanning these areas. These areas are also represented in the Department's three main research focus areas: Infrastructure Lifecycle Assessment, Costing, and Rehabilitation; Designing for Climate-change-driven Extreme Loading Events; and Sustainable Development. As such, the role of the new Chair in Environmental Engineering would be to establish and lead a vigorous research program to push the boundaries of knowledge in these focus areas.

The Successful Candidate

The successful candidate will be a research leader in the field of environmental engineering, with an international reputation and commensurate track record. The term will be for an initial five-year period, renewable for a further five years subject to review.

Funding

This Chair will be supported under the *Externally Funded Regular Named Positions* program at York University.

According to the funding agreement between the University and James & Joanne Love: "\$1,500,000 is designated to an endowment fund that will create a new Chair in Environmental Engineering at the Lassonde School of Engineering. The University will supplement the annual payout amount from the endowment such as to cover 100% of the salary and benefits of the Chairholder. University matching will take the form of the salary for a full-time professorial position already included in Lassonde's budget for our new and expanding Department of Civil Engineering.

In the case of an external recruitment for the position, the start up package available to the chairholder from the Faculty may include funds for research infrastructure to establish a laboratory as well as minor research grant to facilitate the development of the chair holders research program. The amounts will be determined according to the needs and experience of the chair holder.

The teaching duties, start-up package and other conditions of appointment will be the same as regularly appointed faculty members.

Chair in Environmental Engineering – Priorities

It is expected that the Chair in Environmental Engineering will help strengthen one or more of the following areas:

1. Water Security

Fresh water is by far the most important resource on our planet. It is needed for human life and well-being and for economic development. Yet, a number of factors, such as human population growth, industrial developments, extraction of natural resources, changing climate patterns, changing land use demographics, and pollution, are threatening the world's water resources. As such, it is imperative that we secure our water resources and manage them effectively. However, effective management of water resources requires interdisciplinary research, which requires deep understanding of the societal aspects of securing water resources, the anthropogenic factors affecting the environment, and the relationship and interplay between water systems, land and the atmosphere. There is an urgent need for multi-faceted research programs that integrate social, natural and health sciences, public policy and engineering for the development of science and technologies that will help effective management of world's water resources in the light of shifting climate patterns and increasing urbanization of human population. The Research Chair in Environmental Engineering will engage with key stakeholders in order to translate cutting-edge technological developments into effective policies and management strategies for the world's water resources.

2. Sustainable Groundwater Sources

A third of the world's fresh water supply comes from groundwater found in aquifers. Groundwater recharges lakes, wetlands, and streams, and is an important resource for agricultural and industrial activities. Therefore understanding and protecting this natural resource is of critical importance to the health of our country and for ensuring sustainable supply of fresh drinking water for future generations. Contaminated groundwater is difficult to clean up

because different compounds require different remediation technologies, and the pollution source, as well as, the extent of contamination is often hard to locate. Consequently, the development, pilot scale testing, and modelling of new and innovative remediation technologies is crucial in achieving clean-up goals at contaminated sites and to ensure a sustainable source of safe water for future generations of Canadians.

3. Smart Environmental Technologies for Climate Change Adaptation

One of the most important factors currently affecting water quality is the enrichment of nutrients (i.e. organic matter, nitrogen, and phosphorus) in water bodies leading to excessive eutrophication. Although conventional water and wastewater treatment and reuse processes have been used successfully to control various pollutants, their applications are currently uneconomical and challenged by increasingly stringent federal and provincial regulations. In addition, climate-change-driven extreme loading events may increase system nutrient loads, further promoting the need for economical and effective treatment technologies. Therefore, research into novel and smart technologies for water and wastewater treatments, along with an incorporation of reduced power consumption and carbon footprint, is essential.

4. Green Infrastructure

With the rise in gas prices and the increase in energy consumption, the need for clean energy and green infrastructure is on the rise. Although strides have been made in establishing building codes for energy-efficient buildings (LEED), research into smart cities, sustainable energy technologies such as geothermal heating, green roofs, and waste-to-bioenergy, brownfield redevelopment, as well as, sustainable building rehabilitation is imperative. Investing in these technologies could lead to substantial improvement in clean energy technologies and put York at the forefront of green building design.

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of February 23, 2015

The Finance and Audit Committee met on February 9, 2015 and in addition to the items on the agenda for approval, submits the following report to the Board of Governors for information.

1. Budget Update

The Vice-President Finance & Administration and the Vice-President Academic & Provost provided a budget update, reporting on the status of the 2014-15 enrolments, 2015-16 applications, endowment and pension funds' investment performance, and emerging budget pressures.

The message conveyed to the Board at the last meeting remains the critical one: that the University's challenging fiscal position requires action and difficult choices to be made to address the growing deficit. The shortfall in undergraduate enrolments for 2014-15, coupled with the significant drop in applications for 2015-16, have created an extremely challenging environment. While international student enrolments have mitigated the below-target domestic enrolments, overall the undergraduate applications for the next academic year are 4.2% below last year. Immediate attention is on converting the 2015-16 applications to enrolments, and a series of measures to that end are being pursued. Longer-term, through the Academic and Administrative Program Review (AAPR), the focus is on defining a program mix for the University that is sustainable and aligned to student demand. A fuller picture of the impact of the enrolment challenges on the operating budget will be known by April.

Other key pressures that may emerge include government rebasing for undergraduate and graduate funding, and Faculty deficit positions.

2. External Audit Plan

The Committee approved the 2015 External Audit Plan developed by Ernst & Young with no increase to the audit fees.

3. Internal Audit Report

The Committee received a comprehensive Internal Audit Status report covering the period 1 November 2014 to 31 January 2015. The department undertook 12 audit engagements, of which five have been completed. Recommendations made on those completed audits will be tracked and monitored to ensure the corrective actions are implemented.

4. Bergeron Centre of Engineering Excellence Update

As a follow-up matter to the Board's recent approval of an increased budget for the Bergeron Centre of Engineering Excellence, the Vice-President Finance & Administration provided a progress report on the project. Construction is moving well, with the key milestones being achieved as scheduled.

Ozench Ibrahim, Chair

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Board Finance and Audit Committee
Date: 23 February 2015
Subject: **New Student Centre Project - Approval**

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve:

- a) **The New Student Centre project with a total project budget of \$74 million.**
- b) **The commencement of the New Student Centre Levy in September 2015 as approved by students in October 2013 at the rate of \$3.60 per credit for all undergraduate students (except Glendon) and of \$36.00 per term for full time graduate students and \$18.00 per term for part-time graduate students, with an annual increase to the levy of 1.6% to be reviewed in 10 years;**
- c) **The approval of the Project Financing Strategy per the KPMG report entitled “York University Student Centre”, dated 28 January 2015 based on a 40 year amortization period;**
- d) **An adjustment commencing in September 2015 to the existing Student Centre levy from the existing rate of \$5.24 per credit to a new rate of \$1.67 per credit for undergraduate students or \$16.70 per term for full time graduate students and \$8.35 per term for part-time graduate students, with an annual increase to the levy of 5% to be reviewed in 10 years; and**
- e) **The requisite structure of legal documents as outlined below, including:**
 1. **Project Management Agreement;**
 2. **Design Contract;**
 3. **Construction Contract;**
 4. **Special Purpose Entity (SPE) Agreement;**
 5. **Site Licence Agreement;**
 6. **Administration Agreement;**
 7. **Direct Agreement;**
 8. **Irrevocable Direction;**
 9. **Loan Agreement;**

10. Guarantee

- f) **The delegation of authority to the President to execute the implementing documents #1 to 8 outlined in (e) above; and**

In accordance with the Memorandum of Understanding between the University and the York University Student Centre dated 26 June 2013, the above approvals are contingent on the approval of the Board of the York University Student Centre.

Background:

At the November 17, 2014 meeting of the Committee, the proposed project structure, financing approach, and necessary legal agreements were reviewed and discussed. This overall approval and strategy remain unchanged.

Since this last meeting, work has continued in planning the New Student Centre. The Design team has completed schematic design working closely with the Project Committee and the Users Committee and has recently commenced design development. At its November meeting, the Finance and Audit Committee reviewed an initial financing report prepared by Richard Simm of Ernst and Young, based on a project estimate of \$67,704,000 prepared by a cost consultant (Turner Townsend) retained by the design team.

Current Status:

In keeping with directions from the Board, the University engaged its own third party cost consultant (Marshall and Murray) to confirm the projected budget. That review estimated the project at \$72,488,528, a variance of 9.1%. Richard Simm, now with KPMG, has reviewed the increase and concluded that the project is sustainable within the funding sources available provided the amortization period increases from 32 to 40 years. (see attached)

Financing Strategy and Plan

Consistent with the EY draft report, the following outlines the various agreements required including information with respect to the parties, the purpose, the University's responsibilities, the SPE's responsibilities, York as agent for the SPE, and York's liabilities for each of the agreements. (see Appendix A)

PART A York Executed Agreements

1. Project Management Agreement (PMA)

- **Parties:** York University (**York**), York University Student Centre Inc. (**YUSC**) and a newly incorporated subsidiary of YUSC (**SPE**).
- **Purpose:** Under the PMA York is responsible to prepare the Project Budget for approval by both parties. York, in consultation with YUSC is responsible for the design and construction of the New Student Centre including the selection of the architect and the contractor for the New Student Centre and in accordance with the Project Budget.

- **York Responsibilities:** York provides construction administration covering all design and construction related activities required to achieve the completion of the New Student Centre; including responsibility for managing the construction payments and financing advances by the Lender. The PMA recognizes the source of funding for the new construction being the Existing Levy Cash and the New Financing.
- **York as Agent for SPE:** York will enter into the design and construction contracts with third parties as agent for the SPE.
- **Liability of York:** York is specifically absolved and released by YUSC and SPE of any liabilities arising out of its performance under the PMA.

2. Design Contract

- **Parties:** York and Cannon Design
- **Purpose:** The provision of the architectural and prime consultant (mechanical, electrical and structural engineering) services for the design and construction of the New Student Centre.
- **York's Role:** York is in the capacity of the "owner" under this agreement and gives direction to the Architect and through the Architect to the Prime Consultants.
- **York Responsibilities:** York is responsible to ensure that the design for the New Student Centre meets the functional requirements for the building as determined by York in consultation with YUSC.
- **York as Agent for SPE:** York will not disclose to the Architect that it is acting as agent to SPE. York will be directly liable for payment and other obligations to the Architect. The payments by York would be reimbursed and/or satisfied out of the levy amounts.
- **Liability of York:** York's liability to the Architect is payment.

3. Construction Contract

- **Parties:** York and the selected construction contractor.
- **Purpose:** For the provision of the construction services for the New Student Centre.
- **York's Role:** York is in the capacity of the "owner" under the construction contract and will have construction administration and construction management responsibilities to ensure proper performance by the construction contractor in accordance with the specifications and requirements for the New Student Centre developed by the Architect.
- **York Responsibilities:** Together with the Architect and its Prime Consultant team, York is responsible to monitor the work as it proceeds

and deals with construction issues that may arise from time to time including possible change orders. York is also responsible to ensure all payment protocols are satisfied and, with the recommendation of the Architect, authorize payment requests of the construction contractor for payment. York is also be responsible for withholding of all holdbacks as required under the *Construction Lien Act*.

- **York as Agent for SPE:** York will not disclose to the construction contractor that it is acting as agent to SPE. York will be directly liable for payment and other obligations to the construction contractor. The payment obligations will be satisfied through the use of the Existing Levy Amount and the financing arranged by SPE.
- **Liability of York:** York's liability to the construction contractor is payment.

4. SPE Construction Agreement

- **Parties:** York and SPE
- **Purpose:** SPE is agreeing to complete the construction of the New Student Centre (this is important for the commercial structure) and for this purpose appoints York as its agent to cause the New Student Centre to be constructed.
- **York's Role:** York agrees to cause the construction of the New Student Centre.
- **York as Agent for SPE:** York is appointed by SPE to be the agent of SPE for the completion of the New Student Centre.
- **Liability of York:** SPE provides a complete release of York from all liability in performing its responsibilities under the Construction Agreement. In its capacity as agent for SPE York is entitled to reimbursement for all of its costs incurred in the construction of the New Student Centre by SPE. SPE is a party to the Direct Agreement and will direct the Lender that all advances are to be made to York for the purpose of payment of the amounts due to the construction contractor under the Construction Contract. This direction will also extend to all other costs incurred by York including under the Design Architect Agreement and as necessary for both purposes to fund such costs out of the Existing Levy amount which will be deposited to the Lock Box Account.

5. Site Licence Agreement

- **Parties:** York (licensor) and SPE (licensee)
- **Purpose:** York as the owner of the site will grant a licence to occupy the site for the purposes of the construction and for the New Student Centre to be maintained on the site until the financing has been fully paid out.

- **York's Role:** Grantor of the site license.
- **York's Responsibilities:** Other than the grant of the licence, York will have no responsibilities under this agreement.
- **York as Agent for SPE:** Does not apply in this instance.
- **Liability of York:** York will have no liability to SPE and will be fully released and indemnified.

6. Administration Agreement

- **Parties:** York and YUSC
- **Purpose:** The Administration Agreement is the agreement of York in favour of YUSC to collect the New Student Centre Levy and to remit that directly to the Lock Box Account for the purpose only of payment of the repayment of the Lender of amounts due under the Loan Agreement by SPE to the Lender.
- **York Responsibilities:** York is responsible for the collection of the New Student Centre Levy, its deposit into the Lock Box Account and its payment on behalf of SPE of the amounts due to the Lender under the Loan Agreement.
- **York as Agent for SPE:** York is acting in its own behalf under the Administration Agreement.
- **Liability of York:** York will be responsible to the Lender for collecting the New Student Levy in accordance with the terms of the levy itself, for their deposit into the Lock Box Account and for their use to pay the obligations of SPE under the Loan Agreement.

7. Direct Agreement

- **Parties:** York, YUSC, SPE and Lender
- **Purpose:** The Direct Agreement gives the Lender the benefit of the direct covenants of York, YUSC and SPE to perform their respective obligations under the implementing agreements to collect the New Student Centre Levy and to remit the collected funds directly to the Lock Box Account for recognition of the Lender's rights under the Lender's security; and the Lender's rights to all monies in the Lock Box Account. Funds held in the Lock Box Account will be distributed by the Lender on a monthly basis when, in each such case, there are sufficient funds in the Lockbox Account, to satisfy certain obligations (in an order to be determined by the Lender):

- a) to pay to the Lender the monthly payment of interest and principal then due under the Loan Agreement by SPE;
 - b) to pay construction costs incurred under the Construction Contract;
 - c) to pay operating costs associated with the New Student Centre; and
 - d) to pay all amounts required to be set aside on reserve to cover future payments which could not be paid from the New Student Centre Levy.
- **York Responsibilities:** York is responsible for the collection of the New Student Centre Levy, its deposit into the Lock Box Account and its payment on behalf of SPE of the amounts due to the Lender under the Loan Agreement.
 - **York as Agent for SPE:** York is acting in its own behalf under the Direct Agreement.
 - **Liability of York:** York will be responsible to the Lender for collecting the New Student Levy in accordance with the terms of the levy itself and for their deposit into the Lock Box Account to be distributed in accordance with the terms of the Direct Agreement.

8. Irrevocable Direction

- **Parties:** York and YUSC
- **Purpose:** YUSC will provide an Irrevocable Direction to York, directing York to deposit the Existing Levy Construction Amount and the New Student Centre Levy in the Lock Box Account.
- **York Responsibilities:** York is responsible for the collection of the New Student Centre Levy, its deposit into the Lock Box Account and its payment on behalf of SPE of the amounts due to the Lender under the Loan Agreement.
- **York as Agent for SPE:** York is acting in its own behalf under the Direct Agreement.
- **Liability of York:** York will be responsible to the Lender for collecting the New Student Levy in accordance with the terms of the levy itself, for their deposit into the Lock Box Account and for their use to pay the obligations of SPE under the Loan Agreement.

PART B YUSC/SPE Lending Related Agreements

9. Loan Agreement

- **Parties:** SPE (as borrower), YUSC (as guarantor) and Lender (as lender)
- **Purpose:** SPE will enter into a non-revolving senior credit facility (alternatively could be structured as a construction facility together with a term sheet) in the principal amount of approximately \$[41.5] Million Dollars to finance the construction of the New Student Centre. The anticipated key terms of the credit are as follows:

Principal Amount: \$46.3 million

Term and Amortization: 40 years

Drawdown: Multiple draws as the option of the Borrower.

Repayment: Quarterly blended payment of principal and interest following substantial completion.

Prepayment: The Senior Credit Facility is a non-revolving credit facility that may be repaid in whole or in part at the Borrower's option, subject to notice periods and prepayment penalties. Any amounts repaid may not be redrawn.

Ranking: Senior secured obligation which ranks pari passu with all other senior secured obligations.

Security: Direct Agreement, Lock Box Account, Guarantee, Pledge of SPE shares.

Key Financial Covenants: Negative pledge, restrictions on the giving of security in respect of indebtedness, on overall indebtedness (other than permitted indebtedness), the disposition of assets, and the distribution of cash, and maintenance of debt service coverage ratio.

Representations and Warranties: Usual and customary.

- **York Responsibilities:** York is not a party to the Loan Agreement.
- **York as Agent for SPE:** York is not a party to the Loan Agreement.
- **Liability of York:** Not applicable.

10. Guarantee

- **Parties:** YUSC and Lender
- **Purpose:** YUSC will provide a limited recourse guarantee in favour of the Lender of all of the obligations of SPE. Recourse under the guarantee will be limited to the shares of SPE held by YUSC. As security for the obligations under the Guarantee, YUSC will pledge the shares of SPE to and in favour of the Lender.
- **York Responsibilities:** York is not a party to the Guarantee.
- **York as Agent for SPE:** York is not a party to the Guarantee.
- **Liability of York:** Not applicable.

Existing Levy

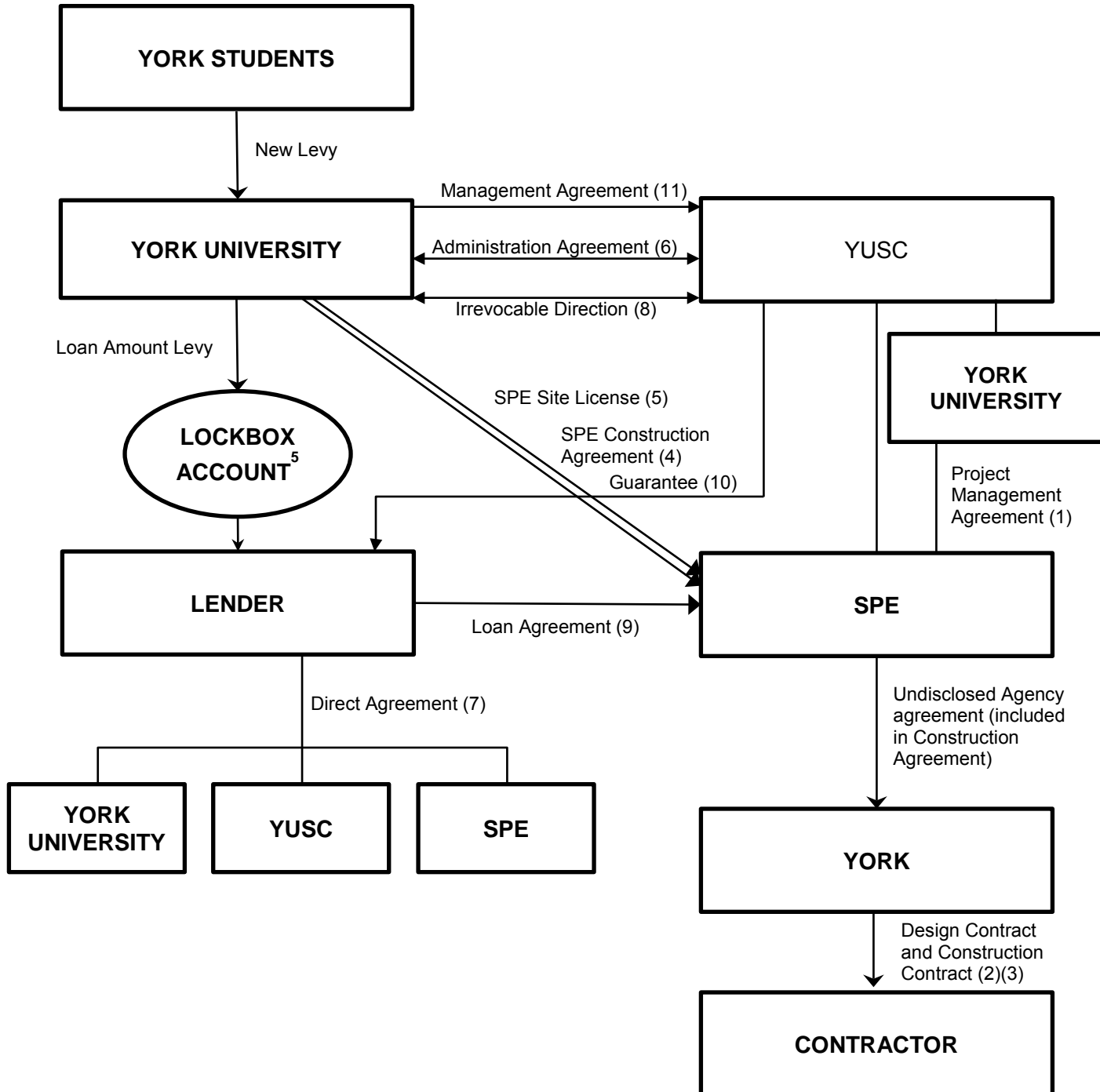
Since 1990, a levy has been collected to fund the capital costs of the existing Student Centre. In 1992, a second component of the levy was established to subsidize the operations of the facility. The rate of the levy for 2014-15 is \$151.14 per FTE, of which \$19.50 is the operating subsidy. The capital portion has been accumulating and the resulting reserve fund has been designated to fund, along with the New Levy, the New Student Centre. When the New Levy commences, the Student Centre and University Administration have agreed that the existing levy should be reduced to a level designed to fund the operations of the existing Student Centre including deferred maintenance and planned renovations every 7-10 years. Commencing in September 2015 the existing Student Centre levy, with Board approval, would reduce from the existing rate of \$5.24 per credit to a new rate of \$1.67 per credit for undergraduate students or \$16.70 per term for full time graduate students and \$8.35 per term for part-time graduate students, with an annual increase to the levy of 5% to be reviewed in 10 years

Schedule

The Project Committee is working towards a building opening in the fall of 2017.

APPENDIX A

YORK UNIVERSITY STUDENT CENTRE NEW STUDENT CENTRE PROJECT LEGAL STRUCTURE



GOVERNANCE & HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of February 23, 2015

The Governance & Human Resources Committee met on 6 February 2015 and makes this report to the Board for information

1. Labour Relations Update

There are four collective agreement negotiations proceeding concurrently: CUPE 3903; YUSA: CUPE 1356/1356-1; and YUFA. Vice-President Brewer reported on the status of each. Most notably is the strike vote held by CUPE 3903 in late January. Of the 40% membership turn out for the vote, 79% supported a strike mandate. The vote is not itself a decision to initiate a strike.

2. Pension Update

In recent years the Ontario government indicated its interest for Broader Public Sector pension plans to move toward a shared risk and equal cost-sharing model, coupled with a consolidation of asset management. The Council of Ontario Universities has been exploring this matter relative to university pension plans. In addition, an MTCU sponsored Joint Working Group on Pensions comprising the MTCU, OCUFA, COU and the Ministry of Finance was established and examined the idea. Flowing from that exercise was the creation of a *University Pensions Project* (UPP) in the fall of 2014. The concrete direction this initiative is taking is towards the establishment of a sector-wide jointly-sponsored pension plan (JSPP) that universities can opt to join. Consultation with universities, unions and faculty associations on the concept is in progress and will continue through to May.

On the related matter of a pooled pension fund asset management framework for the Broader Public Sector, the focus of this initiative has shifted to pension assets of the WSIB and the Ontario Pension Board. It is not anticipated that universities would be part of this entity at this time, but it may be an option if the JSPP for Ontario universities comes to fruition.

3. Sexual Assault Awareness, Prevention and Response Policy

The Committee reviewed a draft policy on *Sexual Assault Awareness, Prevention and Response* and provided its feedback from a human resources perspective. Finding it comprehensive and effectively constructed, the Committee endorsed the proposed new policy and concurred with its advancing to the Board Executive Committee.

4. Board Candidates

As reported to the Board in December, there will be four vacancies on the Board by the end of this academic year. One nomination will be forthcoming for approval at an upcoming Board meeting. The Committee is continuing to review a slate of other possible candidates, including several from the Francophone community.

5. Revised Board and Committee Meeting Schedule

Under the auspices of the Executive Committee, the Board will be discussing at its meeting a revised approach to the scheduling of committee and Board meetings for the next governance year. The Governance & Human Resources Committee reviewed and provided its feedback on the recommendation to compress committee and Board meetings over a two-day period. It concluded that the potential to enhance the engagement of governors and achieve operational efficiencies are both compelling reasons to adopt the new model. The Committee voiced its preference that the two meeting days occur during the work week, as opposed to one or other of the days of the weekend.

Susan Black
Chair

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of February 23, 2015

The Land and Property Committee met on February 10, 2015 and makes this report to the Board for Information

1. Academic Projects Update

a. Engineering Building

VPFA Brewer updated the committee with respect to the project indicating that it continues to move apace. It is anticipated the building will open as planned in fall 2015 and the project is tracking well to the recently revised budget.

b. New Student Centre

The Committee received a presentation on the plans to construct a new student centre that included renderings of the building. The project has been carefully planned and, with the benefit of advice from a third party cost consultant retained by the University, a total projected budget of \$74 million has been set. The project will be financed through student levies and private placement financing. While financing from the project is the responsibility of the Student Centre, the University will manage the construction project. Formal capital project approvals are being sought from both the Student Centre Board and the York Board later this month.

2. Transit Update

Steeles Avenue will no longer be temporarily diverted onto York land as had been previously suggested by TYSSE but will instead be diverted to the north. The decision to remove the road bridge near the York U station site and to detour buses is expected to accelerate completion of the project by up to seven months. As a result, it is anticipated the north leg of the roadway into the Commons may be reopened by fall 2015. YUDC and York staff continue to work with TYSSE and the City to arrange property transfers and ensure registration of relevant property plans. With respect to the timing of project completion, an expert panel created by TTC is expected to report in March. TTC has given assurance that we will be advised of the outcome in advance of an announcement to the general public. The importance of the Commons to students and its revitalization following completion of this subway was noted.

3. YUDC Projects and Opportunities

a. Lands for Learning: Non-Core Asset Strategy Update

The committee engaged in a substantial discussion of the strategic issues and considerations that will be necessary to resolve as the University's Lands for Learning initiative continues to take shape. The discussions were informed by an analysis of the options associated with the 30 acre land parcel at the southeast corner of the campus (sections B1 and B2).

The discussion highlighted the importance of creating an overall plan for the lands to guide decision making on this important issue, as well as additional information that will be helpful to provide decision making.

b. The Quad (Student Housing) Development Update

With the amendment and execution of the Master Development Agreement in mid-December, phase one of the development is complete. The amendment eliminates a termination penalty previously payable by York, increases the percentage of rent payable and adds a 35 year lease extension option. City approvals remain the primary challenge of the project. Several planning applications submitted in spring 2014 are still awaiting approval. A public consultation meeting required by the city was hosted by YUDC on January 20, 2015. Feedback from the well-attended event was generally very positive.

c. Pan Am Stadium Update

It is expected that the elevators will be installed in the stadium within a month. Following that, the primary work remaining is installation of the track which is scheduled for April. A test event is being planned to take place in advance of the Games. While there is confidence the stadium will be fully functional for the Games, the considerable challenges associated with this project were again noted.

Paul Tsaparis, Chair

MARKETING, COMMUNICATIONS AND COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors at its meeting of February 23, 2015

The Marketing, Communications and Community Affairs Committee met on February 12, 2015 and makes this report to the Board for Information

1. Marketing and Communications

a. *Yes to York* Campaign Update

Ms. Webb briefed the committee on communications activities undertaken to encourage support for the Markham campus proposal. The university has worked closely with project partners over the past five months and a number of events and communications initiatives have been taken. Events include the President's Town Hall in September and a Yes to York Alumni Event in January. In addition, a group of Markham parents held an event in early December that received good media coverage from within their community.

Communications methods used include paid online media, print ads, and use of a website. Earned media coverage includes references in MacLean's, a feature article in Epoch Times and a top news story in York Region Media Group. Activities will continue into March.

2. Advancement

a. Fundraising Update

Mr. O'Hagan presented year-to-date fundraising results as well as an overview of continuing efforts to prepare for the next phase of the fundraising campaign. This year's target of \$35 million is expected to be achieved. The Advancement Division is working closely with others such as the deans and alumni to nurture new and existing relationships. These discussions are helping to shape plans for the campaign.

The university recently received a \$5 million gift made by an anonymous donor to provide scholarships for students. This was included in the year-to-date fundraising results reported to the Committee.

A detailed written plan for the fundraising campaign will be prepared and communicated to the Committee in advance of its launch. There is an intention to have Faculty-specific campaign cabinets as well as an overarching group. Consideration is being given to the capacity required within the university to grow fundraising efforts.

b. Alumni Engagement Results

A wide variety of activities are undertaken to engage alumni such as mass communication, targeted events and one-on-one interaction. York is among a small number of universities who measure alumni engagement comprehensively across a range of involvement. Data is captured on several forms of engagement beyond donations such as attendance at events and volunteering.

It was noted that the student call centre recently reached a milestone of raising \$500,000. Its efforts also facilitated the collection of updated contact information of alumni and encouraged continued engagement with the university.

3. Community Affairs

Mr. O'Hagan remarked on recent events relating to community affairs. It was noted that the President issued a statement to the community regarding the expectation of civil discourse without resort to discrimination or harassment.

Discussion also ensued with respect to a CBC series airing this week regarding sexual assault on university campuses. Ryerson University was identified as having the most number of reported sexual assaults per capita. An important consideration for the university sector going forward is whether there should be standardized metrics for reporting incidents of sexual violence. Sexual violence on campuses is the primary topic of the upcoming annual meeting of university student affairs directors hosted by York. The Minister of Training Colleges and Universities is expected to attend.

David McFadden, Chair