

York University Board of Governors Notice of Meeting

**June 22, 2015, 3:00 pm to 6:00 pm
 5th Floor, Kaneff Tower, Keele Campus**

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Meeting: Open Session 27 April, 2015 at 3:00 pm
 5th Floor Kaneff Tower, Keele Campus

Present:

Julia Foster, Chair
 Shadiya Aidid
 Angelo Belcastro
 Susan Black
 Bill Boyle
 Darnel Harris
 Bill Hatanaka
 John Hunkin
 Ozench Ibrahim
 Zahir Janmohamed
 Armand La Barge
 Robert Lewis
 David Leyton-Brown
 Sal Paneduro
 Rose Reisman
 Mamdouh Shoukri
 Dragan Spasojevic
 Paul Tsaparis
 Rick Waugh
 Randy Williamson
 Henry Wu

Maureen Armstrong, Secretary
 Cheryl Underhill, Assistant
 Secretary

Regrets:

Vijay Kanwar
 Peter Marrone
 David McFadden
 Earle Nestmann
 Honey Sherman
 Tony Viner
 Hana Zalzal

Others:

Noel Badiou
 Gary Brewer
 Shawn Brixey
 Brittany Crew
 Barbara Crow
 Richard Francki
 Rob Haché
 Manisha Joshi-Vijayan
 Alex Kvaskov
 Rhonda Lenton
 Ran Lewin
 Weiling Li
 Ijade Maxwell Rodrigues
 Gayle McFadden
 Janet Morrison
 Roxanne Mykitiuk
 Jeff O'Hagan
 Dan O'Hara
 Alice Pitt
 Trudy Pound-Curtis
 Joanne Rider
 Susan Webb
 Elaine MacRae, Board
 Coordinator

II. OPEN SESSION

1. Chair's Items

The Chair expressed the Board's appreciation to management for the successful resolution of the labour disruption, and commended Senate for attending to the decisions and actions necessary for students to complete their academic year.

Congratulations were extended to:

- David McFadden for his appointment as Chair of the Canadian and International Infrastructure Advisory Board of Fengate Capital Management
- Vijay Kanwar for the recognition of his achievements as Chair of the Greater Toronto Airports Authority as he completes his term

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a. Report on Items Decided in the Closed Session

No decisions were taken by the Board in the Closed Session

2. Executive Committee

Ms. Foster noted the report circulated with the agenda.

a. Action Taken on Behalf of the Board

Documentation included in the agenda was *noted*. The Executive Committee dealt with the following items of business since the last meeting of the Board:

- The appointment of Professor Ananya Mukherjee-Reed as Dean of the Faculty of Liberal Arts and Professional Studies, for a 5-year term commencing 1 July 2015
- The appointment of Ms. Joy Kirchner as the University Librarian for a 5-year term commencing 1 July 2015
- Concurrence with the agreements reached and ratified with CUPE 3903 Units 1, 2 and 3.

3. President's Items

a. Kudos Report

The President's "Kudos" report for the period of February to April 2015 was *noted*.

In his remarks Dr Shoukri spoke of his gratitude to the community for facilitating a swift return to normal operations following the labour disruption, and his confidence that the community will continue to unite in a positive, forward-looking way. York values its contract faculty members highly, and will continue to count on them to deliver high quality education, while recognizing the importance of maintaining an appropriate balance of instructors within the complement. The University is moving forward with its focus on academic planning within the current challenging budget environment. Progress on the Institutional Strategic Directions document was delayed slightly by the strike, but work on this important next stage of planning has resumed.

Dr Shoukri also spoke to the following matters:

- the appointment of Professor Ananya Mukherjee-Reed as the next Dean of the Faculty of Liberal Arts and Professional Studies, and the new University Librarian, Joy Kirchner. Appreciation was extended to Dean Martin Singer, former University Librarian Cynthia Archer and Interim University Librarian Catherine Davidson for their service
- the April 29 federal budget, which included significant opportunities for the University, but also contained less welcome measures, including a freeze on Tri-Council funding.

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- The province's intensification of revising the university funding formula aimed at promoting greater differentiation among institutions, and the appointment of former Deputy Minister Sue Herbert to lead the project.
- The honorary degree recipients for the 2015 Spring Convocation
- The recent announcement of a light rail transit line from Humber College along Finch Ave to York University, which will be a considerable benefit to York students

4. Pan Am / Parapan Am Games Presentation

The Board received a presentation from Susan Webb, Chief Communications and Marketing Officer, on York's campus and outreach activities in conjunction with the upcoming Pan Am / Parapan Am Games, and had the opportunity to meet one of York's student hopefuls for the Games, Brittany Crew; a copy of the presentation slides is filed with these minutes.

5. Academic Resources Committee

Mr Wu spoke to the written report of the Academic Resources Committee, highlighting the Committee's discussion with the Provost on the impact of the strike, enrolments and the implementation of the SHARP budget model.

- a. Policy on the Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships

Documentation circulated in the agenda was noted. The updated policy is enhanced by the establishment of four types of chairs, fellowships and professorships with clear objectives articulated for each type. It was duly *agreed*, that the Board **approve the Policy on the Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships, and that this Policy replace the current Senate-Board of Governors Policy on Endowed Chairs and Professorships.**

6. Finance and Audit Committee

- a. Budget Plan Update

The Provost and the Vice-President Administration and Finance provided a budget planning update; the presentation slides were circulated separately in advance of the meeting and a copy is filed with these minutes.

The financial position of the University is worrying. Of greatest significance is the enrolment challenge. Domestic undergraduate and graduate enrolments were under target for 2014-2015, and applications for 2015-2016 were 4.2% below last year. The full impact of the labour disruption is not yet known, and domestic enrolments for Fall 2015 are vulnerable. Revenue from tuition fees and Provincial grant funding are at risk with declining enrolments. International student enrolments have continued to be strong and

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there is confidence that those targets for the upcoming academic year will be met. Growing Faculty deficits are also a paramount concern, with a \$50M cumulative deficit projected for 2014-15.

Both short-term and long-term responses have been developed to address enrolments and the Faculty deficit. Immediate measures include: adjusting the enrolment model; attracting more international students; enhancing scholarships for newly entering domestic students; and developing more specialized graduate programs to increase enrolments. On the deficit, cost-reductions are being implemented in the Faculties through a variety of measures. The long-term plan is the re-balancing of programs to achieve a more sustainable and comprehensive program-mix. It is a multi-year exercise, with AAPR and the SHARP budget model being the primary tools to achieve the goal. It will be challenging but the administration is confident that this plan will achieve both sustainability and quality.

A three-year operating budget for 2015/16 to 2017/18 will come to the Board for approval in June.

b. Student Fees: Ancillary fees for 2014-15

Documentation circulated with the agenda was noted. The proposed increase is consistent with the Toronto CPI level for 2014 and will cover the increased costs of delivering the services. It was duly *agreed* that **the Board of Governors approve that for 2015-2016 the centrally collected ancillary fees for undergraduate students and students enrolled in the graduate professional programs be increased by 2.0%.**

While the adjusted fees are effective May 1, 2015, students will not be assessed actual increases in their ancillary fees until September 1, 2015.

c. 2015 Endowment Distribution Rate

Ms Ibrahim spoke to the material included with the agenda. The proposed distribution rate is derived from a new spending formula being implemented for 2015, which results in higher actual pay-outs to students. It was duly *agreed* that **the Board of Governors approve that the distribution from the University Endowment for 2015 be based on a Smooth Banded Inflation (SBI) approach at a rate of 3.9%.**

d. Capital Repair Project: Inverted Trench Infrastructure Remediation

Documentation circulated with the agenda was noted. In order to permit the University to complete the urgent and necessary repairs, it was duly *agreed* that **the Board approve a capital budget of \$3.7 million for the inverted trench chilled water pipe infrastructure remediation.**

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7. Investment Committee

Mr. Williamson highlighted the outcomes of the Committee's recent meeting as summarized in the written report. Regarding the Advisory Committee's sponsored panel discussion on responsible investing, it is being re-scheduled for September to ensure students have an opportunity to attend.

8. Marketing, Communications and Community Affairs Committee

In the absence of the Chair, Armand La Barge spoke to the information report included in the agenda. A key focus of the committee next year will be a review of its mandate.

Remarking on the marketing and reputation opportunities provided to York through hosting Pan Am / Parapan Am events, the Provost noted the myriad of outreach and campus activities the University has planned, including among others:

- York student-led sports programs for local children
- Art installations on the campus
- Public symposia on a variety of topics relevant to Pan-America
- Production of a legacy book by authors from the Americas

9. Other Business

There was no other business.

10. *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 June 22, 2015

The Executive Committee met on June 11, 2015 and plans to meet on June 22, 2015. In addition to the items on the agenda, makes this report to the Board for information.

1. Chair's Items

The Chair noted the recent resignation of two governors - Armand La Barge and Peter Marrone – due to time constraints associated with other commitments. Mr. Marrone's resignation is already in effect and Mr. La Barge's term will end on June 30, 2015. The Chair congratulated Mr. La Barge on his appointment as Chair of the Ontario Council of St. John's Ambulance and wished both he and Mr. Marrone well. She also noted that this would be her last Executive Committee meeting and upcoming Board meeting as her term ends on June 30, 2015. Committee members expressed their best wishes to the Chair and thanked her for her superb work with the Board and its committees over many years.

The Committee celebrated the provincial announcement that a York University campus would be created in Markham. On behalf of the Committee, the Chair expressed gratitude to the President and senior leadership and to the staff of the York University Development Corporation for their exceptional efforts in preparing the Markham campus proposal noting it was the only successful proposal.

2. President's Items

The President provided an update on fundraising activities and confirmed that total fundraising for 2014/15 was \$35.4 million, surpassing the \$35 million goal for the year. This brings total fundraising since the last major campaign to approximately \$150 million. Plans continue to announce a major campaign in early 2016.

3. Committee Reports

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

4. Senior Executive and Presidential Performance and Compensation

As is the practice, the Committee met *in camera* with President Shoukri to receive his annual report on Senior Executive Compensation. Given time constraints, the review of the President's progress report against his stated 2014/15 goals was deferred to the June 22nd meeting of the Executive Committee

Julia Foster, Chair

Memo

To: Board of Governors
From: Julia Foster, Chair, Board Executive Committee
Date: June 22, 2015
Subject: **Action taken by the Board Executive Committee on behalf of the Board**

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. **Extension of Interim Decanal Appointment – Faculty of Education**

The Committee approved the extension of Ronald Owston as Interim Dean of the Faculty of Education for one additional year ending June 30, 2016.

A search committee was established and a search initiated for the next Dean of the Faculty of Education; however, despite best efforts, the committee has been unsuccessful in appointing an outstanding candidate to this position. The search will continue with the intention of making an appointment by July 1, 2016.

2. **Agreement with YUSA/APUY Unit 1 and Tentative Agreements with CUPE 1356 and CUPE 1356-1**

Mr. Brewer reported that an agreement had been reached and ratified with YUSA/APUY Unit 1 the bargaining agent representing Unit 1 of the York University Staff Association/Association du Personnel de l'Université York (YUSA/APUY). On May 11, 2015, YUSA members voted in favour (87%) of ratifying a new four-year collective agreement extending from the date of ratification to July 31, 2018.

He also reported that tentative settlements were reached with CUPE 1356 and with CUPE 1356-1 on new four-year collective agreements extending from the date of ratification to August 31, 2018.

The Executive Committee concurred with the negotiated agreements.



MAY - JUNE

On May 20, the Government of Ontario announced that the proposal to build a new York University–Markham Centre campus was accepted. York’s proposal, in collaboration with the City of Markham, the Regional Municipality of York and Seneca College, was the only one selected among 19 submissions. The new campus will offer professionally-relevant academic programs and workplace-based learning opportunities to over 4,000 students, with easy access to transit, major employers and research hubs.



The Canadian Association of Research Administrators (CARA) has recognized two York senior research administrators with national awards. Angela Zeno received the Community Builder Award and David

Phipps received the Research Management Excellence Award.

Osgoode alumni Aida Shahbazi, Paul Jonathan Saguil and Lisa Feldstein were 3 of the 6 winners of the 2015 Precedent Setter Awards. Created by *Precedent* magazine, these awards recognize Ontario lawyers who have shown excellence and leadership in their early years of practice.

Alumna Autumn Mills has been selected for the Canadian women's baseball team competing at the Toronto Pan Am Games this summer.

The University recently celebrated the success of its YORKWISE Energy Conservation and Retrofit Project, which has received rebate savings from Toronto Hydro (\$1,030,480) and Enbridge Gas Distribution (\$44,611).

Lassonde School of Engineering researchers have received a total of over \$3M in infrastructure funding from the Canada Foundation for Innovation (CFI) to support research projects.

York Theatre graduate student Tanya Elchuk was selected as one of five winning students in the 2015

SSHRC Storyteller contest for her research on cognitive neuroscience and acting.

Two industry-academic partnerships led by York University have received a total of \$3,300,000 through NSERC's Collaborative Research and Training Experience (CREATE) Grants Program.

12 students were recognized for their work in poetry, short fiction, screenwriting and stage writing at the 2015 President's Creative Writing Awards and the Faculty of Liberal Arts & Professional Studies' Creative Writing Program Awards ceremony on May 12.



Graduate/professional student Dan O'Hara and non-academic employee Amanda Wassermuhl have been nominated for membership on the Board of Governors.

Sculptor-in-residence Marlon Griffith is working with a group of 15 students to build seven large-scale, wearable costumes to be featured in a 300-person procession Aug. 9, titled "Ring of Fire." The project was commissioned by the Art Gallery of York University and will raise awareness about accessibility.

Vice-President Research & Innovation Robert Haché signed a memorandum of understanding (MOU) between York University and Radboud University Nijmegen on behalf of the Donders Institute for Brain, Cognition & Behaviour. The MOU solidifies the existing research relationship and provides a framework for further collaboration in the areas of vision research and the neuroscience of perception and action, and their applications in health, computer science and robotics.

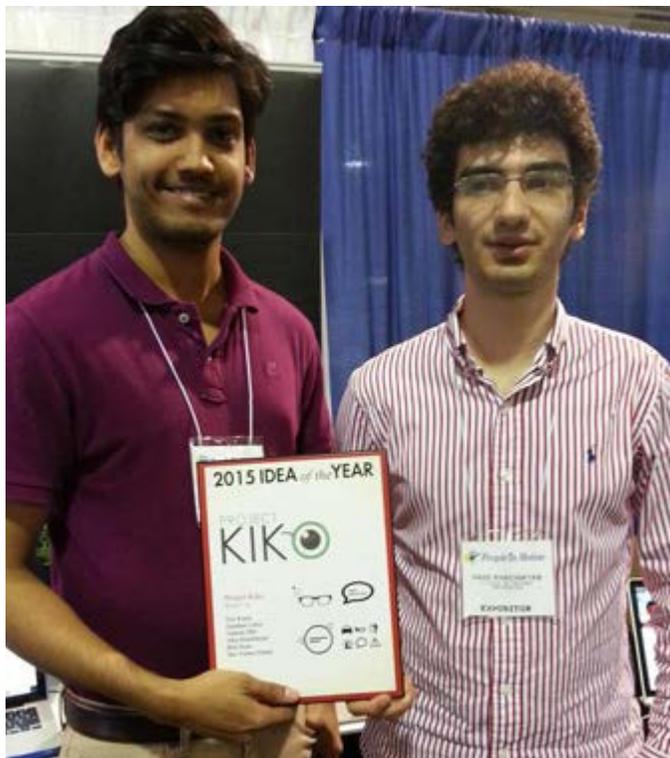
The Faculty of Science hosted a gala to celebrate its 50th anniversary. More than 160 attendees, including staff, faculty, retirees, students, alumni and friends of the Faculty, came to celebrate York University's rich contributions to the sciences.

LA&PS held its third annual Experiential Education Celebration on May 5, which provided an overview of this year's achievements and future experiential education at York University.



A team of six students from Lassonde was among the 10 finalists in the 2015 IDeA student competition for their concept of eyeglasses for individuals with a hearing

impairment that uses microphones and speech recognition software to display words spoken to the user.



The *New Journal of Chemistry* (NJC) held its fourth annual NJC Symposium: New Directions in Chemistry for the first time in North America. The symposium took place June 5 at the Keele Campus.

Professor Richard Hornsey, Professor Suzanne MacDonald and Professor Adrian Shubert have received the title of University Professor for their scholarship, teaching and participation in University life. Professors Hornsey and MacDonald will be honoured during spring convocation ceremonies, and Professor Shubert will be honoured in the fall.

Chemistry Professor Demian Ifa was named one of the leading new researchers in the area of mass

spectrometry in the most recent issue of the *Journal of the American Society for Mass Spectrometry*.

Linda Chigbo, an electrical engineering student at Lassonde, has been selected to receive the Hydro One 2015 Women in Engineering Scholarship.

On May 29, York University English Language Institute (YUELI) received a Certificate of Recognition as an Excellent Organization in Sino-Canadian Education from the United Association of Global Educational Development.

The Australian Academy of Science has awarded the 2015 Selby Fellowship for excellence in science to Dean Ray Jayawardhana for his contributions to science.

Lassonde Professor Sushanta Mitra has been inducted as a Fellow of the Canadian Academy of Engineering.



The New Brunswick government has appointed history Professor William Wicken to an Environmental Assessment panel that will listen to public concerns regarding a proposed tungsten and molybdenum open pit mine.

Julia Foster, Chair of the Board of Governors, was recently appointed to the Governing Council of the Social Sciences and Humanities Research Council of Canada (SSHRC).

Several of York's DEM graduates and faculty presented at the 25th World Disaster Management Conference held June 8-11 in Toronto. Three Master's students (Sarah Thompson, Aung Moe San, and Nai Ming Lee) received awards from the Ontario Association of Emergency Managers (OAEM) and the Disaster Recovery Information Exchange (DRIE).

The Canadian Psychological Association (CPA) honoured Dr. Debra Pepler with the 2015 Donald O. Hebb Award for Distinguished Contributions to Psychology as a Science.



LA&PS professor Dr. Stuart Shanker was conferred with an Honorary Diploma in the General Arts and Science Program by George Brown College in recognition of his groundbreaking research on self-regulation and his work with multiple departments and divisions at the College.

At Spring Convocation 2015, University-Wide Teaching Awards were presented to Jean-Michel Montsion, Assistant Professor, International Studies at Glendon College, and Vivian Stamatopoulos, Teaching Assistant and PhD candidate in Sociology.

Four Governor General's Academic Medals were awarded at Spring Convocation. Gold medal recipients were Sarah D'Amour (MA, Psychology), and David Moffette (PhD, Sociology). Silver medal recipients were Nick Zabara (BA, Hons. Dbl. Maj. Professional Writing & Psychology), Julien Cossette (MA, Social Anthropology) and Ali Helmi (BSc., Spec. Hons. Kinesiology & Health Sciences). The Murray G. Ross Award was presented to Atifa Karim (BEd., Inter/Senior Geography and English), pictured here with her parents and Helen Vari.



ACADEMIC RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of June 22, 2015

The Academic Resources Committee met on Monday, June 8, 2015 and submits the following information report to the Board.

1. President's Items

Dr Shoukri briefed the Committee on processes and timelines following on the announcement that the University's York Region campus bid has been successful. Detailed discussions with the government are beginning, and planning across a full spectrum for the Markham Centre campus has begun internally. News that York was the sole recipient of funding in a completion that had 19 originally bidders has helped instill renewed confidence and vitality in the community.

2. Vice-President Research and Innovation Items

In his report, Vice-President Haché addressed the evolving Organized Research Unit landscape. This month Senate will act on recommendations to charter a new ORU and renew the charters of nine existing ones. After three years under a new policy regime there has been a 30 per cent turnover in units, with six new ORUs established (all Faculty-based rather than Institutional) and nine closed. This transitioning naturally reflects the life cycle of ORUs, many of which start out as informal research consortia that find it conducive to seek ORU status as an aid to securing internal support and external funding. Over time opportunities or needs diminish; meanwhile new groups emerge. The end of an ORU does not mean that research ceases. Indeed many research activities benefit from finding alternatives to ORU structures. Many Faculties continue to value in ORUs and feature them in strategic planning.

In 2014 Senate and the Board approved the York Research Chairs program. Vice-President Haché provided the Committee with profiles of the first group of ten incumbents. Four more chair holders will be appointed in the coming year. When the Committee recommended Board approval of the YRC program last year it noted that

an internal research chairs program of this kind represents a significant external fund-raising opportunity for the University. Internal funding for the program is in place for the next seven to eight years. The Committee encouraged Vice-President Haché to work with others – including Faculties and the Division of Advancement -- to make sustaining and expanding the program a key fund-raising objective.

Vice-President Haché reported that one YRC selected in the next round will bear the name of Walter Gordon as a result of converting an existing endowment. It is intended that the total number of YRCs grow by means of donations, and Faculties have targeted YRCs for their own fund-raising.

The most recent crop of first time and renewed Canada Research Chairs has also been announced. CRCs are funded by the federal government through allocations to universities based on their share of funding over a three-year period from the Tri-Council agencies: the Natural Science and Engineering Research Council (NSERC), the Social Sciences and Humanities Research Council, (SSHRC) and the Canadian Institutes for Health Research (CIHR). Adjustments are made every two years and York's allocation rose by three in 2014. Because the total number of chairs is fixed, this translates into a proportional increase for York as well. Tier 1 chairs are awarded to senior scholars for seven year terms that can be renewed without limit. Tier 2 chairs are held for five years by emerging scholars. Terms can only be renewed once.

The University remains hopeful of success in the inaugural Canada First Research Excellence Fund completion. A strong application was submitted following a thorough internal review process and recipients will be announced during the summer. As shown in the appendix, York researchers have fared well in the Ontario Research Fund competition which augments Canada Foundation for Innovation grants or provides separate infrastructure and technology support. This reinforces the exceptional strength shown by applicants for larger collaborative grants.

Documentation is attached as Appendix A.

3. Provost's Items

Provost Lenton's report focused on two key matters: enrolments and the Institutional Integrated Resource Plan.

On the enrolment front, the size of the entering class for 2015-2016 is not yet known but preliminary data should be available at the Board meeting. Governors may recall that enrolments have fallen below target in the last two years. This creates a flow-through shortfall effect which exacerbates the challenge of achieving enrolment targets in the future. Intensive efforts are underway to convert applications to registrations for the autumn and strategic enrolment management remains a priority for the University.

The Committee reviewed the draft Institutional Integrated Resource Plan that was released to the community on June 11. At this stage the document points to high level strategic directions and it pivots around five themes as set out on p. 9 (Institutional Initiatives to Advance York's Priorities):

- reputation for quality teaching and learning (that is, advance innovative / signature pedagogy, faculty renewal)
- high quality academic programs (attend to programs with declining / low enrolment, streamline degree requirements)
- high quality affordable administrative services (develop and implement a comprehensive shared services model)
- optimal academic organizational structures (complete graduate revisioning, undertake organizational assessment of academic units)
- student centric approach (reform student advising experience, Enhance campus experience)

Program IRPs – due in the autumn – are expected to align with the institutional framework. The draft will be the subject of community consultations, including discussions with Senate and its committees. Specific initiatives will be undertaken through customary collegial processes with ad hoc groups responsible for helping to set goals and measures. It is anticipated that some will come to fruition in a relatively short span of time while others will take longer to fully realize. Although it is not prominent in the IIRP, research intensification remains a strategic priority for the University, and Vice-President Haché continues to lead a major initiative described in the Committee's April 2015 report to the Board.

4. Completed Cyclical Program Reviews / Quality Council Audit

Under the York University Quality Assurance Procedures adopted in 2010-2011, Final Assessment Reports of Cyclical Program Reviews “are provided to the Academic Resources Committee of the Board of Governors which shall submit them to the full Board.” These reports are also shared with Senate via Academic Policy, Planning and Research and Academic Standards, Curriculum and Pedagogy, the parent committees of the Joint Sub-Committee on Quality Assurance. Final Assessment Reports are prepared by the Vice-Provost Academic based on decadal implementation plans which are summarized in the documents. Executive summaries posted on the University's Quality Assurance Website. The latest batch of completed reviews has been submitted to the Committee for transmittal to the Board.

Vice-Provost Academic Alice Pitt briefed the Committee on a number of developments and reported that her team is working with the Secretariat and the Joint Sub-Committee to refine quality assurance procedures. Preparations are also underway for an audit of the University's quality assurance processes by the Quality Council in the year ahead as described in a memorandum included in the appendices.

Documentation is attached as Appendix B.

5. Thanks to Members

The Committee expresses its sincere gratitude and best wishes to members whose terms are coming to end, Angelo Belcastro and Sal Paneduro. All members deserve thanks for their contributions to the work of the Committee, as do President Shoukri, Provost Lenton, Vice-President Haché and their colleagues. We are especially grateful that the Chair of our Board, Julia Foster, lent her active support to the Committee by attending regularly and participating both avidly and astutely in discussions.

Henry Wu, Chair, Academic Resources

Organized Research Units Comparison 2011-2015

Review and re-chartering is now approaching completion for all Organized Research Units under the new Senate ORU policy established in 2012. Review has been accomplished over three cycles between 2012 and 2015. In 2011 before the start of the exercise York had 28 ORUs, 16 Institutional and 12 Faculty Based. By July 2015, we will have a total of 25 ORUs, 12 Institutional and 12 Faculty based. While the total number of ORUs has decreased by 3, there has been a turnover of 9 ORUs that have been discontinued balanced by the creation of 6 new ORUs. Thus, an overall turnover in ORUs of 30% with 25% decrease in Institutional ORUs and a net increase of one Faculty-based ORU.

| Institutional – 2015 12 ORUs | Faculty-based – 2015 13 ORUs |
|---|--|
| Successful & Continuing | Successful & Continuing |
| Centre for Feminist Research (CFR) (1991-) | Centre for Research on Biomolecular Interactions (CRBI) (2009-) |
| Centre for Refugee Studies (CRS) (1988-) | Centre for Research in Earth and Space Science (CRESS) (1965-) |
| Centre for Research on Latin America and the Caribbean (CERLAC) (1978-) | Centre for Research on Language Contact (CRLC) (2006-) |
| Institute for Research on Learning Technologies (IRLT) (2001-) | Centre for Research in Mass Spectrometry (CRMS) (2000-) |
| Institute for Social Research (ISR) (1965-) | LaMarsh Centre for Research on Violence and Conflict Resolution (LAMARSH) (1980-) |
| Israel and Golda Koschitzky Centre for Jewish Studies (CJS) (1989-) | Muscle Health Research Centre (2008-) |
| Robarts Centre for Canadian Studies (ROBARTS) (1974-) | The Jack and Mae Nathanson Centre on Transnational Human Rights, Crime and Security(NATHANSON) (1996-) |
| The City Institute at York University (CITY) (2006-) | New |
| The Harriet Tubman Institute (TUBMAN) (2007-) | Global Labour Research Centre (GLRC) (2014-) |
| York Centre for Asian Research (YCAR) (2002-) | IC@ L (Innovation in Computing at Lassonde) (2014-) |
| York Institute for Health Research (YIHR) (1990-) | York CAR – York Centre for Automotive Research (2015-) |
| York Centre for Vision Research (CVR) (1992-) | York Centre for Field Robotics (2013-) |
| | Sensorium: Centre for Digital Arts and Technology (2013-) |
| | YU-CARE (York University Centre for Aging Research and Education) (2014-) |
| Not Continuing | Not Continuing |
| Canadian Centre for German and European Studies (CCGES) (1997- 2013) | Centre for Atmospheric Chemistry (CAC) (1985-2015) |
| Institute for Research and Innovation in Sustainability (IRIS) (2003-2014) | Centre for Public Policy and Public Law (CPPPL) (1986-2013) |
| York Centre for International and Security Studies (YCISS) (1981-2013) | Centre for Research on Work and Society (CRWS) (1991-2014) |
| York Centre for Practical Ethics (1994-2013) | Institute for Science & Technology (ISTS) (2010-2014) |
| | York Centre for Education and Community (YCEC) (2008-2012) |

From 2011-2015 a total of 6 ORUs chose not to Re-charter and 3 ORUs were unsuccessful in Re-chartering

Canada Research Chair Appointments 2014-2015

Appointed in 2014/15 (6)

| Council | Tier | Chair In | Held by | Faculty | Nomination |
|---|------|--|---------------------|----------|------------|
| Cdn. Institutes of Health Research | I | Visual-Motor Neuroscience | Doug Crawford | Health | Renewal |
| Social Sciences & Humanities Research Council | II | Indigenous Environmental Justice | Deborah McGregor | Osgoode | New |
| Social Sciences & Humanities Research Council | II | Entrepreneurial Innovation and the Public Good | Theodore Noseworthy | Schulich | New |
| Social Sciences & Humanities Research Council | II | Digital Performance | Doug Van Nort | AMPD | New |
| Social Sciences & Humanities Research Council | II | Interactive Information Visualization | Graham Wakefield | AMPD | New |
| Natural Sciences and Engineering Research Council of Canada | I | Applied Mathematics | Jianhong Wu | Science | Renewal |

Nominations Pending (3)

| Council | Tier | Chair In | Held By | Faculty | Nomination |
|---|------|--------------------------------|-----------------|---------|------------|
| Cdn. Institutes of Health Research | I | Cardiovascular Biology | Peter Backx | Science | New |
| Social Sciences & Humanities Research Council | I | Law, Communication and Culture | Rosemary Coombe | LA&PS | Renewal |
| Natural Sciences and Engineering Research Council of Canada | II | Particle Physics and Cosmology | Sean Tullin | Science | New |

Chairs to be Allocated 2015/2016 Recruitment (3)

| Council | Tier | Faculty |
|---|------|---------|
| Natural Sciences and Engineering Research Council of Canada | I | - |
| Social Sciences & Humanities Research Council | I | - |
| Social Sciences & Humanities Research Council | I | - |

York Research Chair Appointments 2014-2015

| Chair In | Tier | Held By | Faculty | Appt. Start Date |
|---|------|------------------------|----------|------------------|
| Global Economic Governance, Gender and Human Rights | I | Isabella Bakker | LA&PS | January 2015 |
| Performance and Culture | I | Christopher Innes | LA&PS* | January 2016 |
| Global Sub/Urban Studies | I | Roger Keil | FES | January 2015 |
| Bioanalytical Chemistry | I | Sergey Krylov | Science | July 2015 |
| International & Transnational Legal Studies | I | Obiora Okafor | Osgoode | July 2015 |
| Planetary Science | II | Mike Daly | Lassonde | July 2015 |
| Multi-Scale Quantitative Methods for Evidence-Based Health Policy | II | Jane Heffernan | Science | January 2015 |
| Inuit Cultural Mobilization | II | Anna Hudson | AMPD | July 2015 |
| Global Digital Citizenship | II | Fuyuki Kurasawa | LA&PS | January 2015 |
| Pain and Mental Health | II | Rebecca Pillai Riddell | Health* | July 2015 |

2016 York Research Chair appointments begin July 1, 2016 with 4 Chairs appointed - 2 Tier I and 2 Tier II

ONTARIO RESEARCH FUND Projects Summary

York-led Projects

Title: Canadian Planetary Simulator (CAPS)

PI: Michael Daly, Lassonde School of Engineering

ONTARIO RESEARCH FUND Funding Amount: \$1,349,889

CANADA FOUNDATION FOR INNOVATION Funding Amount: \$1,339,621

Total Project Value: \$ 3,379,347

Project Summary

The project will enable innovative research on planetary surface environments- including extreme terrestrial environments. The inclusion of state-of-the-art instruments will enable multi-disciplinary investigations, new instrumentation, new instrumentation techniques and the training of HQP in the analytical sciences.

Title: CRESS - Suborbital Payload Research Center (SPaRC)

PI: Thomas McElroy, Lassonde School of Engineering

ONTARIO RESEARCH FUND Funding Amount: \$1,693,905

CANADA FOUNDATION FOR INNOVATION Funding Amount: \$1,681,660

Total Project Value: \$ 4,235,339

Project Summary

Intended to centralize Canada's atmospheric and Earth-surface research programs, the proposed state-of-the-art research facility will rely on the demonstrated capability of the science and engineering team to design, build, characterize and operate instruments and payloads for sub-orbital missions for environmental monitoring.

Title: Advanced Disaster, Emergency, Rapid Response Simulation (ADERSIM) Program

PI: Jianhong Wu, Faculty of Science

ONTARIO RESEARCH FUND Funding Amount: \$1,450,000

Total Project Value: \$4,219,513

Project Summary

The ADERSIM research infrastructure and program team expertise will develop state-of-the-art modelling and simulation technology to evaluate and enhance disaster and emergency planning and rapid emergency response strategies by governmental, non-governmental, private and public sector companies and businesses in Ontario.

York-partnered projects

Title: ALPHA-g: An apparatus to explore antimatter gravity with cold trapped antihydrogen

PI: Scott Menary, Faculty of Science

ONTARIO RESEARCH FUND Funding Amount: \$500,000

CANADA FOUNDATION FOR INNOVATION Funding Amount: \$6,440,700

Total Project Value: \$20,441,416

Lead Institution: University of Calgary

Project Summary

ALPHA-g, a Canadian/Danish-led multinational collaborative experiment at CERN, will pursue the answer to the gravitational question “does antimatter fall up or down?” making the proposed apparatus the 21st Century version of Newton’s apple tree. ALPHA-g’s capabilities will test the foundations of physics using cutting edge technology.

Academic Resources Committee

Cyclical Program Reviews

The Committee has received three documents related to the University's Quality Assurance regime and protocols:

- a memorandum from Vice-Provost Pitt on the Quality Council audit scheduled for the coming year
- Final Assessment Reports for recently completed program reviews that must be provided to Senate and the Board of Governors
- the May 2015 report of the Joint Sub-Committee on Quality Assurance to Senate which conveys Final Assessment Reports and describes other aspects of its work over the past year and near-term projects

The Final Assessment Reports for History programs included here are not referenced in the Sub-Committee's report but have been forwarded to the relevant Senate committees.

OFFICE OF THE
VICE-PROVOST
ACADEMIC

9th FLOOR
KANEFF TOWER
4700 KEELE ST
TORONTO ON
CANADA M3J 1P3
T 416 650 8017
F 416 736 5876

vprovostacad.info.yorku.ca/

Memo

To: Chair of the Joint Sub-Committee on Quality Assurance
Chair of the Academic Policy, Planning and Research Committee of Senate
Chair of the Academic Standards, Curriculum and Pedagogy Committee of Senate
Deans and Principal

cc: Chair, Academic Resources Committee of the Board

From: Alice Pitt, Vice-Provost Academic

Date: May 25, 2015

Subject: Quality Assurance Audit in 2015-2016

I am writing to provide you with details about the first-ever Quality Council audit scheduled for 2015-2016, and to alert you that auditors will include you in their discussions while at the University.

Under the provincial quality assurance framework now governing York and other Ontario universities the Quality Council conducts periodic audits to determine if “an institution has acted in compliance with the provisions of its Institutional Quality Assurance Process (IQAP), as ratified by the Quality Council.”

Audits are conducted by colleagues from other universities (together with senior staff of the Quality Council) who make their determinations -- including recommendations -- based on reviews of a selected group of cyclical program reviews and curriculum proposals. The process is described in the attached correspondence from the Executive Director of the Quality Council. We have submitted a list of new curriculum approved and cyclical program reviews completed in recent years, also attached, and will soon be informed of the ones chosen for the audit.

Dates for our site visit by auditors will be finalized over the summer months, but it will most likely occur in late October or early November. The reviewers will meet with me and my staff, as well as representatives of the programs selected. They will also want to meet with the Deans and Principal, the Joint Sub-Committee on Quality Assurance, and members of Academic Standards, Curriculum and Pedagogy and Academic Policy, Planning and Research.

Prior to the site visits you will be provided with additional material to help you to anticipate the kinds of issues that reviewers are likely to explore with you. In the meantime, it may be helpful to access the first set of audit reports posted by the Quality Council at

<http://oucqa.ca/audits/audit-schedule-reports/>



The Quality Council Website also contains important information about audit processes, purposes and outcomes.

Please feel free to contact me if you have any questions at this stage.

Joint Sub-Committee on Quality Assurance

Report to the Full Committees, May 2015

At its meeting of May 28, 2015

The Sub-Committee met on April 15, 2015 and submits the following report to APPRC and ASCP.

1. Welcomes

The Sub-Committee was pleased to welcome Frances Valerio, Quality Assurance Coordinator, Julie Parna, Director, Strategic Academic Initiatives in the Office of the Vice-Provost Academic, and Sarah Whitaker, the new Academic Affairs Officer for the Faculty of Graduate Studies. Ms Valero is responsible for administrative support of process, and all three provide support to the Sub-Committee.

2. Completed Reviews

The Sub-Committee received documentation related to the following programs and has agreed to forward Final Assessment Reviews prepared by the Vice-Provost Academic to APPRC, ASCP, Senate and the Board for the following:

- French Studies (all programs)
- Kinesiology (graduate and undergraduate)
- Sociology (all 3 programs)
- International Studies (Glendon)
- Nursing (MScN)
- Juris Doctor and Professional LLM
- Sociology (Glendon and Keele undergraduate programs)

Eighteen month follow up reports have been scheduled for all of these programs.

The Sub-Committee met with representatives of German Studies in the autumn and has also received a Final Assessment Report.

Documentation is attached as Appendix A.

3. Meetings Scheduled with Program and Faculty Representatives

Based on recommendations made by members and secretaries¹, the Sub-Committee has agreed to schedule meetings with representatives of programs and Faculties for the following:

¹ Once CPR review documentation has been assembled, and the Vice-Provost has provided a draft Final Assessment Report, dossiers are assigned to individual members (and the secretaries) who are then responsible for making recommendations as to whether or not it is necessary or appropriate to convene a meeting with representatives of a program and the relevant Dean(s) / Principal to address concerns. This delegated approach has worked well, and it is normally not necessary to arrange face-to-face encounters. From time to time an earlier 18-month follow up report will be mandated if the matters raised in a review

Joint Sub-Committee on Quality Assurance

Report to the Full Committees, May 2015

History (undergraduate programs)
Linguistics (all programs)
Music (undergraduate)

In these cases the reviews were launched some time ago, and the Sub-Committee wishes to gain a deeper understanding of how the programs are taking up recommendations that emerged during the review process. A perennial concern is how cognate units are exploring matters of mutual interest, and members and the secretaries noted that in some instances programs have embarked on significant academic planning initiatives.

4. Decisions re: Requests for Changes in Schedule, De-coupling of Graduate, Undergraduate Reviews

The English Department at Glendon has received a one-year extension of its pending review in order to focus on leadership transition.

5. Meetings with Programs and Deans / Principal Held in the Autumn of 2014

The Sub-Committee met with representatives from German Studies and the Vice-Dean of LA&PS to complete its consideration of the program's review file.

6. Trends in Cyclical Program Reviews

Recent discussions have identified a number of recurring issues associated with CPRs, including the following:

- the necessity of coordination between cognate units on the Keele and Glendon campuses, and the need for inter-Faculty attention to matters of mutual interest
- the need to ensure that graduate planning is fully addressed in CPRs and in day-to-day planning (together with the need for CPR templates that help to focus on complementary planning)
- variation in the availability, structure and standards of 90- and 120-credit degrees (over the past several years a number of new 90-credit "fall back" programs have been approved by Senate, while in some programs only the 120-credit option remains open; regulations governing these programs vary)

7. Data for Program Reviews

As the Sub-Committee reported in November 2014

Many programs that have undergone reviews have expressed interest in access to a wider and more up-to-date set of data. A priority for the Vice-Provost

are pressing or if there is a lapse of time between the release of reviewers' reports and receipt by the Sub-Committee.

Joint Sub-Committee on Quality Assurance

Report to the Full Committees, May 2015

Academic is to provide the richest possible array of information in concert with the Office of Institutional Planning and Analysis and other offices (for example, the Vice-President Advancement and Alumni Affairs).

The Sub-Committee reported as early as May 2013 that programs were expressing their desire for enriched data. At the April 15 meeting Vice-Provost Pitt provided the Committee with a sample illustration of the kind of information that will now be provided routinely to programs with the assistance of the Office of Institutional Planning and Analysis. The Sub-Committee was pleased to endorse this important enhancement.

8. Integrity of the CPR Schedule (“Rota”)

The recent strike has delayed progress on some reviews underway. There will be slippage but efforts are being made to ensure the completion of this year’s reviews on time and the scheduled launch of 2015-2015 reviews.

9. MTCU Changes and Impact on York’s Quality Assurance Framework

Senators and members of the parent committees have been made aware of changes in the approval process for new curriculum instituted by the Ministry of Training, Colleges and Universities. The advent of this new regime – and experience gained from the first three years of the COU-mandated quality assurance – has made the Vice-Provost and Sub-Committee aware of aspects of the Senate Policy and YUQAP that appear ripe for revision. The Sub-Committee will develop a work plan for this project, which is likely to begin with an analysis of the Senate policy by the secretaries.

G. Turlakis, Chair of the Sub-Committee

French Studies, Undergraduate, Faculty of Liberal Arts and Professional Studies

Cyclical Program Review – 2004 – 2012

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description:

One of the original departments of York University, the Department of French Studies offers an interdisciplinary set of courses in the three curricular areas of French language, linguistics and literature. In addition to Honours BA, the International BA (IBA) and BA degree programs, the Department of French Studies offers Certificates of Language Proficiency in Basic French, Intermediate French and Advanced French either in general French language proficiency or with a focus on business.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|---|--------------|---------------------|---|
| BA – Major 1, Major 2, Minor - 358 | 44 | 195 | BA Hon – 25; BA – 8; Certificates - 26 |

Reviewers appointed by the Vice-Provost Academic:

François Paré, Professor, Department of French Studies, University of Waterloo
 Douglas Walker, Professor Emeritus, Department of French, Spanish, and Italian, University of Calgary
 Douglas Freake, Associate Professor, Department of English/Humanities, York University

Site Visit: January 30-February 1, 2013

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due **October 2016**.

Program Strengths:

- The program serves French majors/minors and provides courses to non-majors, including courses with a business focus and a certificate in French Language Proficiency.
- Language courses are very strong and provide a cultural perspective, and there is a commitment to ongoing improvement as evident in a Strategic Vision Document from 2010 that seeks ways to facilitate course selection, identify paths towards timely program completion and enhance value of study abroad opportunities.
- Curriculum in 3 distinct areas of Language, Literature and Linguistic is interesting, diverse and rich, includes an international BA and prepares students well for graduate level study.
- Students appreciate high quality teaching, the Multimedia Language Centre and language assistants from Bordeaux as well as the diversity of offerings, noting, however, constraints on availability of courses at senior levels in all 3



streams.

- Research profile in professorial stream is strong.
- There is room to increase the number of majors served, and the unit is committed to developing the program to serve the wide array of student backgrounds and motivations. Collaboration with other programs, in addition to the Faculty of Education and Schulich, are being explored.

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

- A more learner-centred approach would permit more clarity on program expectations and transition from introductory courses to upper-level study. The review report identifies issue of the high number of preparatory courses required for entry to the major and recommends replacing some 6-credit courses with 3-credit courses.
- Students enjoy experiential learning, and the program would be enhanced by more opportunities.
- Curriculum mapping to course level expectations in upper year levels needs to be completed to provide stronger sense of sequencing and progressive skill development.
- Increased summer offerings would serve students' needs.
- The visibility of French Studies could be heightened; the web site needs improvement.
- There are opportunities for stronger collaboration between Keele and Glendon in the areas of curriculum and scheduling coordination, adoption of a single placement test that includes an oral component, more active promotion of each other's activities and offerings, and enriching faculty complement through joint appointments.
- The review report notes that "when bridges are established, the combined French course offerings on the Keele and Glendon campuses...would clearly outperform any other French program in Canada in terms of the sheer number and variety of courses offered."
- The review report identified unevenness in the research profiles of faculty members and recommended strengthening the research culture of the unit. In its response, the unit pointed out that alternate stream faculty members do not have research responsibilities. Currently 60% the affiliated faculty members are professorial with research responsibilities and this accounts for the appearance of uneven contributions.
- The lack of space for graduate students at the Keele campus is a concern for both the undergraduate and the graduate program.

Decanal Implementation Plan (selected):

The decanal implementation addresses recommendations that surface throughout the report as well as those summarized at the end and reflects the unit's response. Priorities are summarized with timelines as follows:

- The plan supports efforts to deepen collaboration with Glendon to enhance student mobility and increase course offerings in both programs (particularly

in the Summer term), to harmonize courses, particularly at 1000 and 2000 year levels, and to harmonize faculty complement renewal. Progress will be included in the October 2016 follow-up report. The Dean's Office offers assistance in room allocations and scheduling and is supportive of development of formal or informal collaborations in governance and notes that university planning processes that may provide broader recommendations.

- In addition, the Dean's Office supports the possibility of a common placement test and will work with the Principal of Glendon College to ensure a process for considering improvements across the two programs. The plan anticipates completing this project by Summer/Fall 2016. (Note: the outcome of this recommendation may change after a discussion with the Principal of Glendon.)
- In terms of research, the DIP points out that the level of research productivity is close to or on par with analogous units, that the most recent Chair undertook to revitalize the unit's research culture, and that all professorial appointments are now expected to present research programs and to be eligible to Graduate Studies appointment immediately or soon after taking up a full-time appointment.
- There is a project underway to improve all web sites at LAPS that is facilitated by pan-university improvements, and plans are in place to adapt faculty to a new architecture. The plan assumes that the French Studies web site will be enhanced to reflect proposed increased coordination between the two programs. The project is expected to be completed by Summer/Fall 2016.
- The Dean's Office has been encouraging units to reduce program complexity and notes the efforts underway within the department to improve student progress through the program. The plan proposes alternatives to the recommendation that some 6-credit courses be replaced by 3-credit courses given recent experience in another language program and expects results to be in place by Summer/Fall 2016.
- The plan notes established interfaculty initiatives with Glendon, Education and Schulich and is encouraged by recent discussions to develop new initiatives within LAPS, notably with Public Policy and Administration and the School of Administration Studies, as well as with the Lassonde School of Engineering. The October 2016 follow-up report will provide an update on such initiatives.
- The plan notes that experiential learning has been enhanced by the recent YorkU-Abroad course at Chambéry and that the work the Department has been doing with the Associate Dean Teaching & Learning sets the course for further and ongoing development in this area.
- The Office of the Dean acknowledges the space shortages and the effect this has on the undergraduate and graduate programs alike in terms of graduate student offices. A Faculty-wide space plan is in place to address this issue in the long term, and an update will be provided in the October 2016 follow-up report.

Summary:

Undergraduate French Studies at Keele is distinguished by the strength of its program in three distinct areas, language, literature, and linguistics, and students are required to attain significant language proficiency and specialize in either of the other areas. Moreover, the program serves non-majors very well and is attentive to the diversity of interests,

motivations, and proficiency levels that students bring to French Studies. Many of the recommendations concerning curriculum development and improvements to the student experience have been in the process of implementation as part of the unit's general planning and the preparation of the self-study, and the decanal implementation plan provides structure and support for several initiatives. A significant proportion of faculty members are actively engaged in research and supports are in place to enhance research activity. An emphasis on opportunities to enhance the program's visibility and sustainability by way of deepened coordination and collaboration with Glendon has been embraced as key to the realization of the potential of French Studies at York in general and at Keele to increase the number of its majors and enhance the reputation of its offerings at the undergraduate as well as graduate levels. This DIP does not address recommendations relating to the MA program, also reviewed as part of the Cyclical Program Review; however, Vice-Dean Michasiw has reviewed the review report and has addressed the issue of graduate student space in his DIP.

Alice J Pitt, Vice-Provost Academic
April 2015



French Studies/Études françaises, Undergraduate and Graduate, Glendon

Cyclical Program Review 2004-2012

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description:

French Studies has been offered Glendon since its creation as a Faculty of York in 1966. At the undergraduate level degree options for French Studies include a BA program or a bilingual or trilingual International BA (IBA) program. Both the IBA and BA offer the following options: Specialized Honours BA/IBA, Honours BA/IBA and BA/IBA with options in the honours programs for a double major or a minor in French Studies. The Department also offers a large number of French as A Second Language courses to support the bilingual requirement of the College. As of 2012(?) these courses are offered by the Centre of Excellence for French as a Second Language.

The MA program in Études françaises was established in 1995 and is housed primarily at the Glendon campus of York University. Initially developed to serve primarily part-time students, the program offers courses in the evening and on weekends as well as during the week days. Today most students study full-time. Two fields, literature and linguistics, are offered. A course only option for the MA was begun in 1999. In 2010 a PhD program in Études francophone was established but was not under review at this time.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|---|--------------|---------------------|------------------------------------|
| BA (UG) – Major 1, 2 and minor - 600 | 150 | 374 | 21 Hon BA; 14 BA; 168 Certificates |
| MA – 19 | 6 | 14 | 8 |
| PHD - 15 | 6 | 11 | |

Reviewers appointed by the Vice-Provost Academic:

François Paré, Professor, Department of French Studies, University of Waterloo
 Douglas Walker, Professor Emeritus, Department of French, Spanish, and Italian, University of Calgary
 Douglas Freake, Associate Professor, Department of English/Humanities, York University

Site Visit: January 30-February 1, 2013

The site visit at Glendon included meetings with senior academic leadership from the University, including the Vice-Provost Academic, Alice Pitt, and the Interim Dean of Graduate Studies, Barbara Crow. The reviewers met with the Glendon Principal, the Chair of the department of French Studies, the Graduate Program Director, faculty members and groups of undergraduate and graduate students.



Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due **October 2016**.

Program Strengths:

Undergraduate:

- The programs align well with Glendon’s mandate “to emphasize the importance of bilingualism in a multicultural context.”
- Until recently, the program has served majors as well as provided courses to satisfy Glendon’s bilingual requirements. With the establishment of the *Centre de formation linguistique pour les Études en français*, the Department’s undergraduate program can focus its attention on FSL and French as a first language language courses in 3 areas (language, literature and linguistics) mainly to students doing a major or a minor in French Studies. The review report takes note of the self-study’s description of courses designed for French native speakers as “un fleuron de notre programme.”
- The program provides an original array of literature courses, and its offerings in language and linguistics are diverse and original.
- A Certificate in Professional Writing is available to Francophone students, and students are well prepared to enter graduate level study in French Studies and Translation.
- Students appreciate the small classes, the bilingual environment and related activities, the sense of community, the program offerings, and ‘demanding but fair’ professors.
- A host of international programs are provided, including study abroad opportunities in France, Belgium and Switzerland.
- The research profile of department members is strong.

Graduate:

- The MA program is well-aligned with faculty research and with undergraduate programs at Keele and Glendon with a view to preparing students for further graduate study in French linguistics or French and Francophone literatures or to enhancing graduates’ career opportunities in areas such as bilingual administration, education, traditional and digital media, publicity and business.
- The well-laid out program, with fields in linguistics (sociolinguistics and French in a Canadian context) and literatures (theories and genres, women’s writings, literature and society) is served by a large number of faculty members and is distinct in its offerings.
- The quality of applicants has improved, and students appreciate the high quality of the courses and excellence of teaching.
- The review report “recognizes the exceptional potential of the MA program at York University.”

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

Undergraduate:

- While the establishment of the *Centre de formation linguistique pour les Études en français* provides the opportunity for the Department to refine its focus, there is a need to establish clear communication between the Department and the Centre.
- Increased efforts are required in order for non-Francophone students to navigate the program and the course descriptions.
- The large number of preparatory language courses required for admission to the major needs to be reviewed.
- In spite of an impressive list of courses, the demands of three areas on the curriculum can result in restrictions on the availability of a sufficient number of courses at the advanced levels.
- Increased summer offerings would serve students' needs.
- There are opportunities for stronger collaboration between Keele and Glendon in the areas of curriculum and scheduling coordination, adoption of a single placement test that includes an oral component, more active promotion of each other's activities and offerings, and enriching faculty complement through joint appointments. The joint appointment between French Studies and the Faculty of Education is viewed as providing strength to both programs and could be emulated.
- Students would benefit from more involvement in faculty research activities and in departmental discussions.
- The visibility of French Studies could be heightened; the web site needs improvement.
- There is a need to improve the space allocation in order to provide a departmental spatial community.

Graduate:

- The focus on research-based objectives as well as the language of promotional materials need to be reviewed to ensure the needs and aspirations of career-oriented MA students are appropriately reflected.
- The program requirements are onerous for a 3-term program, and, while completion times have improved, they are unsatisfactory. Reliance on Independent Reading courses suggest that the program's ability to offer courses does not match expectations that students will be able to complete requirements in a reasonable time.
- The program needs heightened visibility in order to recruit more and more highly qualified Francophone and non-Francophone students. Recruitment efforts on both campuses need to be a priority and research and external funding opportunities need to be emphasized and supported.
- Student experience would be enhanced by more opportunities to become aware of faculty research activities, possibilities for collaboration and for seeking funding. The report notes that Éditions DU GREF, housed at Glendon, provides training in scholarly publication but hints that more opportunities for students to publish would be welcome.
- There is a strong need for consultation with the *Centre de formation linguistique pour les Études en français* given that it intends to provide TAs and CLAs and to establish an independent research agenda.
- Faculty renewal is important for all aspects of the MA program and key in the area of linguistics.

Decanal Implementation Plan (selected);

The decanal implementation addresses recommendations that surface throughout the report as well as those summarized at the end and reflects the unit's response. Priorities and timelines are summarized as follows:

- The plan notes that the Department has already reduced the number of required introductory courses, has increased the number of summer offerings, and will enhance student participation in governance by September 2014. The plan also commits the Glendon Research Office to creating a faculty-wide "Research Apprentice Program" to facilitate student involvement in faculty research by September 2015.
- The plan supports efforts to deepen collaboration with LA&PS to enhance student mobility and increase course offerings in both programs (particularly in the Summer term), to harmonize courses, particularly at 1000 and 2000 year levels, and to harmonize faculty complement renewal. The plan notes improved IT resources will facilitate cross-campus communication and points out discussions regarding curriculum are already underway. These efforts are scheduled to be underway by November 2014 with significant progress by October 2016.
- The review report notes that "when bridges are established, the combined French course offerings on the Keele and Glendon campuses...would clearly outperform any other French program in Canada in terms of the sheer number and variety of courses offered."
- The plan is supportive of a common placement testing but suggests that Glendon must work towards use of a single test at Glendon for non-francophone students before entering into discussion with Keele. The status of this recommendation will be reviewed in October 2016 and needs to be communicated immediately to the Dean of LA&PS.
- The plan notes that Glendon is in the process of modernizing its web infrastructure which will make it possible to improve departmental websites more easily and effectively. This project is due to be completed by June 2015.
- The plan encourages the Department to establish formal mechanisms for ensuring good communication with the *Centre de formation linguistique pour les Études en français* and with the Principal's Office concerning areas of mutual concern.
- The plan notes that Glendon's space needs are acute but should be resolved in the mid- to long-term by major capital investment; the Office of the Principal hopes to alleviate the problem in the immediate term with a space management plan. The October 2016 follow-up report will address the status of space management.
- The plan commits to promoting research services to graduate students.
- The plan invites discussion with the graduate program on how reliance on Independent Reading Courses, given resource constraints, can be addressed.

Summary:

The French Department is the largest department at Glendon with nearly 17% of undergraduate majors, the largest graduate program at Glendon (with Keele) and faculty members actively engaged in research. It offers a diverse curriculum in the areas of language, literature and linguistic at the graduate and undergraduate levels with an impressive array of original courses and, at the undergraduate level, study abroad

opportunities. Many of the recommendations in the review report have already made good progress towards implementation. The establishment of the *Centre de formation linguistique pour les Études en français*, along with the recent establishment of a PhD program (with Keele) will allow the Department to focus more assertively on Francophone and non-Francophone students specializing in French Studies at graduate and undergraduate levels. Enhanced communication between the Centre and the Department and with the Office of the Principal will support the development of the mandates of each and establish conditions for future collaboration, particularly in terms of the involvement of graduate students in research and teaching opportunities at the Centre. An emphasis on opportunities to enhance the program's visibility and sustainability by way of deepened coordination and collaboration with Keele has been embraced as key to the realization of the potential of French Studies at York in general and at Glendon to increase the number of its majors and enhance the reputation of its offerings at the undergraduate as well as graduate levels. There are opportunities to increase the number of majors at Glendon, to raise the visibility of French Studies at York University, and to realize more fully the potential of the distinctiveness of a graduate program that now includes a Phd.

Alice J Pitt, Vice-Provost Academic
April 2015



German Studies, Faculty of Liberal Arts and Professional Studies

Cyclical Program Review (2003 – 2012)

Final Assessment Report

Program description

The German Undergraduate Program at York has been offered since 1960. In 1995, it was reconceived as the German Studies Undergraduate Program.

The German Studies Program is an interdisciplinary program that offers an Honours BA, an Honours International BA, a BA, an Honours Double Major, and Honours Double Major (Interdisciplinary), an Honours Major/Minor, or an Honours Minor. Students choose from the following degree options: German Studies: German Language, Literature and Culture Stream, German Studies: German Culture and Society Stream and iBA German Studies. Each of these consists of core courses taught by our faculty.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|-------------------------|--------------|---------------------|---|
| Major 1, Major 2, Minor | 3 | 9 | 9 (BA Hon) 1 (BA) 1 (Certificate) |

Reviewers:

Dr. Adrian Del Caro, German Studies, University of Tennessee
 (External) Dr. Ian Balfour, Department of English, York University
 (Internal).

Site Visit: October 16-17, 2012

Reported to Joint-Committee: May 2014

Outcome: The Joint-Committee on Quality Assurance requested a meeting with the Program and the Dean for Fall 2014. Following that meeting, the Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. **Follow-up report due November 2015.**

Program Strengths

- Strong evidence of research activity in the form of grants, collaborations, visiting speakers, conference organizing, diverse professional service;
- Strong support for interdisciplinarity with attractive courses in English for students without previous exposure to German language with appropriate delivery methods to meet students' needs and interests;
- Ongoing planning for a variety of learning opportunities outside of the classroom.



Opportunities for Program improvement

The reviewers identified requirements for immediate attention and recommendations for longer-term consideration.

Requirements

- Revise curriculum to enhance program's ability to attract interest in and serve the program's major/minor;
- Provide administrative support for team teaching as well as independent studies courses and other activities related to teaching undertaken outside of class time;
- Provide one new tenure-stream position broad qualifications and develop promotion track for some instructors;
- Develop assessment of seniors in the CS stream to be evaluated by full professorial team;
- Take measures to reconnect with alumni and enhance brochure to identify career opportunities.

Recommendations

- Enhance participation of part-time instructors in decision-making and opportunities to teach content courses;
- Provide additional entry level German course section when warranted by demand and cap enrolments;
- Consider curriculum changes in order to improve professorial contact with lower division students;
- Develop applied courses with experiential components to attract constituencies from business, the professions and graduate studies.

Decanal Implementation Plan

- Provides support for brochure and website re-design with timelines to meet institutional requirements;
- Supports opportunities for the program to propose changes to its curriculum, program requirements and schedule of offerings and identifies Faculty resources and procedures for planning and implementation;
- Supports planning for team-teaching for FW 2014;
- Supports efforts to connect with alumni and identifies Faculty support;
- Supports experimentation with capping enrollments in language courses with clear criteria for determining success;
- Recommends that the program develop a proposal for a CLA while it works towards curriculum renewal, consider requesting a Long Service Teaching Assignment for qualified instructors, and that it consider the Alternate Stream for a developed proposal for full-time appointment;
- Encourages the program to address participation of instructors and professors and to take up those recommendations that fall within the program's purview.

Executive Summary

The Reviewers noted that German Studies program has initiated a transformation from a German literature orientation to more interdisciplinary approach focused on study of German- speaking culture and society. The Reviewers' report endorses this direction and identifies requirements for immediate attention and recommendations to guide longer-range planning. The Decanal Implementation Plan encourages changes to curriculum that may result in better quality program and provides the support of the LAPS Curriculum Manager. Improved marketing materials (brochure and website), with clearly stated program objectives, were identified as important tools for enhancing the visibility of the Program. Faculty members are encouraged to continue to work on changes to curriculum, strategies for recruitment, and innovations in program delivery and assessment methods in order to realize its interest in diversifying its program and enhancing its major and minor enrolments.

Alice J. Pitt
Vice-Provost Academic
York University

History, Undergraduate Program, Glendon College, York University

Cyclical Program Review – 2006 - 2013

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: March 17, 2015

Program Description

The History program at Glendon College of York University aims to give students the opportunity to explore the human experience in different times and places, at the same time helping them to master research, critical reading, thinking and writing skills in both of Canada’s official languages. Students look at past events of various countries and regions from different perspectives, trying to connect those events in meaningful ways. Because understanding is a pre-condition for purposeful action, it is necessary for students to grasp how politics, society, culture, and economics have developed and changed throughout history in order to make sense of our contemporary world.

History offers the following degree types and certificates: Specialized Honours BA/iBA, Honours BA/iBA, Honours Double Major BA/iBA, Honours Major/Minor BA/iBA, Combined Honours BA, Combined Honours Major/Minor iBA, Bachelor of Arts.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|---|--------------|---------------------|----------------------|
| BA – Major 1, Major 2, Minor - 135 | 27 | 85 | BA Hon – 13; BA – 6 |

Reviewers appointed by the Vice-Provost Academic:

- Dr. Dominique Marshall, Department of History, Carleton University (External)
- Dr. Pamela Radcliff, Department of History, University of California, San Diego (External)
- Dr. Roberta Iannacito-Provenzano, Department of Languages, Literatures and Linguistics, York University, Languages (Internal)

Site Visit: February 6-7, 2015

The reviewers met with Alice Pitt, Vice-Provost Academic, Barbara Crow, Interim Dean and AVP Graduate Studies, Kenneth McRoberts, Principal, Glendon College, Patricia Wood, Associate Dean, Liberal Arts and Professional Studies, Marcel Martel, Chair, Department for History, Liberal Arts and Professional Studies, Gillian McGillivay, Chair, Department of History, Glendon College, Myra Rutherford, Undergraduate Program Director, Liberal Arts and Professional Studies and William Jenkins, Graduate Program Director. The reviewers had the opportunity to meet with full-time and contract faculty members, undergraduate and graduate students and staff from both the Keele and Glendon campuses.

Outcome: The Joint-Committee on Quality Assurance requested a meeting with representatives of the undergraduate history programs offered at the Keele and Glendon campuses, as well as with the Vice Dean of LAPS, the Principal of Glendon, and the Dean of Graduate Studies. The meeting was held on May 15, 2015. A follow-up report from the



graduate and undergraduate programs will be due in November 2016 to outline progress made towards the recommendations and plan development noted in this Final Assessment Report.

Strengths:

A small but dynamic unit that the review report describes as a “hub of research, teaching and service” with well-informed experimentation and efforts to align program themes with research interests of recent appointments in the areas of Early Modern Europe and Latin American History and to prioritize courses on the Americas.

The program is well-aligned with the College mission to provide bilingual and bicultural education within a liberal arts tradition.

Small classes are appreciated by students, and faculty members are available for one-on-one discussions; student satisfaction is strong with over 80% rating the program excellent, very good or good.”

The addition of a 2nd year methods course addresses student interest in hands-on learning

The program is well-structured and has been thoughtfully revised and updated over time; learning objectives are well-conceived over program levels and well-communicated to and understood by students.

Faculty members are very interested in harnessing the potential for increasing work with the community that will be developed with additional provincial funding to enhance Glendon’s role as a hub for French language and bilingual education.

Faculty members are committed to creative responses to declining enrolments and to working with other units at Glendon to heighten their contribution to interdisciplinary education, particularly with general education/elective courses that would also serve as foundational for History majors.

Opportunities for Enhancement:

A long range and flexible plan is needed to identify faculty complement priorities for the Glendon undergraduate and graduate programs. Positions in US, Britain and its Empire and Canadian History are the most urgent, and creative approaches to framing positions are encouraged as is the consideration of full-time teaching appointments.

A coordinated approach to building the annual matrix and more flexible programming (night, online, summer and semester courses) are recommended. Initiatives to improve communication to students and coordination with LAPS to reduce obstacles to cross-campus enrolment should be undertaken. Open discussion internally to streamline the curriculum and to coordinate offerings with LAPS will improve the student experience and ensure benefits to both programs.

The research culture of the department would be strengthened by increased participation in graduate level teaching and supervision and by ensuring that faculty members are able to take advantage of university research programs without jeopardizing the quality of the undergraduate program.

Students would benefit from stronger support for attempting courses taught in French without unduly fearing for their grades.

The review report noted that contract faculty are relied on heavily to maintain the program’s comprehensiveness and that improvements in office space and communications are needed in order to maintain the quality of their participation in teaching and their active participation in research.

Implementation Plan

The Principal's Implementation Plan addresses the recommendations found in the review report as well as the unit's response to it. The unit's response underscores efforts already underway to work closely with other units at Glendon and with the LAPS Department of History to coordinate curriculum planning and offers suggestions for further development.

The Principal agrees that the department's case for rebuilding its full-time complement is compelling and points out difficulties associated with fund-raising suggestions offered as well as unrealistic calls for government-funded positions. The program will have an opportunity to propose a Canada Research Chair in 2014-2015, but more importantly, Glendon College is in the process of developing a strategic plan, and the program will be invited to consider its priorities in relation to the plan.

The Principal is encouraged by efforts to increase enrolment in courses, and encourages the department to identify and cut underperforming courses and to reconsider the 40-student cap in 2000-level courses to bring them into alignment with many other Glendon courses.

The plan supports the use of an annual course matrix and acknowledges the challenges of harmonizing with LAPS and maintaining an adequate number of French courses. It is important to develop a deeper understanding of History's enrolment patterns (which courses and timeslots) and commits to supporting harmonization efforts at Glendon and with LAPS.

The plan commits to supporting participation in graduate level teaching and supervision.

The Principal will consider lowering the 'whisper numbers' for courses taught in French with a view to balancing Glendon's mission with financial realities and will work with other Deans on the issue of recognition of general education courses across the university.

The Office of the Principal is in the process of developing a space management plan to address the issue across campus. The Principal will inquire about the feasibility of providing part-time faculty with early access to the library in order to support their preparation of courses.

Executive Summary

Glendon's History program is a small but dynamic unit that the review report describes as a "hub of research, teaching and service" with well-informed experimentation. It is well-aligned with the College mission to provide bilingual and bicultural education within a liberal arts tradition. Small classes are appreciated by students, and faculty members are available for one-on-one discussions; student satisfaction is strong with over 80% rating the program excellent, very good or good." The History program at Glendon requires a long range and flexible plan to identify faculty complement priorities. The Principal's Implementation Plan addresses the recommendations found in the review report as well as the unit's response to it including the issue of faculty complement, the participation in graduate level teaching and supervision, the importance of courses taught in French and space management.

Alice J. Pitt
Vice-Provost Academic
York University

History, Undergraduate and Graduate Programs, Faculty of Liberal Arts and Professional Studies

Cyclical Program Review – 2006 - 2013

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: March 17, 2015

Program Description

The Undergraduate Program in History (Faculty of Liberal Arts & Professional Studies) was established by the Senate of York University on July 1, 2009 following the amalgamation of the Undergraduate Program in History (Faculty of Arts) and the Undergraduate Program in History (Atkinson’s School of Liberal and Professional Studies) as part of the creation of the new Faculty of Liberal Arts and Professional Studies. This is the first review of that new unit.

Degree options include Specialized Honours BA, the Honours BA or International BA (IBA), the Honours double major or major/minor in the BA or IBA and the Honours minor. There is also a BA option for students.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|----------------------------------|--------------|---------------------|----------------------|
| Majors (1/2) and Minors 20131020 | 168 | 718 | 155 (Hon) 90 (BA) |
| MA | 30 | 34 | 20 |
| PhD | 13 | 69 | 10 |

Reviewers appointed by the Vice-Provost Academic:

- Dr. Dominique Marshall, Department of History, Carleton University (External)
- Dr. Pamela Radcliff, Department of History, University of California, San Diego (External)
- Dr. Roberta Iannacito-Provenzano, Department of Languages, Literatures and Linguistics, York University, Languages (Internal)

Site Visit: February 6-7, 2015

The reviewers met with Alice Pitt, Vice-Provost Academic, Barbara Crow, Interim Dean and AVP Graduate Studies, Kenneth McRoberts, Principal, Glendon College, Patricia Wood, Associate Dean, Liberal Arts and Professional Studies, Marcel Martel, Chair, Department for History, Liberal Arts and Professional Studies, Gillian McGillivay, Chair, Department of History, Glendon College, Myra Rutherford, Undergraduate Program Director, Liberal Arts and Professional Studies and William Jenkins, Graduate Program Director. The reviewers had the opportunity to meet with full-time and contract faculty members, undergraduate and graduate students and staff from both the Keele and Glendon campuses.

Outcome: The Joint-Committee on Quality Assurance requested a meeting with representatives of the undergraduate history programs offered at the Keele and Glendon campuses, as well as with the Vice Dean of LAPS, the Principal of Glendon, and the Dean of Graduate Studies. The meeting was held on May 15, 2015. A follow-up report from the



graduate and undergraduate programs will be due in November 2016 to outline progress made towards the recommendations and plan development noted in this Final Assessment Report.

Program Strengths

The LAPS History Department ranks in the top 3 nationally and in the mid-30's internationally. Faculty members are very productive scholars with strong external funding records, and they garner many significant awards and recognitions. There is a strong research culture supported by a research seminar series and annual appointment of a faculty member with responsibility for research matters.

The Department has an admirable departmental culture and demonstrates a willingness to innovate and deal with challenges. It is well-run, with strong collegial governance that is well-supported by academic leadership and administrative staff support.

Department members are committed to undergraduate education and have demonstrated a strong interest in ongoing curriculum renewal that reflects developments in the discipline as well as innovations designed to address the declining enrolments that have affected History as well as other Humanities disciplines. Full-time faculty teach 1000 and 2000 level courses and have undertaken efforts to advance 'public history' as one way to provide experiential learning opportunities and to encourage the use of technology, including the development of online and blended courses, to address student needs.

The undergraduate program is well-conceived with a structure largely organized by progression through levels of study, and students seem to understand the structure with over 80% of majors reporting that their understanding and skills increase year over year. The program makes efforts to connect with students and has successful recognition programs and several awards for top students.

Opportunities for Program improvement

In addition to faculty complement renewal, the program identified areas for enhancement of the quality of the program and conditions for maintaining its research productivity. Declining enrolments are an institutional concern, and these create challenges if its reputational standing is to be maintained.

The review report discusses options on a number of questions raised by the self-study and dean's agenda of concerns. Recommendations consist of the following:

- Development of a long range yet flexible complement plan that integrates the needs of the undergraduate with the graduate program and devise hiring guidelines 'that aim to conciliate faculty, university and Canadian government aims';
- Advancement of the program's initiatives to address declining enrolments, including a public history track (which also address student interest in experiential learning), closer ties with interdisciplinary programs, meetings with high school teachers and development of general education offerings. The report identifies the annual course offerings matrix, in combination with tracking student need and interest, as having the potential to support decision-making;
- Improvements to the student experience by way of revisions to the curriculum (re-thinking the 1000-2000 level relationship, capping 3000 level courses at 30 , dropping the 4-hour tutorial in 1000 level courses, and pursuing a more coordinated competitive advantage with Glendon's program;

- Instituting an annual workshop for part-time instructors on expectations for 3000 and 4000 level courses and more extensive formal training for teaching assistants, especially first year PhD students with assignments to 1000 level courses.

Decanal Implementation Plan

The dean's implementation plan addresses the undergraduate and graduate programs under separate headings. The plan's focus on undergraduate program concerns addresses suggestions throughout the report as well as the concluding recommendations of the review report under three headings.

Enrolments/Majors:

- The plan identifies the program's initiatives, endorsed by the review report, and reports that History offered new General Education courses for the 2014-2015 cycle of course offerings with strong success. Two further courses have been proposed to culminate in 500-600 GE seats for FW 2015 that will compensate for reductions in majors and serve as recruitment for new majors. In addition, the program in Public History is under development and is strongly supported by the Dean's Office;
- The plan identifies initiatives underway to generate on-line courses and has demonstrated its support in these experiments;
- The plan endorses the review report's sense that more one term courses benefit students and is encouraged by the program's interest in exploring this approach;
- The 4-hour 6-credit format requires further review in light of resource allocations and student interest;
- The plan identifies opportunities for the program to contribute actively to recruitment efforts, to enter into discussions with interdisciplinary programs with the aim to provide service courses, and to contemplate the possibility of housing smaller programs currently in other departments that have strong History components, such as Canadian Studies and Classical Studies.

Curriculum:

- The plan is persuaded that the Department has in place the requisite planning processes for its annual course offerings but notes that discussions between the Department and the Dean's Office will address management of offerings in areas where student demand is weak;
- Coordination with Glendon requires a concerted on the part of the Dean's Office and the Principal of Glendon in advance of department-to-department negotiations;
- The plan suggests that rethinking the role of 1000 and 2000 level offerings within the program level expectations shall be engaged in relation to the success of general education courses in terms of their ability to convert students to majors and thus increase its enrolments of majors;
- The plan commits to ongoing discussion with the program in terms of the breadth of offerings in relation to student demand and enrolments.

Faculty Complement:

- A Faculty level long-range planning process for complement renewal is in process that addresses multiple contingencies and that builds upon the input from Faculty units' annual plans;
- Hiring guidelines have been clarified to address concerns about HRSDC requirements, and the Dean's Office supports the articulation of a strong and

compelling rationale for recommending candidates for tenure track positions with York PhDs when appropriate;

- The plan notes that there may be opportunities for the History Department to consider the value of alternate stream appointments as their participation in General Education takes hold.

Executive Summary

The LAPS History Department ranks in the top 3 nationally and in the mid-30's internationally. Faculty members are very productive scholars with strong external funding records, and they garner many significant awards and recognitions. There is a strong research culture supported by a research seminar series and annual appointment of a faculty member with responsibility for research matters. In addition to faculty complement renewal, the program identified areas for enhancement of the quality of the program and conditions for maintaining its research productivity. Specific recommendations from the Dean's implementation plan were grouped under three headings: enrolments/majors, curriculum and faculty complement.

Alice J. Pitt
Vice-Provost Academic
York University



International Studies, Undergraduate, Glendon College

Cyclical Program Review – 2002 - 2012

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

**OFFICE OF THE
VICE PROVOST
ACADEMIC**

4700 Keele St.
Toronto Ontario
Canada M3J 1P3
Tel 416 736 5498
Fax 416 736 5876

Program description

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

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

Reviewers:

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

Dr. Ann M. Hutchison, Associate Professor, Department of English, Glendon College, York University

Site Visit: November 20, 2012

The site visit consisted of meetings with senior academic leadership at York University, including Rhonda Lenton, Vice Provost Academic, Kenneth McRoberts, Principal of Glendon College, Christina Clark-Kazak, Acting Chairperson, International Studies, Glendon College, and Stanislav Kirschbaum, Chairperson (on leave), Department of International Studies, Glendon College. The reviewers also met with faculty, students and staff from the Department.

Outcome: The Joint-Committee on Quality Assurance asked that the Decanal Implantation plan be updated and expanded. Follow-up report was finalized in Autumn 2014. Final Assessment Report accepted in April 2015. The 18-month follow-up report due in October 2016.

Program Strengths

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

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

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

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

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

Decanal Implementation Plan

A Decanal Implementation Plan submitted by Principal McRoberts responds to each recommendation extracted from the consultants' report. The Plan supports several changes that would be initiated at the program level and advanced through internal processes and identifies recommendations that have already been implemented. An updated plan was provided by Principal Ipperciel to provide timelines and assurance that the Office of the Principal is involved in implementing changes. The program also provided an update, which is reflected in the summary below.

The following recommendations are in the process of being implemented:

- Course cross-listed with other programs are being made available to students to satisfy the 'outside the major' requirements, and changes to the governance structure of the department facilitate such collaboration. One result has been the increase in course offerings with an international focus in both French and English.
- Enrolment patters are being used to rationalize optional course offerings, and a process for reviewing courses to address redundancies has been established.
- The professional internship is being revitalized to increase student participation. This initiative has been deemed preferable to the introduction of a co-op option.
- One tenure track replacement position has been authorized.
- A minor in International Studies is scheduled for September 2016 launch.

The department is also working with the Office of the Principal to address two decanal issues that were not addressed by the review report: the ability for students to complete the program in four years and student success in entering graduate programs. The program identifies initiatives designed to increase major enrolment, and there is some indication that, while applications continue to decline, acceptances are showing signs of increasing.

The review report made three recommendations for which the department provided reasons for not implementing. The report raised a concern about the strength of the program's interdisciplinarity given the fact that it is housed in a department consists of faculty members identified with the discipline of political science. The Principal agrees with the department that it is not necessary to reflect the interdisciplinary nature of the program in department members because the program's governance structure ensures appropriate collaboration with other contributing units. The Principal also agrees that the Centre for Second language Study will take primary responsibility for providing students with second language support. Finally, in response to a recommendation to develop regional clusters in addition to its thematic clusters. The Principal agrees that the development of regional clusters in collaboration with other programs is too ambitious an undertaking to develop formally, and the fact that student interest is matched with faculty research expertise where possible achieves the aim of the recommendation to the best extent possible at this time.

Executive Summary

The International Studies program, the annual student symposium, the student-run Glendon Journal of International Studies and internship and/or thesis option provide attractive opportunities to students. The program demonstrates its commitment to ongoing improvement. It has identified further enhancements that have been endorsed by the consultants and encouraged by the Principal.

Alice J Pitt, Vice-Provost Academic
April 2015



Kinesiology, Undergraduate and Graduate, Faculty of Health

Cyclical Program Review – 2004 - 2011

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description:

Studies at the undergraduate level lead to the Bachelor of Arts in Kinesiology & Health Science (BA) or Bachelor of Science in Kinesiology & Health Science (BSc). In 2010 the program met CCUPEKA accreditation standards in Kinesiology. In addition two strong optional certificate programs are offered:

- Fitness Assessment and Exercise Counseling
- Athletic Therapy

MA/MSc, MFSc and PhD degrees are offered at the graduate level. The Master of Arts/Science degrees is thesis based and the Master of Fitness Science degree is course based, a somewhat unique graduate program that is in high demand in the community.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|--|--------------|---------------------|---------------------------------|
| UG – Major 1, Major 2, Minor - 2877 | 890 | 2898 | Hons – 480 Certificates - 39 |
| Master’s - 54 | 39 | 67 | 36 |
| PhD - 85 | 9 | 50 | 9 |

Reviewers appointed by the Vice-Provost Academic:

Dr. Janet Starkes, Professor Emeritus, Department of Kinesiology, Faculty of Science, McMaster University

Dr. Art Quinney, Professor Emeritus, Faculty of Physical Education and Recreation, Senior Advisor to the Provost, University of Alberta

Dr. Sheila Embleton, Professor, Department of Languages, Literature and Linguistics, Faculty of Liberal Arts and Professional Studies, York University (internal reviewer)

Site Visit: March 25 & 26, 2013

The reviewers met with key administrative personnel, including senior academic leadership in the university and in the Faculty of Health. In addition there were opportunities to meet administrators in the Stong College which is associated with the Faculty of Health, the Director of Sports and Recreation and undergraduate and graduate students.

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due **October 2016**.

Program Strengths:

- Kinesiology and Health Studies’ graduate and undergraduate degree programs are comprehensive and aligned with the Faculty of Health’s priorities as well as those of the University Academic Plan. Each program has well-defined



program expectations that align to the relevant degree level expectations and learning outcomes for both graduate and undergraduate programs are well-defined.

- The Department is well-run with high levels of engagement on the part of faculty and staff and a strong working relationship with Sport and Recreation. Faculty members are active researcher with 78% holding external grants and participation in a number of Organized Research Units and other alliances. They are also dedicated to self-evaluation and improvement and to ensuring student success.
- The undergraduate program has earned a 7-year accreditation by the CCUPEKA (Canadian Council of University Physical Education and Kinesiology Administrators) and is distinguished by the fact that it awards academic credit for PKINs (Physical Activity Components) and offers two certificates (Athletic Therapy and Fitness and Exercise Counseling). These programmatic aspects are highly valued by students, and the practicum courses in particular attract students to the program. A unique feature is that the practicum courses are also open to non-KHS students.
- The undergraduate program, built on curriculum offerings in cellular and molecular biology, individual and systems behavior, and culture and society, attracts many 1-st choice applicants with GPA at or close to 80% and high post-graduation employment rates are high.
- Undergraduate student satisfaction is quite good, and recent innovations to improve it include development of research opportunities for undergraduate students, the addition of experiential learning opportunities, and expanded numbers of online and blended supported by a course management system (MOODLE) and increased courses providing access through video and audio lecture capture. Students greatly appreciate the access they have to faculty.
- Since 2012, undergraduate student transition to university has been supported by an initiative “Destination Graduation” which includes participation in YU Start (a program developed by the Division of Students) and an orientation structured as a mini Olympics. In addition, the College affiliated with the Faculty has developed innovative approaches to providing student academic advising and support.
- MA/MSc and the Phd programs are well-established with 3 areas of foci – Integrated Physiology of Exercise, Neuroscience and Biomechanics, and Health and Fitness Behaviours—that are well-represented in faculty research areas and effectively covered in the program. A course-based Master of Fitness Science is quite unique and in high demand.
- Graduate students report high levels of satisfaction with the educational and research opportunities identifying high quality of supervision, strong sense of community, supportive faculty and strong research focus as areas of strength. Student participation in publications and presentations is quite commendable.
- 25% of Masters students go on to the PhD program while others often go on to complete other professional programs; 50% of PhD students move to post-doctoral fellowships with most others gaining employment as professors, instructors or researchers in health-related areas.

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

The review report provided a fulsome set of recommendations that addressed both units’ concerns as well as several areas included in the decanal agenda of concerns. In many cases, particularly for the undergraduate program, the recommendations encouraged the unit to

continue the developments and innovations recently adopted. The summary provided here organizes recommendations for further action into two main categories (resources and curriculum).

Resources:

- increased enrolment, particularly at the undergraduate level, has stretched faculty resources, particularly given the requirement for CCUPEKA accreditation that 75% of courses be taught by full-time faculty and the unit's participation in the recently established Global Health program. The report recommends adding some alternate stream appointments to support teaching in some areas (eg, the Athletic Therapy Program) and reducing the reliance on overload teaching for current faculty.
- Laboratories in some cases are under-resourced with insufficient or out-of-date equipment.
- Teaching, office and lab space are stretched and geographically disjointed. The report recommends that the planned expansion of the Tait MacKenzie facility include provision for addressing the academic needs of the KHS programs, that the space and infrastructure for the Master of Fitness Science program be enhanced, and that the dedicated academic advisor position be maintained.
- The report identifies opportunities for post-graduate programming in light of the establishment of the College of Kinesiologists of Ontario.
- Graduate student funding would benefit from a strategy to increase the number of external awards and to increase the levels of support students receive from supervisors' research grants.

Undergraduate Curriculum:

- A 'streams' approach is recommended in order to facilitate students' course selection process as is a review of first and second year level requirements with a view to evening out the core requirement load.
- The report recommends consideration of a 90-credit exit degree to facilitate students who are accepted to other professional programs and to improve graduation rates.

Graduate Curriculum:

- The review report recommends maintaining the common graduate seminar, reduced course requirements for the MA/MSc programs and a review of the required course in statistics for all masters' students as well as reduction to or elimination of the PhD 2-half course requirement in addition to seminar requirements.
- A review of electives is recommended to ensure adequate distribution over all areas of focus.
- As the program undertakes a review of timelines and expectations for comprehensive exams and dissertation proposals, it should also ensure that these expectations are communicated clearly to students. Time to completion in the doctoral program would be enhanced by requiring that the supervisory committee be established within 12 months and the coursework and comprehensive exams be completed within 24 months of entrance to the PhD program. An on-line tool to track progress could support initiatives to improve times to completion.

Other: the review report notes that the graduate program would benefit from increased diversity in the student body in the form of greater participation of international students and non-York domestic students.

Note: the review report identified a few issues relating to the CPR process that have been referred to the Vice Provost Academic.

Decanal Implementation Plan (selected)

The Dean's Implementation Plan identified two developments "that will enable both the School and the Faculty of Health to address the challenges and opportunities facing KHS (noted by the reviewers) and sustain the excellence and lead position of its education and research programs." A 2015-2020 Academic and Resource Plan will include strategic directions, actions and outcomes as well as a 3-year faculty and staff complement plan. In addition, implementation of a new University budget model will provide the Faculty and KHS with additional resources.

The plan commits to expanding the Master of Fitness Science, building on existing strength and capacity to align with the Registered Kinesiologist form the College of Kinesiology of Ontario. Increased enrolment is also planned in a number of certificate programs, and curriculum will be streamlined to align with the RKin as faculty complement, staff and space can be allocated to meet the demand.

The plan responds to all recommendations enumerated in the conclusion of the report, provides clear timelines and identifies an individual or office responsible for overseeing the implementation. Many of the recommendations are curricular or programmatic and are under consideration by the graduate or the undergraduate program as part of the development of the Academic Plan 2015-2020. A summary of other key recommendations and actions follows:

- A Task Force has been established to analyse and prepare a plan in 2015-2016 for shared use (KHS and Sport & Recreation) of a major new facility;
- An in-house academic advisor position has been filled and an ongoing advising program is in place;
- A tenure stream professorial appointment has been made in the fields of Athletic Therapy, and planning is underway to revamp the program and identify future complement needs;
- A 90-credit exit degree is under consideration by KHS as part of its 5-year Academic Plan to be completed in May, 2015;
- The recommendation to form supervisory committees in the graduate program was implemented in 2012-2013. A second recommendation related to improving completion times in the doctoral program, that is, that coursework and the comprehensive exam be completed within 12 months of entering the program is under consideration;
- Recruitment of international and non-York domestic students is under consideration by KHS as part of its 5-year Academic Plan to be completed by May 2015;
- The Department Chair, the Associate Dean Research and Innovation and the Graduate Executive Committee have undertaken to consider how best to assist students with external scholarship applications.

Progress on this plan will be provided in the October 2016 follow-up report.

Summary

Kinesiology and Health Studies' strong graduate and undergraduate degree programs are comprehensive and aligned with the Faculty of Health's priorities as well as those of the University Academic Plan. Each program has well-defined program expectations that align to the relevant degree level expectations and learning outcomes for both graduate and undergraduate programs are well-defined. Undergraduate student satisfaction is quite good, and recent innovations to improve it include development of research opportunities for undergraduate students, the addition of experiential learning opportunities, and expanded numbers of online and blended courses. Graduate students report high levels of satisfaction with the educational and research opportunities identifying high quality of supervision, strong sense of community, supportive faculty and strong research focus as areas of strength. The review report provided a fulsome set of recommendations that addressed both units' concerns as well as several areas included in the decanal agenda of concerns. The Dean's Implementation Plan identified two developments "that will enable both the School and the Faculty of Health to address the challenges and opportunities facing KHS (noted by the reviewers) and sustain the excellence and lead position of its education and research programs." The plan responds to all recommendations enumerated in the conclusion of the report, provides clear timelines and identifies an individual or office responsible for overseeing the implementation. Many of the recommendations are curricular or programmatic and are under consideration by the graduate or the undergraduate program as part of the development of the Academic Plan 2015-2020.

Alice J Pitt, Vice-Provost Academic
April 2015



Juris Doctor (JD) and Professional LLM, Graduate, Osgoode Hall Law School

Cyclical Program Review – 2007 - 2012

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description:

Established by The Law Society of Upper Canada in 1889, and the only accredited law school in Ontario until 1957, Osgoode Hall Law School is the oldest law school in the province, and one of the largest common-law law schools in Canada. Affiliated with York University since 1968, Osgoode remains at the forefront of legal education and innovation, offering the most diverse curriculum and experiential programming in the country. Students graduate with a Juris Doctor (JD), formerly known as the LLB.

In 1996, Osgoode Professional Development (OPD), a division of Osgoode Hall Law School, was created to satisfy the demand lifelong learning and specialized legal education. The Osgoode Professional LLM encompasses more than 15 different specializations. Osgoode Hall Law School also offers a research stream LLM which will undergo a review in 2013-2014.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|------------------|--------------|---------------------|----------------------|
| Professional LLM | 257 | 148 | 158 |
| Juris Doctor | 306 | 967 | 320 |

Reviewers appointed by Vice Provost Academic:

Ian Holloway, QC, Professor and Dean of Law, University of Calgary
 Geneviève Saumier, Professeur agrégé / Associate Professor, Faculté de droit / Faculty of Law, McGill University
 Markus Biehl, Associate Dean (Academic), and Associate Professor, Management and Information Science, Schulich School of Business, York University

Site Visit: February 23-25, 2014

The reviewers met with key administrative personnel, including senior academic leadership in the University and in Osgoode Hall Law School. In addition the reviewers met with faculty members and groups of students in both the JD program at the Keele campus of York University and the at the Osgoode Professional Development site in downtown Toronto.

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. The Dean of Osgoode Law School is responsible for implementing recommendations as per the Decanal Implementation Plan. Follow-up report due October 2016.

Program Strengths:

- As a leading Law School in the Commonwealth, Osgoode’s reputation, scholarly imprint on the profession and excellent infrastructure attract excellent students to its JD and LLM (Professional) programs.
- Emerging trends in legal education, uncertainties on the horizon and deregulated tuition pose challenges to Canadian legal education that Osgoode



interprets as opportunities that have translated into innovative program changes and responsive student support systems.

- In particular, the Osgoode Public Interest Requirement (2006) and the Praxicum Requirement to apply to all students entering 2015 (JD) support Osgoode's aspiration "to ensure Osgoode graduates have a solid foundation of professional skills required to practice law." Of note is the component of reflection that characterizes experiential learning.
- A "holistic" approach to admission to the JD program ensures broader access for talented individuals attracted to legal education.
- The recently renovated physical space, including the Library, benefits faculty, students and staff, providing "bright, modern and functional space in which to study and work."
- Close to 3/4's of the students surveyed report high quality teaching in most or all of their courses.
- An impressive range of professional development foci and nimbleness in terms of capacity to respond to changes in the professional landscape combined with well-integrated use of technology respond to the needs of practicing professionals and provides financial support for the JD program.

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

- Osgoode must continue to plan for a range of career paths for those with a legal education and anticipate the possibility for the disappearance of Articling.
- Evaluation of the admissions process is needed to ensure effect and sustainability of the holistic approach.
- The area of private law seems underrepresented in current complement and recruitment plans.
- Assessment practices and grade distribution should be reviewed, and new initiatives, such as the Praxicum, need to be evaluated.
- Counseling and advising programs, as well as the Wellness Program should be assessed in light of student concerns about effectiveness and levels of awareness.
- A review of the Career Development Office is warranted in light of student concerns about effectiveness and accessibility.
- Admissions standards to the LLM (Professional) may pose a risk to the reputation of the program and should be reviewed. A second reputational issue concerns the use of a single degree designation (LLM) for research Masters' (not reviewed here), professional Masters' and foreign-trained lawyers: are more discrete designations warranted?

Decanal Implementation Plan (selected)

The "Response to Cyclical Review Report" from Dean Lorne Sossin describes the circulation of the Report to members in positions of leadership within the School for feedback and that provides the basis for an implementation plan. The dean's response includes a commitment to broader circulation at the start of the 2014-2015 academic year.

The Dean's Implementation Plan addresses each recommendation as summarized above. A summary of the plan documents includes the following commitments and responses:

- Osgoode is prepared to 'embrace nimbleness': its curriculum, with its emphasis on experiential learning, are under constant review, it seeks opportunities for

innovative collaboration, it has struck a working group on the issue of articling that will lead to extensive consultations in 2014-2015.

- JD admissions process involves the participation of the admissions committee; and documents the value of the holistic approach: approximately 30% are admitted on a 'presumptive' basis where excellence is in clear evidence; a further 65% are admitted upon closer analysis of the complete file, and 7% of admissions involve an interview. Review of the process is ongoing.
- Osgoode's faculty complement plan is based on a priority framework that goes beyond traditional areas of legal training and research. It has recently filled one senior and one junior position in Private Law.
- The School's Academic, Planning and Procedures Committee will review the grading system in 2014-2015.
- The Office of Experiential Education will support the integration of the Praxicum, and APPC will be asked to revise the course evaluation questionnaire to reflect the new requirement.
- The plan identifies 2015, after 3 years of the new model for providing counseling and advising, as the appropriate time to evaluate its effectiveness and notes Osgoode's participation in an Ontario initiative to develop online resources for mental health to be launched Fall 2014.
- The plan agrees with the value of reviewing the effectiveness of the Career Development Office and suggests that a focus group study and/or a working group might be the most effective approach. The follow-up report will report on this initiative.
- Osgoode is confident that admitting students with less than a B average on an exceptional basis is warranted by several contextual factors that are taken into consideration and agrees that more study is needed to conclude whether or not further differentiation is needed in terms of masters' level degree designations. The dean notes that the LLM (research) is in the process of its CPR, thus providing an opportunity to follow-up on this recommendation.

The October 2016 follow-up report will provide an update on these plans.

Summary

Osgoode Law School is highly regarded for its excellence in the JD and LLM (Professional) programs. Recent renovations have enhanced the quality of space for staff, faculty and students, and the School has undertaken innovative approaches to revising its curriculum in light of its own and York University's values and a changing landscape for legal education. In particular, new JD requirements emphasize experiential learning with the clear objective to provide relevant professional preparation for a range of areas of practice, and emerging professional development needs of practicing lawyers are identified and acted upon with ongoing programmatic changes and delivery flexibility provided by the use of technology. Student concerns about assessment and the Career Development Office as well as questions about the effectiveness of counseling and advising services are addressed in the dean's implementation plan that identifies approaches, responsible participants and timelines. A recommendation to develop a distinct degree designation for the LLM (Professional) to differentiate it more clearly from the LLM (Research) will be taken up in the cyclical program review of the LLM (Research) and PhD programs that is underway.

Alice J Pitt, Vice-Provost Academic
April 2015



Nursing – MScN (Faculty of Health)

Cyclical Program Review – 2005-2011

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description

The Masters of Science in Nursing Program was approved by the York Senate and the Ontario Council of Graduate Studies (OGS) to admit students in May, 2005. In September 2007 the Primary Health Care Nurse Practitioner (PHCNP) field began to admit students. In November 2007 Senate approved further changes to the MScN program, including a pure distance model, an on-campus model, and elimination of the Major Research Project and introduction of a thesis option. The most recent change to the program in 2010 allowed for fast-track admissions of qualified Registered Nurses into the program by providing them the opportunity to first complete 30 credits of undergraduate coursework before proceeding into graduate study.

| Program | Accepts 2013 | Enrolment 2013 | Degrees Awarded 2013 |
|---------|--------------|---------------------|----------------------|
| MScN | 53 | 141(Heads)/ 70 FTEs | 98 |

Reviewers appointed by the Vice-Provost Academic:

Dr. Dauna Crooks, Professor (Former Dean), Faculty of Nursing, University of Manitoba
 Dr. Lynnette Leeseberg Stamler, Professor and Associate Dean, Department of Graduate Nursing, College of Nursing, South Dakota State University
 Dr. Karen Swift, Faculty of Social Work, York University

Site Visit: March 17 and 18 2013

The reviewers met with Alice Pitt, V-Provost Academic, Harvey Skinner, Dean, Faculty of Health, Barbara Crow, Dean of the Faculty of Graduate Studies, Claire Mallette, Director of the School of Nursing and Associate Professor, as well as other academic leaders in the School. In addition they spoke with support staff, the dedicated librarian and the University’s Chief Information Officer,

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due October 2016.

Program Strengths:

- Program aligns well to UAP: its on-line delivery enhances access for working nurses, its dedication to exploring e-learning contributes to the quality of pedagogy, and it provides experiential learning components (Advanced Nursing Practicum);
- Program balances research, theory and practice that are built on a foundational values of social justice, critical thinking, health, and transformative education;
- Beyond core requirements, electives promote capacity in leadership, education or advanced clinical practice;
- GDLES are well-developed with 2 identified for enhancement (2, Research and Scholarship; 4, Professional Capacity and Autonomy); moreover, most CAN-ANP competencies are addressed;
- Strong library support is available;
- A majority of students rated the program as excellent (20%) or very good (49%), and a separate focus group with participants in the Nurse Practitioner stream identified supportive instructors, evening classes, and clear website for Consortium as program strengths.



Opportunities for Program improvement (selected):

- Reaffirmation or reconceptualization of SON's philosophy with focus on human science to better inform curriculum coherence and alignment of assessment practices;
- Revisions to curriculum to create stronger developmental pedagogy, to address concerns about unevenness in terms of course workload, to streamline course offerings, and to ensure full integration of all GDLE's;
- Development of a stronger sense of community among students: develop orientation to inform students about expectations, potential work with faculty, etc; explore blended delivery models; work with alumni; celebrate success;
- Continuation of efforts to build research culture and expectations for faculty and students; and provide opportunities for faculty and staff development;
- Development of partnerships with other Faculties to support elective streams;
- Enhancement of support to develop e-learning.

NOTE: The program is in the process of developing a PhD proposal. The review team provided advice in terms of development of program objectives to meet PhD requirements, the need to build expertise in PhD supervision, the need to differentiate the PhD from other GTA offerings.

Decanal Implementation Plan (selected):

The review report prioritized its recommendations in 3 categories: those requiring immediate attention, short term attention and intermediate terms attention. The decanal implementation plan makes use of this organizing structure:

Immediate Attention:

- The plan commits to having an Associate Director, Research and Graduate in place by July 1, 2015 to support the program in their efforts to revisit the program philosophy, address curriculum issues and harmonize student learning expectations consistent with GDLE's.
- In the meantime, the plan identifies the Associate Dean, Teaching and Learning and the Associate Dean, Research and Innovation as Faculty resources for the preparation of a proposal for program modification and clarification of admission criteria, policies for monitoring student progress, communication of policies to students, and development of an orientation for incoming students. Implementation for these aspects is expected for Fall, 2015.

Short Term:

- The plan reports on a request to the SON to develop a policy that articulates criteria for teaching load reductions based on graduate and undergraduate student supervision and engagement in major research programs with external funding;
- The plan acknowledges existing awards for students and faculty and encourages the SON to create awards for excellence within the school; the SON will benefit from the faculty's outreach plan to alumni, the implementation of which will be supported by a Faculty-based staff position;
- The plan identifies several inter-Faculty partnerships and the role of Nursing in the Global Health BA/BSc program and the newly established centre for positive aging, YU-CARE. The development of a PhD program should further encourage cross-appointed faculty;
- The SON will benefit from a Faculty-wide initiative, led by the Associate Dean, Teaching and Learning, to expand e-learning, including blended learning approaches, that will develop a 7-year strategy over the course of 2014-2015.

Intermediate Term:

- The plan takes notice of recommendations to encourage and provide incentives for SON faculty members who wish to pursue doctoral level studies, to increase funding for students, and to assess the feasibility of providing graduate level education to international students.
- A proposal to develop a PhD in Nursing is in the approval process.

The October 2016 follow-up report will provide an update on these plans.

Summary

The MSc in Nursing provides a generic stream, with electives in 3 areas (education, leadership and advanced clinical practice) in an on-line format; a Nurse Practitioner stream serves full and part-time students with courses available in the evening. The program has developed significantly since its inception in 2005, and the review process has provided a timely assessment of strengths and opportunities for enhancement in terms of program delivery, curriculum; policies guiding admissions and student progress; and development of opportunities for faculty-student as well as inter-faculty and SON-professional alumni collaboration. The detailed recommendations on the part of the reviewers have been taken up at the level of the program with responsibilities and timelines for developing responses clearly articulated. The decanal implementation plan supports the implementation of many of the recommendations and addresses several key issues (eg., the need for support in the ongoing development of e-learning pedagogical innovation) with the identification of Faculty-level strategies and initiatives.

The Dean and the program are invited to address a point of variance between the timelines he proposes for the development of proposals for program changes (2013-2014) and the program's view that many of reforms are dependent upon the identification of an Associate Director, Research and Graduate which is scheduled to occur in July 2015. While the review was confined to the MSc in Nursing program, the review report's thoughtful commentary and advice with respect to the program's aspirations to develop a PhD program provides a welcomed lens for ensuring that resolving issues and enhancing the quality at the masters level will prepare the ground for the School of Nursing's development as a provider of innovative and excellent quality graduate education in Nursing at the masters and doctoral levels. It is in this light that the dean is further invited to provide a response to the recommendation that SON faculty members be encouraged to pursue doctoral study.

Alice J Pitt, Vice-Provost Academic
April 2015



SOCIOLOGY – Undergraduate, Glendon College

Cyclical Program Review – 2005 - 2012

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description:

Sociology is one of the eight departments created in 1968 when Glendon College was founded and as such has a long and established history. Sociology courses are popular as electives at Glendon and faculty actively participate in the Graduate Studies programs offered by York University, as well as Master’s in Public and International Affairs offered at Glendon.

Degree options include Specialized Honours BA and International BA (IBA) (bilingual or trilingual), the Honours BA or IBA, the Honours double major or major/minor in the BA or IBA and the Honours minor. There is also a BA option for students.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|---------------------|--------------|---------------------|-----------------------|
| M1, M2, Minor - 164 | 22 | 112 | BA Hons – 24; BA - 14 |

Reviewers appointed by the Vice-Provost Academic:

Arnaud Sales, Emeritus Professor, Université de Montréal, Département de sociologie
 Douglas Baer, Professor, Victoria University, Sociology Department
 Bettina Bradbury, Professor, York University, Department of History and School of Gender, Sexuality and Women’s Studies, Faculty of Liberal Arts and Professional Studies and Glendon College, York University

Site Visit: March 20-22, 2013

During the site visit the reviewers met with Senior Academic Leadership from the University and from Glendon College, including Kenneth McRoberts, Principal, Glendon College, Stuart Schoenfeld, Actual Chair of the Department of Sociology, Brian Singer, Future Chair of the Department of Sociology, Sarah Coysh, Head Leslie Frost Library. In addition the reviewers met with faculty members, administrative staff and undergraduate students.

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due October 2016.

Program Strengths:

- The program’s objectives are clear and well-aligned with the mission of Glendon College; its distinctive curriculum recognizes that differences in the social experiences and cultural influences between French and English languages translate into differences in the theoretical perspectives and disciplinary concerns of the two sociological communities. Further distinctiveness to each comes from a Canadian lens; the bilingual sociology



program provides access to this pluralism in sociology.

- The program serves students majoring in sociology in preparation for graduate study, students who study sociology as career preparation, and those for whom sociology is part of a liberal arts degree. It offers courses on classical and contemporary theory, qualitative and quantitative research methodologies, and courses on various specialty branches to provide a grounded and diverse curriculum.
- Sociology makes a significant contribution to interdisciplinary programs at Glendon and faculty support graduate programs in Social and Political Thought, Sociology, and Public and International Affairs.
- Full-time faculty members are active researchers.
- Students report higher than the Glendon average satisfaction rates, and program learning outcomes emphasize transferable skills (critical reading and thinking, ability to gather, assess and communicate information of various kinds, ability to learn on one's own, and the ability to communicate effectively in both oral and written presentations).

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

- Faculty complement renewal to ensure the integrity of the program, increase the number of courses taught by full-time faculty members, and strengthen research activities are top priorities.
- The number of courses taught in French needs to be increased to maintain Glendon's unique bilingual character, and English and French versions of basic software should be made available.
- A bibliographical research module should be integrated into one of the core courses to ensure that students develop an awareness of available resources.
- A co-ordinating committee should be established with Glendon and LA&PS to "create synergy for both graduate and undergraduate programs."
- The department should develop a *Certificat d'études enquête de terrain en sciences sociales* to support student professional development and provide experiential learning opportunities.
- The department sees a benefit in providing increased summer offerings.
- A general recommendation for Glendon calls for improved support for students enrolled in the Faculty of Education's Bachelor of Education program (concurrent) housed at Glendon. More germane to sociology is the suggestion that the level of support provided to students who combine a sociology course with a course providing French credit, such as FSL 2010.

Decanal Implementation Plan (selected)

The Principal provided a thorough response to each of the review report's recommendations. A summary of actions to be implemented in key areas follows:

- The Principal agrees that faculty complement renewal is required and urges the department to establish strategic priorities; at the same time, the department's expression of willingness to be open to opportunities that may arise is welcome.

- While it is not realistic to increase the proportion of courses delivered by full-time faculty, the Principal notes that an effort is being made to have compulsory courses taught by full-time faculty.
- The Principal points out that the provision of courses taught in French is tied to the number of Francophone students; software is available in both languages, and the plan commits to improving awareness.
- The department will integrate a bibliographical research module in a 2000-level introductory course for January 2015.
- The Principal agrees with the department that informal communication between Glendon and LA&PS is working well.
- The department has developed a proposal for a *Certificat d'études enquête de terrain en sciences sociales*, but approval and implementation will have to be reassessed as the faculty composition evolves.
- The Principal agrees that support for sociology students enrolled in the B.Ed is important and depends on the availability of resources. The form French support for disciplinary courses takes will be determined by way of a Faculty policy, and when it has been developed, the sociology program will benefit from its implementation. No timeline provided

Progress on actions will be provided in the October 2016 follow-up report.

Summary

The program's objectives are clear and well-aligned with the mission of Glendon College; its distinctive curriculum recognizes that differences in the social experiences and cultural influences between French and English languages translate into differences in the theoretical perspectives and disciplinary concerns of the two sociological communities. The program and the reviewers of the program brought forward a number of recommendations to which the Principal has provided a thorough response.

Alice J Pitt, Vice-Provost Academic
April 2015

SOCIOLOGY – Undergraduate and Graduate

(Faculty of Liberal Arts and Professional Studies and Faculty of Graduate Studies)

Cyclical Program Review

Cyclical Program Review – 2005 - 2012

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 15, 2015

Program description:

Sociology is one of the subjects taught at York University since its inception in 1959. Three Sociology departments existed through to 2009, one at Glendon College (a separate review was done of this program), one at the Faculty of Arts and one at Atkinson College, an evening college with programs designed to support mature and part-time students. In 2009 the Faculty of Arts and Atkinson College merged to form the Faculty of Liberal Arts and Professional Studies; the two Sociology departments on the Keele campus became one unit. This is the first review of that new unit.

Sociology courses may be taken towards a BA and Honours BA degrees, with specialized honours, honours double major, double major interdisciplinary (linked), honours major minor and minor options.

The graduate program in Sociology, which is support by faculty members from both the Keele and Glendon programs, offers MA and PhD programs, with fields identified as Critical Social Theory; Culture and Identities; Global Sociology; Nature/Society/Culture and Processes, Practices and Power.

| Program | Accepts 2013 | Enrolment FTES 2013 | Degrees Awarded 2013 |
|------------------------------|--------------|---------------------|----------------------|
| Undergraduate (M1,M2, Minor) | 500 | 2249 | BA Hon: 259; BA 254 |
| MA | 16 | 22 | 16 |
| PhD | 12 | 54 | 9 |

Reviewers appointed by the Vice-Provost Academic:

Arnaud Sales, Emeritus Professor, Université de Montréal, Département de sociologie
 Douglas Baer, Professor, Victoria University, Sociology Department
 Bettina Bradbury, Professor, York University, Department of History and School of Gender, Sexuality and Women’s Studies, Faculty of Liberal Arts and Professional Studies and Glendon College, York University

Site Visit: March 20-22, 2013

Reviewers met with Alice Pitt, Vice-Provost, Academic, Kim Michasiw, Vice-Dean, Liberal Arts and Professional Studies (LAPS), Barbara Crow, Interim Dean, Faculty of Graduate Studies, Nancy Mandell, Chair of Sociology, LAPS, Kathy Bischooping, Graduate Program Director, Larry Lam, Undergraduate Program Director, York University librarians, faculty members from the graduate programs, doctoral and MA students and undergraduate students.

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due October 2016.



Program Strengths

- The LAPS Department is one of the largest in Canada, and it draws part of its strength from the much smaller bilingual program at Glendon. As a result of these combined strengths, which are grounded in research profiles of faculty as well as program design, York's international reputation in Sociology is deemed to be strong.
- The breadth of the discipline of Sociology is well-represented in the large undergraduate and graduate programs with offerings in both traditional and emergent fields to both majors and many students from other programs at both graduate and undergraduate levels. The latter demonstrates a strong commitment to liberal arts education and interdisciplinarity with local and global social justice perspective.
- The program objectives are clearly articulated and strongly aligned with University and Faculty missions which stress accessibility, excellence in research, teaching and York's commitment to be an 'engaged university.' The 90-credit BA is seen as one indicator of the unit's commitment to accessibility, while the Specialized Honours is viewed as providing the potential for well-qualified student to enter directly to a PhD program. Assessment appears to be appropriate; however, the review report reminds the unit of the importance of aligning course assignments to outcomes in ways that are transparent and rigorous.
- The undergraduate curriculum is inclusive with development of foundational knowledge and skills built into the program structure and excellent choice at upper year levels. The diversity of the curriculum is equally well-represented in the graduate program offerings.
- The PhD program is defined by five wide-ranging fields with a large number of defined comprehensive areas that typically have a sufficient number of faculty members attached to them.
- The MA has a thesis option that includes development of a sustained research program, considered to be the 'gold-standard' for the discipline.
- Library resources including the openness of librarians to providing workshops are impressive.
- The undergraduate student association is very active and engaged and is well-supported by faculty members.

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

The Review Committee provided separate Reports for the undergraduate and graduate programs, each grounded in a fulsome discussion of issues affecting Sociology as a discipline and under debate in university departments in Ontario and Canada. In places, a comparative perspective provides a sense of how other departments have addressed similar issues or challenges; in other places, it points to York's distinctiveness and opportunities to enhance it.

In this section of the Final Assessment Report, recommendations that were included under Section 10: Summary and Recommendations are summarized thematically for both programs:

- Faculty:

- Enhance visibility of faculty research activities internally (at the Department and University levels) and externally;
 - Define ‘public engagement’ and enhance visibility of perspective as a defining feature of faculty and department activities.
 - Support more faculty members’ movement from Associate to Full Professor.
- Program administration:
 - In response to the decanal agenda of concerns, the review team explored the issue of the department’s governance structure and concluded that the committees work well to foster collegial decision making. However, increasingly onerous responsibilities and decreased release time for those in key positions make such positions unattractive;
 - Efforts should be made to stagger terms of appointment in order to ensure continuity within the administrative team.
- Space: Significant improvements to the provision of graduate student and part-time instructor space are necessary to enhance graduate student culture and the capacity to meet with undergraduate students. Minor improvements to the graduate student computer lab’s equipment and software would enhance student experience.
- Program Design and Supervision:
 - Review MA requirements and consider course-based models. The thesis-based option is not considered viable in the current funding model;
 - Continue to review graduate program fields and their articulation with comprehensive sub-areas and faculty research areas;
 - Develop timetable of progression requirements and identify an interim supervisor upon admission;
 - Reduce PhD course requirements for students with prior degrees in Sociology, consider a fast-track progression from MA to PhD as well as differentiated requirements for students entering without Sociology background;
 - Review comprehensive requirements and consider a ‘thesis by article’ policy in order to improve times to completion and enhance career prospects in the academy;
 - Review graduate program level expectations in light of expectation that many PhD graduates will enter non-academic positions.
- Curriculum:
 - Consider addition of ‘Key Debates’ course for PhD students;
 - Consider ways to articulate ‘public engagement’ within curriculum;
 - Review methods requirements and consider ways to ensure opportunities to develop quantitative skills within graduate program;
 - Library skills should be better integrated into more courses at the undergraduate level.
- Students:
 - Improved tracking of alumni would benefit the undergraduate program;
 - Undergraduate student advising needs improvement.

Decanal Implementation Plan (selected)

The graduate and undergraduate programs provided fulsome responses to the review reports, identifying many areas where actions have already been undertaken and suggestions they plan to consider more fully. In addition to providing a plan for responding to several recommendations as they arise in the reports or in Sections 10: Summary and Recommendations, the dean identifies two areas of disagreement with the review report and the program and some review report recommendations with which he agrees but that are not supported by the program. While the Dean would prefer that the unit reconsider the current 80-student cap on an entry level Theory and Methods course in order to free full-time faculty for more upper-level courses and increase the major course requirement to 48 credits, he is willing to let matters stand for the time being. The second issue concerns the review report's support for an initiative to require a C+ in Sociology courses as a graduation requirement as opposed to the requirement of a C+ GPA over all. The Joint Committee is persuaded that this may be a matter for further discussion with the program.

Further actions to be taken, participants, and timelines include the following:

- There is a plan in place for faculty renewal that takes into account the possibility for refinements arising from actual versus impending retirements as well as the availability of resources for implementation. The Dean's Office agrees to consider multi-year CLA appointments on a case-by-case basis in the short term.
- The Dean's Office is committed to working with the program to ensure the best possible fit between TA qualifications and assignments.
- The Dean's Office has a 10-year space plan that is integrated into university plans.
- The Dean's Office will begin work immediately with the Department to find ways to address the Department's concerns about the level of work associated with academic administrative positions.
- The Dean's Office is working with VP Advancement to improve capacity to track graduates of the programs.
- The Dean's Office identifies significant progress in terms of managing the demands made upon Sociology to provide courses for other units within LAPS and is committed to further developments in this area.
- Student Academic Advising has been identified as an issue across the university, and efforts have been undertaken to clarify roles and responsibilities and to develop a model for co-ordinating service delivery. The Dean's Office is committed to ensuring ongoing progress in this area.
- The Associate Dean of Research has developed a plan for heightened visibility of faculty members' research profiles and accomplishments. A recently-hired Faculty Director of Strategic Communications is responsible for working with University Communications to increase the Faculty's research profile within the University and beyond.

Progress on these actions will be addressed in the October 2016 follow-up report .

Summary

The Department of Sociology in the Faculty of Liberal Arts and Professional Studies is one of the largest in Canada and it draws part of its strength from the much smaller bilingual program at Glendon. As a result of these combined strengths, which are grounded in research profiles of faculty as well as program design, York's international reputation in Sociology is deemed to be strong. The Review Committee provided separate Reports for the undergraduate and graduate programs, each grounded in a fulsome discussion of issues affecting Sociology as a discipline and under debate in university departments in Ontario and Canada. In places, a comparative perspective provides a sense of how other departments have addressed similar issues or challenges; in other places, it points to York's distinctiveness and opportunities to enhance it. The graduate and undergraduate programs provided fulsome responses to the review reports, identifying many areas where actions have already been undertaken and suggestions they plan to consider more fully. The Dean's Office has provided an implementation plan that outlines actions to be taken, identifies participants, and indicates timelines.

Alice J Pitt, Vice-Provost Academic
April 2015



Memo

To: Board of Governors
From: Henry Wu, Chair, Academic Resources Committee
Date: June 22, 2015
Subject: **President's June 2015 Report on Appointments, Tenure and Promotion**

4700 Keele St.
Toronto ON
Canada M3J
1P3

Tel 416 736

Motion and Rationale:

The Academic Resources Committee recommends that the Board of Governors approve the President's June 2015 report on appointments, tenure and promotion.

This report covers appointments (the majority of authorized searches have concluded) as well as tenure and promotion decisions made since the autumn. Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered.

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

Documentation is attached as Appendix A.

Recommendations for Appointment to the Tenure Stream

APPENDIX A

| Name | Department, Field | Rank | Highest Degree (University) | Research Agenda/Specialization | Funding |
|--|-------------------------------------|---|--|--|-----------------|
| Liberal Arts and Professional Studies | | | | | |
| Chakraborty, Kabita (F) | Humanities, Children's Studies | Assistant Professor, Pre-candidacy 1 | PhD, School of Social Work (Queensland, 2008) | Dr Chakraborty has held a contractually limited appointment in the Children's Studies Program at York since 2012. Previously, she held research fellow positions at the University of Melbourne and the University of Malaya. She is a post-colonial studies scholar with a research and teaching focus on children and youth. | Faculty Funded |
| Koleszar-Green, Ruth (F) | Social Work, Aboriginal Communities | Lecturer/Assistant Professor Pre-candidacy 1* | PhD, Adult Education and Community Development (Toronto, 2015) | Ms Koleszar-Green is expected to successfully defend her PhD in 2015. She currently holds a contractually limited appointment in the School of Social Work at York since 2014 and from 2008 to 2014 was an academic support advisor at Ryerson University assisting Aboriginal students. Her research on how non-Aboriginal people learn about Aboriginal knowledge is directly relevant to the teaching and curriculum development expectations of this position. | Faculty Funded |
| Mamuji, Aaida (F) | Administrative Studies, DEM | Assistant, Pre-candidacy 1 | PhD, Public Administration (Ottawa, 2014) | Dr Mamuji comes to us from the Department of Foreign Affairs where she has held the position of Policy Advisor since 2014. Her research focuses on Canadian governmental responses to international disaster management and aid, especially as it pertains to natural disasters such as the Haitian earthquake and the typhoon in the Philippines. | Faculty Funded |
| Education | | | | | |
| Popovic, Celia (F) | Education | Assistant Lecturer, Pre-candidacy 3 | EdD (Birmingham, 2007) | This appointment is to the alternate stream. Dr Popovic is appointed as the Director, Teaching Commons for a 5-year renewable term. Dr Popovic has 16 years experience in a variety of posts including medical education developer, consulting work for a variety of institutions and head of educational staff | Special funding |

| | | | | | |
|------------------------------------|--|---|---|--|-----------------|
| | | | | development at Birmingham City University. She currently holds a contractually limited appointment as Interim Director of the Teaching Commons since 2012. | |
| Environmental Studies | | | | | |
| Colla, Sheila (F) (on offer) | Environmental Management | Assistant Professor, Pre-candidacy 1 | PhD, Biology (York, 2012) | Dr Colla comes to us from her position as Project Lead Biologist at the Wildlife Preservation Canada. From 2010 to 2013, Dr Colla had been employed in a number of environmental management and conservation consulting positions, i.e., Environment Canada, United States Forest Service, McIntosh Perry Consulting and Dillon Consulting. She has held course directorships at York in Biology, Geography and Environmental Studies. Dr Colla is a classically trained Ecologist with a focus on applying scientific principles to conserve biodiversity and ecosystem services in light of global change. | Faculty Funded |
| Warkentin, Traci (F) (on offer) | Environmental Education | Assistant Lecturer, Pre-candidacy 1 | PhD, Environmental Studies (York, 2007) | This appointment is to the alternate stream. Dr Warkentin is currently Executive Director/Founder of Urban Animals Advocacy Lab and a Research Consultant for Zoocheck, Canada. From 2009-2013, she was Assistant Professor in the Department of Geography, City University of New York. Dr Warkentin's area of research expertise is in animal-human relations and experiential education. | Faculty Funded |
| Glendon | | | | | |
| McKinnon, Laura (F) (On offer) | Multidisciplinary Studies, Biology Program | Assistant Professor, Pre-candidacy 1 | PhD, Biology (Université du Québec, 2011) | Dr McKinnon is currently completing an NSERC Banting Postdoctoral Fellow at the University of Toronto. She also held a postdoctoral fellow at Trent University from 2011-2013. Dr McKinnon's research focuses on the ecology of migratory birds in the arctic and the impact of climate change. | Special funding |

| | | | | | |
|-----------------------------------|--|---|--|--|--------------------|
| Schoof, Valerie (F) (on offer) | Multidisciplinary Studies, Biology Program | Assistant Professor, Pre-candidacy 1 | PhD, Anthropology (Tulane, 2013) | Dr Schoof is currently completing a postdoctoral fellow in Colin Chapman's primate health and conservation lab at McGill University. Her research involves behavioural ecology and endocrinology of New and Old World primates. | Special funding |
| Health | | | | | |
| Hynes, Loriann (F) | Kinesiology, Human Gross Anatomy | Assistant Professor, Pre-candidacy 1 | PhD, Human Health and Nutritional Science (Guelph, 2009) | Dr Hynes comes to us from Sheridan College where she has held a faculty position since 2000 in the Faculty of Applied Health and Community Studies. Her research is in the area of concussion and its relationship to neck injury via a whiplash mechanism. | Faculty Funded |
| Lassonde | | | | | |
| Park, Peter (M) (on offer) | Civil Engineering, Transportation | Associate Professor with tenure | PhD, Civil and Environmental Engineering (Waterloo, 2007) | Dr Park comes to us from the University of Saskatchewan where he has held the position of Associate Professor since 2014. Dr Park holds a PEng license. His research focus is in the general area of transportation, with particular interests in traffic and rail safety. | Faculty Funded |
| Hooshyar, Ali (M) (on offer) | EECS, Power Systems | Assistant Professor, Pre-candidacy 1 | PhD, Electrical and Computer Engineering (Waterloo, 2014) | Dr Hooshyar is currently a postdoctoral researcher at the University of Toronto. His research concerns the integration of small wind and solar energy generators into the electricity distribution grid, from perspectives of the analysis, control and protection of the grid. He received a prestigious teaching assistant award at Waterloo in 2014. | Faculty Funded |
| Science | | | | | |
| Mialet, Hélène (M) | Science & Technology Studies | Assistant Professor, Pre- candidacy 3 | PhD, Institut d'histoire et de philosophie des sciences et des techniques (Sorbonne, 1994) | Dr Mialet comes to us from UC Davis where she has been a Senior Fellow for the Centre for Science and Innovation Studies and Visiting Professor, Science and Technology Studies. She has held visiting professor positions at Berkeley from 2003-2012 and several other fellowships at Cambridge, Max Planck Institute and l'Institut Pasteur. | Faculty Funded |

| | | | | | |
|--------------------|--|---|--|---|-------------------|
| Shen, Yang (M) | Math & Stats, Actuarial | Assistant Professor, Pre- candidacy 1 | PhD, Applied Finance and Actuarial Studies (Macquarie, 2014) | Dr Shen comes to us from his position as UNSW Vice-Chancellor's Research Fellow, School of Risk and Actuarial Studies, University of New South Wales. His research interests are in the areas of actuarial science, financial mathematics and stochastic control. | Faculty Funded |
| Schulich | | | | | |
| Diamant, Adam (M) | Operations Management & Information Systems | Assistant Professor, Pre- candidacy 1 | PhD, Operations Management (Toronto, | Dr Diamant has recently successfully defended his PhD at Rotman School of Management, University of Toronto. He has been a teaching assistant for many courses and has a teaching certificate from Rotman. His research interests focus on queueing and stochastic processes, health care management, airline systems, applied statistics, etc. | Faculty Funded |
| Larkin, Yelena (F) | Finance | Assistant Professor, Pre- candidacy 1 | PhD, Finance (Cornell, 2012) | Dr Larkin comes to us from her position as Assistant Professor of Finance at Penn State University. Her research interests focus on product markets and financial and investment policy and also include the study of individual behaviour from both managerial and investor perspectives. | Faculty Funded |
| Tsang, Albert (M) | Accounting | Associate Professor with tenure | PhD, Accounting (University at Texas, 2008) | Dr Tsang comes to us from the Chinese University of Hong Kong where he holds an Associate Professor position. His research interests focus on corporate social responsibility reporting; corporate philanthropy; and, international financial reporting standards (IFRS). | Faculty Funded |

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

All terms begin July 1, 2015.

Recommendations for Contractually Limited Appointments (to date)

| Name | Department, Field | Rank | Highest Degree | Research Agenda/Specialization |
|----------------------------------|----------------------------|-------------------------------|---|--|
| Education | | | | |
| Karrass, Margaret (F) 2 years | Math Education | Sessional Assistant Lecturer | PhD, Mathematics Education (Columbia, 2012) | This appointment is to the alternate stream. Dr Karrass comes to us from her position as Assistant Professor, Department of Mathematics, Manhattan Community College. Her teaching methods are informed by more than twenty years of field experience at the secondary and undergraduate levels as well as her research in educational methodology and philosophy. |
| Health | | | | |
| Lam, Kenneth (M) 3 years | SHPM, Global Health Equity | Sessional Assistant Professor | PhD, Health Services Research (Toronto, 2012) | Dr Lam has held a contract position in the School of Health Policy and Management, York University since 2012. He has taught over 19 courses in the School of which 11 are unique. He specializes in health policy. |
| Nicholson, Laura (F) 3 years | Nursing, Simulation Centre | Sessional Assistant Lecturer | PhD, Health Education (D'Youville, 2012) | This appointment is to the alternate stream. Dr Nicholson comes to us from a full-time faculty position at Centennial College. She also currently holds a casual staff nursing position in the emergency department at Sunnybrook and Women's College Health Science Centre. In addition to teaching at York, Dr Nicholson will also assume the role of Program Director of the Nursing Simulation Centre (NSC). |
| Science | | | | |
| Nivillac, Nicole (F) 3 years | Biology | Sessional Assistant Lecturer | PhD, Biology (York, 2010) | This appointment is to the alternate stream. Dr Nivillac has held a contractually limited appointment, course directorship and lab technician positions at York since 2011. She has a strong teaching portfolio and has received the Science Teaching Excellence Award while she was a graduate student. |

All terms begin July 1, 2015.

Recommendations for Promotion to Full Professor

| Name | Faculty | Unit (If Applicable) | Highest Degree (University) | Specialization(s) |
|--------------------|---------------------------------------|------------------------------|--|---|
| Kamstra, M (M) | Schulich School of Business | Finance | PhD (California San Diego) | Asset Valuation, Capital Markets, Empirical Finance |
| Li, S (M) | Schulich School of Business | Strategic Management/Policy | PhD (Toronto) | Strategic Management |
| Ritvo, P (M) | Health | Kinesiology & Health Science | PhD (Alliant International - California School of Professional Psychology) | Behavioural Science, Psychology |
| Vandergeest, P (M) | Liberal Arts and Professional Studies | Geography | PhD (Cornell) | Political ecology, Developmental Sociology |
| Zabrocki, M (M) | Science | Mathematics and Statistics | PhD (California, San Diego) | Mathematics, Algebraic Combinatorics |

Recommendations for Tenure and Promotion to Associate Professor

| Name | Faculty | Unit (If Applicable) | Highest Degree (University) | Specialization(s) |
|-----------------------|---------------------------------------|------------------------|--|--|
| Kecskés, A (M) | Schulich School of Business | Finance | PhD (Toronto) | Empirical Corporate Finance |
| Bhabha, F (M) | Osgoode Hall Law School | | LLM (Harvard) | Constitutional Law, Equity, Ethics and Professionalism |
| Erechtchoukova, M (F) | Liberal Arts and Professional Studies | Information Technology | PhD (Rostov State) | Computer Science |
| Valente, M (M) | Schulich School of Business | Organization Studies | PhD (York) | Organizational Theory and Business Sustainability |
| Wiseman, L (F) | Education | | DPhil (Toronto) | Hebrew Language and Literature |
| Womelsdorf, T (M) | Science | Biology | PhD (Georg-August-Universität Göttingen) | Cognitive Neuroscience |
| Woodhouse, R (F) | Liberal Arts and Professional Studies | Writing | PhD (Queen's) | University Education Development |

Recommendations for Tenure and Promotion to Associate Lecturer

| Name | Faculty | Unit (If Applicable) | Highest Degree (University) | Specialization(s) |
|--------------|---------|----------------------|-----------------------------|-----------------------|
| Clark, J (F) | Science | Biology | PhD (Toronto) | Zoology |
| Mills, A (M) | Science | Biology | PhD (Toronto) | Environmental Biology |

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of June 22, 2015

The Governance and Human Resources Committee met on 9 June 2015 and makes this report to the Board for information.

1. Labour Relations Update

Vice-President Brewer provided a collective bargaining update. Negotiations with YUSA and CUPE 1356 and 1356-1 have been successfully completed. Bargaining recently commenced with YUFA, and it is anticipated that negotiations with each of YUSA Unit 2, OPSEU 578 (ESL instructors), and a new CUPE 3903 unit for part-time Librarians will commence in August and in the Fall.

Pan Am games preparations with and communications for staff have been occurring. The discussions remain positive and constructive.

2. Diversity Issues

a. Faculty Gender Data

The committee received and discussed data illustrating gender representation for faculty members by Faculty, Professional Librarians and senior academic leadership positions as of 2014-2015. Overall the results are encouraging toward meeting expected standards. The male-female representation in some Faculties indicates room for improvement and has highlighted the need for Faculties to review their appointment processes and practices to ensure alignment with employment equity plans. The Provost is committed to ensuring Faculties undertake this review exercise.

b. Employment Equity, Inclusivity and Diversity Negotiation Proposals

The addition of LGBTQ as an employment equity group in collective agreements and under relevant employment equity programs is an emerging issue at the University among employee groups. Agreement was reached with CUPE 3903 in the last round of bargaining on the development of a plan for the inclusion of LGBTQ as an employment equity group under the collective agreement and its Employment Equity Plan. The challenge in implementing the initiative is the absence of reliable external and internal representational data to inform decision-making. The University undertakes to gather reliable data, which is beginning to become more accessible with the increasing sophistication of data analysis.

The committee also received the 2014 Employment Equity Report. It is included for information with the agenda of this meeting.

3. 2014 Health, Safety and Employee Well-Being Annual Report

The annual report of activity undertaken by the Health, Safety and Well-Being unit during 2014-2015 was received and discussed by the Committee; it is included with the agenda of this meeting.

4. Board Candidates

The nomination of three new external governors is included on the agenda for the Board's approval. Five more vacancies will arise in the next six months. To that end the committee is continuing to review a slate of other possible candidates.

5. Board Survey

A comprehensive review of the current Board survey had been planned for this spring but had to be deferred until next year. The committee plans to take up the exercise in the Fall, and conduct the survey with governors thereafter.

Susan Black
Chair

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors at its meeting of 22 June 2015

The Finance and Audit Committee met on 8 and 11 June 2015. The items of business being recommended to the Board for approval with the agenda for this meeting are as follows:

- Budget Plan 2015-2017
- Housing Capital Upgrades
- Parking Fees
- Meal Plan Rates
- Tuition Fees (new graduate programs in Engineering)
- York Lanes Ground Lease Extension

The following items are being reported to the Board for information.

1. Enterprise-Risk Monitoring Report

The enterprise-risk monitoring exercise maps out the University's risk drivers, risk indicators and the threshold for risk tolerance. The committee received and discussed the semi-annual progress report on the exercise, which identified the changes in risk exposures over the last twelve months for the categories of campus safety, competitor, financial sustainability, government policy, reputation and student/alumni satisfaction. The risk exposure in the categories of *financial sustainability* and *competitor* shifted upward as a result of current circumstances both at the University and within the post-secondary education sector. The Institutional Integrated Resource Plan (IIRP) is the long-term, overarching strategy to reduce the risk-level in both of these categories.

2. Internal Audit Status Report

The Committee received an Internal Audit Status report covering the period 1 April – 31 May 2015. The division undertook fourteen audits and brought six to completion during this period. As has become the practice, it also contributed to the Enterprise Risk Management exercise.

Ozench Ibrahim, Chair

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 22, 2015

Subject: **Update to the Multi-Year Budget Plan for 2015-16 and 2016-17**

Recommendation

The Board Finance and Audit Committee recommends that the Board of Governors approve the proposed updated Budget Plan for 2015-16 to 2016-17.

Background and Rationale

In the Fall of 2014, the University confirmed its plan to transition to the new SHARP (Shared Accountability and Resource Plan) Model effective fiscal 2017-18. The current incremental model will continue for the 2015-16 and 2016-17 fiscal years. The format for budget plans effective 2017-18 will be considerably different than the current model. The University administration will provide the new format and the draft multi-year budget plan effective fiscal 2017-18 for the consideration of this Committee at a later date.

The Budget Plan being presented at this time, will continue with the established framework that forms the basis for detailed planning for the remaining two years of the current incremental budget model. For illustrative purposes, the numbers associated with the 2017-18 fiscal year are being presented to demonstrate the impact of the budget assumptions for fiscal 2017-18 in the same format. Approval for the 2017-18 fiscal year Budget Plan is not being requested at this time.

The Budget Plan being presented this year updates the impact of continued weakness in domestic enrolments, the operating costs related to the opening of the new Bergeron Centre of Excellence Building, the Pan Am Stadium, the impact of a revised planning assumption with respect to the rebasing of grant funding for domestic enrolment levels that have fallen below currently funded levels, a revision to a number of previous budget assumptions and the impact of the projected divisional expenditures in excess of annual allocations.

A schedule is also being provided which outlines the commitments against the Academic Strategic Initiative and Contingency Fund that was created as part of the approved 2014 Budget Plan.

The table on the following page provides the overall budget plan results, while the

accompanying document provides additional background information concerning the proposed Budget Plan.

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

- No change to the previously approved budget cuts as follows
 - 2015-16 3.00%
 - 2016-17 2.50%

The actual 2014-15 fiscal year-end results reported a surplus of \$0.3 million compared to the planned deficit of \$8.78 million for a positive variance of \$9 million. The variance resulted from a number of positive factors experienced during the year including lower compensation adjustments than budgeted, lower graduate support costs than budgeted, no rebasing by the Ministry of the undergraduate grant to reflect lower domestic enrolments, lower pension filing fees, as well as other items.

The amendments introduced in this updated plan are as follows:

- A further recalibration of the June 2014 Domestic Undergraduate Enrolment Plan (excluding Lassonde) to reflect a further reduction in enrolments of 3,300 FFTE's in 2015-16, 3,900 FFTE's in 2016-17 and for illustrative purposes the impact of the lower enrolments in 2017-18. Details are provided later in this document.
- The University has chosen to amend the Budget Plan to reflect a Conservative Enrolment Plan at this time, as the full impact of the changing enrolment demographic for direct entry Ontario students and the potential negative impact of the labour disruption are not yet fully quantifiable.
- A loss of tuition revenue associated with the revised enrolment plan of \$18.1 million in 2015-16, \$21.5 million in 2016-17 and again for illustrative purposes \$28.6 million in 2017-18 related to the adoption of a conservative enrolment plan target.
- Upward revisions to the International Undergraduate Student Enrolment Plan and the related additional tuition revenue. Increased revenue of \$3.9million in 2015-16, \$9.2 million in 2016-17, and \$14.7 million for illustrative purposes in 2017-18.
- The tuition revenue increases for the Lassonde School of Engineering for Domestic and International Undergraduates is being shown separately to reflect the special budget arrangement during its startup phase. The growth in enrolment for Lassonde will generate \$2.45 million in 2015-16, \$5.49 million in 2016-17 and \$8.22 million for illustrative purposes in 2017-18.
- The payment of institutional overhead by the Lassonde School of Engineering becomes effective in fiscal 2015-16. It is being phased in until 2017-18 when all Faculties convert to the SHARP budget model. The projected overhead contributions are \$1.8 million in 2015-16, \$2.8 million in 2016-17 and \$8.9 million in 2017-18 for illustrative purposes. The rates of overhead are based on 15% of gross incremental revenue over 2012-13 in 2015-16 and 2016-17 and 35% in 2017-18.
- The funding for the facility operating costs for the opening of the new Bergeron

Centre of Excellence for the Lassonde School of Engineering, and the Pan Am Stadium are in the amounts of \$2.05 million in 2015-16, and \$2.36 million in 2016-17.

- The reinstatement effective 2016-17 of the deferred maintenance (\$2M) and energy performance (\$1.5M) reserve contributions, which were suspended in the 2012 Budget Plan for a four year period.
- The allocation to the academic division for incremental domestic growth revenue related to the Lassonde School of Engineering at \$3.67 million in 2015-16, and \$7.89 million in 2016-17.
- Additional academic division allocations for revenue sharing for international student enrolment growth in the amount of \$0.5 million in 2015-16 and \$1.30 million in 2016-17.
- A recovery from the academic division of base funding resulting from lower domestic enrolments at the rate of \$3,000 per FFTE over the 2014 enrolment plan. The recovery of \$3,000 per FFTE is lower than the incremental budget allocations provided during growth years.
- A reduction in the amount of \$6.0 million in base expenditures as a result of a review of expenditure assumptions. These revisions were calculated as a result of lower compensation adjustments than budgeted in the prior year, lower graduate support costs and reduced pension filing fees, as well as other factors.
- An additional contribution to the Academic Strategic Investment Contingency Fund equal to the base budget assumption revision (noted in the previous bullet) in the amount of \$6.0 million annually.
- The incorporation of the projected divisional spending in excess of budget allocations.

OPERATING BUDGET PLAN SUMMARY

2015-16 to 2017-18

(in \$millions)

| | <u>2015-16</u> | <u>2016-17</u> | <u>Illustrative Purposes Transition year 2017-18</u> |
|--|----------------|----------------|--|
| <u>Revenue</u> | | | |
| Total Operating Revenue per June 2014 Plan | 759.29 | 778.99 | 778.99 |
| Planning Changes (May 2015) | | | |
| Enrolment Growth | | | |
| Domestic Tuition | | | |
| Revised Enrolment | (18.10) | (21.50) | (28.60) |
| Lassonde Growth | 1.95 | 4.19 | 6.22 |
| Tuition Fee Increases | | | 10.00 |
| International Tuition | | | |
| Lassonde (Growth) | 0.50 | 1.30 | 2.00 |
| All Other Faculties (Growth) | 3.90 | 9.20 | 14.70 |
| | <u>(11.75)</u> | <u>(6.81)</u> | <u>4.32</u> |
| Government Grant Adjustments | | | |
| MTCU U/G Grant Rebase - Adjustment from 2014 Budget Plan | 6.00 | 6.00 | 6.00 |
| Pan Am Legacy Grant | 0.29 | 0.35 | 0.35 |
| | <u>6.29</u> | <u>6.35</u> | <u>6.35</u> |
| Total Revenue/(decreases) | (5.46) | (0.46) | 10.67 |
| Operating Revenue - June 2015 Plan | 753.83 | 778.53 | 789.66 |
| <u>Expenses</u> | | | |
| Total Operating Expenses per June 2014 Plan | 754.22 | 770.70 | 770.70 |
| Planning Changes (May 2015) | | | |
| Academic Investments | | | |
| Lassonde Domestic Revenue -100% Tuition and | 3.67 | 7.89 | 11.72 |
| Lassonde International Revenue -100% Tuition | 0.50 | 1.30 | 2.00 |
| Lassonde Overhead Contribution per their Plan | (1.80) | (2.80) | (8.90) |
| Academic Recovery from Faculty Enrolment (Over 2014 Plan) | (6.30) | (8.10) | (16.50) |
| Academic Revenue Sharing International (72 ^{2/3} %) | 2.80 | 6.00 | 9.10 |
| | <u>(1.13)</u> | <u>4.29</u> | <u>(2.58)</u> |
| Compensation/Benefits | | | |
| Compensation Adjustments | | | 12.00 |
| Infrastructure and Other | | | |
| Bergeron Centre of Excellence Building Operating | 1.50 | 1.80 | 1.80 |
| Pan Am Operating and Staffing Costs | 0.55 | 0.55 | 0.55 |
| Deferred Maintenance Reinstated | | 2.00 | 2.00 |
| Energy Performance Reinstated | | 1.50 | 1.50 |
| | <u>2.05</u> | <u>5.85</u> | <u>5.85</u> |
| Other | | | |
| Base Budget Assumption Revision | (6.00) | (6.00) | (6.00) |
| Academic Strategic Investment/Contingency Fund | 6.00 | 6.00 | 6.00 |
| | <u>-</u> | <u>-</u> | <u>-</u> |
| Divisional Spending | | | |
| Divisional Expenditures in excess of annual allocations | 26.53 | 12.33 | 11.78 |
| Total Expenditures Changes | 27.45 | 22.47 | 27.05 |
| Total Operating Expenses per June 2015 Plan | 781.67 | 793.17 | 797.75 |
| Net Annual Surplus/Deficit including divisional over expenditures | (27.84) | (14.64) | (8.09) |
| Carryforward Balances including divisional Deficit positions | (18.17) | (46.01) | (60.65) |
| Ending Cumulative Balance including Divisional Deficit positions | (46.01) | (60.65) | (68.74) |
| Budget Cuts as per Revised Plan | 3.00% | 2.50% | TBD |

Budget Plan 2015-16 to 2016-17

1. Introduction

As we close out the 2014-15 fiscal year, this report is intended to provide a brief update on budget planning and outline the proposed Budget Plan for 2015-16 and 2016-17.

In past years, the approval of the upcoming fiscal year's budget has been embedded in the approval of the overall multi-year rolling budget plan. These multi-year budget plans have typically been approved within the April through May timeframe, depending on the timing and resolution of key planning issues, including tuition fee decisions and Government operating grant announcements. The Budget Plan is being presented this year in June due to a number of contributing factors including the labour disruption.

Approval of the proposed Budget Plan for the period 2015-16 and 2016-17 is required at this time in order to finalize the basis for detailed budget planning across the University for the upcoming fiscal year.

Development of these detailed operating budget plans are in progress in order to provide for effective budget management.

2. Currently Approved Budget Plan (June 2014)

The current multi-year budget plan was approved in June 2014 and covered the period to fiscal 2016-17. The results associated with this plan are summarized in the following table. This plan incorporated budget cuts of 3.0% for fiscal 2015-16, and 2.5% for fiscal 2016-17.

The June 2014 Budget Plan Summary is shown in the following table:

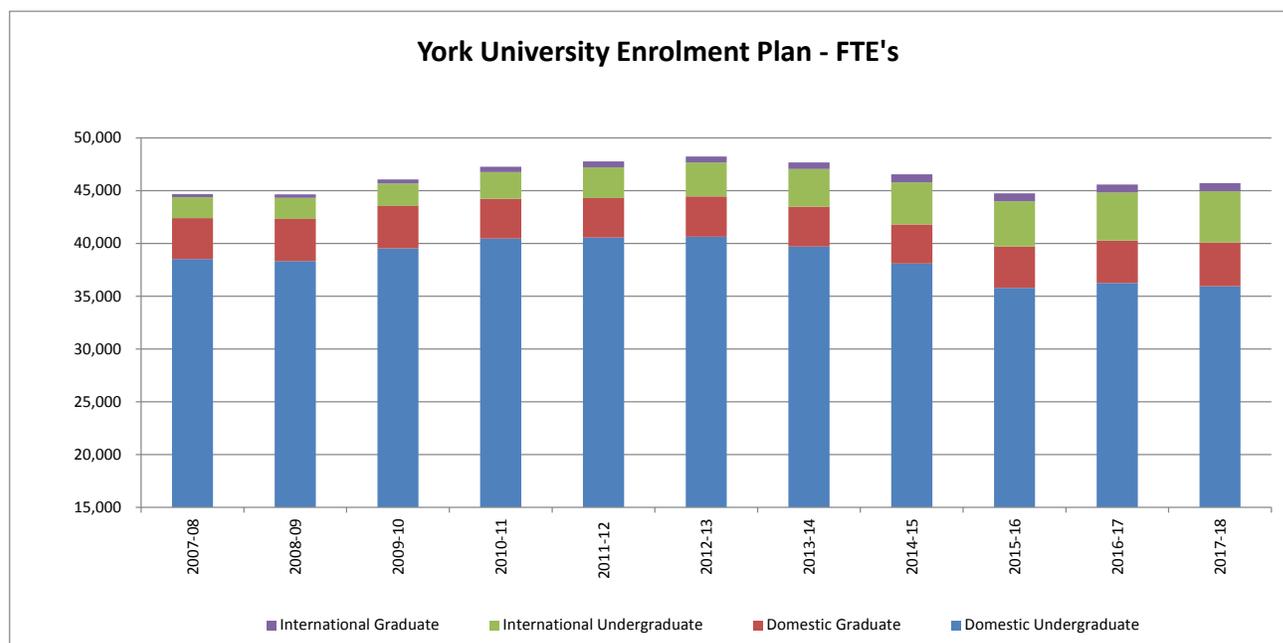
| June 2014 Approved Plan | (\$millions) | | |
|---|-----------------------|--------------------------------------|-----------------------|
| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> |
| Revenue | 757.89 | 759.29 | 778.99 |
| Expenses | <u>766.67</u> | <u>754.22</u> | <u>770.70</u> |
| Annual Surplus/(Deficit) | (8.78) | 5.07 | 8.29 |
| Carryforward | <u>2.01</u> | <u>(6.77)</u> | <u>(1.70)</u> |
| Cumulative Surplus/(Deficit) (assuming all Divisions balance to their Budget Allocations) | <u>(6.77)</u> | <u>(1.70)</u> | <u>6.59</u> |
| Actual Divisional Deficit Balances (Cumulative Position) | (43.68) | To be addressed over planning period | |
| Actual Cumulative Surplus/(Deficit) | <u>(50.45)</u> | <u> </u> | <u> </u> |
| Budget Cuts | 2.50% | 3.00% | 2.50% |

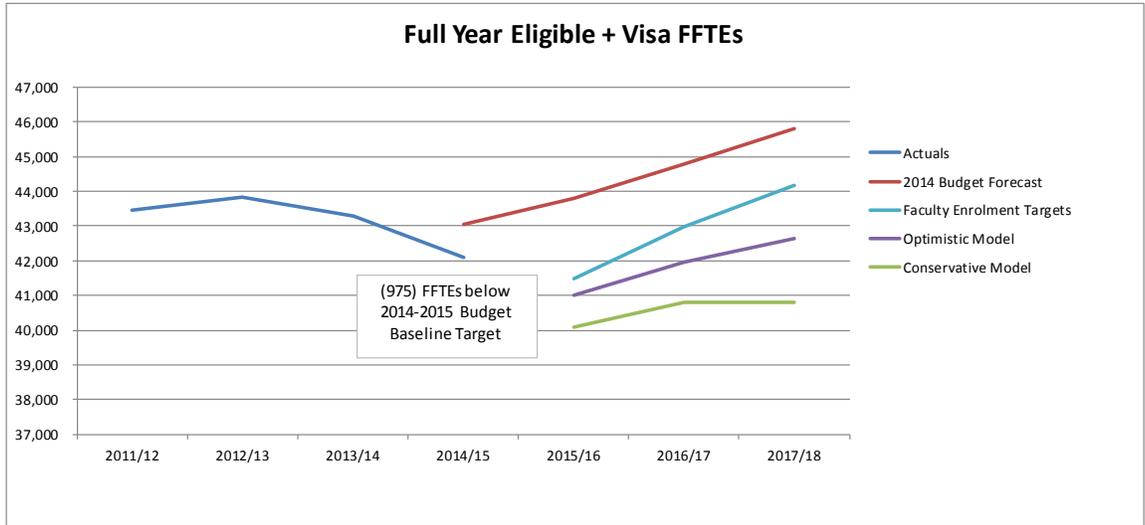
The University is in the process of finalizing the fiscal 2014-15 financial results. Many of the major planning assumptions were realized with a number of positive variances that resulted in a net improvement to the current year's financial results at the institutional level of \$9.0 million. The major contributors to the positive performance include lower graduate student support payments, a revised planning assumption with respect to rebasing of our Operating Grant by MTCU to reflect lower levels of domestic undergraduate enrolment, and lower compensation settlements than budgeted.

3. Enrolment Growth

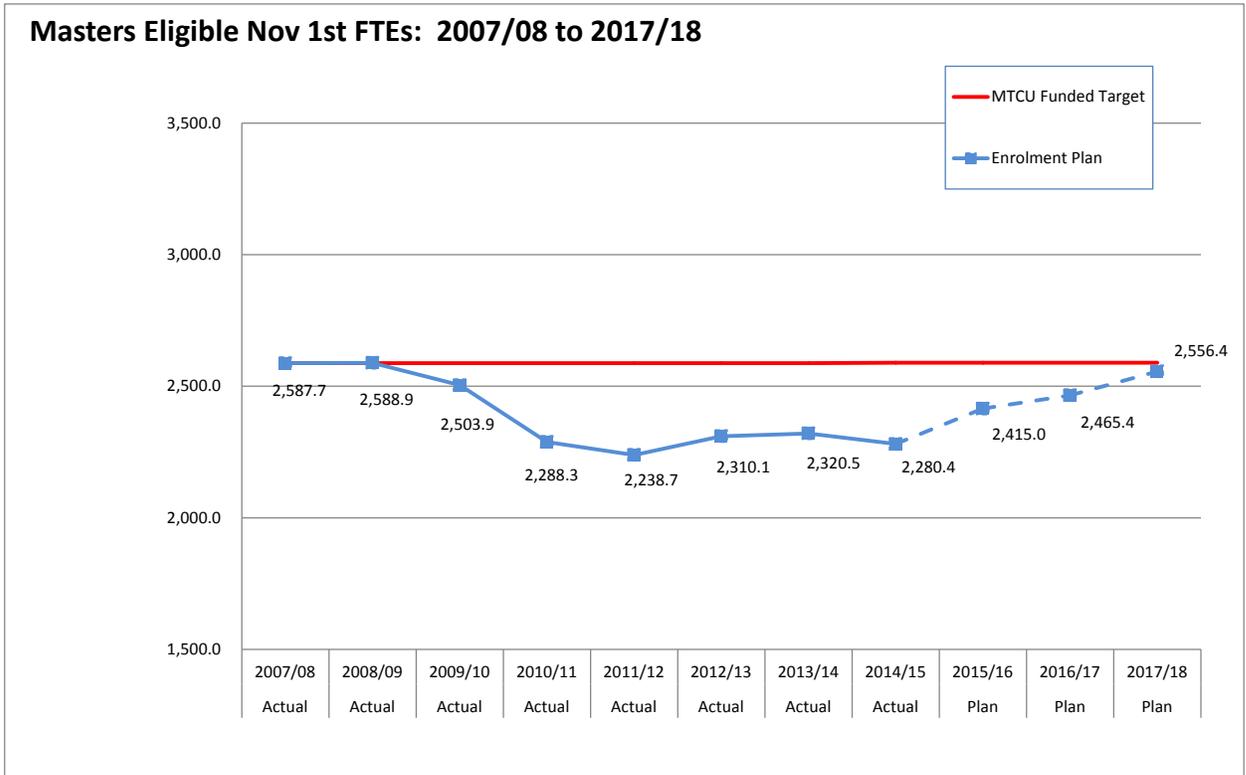
A key planning assumption which drives revenue and cost changes is the enrolment plan. The overall enrolment plan is provided in the chart below, with individual breakdowns for undergraduate and graduate enrolments shown in the charts that follow. The undergraduate enrolment chart shows that the actual 2014-15 undergraduate enrolment results were below target. The Ontario system applications in January 2015 showed a total decline in applications from domestic direct entry applicants for the first time in over a decade. York's applications showed a decline greater than the system average. In addition, the University experienced a labour disruption during a critical recruitment and conversion stage. The University has further recalibrated its 2015 enrolment plan to conservatively project future enrolments and the flow through impacts. The University Budget Plan has been adjusted to reflect the reduced tuition revenues associated with the conservative enrolment plan. The Faculties have been given higher stretch enrolment targets for this planning cycle. The details are provided later in this memo.

The University has set targets with the goal to return its graduate enrolment plan to the enrolment level reached in 2008-09. In recent years, Masters level enrolment has experienced continued challenges to reach target levels.

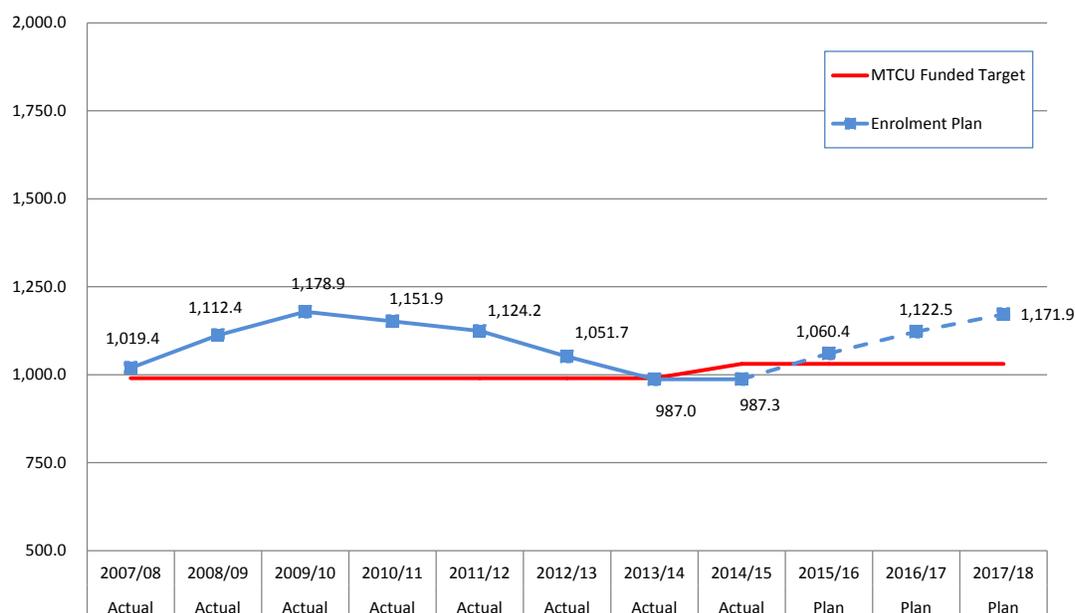




| FULL YEAR ELIGIBLE + VISA FTEs | ACTUAL | | | | PLAN | | |
|--------------------------------|---------|---------|---------|---------|----------|---------|---------|
| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| Actuals | 43,471 | 43,843 | 43,286 | 42,092 | | | |
| 2014 Budget Forecast | | | | 43,056 | 43,811 | 44,796 | 45,800 |
| Faculty Enrolment Targets | | | | | 41,480 | 42,975 | 44,174 |
| Optimistic Model | | | | | * 41,009 | 41,970 | 42,646 |
| Conservative Model | | | | | * 40,075 | 40,802 | 40,790 |



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



International Undergraduate

The University continues to maintain strong undergraduate international enrolment growth. The revised plan will increase revenue for the Lassonde School of Engineering and other faculties in the amount of \$4.45M in 2015-16, and \$9.2M in 2016-17.

Government Grant Adjustments

In the 2014 Budget Plan the University had budgeted for a grant reduction due to declining domestic enrolments. During the 2014-15 fiscal year the Government did not rebase the University's Operating Grant. In the 2015 Budget Plan the University has revised the Plan on the assumption that the rebasing will not occur. This adjustment will increase revenue by \$6.0 million in 2015-16 and 2016-17.

The Pan Am Games Stadium was opened in 2015 and the Federal and Provincial Government have created a Legacy Fund to assist with the operating costs of the facility. The University will receive a grant of \$0.29 million in 2015-16 and \$0.35 million in 2016-17.

4. Planning Changes – Revenue

Risk of Government Grant Rebasing

The Provincial Government base funds the University on its domestic undergraduate enrolments at the level of its enrolments achieved in 2010-11 through its Operating Grant. This was close to York's highest level of domestic enrolments. Since that time and projected into the near future, York is not expected to maintain enrolment at that level and

hence we currently receive grant funding through our Operating Grant for enrolment levels higher than our actual enrolment.

There is no clear indication at this time that the Government will rebase York's Operating Grant to reflect the lower enrolment levels. The risk however exists, but it is anticipated that should the Government make a decision to do so it will consult with the University and provide at least one year's notice.

There are a few Ontario Universities who have been in similar situations in recent years and the Government has not chosen to rebase their Operating Grant.

York has been in a similar situation with its Graduate enrolments for the last five years and the Government has not chosen to rebase the Graduate grant.

The draft budget plans have assumed that the University will not experience any reduction in its Base Operating Grant. In the 2014 Plan a reduction had been expected and was budgeted. It has been reversed in this 2015 Plan.

The total Undergraduate grant at risk should the Ministry rebase is dependent upon actual enrolment. The current grant received in excess of enrolments for undergraduate is \$5.8M and could rise to \$26M in this proposed Budget Plan.

The University is currently receiving \$3.8M in grant funding for Graduate students that could also be at risk of rebasing.

Total potential risk of lost grant revenue based on the Conservative Model is as follows:

| Conservative Model | | | | |
|---------------------------|-----------------|----------------|----------------|----------------|
| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> |
| | (in \$millions) | | | |
| Undegraduate | 5.8 | 16.9 | 21.0 | 26.3 |
| Graduate | 3.9 | 3.9 | 3.9 | 3.9 |
| | <u>9.7</u> | <u>20.8</u> | <u>24.9</u> | <u>30.2</u> |

Domestic Undergraduate

As a result of not achieving the domestic undergraduate enrolment targets in 2014-15, the impact of lower system applications and applications to York, as well as the potential impact of the labour disruption, the University has conservatively further recalibrated the Enrolment Plan to reflect these factors and the related flow through implications in the budget planning period. The revised plan will lower the planned domestic enrolments for 2015-16 by 3300 FFTE's growing to 3,900 FFTE's in 2016-17.

The estimated decrease in tuition revenue associated with these reduced domestic enrolments is \$18.1 million in 2015-16 and \$21.5 million in 2016-17.

The Lassonde School of Engineering has a special budget arrangement during its start-up

phase and its revenue growth for domestic tuition will increase revenue by \$1.95 million in 2015-16 and \$4.19 million in 2016-17.

5. Planning Changes – Expense

Academic Investments

Lassonde

Lassonde School of Engineering is under a special budget arrangement. During its startup phase it receives 100% of its incremental revenue. While paying its incremental direct costs, Lassonde will pay institutional overhead costs on a phased in basis starting in 2015-16 until it reaches full overhead allocation in 2017-18 when the University converts to the SHARP Budget Model.

The revised 2015 Budget Plan will provide budget allocations to the Lassonde School of Engineering equal to 100% of revenue generated by its domestic enrolment growth in the amount of \$3.67 million in 2015-16 increasing to \$7.89 million in 2016-17, as well as an allocation of \$5 million in 2015-16 and \$1.3 million in 2016-17 for its international undergraduate enrolment growth.

The faculty will commence the phasing of payment of institutional overhead at the rate of 15% of its incremental revenue over 2011-12 for 2015-16 and 2016-17, and will fully convert to the payment of overhead upon conversion to the new SHARP budget model in 2017-18. The faculty will contribute \$1.8 million in 2015-16 and \$2.8 million in 2016-17 to the institutional budget.

Academic Division

The University will allocate 72 ²/₃% of the enrolment growth revenue for international undergraduates. Based on the enrolment plan the University will allocate to the academic division \$2.8 million in 2015-16 and \$6.0 million in 2016-17.

As a result of the projected decline in domestic undergraduate enrolments, using the conservative enrolment plan, the University will recover \$3,000 per FFTE from the academic division. This recovery amounts to \$6.30 million in 2015-16 and \$8.10 million in 2016-17 incrementally over the 2014 Budget Plan.

Infrastructure and Related Costs

During fiscal 2015-16 the University will commence operating the new Bergeron Centre of Excellence Building and the Pan Am Stadium. The University will provide budget allocations for a total of \$2.05 million in 2015-16 and \$2.35 million in 2016-17 to operate both buildings and provide a small allocation for staffing the Pan Am Stadium.

The University will also reinstate two previously deferred budget allocations in 2016-17 in the amount of \$2.0 million for deferred maintenance and \$1.5 million for energy performance funding.

Other

During fiscal 2014-15 a number of budget assumptions were reviewed and revised as a result of lower salary compensation settlements, fine tuning of pension contribution and filing fees, lower student support, and other items. As a result of the review, a base budget cost expenditure reduction of \$6.0 million was identified and incorporated into the 2015 Budget Plan.

As a risk mitigation strategy, these base cost reductions will be initially incorporated into the Academic Strategic Investment Contingency Fund to assist the University to manage the risks surrounding the potential grant reductions due to lower domestic enrolments, the potential for higher pension solvency contributions in 2018, and to potentially assist faculties with the transition to lower base funding due to lower enrolment levels.

Divisional Spending

The University Budget approved in past years has typically presented the institutional budget position assuming that all Divisions operated within their budget allocations. York has historically provided Divisions with the commitment that any unspent budget allocations could be carried forward to the next fiscal year to enable them to manage some of their capital and strategic investments on a multi-year basis.

The University's Divisions had maintained an overall positive accumulated carryforward position until 2013-14. In the 2014 Budget Plan it became apparent that the overall positive carryforward balance had moved to an overall deficit position with some Divisions projecting overspending relative to their annual budget allocations. The overall deficit would be growing in future years.

The 2015 Budget Plan has now incorporated a projection of these Divisional Expenditures in excess of their annual allocations.

The following table outlines the projected Divisional spending in excess of budget over the planning period.

| Division | Actual | Projected | | | | | |
|-----------------------------|-----------------|-----------------|--------------------|-----------------|--------------------|-----------------|--------------------|
| | 2014-15 | In Year 2015-16 | Cumulative 2015-16 | In Year 2016-17 | Cumulative 2016-17 | In Year 2017-18 | Cumulative 2017-18 |
| | (in \$millions) | | | | | | |
| President's | 1.24 | (0.50) | 0.74 | (0.38) | 0.36 | (0.38) | (0.02) |
| VP Advancement | 1.51 | (1.64) | (0.13) | (1.94) | (2.07) | (2.38) | (4.45) |
| VP Academic | (32.55) | (22.50) | (55.05) | (7.78) | (62.83) | (7.01) | (69.84) |
| VP Finance & Administration | 7.31 | (1.47) | 5.84 | (1.50) | 4.34 | (0.84) | 3.50 |
| VP Research | 2.32 | (0.42) | 1.90 | (0.73) | 1.17 | (1.17) | 0.00 |
| Total All Divisions | (20.17) | (26.53) | (46.70) | (12.33) | (59.03) | (11.78) | (70.81) |

The University is addressing these In Year structural deficits and has committed to eliminating them by the end of fiscal 2017-18.

Budget Measures

The changes to the current approved Budget Plan have been made with no additional budget measures in terms of budget cuts at this time.

The original budget cuts approved in the 2014 Plan of 3.0% in 2015-16 and 2.5% in 2016-17 will remain as per the previously approved plan.

6. Academic Strategic Investment and Contingency Fund

As part of the 2014 Budget Plan, the University created an Academic Strategic Investment Contingency Fund from the net savings created from lower required special pension contributions. These savings were realized as a result of higher employee contributions, matched by the employer, strong investment performance in recent years, and Stage II Solvency relief approved by the Government which deferred solvency contributions for a total of four years.

The schedule below outlines the commitments against this fund and the value of uncommitted funds that are available to assist in managing a number of institutional risks including:

- the potential rebase of the MTCU Operating Grant as a result of declining domestic undergraduate enrolments
- the potential Solvency Special Payments that may be required in 2018
- the changing demographic in domestic enrolments over the next 3-5 years

Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Finance and Audit Committee
Date: June 22, 2015
Subject: **Annual Audited Financial Statements, April 30, 2015**

Recommendation

The Board Finance and Audit Committee recommends that the Board of Governors approve the Audited Financial Statements for the year ended April 30, 2015.





FINANCIAL STATEMENTS
APRIL 30, 2015

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| Statement of Administrative Responsibility | 1 |
| Introduction to York University Financial Statements – 2014-2015 | 2 |
| Summary of Revenue and Expenses | 4 |
| Independent Auditors' Report on Financial Statements | 8 |
| Balance Sheet | 9 |
| Statement of Operations and Changes in Deficit | 10 |
| Statement of Changes in Net Assets | 11 |
| Statement of Cash Flows | 12 |
| Notes to Financial Statements | 13 |

Final, For Finance and Audit Committee Approval, June 22, 2015

STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

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

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2015 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

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

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

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

Ernst & Young LLP, Chartered Professional Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2015. The independent auditors' report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Gary Brewer
Vice-President, Finance and Administration

Mamdouh Shoukri
President and Vice-Chancellor

INTRODUCTION TO YORK UNIVERSITY FINANCIAL STATEMENTS – 2014-2015

In 2014-2015, the University continued to manage its finances in a very challenging fiscal environment. The current year was characterized by continued weakness in domestic enrolments offset in part by continued strong demand for international undergraduate enrolment and strong capital market performance. Quality undergraduate and domestic graduate enrolment growth continued to be key priorities for the University as part of an overall focus on achieving the objectives of the University Academic Plan. Increased tuition fees and higher international enrolments partially offset by lower domestic enrolments and operating grant reductions provided some additional operating income overall. Cost pressures largely associated with salaries and benefits declined due to lower compensation settlements and lower required pension special payments.

Grants and contract funding declined to \$372 million in 2015 compared to \$391 million in 2014. Reductions in Provincial operating grants and lower external research grants accounted for the reduction.

The Statement of Operations and Changes in Deficit reports total tuition fee revenue increasing from \$477 million in 2014 to \$498 million in 2015. The majority of this growth was associated with increases in approved tuition fee rates and increasing international undergraduate enrolments, offset in part by lower domestic enrolments.

Salaries and benefits decreased from \$711 million in 2014 to \$691 million in 2015. Salary escalation levels were generally lower than in the previous year and reductions in faculty and staff complements were experienced across the institution. Reductions in current and post-employment pension and benefit costs also contributed to the lower costs.

Scholarships and bursaries increased slightly from \$60 million in 2014 to \$61 million in 2015.

Interest on long-term debt increased to \$24 million in 2015 compared to \$20 million in 2014. The University issued \$100 million in new debentures in February, 2014, and the annualized impact of the new debenture is now fully reflected in the cost.

As summarized on the Balance Sheet, the University's unrestricted deficit has decreased from \$43 million in 2014 to \$42 million in 2015. The decrease in the deficit is the result of small surpluses in both the University's operating and ancillary operations.

The University's investment in capital assets increased from \$1,362 million in 2014 to \$1,410 million in 2015. This change reflects ongoing construction of the Pan Am Stadium and the Bergeron Building for the Lassonde School of Engineering, net of the annual amortization charges on existing capital assets.

Investments at April 30, 2015 totalled \$808 million, as compared to \$774 million at April 30, 2014. The change in investments over the course of the year is the result of strong capital market returns on the endowments for the current year. Investments consisted of \$439 million in endowments (\$416 million last year) and \$369 million in other investments (\$358 million last year).

Gary Brewer
Vice-President, Finance and Administration

SUMMARY OF REVENUE AND EXPENSES

Total Revenue and Expenses

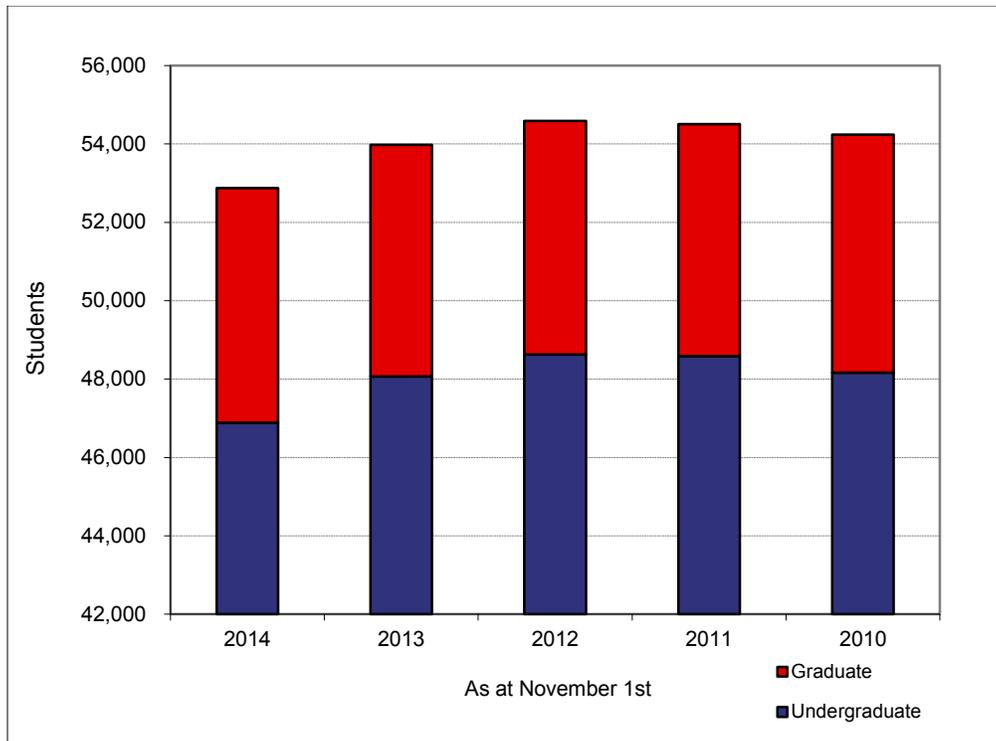
(Millions of dollars)

| Year Ended April 30 | 2015 | 2014 | 2013 | 2012 | 2011 |
|--|----------------|----------------|--------------|--------------|--------------|
| | \$ | \$ | \$ | \$ | \$ |
| <u>REVENUE</u> | | | | | |
| Student fees | 498.2 | 476.7 | 453.2 | 433.6 | 404.4 |
| Grants and contracts | 371.7 | 391.0 | 387.4 | 392.0 | 384.9 |
| Sales and services | 62.0 | 62.6 | 62.8 | 62.8 | 63.8 |
| Fees and other recoveries | 30.4 | 30.4 | 28.2 | 27.6 | 26.0 |
| Investment income | 25.6 | 29.8 | 23.8 | 19.0 | 18.9 |
| Amortization of deferred capital contributions | 13.9 | 14.3 | 14.6 | 12.0 | 11.7 |
| Donations | 10.5 | 8.2 | 9.1 | 6.9 | 7.1 |
| Other | 4.7 | 3.9 | 4.0 | 2.9 | 6.2 |
| | 1,017.0 | 1,016.9 | 983.1 | 956.8 | 923.0 |
| <u>EXPENSES</u> | | | | | |
| Salaries and benefits | 691.1 | 711.4 | 693.0 | 651.5 | 631.5 |
| Operating costs | 132.8 | 133.1 | 123.7 | 125.6 | 114.5 |
| Scholarships and bursaries | 61.0 | 60.3 | 59.6 | 61.3 | 58.1 |
| Amortization of capital assets | 41.5 | 42.1 | 44.4 | 41.3 | 40.0 |
| Taxes and utilities | 33.2 | 29.9 | 29.2 | 29.1 | 28.8 |
| Interest on long-term debt | 23.5 | 19.9 | 19.2 | 19.4 | 19.6 |
| Cost of sales and services | 14.0 | 15.9 | 16.8 | 16.8 | 18.4 |
| | 997.1 | 1,012.6 | 985.9 | 945.0 | 910.9 |

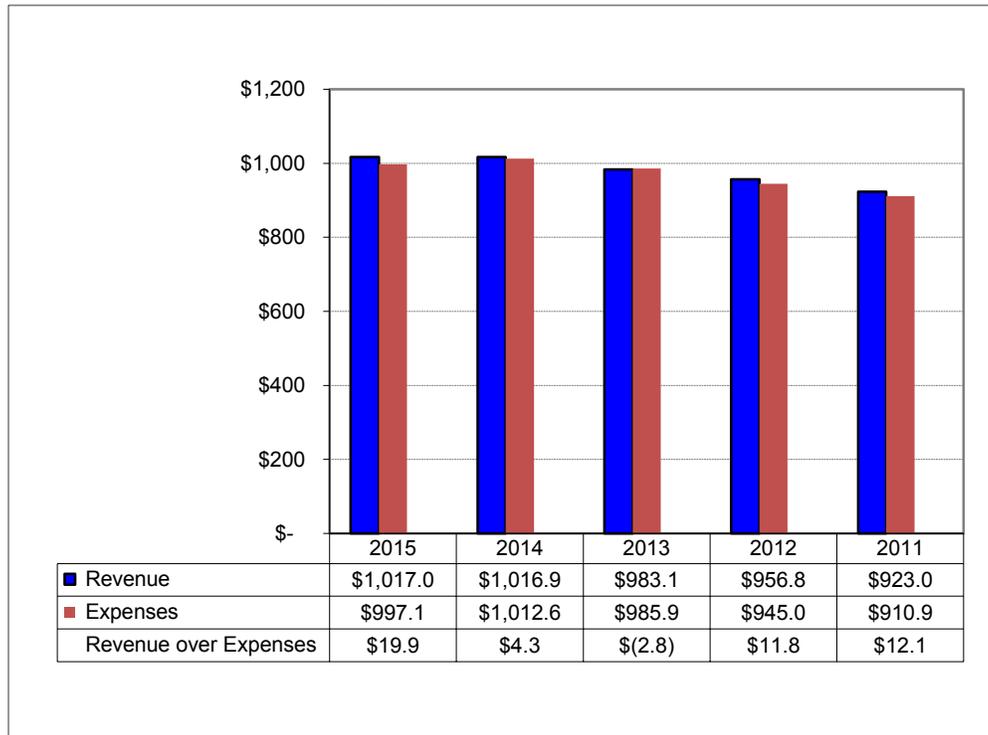
% of Total Revenue and Expenses

| Year Ended April 30 | 2015 | 2014 | 2013 | 2012 | 2011 |
|--|--------------|--------------|--------------|--------------|--------------|
| | % | % | % | % | % |
| <u>REVENUE</u> | | | | | |
| Student fees | 49.0 | 46.9 | 46.1 | 45.3 | 43.8 |
| Grants and contracts | 36.5 | 38.4 | 39.4 | 41.0 | 41.7 |
| Sales and services | 6.1 | 6.2 | 6.4 | 6.6 | 6.9 |
| Fees and other recoveries | 3.0 | 3.0 | 2.9 | 2.9 | 2.8 |
| Investment income | 2.5 | 2.9 | 2.4 | 2.0 | 2.0 |
| Amortization of deferred capital contributions | 1.4 | 1.4 | 1.5 | 1.3 | 1.3 |
| Donations | 1.0 | 0.8 | 0.9 | 0.7 | 0.8 |
| Other | 0.5 | 0.4 | 0.4 | 0.2 | 0.7 |
| | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| <u>EXPENSES</u> | | | | | |
| Salaries and benefits | 69.3 | 70.3 | 70.3 | 68.9 | 69.3 |
| Operating costs | 13.3 | 13.1 | 12.6 | 13.2 | 12.5 |
| Scholarships and bursaries | 6.1 | 5.9 | 6.0 | 6.5 | 6.4 |
| Amortization of capital assets | 4.2 | 4.2 | 4.5 | 4.4 | 4.4 |
| Taxes and utilities | 3.3 | 2.9 | 3.0 | 3.1 | 3.2 |
| Interest on long-term debt | 2.4 | 2.0 | 1.9 | 2.1 | 2.2 |
| Cost of sales and services | 1.4 | 1.6 | 1.7 | 1.8 | 2.0 |
| | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

ENROLMENT 2010 – 2014

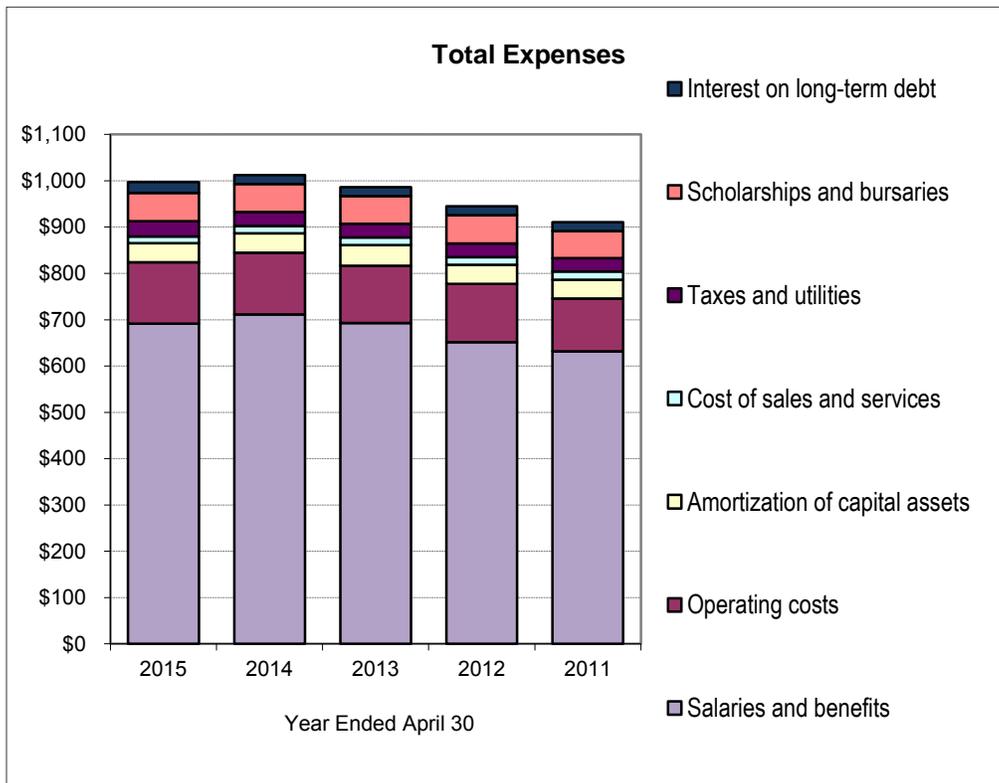
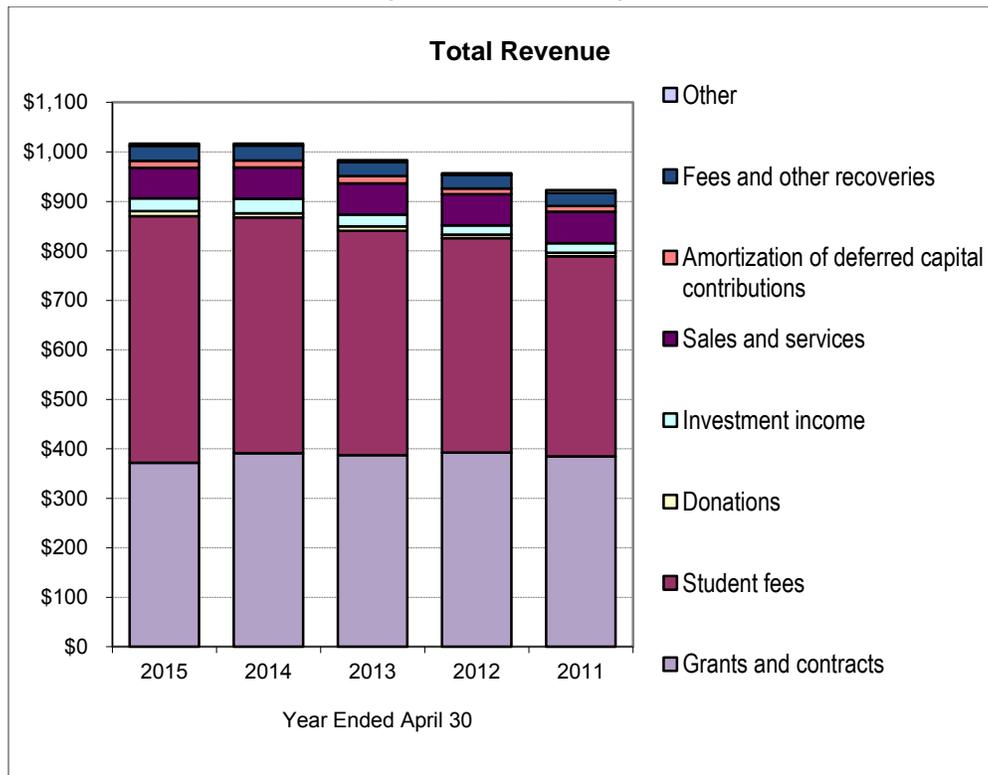


REVENUE AND EXPENSES Year Ended April 30 2011 – 2015 (Millions of dollars)



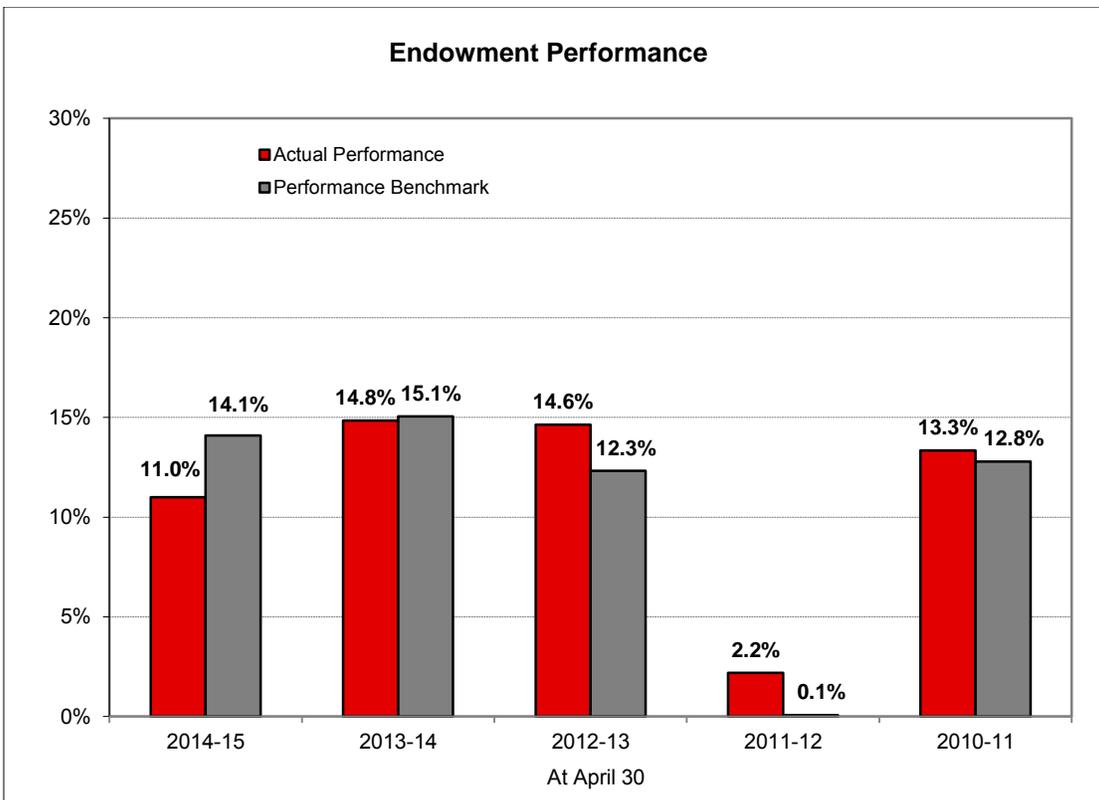
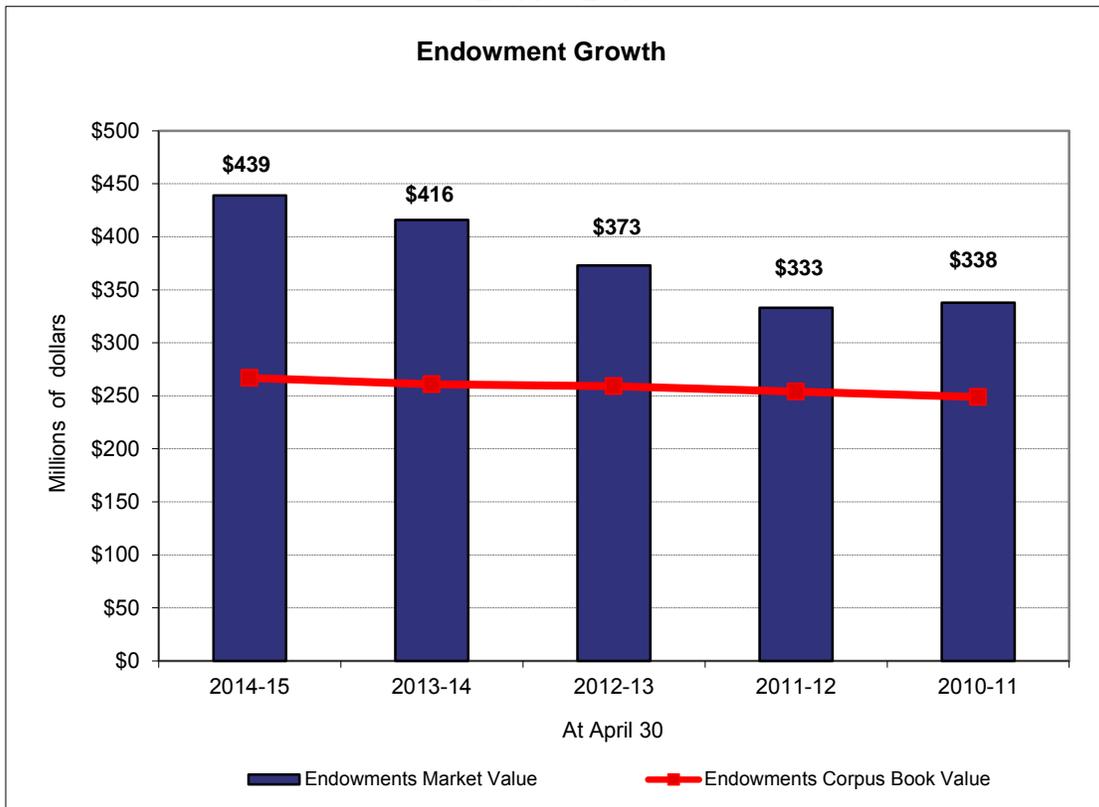
SUMMARY OF REVENUE AND EXPENSES

2011 – 2015
(Millions of dollars)



ENDOWMENT GROWTH AND PERFORMANCE

2011 – 2015



INDEPENDENT AUDITORS' REPORT

To the Board of Governors of York University

We have audited the accompanying financial statements of York University, which comprise the balance sheet as at April 30, 2015, and the statements of operations and changes in deficit, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditors' responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of York University as at April 30, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Toronto, Canada
June 22, 2015

Chartered Professional Accountants
Licensed Public Accountants

BALANCE SHEET
(Thousands of dollars)

As at April 30

| | 2015 \$ | 2014 \$ |
|---|------------------|------------------|
| ASSETS | | |
| Current | | |
| Cash and cash equivalents | 81,819 | 62,615 |
| Accounts receivable (note 4) | 58,062 | 54,678 |
| Inventories | 4,157 | 4,304 |
| Prepaid expenses | 12,657 | 14,202 |
| Total current assets | 156,695 | 135,799 |
| Pension plan asset (note 13) | 104,628 | 23,115 |
| Investments (note 3) | 808,169 | 774,375 |
| Investment in lease (note 4) | 43,425 | 43,720 |
| Capital assets, net (note 5) | 1,410,048 | 1,362,025 |
| | 2,522,965 | 2,339,034 |
| LIABILITIES | | |
| Current | | |
| Accounts payable and accrued liabilities (notes 8 and 14) | 114,664 | 105,336 |
| Current portion of long-term debt (note 9) | 758 | 712 |
| Deferred revenue | 51,912 | 52,104 |
| Total current liabilities | 167,334 | 158,152 |
| Deferred contributions (note 6) | 113,889 | 100,747 |
| Long-term liabilities (notes 8 and 13) | 134,563 | 139,669 |
| Long-term debt (note 9) | 401,138 | 401,876 |
| Deferred capital contributions (note 10) | 349,943 | 322,963 |
| Total liabilities | 1,166,867 | 1,123,407 |
| Commitments and contingent liabilities (notes 7 and 16) | | |
| NET ASSETS | | |
| Deficit | (42,371) | (43,084) |
| Internally restricted (note 11) | 959,985 | 843,810 |
| Endowments (note 12) | 438,484 | 414,901 |
| Total net assets | 1,356,098 | 1,215,627 |
| | 2,522,965 | 2,339,034 |

See accompanying notes

On behalf of the Board of Governors:

Julia Foster
Chair

Mamdouh Shoukri
President and Vice-Chancellor

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

Year ended April 30

| | 2015 \$ | 2014 \$ |
|--|------------------|------------------|
| REVENUE | | |
| Student fees | 498,235 | 476,691 |
| Grants and contracts (note 6) | 371,663 | 390,968 |
| Sales and services | 62,030 | 62,647 |
| Fees and other recoveries | 30,424 | 30,367 |
| Investment income (note 3) | 25,556 | 29,807 |
| Amortization of deferred capital contributions (note 10) | 13,871 | 14,329 |
| Donations | 10,465 | 8,138 |
| Other | 4,721 | 3,927 |
| Total revenue | 1,016,965 | 1,016,874 |
| EXPENSES | | |
| Salaries and benefits (note 13) | 691,050 | 711,358 |
| Operating costs | 132,784 | 133,060 |
| Scholarships and bursaries | 61,029 | 60,285 |
| Amortization of capital assets | 41,452 | 42,078 |
| Taxes and utilities | 33,191 | 29,877 |
| Interest on long-term debt (note 9) | 23,568 | 19,923 |
| Cost of sales and services | 14,036 | 15,936 |
| Total expenses | 997,110 | 1,012,517 |
| Revenue over expenses, before the following | 19,855 | 4,357 |
| Employee benefit plans – remeasurements (note 13) | 91,992 | 197,935 |
| Net transfers to internally restricted net assets (note 11) | (115,332) | (200,368) |
| Net transfers from (to) internally restricted endowments (note 12) | 4,198 | (6,446) |
| Change in deficit in the year | 713 | (4,522) |
| Deficit, beginning of year | (43,084) | (38,562) |
| Deficit, end of year | (42,371) | (43,084) |

See accompanying notes

STATEMENT OF CHANGES IN NET ASSETS
(Thousands of dollars)

| Year ended April 30 | | | | 2015 | 2014 |
|---|------------------|--|--------------------------------------|------------------|-------------|
| | Deficit \$ | Internally restricted \$ <i>(note 11)</i> | Endowments \$ <i>(note 12)</i> | Total \$ | Total \$ |
| Net assets, beginning of year | (43,084) | 843,810 | 414,901 | 1,215,627 | 977,201 |
| Revenue over expenses for the year | 19,855 | - | - | 19,855 | 4,357 |
| Employee benefit plans – remeasurements <i>(note 13)</i> | 91,992 | - | - | 91,992 | 197,935 |
| Net transfers from deficit to internally restricted net assets <i>(note 11)</i> | (115,332) | 115,332 | - | - | - |
| Contribution related to land and artwork | - | 843 | - | 843 | - |
| Investment income on externally restricted endowments less amounts made available for spending <i>(note 12)</i> | - | - | 22,671 | 22,671 | 33,543 |
| Contributions to externally restricted endowments <i>(note 12)</i> | - | - | 5,110 | 5,110 | 2,591 |
| Net transfers from internally restricted endowments to deficit <i>(note 12)</i> | 4,198 | - | (4,198) | - | - |
| Net assets, end of year | (42,371) | 959,985 | 438,484 | 1,356,098 | 1,215,627 |

See accompanying notes

STATEMENT OF CASH FLOWS
(Thousands of dollars)

Year ended April 30

| | 2015 \$ | 2014 \$ |
|--|-----------------|------------------|
| OPERATING ACTIVITIES | | |
| Revenue over expenses for the year | 19,855 | 4,357 |
| Add (deduct) non-cash items: | | |
| Amortization of capital assets | 41,452 | 42,078 |
| Amortization of deferred capital contributions (note 10) | (13,871) | (14,329) |
| Amortization of transaction costs | 20 | 25 |
| Employee benefit plan expense (note 13) | 45,599 | 66,695 |
| Loss on disposal of capital assets | - | 240 |
| Net change in non-cash balances (note 14) | 12,936 | 22,074 |
| Contributions to employee benefit plans (note 13) | (39,931) | (71,212) |
| Cash provided by operating activities | 66,060 | 49,928 |
| INVESTING ACTIVITIES | | |
| Purchase of investments, net (note 14) | (11,123) | (98,544) |
| Purchase of capital assets (note 14) | (80,982) | (50,662) |
| Cash used in investing activities | (92,105) | (149,206) |
| FINANCING ACTIVITIES | | |
| Issuance of long-term debt, net of transaction costs | - | 99,331 |
| Repayment of long-term debt | (712) | (670) |
| Contributions restricted for capital purposes (note 10) | 40,851 | 25,340 |
| Contributions to externally restricted endowments (note 12) | 5,110 | 2,591 |
| Cash provided by financing activities | 45,249 | 126,592 |
| Net increase in cash and cash equivalents during the year | 19,204 | 27,314 |
| Cash and cash equivalents, beginning of year | 62,615 | 35,301 |
| Cash and cash equivalents, end of year | 81,819 | 62,615 |

See accompanying notes

NOTES TO FINANCIAL STATEMENTS

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

APRIL 30, 2015

1. DESCRIPTION OF THE ORGANIZATION

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

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

a) Use of estimates

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

b) Revenue recognition

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

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

Investment income (loss), which consists of interest, dividends, income distributions from pooled funds, realized gains and losses on all investments and unrealized gains and losses on investments recorded at fair value, are recorded as investment income (loss) in the Statement of Operations and Changes in Deficit, except for investment income designated for externally restricted endowments. The amount made available for spending related to externally restricted endowments is recognized as investment income and any restricted amounts available for spending that remain unspent at year-end are deferred and categorized as deferred contributions. Investment income on externally

restricted endowments in excess of the amount made available for spending, losses on externally restricted endowments and deficiency of investment income compared to the amount available for spending are recognized as direct increases (decreases) to endowments.

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

c) Cash and cash equivalents

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

d) Inventories

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

e) Financial instruments

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

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

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

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

f) Capital assets

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

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

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

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

g) Foreign exchange translation

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

h) Employee benefit plans

The University has a defined contribution pension plan, which has a defined benefit component that provides a minimum level of pension benefits. The University also has other retirement and post-employment benefit plans that primarily provide medical and dental benefits. The University accounts for the cost of benefits related to the defined contribution plan as contributions are due.

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

3. INVESTMENTS

a) Investments consist of the following:

| | 2015 \$ | 2014 \$ |
|------------------------------------|----------------|----------------|
| Cash | 9,804 | 2,945 |
| Short-term investments | 10,738 | 17,595 |
| Guaranteed investment certificates | 80,339 | 77,541 |
| Canadian government bonds | 103,865 | 87,940 |
| Canadian corporate bonds | 160,143 | 174,251 |
| Foreign bonds | 45,105 | 27,570 |
| Mortgages | 93,329 | 75,257 |
| Canadian equities | 73,667 | 77,224 |
| US equities | 125,386 | 121,548 |
| International and emerging markets | 100,165 | 111,241 |
| Other | 5,628 | 1,263 |
| Total | 808,169 | 774,375 |

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

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

| | 2015 \$ | 2014 \$ |
|----------------|----------------|----------------|
| Fair value | 439,090 | 415,938 |
| Amortized cost | 369,079 | 358,437 |
| Total | 808,169 | 774,375 |

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

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

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

| | 2015 | | 2014 | |
|----------------------|-------------------------------|---------------------------------------|-------------------------------|---------------------------------------|
| | Notional value (CAD \$) | Fair value of contract (CAD \$) | Notional value (CAD \$) | Fair value of contract (CAD \$) |
| Currency sold | | | | |
| EUR | - | - | 4,792 | (55) |
| GBP | - | - | 12,765 | (129) |
| USD | 46,133 | 1,505 | 75,162 | (245) |
| Other | - | - | 23,157 | (80) |
| Total | 46,133 | 1,505 | 115,876 | (509) |

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

b) Investment income consists of the following:

| | 2015 | 2014 |
|--|---------------|---------------|
| | \$ | \$ |
| Investment income on endowments, net of management fees <i>(note 12)</i> | 43,581 | 52,963 |
| Investment income credited to external endowments <i>(note 12)</i> | (38,474) | (46,282) |
| Allocations for spending on external endowments, net of deferrals | 9,855 | 13,425 |
| Other investment income | 10,594 | 9,701 |
| Total | 25,556 | 29,807 |

4. INVESTMENT IN LEASE

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

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

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

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

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

| | 2015 | 2014 |
|--|---------------|---------------|
| | \$ | \$ |
| Aggregate future minimum lease payments | 134,510 | 139,328 |
| Less unearned finance income | (90,790) | (95,342) |
| Investment in lease | 43,720 | 43,986 |
| Less current portion recorded in accounts receivable | (295) | (266) |
| Balance, end of year | 43,425 | 43,720 |

Minimum future lease payments are expected to be as follows:

| | \$ |
|--------------|----------------|
| 2016 | 4,818 |
| 2017 | 4,818 |
| 2018 | 4,818 |
| 2019 | 4,818 |
| 2020 | 4,818 |
| Thereafter | 110,420 |
| Total | 134,510 |

The University has recorded the amounts owed to the consortium under the lease assignment within the liabilities section of the Balance Sheet. The current portion of \$295 (2014 – \$266) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$43,425 (2014 – \$43,720) (*note 8*). This liability has been discounted at a rate of 10.5% and will reduce over the 35-year lease assignment term, concurrent with the reduction to investment in lease.

5. CAPITAL ASSETS

Capital assets consist of the following:

| | 2015 | | | 2014 | | |
|---|------------------|-----------------------------------|----------------------|------------|-----------------------------------|----------------------|
| | Cost \$ | Accumulated amortization \$ | Net book value \$ | Cost \$ | Accumulated amortization \$ | Net book value \$ |
| Land | 590,301 | - | 590,301 | 590,158 | - | 590,158 |
| Buildings, facilities and infrastructure | 1,098,734 | 451,460 | 647,274 | 1,094,202 | 425,343 | 668,859 |
| Equipment and furnishings | 136,198 | 90,421 | 45,777 | 146,314 | 101,981 | 44,333 |
| Library books | 61,245 | 61,245 | - | 63,476 | 63,476 | - |
| Construction in progress | 121,180 | - | 121,180 | 53,607 | - | 53,607 |
| Art collection | 5,516 | - | 5,516 | 5,068 | - | 5,068 |
| Total | 2,013,174 | 603,126 | 1,410,048 | 1,952,825 | 590,800 | 1,362,025 |

- a) During the year, the total cost of items added to library books was \$4,060 (2014 – \$4,469) and the total cost of items removed was \$6,291 (2014 – \$6,314).
- b) The Glendon campus land and a majority of the Keele campus land were acquired by grants. These grants had restrictive covenants, which have been registered on the title of the property, and which purport to limit use of the properties for educational or research purposes at the University level.

6. DEFERRED CONTRIBUTIONS

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

| | 2015 | | | 2014 | | |
|---|---|---|----------------|---|---|-------------|
| | Research and other grants and contracts \$ | Donations and expendable balances from endowments \$ | Total \$ | Research and other grants and contracts \$ | Donations and expendable balances from endowments \$ | Total \$ |
| Balance, beginning of year | 71,090 | 29,657 | 100,747 | 65,223 | 26,963 | 92,186 |
| Contributions, grants and investment income | 66,439 | 37,474 | 103,913 | 77,644 | 29,011 | 106,655 |
| Transfers to revenue | (61,141) | (29,630) | (90,771) | (71,777) | (26,317) | (98,094) |
| Balance, end of year | 76,388 | 37,501 | 113,889 | 71,090 | 29,657 | 100,747 |

7. CREDIT FACILITIES

The University has an unsecured demand operating facility in the amount of \$20 million. This facility bears interest at a rate that varies with the balances on deposit, ranging from the bank's prime rate of 2.85% plus or minus 0.5%. Letters of credit in the amount of \$3.9 million have been utilized against this facility.

8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

| | 2015 \$ | 2014 \$ |
|---|----------------|----------------|
| Obligation under lease assignment (<i>note 4</i>) | 43,720 | 43,986 |
| Less current portion recorded in accounts payable and accrued liabilities | (295) | (266) |
| Long-term portion of obligation under lease assignment | 43,425 | 43,720 |
| Employee other benefits (<i>notes 13</i>) | 91,138 | 95,949 |
| Total | 134,563 | 139,669 |

9. LONG-TERM DEBT

Long-term debt consists of the following:

| | 2015 | 2014 |
|---|----------------|---------|
| | \$ | \$ |
| Debentures | | |
| Senior unsecured debenture bearing interest at 6.48%, maturing on March 7, 2042 | 200,000 | 200,000 |
| Senior unsecured debenture bearing interest at 5.84%, maturing on May 4, 2044 | 100,000 | 100,000 |
| Senior unsecured debenture bearing interest at 4.46%, maturing on February 26, 2054 | 100,000 | 100,000 |
| Other debentures bearing interest at 5.88% to 7.63%, maturing from 2017 to 2023 Weighted average interest rate is 7.00% (2014 – 6.95%) | 3,433 | 3,969 |
| Mortgage | | |
| Mortgage bearing interest at 5.38%, maturing on July 1, 2016 | 123 | 216 |
| Term loan | | |
| Term loan bearing interest at 4.50%, maturing in 2023 | 943 | 1,026 |
| | 404,499 | 405,211 |
| Unamortized transaction costs | (2,603) | (2,623) |
| | 401,896 | 402,588 |
| Less current portion | (758) | (712) |
| Total | 401,138 | 401,876 |

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

| | \$ |
|--------------|----------------|
| 2016 | 758 |
| 2017 | 708 |
| 2018 | 623 |
| 2019 | 505 |
| 2020 | 474 |
| Thereafter | 401,431 |
| Total | 404,499 |

Certain buildings, with an insignificant net book value, have been pledged as collateral for the mortgage and the term loan. The amount of interest expense during the year on long-term debt was \$23,568 (2014 – \$19,923).

10. DEFERRED CAPITAL CONTRIBUTIONS

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

| | 2015 \$ | 2014 \$ |
|--|-----------------|------------|
| Balance, beginning of year | 322,963 | 311,952 |
| Contributions received in the year | 40,851 | 25,340 |
| Amortization of deferred capital contributions | (13,871) | (14,329) |
| Balance, end of year | 349,943 | 322,963 |
| Comprised of: | | |
| Capital contributions - expended | 349,513 | 321,680 |
| Capital contributions - unexpended | 430 | 1,283 |
| Balance, end of year | 349,943 | 322,963 |

11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

| | 2015 \$ | 2014 \$ |
|--|-----------------|------------|
| Departmental carryforwards | 30,857 | 35,218 |
| Academic strategic investment and contingency fund | 20,351 | - |
| Progress through the ranks | (827) | (13,149) |
| Computing systems development | 11,841 | 8,825 |
| Contractual commitments to employee groups | 4,432 | 4,504 |
| Research programs | 23,035 | 21,805 |
| Employee pension benefits (<i>note 13</i>) | 104,628 | 23,115 |
| Sinking fund | 60,339 | 57,542 |
| Investment in capital assets | 71,523 | 72,260 |
| Land appraisal reserve | 585,602 | 585,602 |
| Capital reserve | 78,158 | 73,410 |
| Future funded capital projects | (29,954) | (25,322) |
| Total | 959,985 | 843,810 |

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

- i. Departmental carryforwards – These represent the cumulative positions of all Faculties and Divisions with net unspent balances at year-end. Under Board policy, which is approved annually, Faculties and Divisions are entitled to carry forward the net unspent funds from previous years' allocations. These funds provide units with a measure of flexibility established through prudent administration over several years to assist with future balancing of their budgets in the face of additional anticipated budget reductions, as well as resources which are to meet commitments made during the year.
- ii. Academic strategic investment and contingency fund – This represents funds set aside to address future academic and strategic initiatives of the University.

- iii. Progress through the ranks (“PTR”) – This is the cumulative difference between the amounts paid for progress through the ranks salary adjustments and the budget funds provided under York’s salary recovery policy. PTR adjustments are planned to be self-funding over time. However, on a year-to-year basis, the cost of providing PTR adjustments can be more or less than the funds provided, depending on the number of retirements that occurred during the year.
- iv. Computing systems development – The University is planning to implement or upgrade several administrative computing and information systems. These appropriated funds support forward commitments for these systems planned or in progress, as well as planned future stages of system implementation not yet contracted for at year-end.
- v. Contractual commitments to employee groups – This is the net carryforward of funds to meet future commitments defined under collective agreements with various employee groups.
- vi. Research programs – This represents appropriations for internally-funded research.
- vii. Employee pension benefits – This represents the pension asset associated with the pension plan.
- viii. Sinking fund – This represents funds set aside to retire capital debt.
- ix. Investment in capital assets – This represents the net amount of capital assets funded using internal capital.
- x. Land appraisal reserve – This represents the increase to the appraised value of University land, as at May 1, 2011.
- xi. Capital reserve – This represents funds restricted for deferred maintenance, capital emergencies and capital projects planned or in progress.
- xii. Future funded capital projects – This represents projects that will be funded in the future through a combination of budget allocations, donations and debt.

12. ENDOWMENTS

Endowments include restricted donations received by the University and funds that have been internally designated. Investment returns generated from endowments are used in accordance with the various purposes established by the donors or by the Board of Governors. On an annual basis, the University determines the distribution for spending after a review of each individual endowment’s original contribution, market value, and consideration of the long-term objective to preserve the purchasing power of each endowment.

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

| | 2015 | | | 2014 | | |
|-----------------------------------|-----------------------------|-----------------------------|----------------|-----------------------------|-----------------------------|-------------|
| | Internally restricted \$ | Externally restricted \$ | Total \$ | Internally restricted \$ | Externally restricted \$ | Total \$ |
| Balance, beginning of year | 50,792 | 364,109 | 414,901 | 46,325 | 325,996 | 372,321 |
| Contributions | 2 | 5,110 | 5,112 | - | 2,591 | 2,591 |
| Investment income | 5,107 | 38,474 | 43,581 | 6,681 | 46,282 | 52,963 |
| Available for spending | (9,307) | (15,803) | (25,110) | (235) | (12,739) | (12,974) |
| Transfers | (4,556) | 4,556 | - | (1,979) | 1,979 | - |
| Balance, end of year | 42,038 | 396,446 | 438,484 | 50,792 | 364,109 | 414,901 |

Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support

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

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

| For the year ended April 30 | OSOTF I | OSOTF II | 2015 | 2014 |
|---|----------------|-----------------|----------------|-------------|
| | \$ | \$ | \$ | \$ |
| Endowment Funds: | | | | |
| Endowment at book value, beginning and end of year | 67,583 | 10,714 | 78,297 | 78,297 |
| Endowment at market value, end of year | 103,840 | 15,463 | 119,303 | 116,528 |
| Expendable Funds: | | | | |
| Balance, beginning of year | 10,115 | 11 | 10,126 | 8,204 |
| Realized investment gains, net of capital protection | 8,521 | 1,281 | 9,802 | 5,607 |
| Bursaries awarded | (2,906) | (605) | (3,511) | (3,685) |
| Expendable funds available for awards, end of year | 15,730 | 687 | 16,417 | 10,126 |
| Number of bursaries awarded | 1,612 | 349 | 1,961 | 2,725 |

| OTSS | 2015 | 2014 |
|---|---------------|-------------|
| For the year ended March 31* | \$ | \$ |
| Endowment Funds: | | |
| Endowment at book value, beginning and end of year | 45,764 | 45,764 |
| Endowment at market value, end of year | 66,948 | 63,988 |
| Expendable Funds: | | |
| Balance, beginning of year | 4,635 | 4,119 |
| Realized investment gains, net of capital protection | 4,711 | 2,459 |
| Bursaries awarded | (2,056) | (1,943) |
| Expendable funds available for awards, end of year | 7,290 | 4,635 |
| Number of bursaries awarded | 1,353 | 1,067 |

*As per reporting guidelines as determined by the Ministry of Training, Colleges and Universities.

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

13. EMPLOYEE BENEFIT PLANS

The University has a number of funded and unfunded benefit plans that provide pension, other retirement and post-employment benefits to most of its employees. The pension plan is a defined contribution plan, which has a defined benefit component that provides a minimum level of pension benefits. The most recent actuarial valuation for funding purposes for the pension plan was performed as at December 31, 2014.

Other retirement benefit plans are contributory health care plans with retiree contributions adjusted annually. A plan also provides for long-term disability income benefits after employment, but before retirement. The most recent actuarial valuation for other post-retirement benefits was performed as at November 1, 2014. The most recent actuarial valuation for post-employment benefits was performed as at April 30, 2015.

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

| | 2015 | | 2014 | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|
| | Pension benefit plan \$ | Other benefit plans \$ | Pension benefit plan \$ | Other benefit plans \$ |
| Plan surplus (deficit), beginning of year | 23,115 | (95,949) | (177,247) | (98,039) |
| Employee benefit plan expense | (34,213) | (11,386) | (55,411) | (11,284) |
| Remeasurements | 81,660 | 10,332 | 189,081 | 8,854 |
| Employer contributions | 34,066 | 5,865 | 66,692 | 4,520 |
| Plan surplus (deficit), end of year | 104,628 | (91,138) | 23,115 | (95,949) |
| Additional Information: | | | | |
| Employee contributions | 24,896 | - | 21,173 | - |
| Benefits paid and administrative expenses | 90,013 | 5,865 | 84,809 | 4,520 |

Remeasurements consist of actuarial gains (losses) and the difference between expected and actual investment returns on plan assets.

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

| | 2015 | | 2014 | |
|--|---------------------------|--------------------------|---------------------------|--------------------------|
| | Pension benefit plan % | Other benefit plans % | Pension benefit plan % | Other benefit plans % |
| Accrued benefit surplus (deficit) | | | | |
| Discount rate | 6.00 | 6.00 | 6.00 | 6.00 |
| Rate of inflation | 2.00 | - | 2.10 | - |
| Rate of compensation increase | 4.50 | 4.50 | 4.50 | 4.50 |
| Benefit expense | | | | |
| Discount rate | 6.00 | 6.00 | 6.00 | 6.00 |
| Rate of inflation | 2.10 | - | 2.20 | - |
| Expected long-term rate of return on plan assets | 6.00 | - | 6.00 | - |
| Rate of compensation increase | 4.50 | 4.50 | 4.50 | 4.50 |

For measurement purposes, 4.82% annual increase in the cost of covered health care benefits was assumed for 2015. The rate of increase was assumed to decrease gradually to 4.00% in 2030 and remain at that level thereafter.

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

| | 2015 | 2014 |
|--------------|------------|------------|
| | % | % |
| Equities | 59 | 64 |
| Fixed income | 34 | 29 |
| Other | 7 | 7 |
| Total | 100 | 100 |

14. ADDITIONAL INFORMATION

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

| | 2015 | 2014 |
|--|---------------|---------------|
| | \$ | \$ |
| Accounts receivable | (3,384) | (6,404) |
| Inventories | 147 | (523) |
| Prepaid expenses | 1,545 | (4,978) |
| Accounts payable and accrued liabilities | 1,678 | 15,455 |
| Deferred revenue | (192) | 9,963 |
| Deferred contributions | 13,142 | 8,561 |
| Net change in non-cash balances related to operations | 12,936 | 22,074 |

The purchase of investments is calculated as follows:

| | 2015 | 2014 |
|---|-----------------|-----------------|
| | \$ | \$ |
| Change in investments | (33,794) | (132,087) |
| Investment income on externally restricted endowments less amounts made available for spending (<i>note 12</i>) | 22,671 | 33,543 |
| Purchase of investments, net | (11,123) | (98,544) |

The purchase of capital assets is calculated as follows:

| | 2015 | 2014 |
|--|-----------------|-----------------|
| | \$ | \$ |
| Additions to capital assets | (89,475) | (51,527) |
| Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions | 7,650 | 865 |
| Donations of land and artwork | 843 | - |
| Purchase of capital assets | (80,982) | (50,662) |

As at April 30, 2015, accounts payable and accrued liabilities include government remittances payable of \$15,804 (2014 – \$15,330).

15. RELATED ENTITY

The University is a member, with eleven other universities, of a joint venture called TRIUMF, Canada's national laboratory for particle and nuclear physics located on the University of British Columbia ("UBC") campus. TRIUMF is an unincorporated registered charity and each university has an undivided 8.33% (2014 - 9.09%) interest in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and its operations are funded by federal government grants and the University has made no direct financial contribution to date. TRIUMF's net assets are not contemplated to be and are not readily realizable by the University. The University's interest in the assets, liabilities and results of operations are not included in these financial statements (see also note 16(d)).

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

| | 2015 \$ | 2014 \$ |
|--|-------------|------------|
| | (Unaudited) | (Audited) |
| Statement of Financial Position | | |
| Total assets | 26,382 | 25,500 |
| Total liabilities | 6,226 | 7,868 |
| Total fund balances | 20,156 | 17,632 |
| Statement of Combined Funding/Income and Expenditures | | |
| Revenue | 69,132 | 81,032 |
| Expenses | 66,609 | 82,195 |
| Surplus (deficiency) of revenue over expenses | 2,523 | (1,163) |

16. COMMITMENTS AND CONTINGENT LIABILITIES

a) Forward purchases of natural gas

The University purchases natural gas for future delivery with fixed pricing. As at April 30, 2015, the University has committed to purchase 151.8K GJ of natural gas at an average cost of \$6.08/GJ, with delivery at various dates to October 2015, for a total commitment of \$0.922 million.

b) Litigation

The nature of the University's activities is such that there is usually litigation pending or in prospect at any one time. With respect to known claims at April 30, 2015, the University believes it has valid defences and appropriate insurance coverage in place. Therefore, such claims are not expected to have a material effect on the University's financial position. There exist other claims or potential claims where the outcome cannot be determined at this time. Should any additional losses occur, they would be charged to income in the year they can be estimated.

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

The University participates in a reciprocal exchange of insurance risks in association with other Canadian universities. This self-insurance reciprocal, CURIE, involves a subscriber agreement to share the insurable property and liability risks of member universities for a term of not less than five years. Plan members are required to pay annual deposit premiums, which are actuarially determined and expensed in the year. Plan members are subject to further assessment in proportion to their participation in the event premiums are insufficient to cover losses and expenses. As at December 31, 2014, CURIE was fully funded.

d) TRIUMF

While there is no intention of decommissioning the TRIUMF facilities, the TRIUMF joint venture members have complied with federal legislation by putting in place a decommissioning plan, including a funding plan, in the event TRIUMF is decommissioned. The decommissioning plan is updated regularly in compliance with TRIUMF's licensing requirements. As at March 31, 2014, the balance in the fund, \$10.6 million, is held in an escrow account to fund decommissioning costs. Each member University has entered into an agreement confirming they will share the cost of any funding shortfall in the event decommissioning costs exceed funding available for decommissioning.

e) Capital and other commitments

The estimated cost to complete committed capital and other projects as at April 30, 2015 is approximately \$30,927. These capital projects will be financed by government grants, internal funds, and fundraising.

17. FINANCIAL INSTRUMENTS

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

Foreign currency risk

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

Interest rate risk

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

Credit risk

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

Other price risk

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

Liquidity risk

The University is exposed to liquidity risk to the extent that it will encounter difficulty in meeting obligations associated with its financial liabilities.

4700 Keele St.
 Toronto ON
 Canada M3J 1P3
 Tel 416-736-2100

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 22, 2015

Subject: Budget Approval – Washroom Renovations and Mechanical Upgrades – Vanier and Winters Residences

Recommendations

The Board of Governors is recommended to approve the budget for washroom renovations and mechanical upgrades for Vanier and Winters Residences for the 2015-2016 fiscal year. The total amount is \$7.5 million, which is included in the overall budget for the Housing Renewal Program.

Background

The renovation of washrooms in Vanier and Winters residences is part of the long term project \$70 M - Housing renewal program which has two main facets:

1. Upgrading of existing building infrastructure
2. Refreshing and modernization of building interiors as well as improvements of functional layouts within specific areas.

In summer of 2014, York University prepared in-house the schematic design for washroom renovation, mechanical/electrical upgrades, removal of asbestos containing materials, and accessibility measures as required by the latest Ontario Building Code. The architectural firm Gow Hastings



Architects was retained to prepare the design development and tender documents for this project.

In order to optimize potential market benefits, both the Winters and Vanier projects were tendered through a single competitive bid process which closed well below the allocated budget, and the construction firm Brown Daniels Associates Inc. was selected for the implementation of this project. The combined bid price of \$3.7 million (excluding taxes), came in significantly below the estimated construction cost of \$5.5 million (excluding taxes), and speaks to the success of the competitive process deployed by staff.

The construction cost value for Vanier residence is \$1.9 million and has been approved for execution in the summer of 2015.

We are recommending Board approval of the aggregate budget of \$4.8 million to be allocated from the \$70M Housing Renewal Plan. This will enable confirmation of contract award for the Winters Residence portion of the project, allows York to benefit from the effective pricing received via the competitive bidding process, and will enable Winters Residence washroom upgrades to be completed in the summer of 2016. This amount requested for approval includes design related costs, as well as a 10% contingency over and above the construction bid cost amount noted above.

As a further note, and given the effective pricing received to date, staff is considering the addition of an accessibility elevator for Winters residence, for which a technical feasibility study has been completed. This additional scope would be built concurrently with the washroom renovation, thereby significantly reducing disruption from two separate projects, increasing revenue performance, and resolving a long-standing barrier to accessibility. This will be the subject of a separate report if further studies support the initial assessment.

Funding Source

The budget for the Vanier and Winters Residence projects is allocated from the \$70 M - Housing Renewal Plan.

4700 Keele St.
 Toronto ON
 Canada M3J 1P3
 Tel 416 736 2100

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 22, 2015

Subject: Budget Approval – Washroom Renovations and Mechanical Upgrades – Wood Residence

Recommendation

H Y'6 cUfX':]bUbW'UbX'5 i X]h7 ca a]HfY'fYW'a a YbXg'H Uih Y'6 cUfX'cZ ; cj Yfbcfg'Uddfcj YU~ &" 'a]`]cb'Yl dYbX]hi fY'Z'f'H YfYbcj U]cbg'cZ k Ug\ fcca g'j'b'K ccX'FYg]XYbWZ; `YbXcb'7 Ua di g"

Background

The renovation of washrooms in Wood Residence is part of a long term project \$70 M - Housing renewal program which has two main facets:

1. Upgrading of existing building infrastructure
2. Refreshing and modernization of building interiors as well as improvements of functional layouts within specific areas.

In spring of 2015, York University prepared in-house the schematic design for Woods Residence washroom renovation, removal of asbestos containing materials, mechanical/electrical upgrades, addition of residential suites, and accessibility measures as required by the latest Ontario Building Code. The architectural firm Kongats Architects was retained to prepare the design development and tender documents for this project.



The scope of work also includes the addition of four new residential suites, which will generate recurring incremental revenues.

The project was tendered through a competitive bid process which closed within the allocated budget and the construction firm Spectre Construction + Management Inc. was selected for the implementation of this project. The project was initially projected in two phases (2015 and 2016). However, the Contractor has recently confirmed capacity to execute the entire project within the 2015 summer period, which is highly preferable in terms of minimizing future disruptions and improving student experience sooner.

The construction was scheduled to begin on May 15/2015 with completion set for August 2015.

Funding Source

The budget for the Wood Residence project is allocated from the \$70 M - Housing Renewal Plan.

Memo

To: Board of Governors
 From: Ozench Ibrahim, Chair, Finance and Audit Committee
 Date: June 22, 2015
 Subject: **Parking Rates – 2015/2016**

Recommendation

H Y'6 cUFX': j bUbW' UbX'5 i X]h7 ca a JhYY'fYWta a YbXg'h UhH Y'6 cUFX'cZ ; cj Yfbcfg'Uddfcj Y'h Y'dUf_]b['fUhg'Zcf'&\$% #&\$% 'Ug'ci h]bYX'VYck.'

1. That the daytime rate for the Arboretum Lane and the Student Services parking garages are increased to \$2.50/half-hour with a daytime maximum of \$20.00, consistent with the York Lanes garage.
2. That a single daily maximum rate for the Founders East lot be set at \$10.00.
3. That the fine amounts for parking without a valid permit in a medical/accessible parking space, and for parking in a fire access route, be increased to \$450 and \$250 respectively.

Background

Parking Garages

In 2012 an independent condition audit of the University's three parking structures was conducted to assess the state of the facilities and to project capital maintenance requirements over the next 15 years. While it was determined that the facilities are in generally good condition, a number of immediate and long-term repair needs typical of operating a parking structure were identified with an estimated total cost of \$12.7 million through the year 2028. While, proactive maintenance of the structures' protective systems are expected to extend the life of building components and defer or reduce repair costs, repair/replacement of the waterproofing membranes are among the more expensive items listed in



the audit. In 2014/2015 Parking Services undertook a \$729,000 capital project to conduct immediate term items, with the primary focus on waterproofing repairs. The cost of the project was funded partly from operating funds and partly from the Parking Capital Reserve. The number of emergency phone lines in the Student Services garage was also increased substantially this year to improve safety and will result in higher annual telecommunication costs.

In 2010 the daytime rate for the York Lanes parking garage was increased to \$2.50/half-hour to a maximum of \$20.00 in order to manage increased demand for the facility, as the garage was consistently reaching capacity. At present, the daytime rate for the Arboretum Lane and the Bennett Student Services parking garages is \$2.25/half-hour to a maximum of \$15, despite the three garages providing similar levels of amenities and proximity to the campus core. Both garages have been experiencing much higher utilization. It is estimated that the proposed fee change will generate an additional \$200,000 per year in revenue. There is increased demand for the Arboretum Lane and Student Services parking garages and there are also expected capital maintenance requirements for the garages.

Founders East Parking Lot

The Founders East Lot offers hourly pay-and-display parking in addition to monthly permit parking. Current hourly rates for the lot provide a \$10.00 maximum until 5:00pm and an \$8.00 maximum after 5:00pm. The current pay-and-display parking technology installed across campus is unable to accommodate multiple daily maximums within a 24 hour period. Since the meter does not prevent payment beyond the \$8.00 evening maximum, clients can, and do, overpay in the evenings to the \$10.00 daytime maximum. Replacement of the existing pay-and-display technology to resolve this issue is cost prohibitive. It is expected that proposed fee change will be revenue neutral given the current technical limitation and alternative evening parking options that are available at lower rates.

The Northwest Gate pay-and-display parking area, which offers a similar level of parking as the Founders East lot, provides for a single daily maximum of \$10.00.

Parking Citations

In 2008 the City of Toronto increased its fine for parking in a medical/accessibile space without an applicable permit to \$450. York University's current fine for this violation is \$150. The current fine has not served as a sufficient deterrent, with 619 citations issued by Parking Services for this violation. Misuse of accessible parking spaces on campus is frequently raised as a concern by community members, and these spaces are actively monitored by Parking Services staff.

Similarly, the City of Toronto's fine for parking in a fire route is \$250. York University's current fine for this violation is \$100. In 2014/2015 Parking Services issued 473 citations for this violation.

Memo

To: Board of Governors
 From: Ozench Ibrahim, Chair, Finance and Audit Committee
 Date: June 22, 2015
 Subject: **Meal Plan Rates – 2015/2016**

Recommendation

The Board of Governors is recommended to approve the following recommendations regarding the 2015/2016 meal plan rates:

1. **That the meal plan account structure and related policies be consolidated** and simplified such that tax exempt funds will be stored in a single non-refundable Meal Plan account with the residual balance eligible for carry-forward subject to a \$50 administration fee.
2. **That the rates for all plans increase by 5%** to provide more realistic budgetary expectations for students and parents, and to restore the purchasing power of the meal plans to ensure compliance with the Excise Tax Act.
3. **That the proportion of non-refundable Taxable funds within each plan is increased per the table below**, with the proviso that students may also transfer funds between the Meal Plan and Taxable accounts, provided that the minimum Meal Plan balance maintains compliance with CRA requirements.



| Meal Plan Package | Total Cost | Programming Fee | Meal Plan Funds | Taxable Funds |
|-----------------------------|-------------------|------------------------|------------------------|----------------------|
| Bronze Plan | \$2625 | \$50 | \$2225 | \$350 |
| Silver Plan | \$3150 | \$50 | \$2600 | \$500 |
| Gold Plan | \$3675 | \$50 | \$2975 | \$650 |
| Platinum Plan | \$4200 | \$50 | \$3350 | \$800 |
| Suite/Convenience Plan | \$1900 | \$25 | \$1875 | N/A |
| Exempt from HST | | | Yes | No |
| Funds expire at end of term | | | No | No |

4. That a programming fee of \$50 be incorporated in each meal plan (\$25 for the optional suite plan) to provide consistent funding for an enhanced dining program.

Background

Meal plan programs exist not only to ensure that students have a reasonable budget set aside for food during the year, but also to contribute to the social fabric of residence life and to provide a baseline of revenue to support the institution’s foodservice infrastructure. While it is common practice at other institutions to limit the majority of meal plan use to a specific cafeteria, York is unique in enabling students to use their meal plans at 40 eateries across the Keele and Glendon campuses.

Undergraduate students living in traditional residence rooms are required to purchase a meal plan, which is exempt from HST. Undergraduate students living in suites, graduate students living in York Apartments, and commuter students may optionally elect to purchase a meal plan in order to enjoy the tax savings that the plans provide.

York University operates a “declining balance” meal plan program, in which funds are loaded onto a student’s YU-card in designated accounts. As students purchase food at eateries across campus, the purchase price of the meal is deducted from the remaining account balance. Declining balance meal plan programs are offered at a number of other institutions, including University of Guelph, Western University, and University of Toronto at Mississauga.

In order to offer the exemption on HST when meals are purchased, the University and its food operators must comply with regulations established by the Excise Tax Act and Canada Revenue Agency. The regulations define the minimum pricing of plans, eligible purchases, and other administrative conditions.

Current meal plan packages consist of combinations of “Meal Plan”, “Meal Plan Plus” and “Flex” dollars. Meal Plan and Meal Plan Plus dollars are exempt from HST and thus may only be used to purchase food at campus eateries. Flex dollars are taxable and may be used to purchase taxable snack foods (that are not eligible as exempt Meal Plan/Plus purchases) as well as other goods and services at points of sale across campus including convenience stores, residence laundry machines and vending machines.

Student feedback indicates that the current flat \$250 allowance within each plan is insufficient to meet students’ needs based on the extensive list of excluded beverages and snacks published by Canada Revenue Agency.

York’s 2014/2015 meal plan packages are as follows:

| Meal Plan Package | YU-card Account | | |
|-----------------------------|-----------------|----------------|----------------|
| | Meal Plan | Meal Plan Plus | Flex (Taxable) |
| \$2500 Bronze Plan | \$1800 | \$450 | \$250 |
| \$3000 Silver Plan | \$1800 | \$950 | \$250 |
| \$3500 Gold Plan | \$1800 | \$1450 | \$250 |
| \$4000 Platinum Plan | \$1800 | \$1950 | \$250 |
| Exempt from HST | Yes | Yes | No |
| Funds expire at end of term | Yes | No | No |

Based on interpretations of the Excise Tax Act, it has been York’s policy that the full Meal Plan account balance must be spent by students by the end of the academic year. Unused funds (approximately \$35,000 per year) expire and are treated as revenue for the YU-card program. An interpretation ruling issued by Canada Revenue Agency provides an opportunity to relax the expiry policy in favour of students. Feedback from students and parents also indicates that the allocation of funds across multiple accounts with different rules is confusing. Consolidating Meal Plan and Meal Plan Plus funds into a single account with consistent and more student-friendly rules will provide students with increased flexibility and make it easier to market and administer the program.

York’s meal plan prices are among the lowest in the province (see Appendix A). Consistently high annual inflation rates for food (which are widely reported) combined with meal plan rates not being increased for three years have eroded the purchasing power of our meal plans. The impact is that students are running out of funds in their meal plans well in advance of the end of the year and must add more funds to continue eating. An analysis of meal plan usage indicates that students are overspent on plan balances by an average of 5%. Food inflation for 2015 is projected to average 5%, which will cause further misalignment between plan prices and student/parent expectations that even the minimum plan be sufficient to meet their needs for the year. Further, in order to qualify for the HST exemption, meal plans must be priced sufficiently to provide a minimum of 10 meals per week.

Programming currently includes cooking classes and theme events, which have been popular. An expanded array of programs, services, discounts and benefits for residence students will improve student engagement and enhance the quality and capacity of dining programs. The package includes a free replacement YU-card (\$30 value), membership in Food Services' sustainable Eco-Takeout container program (\$5 value), exclusive discount coupons for dining and other retailers, and complimentary special events that will be planned with student input.

Appendix A – Meal Plan Rate Comparison

| Institution | Minimum Plan | Increase for 2015/2016 |
|-------------------------------------|---------------------|-------------------------------|
| York University | \$ 2,500 | 5% |
| McMaster University | \$ 3,075 | 4.4% |
| Ryerson University | \$ 3,333 | 4.5% |
| University of Guelph | \$ 3,575 | 3% |
| Trent University | \$ 3,600 | 2.5% |
| University of Toronto - Mississauga | \$ 3,649 | 1.5% |
| Brock University | \$ 3,750 | 0% |
| University of Windsor | \$ 3,990 | 3% |
| Lakehead University | \$ 4,058 | 3% |
| Wilfrid Laurier | \$ 4,190 | 3-4% |
| University of Waterloo | \$ 4,248 | 3% |
| Western University | \$ 4,340 | 5% |

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 22, 2015

Subject: **Domestic & International Tuition Fee Approval**
 – **MASc in Civil Engineering and Mechanical Engineering**
 – **PhD in Civil Engineering and Mechanical Engineering**

Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve the domestic and international fees for the next two years as outlined below for the following new programs to be effective May 1, 2015, with the 2015 fees to be implemented on September 1, 2015:

- MASc in Civil Engineering
- MASc in Mechanical Engineering
- PhD in Civil Engineering
- PhD in Mechanical Engineering

1. MASc and PhD in Civil Engineering and Mechanical Engineering – Full-Time Domestic Student Tuition Fee per year or 3 semesters (*excludes centrally collected ancillary and student referenda fees*)

That the entering domestic student full-time tuition fee rate be \$10,000 in the Fall 2015 with an increase of 5% each year for students newly entering the program and a 4% increase for students continuing in their program.

| MASc and PhD in Civil and Mechanical Engineering Domestic Fee | 2015-2016 | 2016-2017 |
|--|------------------|------------------|
| Entering Year | \$10,000 | \$10,500 |
| Second Year | | \$10,400 |

Please note that the MASc and PhD programs in Civil Engineering and Mechanical Engineering are still pending funding and fee approval from the MTCU. Should the Ministry approve a fee different than the fee outlined above, approval is being requested for the amount approved by the Ministry.

2. MAsc in Civil Engineering and Mechanical Engineering – Full-Time International Student Tuition Fee per year or 3 semesters *(excludes centrally collected ancillary and student referenda fee)*

That the entering MAsc international student full-time tuition fee rate be \$21,000 (inclusive of the \$825.00 International Tax) in the Fall 2015 with an increase of 5% each year for students newly entering the program. Further, a 4% increase for students continuing in their program in 2016-17.

| MAsc in Civil and Mechanical Engineering International Fee | 2015-2016 | 2016-2017 |
|---|------------------|------------------|
| Entering Year | \$21,000 | \$22,050 |
| Second Year | | \$21,840 |

3. PhD in Civil Engineering and Mechanical Engineering – Full-Time International Student Tuition Fee per year or 3 semesters *(excludes centrally collected ancillary and student referenda fees)*

That the entering PhD international student full-time tuition fee rate be \$21,000 in the Fall 2015 with an increase of 5% each year for students newly entering the program and a 4% increase for students continuing in their program in 2016-17.

| PhD in Civil and Mechanical Engineering International Fee | 2015-2016 | 2016-2017 |
|--|------------------|------------------|
| Entering Year | \$21,000 | \$22,050 |
| Second Year | | \$21,840 |

Background and Rationale

Lassonde School of Engineering was established in May 2013 and ran its first BEng classes in Civil and Mechanical Engineering in the Fall 2014. The first class for both the MAsc and PhD programs in Civil and Mechanical Engineering will start in the Fall 2015.

The proposed fees are consistent with the Ministry approved tuition fee framework issued in March 28, 2013 for the period to 2016-17. The proposed program fees align with similar programs offered by peer institutions in Ontario. MAsc and PhD domestic fees charged by the University of Toronto, Waterloo, and Ryerson in 2014-15 were in the range of \$10,268 to \$12,800 and international fees were in the range of \$20,515 to \$30,000.

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee
Paul Tsaparis, Chair, Land and Property Committee

Date: June 22, 2015

Subject: **York Lanes Ground Lease: Extension and Amendment**

Recommendation

The Finance and Audit Committee and the Land and Property Committee recommend that the Board of Governors approve the extension of the York Lanes ground lease to the York University Development Corporation (YUDC) and authorize the Vice President Finance and Administration to finalize the negotiations, and arrange for execution of the Extended, Amended and Restated Ground Lease in accordance with the University Signing Authority Guideline and Register.

Summary

York University and the York University Development Corporation (YUDC) have negotiated the major deal terms of an extension and amendment of the Ground Lease for York Lanes. The extension will increase the term of the lease from the initial 40 years, to 65 years, with lease expiration reset to 2055. As presented to this Committee at its February 2015 meeting, a Ground Lease extension will allow YUDC to execute a long-term lease with a potential major new tenant and undertake an \$8M capital improvement program to York Lanes. These improvements will be beneficial to the York community and contribute to ongoing lease revenue growth at York Lanes and income to York University. The key deal terms are presented in this memorandum for the consideration of the Committee.



Background

YUDC is planning a series of long-term improvements to York Lanes, including the addition of tenants who plan to make significant capital investment. The mall would benefit from rationalization and improvement of the York University Bookstore and re-investment in the interior and exterior common areas of the building. To put these plans into place, the York Lanes Ground Lease, which expires in April 2030, must be extended. Following several months of preliminary discussions, YUDC has received an Offer to Lease from a potential major tenant for a 7,150sf store. Planning for the rationalization and refreshment of the Bookstore and negotiation of the lease between YUDC and the prospective tenant are well underway. The planned store will provide goods and services that a recent YUDC survey identified as in high demand.

The present York Lanes Ground Lease expires in April 2030. The prospective tenant seeks a lease with a minimum initial term of 15 years, plus four 5-year renewal options. If commenced in August 2016, that lease would exceed the remaining term of the York Lanes Ground Lease. In the years to come, YUDC anticipates that the pending Ground Lease expiry may impact leasing, as high quality tenants will require security of tenure beyond April 2030 to sign leases for York Lanes. YUDC also plans significant re-investments in the Common Areas at York Lanes, to further improve the student experience, draw new tenants and drive further rent revenue. An extension of the term of the Ground Lease will enable YUDC to continue to attract high quality tenants to York Lanes and implement these capital improvements.

York Lanes Ground Lease: Proposed Terms

We propose to increase the Term of the Lease from the initial 40 years (commencing in April, 1990) by 25 years to a total of 65 years, expiring in April 2055. Extending the term will allow YUDC to sign leases with high-quality retail tenants who require security of tenure to justify the significant costs of building a new store. As well, the extension will allow YUDC to undertake a series of long-lived capital improvements to York Lanes (see “Minimum and Percentage Rent”, below, and the attached Appendix A).

High-quality national retail tenants of the stature YUDC is pursuing for York Lanes require long lease tenures including renewal options that can total several decades. YUDC has consulted on this matter with major real estate organizations (e.g. Colliers, First Gulf Corporation) and our real estate lawyers at McCarthy-Tetrault – who have negotiated similar retail leases for other institutional clients. We have been advised that long lease terms are hard requirements for tenants of this type, and that a long lease tenure will be required to add a major national retail tenant to York Lanes.

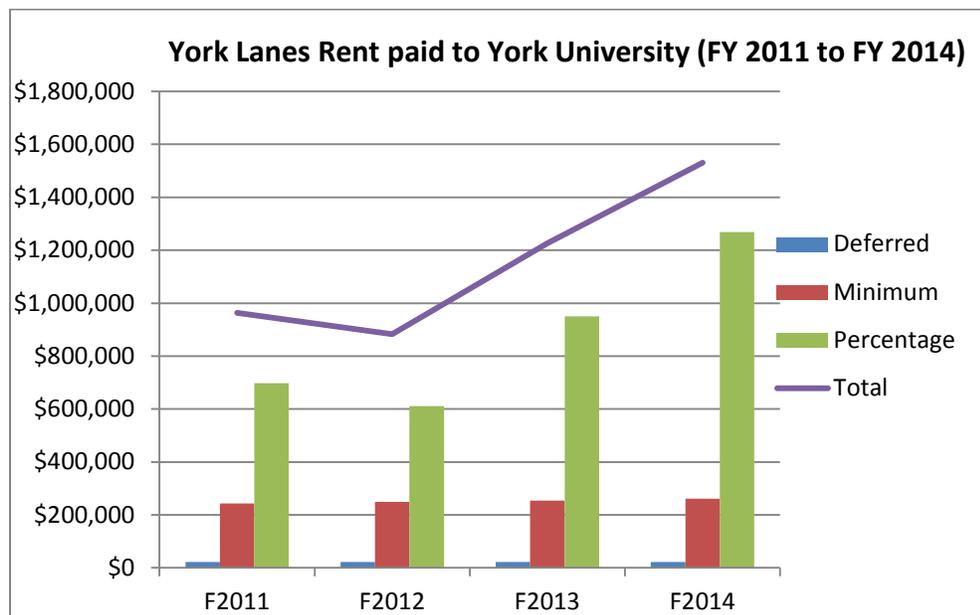
The Ground Lease is a “net” lease, with the Tenant responsible for all costs associated with the operation, management and replacement of York Lanes. As both parties are generally satisfied with the lease, only minor revisions are being made in the course of the extension negotiations.

Minimum and Percentage Rent

The proposed changes to percentage rent calculation in the Lease will see the cost of capital projects amortized across their useful life, replacing the current practice of deducting the entire value of a given project in the year it is incurred. This change will smooth percentage rent payments to York over the term of the lease.

Rent payments are divided into three streams in the lease: Deferred, Minimum and Percentage. Deferred Rent refers to Minimum Rent that was not paid during the five years of the original lease, and has been evenly applied over the balance of the initial 35 year term. Minimum Rent is currently set at \$261,892 in FY15, and is indexed to CPI, providing inflation protection for York over the term of the lease. No changes to Deferred or Minimum Rent are proposed in the lease amendment. As Figure 1 below demonstrates, Percentage Rent has been the largest component of total rent over the past several years.

Figure 1: Trends in York Lanes Ground Rent payable to York University, Fiscal Years 2011 to 2014



Percentage Rent is equal to 60% of York Lanes Gross Operating Profits, and has increased over the past four years due to increasing revenue from sub-leases and the full re-payment of the BMO Mortgage in 2012. The present definition of Gross Operating Profits permits the tenant to deduct the full value of any capital project incurred during a given fiscal year. After reviewing the formula, we propose changing the calculation to instead permit the tenant to deduct the annual amortization of capital improvements, instead of the full cost of a capital project when it is incurred. This change will smooth the percentage rent payments to York University and YUDC annual net income, especially as York Lanes proceeds through a capital reinvestment cycle.

Assignment and Transfer

YUDC may not assign the lease without the consent of York, which may be withheld by us. If YUDC were to receive and accept a third party offer for the Premises, York has the right to purchase the Premises at a price equal to that offered by the third party. No material changes have been proposed to these provisions by the lease amendment.

Use of Premises and Subleasing

The Use Clause has been slightly amended to add “such ancillary uses as are customary for the occupation of the premises by a university” as a permitted use. The current language includes “shopping centre and office premises” as permitted uses. The lease includes standard “Prohibited Use” clauses.

The extended and amended ground lease will give York University a 10-business day window (an increase from five days) to approve any proposed new sublease and the renewal of a sublease for an existing tenant of York Lanes. The approval of York shall not be unreasonably withheld.

Leasehold Mortgage

The present Lease permits YUDC to mortgage its interest in the Premises. The Leasehold Mortgagee must enter into an agreement with York that gives the Landlord the right to receive an assignment of the Mortgage upon payment of debt (including interest and make whole) owed to the Mortgagee if YUDC is in default under the Leasehold Mortgage. The Mortgage provisions will be maintained in the amended agreement, as they will be relevant if the Ground Lease is transferred to a third party sometime in the future. The question of third-party borrowing by YUDC is separate from the language of the lease, as York University is YUDC’s sole shareholder and must approve of any capital plan for the organization.

Insurance

The original insurance language and amounts are being updated by York University’s insurance and risk management experts to bring the lease into compliance with contemporary practice.

Maintenance and Alterations

Any changes to the exterior or structure of the Premises with a hard construction cost of over \$100,000 must be approved by York. Modifications to the interior of York Lanes are not subject to this provision. Exterior signage of any kind including within the Colonnade, irrespective of the value of construction, also requires approval of York. The lease includes typical requirements for YUDC to employ qualified professionals and perform the work in a safe and cooperative manner in the undertaking of any construction projects. YUDC shall, at its own cost and expense, maintain the Premises in good order and first class condition throughout the term of the lease.

Conclusion

York University and the wider York Community benefit from the amenities and services provided by York Lanes. The tenant quality and Common Areas of the Mall continue to improve and YUDC is well positioned to continue these improvements via its approved Capital Plan and the Leasing Strategy. Extending and amending the Ground Lease will allow YUDC to continue to attract high quality tenants and to invest capital in sustaining and improving this asset. The financial performance of York Lanes is improving and YUDC is expected to continue to deliver significant returns to its shareholder.

APPENDIX A: PLANNED COMMON AREA IMPROVEMENTS TO YORK LANES



View 1: Looking east through the main corridor



View 2: Looking east through the main corridor towards the future new major tenant entrance. The new tenant store front is conceptual at this point, and will be refined by both the tenant and YUDC.

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 22 June 2015

The Land and Property Committee met on 9 June 2015 and makes this report to the Board for Information

1. Academic Projects Update

a. York Region Campus: Implementation Strategy

As the Board knows, the Province announced in May that York was the successful bidder to receive support to establish a new campus in Markham. While selected as the “first negotiation proponent” to deliver a new campus, the Province has not yet provided funding details, timelines, or the project delivery method. Over the coming months it is anticipated that answers to these questions will be confirmed and that York will be advanced to “preferred proponent” status with the Province for this project. The President, Vice-President Finance & Administration and the President of YUDC briefed the committee on the University’s implementation strategy. A steering committee will be established shortly to guide the broad scope of work to be done, with the following key activities commenced at the outset:

- i. finalization of the academic programming to be offered at the campus
- ii. preparation of real estate and infrastructure agreements
- iii. communication plans

The City of Markham has also commenced its planning for the campus project with the creation of a working group, which will closely liaise with the University to coordinate and integrate plans as appropriate.

A progress report on the initiative will be provided to the committee in the Fall.

2. YUDC Projects and Opportunities

a. The Quad Student Housing Development

It was reported to the Board in February that several planning applications for the student housing facility were submitted to the City of Toronto in spring 2014 and are waiting approval. Some of those applications underwent revision and were re-submitted this past winter and spring. Awaiting approval of the applications therefore remains the current status. After extensive discussions with City staff, the September 2015 cycle of North York Community Council and City Council is targeted for approval of these major applications.

b. Pan Am / Para Pan Am Stadium

Two major components of the stadium construction have been completed - the installation of the track and the elevators. The facility has not, however, reached the status of substantial completion. There is confidence that the stadium will be fully functional for the Games. Nonetheless, there is concern that the University may encounter operational challenges during the Games given the tight timelines for completing the stadium and the short period for the necessary pre-Games preparation. Broad contingency arrangements have been put in place at the University to mitigate risk.

c. Lands for Learning

The committee continued its discussion of the strategic issues and considerations informing the University's planning for the Lands for Learning initiative. The discussion at the recent meeting centred on best practices in Canadian universities' management of non-academic land assets and local land development activity surrounding York University. Highlighted again was the importance of aligning land and property strategies with the academic goals of the University, and the need to create a plan to guide decision making on this important issue. Strategic land planning was identified as a topic for a future Board retreat.

3. Transit Update

YUDC and University staff continue to work with TYSSE and the City to arrange the necessary property transfers and maintenance agreements pertaining to the subway on the Keele campus. The TTC anticipates the completion date of the project to be late 2017. As the ground-level work surrounding the York University station in the Commons is nearing completion, the campus road configuration will likely be restored later this Fall, which is a significant milestone for the University.

4. Winter UniverCity at York

At the initiative of Mr Harris, the committee engaged in a discussion of a Winter UniverCity strategy at York. The concept is about taking advantage of the inevitable winter climate to transform the campuses into more inviting, vibrant and enhanced spaces for the University community. By tapping into winter activities and sceneries, the campus provides an opportunity to enhance students' university experience and create a positive reputational impact. A winter UniverCity could mean many things, including: opening up normally closed off / uninviting courtyards, paths and common spaces to make them more comfortable and exciting; offering winter-theme outdoor events and services; providing an outdoor skating rink.

The committee found it an attractive concept for the potential benefits to the University. It will be explored further at a future meeting.

5. Capital Construction Report

The Committee received a capital projects report, updated to 30 April 2015 detailing the status and financial positions of all major initiatives in progress. Two key projects remain the Engineering building and the new Student Centre: The Engineering building is on budget, and construction continues on schedule to be operational in September; and the site plan for the new Student Centre has been submitted to the City of Toronto and is waiting approval.

6. Thanks and Appreciation!

As she completes her term on the Board, the committee extends its deep appreciation to Mrs Foster for her sustained contributions and leadership, both as past committee Chair and continuing committee member. Her wise counsel and experience informed deliberations and enabled the Committee to carry out its mandate. Thank you Julia.

Paul Tsaparis, Chair

Marketing, Communications and Community Affairs Committee

Report to the Board of Governors at its meeting of June 22, 2015

The Marketing, Communications and Community Affairs Committee met on June 11, 2015 and makes this report to the Board for information.

1. Marketing and Communications

The Committee was briefed on the communications activities undertaken by the University surrounding the provincial announcement of a York University – Markham campus. In addition to York’s various communications efforts celebrating the positive news, the announcement event held in Markham on May 20th attracted several major media outlets. Positive coverage of the announcement dominated the news cycle around the GTA.

The Committee discussed the media and communications plans associated with the PanAm and ParaPan Am Games. It was noted that an effective communications strategy was required to address any negative media coverage that may occur at either on-site venue during the Games. Copies of the recent edition of YorkU Magazine showing two of York’s student athlete hopefuls on the cover and containing articles about the Games were circulated. It was noted that the Opening Ceremonies of the ParaPan Am Games would be taking place at the stadium in August.

Members of the Committee have been invited to attend a meeting later in June to review and provide feedback on a new brand campaign expected to launch in the fall. The new campaign is intended to replace “This is My Time” and will support student recruitment, fundraising and overall institutional goals.

2. Advancement

The Committee was pleased to learn that total fundraising for fiscal 2014/15 reached \$35.4 million, just beyond the \$35 million annual target. A breakdown and analysis of the donations received were reviewed. These results bring total fundraising since the last major campaign which closed in 2010 to approximately \$150 million. The Committee was again briefed on planning for an official launch of a new campaign in 2016. Significant activity is taking place across the University to identify key fundraising priorities and engage important internal and external stakeholders.

An overview of recent alumni events was also provided. This included discussion of a highly successful alumni event recently held in London, UK at Canada House and attended by the President.

Marketing, Communications and Community Affairs Committee

3. Community Relations

Mr. O'Hagan highlighted select community relations matters. He noted that in its online newsletter The Exchange, the Centre for Israel and Jewish Affairs is running a series entitled Spotlight on York. A number of York faculty, alumni and students have contributed articles to it regarding their experience as a Jewish member of the York community.

The Committee also received an update on consultations being undertaken by the City of Toronto on the subject of illegal rooming houses and overcrowding. They are seeking to create uniform bylaws that could be applied across the city. The subject is one in which York has been actively engaged for some time given the many concerns expressed by students about housing conditions in The Village. York staff and students attended select consultation meetings and administration continues to monitor this initiative. It is anticipated a full report of the city-wide consultations will be presented to the City Council Executive Committee sometime this month.

David McFadden, Chair

Memo

To: Board of Governors
From: Julia Foster, Chair, Board Executive Committee
Date: June 22, 2015
Subject: **Appointment of Pension Fund Trustee**

Background

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

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

Recommendation - Appointment

That the Board of Governors approves the following appointment to the Pension Fund Board of Trustees, effective June 1, 2015, for a three year term:

Colin Deschamps, as a YURA nominee

Colin will replace Janet Rowe, who is completing her term as a Pension Trustee after serving on the BoT for 7 and a half years.

Nominee Background

Colin has a BA in Economics and an MBA from U of T, and a CMA. He started his career in business as a Systems Analyst and then joined York University, initially as an Internal Auditor and then in management roles in central Finance. He left for a number of years to work for different Boards of Education in senior finance roles. Colin returned to York in 2005, and worked as an EO, and had budget responsibilities. Colin retired from York in 2014 and currently serves on the YURA Executive.



Memo

To: Board of Governors
From: Susan Black, Chair, Governance and Human Resources Committee
Date: June 22, 2015
Subject: Annual Review of Policies

Recommendation

The Board Governance and Human Resources Committee recommends that the Board of Governors re-approve the following policies:

**Occupational Health and Safety Policy
Policy on Workplace Harassment
Policy on Workplace Violence**

Background and Rationale

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

Attachment:

University Policy - Occupational Health and Safety Policy, Appendix A
University Policy – Workplace Harassment, Appendix B
University Policy – Workplace Violence, Appendix C

Occupational Health and Safety Policy (no proposed changes)**University Policies, Procedures and Regulations Database****University Policy**

Occupational Health and Safety# : Pol 008

Description:

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

Approval Authority: Board of Governors**Signature:** "M. Shoukri"

Policy

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

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

Occupational Health and Safety

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

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

Students

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

Tenants and Contractors

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

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

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

Workplace Harassment, Policy on

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

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

Approval Authority: Board of Governors

Signature: "Paul Cantor"

I. Scope

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

II. Definition

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

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

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace harassment.
2. Anyone who engages in workplace harassment shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

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

VI. Related Policies

- [Occupational Health and Safety Policy](#)
- [Policy Concerning Racism](#)
- [Sexual Harassment Policy](#)
- [Code of Student Rights and Responsibilities](#)
- [Workplace Violence Policy](#)
- [Sexual Assault Awareness, Prevention, and Response Policy](#)

Workplace Violence, Policy on

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

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

Approval Authority: Board of Governors

Signature: "Paul Cantor"

I. Scope

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

II. Definition

The term, "workplace violence" means:

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

III. Policy

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

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

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

VI. Related Policies

[Occupational Health and Safety Policy](#)

[Policy Concerning Racism](#)

[Sexual Harassment Policy](#)

[Code of Student Rights and Responsibilities](#)

[Workplace Harassment Policy](#)

[Sexual Assault Awareness, Prevention, and Response Policy](#)



York University Endowment Fund

Annual Investment Report to the Board of Governors

For Year Ended December 31, 2014

Board Investment Committee, June 5, 2015

Board of Governors, June 22, 2015

York University Endowment Fund

Annual Investment Report

For Year Ended December 31, 2014

The Endowment Fund (the Fund) is a pool of commingled assets held for the endowments in long-term investments. The endowments are mainly permanent gifts and bequests to York University received from donors enhanced where eligible with matching capital from University and government programs. University-designated endowments held for support of specific priorities are invested alongside donor-endowed assets. Annual distributions are produced by the Fund for support of scholarships and academic chairs.

The Fund is governed by objectives and constraints as documented in the Statement of Investment Policies and Procedures (the Policy). The Board of Governors annually approves the Policy and any changes to the investment strategy or asset mix as proposed by the Investment Committee. The Investment Committee oversees the investments, portfolio managers and implementation of investment strategy.

The Fund assets are allocated for investment to eight portfolio managers each assigned with distinct mandates. All mandates are actively managed with the exception of one-half of the Canadian bonds which is invested to track a passive strategy.

The Fund and Markets in Review - 2014

The market value of the Fund as at December 31, 2014 was \$434.1 million, an increase of \$28.8 million over the December 31, 2013 valuation of \$405.3 million. The increase in 2014 was composed of inflows from donor contributions of \$4.9 million and investment income and capital appreciation of \$28.5 million, net of outflows of \$2.9 million for endowed spending and \$1.7 million for covering investment expenses.

The Fund one-year rate of return as at December 31, 2014 was 9.70% compared to 17.3% as at December 31, 2013. The Fund performance for 2014 fell short of the benchmark one-year return of 10.64% by 0.95%.

The Fund four-year rate of return as at December 31, 2014 of 9.92% exceeded the annualized benchmark performance for the same period of 9.42% by 0.50%.

Major equity markets during 2014 returned 14.4% as measured by key indicator, MSCI World Index. The return was dominated by the US equity markets (S&P 500, 23.9%), followed by Canadian equity (S&P/TSX, 10.6%), and trailed by emerging markets equities (MSCI Emerging Markets, 6.6%) and Europe, Australia and Far East equities (EAFE, 3.7%). US dollar appreciation of 10% relative to the Canadian dollar contributed to strong performance of US equities (S&P 500 in CAD 23.9% and in USD 13.7%), as the American economy showed signs of gathering strength and momentum. Slowdowns in China and other emerging economies exacerbated a sudden decline in oil prices as demand fell with no curbs in global production quota. The oil price decline negatively affected the value of the Canadian dollar and equity index returns due to the heavy influence of energy in the Canadian economy.

Fixed income markets surprised investors as major central banks continued to hold rates low, quelling the market's expectations for interest rate increases any time in the near future. Long duration bonds strongly outperformed, returning 17.5%, due to capital appreciation while short bonds eked by with a total return of 3.1% reflecting the prolonged low interest rate environment. The broad Canadian bond market return, measured by FTSE TMX Universe Bond Index, was 8.8%, reflecting appreciable return due to falling yields.

During 2014, the negative value added to the Fund total return of 0.95% was a product of underperformance from three of the five equity portfolios, managed by Canadian, US and global equity managers, combined with the impact of the tilt toward short-term bonds implemented in the Canadian fixed income class in 2013. Positive added value from two of the smaller portfolios, managed by Canadian and emerging markets equity managers, moderately mitigated the effect of specific portfolio underperformance. The Committee-approved underweight in Canadian fixed income, the lowest returning asset class, was a notably positive contribution more than offset the short-term bond tilt.

The currency hedging strategy further tempered results in 2014 as hedging foreign currencies to the declining Canadian dollar subtracted 1.4% from total fund return as measured by the effect on the benchmark return of excluding the impact of hedging. The currency manager contribution was slightly positive.

Direct expenses charged for investment management, custody, performance measurement and consulting provided to the Fund in 2014 were \$2.8 million, a total expense ratio of 0.66%.

The remainder of this Report reviews the Policy, Fund investment strategy, asset mix and investment manager split. Performance of the Fund to December 31, 2014 is reviewed on relative and comparative terms. The Investment Committee's activities conducted during 2014 and those planned for 2015 are summarized in the final sections.

Endowment Fund Asset Mix

The Policy asset mix (Figure 1) effective throughout 2014, states the target asset classes and weights set out in the Statement of Investment Policies and Procedures.

Figure 1

Policy Asset Mix - 2014

| <u>Asset Class</u> | <u>Target Weight</u> | |
|-------------------------|----------------------|------------|
| Equities | | |
| Canadian | 15% | |
| US - Small/Mid Cap | 20% | |
| Global | 25% | |
| Emerging Markets | <u>10%</u> | 70% |
| Fixed Income | | |
| Canadian Bonds | 25% | |
| Global High Yield Bonds | <u>5%</u> | 30% |

The Policy asset mix, determined through a periodic process involving an asset-liability study that incorporates projections for capital markets returns over a ten-year horizon, is chosen for its expected ability to meet the Fund's investment objective of funding endowment commitments each year into perpetuity. The asset mix is geared to provide income to the University for the annual payouts to support endowed spending and to preserve the value of endowed capital.

The current asset mix was developed initially in 2008, then updated in 2010 to incorporate currency hedging for managing the growing risk arising from large non-Canadian currencies exposures.

At the end of 2014, after completion and recommendations to the Committee produced from the asset-liability study of 2013, a revised Policy asset mix and performance benchmark were adopted in the revised Statement of Investment Policies and Procedures.

The Fund's actual asset mix compared to the Policy asset mix weights effective throughout 2014, including currency overlay, as at December 31, 2014, is shown in Figure 2.

Figure 2

Actual Versus Target Asset Class Weights - December 31, 2014

| <u>Asset Class</u> | <u>Market Value (\$Mil)</u> | | <u>Actual Weight</u> | | <u>Target Weight</u> | | <u>Over/Under</u> | |
|-------------------------|-----------------------------|------------------------|----------------------|--------------------|----------------------|--------------------|-------------------|------------|
| Equities | | | | | | | | |
| Canadian | 65.6 | | 15% | | 15% | | 0% | |
| US Small/Mid Cap | 99.4 | | 23% | | 20% | | 3% | |
| Global | 103.8 | | 24% | | 25% | | -1% | |
| Emerging Markets | 36.1 | 304.9 | 8% | 70% | 10% | 70% | -2% | 0% |
| Real Assets | | | | | | | | |
| Canadian Real Estate | 2.4 | 2.4 | 1% | 1% | 0% | 0% | 1% | 1% |
| Fixed Income | | | | | | | | |
| Canadian Bonds | 77.9 | | 18% | | 25% | | -7% | |
| Global High Yield Bonds | 47.3 | | 11% | | 5% | | 6% | |
| Short-Term Investments | 3.1 | 128.3 | 1% | 30% | 0% | 30% | 1% | 0% |
| Currency Hedge | | | | | | | | |
| | (1.5) | <u>(1.5)</u> | -1% | <u>-1%</u> | 0% | <u>0%</u> | -1% | <u>-1%</u> |
| | | <u>\$ 434.1</u> | | <u>100%</u> | | <u>100%</u> | | |

The Fund's asset class weights are permitted to vary within a range of +/- 5% of the target weights and are rebalanced periodically back to the target. An exception during 2014, approved by the Committee, was an underweight in Canadian bonds representing an advance reallocation that was permitted for readying the Fund for the revised asset mix and benchmark coming into full effect in 2015. A mid-year allocation to the new Canadian direct real estate asset class is tracking a 0% total fund benchmark weight which shall be the case until the allocation reaches a meaningful level for inclusion in the composite benchmark, estimated at 5%.

The University has engaged eight investment managers to manage nine specialty investment mandates. A further allocation for handling the Fund's operating liquidity in a short-term investment fund is assigned to the Canadian bond manager. Each manager is selected for their specific investment expertise. Each manager's specialty mandate is established to prescribe the asset class, investment objectives and constraints, and

performance benchmark for each portfolio. Managers, asset class mandates, market values and fund weights are shown in Figure 3. The currency overlay, composed of liquid three-month foreign exchange forward contracts, is reported on a marked-to-market basis.

Figure 3

Specialty Mandates and Asset Allocations - December 31, 2014

| <u>Investment Manager</u> | <u>Mandate</u> | <u>Market Value (\$ Mil)</u> | <u>Weight</u> |
|---------------------------|-------------------------|------------------------------|---------------|
| Equities | | | |
| Foyston, Gordon & Payne | Canadian | 31.0 | 7.1% |
| Mawer | Canadian | 34.6 | 8.0% |
| Westwood | Small/Mid Cap US | 99.4 | 22.9% |
| Aberdeen | Global | 103.8 | 23.9% |
| Aberdeen | Emerging Markets | 36.1 | 8.3% |
| Real Assets | | | |
| Bentall Kennedy | Canadian Real Estate | 2.4 | 0.6% |
| Fixed Income | | | |
| TD Asset Management | Canadian Bonds | 77.9 | 17.9% |
| Stone Harbor | Global High Yield Bonds | 47.3 | 10.9% |
| TD Asset Management | Short-Term Investments | 3.1 | 0.7% |
| Currency Hedge | | | |
| Mesirow | | (1.5) | -0.3% |
| | | <u>\$ 434.1</u> | <u>100.0%</u> |

Endowment Fund Performance Objectives

The Fund's return objective is quantified in the form of a performance benchmark and is a weighted composite of total returns produced by specified capital markets indices. Each component index broadly represents an asset class as defined in the Policy asset mix and is a transparent and reproducible sample of publically-traded investable equities or bonds for a specific country or area. A Canadian real estate benchmark index is set to be introduced in the performance benchmark once the allocation to real estate investments reaches the meaningfully measureable level of 5% of total fund. The benchmark composition during 2014 is depicted in Figure 4.

Figure 4

Performance Benchmark 2014

| <u>Asset Class</u> | <u>Weight</u> | <u>Index</u> |
|---------------------------|---------------|------------------------------------|
| Canadian Equities | 15% | S&P/TSX Composite |
| Small/Mid Cap US Equities | 20% | Russell 2500 |
| Global Equities | 25% | MSCI World |
| Emerging Markets Equities | 10% | MSCI Emerging Markets |
| Canadian Bonds | 25% | FTSE TMX Canada Bond Universe |
| Global High Yield Bonds | 5% | Citigroup High Yield Market Capped |

The Fund return objective is to meet or exceed the four-year annualized rate of return of the Policy composite benchmark for the same period over most four-year annualized periods as measured year to year.

Fund performance is expressed as a total rate of return, gross of fees, in Canadian dollars. Fund rates of return are calculated by an independent performance measurement provider, BNY Mellon Global Risk Solutions.

Evaluating Endowment Fund Performance

Performance evaluation is conducted regularly on a monthly basis. The total fund rate of return is compared to the return of the composite benchmark and reported for intervals spanning one month to ten years. A formal performance evaluation is conducted semi-annually for review by the Committee that focuses on one-year and four-year returns to assess recent performance and longer-term success toward meeting Policy objectives. The results of individual portfolios and managers are reviewed, incorporating comparisons to performance statistics for portfolio risk and return and to the objectives and targets specified in each of the investment manager specialty mandates.

Figure 5 shows the Fund's performance record for the most recent one year (2014) and annualized periods up to ten years (2005-2014), providing a snapshot of the longer-term success of the investment program

Figure 5

Endowment Fund Long-Term Performance

Annualized Returns for Periods Ended December 31, 2014

| | <u>1 Yr</u> | <u>2 Yrs</u> | <u>3 Yrs</u> | <u>4 Yrs</u> | <u>5 Yrs</u> | <u>6 Yrs</u> | <u>7 Yrs</u> | <u>8 Yrs</u> | <u>9 Yrs</u> | <u>10 Yrs</u> |
|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Fund | 9.7% | 13.4% | 13.1% | 9.9% | 10.5% | 12.3% | 7.1% | 6.2% | 7.1% | 7.6% |
| Benchmark | 10.6% | 14.3% | 13.3% | 9.4% | 10.1% | 11.7% | 6.8% | 6.2% | 6.9% | 7.3% |
| | <u>-0.9%</u> | <u>-0.9%</u> | <u>-0.2%</u> | <u>0.5%</u> | <u>0.4%</u> | <u>0.6%</u> | <u>0.3%</u> | <u>0.0%</u> | <u>0.2%</u> | <u>0.3%</u> |

Success over the longer term is attained through managing a variety of factors. Investment program developments are initiated in response to shifts in the investment environment, changes in the cashflow characteristics of the endowment fund and evolving risks affecting various components of the Fund. The Committee has concentrated on diversifying among selected strategies and managers that align with the investment objectives of preserving capital through a range of capital market outcomes while sustaining a regular stream of inflation-adjusted spending over the long run.

Annual and Four-Year Annualized Performance

Figure 6 shows annual one-year returns for ten years, 2005 to 2014, and the four-year annualized return to December 31, 2014 relative to the Policy benchmark. Currency strategy was introduced as an integral element of investment strategy and is included in terms of impact since 2010. For information, in Figure 6, the Fund return is also shown with the effect of currency hedging stripped out of the Fund and benchmark returns for the relevant years.

Figure 6

| | Endowment Performance - Annual Returns | | | | | | | | | | Annualized Four Years |
|------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| | Annual Returns for One-Year Periods Ended December 31 | | | | | | | | | | |
| | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> | <u>2010</u> | <u>2009</u> | <u>2008</u> | <u>2007</u> | <u>2006</u> | <u>2005</u> | <u>2011-14</u> |
| Fund | 9.7% | 17.3% | 12.5% | 0.8% | 12.8% | 21.7% | -19.1% | -0.3% | 15.1% | 12.0% | 9.9% |
| Benchmark | 10.6% | 18.1% | 11.4% | -1.5% | 12.9% | 20.2% | -18.6% | 1.9% | 12.7% | 11.6% | 9.4% |
| | -0.9% | -0.8% | 1.1% | 2.3% | -0.1% | 1.5% | -0.5% | -2.2% | 2.4% | 0.4% | 0.5% |

The one-year total rate of return as at December 31, 2014 was 9.7% compared to the benchmark rate of return of 10.7%. Excluding the impact of currency hedging, the Fund one-year return was 11.1%, compared to the benchmark return excluding hedging of 12.1%. Currency hedging of 50% of foreign exposures during 2014, a year of rising foreign exchange rates, mainly the appreciation of the USD to all world currencies including the Canadian dollar, decreased overall results.

The 1.0% shortfall versus the benchmark in 2014 is attributable to the underperformance of active managers, the key factors being an underweight in US equities and the impact of falling oil prices in the energy complex.

Over four years to December 31, 2014, the annualized return for the Fund was 9.9%. This result exceeded the Policy benchmark four-year annualized return of 9.4%, achieving the objective gross of fees.

Capital markets returns for the principle indexes composing the performance benchmark for the past four calendar years and annualized for the four-year period are shown in Figure 7.

Figure 7

| | Index Returns (CAD) | | | | Annualized Four Years |
|-------------------------------------|---------------------|-------------|-------------|-------------|--------------------------|
| | Annual Returns | | | | |
| | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> | <u>2011-14</u> |
| Equity Indices | | | | | |
| S&P/TSX Composite | 10.6% | 13.0% | 7.2% | -8.7% | 5.2% |
| Russell 2500 | 16.7% | 46.0% | 15.3% | -0.1% | 18.4% |
| MSCI World | 14.4% | 35.2% | 13.3% | -3.2% | 14.1% |
| MSCI Emerging Markets | 7.0% | 4.3% | 16.0% | -16.2% | 2.1% |
| Fixed Income Indices | | | | | |
| FTSE TMX Canada Bond Universe | 8.8% | 1.2% | 3.6% | 9.7% | 5.1% |
| Citigroup High Yield Markets Capped | 11.1% | 13.4% | 12.2% | 8.4% | 11.5% |

Total Fund Comparative Performance

Aon Hewitt provides comparative data for a peer group proxy of Balanced Funds. Comparative performance results for one-year and multi-year periods ended December 31, 2014 are presented in Figure 8.

The Balanced Funds peer group is provided for comparison as constituents are most likely to have common asset mix characteristics with the Endowment Fund. Differences in asset mix will tend to cause the largest divergences in returns among peer group members followed by the impacts from currency strategy and active management. The statistics presented in Figure 8 exclude outlier returns that fall outside the range of 5th to 95th percentiles.

Figure 8

Balanced Funds - Comparative Analysis as of December 31, 2014

| | Annual Returns (%) | | | | Annualized Returns (%) | | | |
|------------------------|--------------------|-------------|-------------|-------------|------------------------|--------------|--------------|---------------|
| | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> | <u>2 Yrs</u> | <u>3 Yrs</u> | <u>4 Yrs</u> | <u>10 Yrs</u> |
| Percentile Rank | | | | | | | | |
| 5th (highest) | 13.1 | 20.6 | 12.4 | 4.3 | 16.3 | 14.8 | 12.1 | 8.3 |
| 25th | 11.9 | 18.3 | 10.7 | 1.2 | 14.3 | 13.1 | 9.7 | 7.6 |
| 50th (median) | 10.9 | 16.1 | 9.1 | (1.0) | 13.6 | 12.3 | 8.7 | 7.0 |
| 75th | 9.8 | 14.7 | 8.1 | (3.4) | 12.8 | 11.3 | 7.9 | 6.5 |
| 95th (lowest) | 8.1 | 13.1 | 5.8 | (8.2) | 11.5 | 10.3 | 5.7 | 5.2 |
| Comparative | | | | | | | | |
| York University | 9.7 | 17.3 | 12.5 | 0.8 | 13.4 | 13.1 | 9.9 | 7.6 |
| Quartile Rank | Q4 | Q2 | Q1 | Q2 | Q3 | Q1 | Q1 | Q1 |

The Fund's one-year rate of return of 9.7% ranked in the fourth quartile in 2014. The Fund's comparatively poor positioning relative to peers, follows three years of comparatively strong performance (1 first quartile and 2 second quartile years). This comparative result is partially explained by manager underperformance and to a greater degree explained by asset mix. York's mix had higher exposures to emerging markets and shorter bonds, and lower exposures to US equities and longer bonds relative to the typical balanced fund representative of pension fund policies.

Endowment Growth

Over the five years since 2010, the Endowment Fund has grown from contributions by \$20 million. The Fund's market value, inclusive of contributions, investment income and capital appreciation and net of distributions for endowed spending and investment expenses, has grown by \$114 million.

Figure 9

Endowment Pool Growth (\$ Millions)

| | <u>Market Value</u> | <u>Corpus</u> | <u>Adjusted Book Value</u> |
|-------------------|---------------------|---------------|----------------------------|
| December 31, 2014 | 434.1 | 264.9 | na |
| December 31, 2013 | 405.3 | 260.5 | 281.3 |
| December 31, 2012 | 350.5 | 256.5 | 277.3 |
| December 31, 2011 | 326.4 | 250.2 | 271.0 |
| December 31, 2010 | 320.0 | 244.9 | 265.7 |

Endowment Fund corpus constitutes the historical value of capital received from donors plus the historical value of capital matches from government and University matching programs.

Book value, shown in Figure 9, was the measure of corpus plus an allocation for inflation protection built up in the years prior to 2009, that was used for recording endowment capital in the book-value based dollarized endowment accounting regime formerly used by the University. This was replaced effective with the fiscal year beginning May 1, 2014 following conversion to a unitized market value system for endowments and is shown to illustrate its relationship to corpus, which is the primary measure of historical value.

The change in the market value of the Fund during calendar 2014, shown in Figure 10, reviews the cashflow and earnings effects on value.

| Figure 10 | |
|--|----------------|
| Change in Total Fund Market Value (\$ Millions) | |
| Market Value, December 31, 2013 | 405.3 |
| Contributions: | |
| Donations | 4.9 |
| Reinvested Distributions | 2.9 |
| Withdrawals: | |
| Distributions and Expenses | (4.8) |
| Earnings: | |
| Investment Income and Market Appreciation | <u>25.8</u> |
| Net Change | <u>28.8</u> |
| Market Value, December 31, 2014 | <u>\$434.1</u> |

To track the market value, unit holdings and historical values of each individual endowment, the University uses the services of an expert external endowment accountant. At the end of 2014, over 2,000 individual endowed accounts were in existence.

Investment Oversight

The Investment Committee conducts activities in accordance with its terms of reference and the Board-approved Statement of Investment Policies and Procedures. The Committee's responsibilities are principally fund governance and investment strategy. Activities include regular monitoring of assets and performance, oversight and selection of portfolio managers, development of investment strategy and asset mix, review of fund expenses, and quarterly reporting to the Board. The Committee undertakes further initiatives as deemed timely and in the best interests of the Endowment Fund and its beneficiaries.

Review of Investment Committee Activity – 2014

During 2014, the investment-related activities were conducted by the University in 2014 with the oversight of the Investment Committee:

- Hiring of new Canadian Direct Real Estate Manager, Bentall Kennedy, and preliminary allocation to the BK Prime Canadian Real Estate LP.
- Revision of Statement of Investment Policy and Procedures to incorporate changes to the asset mix, target weights, and performance benchmark were presented to and approved by the Board of Governors. The asset mix revisions were:
 - addition of a combined 10% allocation to Canadian Real Estate and Global Real Estate, both identified as types of Real Assets. The target weight of 10% is to be phased into the benchmark in stages as underlying capital is allocated to investment;
 - 5% reduction to Canadian Equity for a revised allocation of 10%;
 - 5% reduction to Global Equity for a revised allocation of 20%;
 - 5% increase to Global High Yield Bonds for an allocation of 10%; and
 - 5% reduction to Canadian Bonds for an allocation of 20%.
- Fund reallocation to accomplish the asset mix revision was conducted progressively through the year. The allocation to the Real Estate class is to be funded from the Canadian Equity and Global Equity classes.
- Revision of the currency hedging strategy from an actively-managed to passively-managed mandate and the adoption of asset class specific hedge ratios as follows:

| | |
|--------------------------------|-------------|
| Foreign Equity Exposures | 0% hedged |
| Foreign Real Assets | 50% hedged |
| Foreign Fixed Income Exposures | 100% hedged |

During 2014, the long-anticipated and planned conversion of York's 2,000-plus endowment accounts into a unitized pool structure was accomplished. Significant changes to accounting and reporting features for administrative oversight, providing information to the University community and for presentation to donors were introduced. These endowment-centric activities focused on replacing the legacy dollarized system with a market value based unitized system for the endowed accounts valuation and replacing the external service provider from book-basis recordkeeping to a Subfund accounting system.

The introduction of a the distribution reserve and the process of setting aside amounts monthly are components of the new system that will allow for the University to provide pro-rated distributions to new endowments based on number of months held in the pool. New endowment capital in the past had to be invested for minimum 12 months, and up to 24 months depending on timing of entrance into the fund, prior to receiving initial endowment spending allocation (the distribution).

The introduction of the Smoothed Banded Inflation methodology for calculating the distribution to endowed account holders was initiated with a baseline payout rate of \$3.90 per unit for initial distribution in 2015-16. The distribution amount was implemented with approval of the Investment Committee, Finance and Audit Committee, and Board of Governors following a detailed analysis of impact on University and individual endowment spending needs. The inaugural market-value based rate will result in greater amounts of funding being distributed for spending.

Responsible investment program initiatives and developments are ongoing. Administration provided support to the newly-formed York University Advisory Committee on Responsible Investing during 2014 and the Investment Committee reviewed the inaugural YUACRI Annual Report at its September meeting.

Two amendments were incorporated into the 2014 revision of the Statement of Investment Policies and Procedures that support the functional role of YUACRI; these were:

- A separate section on Responsible Investing was introduced and incorporated under Strategy to enhance the message that Environmental, Social and Governance (ESG) factors are important and integral considerations in manager selection and monitoring. It was clarified that the impact of ESG factors and considerations in security selection fall in the domain of each investment manager. The expectation that investment managers will engage with corporate managements to directly review and discuss ESG-related corporate activities was introduced.
- A separate section on Voting Rights was formed forming the basis for proxy voting activities and their development.

Plan for Investment Committee Activity – 2015

Planned investment-related activities in 2015 are:

- Review and upgrade of the formal evaluation reports provided semi-annually by the external investment consultant.
- Review and revision of the Canadian fixed income benchmark to align with liquidity requirement properties of the Fund.
- Search for global real estate manager to be conducted in tandem with the pension fund.

Planned endowment-related activities in 2015 are:

- Review of direct impact on the community of the change in endowment structure and payout methodology together with the 2016-17 payout rate setting process.
- Communications and education sessions with the community and enhanced reporting to donors to support the transition to unitized pool and revised payout methodology.

Memo

To: Board of Governors

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

Date: June 9, 2015

Subject: **2014 Employment Equity Annual Report**

The following is an overview of York University's 2014 Employment Equity Annual Report.

Report Highlights

This report highlights representation at York University for the four designated groups under the Employment Equity Act (EEA) – women, aboriginal peoples, members of visible minorities, and persons with disabilities. The report also speaks to diversity and inclusion related initiatives for 2015 and beyond.

When academic and non-academic employee groups are viewed separately, the data shows under-representation in some categories under the Employment Equity Occupational Group (EEOG) guide. The major area of under-representation as of December 31, 2014, continues to be for visible minorities within seven of the fourteen EEOG categories in the non-academic employee group (skilled crafts and trades, clerical, intermediate sales and service, semi-skilled manual, and other sales and service). University related policies and practices will be reviewed to identify and correct any existing barriers to attracting potential employees who are members of visible minorities.

On a University wide aggregated basis York continues to show strong representation of women employees.

The Self-Identification Survey return rate for CUPE 3903 continues to be low. The return rates by CUPE Units ranged from 4% to 46%, well below 80% University target. As a result, CUPE 3903 continues to be excluded from the University's employment equity statistics. Faculty Relations, with support from the Diversity and Inclusion Consultant, will continue to work in partnership with CUPE 3903 on initiatives aimed at increasing the return rates of the Employment Equity Survey.

The main areas of focus for 2015 and beyond include:

- Completion of a robust off boarding interview process for exiting employees that enables the collection of information to inform future action plans aimed at improving policies and practices
- Continued work with York's Information Technology Services to better enable collection, tracking and analysis of information from those who self-identify as LGBTQ
- Continued work with Focus Groups to identify barriers to hiring or advancement at York University, and to ensuring our policies and practices are inclusive and effective
- Maintain relationships with candidate communities to build and enhance the diversity of the talent pool at York
- Exploration of social media to communicate York's commitment to diversity and inclusion
- Continued participation in Canada's Top 100 Employers and Canada's Most Diverse Employers Competitions.
- Continuation of work with CUPE 3903 to increase survey return rates



2014 Annual Statistical Employment Equity Report

Date: May 2015
Annette Boodram, Diversity & Inclusion Consultant

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1. Executive Summary

The 2014 Annual Employment Equity Report is a statistical summary of our progress to achieve representation of the Employment Equity Act's four designated groups: Women, Visible Minorities, Aboriginal Peoples, and Persons with Disabilities. The representation data used within the report is compared to the 2011 external availability data provided by Statistics Canada. Representation rates for Employment Equity Occupational Groups (EEOG) in Divisions and Faculties at York University ("York") are analyzed.

Trends for the past 3 years suggest members of Visible Minorities are highly represented across the University at the EEOG level as middle & other managers, professionals and semi-professionals & technicians, as well, in supervisor, craft & trades positions. Conversely, when the Academic and Non-Academic groups are split apart, Visible Minorities in the non-academic employee cohort show [significant gaps](#) in various EEOG areas. Initiatives are in place to identify factors that may present barriers to hiring or advancement, at York University, for Visible Minority employees. [Section 2.5](#) of this report provides further details on representation rates for Visible Minorities at York.

CUPE 3903 Units have again been excluded from the University's overall statistics, in this report, as return rates for this group continues to be low. The return rates by CUPE Units range from 4% to 46%, still well below the University's goal of 80%. Faculty Relations, with support from the Employment Equity Officer, will continue to work with CUPE 3903 to increase survey return rates.

Key initiatives aimed at advancing employment equity, diversity and inclusion in 2014/2015 include:

- The addition of LBGTQ on the University wide Employment Equity Survey for the purpose of enhancing policies and programs
- An action plan for a robust off boarding interview process for exiting employees to facilitate and streamline the employee separation process; on-line exit survey; data gleaned from the surveys will enable us to better understand and address where applicable, why employees leave the University
- Continued review of York's non-academic employee recruitment policies and practices to identify and correct possible barriers to employment
- Established and maintained relationships with more than 20 local community organizations/resources to increase applications to York's from underrepresented groups
- Updated the Human Resources Information System with 2011 National Occupational Classification codes to reflect current job information for equity and compensation purposes
- Expanded York's employment equity statement to include additional groups
- Expanded the existing Onboarding Manager program to include all new CPM hires
- Developed an action plan to build a sourcing strategy aimed at attracting a diverse pool of applicants and talent to York.

- Continued collaboration with the Centre for Human Rights to develop and deliver educational workshops. to the York community, on human rights and diversity
- Completion of applications for Canada's Top 100 Employers, and Most Diverse Employers competitions

2. 2014 Employment Equity Figures

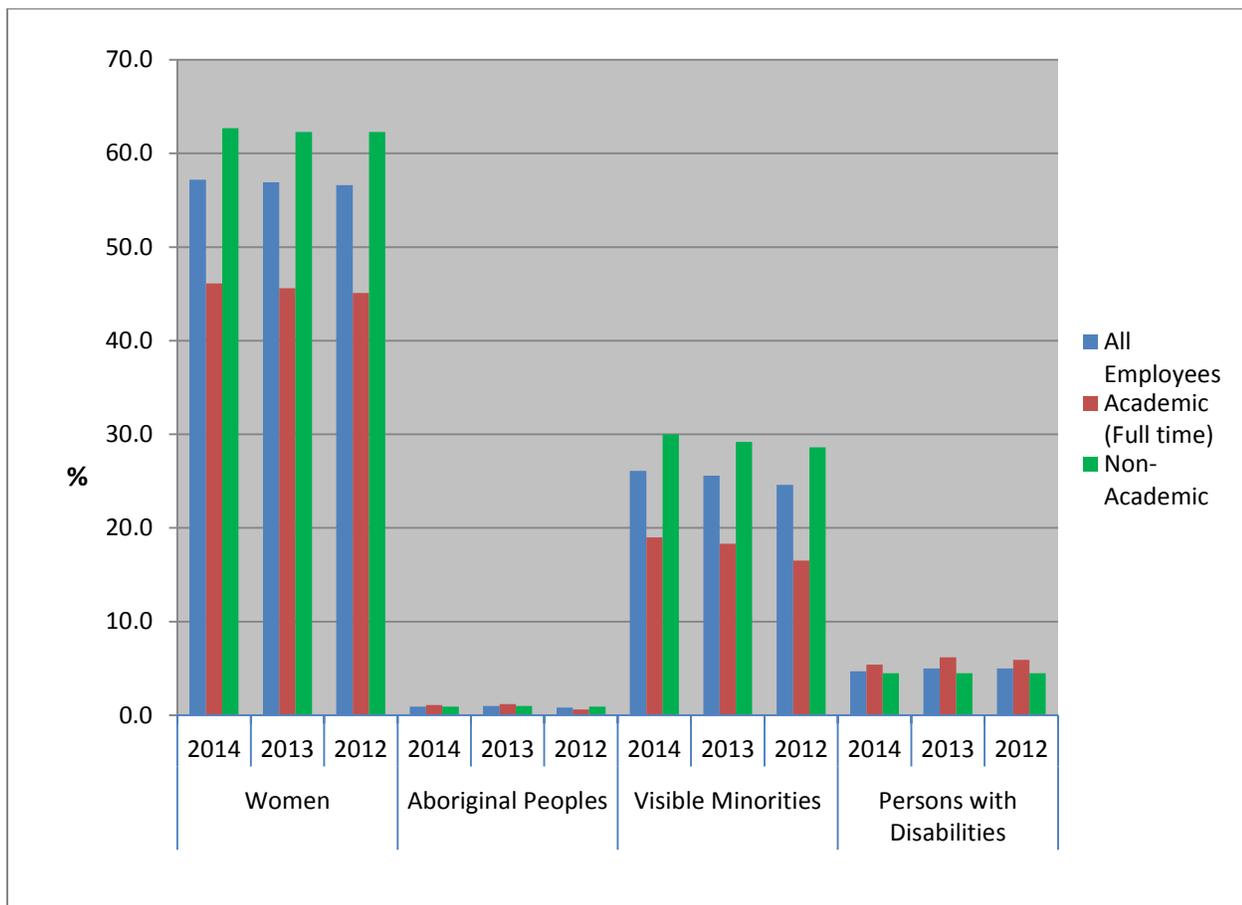
2.1 Employment Equity Survey Return Rate

In 2014, the average survey return rate stood at 86%¹ for employees across all Divisions (see [Appendix C](#) for further details). Most divisions had return rates of over 80%, which is the Federal Contractor’s Program (“FCP”) recommended minimum return rate.

2.2 Overall Representation Rates

Summary of Representation Rates for Designated Groups, 2014², 2013, 2012

Figure 1:



¹ For the purpose of this report, the Canadian Union of Public Employees 3903 (“CUPE 3903”) and CUPE Exempt are excluded from the overall survey return rate calculation. CUPE 3903 Units had return rates below 47% (for further details see [Appendix H](#)).

² The total employee count in 2014 was 3960. Employees in CUPE 3903 and CUPE Exempt have not been included in this chart or subsequent charts and counts.

2.3 Women

Similarly to December 31, 2013, over 57% of the employees at York were women (**Table 1**). This compares to an aggregated external availability figure of 53.2%. Internal representation figures continue to be relatively stable when compared to figures from 2013.

Within both the Academic and Non-Academic groups, the overall internal representation of women exceeded the external availability figures. The internal representation of women for the Academic group was 46.1% and the external availability was 44.8%. Within the Non-Academic group, the internal representation of women was 62.7% and the external availability was 57.0%.

Figure 2a): York University: Representation of Women by [Employment Equity Occupational Group](#) (“EEOG”) on December 31, 2014

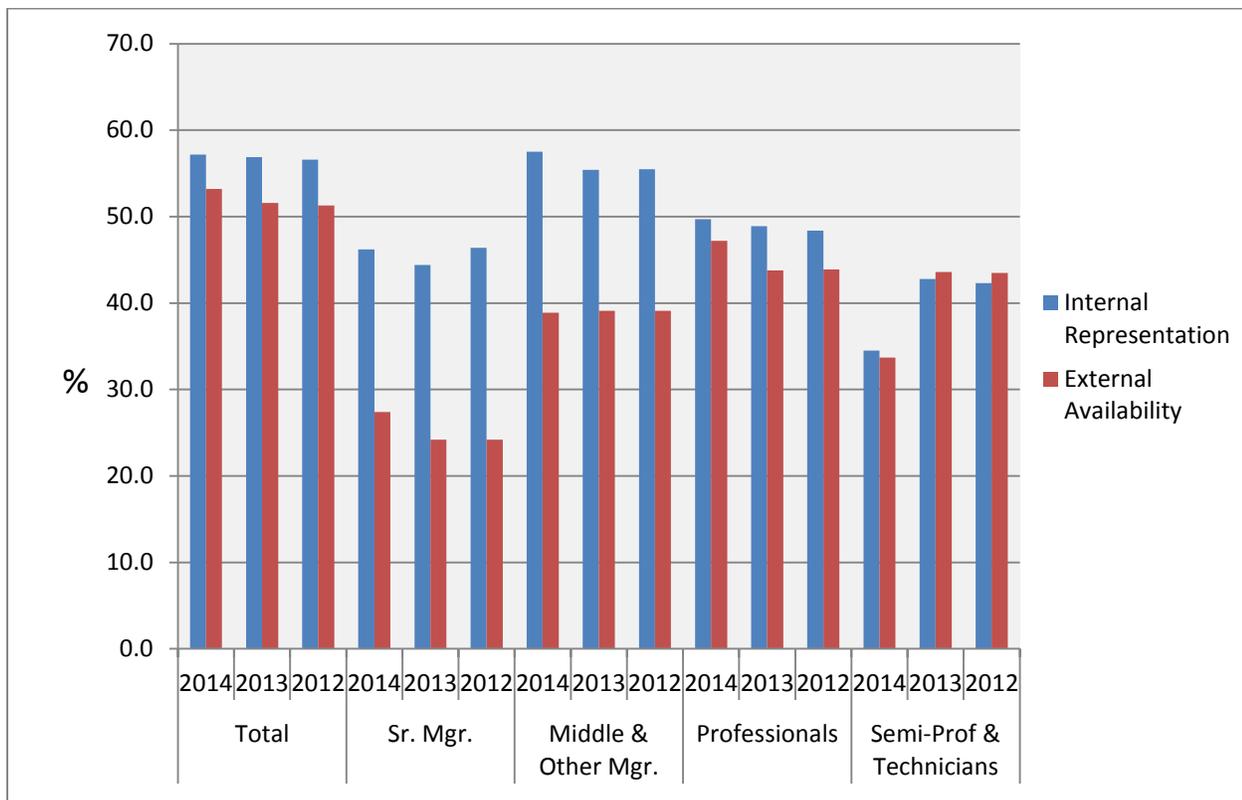


Figure 2b): York University: Representation of Women by [Employment Equity Occupational Group](#) ("EEOG") on December 31, 2014 continued

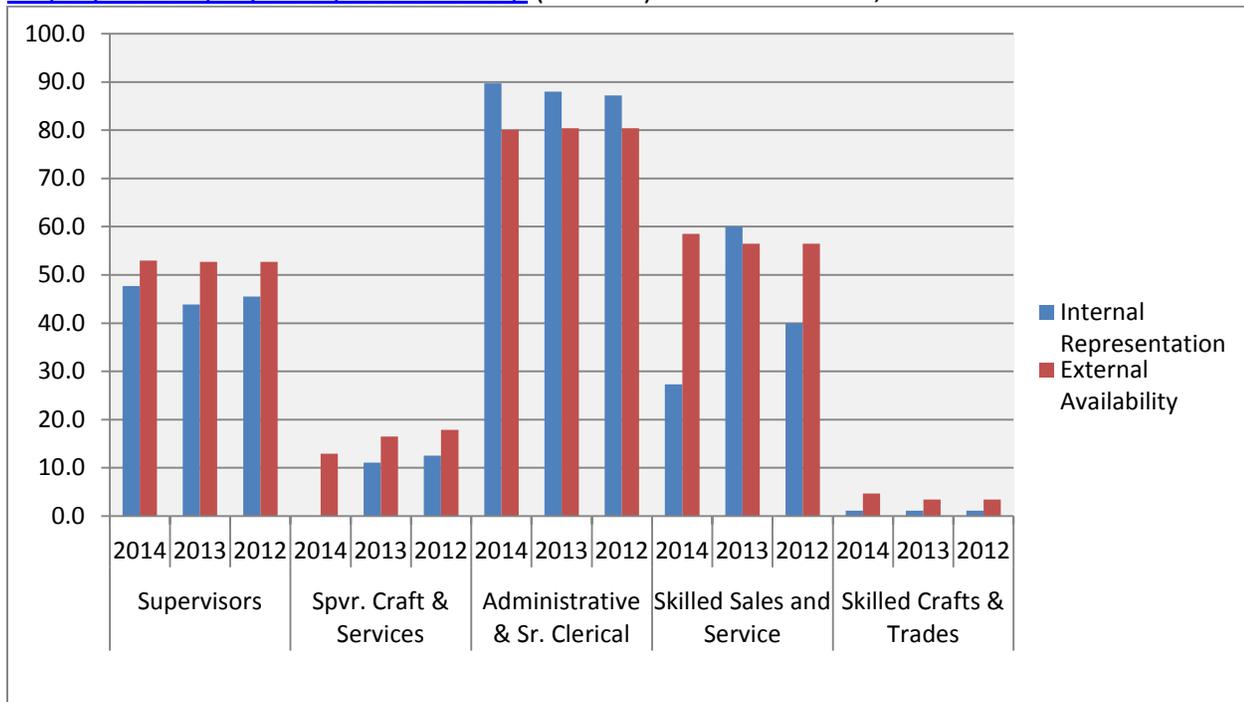
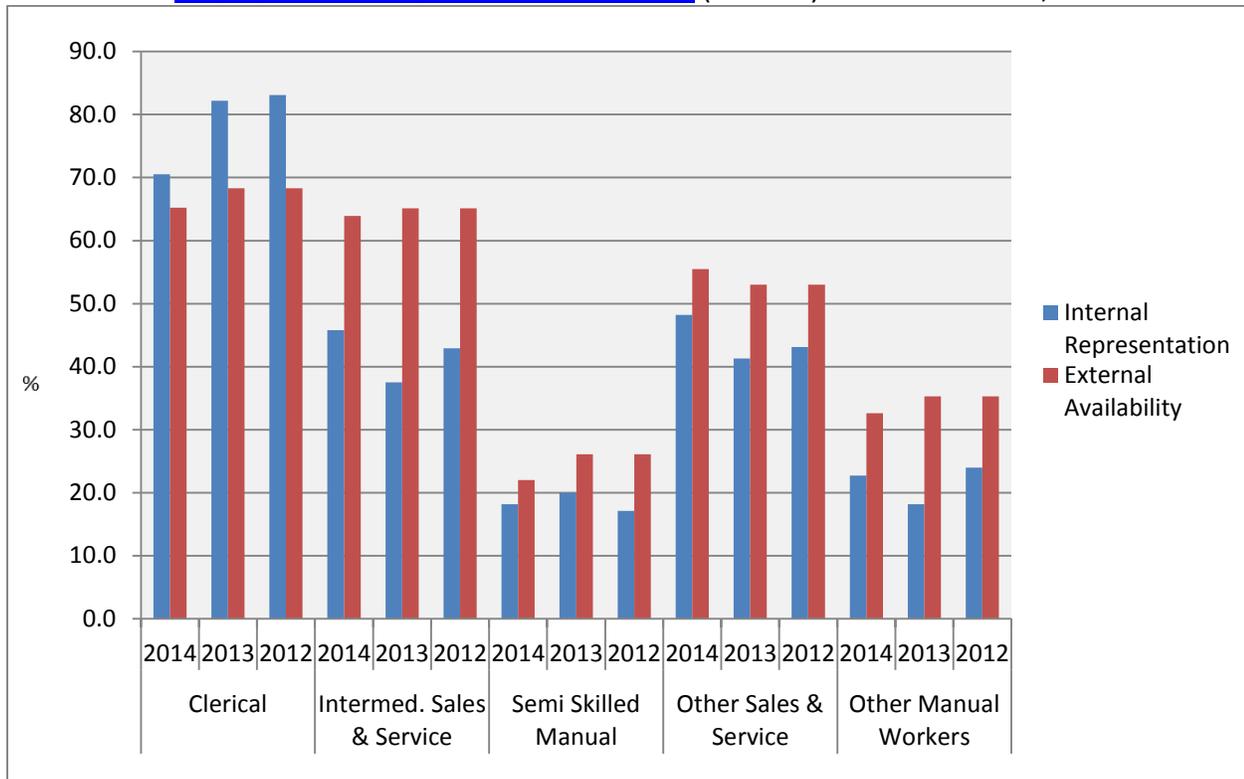


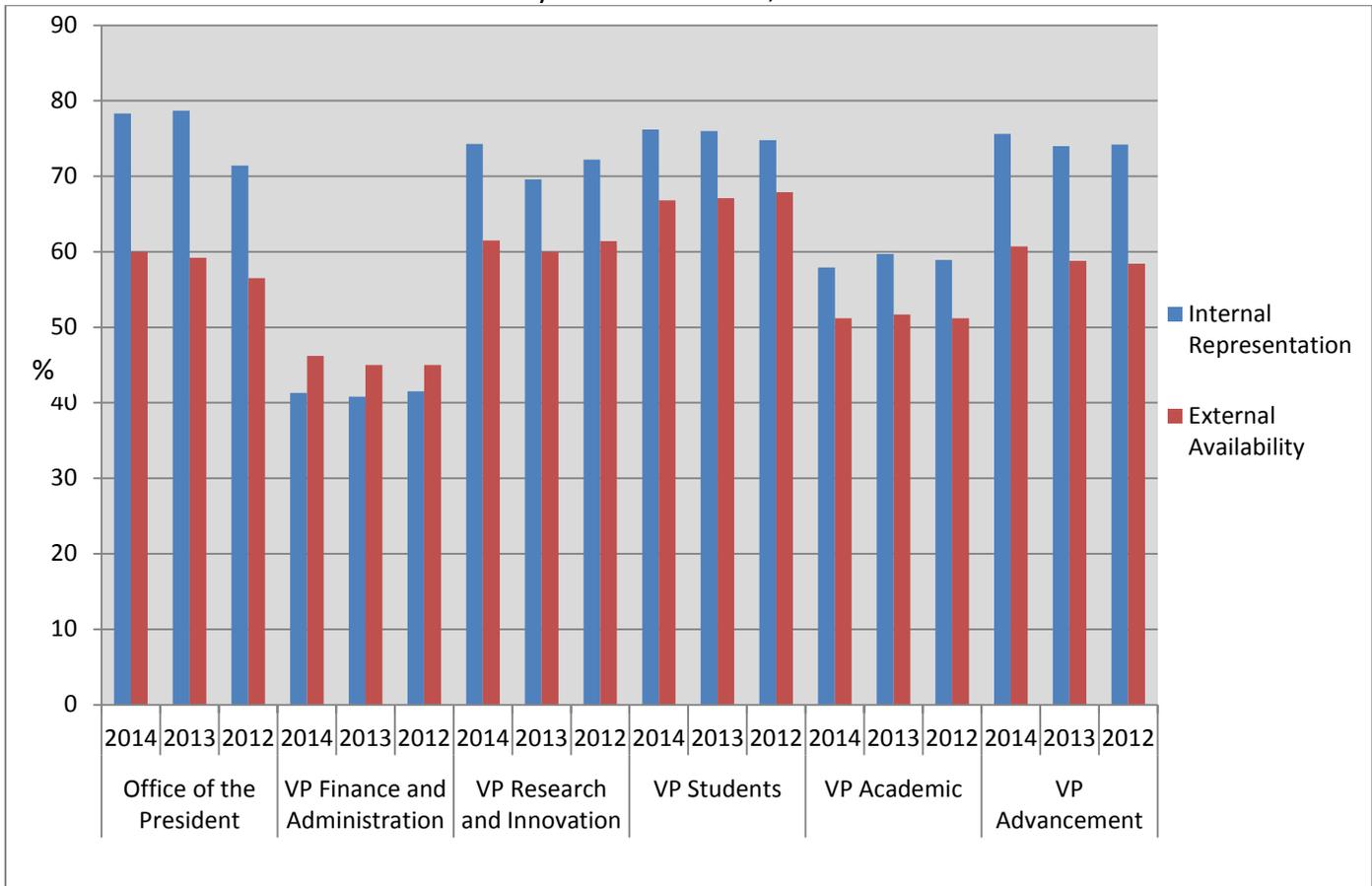
Figure 2c): York University: Representation of Women by [Employment Equity Occupational Group](#) ("EEOG") on December 31, 2014 continued



2.3.1 Division and Faculty Representation of Women Analysis

There are six Divisions within the University. Figure 3 illustrates the representation of women on December 31, 2014 for the six Divisions. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff. Women continue to exceed the external availability in five out of six Divisions.

Figure 3: York University: Representation of Women by Division at York University on December 31, 2014



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

Figure 4a): York University: Representation of Women by Faculty at York University on December 31, 2014

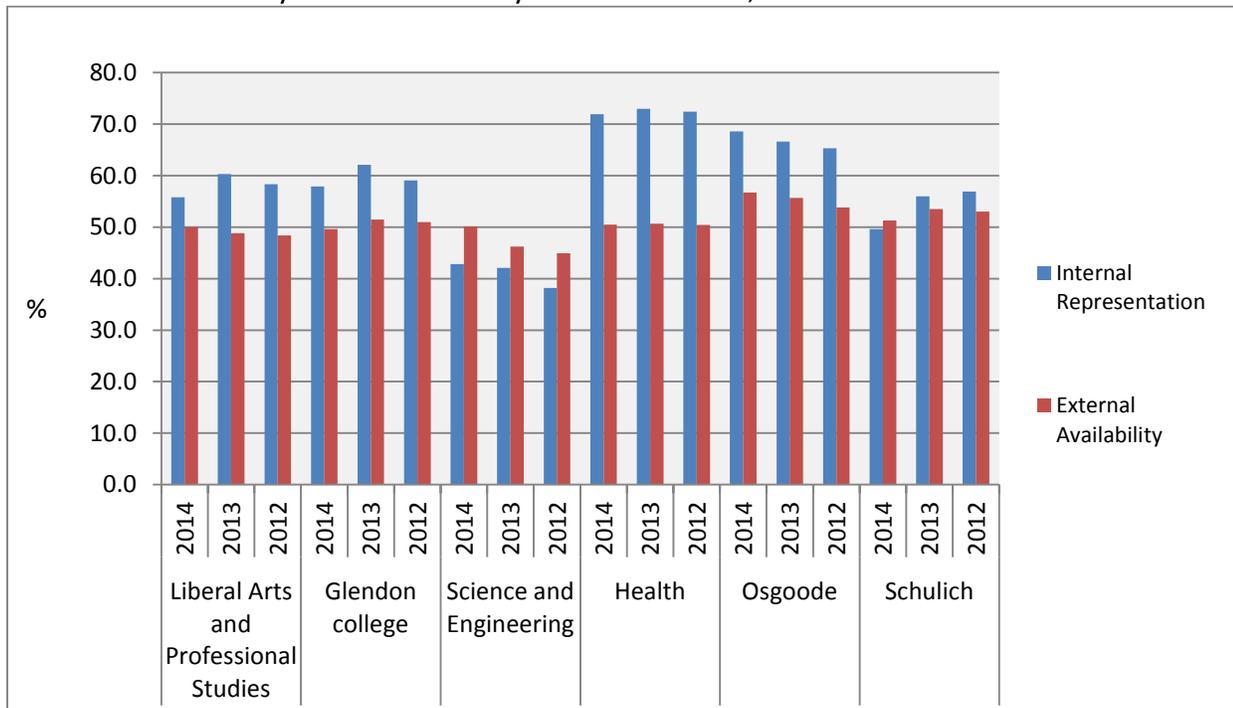
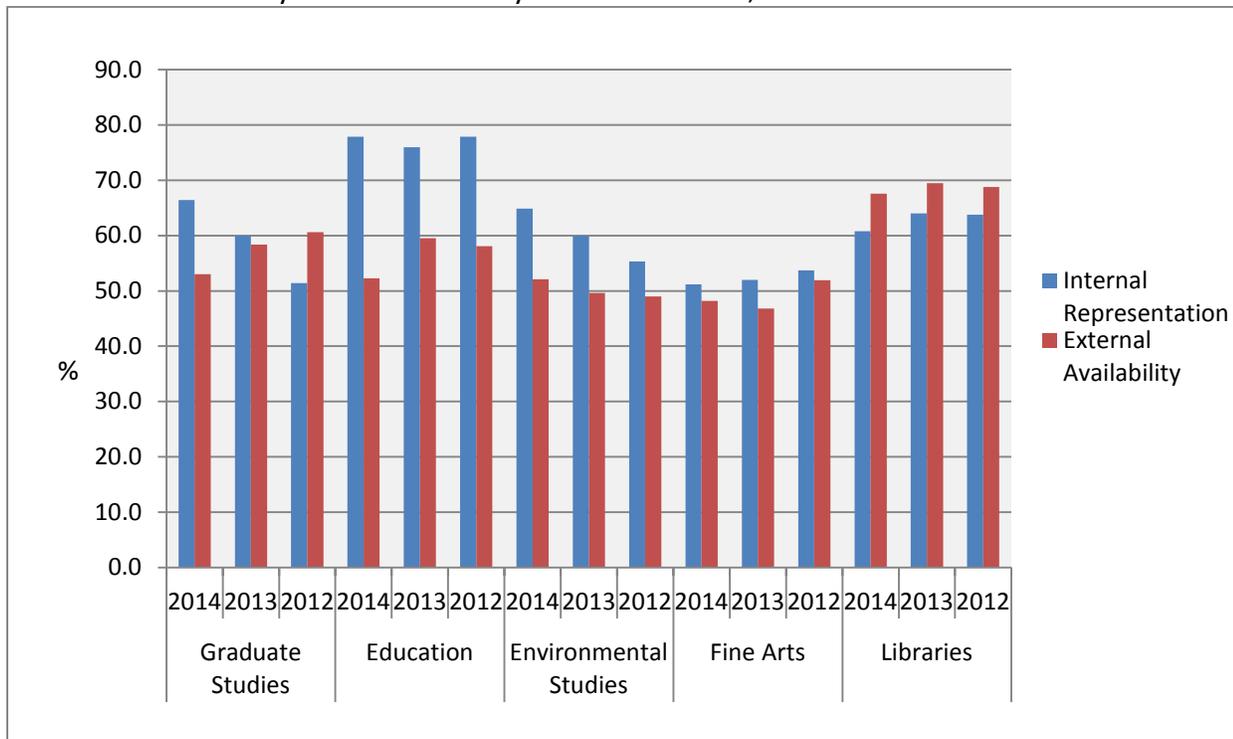


Figure 4b): York University: Representation of Women by Faculty at York University on December 31, 2014



2.3.2³ Hires, Promotions⁴ and Terminations⁵ Analysis

In 2014, women represented 61% of new hires, 33% of total promotions and 63% of total terminations. In comparison to 2013, total new hires for women increased by 4%, promotions for Women decreased by 9% and terminations for women increased by 4%.

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

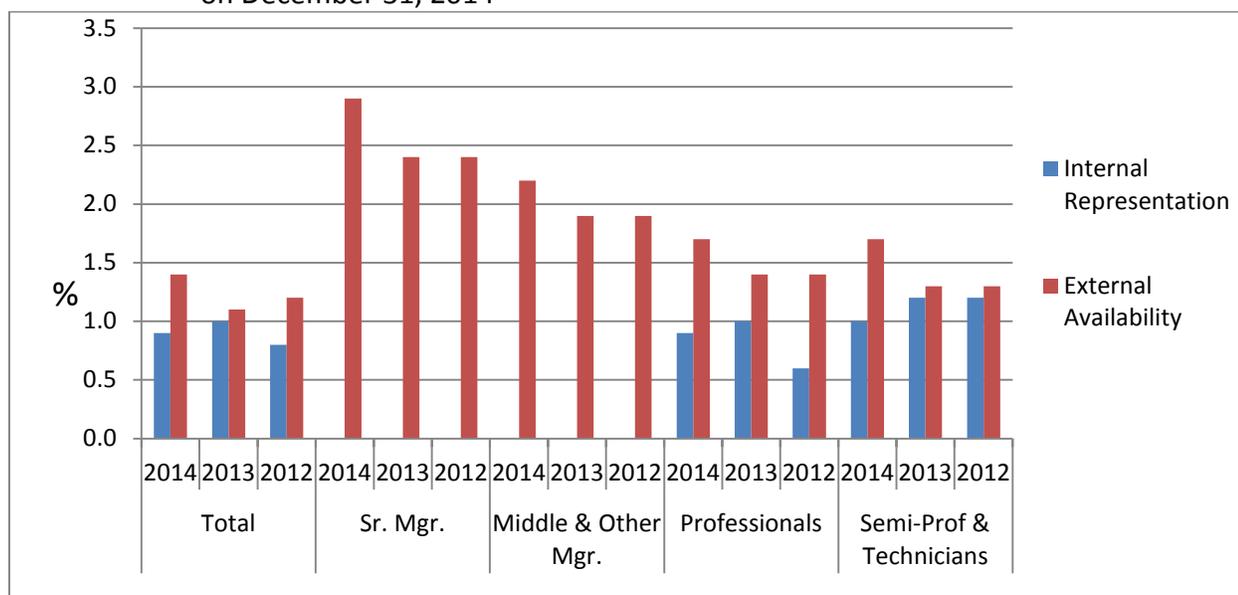
2.4 Aboriginal Peoples

As of December 31, 2014, 0.9% of the employee base identified themselves as Aboriginals ([Figure 1](#)). This compares to an external availability figure of 1.4%.

The Academic group has an internal Aboriginal representation figure of 1.1% versus an external availability figure of 1.2%.

The Non-Academic group has an internal representation rate of 0.9% compared to the external availability rate of 1.0%.

Figure 5a) York University: Representation of Aboriginal Peoples by EEOG on December 31, 2014



³ For fulltime Faculty, promotion indicates promotion in rank.

⁴ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁵ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Figure 5b): York University: Representation of Aboriginal Peoples by EEOG on December 31, 2014

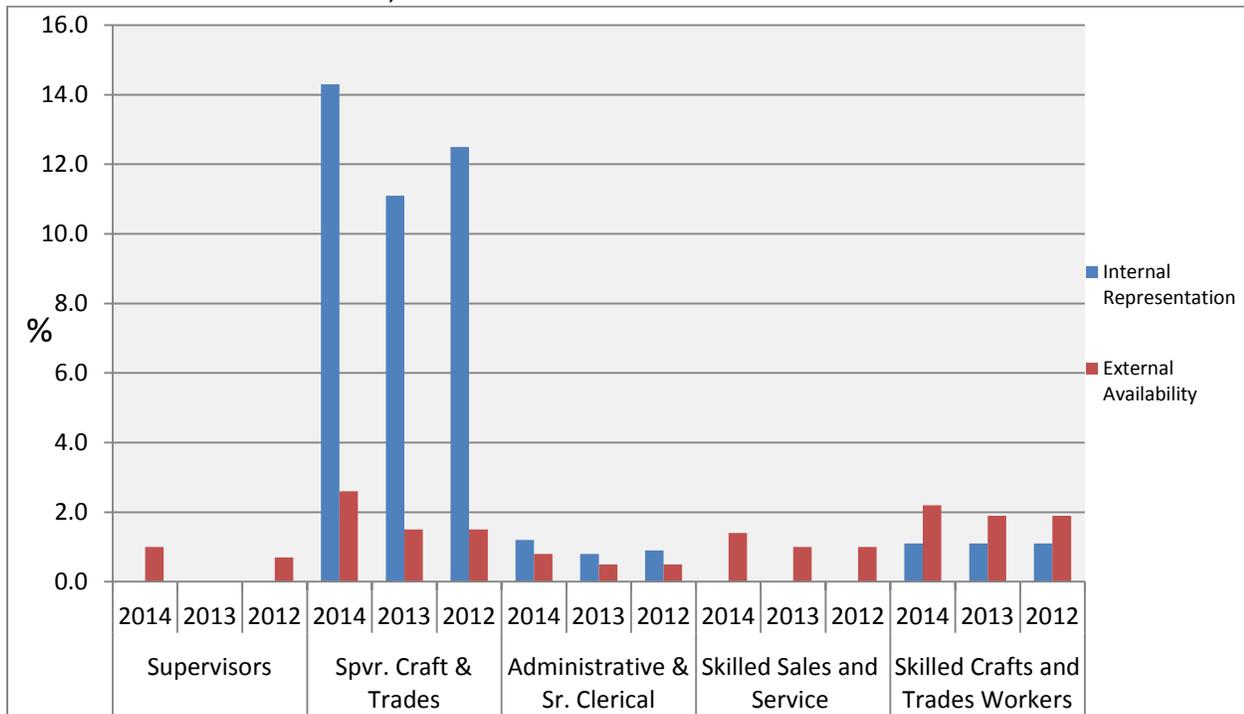
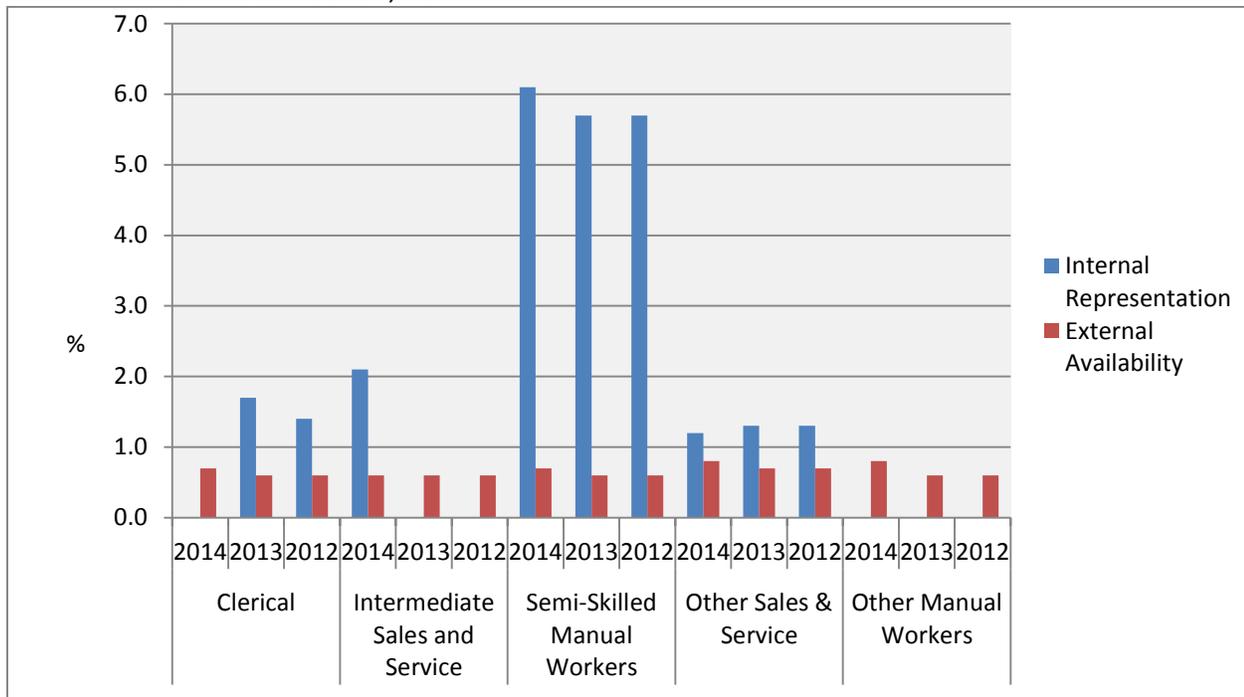


Figure 5c): York University: Representation of Aboriginal Peoples by EEOG on December 31, 2014

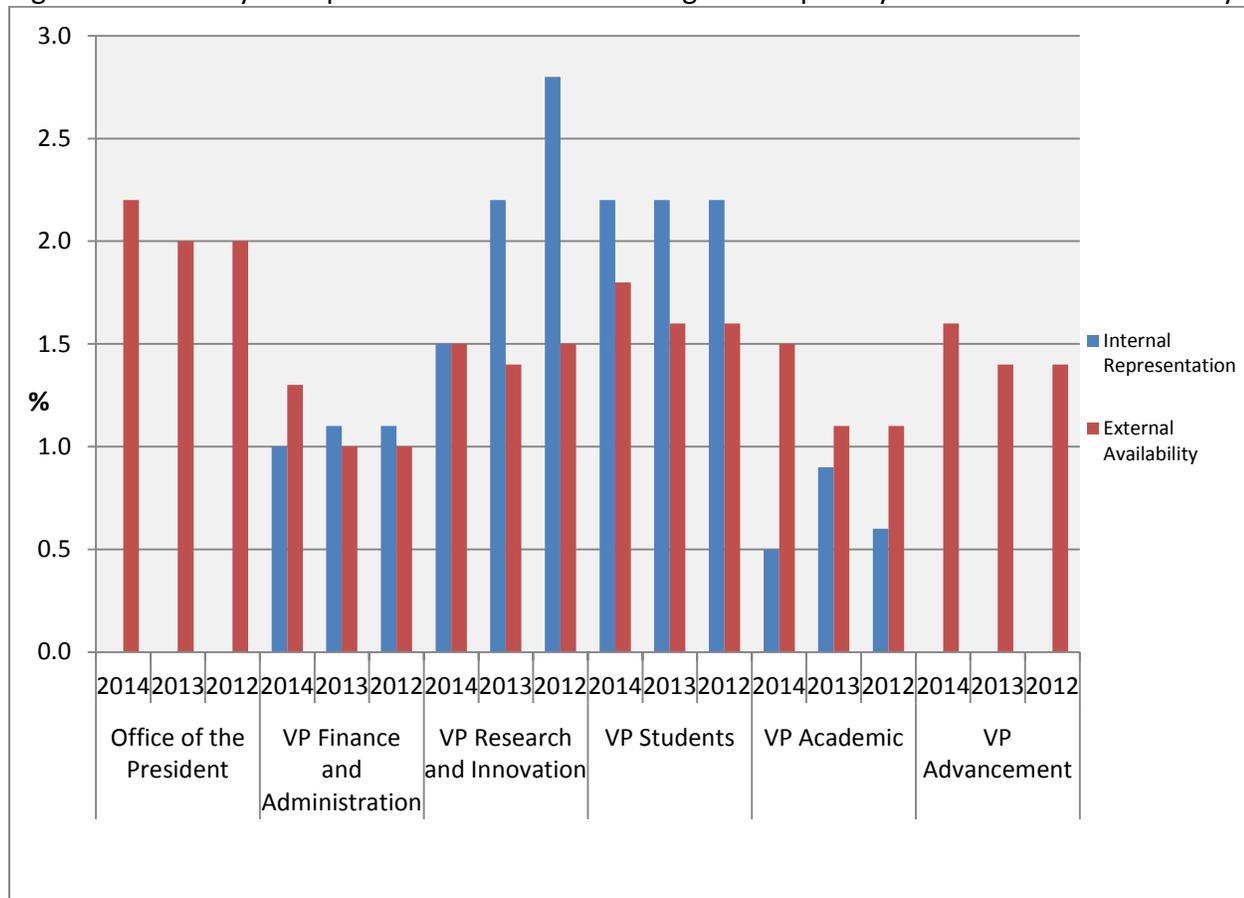


Aboriginals are not well represented within several EEOGs. There is significant underrepresentation from a University-wide perspective. In particular, there continues to be significant underrepresentation of Aboriginals in the Senior Managers, Middle and other Managers and Supervisors EEOGs (see [Appendix D](#)). When the Academic and Non-Academic areas are split apart the Non-Academic group have significant gaps in the Middle and Other Manager Professional EEOGs. The Academic group has no significant gaps. Aboriginal self-identification continues to be complex. Given the complexity, aboriginal persons may not self-identify and therefore may not be accurately represented at York. As a result, engagement strategies will be explored.

2.4.1 Division and Faculty Representation of Aboriginal Peoples Analysis

The following chart shows the representation of Aboriginals on December 31, 2014 for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

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



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

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

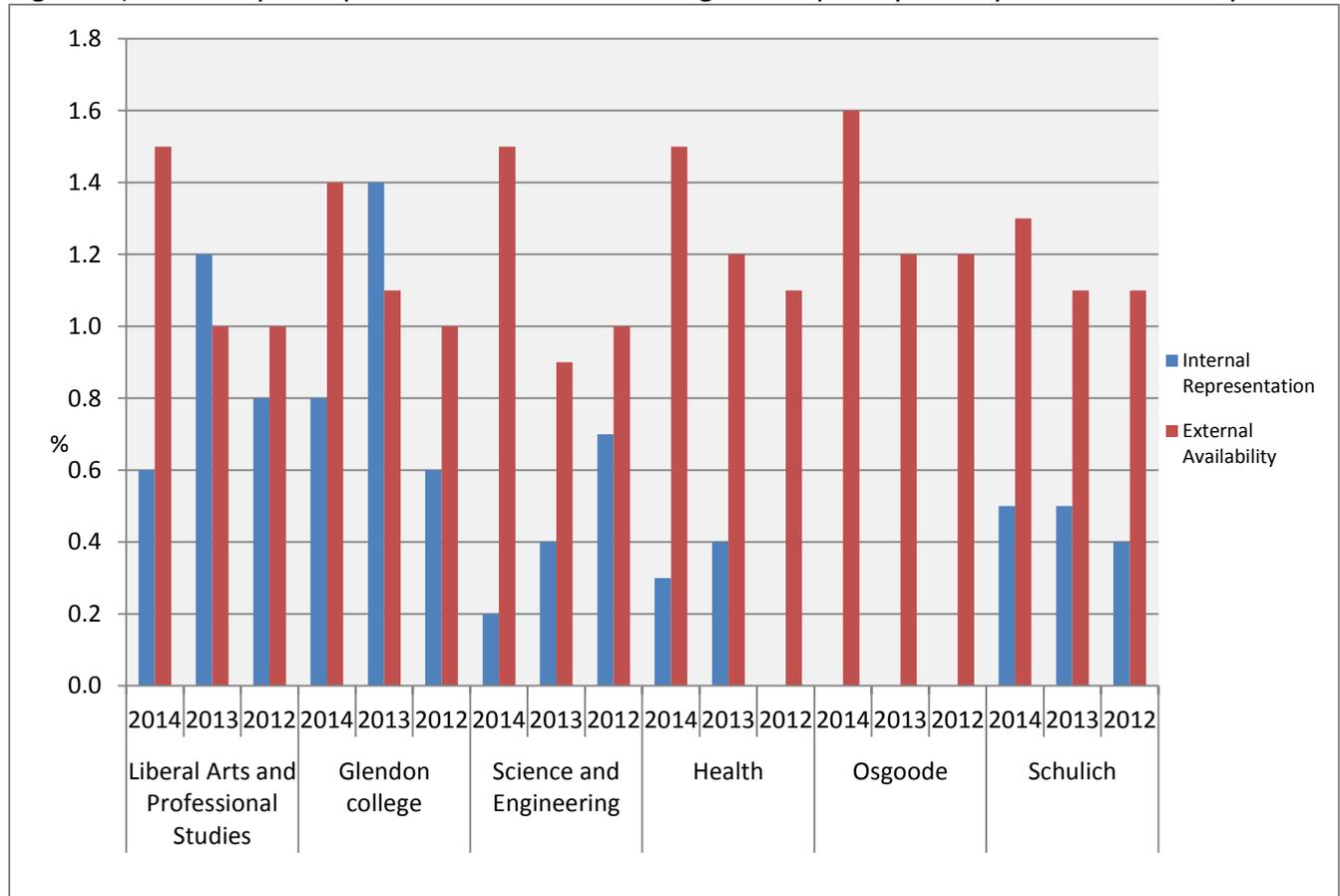
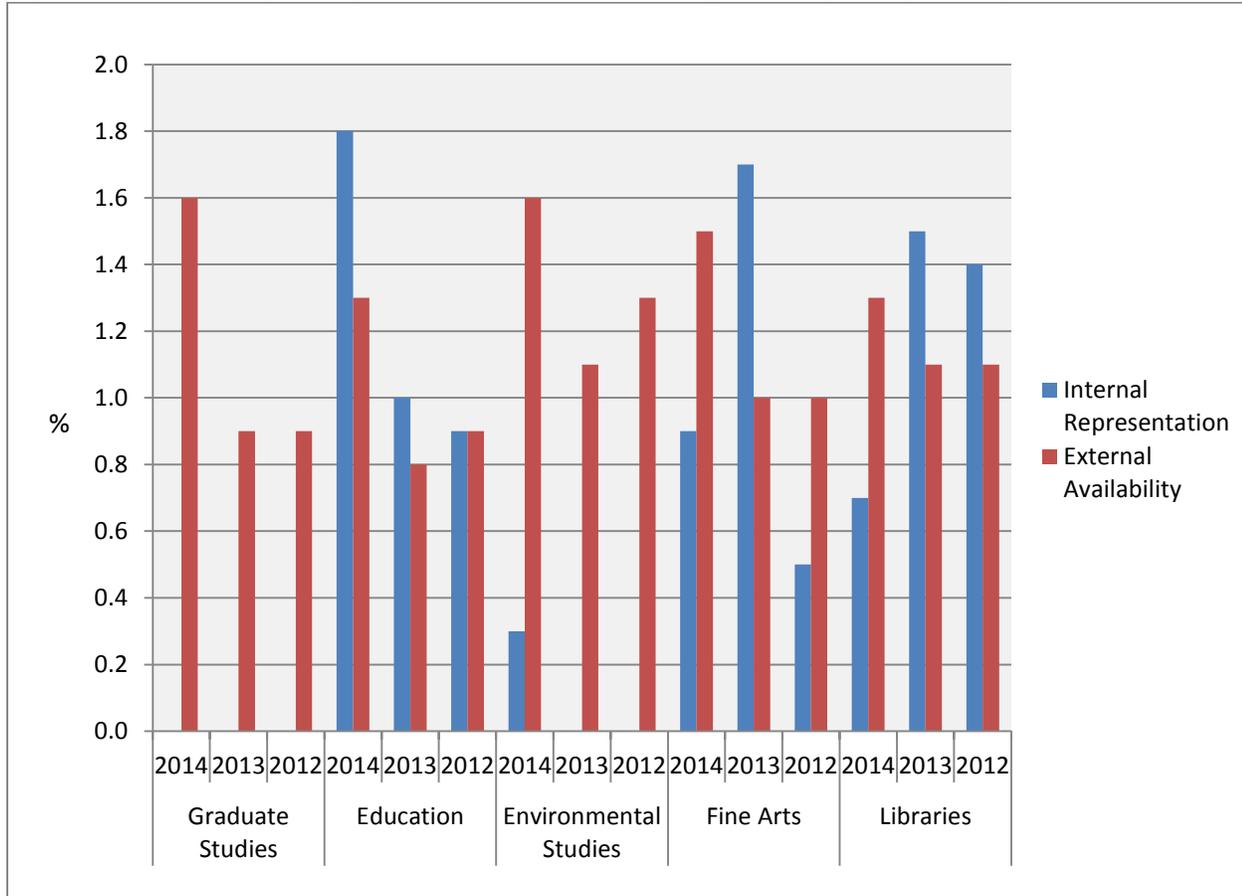


Figure 7b): Summary of Representation Rates of Aboriginal Peoples by Faculty at York University



2.4.2 Hires, Promotions⁶ and Terminations⁷

Similarly to 2013, Aboriginal Persons represented 1% of new hires, less than 1% of total promotions and 1% of total terminations.

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

⁶ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁷ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

2.5 Visible Minorities

Analysis

The Employment Equity Act of 1986 defines Visible Minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour". According to the Act, the Visible Minority population consists mainly of the following groups: Chinese, South Asian, Black, Arab, West Asian, Filipino, Southeast Asian, Latin American, Japanese and Korean.⁸

In 2011, according to Statistics Canada, the percentage of visible minorities in Canada was 19.1%.⁹ This is almost a 3% increase from 2006. Toronto has the largest population of visible minorities – numbering 2.6 million, representing 47% of its total population and 41% of the entire visible minority population in Canada.¹⁰

York recognizes the term visible minority for the purpose of analyzing representation rates in the spirit of the Federal Contractors program. York also recognizes, with the growing number of people claiming more than one ethnic origin coupled with the contrasting challenges and opportunities experienced by persons considered a “visible minority” the term “visible minority” is increasingly inaccurate.

“In reality, those claiming multiple-origins do not fit neatly into the white/visible minority dichotomy.”¹¹

“The use of the “visible minority” category, into which diverse racial minority people are grouped, tends to conceal the failures or, at least, the limits of ‘equitable’ hiring initiatives for some racial groups while simultaneously showing success for others. Canadians of African, Asian, South Asian origins, among others, would be considered “visible minorities” by definition of the legislation. However, members of these groups experience different challenges and possibilities within the workplace. A nuanced understanding is necessary in order to determine the relevance and effectiveness of equity hiring strategies.”¹²

“To combine all non-whites together as visible minorities for the purpose of devising systems to improve their equitable participation, without making distinctions to assist those groups in particular need, may deflect attention from where the problems are greatest...”¹³

⁸ <http://www.statcan.gc.ca/concepts/definitions/minority-minorite1-eng.htm>

⁹ <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/2011001/tbl/tbl2-eng.cfm>

¹⁰ http://www.td.com/document/PDF/economics/special/NHS_Immigrant_VisibleMinority.pdf

¹¹ Pendaku, Krishna: Visible Minorities in Canada’s Workplaces

¹² <http://www.ideas-idees.ca/blog/welcoming-visible-minorities-paradoxes-equity-hiring-canadian-universities>

¹³ <http://www.theglobeandmail.com/globe-debate/visible-minority-a-misleading-concept-that-ought-to-be-retired/article12445364/>

Going forward as a result of ongoing discussion and the attention given to the United Nations anti-racism report that has twice criticized Canada for its use of the term visible minority over the past five years, York will use the term “racialized-- a term that describes the process by which ethnic/racial persons become disadvantaged -- in materials related to employment equity.

The United Nations report has also suggested the phrase “visible minority” is discriminatory and states Canada should reconsider using the term "visible minorities" to define people facing discrimination.¹⁴

At the end of 2014, the University had an internal representation for Visible Minorities of 26.1%, compared to an external availability of 28.6%. The Academic group had an internal representation of 19.0% ([Figure 1](#)) versus an external availability of 18.8%. The Non-Academic group had an internal representation of 30.0% versus an external availability of 32.9%.

Although trends for the past 3 years demonstrate Visible Minorities are highly represented as middle & other managers, professionals, semi-professionals & technicians and supervisor, craft & trades positions at York, similarly to 2013, many of the EEOGs have significant underrepresentation for Visible Minorities on a University-wide level (see [Appendix D](#)) in Supervisors, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers.

When the Academic and Non-Academic areas are split apart, the Non-Academic group has the following areas of significant underrepresentation: Supervisors, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. The Academic group has no significant underrepresentation.

These significant gaps will be explored to determine if there are barriers to attracting and retaining the best diverse talent and to ensure recruitment practices are inclusive, effective and equitable for all. The findings will be provided in the 2015 Employment Equity Report.

Figure 8a): York University: Representation of Visible Minorities by EEOG

¹⁴ <http://www.cbc.ca/news/canada/term-visible-minorities-may-be-discriminatory-un-body-warns-canada-1.690247>

on December 31, 2014

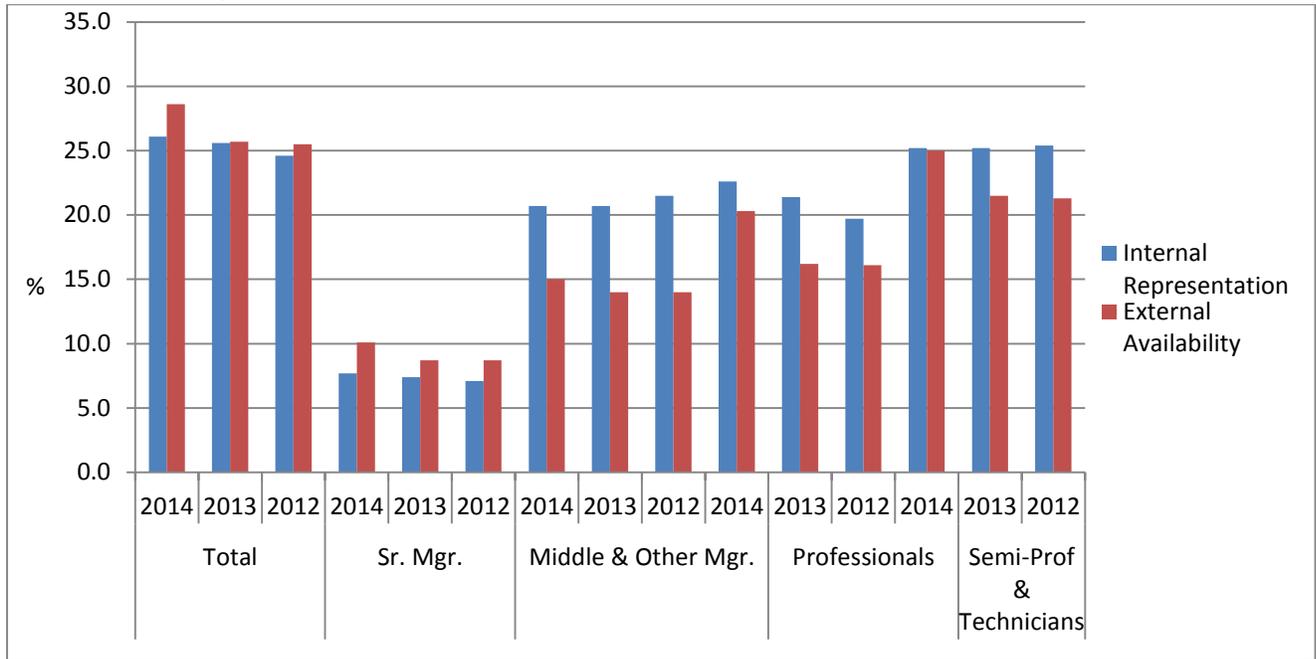


Figure 8b): York University: Representation of Visible Minorities by EEOG on December 31, 2014

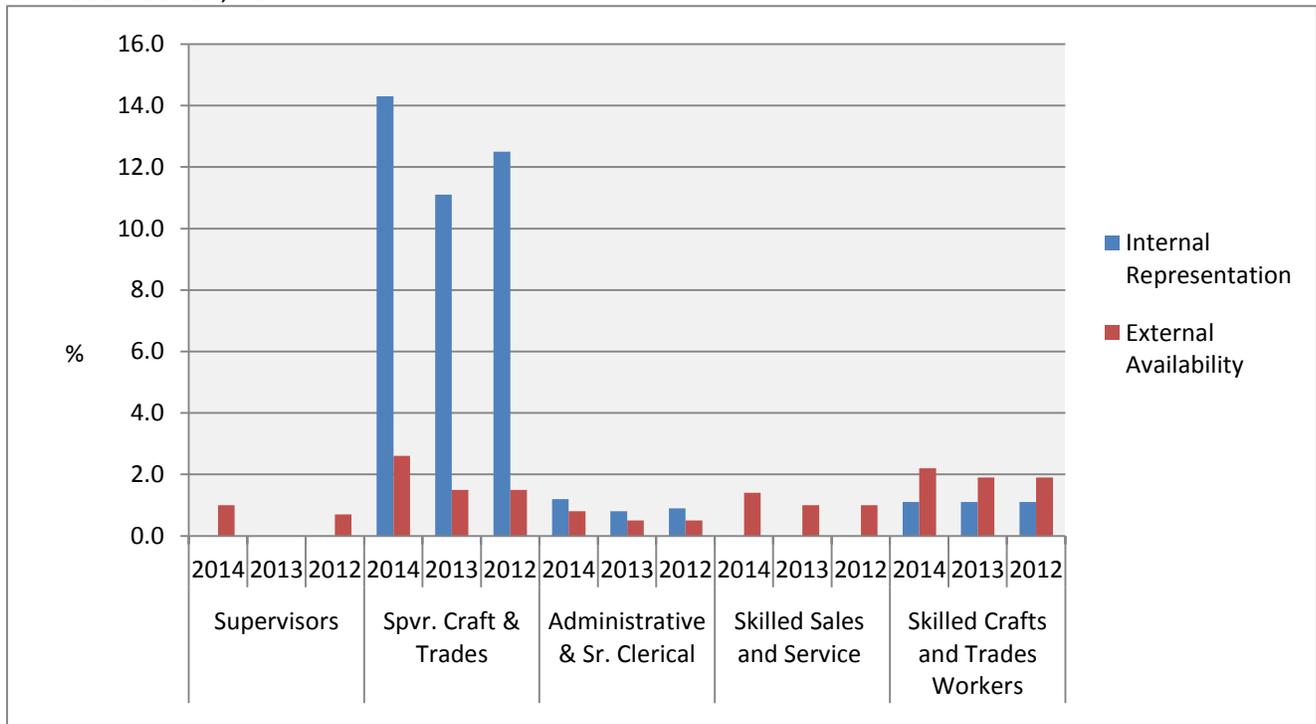
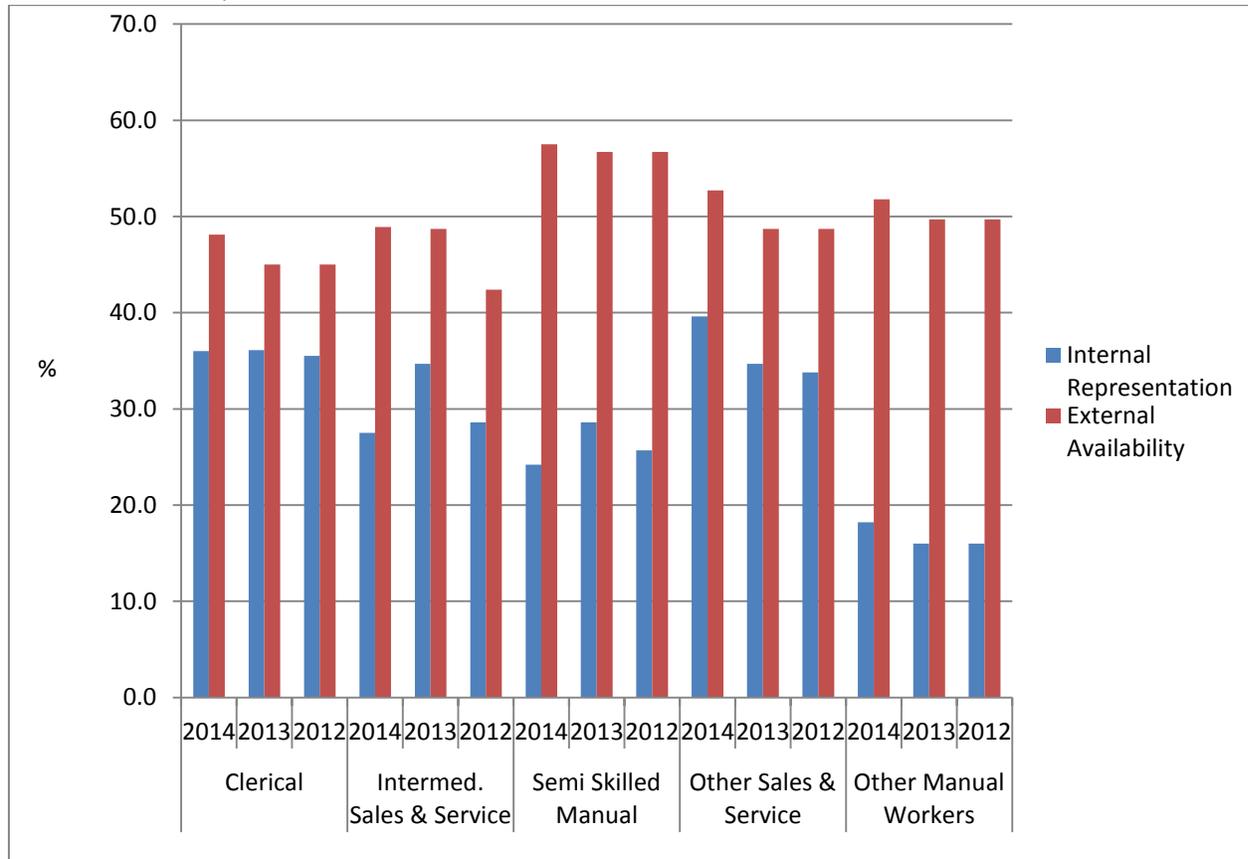


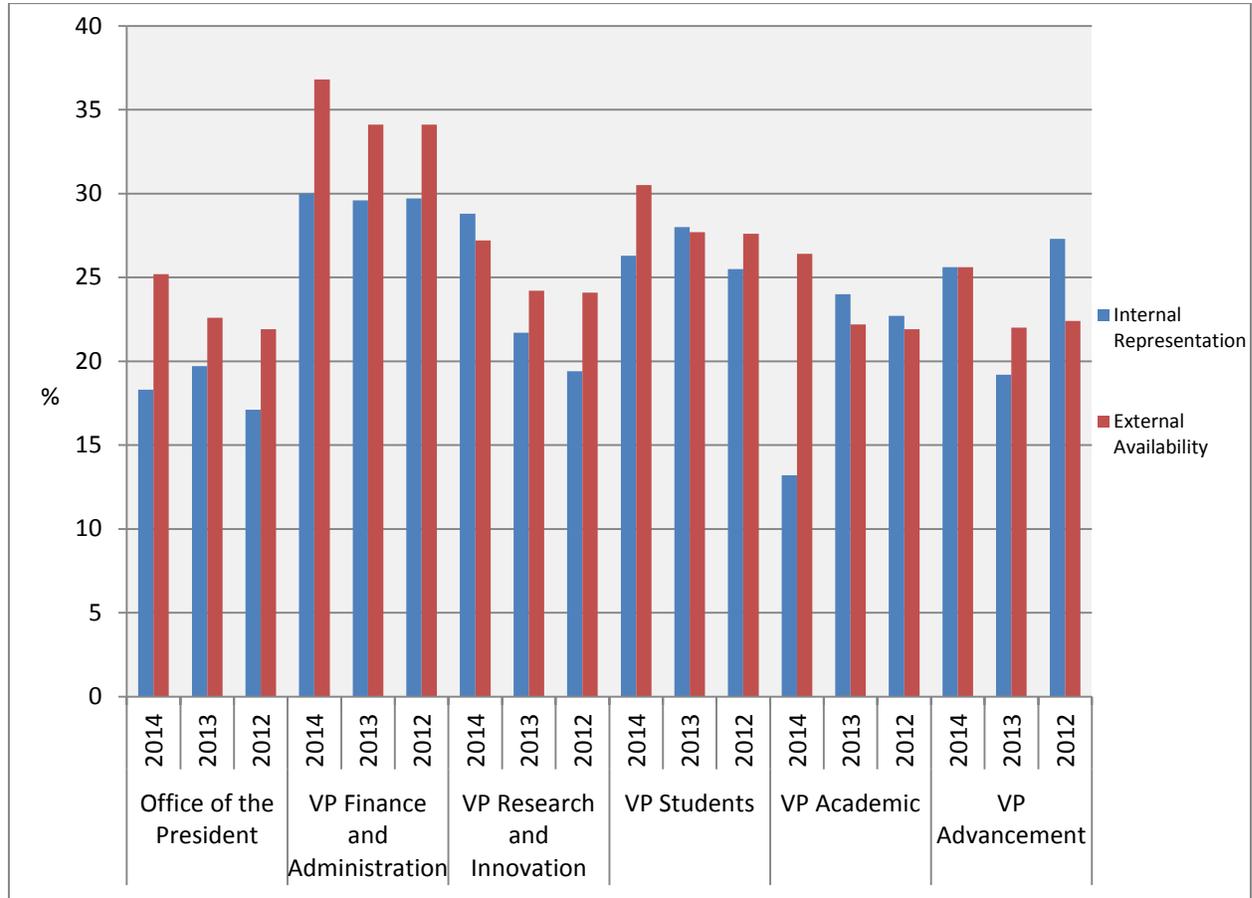
Figure 8c): York University: Representation of Visible Minorities by EEOG on December 31, 2014



2.5.1 Division and Faculty Representation of Visible Minorities

The following chart shows the representation of Visible Minorities on December 31, 2014, for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 8c): York University: Representation of Visible Minorities by Division on December 31, 2014



Ten Faculties and the Libraries are included in the Academic Division. Representation for Visible Minorities for each of the Faculties and the Libraries has been provided in Figure 9a) and b). The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 9a): York University: Representation of Visible Minorities by Division on December 31, 2014

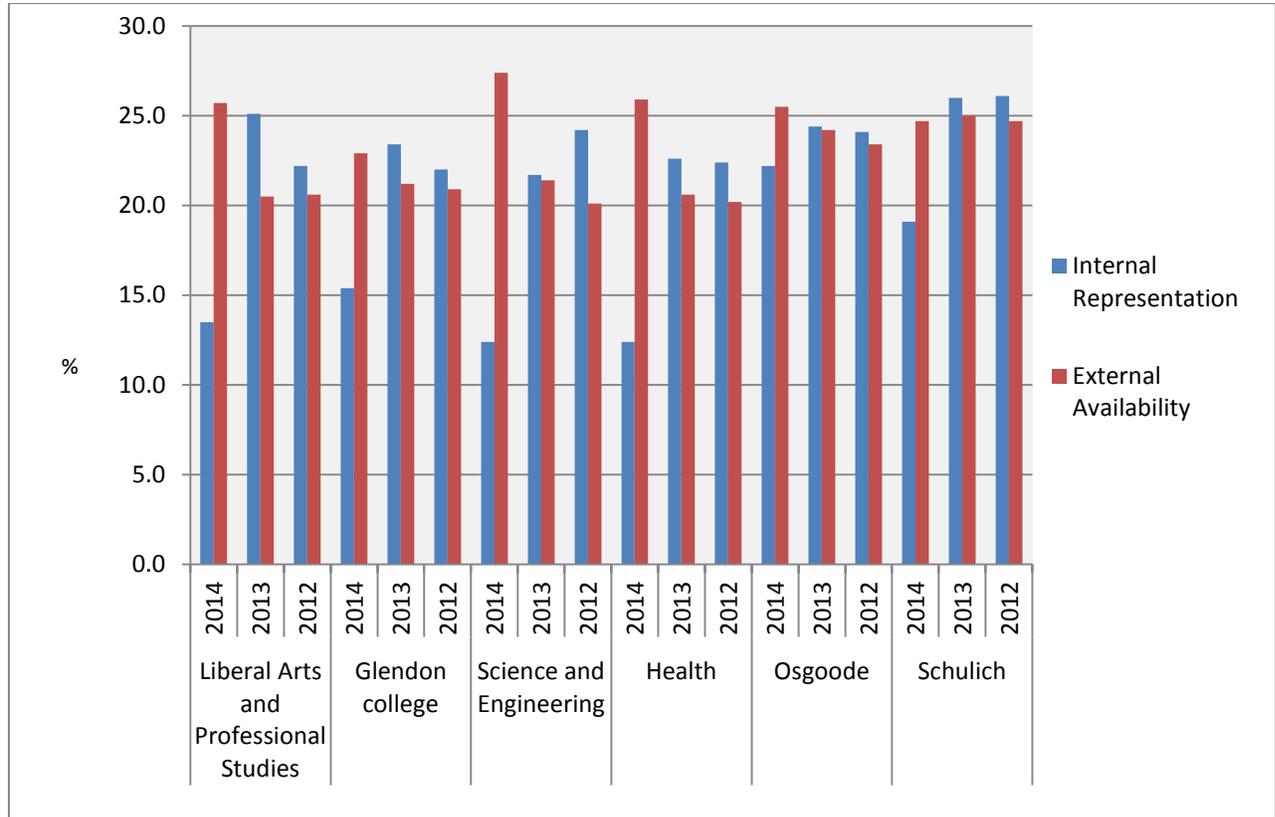
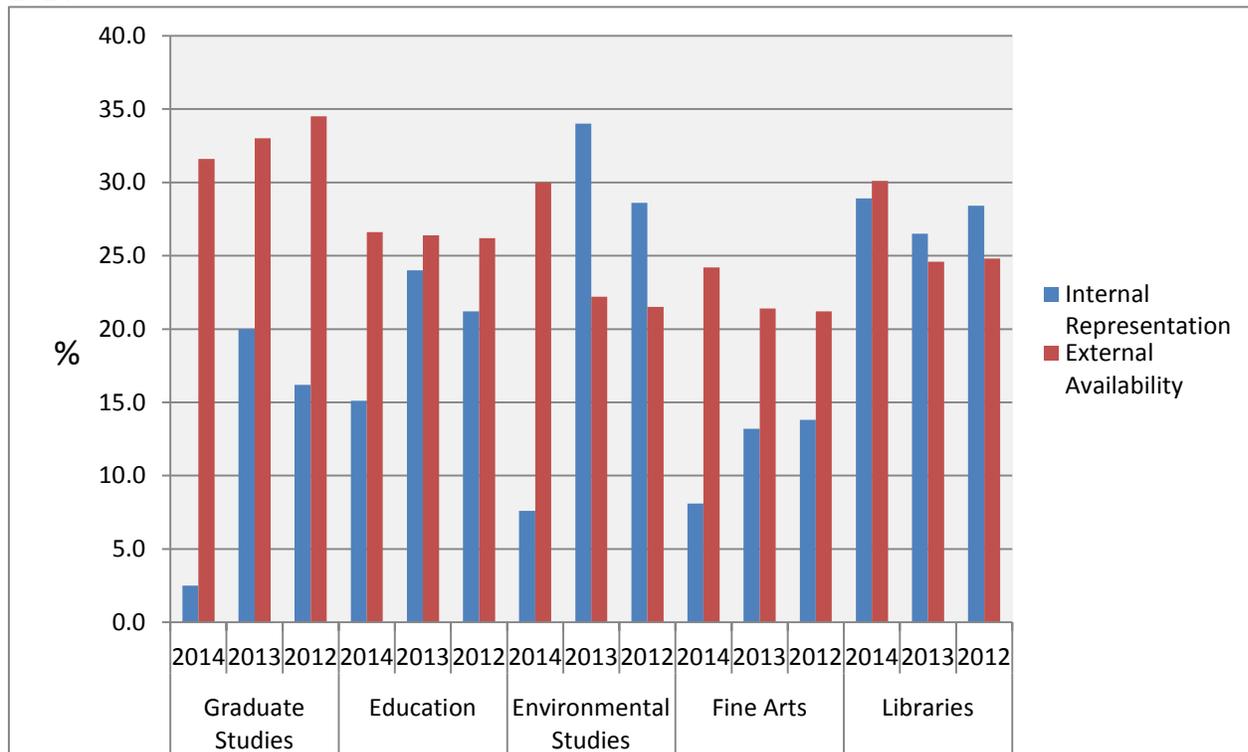


Figure 9b): York University: Representation of Visible Minorities by Division on December 31, 2014



2.5.2. Hires, Promotions¹⁵ and Terminations¹⁶

In 2014, Visible Minorities represented 20% of new hires, 6% of total promotions were for Visible Minorities and 17% of total terminations were for Visible Minorities. In comparison to 2013, total new hires for Visible Minorities increased by 1%, promotions for Visible Minorities increased by 21% and terminations for Visible Minorities increased by 1%.

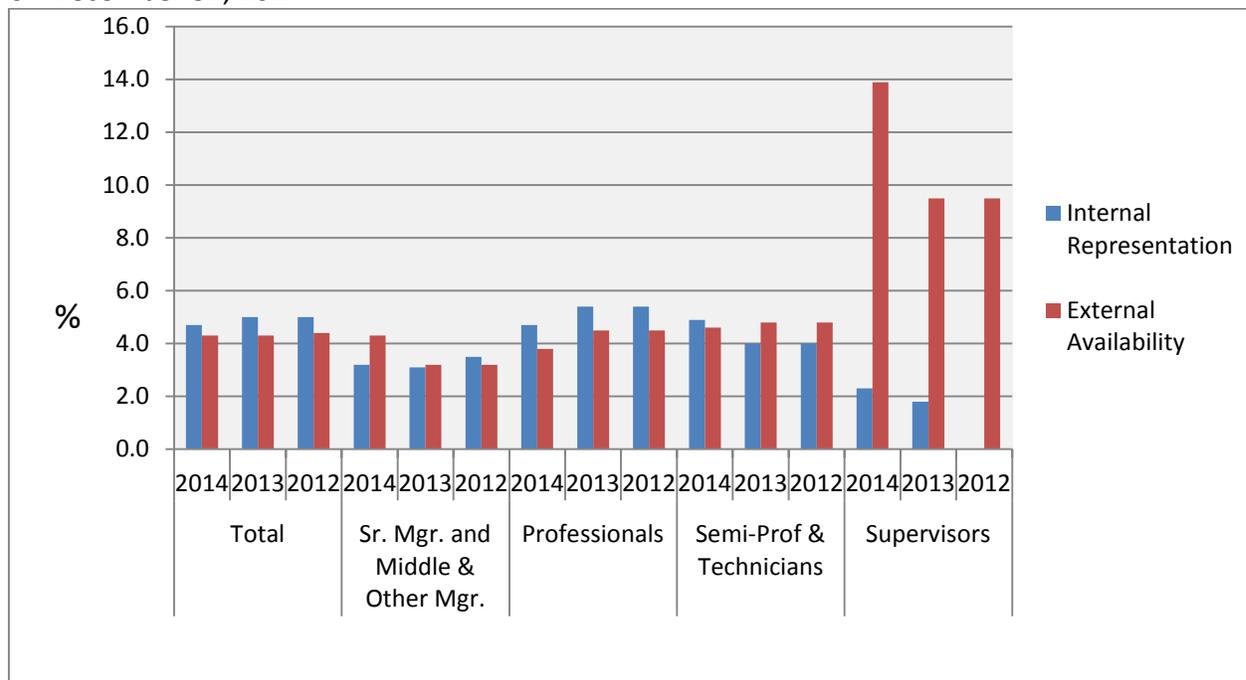
For further details about hire, promotion and termination data for designated group members, see Appendices [E](#), [F](#), [G](#).

2.6 Persons with Disabilities

As of December 31, 2014, 4.7% of the employee base identified themselves as Persons with Disabilities ([Figure 1](#)). This compares to an external availability figure of 4.3%.

Internal representation of Persons with Disabilities for the Academic group is 5.4% versus an external availability of 3.8%. The Non-Academic group has an internal representation of 4.5% versus an external availability of 4.6%.

Figure10: York University: Representation of Persons with Disabilities by EEOG on December 31, 2014



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

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

Figure 9b): York University: Representation of Persons with Disabilities by EEOG on December 31, 2014

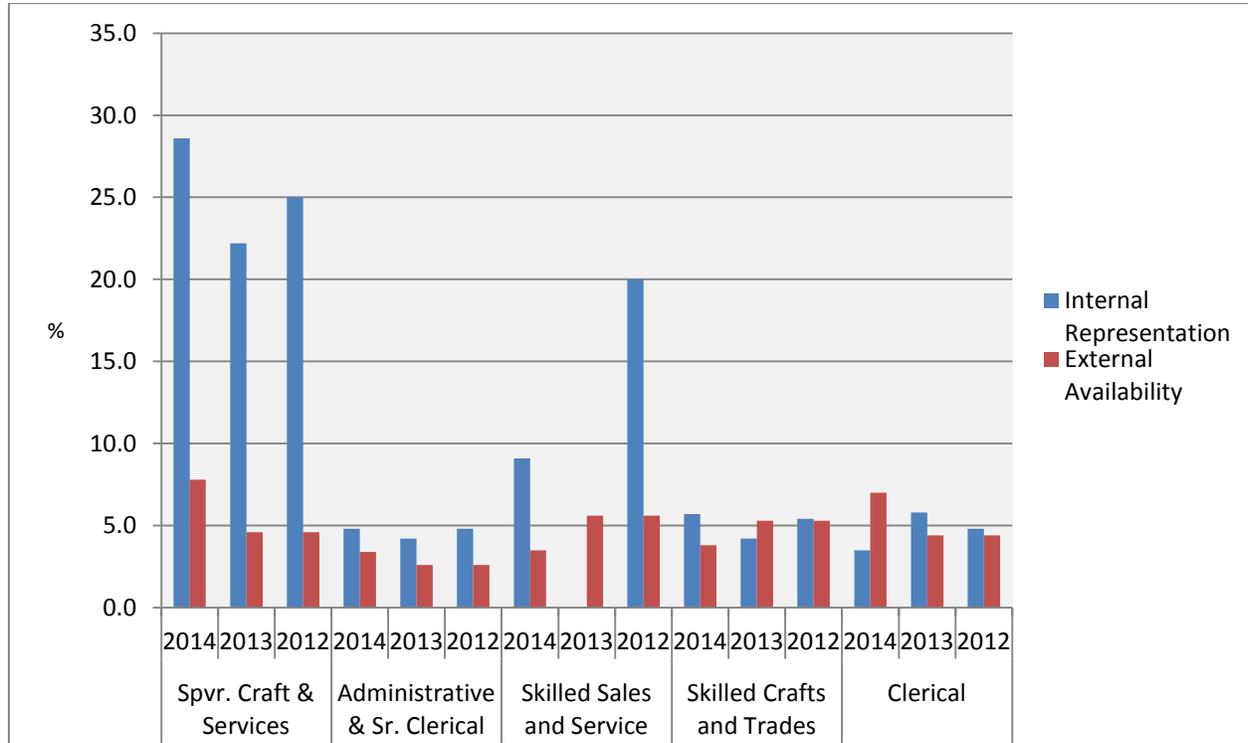
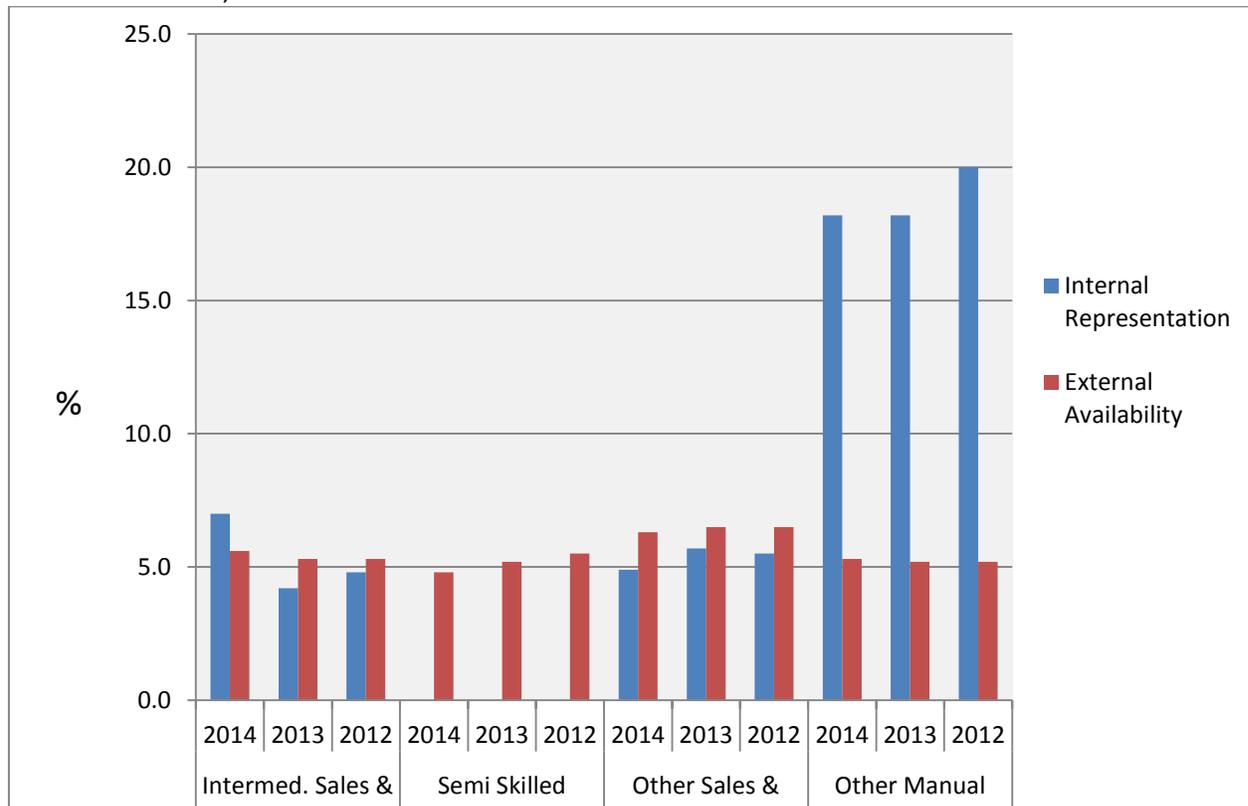


Figure 9c): York University: Representation of Persons with Disabilities by EEOG on December 31, 2014



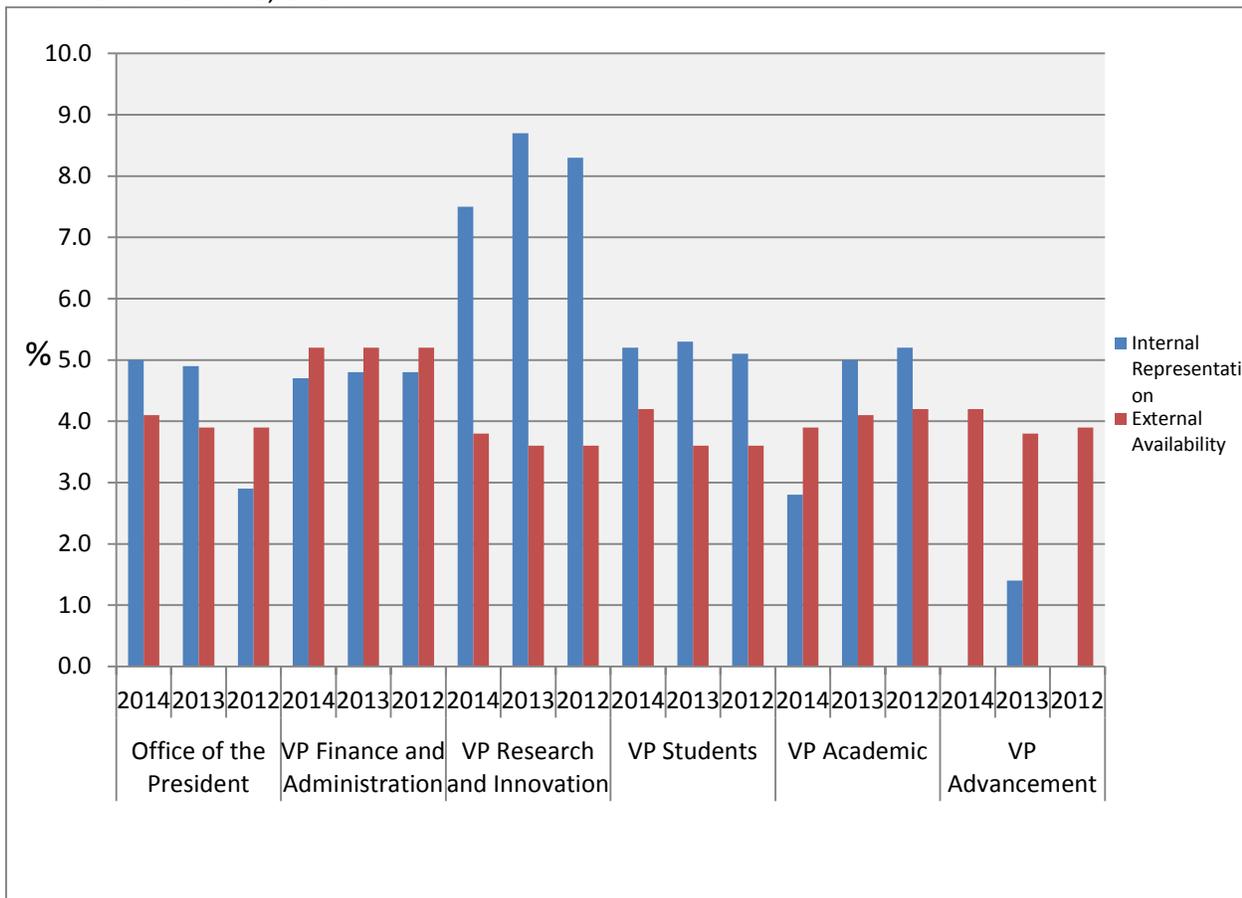
On a University-wide level, there is significant underrepresentation (see [Appendix C](#)) of Persons with Disabilities in the Managers, Supervisors and Clerical EEOGs. When the Academic and Non-Academic 2014 Employment Equity Statistical Report

Academic groups are split apart, the Non-Academic group has significant underrepresentation in the Manager, Supervisors and Clerical EEOG. The Academic group has no significant underrepresentation.

2.6.1 Division and Faculty Representation of Persons with Disabilities

The following chart shows the representation of Persons with Disabilities on December 31, 2014 for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 10): York University: Representation of Persons with Disabilities by Division on December 31, 2014



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

Figure 11a): York University: Representation of Persons with Disabilities by Faculty on December 31, 2014

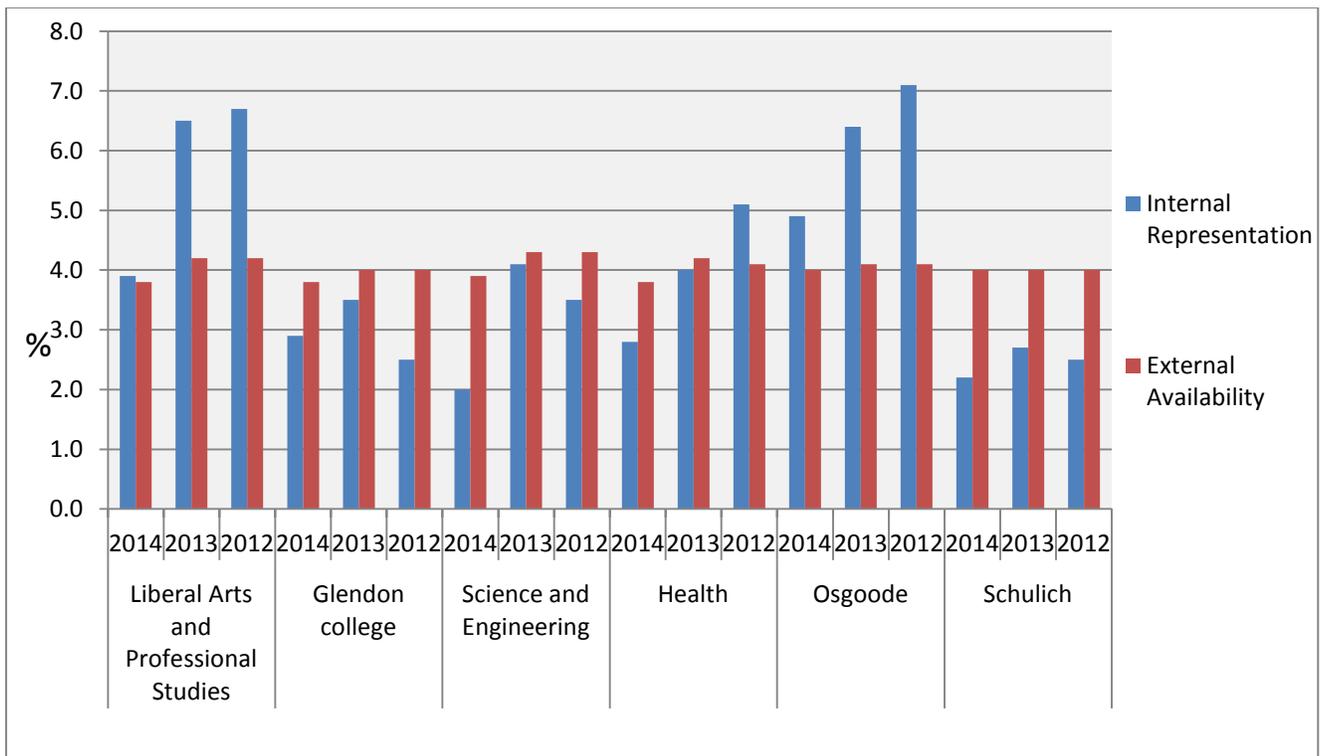
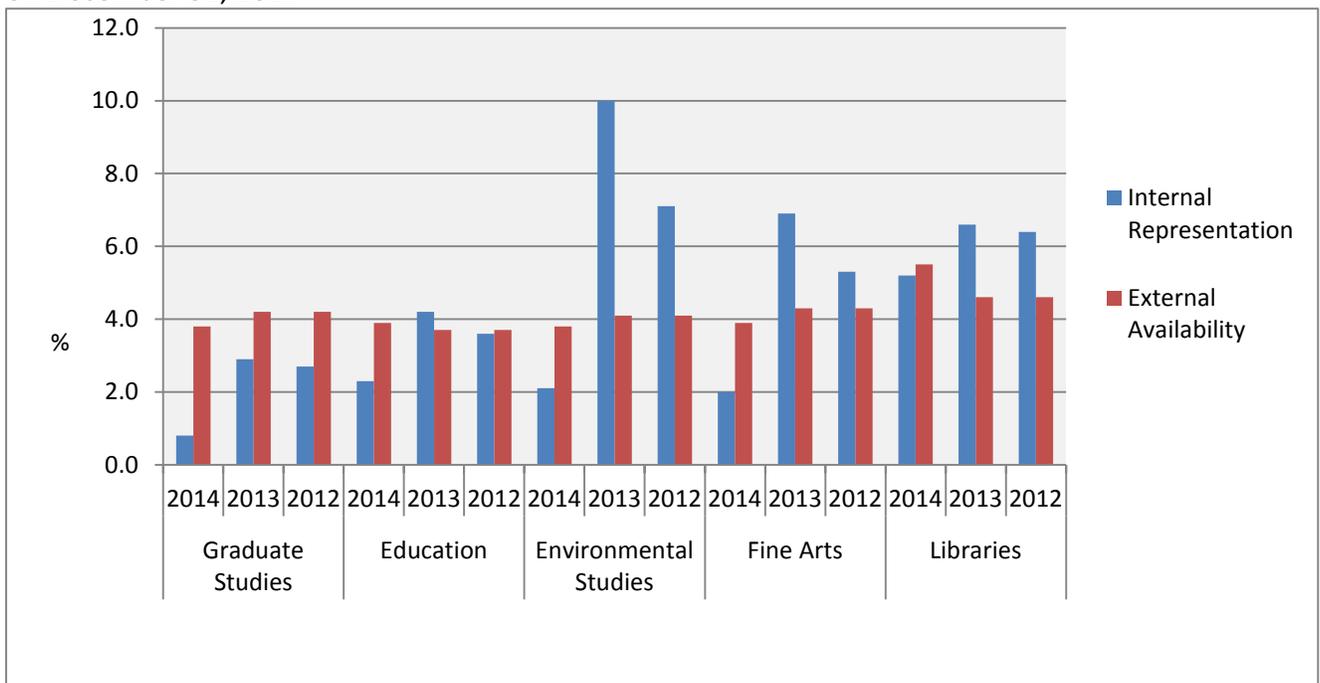


Figure 11b): York University: Representation of Persons with Disabilities by Faculty on December 31, 2014



2.6.2 Hires, Promotions¹⁷ and Terminations¹⁸

¹⁷ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

In 2014, Persons with Disabilities represented 2% of new hires, 3% of total promotions were for Persons with Disabilities and Persons with Disabilities represented 3% of terminations. In comparison to 2013, total new hires for Persons with Disabilities decreased by 2%, promotions increased by 1% and terminations for Persons with Disabilities decreased by 2%.

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

¹⁸ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

3. Plans for 2015 / 2016

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

Some of the planned activities and initiatives are listed below:

- Completion of a robust off boarding interview process for exiting employees that enables to facilitate the collection of information to determine trends and future action plans that improve policies and practices
- Continued work with York's Information Technology Services to enhance our systems to enable collection, tracking and analysis of information from those who self-identify as LGBTQ
- Continued work with Focus Groups to determine factors that may be a barrier to hiring or advancement at York University and ensuring our policies and practices are inclusive and effective
- Maintain relationships with candidate communities to build and enhance the diversity of the talent pool at York
- Exploration of social media to communicate York's commitment to diversity and inclusion
- Continued Participation in Canada's Top 100 Employers, and Most Diverse Employers competitions.
- Continuation of work with CUPE 3903 to increase survey rates

Contact Information:

Donna Smith
Assistant Vice President, Human Resources
smithdj@yorku.ca
416-736-2100 ext. 55155

Barry Miller
Executive Director, Faculty Relations
bmiller@yorku.ca
416-736-2100 ext. 44534

Annette Boodram
Diversity & Inclusion Consultant
Talent Acquisition & Development, Department of Human Resources
boodram@yorku.ca
416-736-2100 ext. 20848

Claudia McPherson (Full-time Faculty)
Affirmative Action, Immigration and Relocation Officer
Department of Faculty Relations
mcpherc@yorku.ca
416-736-2100 ext. 33434

For Additional Readings:

York's policies and guidelines:

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

York's Employment Equity website:

- [Employment Equity](#)

Glossary of Terms

Academic:

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

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

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

External Availability:

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

Federal Contractors Program (“FCP”):

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

Gap:

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

Internal Representation:

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

NOC:

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. There are 522 NOC codes (2006) which are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at <http://www5.hrsdc.gc.ca/noc/english/noc/2014/AboutNOC.aspx>

Non Academic:

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

Staff:

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

APPENDIX A

- A brief description of Employment Equity at York University

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

Communication

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

Workforce Information Collection

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

Workforce Analysis

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

Employment Systems Review

Review of University policies and practices for potential employment barriers to the four designated groups under the Employment Equity Act.

Identification and Removal of Barriers

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

Implementation

Implement changes to barriers that have been identified.

Monitoring

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

APPENDIX B – Employment Equity Occupation Group Definitions

1. Senior Managers

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

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

2. Middle and Other Managers

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

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

3. Professionals

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

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

4. Semi-Professionals and Technicians

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

Examples: Engineering Technician; Lab Technologist

5. Supervisors

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

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

6. Supervisors: Crafts and Trades

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

Examples: Loading Dock Supervisor; Production Supervisor; Grounds Supervisor

7. Administrative and Senior Clerical Personnel

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

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

8. Skilled Sales and Service Personnel

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

Examples: Textbook Buyer; Buyer

9. Skilled Crafts and Trades Workers

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

Examples: Plumber; Plasterer; Carpenter

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

11. Intermediate Sales and Service Personnel

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

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

12. Semi-Skilled Manual Workers

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

Examples: Operator (Machine and Equipment); Bus Driver

13. Other Sales and Service Personnel

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

Examples: Housekeeping Attendant; Custodian; Cashier

14. Other Manual Workers

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

Examples: Groundskeeper, Ground Maintenance Person

APPENDIX C – Employment Equity Survey Return Rate, by Division¹⁹

| DIVISION | Employment Equity Survey Return Rate per Division ²⁰ % |
|-------------------------------|---|
| Office of the President | 90 |
| VP Finance and Administration | 92 |
| VP Research & Innovation | 79 |
| VP Students | 91 |
| VP Academic & Provost | 85 |
| VP Advancement | 82 ²¹ |
| Total University | 86 |

¹⁹ Total number of completed surveys by divisional head count based on the 2014 organizational structure.

²⁰ Excludes results of CUPE 3903 Units and CUPE Exempt, which are included separately in [Appendix H](#).

²¹ The response rate for VP Advancement increased from 75% in 2013 to 79% in 2014.

APPENDIX D – Significant Gaps

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

If a gap is “significant”, then an employment systems review must be undertaken to understand what employment barriers may be present to cause the underrepresentation. A significant gap is determined by utilizing the three filter test²²:

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

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

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

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

Calculating the percentage representation:

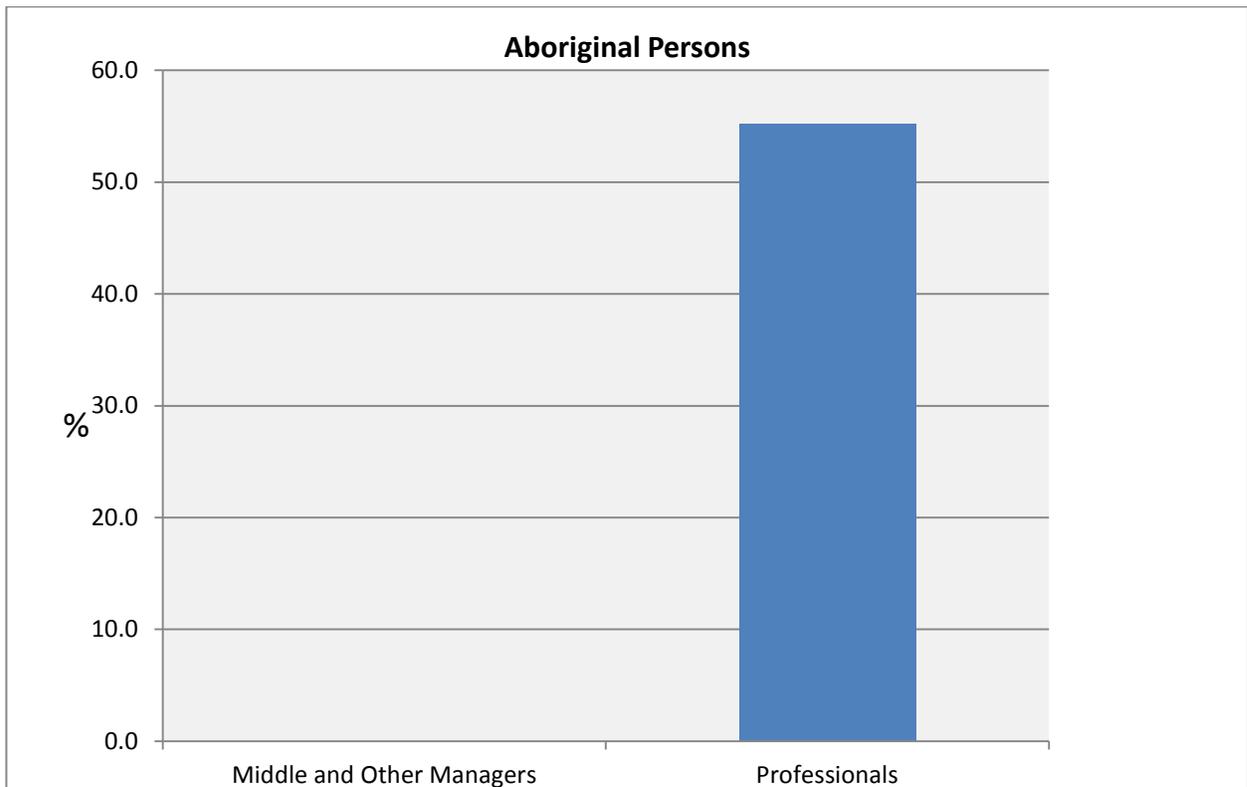
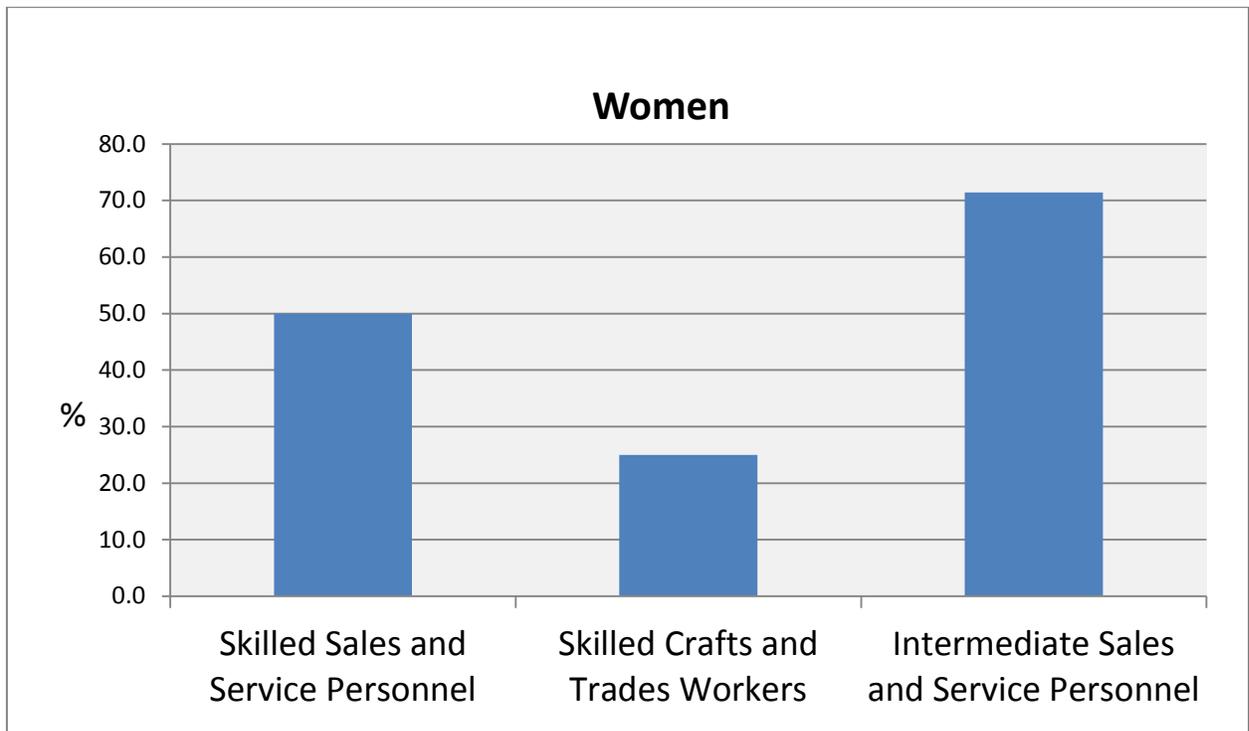
$$\frac{\text{Internal representation}}{\text{external availability}} \times 100 = \text{percentage representation}$$

Third filter²³: If there are gaps of -3 or less (note that while the gap is referred to as -3 or less, the actual numerical value is -3 up to and including -1, i.e., -3, -2, -1) for a particular designated group in several EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

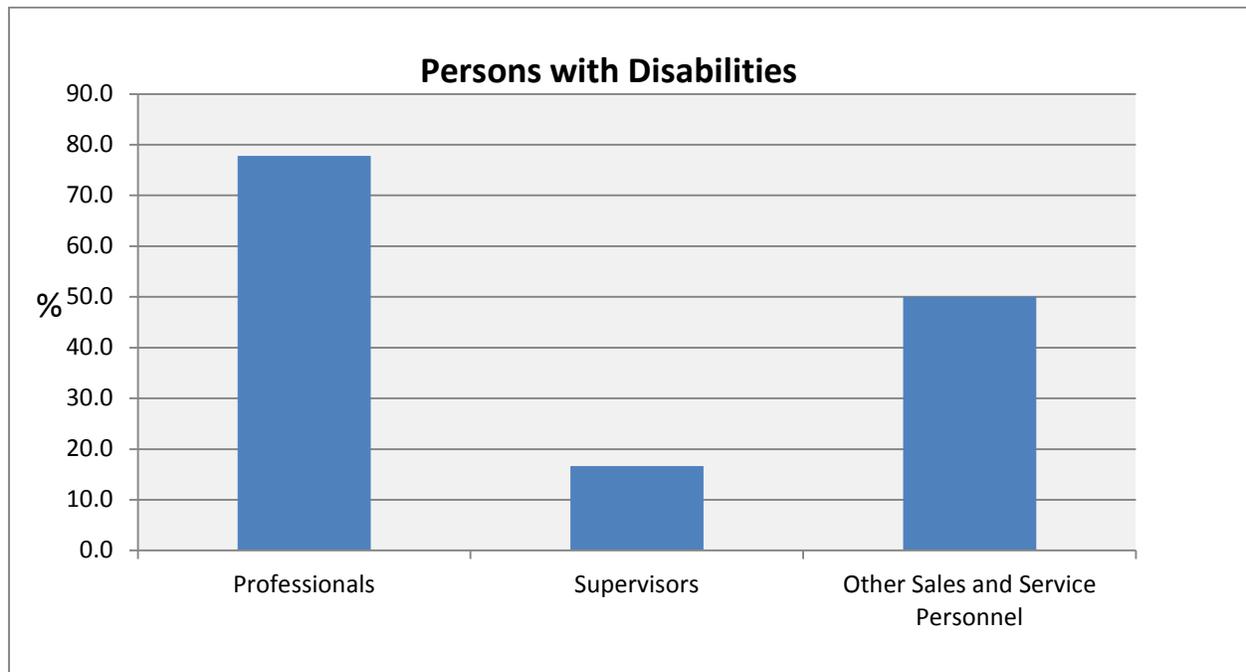
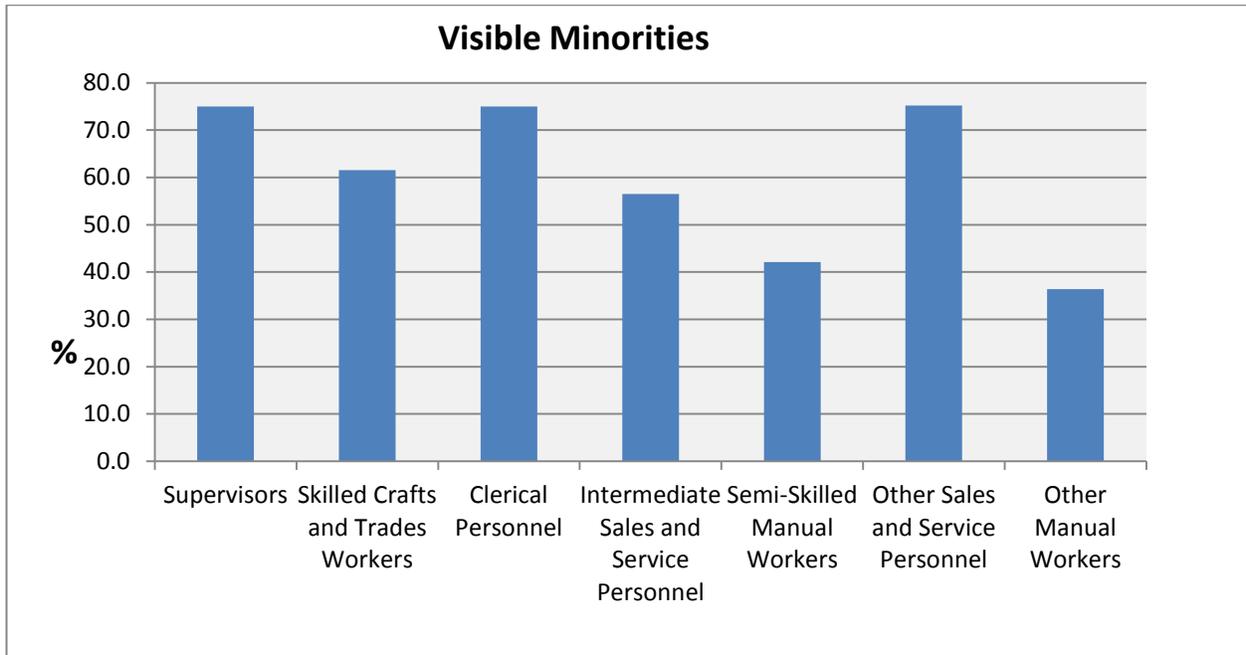
²² http://www.hrsdc.gc.ca/eng/labour/equality/fcp/employer_tool/step2/page00.shtml

²³ **50% Rule for Women:** This rule applies only to EEOG 07 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel. If there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for gaps in EEOGs where women are represented at 50% regardless of availability. (<http://www.hrsdc.gc.ca/eng/labour/equality/fcp/pdf/Step2.pdf>)

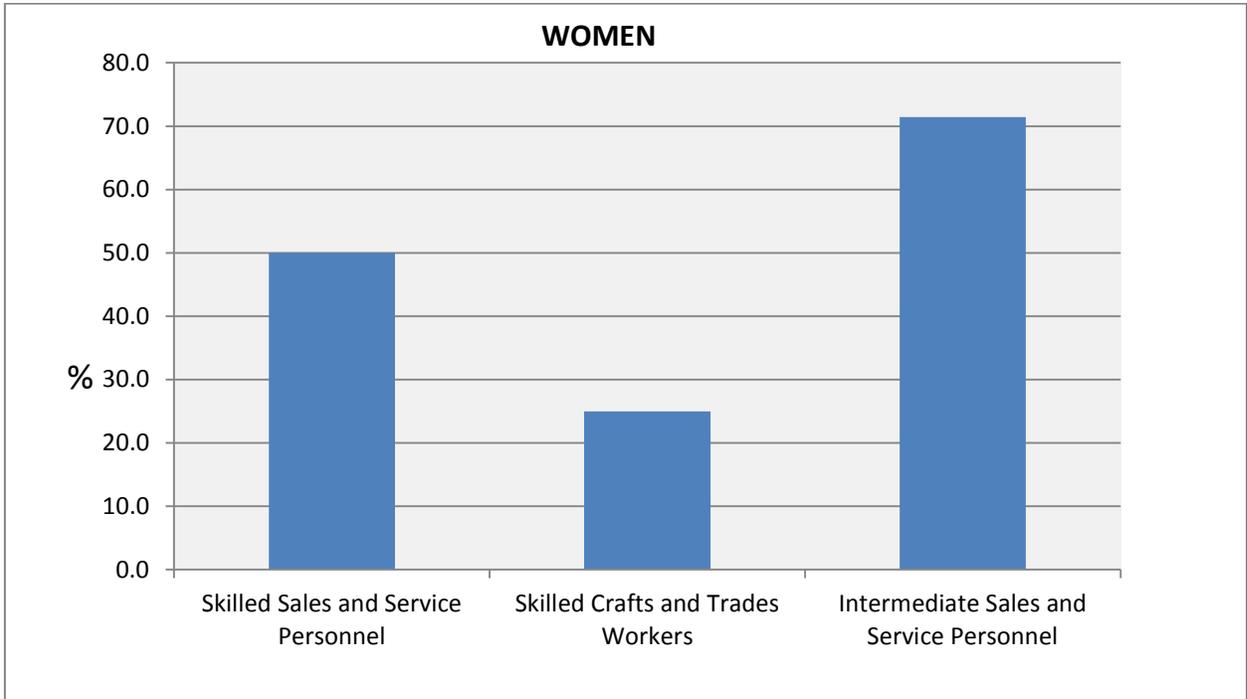
TOTAL UNIVERSITY

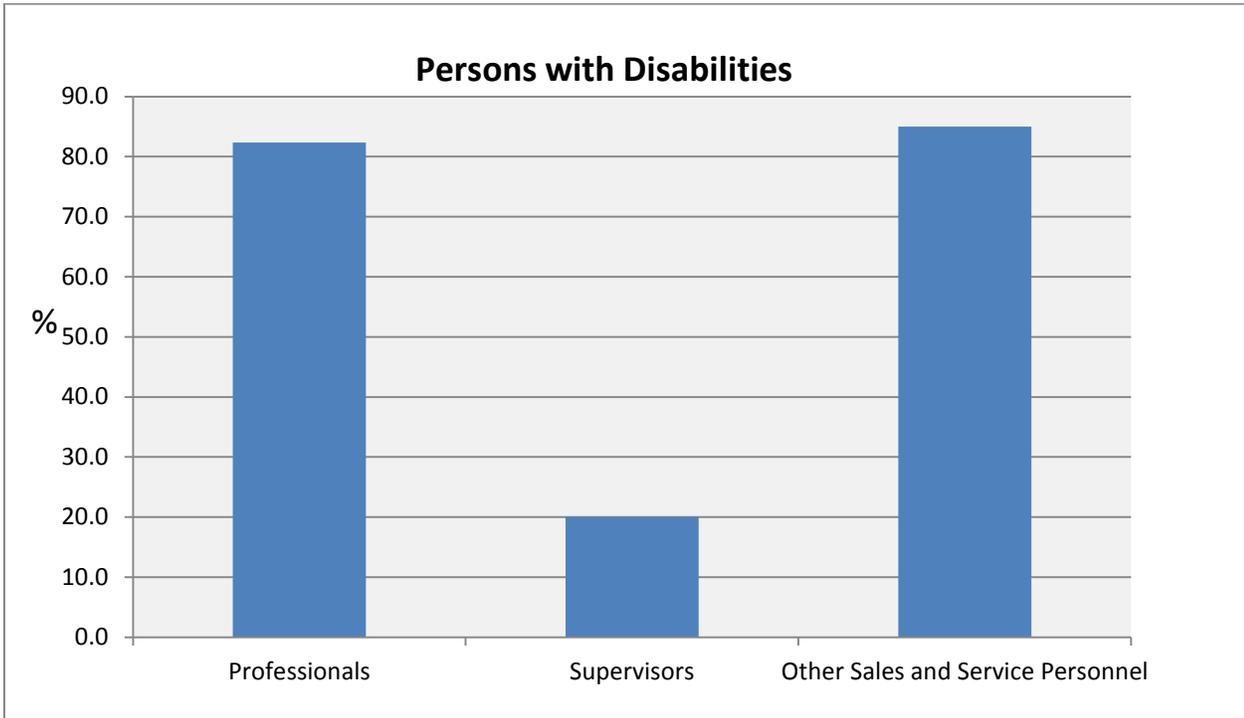
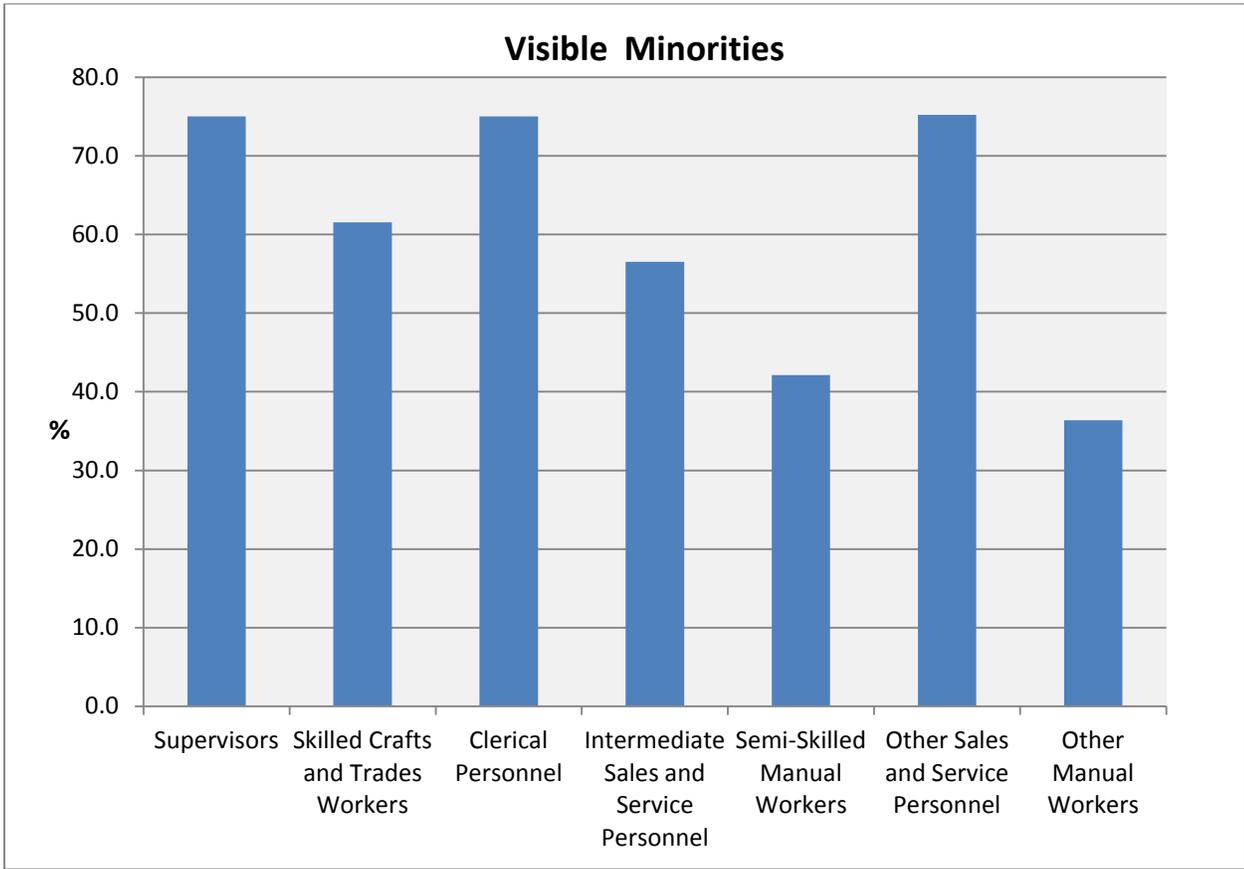


TOTAL UNIVERSITY



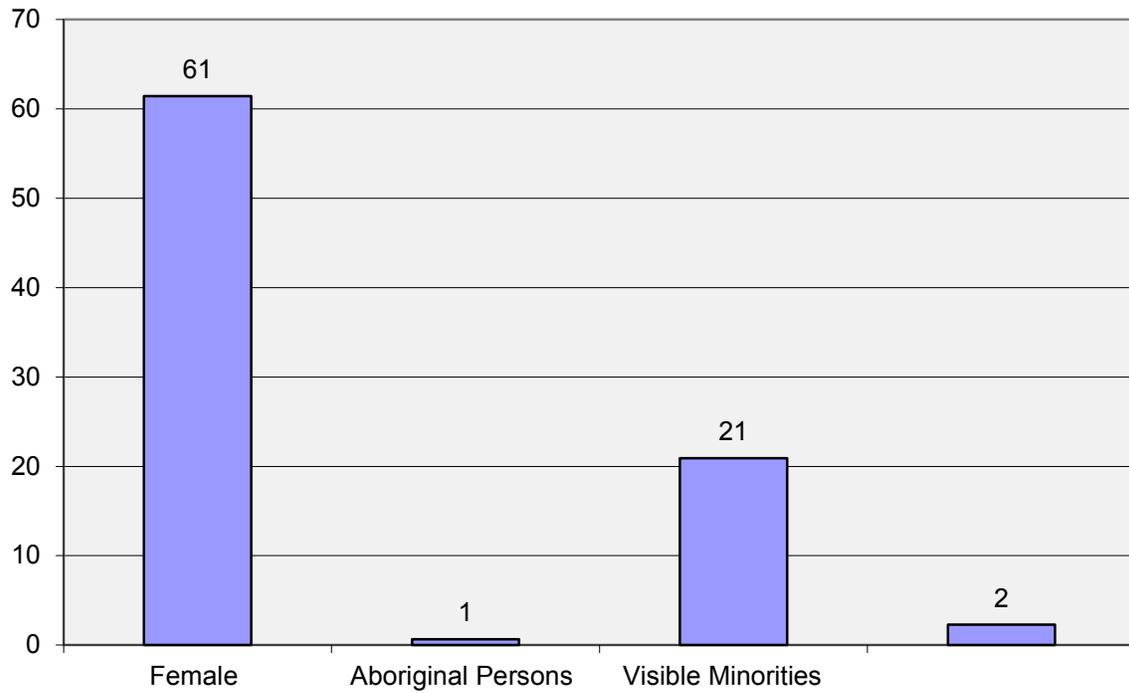
NON-ACADEMIC





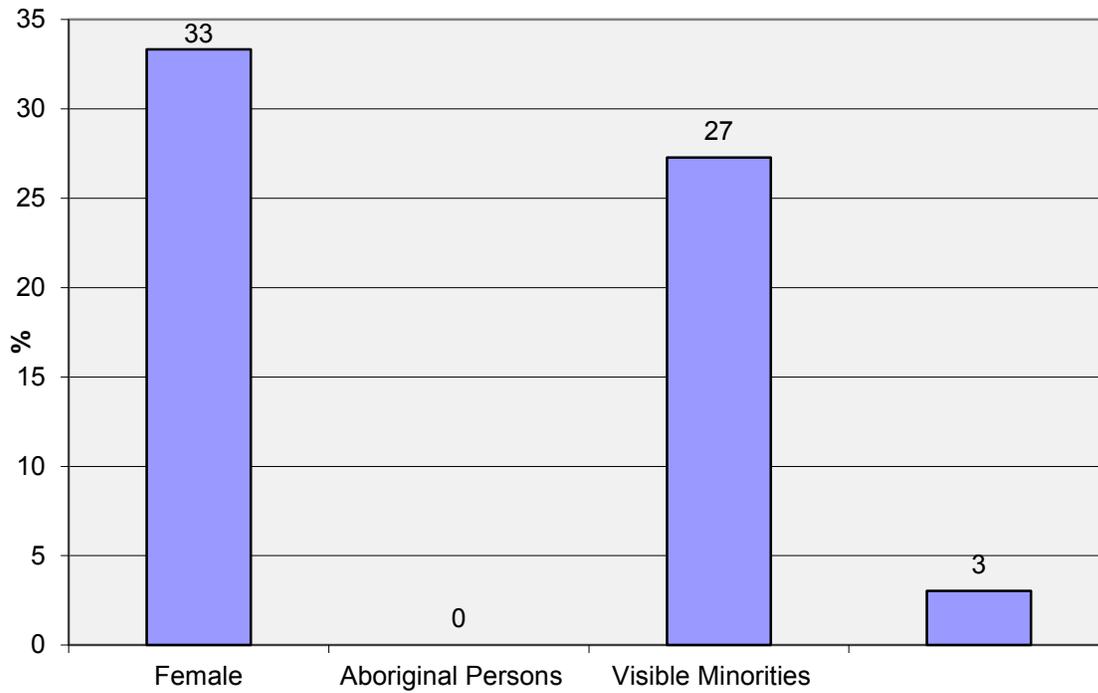
APPENDIX E – Hires

**2014 HIRES OF DESIGNATED GROUP MEMBERS,
AS A PROPORTION OF
TOTAL UNIVERSITY HIRES**



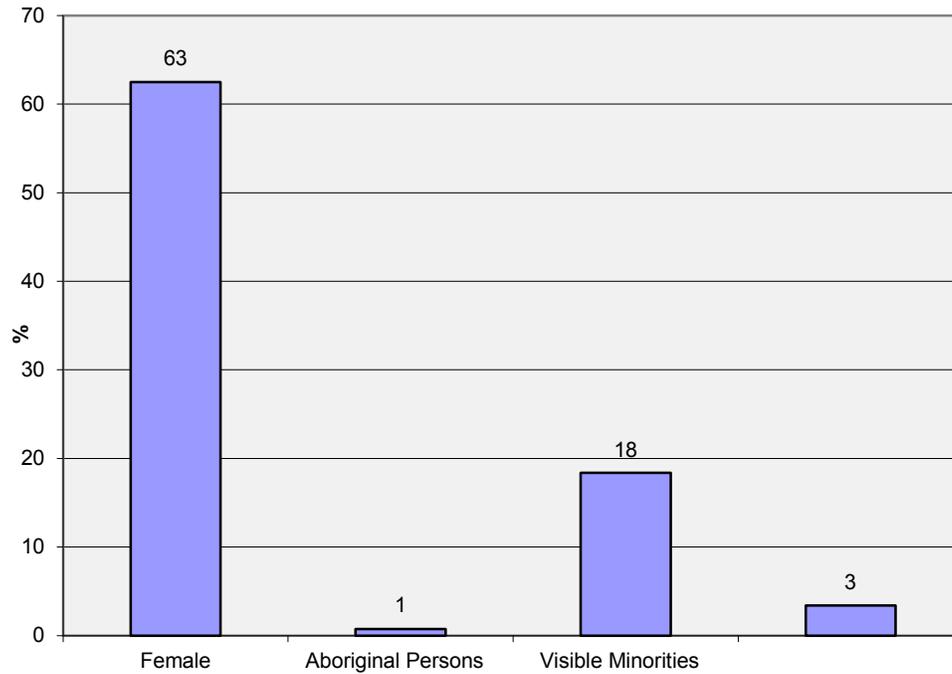
APPENDIX F – Promotions

2014 PROMOTIONS OF DESIGNATED GROUP MEMBERS, AS A PROPORTION OF TOTAL UNIVERSITY PROMOTIONS



APPENDIX G – Terminations

2014 TERMINATIONS OF DESIGNATED GROUP MEMBERS, AS A PROPORTION OF TOTAL UNIVERSITY TERMINATIONS



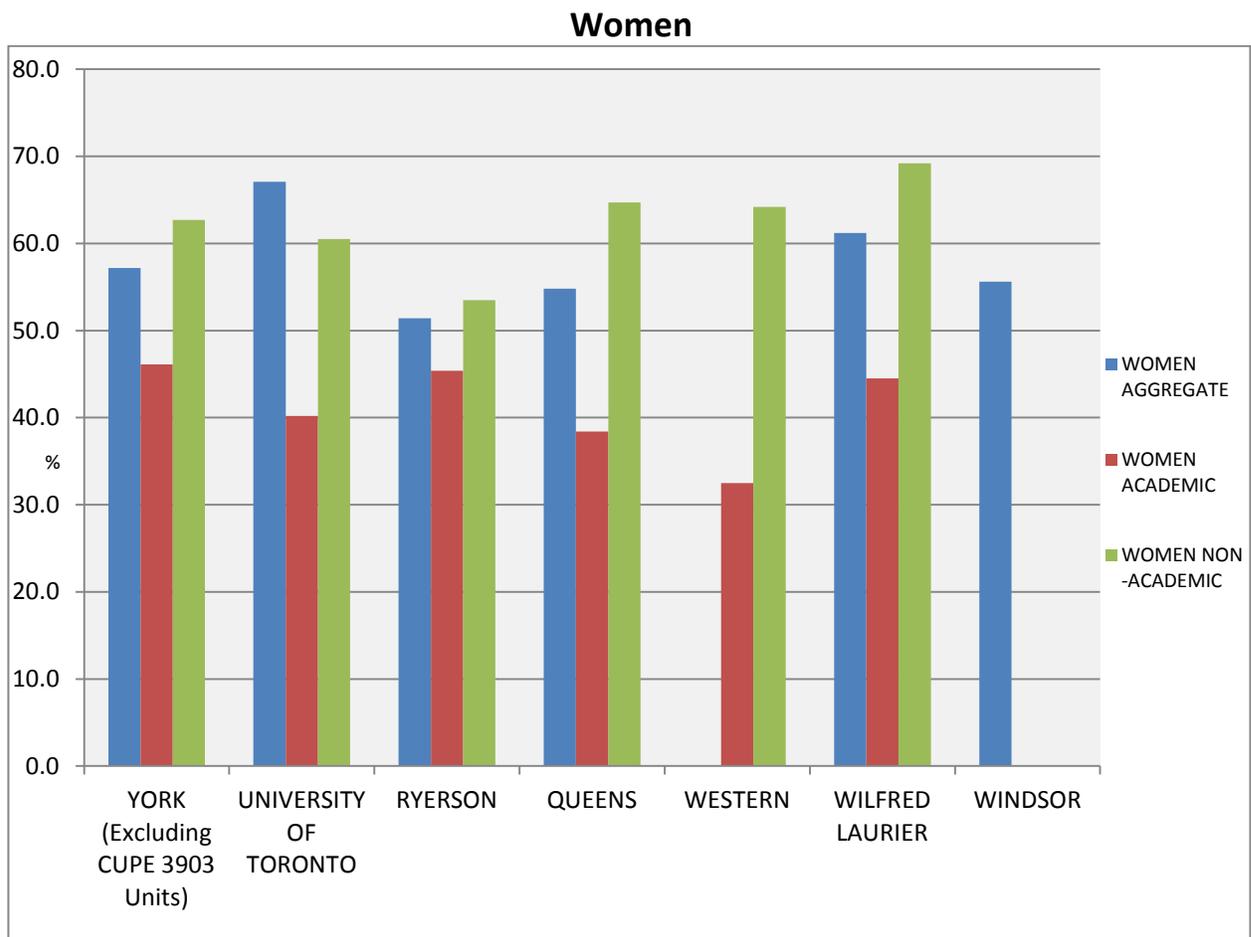
APPENDIX H – Employment Equity Survey Return Rate for CUPE 3903 Units²⁴

| CUPE Units | Employment Equity Survey Return Rate per Unit % |
|---|---|
| Cdn. Union of Public Employees 3903 - 1 | 19 |
| Cdn. Union of Public Employees 3903 - 2 | 46 |
| Cdn. Union of Public Employees 3903 - 3 | 4 |

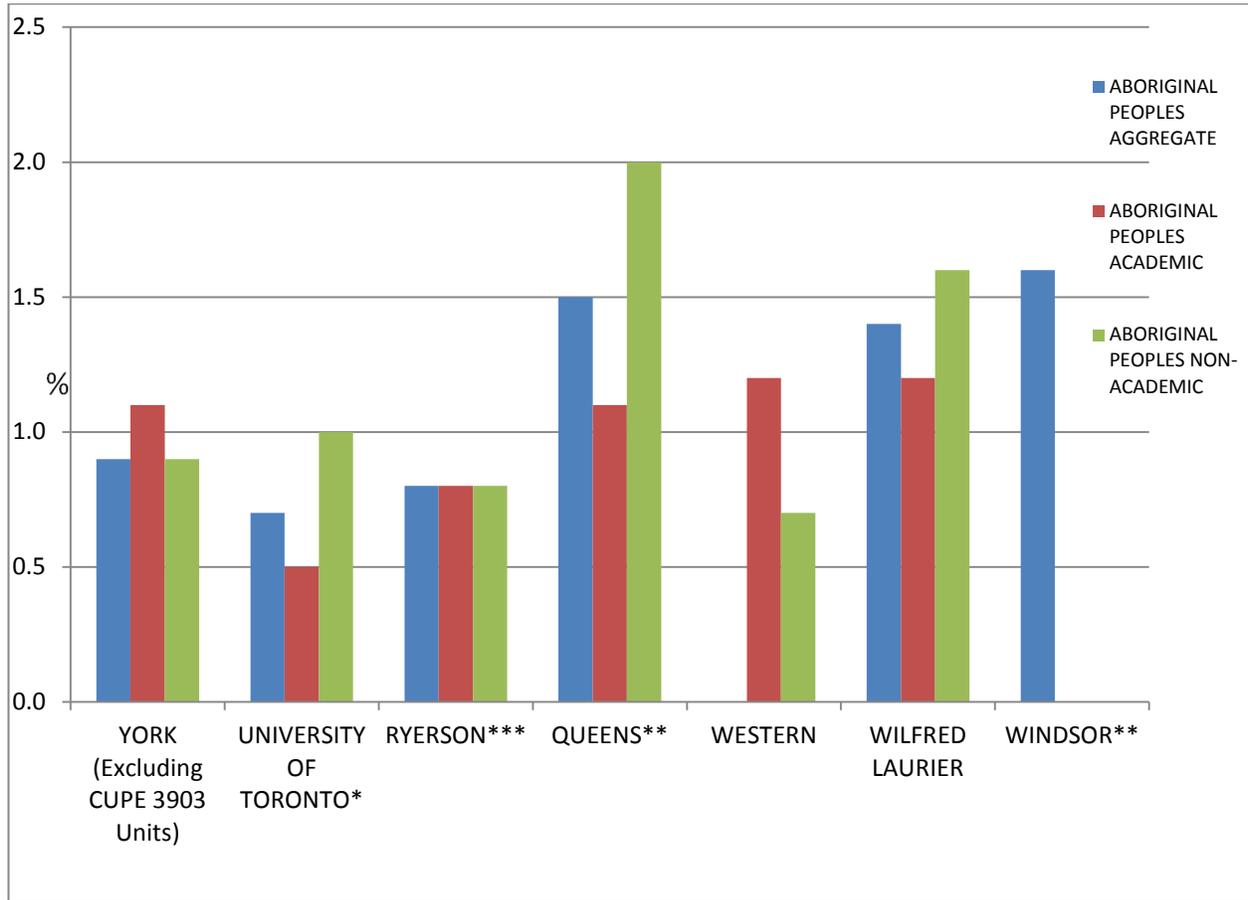
| CUPE Exempt | Employment Equity Survey Return Rate per Unit % |
|-------------|---|
| CUPE Exempt | 10 |

²⁴ Efforts will continue in 2014 to increase the response rate for CUPE 3903 and CUPE Exempt.

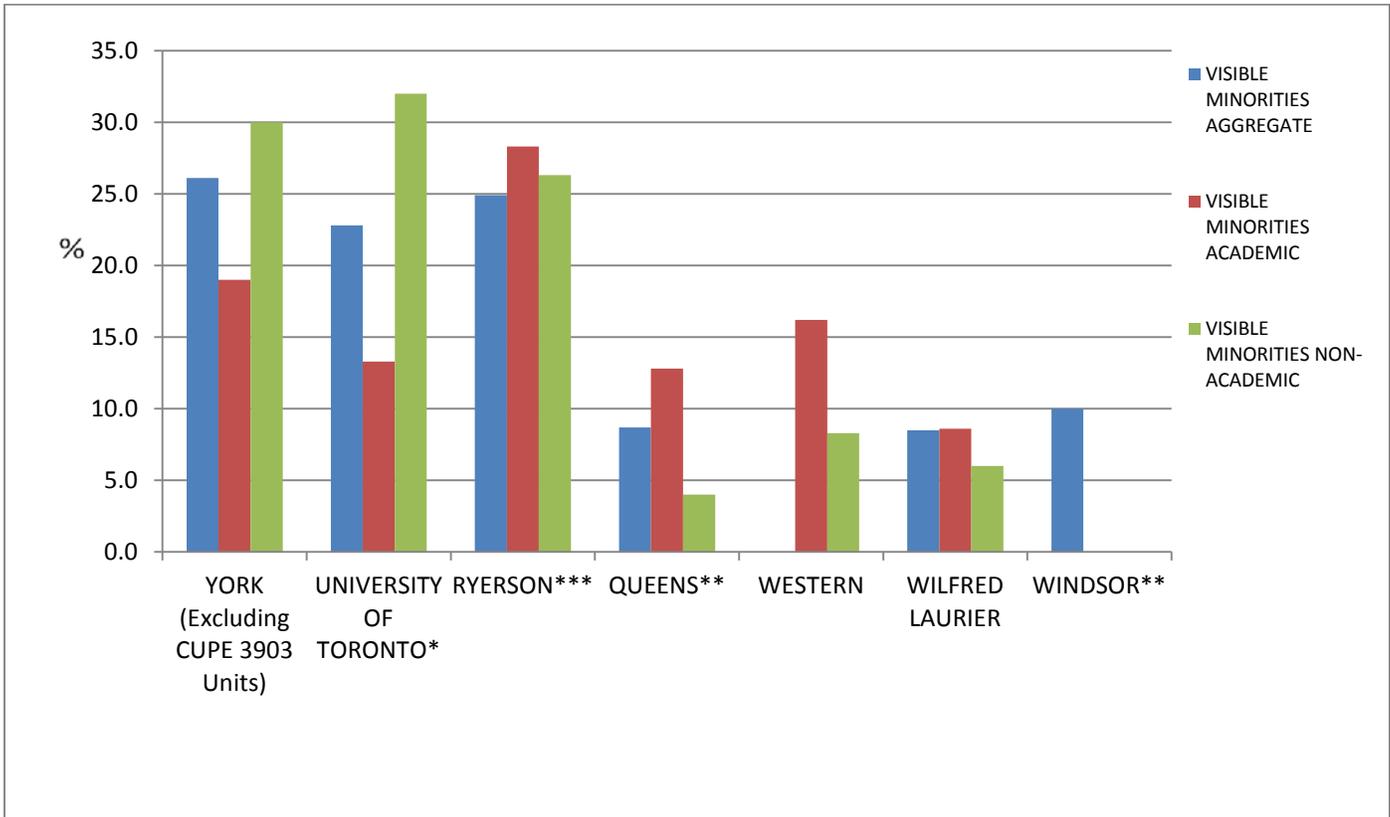
APPENDIX I – Ontario University Comparison



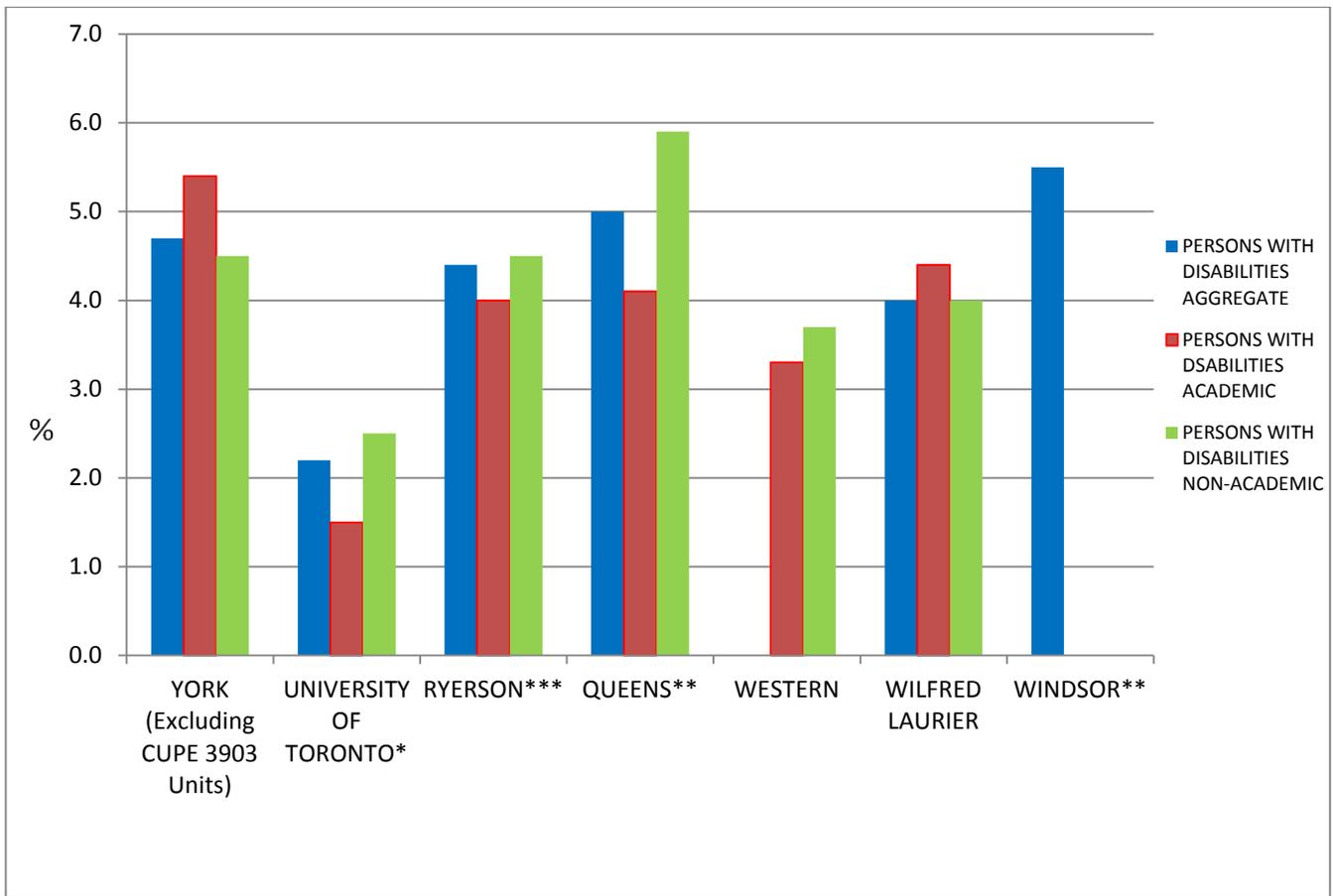
Aboriginal



Visible Minorities



Persons with Disabilities



Memo

To: Board of Governors

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

Date: June 22, 2015

Subject: **2014 Health, Safety and Employee Well-Being Annual Report**

The 2014 Health, Safety and Employee Well-Being Annual Report is attached for your review. This report summarizes the health, safety and employee well-being activities undertaken at York University in 2014, and presents the indicators that provide quantitative measures of the University's performance. It highlights the activities and achievements related to the goals and objectives that had been set for 2014, as well as the proposed goals and objectives for 2015.



YORK UNIVERSITY
DEPARTMENT OF HUMAN RESOURCES

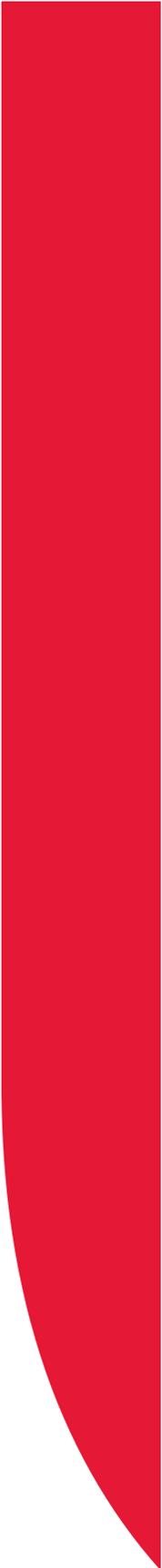
2014 ANNUAL REPORT

HEALTH, SAFETY & EMPLOYEE WELL-BEING

PREPARED APRIL 2015

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INTRODUCTION

York University is committed to a workplace that is healthy and safe through the prevention of illness and injury and by ensuring legislative compliance. This report summarizes the health, safety and employee well-being activities at York University in 2014, and presents health, safety and employee well-being indicators that are quantitative measures of the University's performance. Also included is a report on achievements in 2014, as well as the proposed goals and objectives for 2015.

To ensure that the University meets its obligations under the *Occupational Health and Safety Act* and the University's Occupational Health and Safety Policy (Appendix I), the Board of Governors, through the Governance and Human Resources Committee, annually reviews the Occupational Health and Safety Policy, evaluates performance indicators of key areas, and approves annual health and safety goals and objectives.

The Health, Safety & Employee Well-Being Unit, combining the former Department of Occupational Health and Safety (DOHS) and Employee Well-Being Office (EWO), develops proactive programs to support health, safety and employee well-being with the goal of preventing or mitigating illness and injury and ensuring legislative compliance.

MESSAGE FROM DIRECTOR, HSEWB

In 2014, the Health, Safety & Employee Well-Being (HSEWB) Unit focused on:

ENHANCED SERVICE DELIVERY
AND UPTAKE OF PROGRAMS
AND SERVICES

TO PREVENT OR MITIGATE
ILLNESS AND INJURY
AND ENSURE LEGISLATIVE
COMPLIANCE

2014 HIGHLIGHTS:

New roles
created and
assigned
to support
dedicated
areas of the
university

HEALTH &
SAFETY
ADVISORS

Leveraged
technology
for
regulatory
compliance

TECHNOLOGY

Decreased
the impact of
illness & injury
on faculty,
staff & the
workplace

DISABILITY
SUPPORT
PROGRAM

Developed
stronger
working
relationships
with
stakeholders

COLLABORATE

YORK UNIVERSITY OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The OHS Management System includes the following:

- Occupational Health and Safety Policy and Programs with oversight by the Health, Safety and Employee Well-Being Unit
- Internal Responsibility System for health and safety which includes management, faculty and staff, Joint Health and Safety Committees and Area Health and Safety Officers

The OHS Management System includes the appointment of Area Health and Safety Officers (HSOs) to advise management, including Vice-Presidents, Deans, Directors and others responsible for health and safety matters in their areas.

The Area Health and Safety Officers provide a link from the central Health, Safety and Employee Well-Being (HSEWB) unit to the university community to disseminate health and safety information and assist in the maintenance of a safe and healthy workplace. An annual HSO report is submitted to HSEWB, serving as a tool for Department Heads to be accountable for their health and safety responsibilities, enabling Senior Officers to fulfill their oversight role for health and safety, and providing information to HSEWB to support the University's Health and Safety Program.

HSEWB supports the network of Health and Safety Officers through training, communication and forums. In 2014, the HSOs attended 2 forums to share best practices and learn about:

- Updates on the Ministry of Labour (MOL) and Occupational Health and Safety in Ontario
- Ergonomics and Musculoskeletal injury prevention
- Slips, trips and falls prevention
- First aid training
- Reporting of critical injuries, near misses and injuries/incidents to non-employees
- Workplace inspections
- Infection prevention
- Risk Management
- Health & Safety Bulletin Board Posting Requirements

**The York University
Occupational Health and Safety
(OHS) Management System**
has been implemented to ensure due diligence in the management of workplace health and safety.

- There is currently a network of over **75** Area Health and Safety Officers (HSOs) representing all areas of the university.
- All HSOs submit an annual report to HSEWB providing information relating to workplace safety and hazard control issues arising over the course of the previous 12 months and actions taken or planned.

POLICY AND PROGRAM REVIEW

Occupational Health and Safety Policy and Workplace Violence and Harassment Policies

Under the *Occupational Health and Safety Act*, an employer must prepare and review, at least annually, a written occupational health and safety policy, and must develop and maintain a program to implement that policy. Employers must also prepare and review, at least annually, policies on workplace violence and workplace harassment.

In 2015, Health, Safety & Employee Well-Being will be undertaking a review of the Occupational Health and Safety Policy in conjunction with the Mental Health Steering Committee to explore broadening the policy to include concepts around psychological health and safety and employee well-being.

Annual Policy Review

The Board of Governors, through the Governance and Human Resources Committee, annually reviews the Occupational Health & Safety Policy, the Policy on Workplace Violence, and the Policy on Workplace Harassment.

Please refer to Appendix I for these policies.

Health and Safety Programs and Guidelines

York University's Health and Safety Programs are developed and implemented consistent with legislative requirements, as well as industry standards and best practices. These programs are developed to outline requirements for safe practices, ultimately reducing accidents and work-related injuries and ensuring the safety of the university community. Programs are reviewed, in conjunction with the Joint Health and Safety Committees, every two years. A list of these programs and review dates can be found in Appendix III.

OCCUPATIONAL HEALTH AND SAFETY AUDITS

York University implemented an Occupational Health and Safety Audit program in 2011 to further efforts toward injury and illness prevention and legislative compliance.

In 2014, The Health, Safety & Employee Well-Being (HSEWB) team introduced the role of Health & Safety Advisor. The Health & Safety Advisors provide dedicated support to assigned faculties/ departments, and act as a resource for these areas to provide advice, guidance, training, and programs, consistent with legislative, regulatory, and internal occupational health and safety policies, procedures and programs. As a centralized resource, the role of Health & Safety Advisor contributes to the advancement of an integrated model of health, safety & employee well-being and the development and maintenance of a safe and healthy environment for staff and faculty.

As a result of the changes associated with the introduction of this new role, the audit program was suspended in 2014. In 2015, the HSEWB team will be reviewing the audit program with the goal of resuming audits in 2016. These health and safety audits will evaluate the development and implementation of the Occupational Health and Safety Management System by assessing regulatory compliance status, identifying gaps within the OHS system and providing units and management with an opportunity to make improvements.

Previous Audit Activities:

- Audits completed:
 - 2011: Department of Human Resources, Faculty of Health, Libraries, Faculty of Graduate Studies, Faculty of Science and Engineering
 - 2012: Faculty of Fine Arts, Faculty of Education, Osgoode Hall Law School
 - 2013: Faculty of Liberal Arts and Professional Studies
- The previous audit schedule was based on a six-year cycle, with high risk environments audited once every 3 years and lower risk areas audited every 6 years.
- In 2015, the HSEWB team will review the audit program, including the schedule and approach, with the goal of resuming audits in 2016.



JOINT HEALTH AND SAFETY COMMITTEES

Joint Health and Safety Committees (JHSCs) assist in the creation and maintenance of a safe and healthy work environment and are an integral part of the University's Occupational Health and Safety Management System.

The University's JHSC's assist in:

- Identifying actual and potential hazards in the workplace.
- Receiving worker concerns, complaints and recommendations for workplace health and safety.
- Discussing issues and recommending solutions.

JHSCs are consulted in the review of the University's Occupational Health and Safety Policy and in the development and review of existing and proposed health and safety programs. The JHSCs conduct regular workplace inspections, ensuring that the workplace is inspected at least once a year, with parts of the workplace being inspected each month. JHSCs are also involved in accident investigations, and participate in Ministry of Labour visits and inspections. As part of their responsibilities under the *Occupational Health and Safety Act*, JHSCs make recommendations to supervisors/managers to address health and safety concerns, including findings from workplace inspections. On occasion, formal written recommendations are sent to the Vice-President Finance and Administration (VPFA) for employer response.

To ensure due diligence, management must ensure that the structure and functions of the JHSCs comply with legislated requirements. The *Occupational Health and Safety Act* requires JHSCs to meet at least once every three months.

The University currently has 5 multi-workplace JHSCs:

- CUPE 1356, 1356-1, 1356-2
- CUPE 3903
- IUOE
- YUFA
- YUSA

JHSC Meetings

All 5 multi-workplace JHSCs met the requirement of meeting at least once every three months.

Health, Safety and Employee Well-Being will continue to work with the various JHSCs and management to ensure that the JHSCs meet the OHS Act requirement of at least one meeting every three months and regular workplace inspections.

As a result of an Ontario-wide Ministry of Labour review of Multi-Site Joint Health & Safety Committees, the Health, Safety & Employee Well-Being team is currently reviewing the structure of JHSCs at York to ensure legislative compliance.

Please refer to Appendix V for further information on JHSC activities in 2014.

LEGISLATIVE CHANGES

The following outlines legislative changes that have an impact on Health, Safety and Employee Well-Being at York University.

Federal Legislation

Regulations under the Human Pathogens and Toxins Act

The *Human Pathogens and Toxins Regulations* (HPTR) will come into effect on December 1, 2015. Compliance of facilities where infectious material or toxins are handled or stored, and certification or recertification of containment zones, will be assessed by the Public Health Agency of Canada (PHAC) and the Canadian Food Inspection Agency (CFIA), using the Canadian Biosafety Standards and Guidelines (CBSG), 2nd edition. York University was inspected by PHAC in November 2014 to assess compliance with the CBSG. The inspection was positive with only a few minor no-compliance items which the University has addressed or is in the process of addressing. Implications of the upcoming regulation on the University include:

- Submission of Licensing application of the institution by Feb 2016 at the latest
- Appointment of a designated Biosafety Officer
- Security clearances of personnel accessing and/or handling Security Sensitive Biological Agents (SSBAs)
- Accurate documentation of Inspections, Risk Assessments, training and refresher training done
- Routine reporting of work done with Risk Group 3 agents and SSBAs
- Minimum of one inspection by PHAC/CFIA per license term
- Reporting of exposures or suspected exposure incidents to PHAC

Transition from Canada's Workplace Hazardous Materials Information System (WHMIS) 1988 to WHMIS 2015

WHMIS 2015 implements the Globally Harmonized System of Classification and Labelling of Chemicals (GHS). In Ontario, the MOL is currently engaging in consultations on proposed amendments to the *OHS Act* and the *WHMIS Regulation*. Until these amendments come into force, federal WHMIS 2015 and provincial WHMIS requirements will not be aligned. During this period, the MOL is taking an interim operational approach to ensure that workers are protected and that GHS standards are implemented in a coordinated manner. Ontario proposes to provide for a lengthy transition period (December 2018) for full implementation of WHMIS 2015 in workplaces. Implications for York: current training programs will need to be adapted to reflect GHS, and all faculty and staff will need to be retrained.

Canadian Nuclear Safety Commission Requirement to Acknowledge Financial Liability

New in 2015 is a CNSC requirement to submit a signed declaration acknowledging the University's financial liability of \$83,000 associated with the safe termination of our licensed activities, which would include the safe disposal of all licensed material and equipment. The signed declaration was submitted to the CNSC in March 2015.

Provincial Legislation

Occupational Health and Safety Act (OHSA) and Regulations

- The **Occupational Health and Safety Awareness and Training Regulation** under the *Occupational Health and Safety Act* is a new regulation that came into effect July 1, 2014, requiring employers to ensure workers and supervisors complete a basic occupational health and safety awareness training program. The content of the training must meet the new regulatory requirements, and employers must ensure that new employees complete this training as soon as reasonably possible, and new supervisors complete this training within one week of working as a supervisor. The University launched an e-learning module for new faculty and staff in the summer of 2014, and is in the process of rolling out the training to all existing academic and non-academic employees to comply with this new legislative requirement.
- The Ministry of Labour has launched a review of Minister's Orders that permit **multi-workplace joint health and safety committees (MJHSCs)**. This will require the University to review the structure of the MJHSCs to ensure they adequately reflect the workplace and organizational structure and contribute to a strong workplace internal responsibility system.
- **Bill 18**, which received royal assent November 20, 2014, amends the OHSA by **expanding the definition of worker to include unpaid co-op students, and other unpaid trainees and learners**. This change means that the University and supervisors now have the same duties and responsibilities they would for paid workers. This Bill may also have implications for our student placements, as placement employers may not want to take on the liability and training requirements for these unpaid workers, or are looking to the University to provide students with required training before accepting them for placements.
- An amendment to the Occupational Health & Safety Act (Ontario Regulation 253/14 Amending O. Reg. 297/13 Occupational Health and Safety Awareness and Training), sets out a **new training requirement for workers using fall protection equipment**, including travel restraint systems; fall restricting systems; fall arrest systems; safety nets; and work belts or safety belts. This requirement comes into force on April 1, 2015. There is a two year transition period for workers who already meet the existing fall protection training requirements set out in section 26.2 of O. Reg. 213/91 Construction Projects. These workers will have until April 1, 2017 to complete an approved working at heights training program. The working at heights training required under section 7 will be valid for three years from the date of successful completion of the training program. Implications for York will be to ensure that an MOL-approved training vendor is used for future training sessions, and that all employees currently trained under the old training requirements are trained to the new standard by April 1, 2017.
- It is anticipated that a **new JHSC Certification Training Standard** will come into effect in late 2015. JHSC members certified under the 1996 standards would not be impacted, however any new members requiring certification would need to be certified under the new standard.

GOVERNMENT CONTACTS

Information presented below outlines the nature and outcomes of contact that have been made with regulatory agencies in 2014. The University ensures compliance with any direction received from regulatory agencies.

- **Ministry of Labour:** reporting of critical injuries; participate in the investigation of accidents/ incidents and reported health and safety concerns
- **Ministry of the Environment:** inspection of hazardous waste storage and fumehoods in labs; all were found to be in compliance; administered York University's Hazardous Waste Information Network (HWIN) on the Ministry of Environment website
- **Canadian Nuclear Safety Commission:** submitted annual compliance report and liaised with the CNSC regarding our licence
- **Public Health Agency of Canada:** consultation regarding the new Human Pathogens and Toxins Regulations coming into effect December 2015 and the new exposure reporting requirements system; HPTA registration update; proactive inspection as requested by the university's Biosafety Committee
- **Canadian Food Inspection Agency:** Inspection of facilities involving plants and animals
- **Ministry of Foreign Affairs:** submitted reports on the Chemical Warfare Convention
- **City of Toronto:** completed CHEMTRAC reporting for York University to comply with the City of Toronto Environmental and Reporting Disclosure Bylaw, which includes the assessment, calculation and submission of releases of prescribed chemicals from designated University facilities
- Liaised with the following agencies regarding the university's licences regarding research activities and/or equipment: **Ontario Ministry of Agriculture, Food and Rural Affairs, Canadian Council of Animal Care, Canadian Border Services Agency, Ministry of Health & Long-Term Care**



EMPLOYEE WELL-BEING

WORKPLACE ACCIDENT STATISTICS AND COSTS

The following sections provide information on categories of workplace accidents. Management of injuries and tracking of injury trends enables the identification of causes and corrective actions, management of costs as well as provides information to inform programs, procedures and training initiatives.

Critical Injuries

A critical injury is defined under the *Occupational Health and Safety Act* as an injury of a serious nature, to any person in the workplace, that results in one of the following:

- Places life in jeopardy
- Unconsciousness
- Substantial loss of blood
- Fracture of a leg or arm but not a finger or toe;
- Amputation of a leg, arm, hand or foot, but not a finger or toe;
- Burns to a major portion of the body, or loss of sight in an eye.

Critical Injuries:

In 2014, four critical injuries were reported to the Ministry of Labour however none were deemed to be critical injuries related to the workplace.

WSIB (Workplace Safety & Insurance Board) Claims

WSIB claims arise from workplace injuries requiring lost time or health care.

2014 WSIB Claims*:

- 88 approved claims in 2014 (36 lost time claims, 52 health care claims)
- 611.1 days lost in 2014
- 16.98 average days lost per claim
- Frequency rate: 0.43
- Severity rate: 7.26

*Data as of January 31, 2015; please refer to Appendix II for detailed data

FREQUENCY

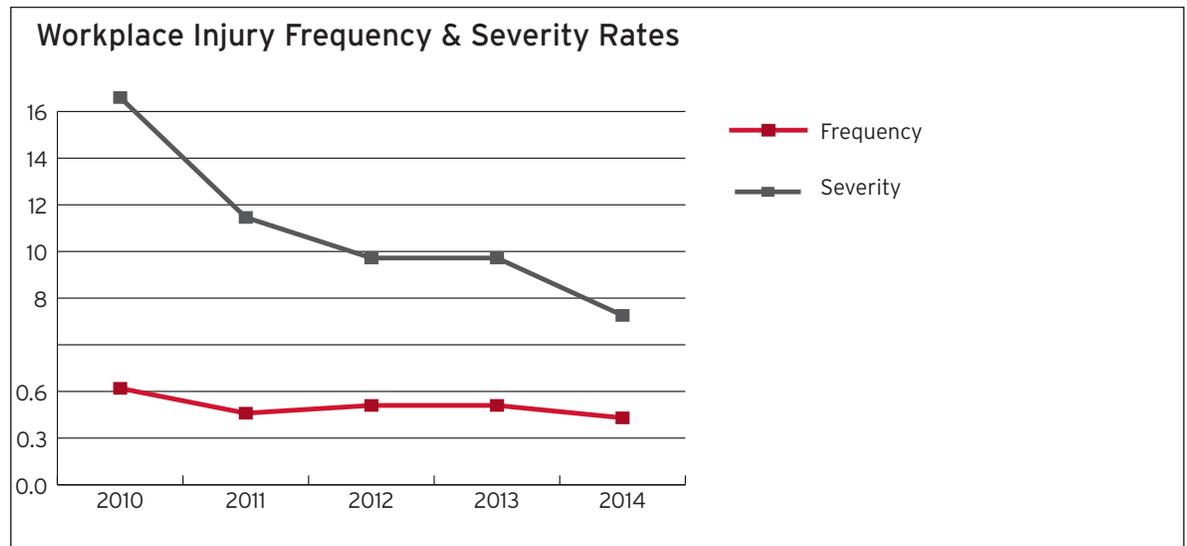
THE NUMBER OF LOST-TIME INJURIES PER 100 FULL-TIME EQUIVALENT WORKERS (OR 200,000 HOURS WORKED) DECREASED 17% COMPARED TO 2013, AND DECREASED 31% COMPARED TO 2010

SEVERITY

THE YEAR-TO-DATE DAYS LOST PER 100 FULL-TIME EQUIVALENT WORKERS (OR 200,000 HOURS WORKED) DECREASED 25% COMPARED TO 2013, AND DECREASED 56% COMPARED TO 2010

Frequency and **severity** are measures that show the impact of work-related injuries and illness on the university. These measures normalize injury statistics based on the number of workers and hours worked, allowing for better comparison of the measures between years as well as with other organizations as they are industry-standard measures.

Overall, both frequency and severity rates have decreased significantly over the past five years. The University continues to strive to reduce accidents and injuries through proactive measures such as health and safety training, inspections and workplace hazard assessments.



| | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------------------|-------|-------|------|------|------|
| Severity ¹ | 16.66 | 11.46 | 9.72 | 9.72 | 7.26 |
| Frequency ² | 0.62 | 0.46 | 0.51 | 0.51 | 0.43 |

¹Severity - the year-to-date days lost per 100 full-time equivalent workers or 200,000 hours worked

²Frequency - the number of lost-time injuries per 100 full-time equivalent workers or 200,000 hours worked

WSIB (Workplace Safety & Insurance Board) Costs from 2013 and early 2104

The **Workplace Safety and Insurance Board (WSIB)** premium rate of **36 cents per hundred dollars of payroll** has remained the same in 2011, 2012 and 2013. In 2010, the premium rate was \$0.34/\$100 of payroll.

York University was assessed a **NEER (New Experimental Experience Rating) surcharge of \$355,671** for 2014. In June 2014, York University was trending towards a significant surcharge. Through effective case management strategies and cost relief efforts, our final surcharge for 2014 was \$355,671.

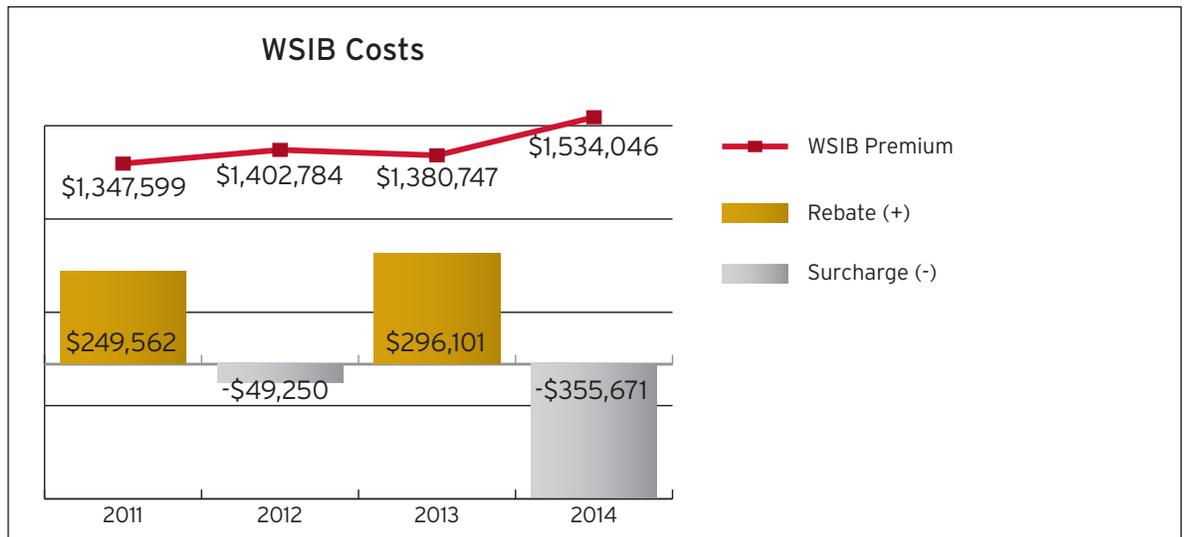
This surcharge is attributed to five claims with significant loss of earnings and health care benefit costs in excess of \$50,000 each. As our NEER performance index rating is based on active claims in the NEER 4 year review period, it is expected that some of these claims will continue to affect our NEER rating. Health, Safety & Employee Well-Being will continue to provide optimal case management strategies and cost reduction initiatives which have positive impacts on our NEER Experience Rating. However, the key to remaining in a rebate situation is a constant focus on prevention of injuries/illnesses in the workplace.

WSIB Costs:

Workplace injuries requiring lost time or health care coverage by the WSIB

- WSIB Premium: \$1,690,303.74
- NEER Surcharge: \$355,671
- Performance Index: 1.5

*please refer to Appendix II for detailed data



WSIB Performance Index

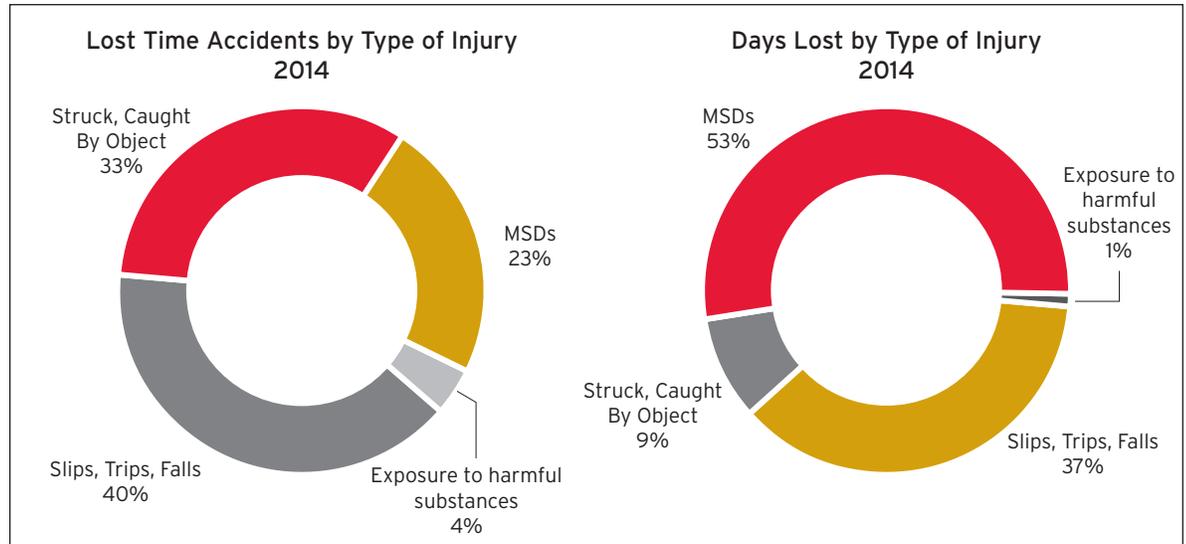
The WSIB Performance Index is a comparison between the NEER Cost and the WSIB's forecast cost for the rate group. A performance index of less than 1.0 indicates a better-than-average performance and potential rebate, while a performance index of greater than 1.0 indicates a potential surcharge. The performance index, as of December 31, 2014, is 1.5; however, this is subject to change as case management activities continue through this year for claims from 2011, 2012, 2013 and 2014. Efforts will continue to reduce costs by ensuring effective claims management, maximizing cost recovery through WSIB's Second Injury Enhancement Fund (SIEF) and third party transfer opportunities whenever possible. In addition, WSIB cost statements are reviewed for errors to effect retroactive cost claim adjustments.

| Year | 2011 | 2012 | 2013 | 2014 |
|-------------------|------|------|------|------|
| Performance Index | 0.77 | 0.80 | 1.61 | 1.50 |

CAUSES OF WORKPLACE INJURIES/ILLNESS

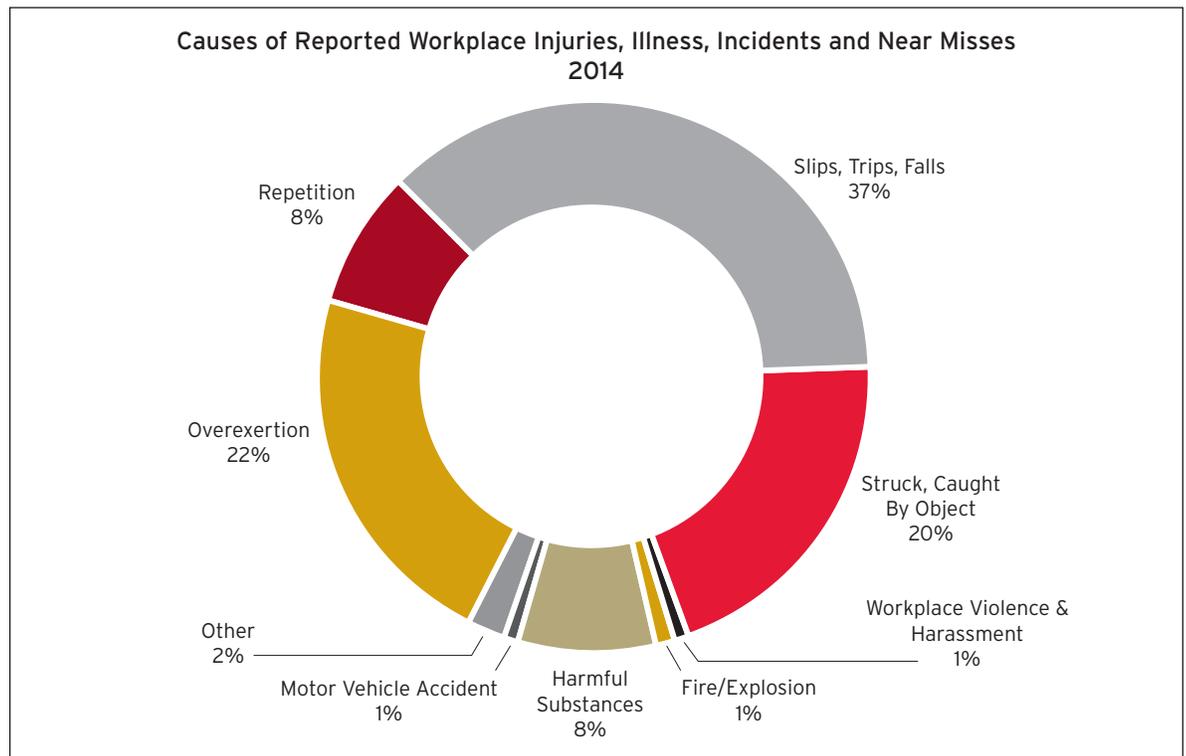
Causes of Workplace Injuries/Illness Resulting in Lost-Time

The largest cause of workplace injuries involving lost time in 2014 continues to be slips, trips and falls, accounting for 40% of reported injuries, while the largest cause of lost days is musculoskeletal disorders (MSDs) accounting for 53% of lost time.



Causes of Workplace Injuries, Illness and Incidents

The largest cause of reported workplace injuries, illnesses, incidents and near misses in 2014 continues to be slips, trips and falls, accounting for 37% of reported injuries. This is followed by musculoskeletal disorders resulting from repetition, overexertion or lifting/transferring objects, accounting for 30% of reported injuries.



DISABILITY STATISTICS AND DISABILITY SUPPORT PROGRAM

Long-term disability claims are adjudicated and managed by Sun Life once approved. The Health, Safety and Employee Well-Being unit case manages short-term absences greater than 10 days, assists with transition from STD to LTD, ensures appropriate case management, and is involved in planning for return to work.

Claim Trends:

LTD claim trends for 2014 indicate psychological causes are the largest contributor of claims (42%), followed by cancer (31%), and musculoskeletal disorders (12%).

The Health, Safety and Employee Well Being unit continue to roll out the Disability Support Program and processes in collaboration with the various stakeholders to decrease the impact of illness and injury to the employee and workplace through the prevention and mitigation of absences. The Disability Support Program will have linkages to wellness promotion and attendance support program initiatives including tools and resources, which are essential for the successful implementation of a comprehensive program for the university.

Long-Term Disability (LTD):

- 26 claims approved in 2014
- 81 active LTD cases*, 52 of which are deemed to be permanently impaired
- In 2014, 27 LTD cases were resolved, with 8 of those cases reaching resolution through return to work

*As of March 18, 2015; please refer to Appendix II for detailed data

ACCOMMODATION IN EMPLOYMENT FOR PERSONS WITH DISABILITIES

Employers have an obligation to accommodate workers who have a disability, either temporary or permanent. York University is committed to meeting the needs of any faculty or staff with a disability, requiring a medically supported accommodation, to enable them to perform their work and to fully participate in the workplace. The University applies the principles stated in the *Ontario Human Rights Code* and the *Workplace Safety and Insurance Act*, in the development of accommodation and early and safe return to work programs and strategies.

The Health, Safety and Employee Well-Being Team is responsible for the administration and implementation of accommodation guidelines and procedures and works collaboratively with faculty and staff, unions, and academic administrators and non-academic managers to assist employees with disabilities to remain at work or return to work after recovering from an illness or injury.

Accommodation Fund

The University maintains an Accommodation Fund to provide support to local units accommodating employees. In 2014, the Fund contributed to the cost of specialized equipment, workplace modifications, and professional services associated with medically supported accommodation needs.

HEALTH AND SAFETY

ADVICE AND GUIDANCE

The Health, Safety and Employee Well-Being unit provided support to the university community for health and safety issues and concerns, to assist decision-making and activities to ensure due diligence, including:

- Safety support for spill response for chemicals and biohazardous materials, exposure to infectious or biohazardous materials, concerns related to ELF from magnetic fields and cell phone towers, emergency pick up of hazardous waste, laser safety, and concerns related to an extended steam outage
- Indoor air quality assessments to address concerns related to odours, dust, mould, air circulation, heat and humidity, cold, water leaks/floods, and perceived concerns regarding health issues from 3D printers
- Mould assessments and moisture testing conducted to address complaints as well as after leaks or floods; ensured that work conforms to the mould guideline from the Environmental Abatement Council of Ontario (EACO)
- Responses related to asbestos, to identify the presence of asbestos and to ensure that work being done conforms to the Asbestos Regulation (O. Reg 278/05) if asbestos is present
- Water quality concerns requiring testing and/or response from CSBO
- Concerns related to odours, requiring follow-up and/or testing
- Noise concerns, requiring testing and recommendations where required
- General safety concerns, requiring advice and guidance; some examples from 2014 include temperature, smoking, vibration issues from construction, rodents in buildings, confined spaces, lighting concerns, machine guarding, first aid, and a student foam party
- Ergonomic assessments, recommendations, review of equipment and interventions to prevent musculoskeletal injuries
- Support for the investigation and reporting of critical injuries
- Support with legislative compliance and proactive risk assessments
- Chemical and laboratory safety by conducting laboratory inspections and audits, supporting the commissioning and decommissioning of labs and ensuring all users of chemicals, including faculty, staff and graduate students, are trained in WHMIS
- Emergency response for chemical safety issues
- Conducted a review of the 18 AEDs on the Keele and Glendon campuses, as well as additional mobile units

EDUCATION AND AWARENESS

Effective health and safety training contributes to a healthy and safe environment and is required for legislative compliance. Health and safety training is delivered to the university community through in-person sessions as well as online training.

The Health, Safety and Employee Well-Being unit conducted or coordinated health and safety training on over **22 topics in 2014**.

Starting mid-2014 through to mid-2015, the University is providing Health & Safety Orientation training as well as refresher training on Workplace Violence and Harassment to **all faculty and staff**.

OCCUPATIONAL HEALTH AND DISEASE PREVENTION

Medical Surveillance Program

Medical surveillance programs establish the initial health status (baseline) of a person and ensure adequate safety measures are enacted for the hazards present in the workplace such as exposure to biological hazards, respiratory protection, hearing conservation, etc.

Workers who may be exposed to biological hazards are required to complete a medical questionnaire and be assessed by a medical practitioner to ensure that various immunizations and medical tests (e.g. TB tests) are completed before work begins, and annually for specific work activities.

Medical Surveillance Program

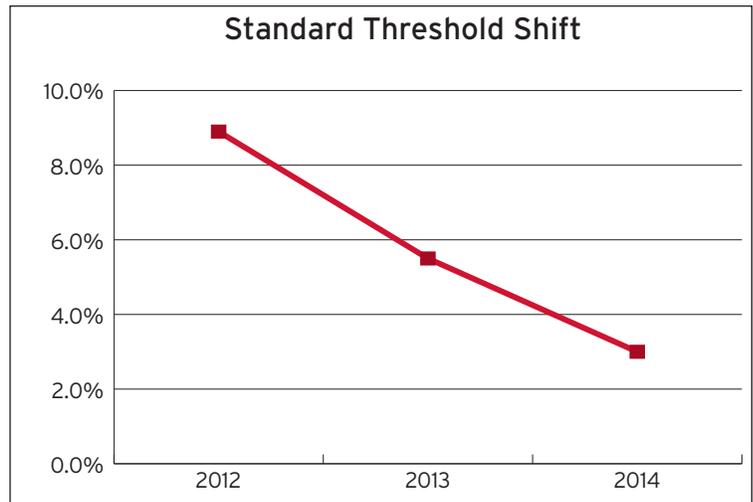
- Annual audiometric testing
- Streamlined the annual enrollment process for Medical Surveillance participants working with biological hazards

Summary of Medical Surveillance Activities in 2014:

| Medical Surveillance Activity | No. of Participants | | | |
|--|---------------------|----------------------------------|------|------|
| | 2014 | 2013 | 2012 | 2011 |
| Animal Care Workers and other biohazards | 24 | 55 | 45 | 35 |
| Audiometric Testing | 98 | 104 | 131 | 124 |
| Vision Screening for New Laser Workers | 8 | 10 | 7 | 17 |
| Respiratory Fit Testing | 51 | <i>Information not available</i> | | |

Audiometric Testing

Audiometric or hearing tests are conducted annually for workers exposed to high noise levels to monitor the effectiveness of hearing protection. The Standard Threshold Shift (STS) shows the number of employees who have had a shift or change in their hearing levels when compared to prior testing. The STS level in 2013 was 5.5%, as compared to 8.9% in 2012. Audiometric testing for 2014 was completed in March, with the results indicating that the STS has continued to decrease, down to 3%, showing a decreasing trend in hearing loss. Workplaces with an STS level in the range of 0-5% are considered to have a successful hearing conservation program, indicating the effectiveness of the hearing conservation program that York University has implemented.



ERGONOMICS

Health, Safety & Employee Well-Being has developed ergonomics training as well as an ergonomics self-help tool to assist the university community to set up their workstations and conduct their work in a way that minimizes ergonomic and repetitive strain risks. Ergonomic assessments of workstations are also conducted when required. The HSEWB team will continue to identify ergonomic training, tools and resources to foster a healthy and safe work environment for the University.

OCCUPATIONAL HYGIENE ASSESSMENT AND TESTING

In accordance with relevant legislation and internal policy and procedures, Health, Safety and Employee Well-Being conducts or arranges selected environmental testing, respirator fit testing, testing of equipment, laboratory inspection and ergonomic assessments. The testing could be to comply with legislative requirements (e.g., leak testing of radiation sources and certification testing biocontainment cabinets), for proactive monitoring or in response to employee concerns. Please refer to Appendix IV for detailed information regarding Occupational Hygiene Testing/ Inspection activities for 2014.

SAFETY COMMITTEES

Biosafety Committee

The Biosafety Program is managed by the University Biosafety Officer (BSO) who works with the University Biosafety Committee to inspect, commission and decommission labs, and develop procedures and guidelines for safe handling, emergency/spill response, disinfection and biohazardous waste disposal, as well as administer the permitting/certification system for all biological research. There are currently 74 permit holders. The BSO also provides expert advice to the university community regarding exposure to biohazardous materials, including reportable, communicable diseases, by liaising with OHS medical consultants and regulatory agencies.

Biosafety Program

- **74** biosafety research permits in place
- Preparation for compliance with new regulations under the *Human Pathogens and Toxins Act* (fall 2015)

Summary of Biosafety Activities in 2014:

| Biosafety Activity | No. of Participants | | | |
|---|---------------------|------|------|------|
| | 2014 | 2013 | 2012 | 2011 |
| Biosafety Certificate Approval - New | 3 | 8 | 9 | 3 |
| Biosafety Certificate - Renewal | 22 | 40 | 26 | 20 |
| Biocontainment Cabinets and Laminar Flow Hood Certification | 40 | 37 | 46 | 47 |

Radiation Safety Committee

The Radiation Safety Program is managed by the University Radiation Safety Officer (RSO) who works with the University's Radiation Safety Committee to establish criteria for the use of nuclear substances at the University within the licensing conditions established by the CNSC, inspects, commissions and decommissions radioisotope laboratories, develops procedures and guidelines for the safe handling, emergency response, waste disposal, as well as administers the permit system for all use of radioisotopes. The Radiation Safety Program is reviewed by the Committee once every two years and was reviewed in 2014. The Committee meets quarterly and inspects all areas of radioisotope use at least once a year. An annual activity report was submitted by the Committee to the CNSC in 2014.

The University was in compliance with the Canadian Nuclear Safety Commission (CNSC) requirements in 2014.

The University issued 25 internal radioisotope permits as of December 2014.

95 personal radiation doses monitored in 2014; maximum dose received by any one user was less than 2% of the regulatory limit.

2015 GOALS AND OBJECTIVES

York University's Occupational Health and Safety (OHS) Management System

- Maintain and enhance the University's OHS Management System, which includes reviewing the University's Occupational Health and Safety Policies and Programs and audits
- Support the effective functioning of the Internal Responsibility System, Joint Health and Safety Committees and the Area Health and Safety Officer network
- Monitor legislation to ensure compliance
- Effective use of data to guide planning, program development and interventions for injury and illness prevention
- Expand health and safety e-learning training

Health, Safety and Employee Well-Being Unit

- Continue to develop an integrated approach for the Health, Safety and Employee Well-Being (HSEWB) unit, developing proactive programs to support employee health, safety and well-being, with a focus on enhancing the service model for the university community
- Continue to review the model for OHS in the organization to better align HSEWB with Area Health and Safety Officers and Joint Health and Safety Committees
- Effective use of data to guide planning, program development and interventions for injury and illness prevention

Disability Support Program

- Continue implementation of the Disability Support Program (DSP) processes and training for all faculty and staff to address occupational and non-occupational disability support, absence support and accommodation to decrease the impact of illness and injury to the employee and the workplace
- Prevent and mitigate absences and improve case management through optimal medical management and by collaborating with stakeholders to support the DSP and enhancing organizational understanding and support for the program
- Develop wellness program

APPENDICES

APPENDIX I - YORK UNIVERSITY HEALTH AND SAFETY POLICIES

OCCUPATIONAL HEALTH AND SAFETY POLICY

Legislative History

Approved by UEC: 1996/09/16; Approved by the Board of Governors: 1991/05/13; Re-Approved by the Board of Governors: 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29, 2003/04/28, 2004/04/26, 2005/05/02, 2006/05/01, 2007/04/30, 2008/06/23, 2009/06/23, 2010/06/21, 2011/06/20, 2012/06/25, 2013/06/24; Revised and approved by the Board Finance and Audit Committee: 2014/05/26; Re-approved by the Board of Governors: 2014-06/23.

Date Effective: 1991/05/13; This policy must be approved annually by the Board of Governors.

Approval Authority: Board of Governors

Signature: Mamdouh Shoukri

Policy

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

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

Occupational Health and Safety

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

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

Students

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

Tenants and Contractors

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

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

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

POLICY ON WORKPLACE VIOLENCE (PROPOSED CHANGES HIGHLIGHTED)

Legislative History: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24; 2014/06/23.

Approval Authority: Board of Governors

Signature: Paul Cantor

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

I. Scope

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

II. Definition

The term, "workplace violence" means:

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

III. Policy

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

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

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

VI. Related Policies

- Occupational Health and Safety Policy
- Policy Concerning Racism
- Sexual Harassment Policy
- Code of Student Rights and Responsibilities
- Workplace Harassment Policy
- Policy on Sexual Assault Awareness, Prevention, and Response

POLICY ON WORKPLACE HARASSMENT (PROPOSED CHANGES HIGHLIGHTED)

Legislative History: Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24; 2014/06/23.

Approval Authority: Board of Governors

Signature: Paul Cantor

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

I. Scope

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

II. Definition

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

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

III. Policy

- York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace harassment.
- Anyone who engages in workplace harassment shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

IV. Review

This policy shall be reviewed at least annually.

V. Responsibility

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

VI. Related Policies

- Occupational Health and Safety Policy
- Policy Concerning Racism
- Sexual Harassment Policy
- Code of Student Rights and Responsibilities
- Workplace Violence Policy
- Policy on Sexual Assault Awareness, Prevention, and Response

APPENDIX II - WSIB CLAIM AND COSTS, LONG-TERM DISABILITY CLAIMS

WSIB Claim Statistics*

| Year | Approved Claims | | Lost Days | Average # of lost days per claim | Frequency ¹ | Severity ² |
|------|-----------------|-------------|-----------|--|------------------------|-----------------------|
| | Lost Time | Health Care | | | | |
| 2014 | 36 | 52 | 611.10 | 16.98 | 0.43 | 7.26 |
| 2013 | 45 | 41 | 851.8 | 18.93 | 0.51 | 9.72 |
| 2012 | 44 | 51 | 838.9 | 19.07 | 0.51 | 9.72 |
| 2011 | 40 | 52 | 991.5 | 24.79 | 0.46 | 11.46 |
| 2010 | 50 | 63 | 1342 | 26.84 | 0.62 | 16.61 |

*Data as of January 31, 2015

¹Frequency - the number of lost-time injuries per 100 full-time equivalent workers or 200,000 hours worked

²Severity - the year-to-date days lost per 100 full-time equivalent workers or 200,000 hours worked

WSIB Cost Statistics**

| Year | WSIB Premium | NEER Rebate (+)/Surcharge (-) | Performance Index ³ |
|------|----------------|-------------------------------|--------------------------------|
| 2014 | \$1,534,045.54 | -\$355,670.54 | 1.50 |
| 2013 | \$1,462,306.83 | \$296,101.08 | 1.61 |
| 2012 | \$1,402,783.77 | -\$49,250.37 | 0.80 |
| 2011 | \$1,347,598.87 | \$249,561.71 | 0.77 |

*Data as of December 31, 2014

³Performance Index is a comparison between the NEER Cost and the WSIB's forecast cost for the rate group. A performance index of less than 1.0 indicates a better-than-average performance and potential rebate, while a performance index of greater than 1.0 indicates a potential surcharge.

Long-Term Disability Claim Statistics

| Year | Submitted Claims | Approved Claims ⁴ | Resolved Claims | | | | | | |
|------|------------------|------------------------------|-----------------|--------------------|----------------------|--------------------|-------|------------|-------|
| | | | Return to Work | No Longer Disabled | Change of Definition | Max Benefit Period | Death | Settlement | Total |
| 2014 | 28 | 26 | 8 | 6 | 1 | 9 | 3 | 0 | 27 |
| 2013 | 42 | 31 | 22 | 4 | 3 | 9 | 3 | 0 | 41 |
| 2012 | 54 | 40 | 16 | 3 | 1 | 5 | 6 | 4 | 35 |
| 2011 | 57 | 42 | 22 | 2 | 4 | 3 | 5 | 4 | 40 |

⁴As of March 18, 2015 there are 81 active LTD cases, 52 of which are deemed to be permanently impaired

APPENDIX III - YORK UNIVERSITY HEALTH AND SAFETY PROGRAMS AND REVIEW DATES

| Programs/Guidelines | Year Reviewed | |
|--|---------------|-------------------------------|
| | 2013 | 2014 |
| Accident Investigation | | <i>To be reviewed in 2015</i> |
| Asbestos Management | | ✓ |
| Automatic External Defibrillators (AEDs) | | <i>To be reviewed in 2015</i> |
| Biosafety | | <i>To be reviewed in 2015</i> |
| Communicable Disease Reporting | ✓ | |
| Compressed Gas Cylinder Safety | | <i>To be reviewed in 2015</i> |
| Confined Space Entry | | ✓ |
| Electrical Equipment Certification | | <i>To be reviewed in 2015</i> |
| Emergency Eyewash Stations and Safety Showers | | <i>To be reviewed in 2015</i> |
| Emergency Chemical Spill Procedure | | ✓ |
| Ergonomics/Musculoskeletal Disorder Prevention | | <i>To be reviewed in 2015</i> |
| First Aid | | <i>To be reviewed in 2015</i> |
| Hazard Reporting | | <i>To be reviewed in 2015</i> |
| Hearing Conservation | | <i>To be reviewed in 2015</i> |
| Heat Stress | ✓ | |
| Indoor Air Quality | ✓ | |
| Laboratory Fume Hood Standard | ✓ | |
| Laboratory Safety | | ✓ |
| Ladder Safety | ✓ | |
| Laser Safety | | ✓ |
| Lift Truck Safety | ✓ | |
| Medical Surveillance Program for Biohazards | ✓ | |
| Mould Control | | ✓ |
| Radiation Safety | | ✓ |
| Scented Products | | ✓ |
| Silica | ✓ | |
| Transportation of Dangerous Goods | | ✓ |
| Transporting Chemicals on Campus | ✓ | |
| Working Alone | ✓ | |
| Workplace Harassment Prevention | ✓ | |
| Workplace Inspection | | <i>To be reviewed in 2015</i> |
| Workplace Violence Prevention | ✓ | |
| Workplace Hazardous Materials Information System (WHMIS) | | ✓ |

APPENDIX IV - OCCUPATIONAL HYGIENE TESTING/INSPECTION STATISTICS

| Type of Tests | Tests Conducted 2014 | Tests Conducted 2013 | Tests Conducted 2012 |
|--|----------------------|----------------------------------|----------------------|
| Statutory Testing | | | |
| Biocontainment Cabinets/Laminar Flow Hoods ¹ | 40 | 37 | 46 |
| Radioactive Sealed Sources Leak Testing ² | 0 | 3 | 4 |
| Radioisotope Laboratories Monitoring | 13 | 26 | 19 |
| X-RAY Machine Quality Assurance Testing | 2 | 0 | 1 |
| Mandated by Internal Policy and Procedures | | | |
| Biosafety Laboratory Inspection and Commissioning | 28 | 25 | 10 |
| OHS Equipment Calibration | 3 | 2 | 6 |
| Ergonomics | 19 | 25 | 43 |
| Laboratory Inspections ³ | 24 | 11 | 43 |
| Indoor Air Quality | 29 | 60 | 56 |
| Indoor Mould Assessment | 32 | 21 | 20 |
| Asbestos | 31 | <i>Information not available</i> | |
| Water | 10 | <i>Information not available</i> | |
| General Safety & Compliance | 134 | <i>Information not available</i> | |
| Chemical/Biological/Radiation | 33 | <i>Information not available</i> | |
| Other Hygiene ⁴ | 82 | 112 | 105 |
| Workplace Noise Testing of Areas >85dBA | 11 | 5 | 6 |
| ¹ HSEWB coordinates the annual certification of biosafety cabinets by an external firm ² Leak Testing for four sources scheduled for 2014 was completed in March 2015 ³ Inspection of scientific laboratories in the Faculties of Science and Engineering, Health, Liberal Arts and Professional Studies ⁴ Includes testing for hazardous gases and vapours in response to odours and spills (e.g. flammables, organic vapour, carbon monoxide and hydrogen sulphide, etc.) | | | |

APPENDIX V - JHSC MEETING AND INSPECTION INFORMATION

JHSC Meetings

| JHSC | JHSC Meetings 2014 |
|--------------------------|--|
| CUPE 1356, 1356-1 | 10 meetings held in 2014 Jan, Feb, Mar, Apr, May, June, July, Sept, Oct, Nov |
| CUPE 3903 | 4 meetings held in 2014 Mar, July, Sept, Nov |
| IUOE | 4 meetings held in 2014 Mar, June, Sept, Dec |
| YUFA | 4 meetings held in 2014 Mar, June, Sept, Dec |
| YUSA | 10 meetings held in 2014 Feb, Mar, Apr, May, June, July, Aug, Oct, Nov, Dec |

JHSC Inspections

| JHSC | JHSC Inspections 2014 | JHSC Inspections 2013 | JHSC Inspections 2012 | JHSC Inspections 2011 |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| CUPE 1356, 1356-1-2 | 55 | 37 | 51 | 26 |
| CUPE 3903 | 6 | 7 | 10 | 0 |
| IUOE | 1 | 3 | 11 | 8 |
| YUFA | 20 | 10 | 12 | 3 |
| YUSA | 25 | 12 | 13 | 22 |

**HEALTH, SAFETY AND
EMPLOYEE WELL-BEING TEAM**

Vanessa Aguiar, BSc, MHSc, CRSP
Director, Health, Safety and
Employee Well-Being

Tomorr Cerriku, MHSc
Health and Safety Advisor

Karen Clark, CHRL, CDMP
Manager, Employee Well-Being

Carla Ferlisi, BA
Disability/WSIB Case
Management Specialist

Richard Grundsten, P.Eng.
Health and Safety Advisor

Jasmine Kong, BA
Program Assistant

Stephanie Kerr, BA
Program Assistant

Jay Majithia, MSc
Health and Safety Advisor
Biosafety Officer

Roanna Moses, BSc
Disability/WSIB Case
Management Specialist

Robert Oliver, BSc, MHSc
Health and Safety Advisor

Chad Shew, BSc, MASc
Health and Safety Advisor
Radiation Safety Officer

**HEALTH, SAFETY
AND EMPLOYEE
WELL-BEING
DEPARTMENT OF
HUMAN RESOURCES**

**KINSMEN BUILDING
YORK UNIVERSITY
4700 KEELE STREET
TORONTO, ONTARIO
M3J 1P3**

**TEL:
416-736-5491**

**FAX:
416-736-5439**

**EMAIL:
HSEWB@YORKU.CA**

Note:

The attached Banking Resolution is an additional item for the Consent Agenda



Memo

To: Board of Governors
From: Ozench Ibrahim, Chair, Finance and Audit Committee
Date: June 22, 2015
Subject: **Banking Resolution Update**

4700 KEELE ST
TORONTO ON
CANADA M3J 1P3
T 416 736 2100

Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve the following resolution to take effect 1 July 2015:

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

GROUP A

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

GROUP B

| | |
|---|--------------------|
| Assistant Vice-President Finance & CFO | Trudy Pound-Curtis |
| Comptroller | Aldo DiMarcantonio |
| Assistant Comptroller | Cameron Rogers |
| University Treasurer | Laurie Lawson |
| Senior Manager, General Accounting & Compliance | Sanish Samuel |

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

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

Rationale

The Banking Resolution has been updated to reflect the change in the Chair of the Board of Governors effective 1 July 2015, and recent University Finance personnel changes.