

York University Board of Governors Notice of Meeting

March 1, 2016, 1:30 to 4:30 pm
5th Floor, Kaneff Tower, Keele Campus

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 1:50 pm approximately

1. Chair's Items (R. Waugh)
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (R. Waugh) *2:00 pm*
3. President's Items (M. Shoukri) *2:10 pm*
 - a. Opening Remarks
 - b. Kudos Report.....1
 - c. Presentation: Student *LeaderShape* Program.....11
4. Finance and Audit Committee (O. Ibrahim) *3:00 pm*
 - a. Natural Gas Procurement Framework (For approval).....13
 - b. Fees (For approval)
 - Meal Plan Fees18
 - Undergraduate Residence Fees21
 - Centrally Collected Ancillary Fees.....24
 - Parking Rates.....27
5. Governance and Human Resources Committee (S. Black) *3:30 pm*
 - a. Board Evaluation Surveys31
6. Land and Property Committee *3:50 pm*

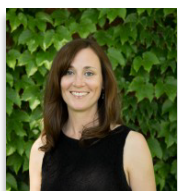
7. Marketing, Communications and Community Affairs Committee (D. McFadden) *4:00 pm*
8. Other Business
9. *In Camera Session 4:15 pm*

CONSENT AGENDA

10. Minutes of the Meeting of December 8, 201548



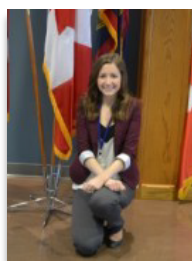
Angela Zeno, Manager, Research and Accounting, has been awarded the prestigious Council of Finance Officers Distinguished Leadership Award.



Two Glendon professors honoured with 2015 Principal's Research Excellence Awards: Sociology [Professor Joanna Robinson](#), emerging scholar category; Psychology [Professor Anne Russon](#), established scholar category.



Lions football coach [Tom Norwell](#) named recipient of the 2015 Gino Fracas Award, presented to the CIS assistant coach of the year.



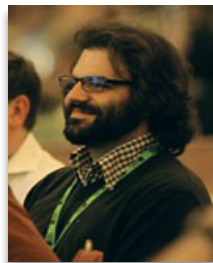
[Tetyana Klimova](#), an iBA student at Glendon, is one of 16 Canadian scholars to receive the 2015-2016 Killam Fellowship, a prestigious award that provides opportunities for exceptional undergraduate students in Canada to study in the United States.



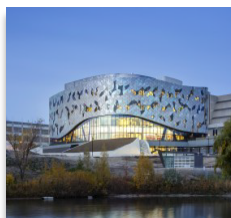
The [Art Gallery of York University](#) (AGYU) has been recognized for innovation in programming and exhibition design by the Ontario Association of Art Galleries (OAAG).



[Rhonda Lenton](#), Vice-President Academic and Provost, named one of 2015's top 100 most influential women in Canada by the Women's Executive Network.



Digital Assets [Librarian Nick Ruest](#) is part of a research team awarded a five-year SSHRC Insight grant. The team is developing a web archive of Internet material as a research tool for future historians.



New [Bergeron Centre for Engineering Excellence](#) named one of the top 10 new buildings in Toronto by BlogTO, and won top honours for architectural merit in the Ontario Concrete Awards.



Recent Schulich graduate [Erin Compeau](#) (BBA '14), now Staff Accountant at Deloitte Canada, won the Governor General's Gold Medal and the Ontario Gold Medal as the top writer of the 2015 Common Final Examination (CFE), part of the Chartered Professional Accountants qualification program.



Faculty of Education [Professor Stephen Gaetz](#), Director of the Canadian Observatory on Homelessness and the Homeless Hub, named a 2015 Torontonion of the Year by Post City Toronto.



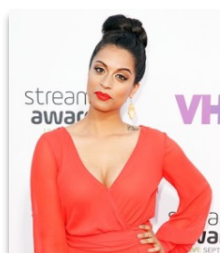
Psychology [Professor Joel Katz](#) is the recipient of a 2016 Outstanding Pain Mentorship Award for his work in the mentorship and training of future pain researchers. The award will be conferred at the annual Canadian Pain Society conference.



Recent AMPD graduate [Maria de Sanctis](#)' film "Cupid" selected by TIFF as one of Top 10 Short films.



Alumnus [Paul Nguyen](#), founder of Jane-Finch.com, received the Meritorious Service Medal from Governor-General David Johnson at Rideau Hall. The honour recognizes Nguyen's efforts to create a vital resource for the Jane-Finch community—a place where information can be shared and neighborhood voices can be heard.



Alumnus [Lilly Singh](#) was named to Forbes' 30 under 30 list and she also ranked as MTV's 3rd best social media star of 2015.



Glendon Psychology [Professor Gerald Young](#) to receive a Lifetime Achievement Award from the Traumatic Stress Section of the Canadian Psychological Association (CPA), the highest level of achievement in the field.



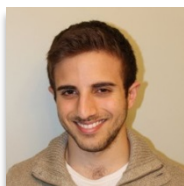
English [Professor Bruce W. Powe](#) has received six nominations for the Media Ecology Association (MEA) Book Awards, set to take place at the University of Bologna in June 2016.



Thanks to an historic \$20 million donation by York alumnus [Victor Phillip Dahdaleh](#), the University will establish The Dahdaleh Institute for Global Health as a leader and catalyst in addressing global health challenges. The Victor Phillip Dahdaleh Building has been named in recognition of this transformational gift.



Schulich students [Sakshi Kanda](#) (MBA candidate, 2017) and [Dajena Collaku](#) (MBA/JD candidate, 2017) have been named recipients of the Women in Capital Markets (WCM) Heather L. Main Memorial Scholarship.



Two York students, [Linar Ismagilov](#) and [Zack Fisch](#), are among the 38 young innovators selected for the 2016 cohort of The Next 36, a prestigious program for the country's promising entrepreneurs.



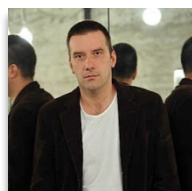
York's [Faculty of Education](#) will receive a provincial grant of \$444,218 over two years from the Ontario government's Technological Teacher Education Collaborative Initiatives Fund. The grant will support the development of an enhanced Bachelor of Education in Technological Education program.



On January 10, 2016 the [Lions men's volleyball team](#) won the Excalibur Classic championship. The Lions defeated the Ryerson Rams to take home the trophy—marking the first time the team has won its home tourney since 1989.



York graduate students received 7 of the 20 inaugural [2015 SSHRC Mandela Scholarships](#)—more than any other university in Canada.



Recent alumnus [Vladimir Paskaljevic](#) won the prestigious Manulife Student Film Award for his short film "Absence is Present."



Chemistry student [Bach Kim Nguyen](#) was a finalist in the Sunnybrook Research Institute research competition.



The Better Hearing in Education for Northern Youth project (BHENV), a collaboration between York Education [Professor Pam Millett](#) and a team of audiologists, educators and community members from Ontario and Nunavut, has been named one of three finalists for the Arctic Inspiration Prize.



The Canadian Mathematical Society (CMS) has presented the 2015 Graham Wright Award for Distinguished Service to Mathematics and Statistics [Professor Tom Salisbury](#).



York has been recognized by CASE in their annual [Accolades Awards](#) for the following communications initiatives:

- Gold for the York University 2015 Spring Convocation Social Media Projection Project.
- Silver for Excellence in News Writing for “Service dog and student to cross convocation stage in matching cap and gown”.
- Bronze for the York Home Page
- An honourable mention award was given for the Faculty of Science Annual Review.



Ten individuals with connections to York are among 69 Canadians to be appointed the Order of Canada. Recipients include: Honorary governor [Helen Vari](#) (LLD [Hons.] '03), honorary degree recipients [Lloyd Axworthy](#) (LLD [Hons.] '15), [Jack Cockwell](#) (LLD [Hons.] '01), [Wade Davis](#) (LLD [Hons.] '14) and [Rohinton Mistry](#) (DLitt [Hons.] '03), and York alumni [Joseph Boyden](#) (BA '91), [Rudy Buttignol](#) (BFA '82), [Barbara Hall](#) (LLB '78), [Fiona Amaryllis Sampson](#) (DJur '05) and [Faye Thomson](#) (BFA '77).



Four York graduates and honorary degree recipients are among 27 new appointees to the Order of Ontario:

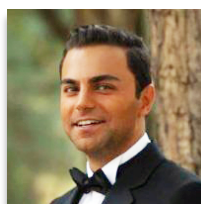
- [Isabel Bassett \(MA '73, LLD \[Hons.\] '01\)](#)
- [Wendy Craig \(MA '89, PhD '93\)](#)
- [Anton Kuerti \(D. Litt \[Hons.\] '85\)](#)
- [Madeline Edwards \(BA '79\)](#)



The American Marketing Association (AMA) will feature an MBA course with content created by Schulich School of Business marketing students—the first time for this type of partnership, which was spearheaded by Marketing [Professor Markus Giesler](#).



Biology [professor Carol Bucking](#) awarded the prestigious Society for Experimental Biology (SEB) President's Medal for her research on animal biology and physiology.



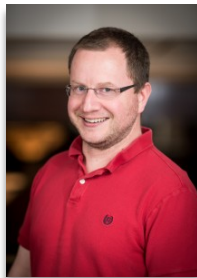
Lassonde PhD student [Nima Shahbazi](#) won second prize and \$10,000 in a global competition by Kaggle, a platform for predictive modelling and analytics competitions. 3,303 teams from around the world participated in the competition.



Esri Canada, a leading provider of geographic information system (GIS) solutions, has named York University to its network of GIS Centres of Excellence in Higher Education. Students at [Lassonde School of Engineering](#) will benefit from the new centre through experiential learning opportunities using the ArcGIS platform.



Biology [professor Bridget Stutchbury](#) is the recipient of the 2016 President's Research Excellence Award.



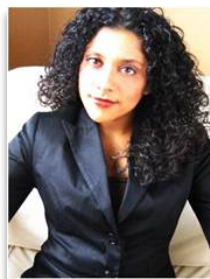
Chemistry [professor Derek Wilson](#) was awarded a \$330,000 grant by the Krembil Foundation for his research into the causes of Alzheimer's.



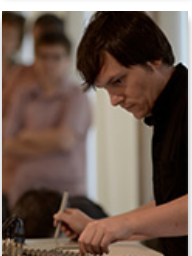
2015 President for a Day and student senator [Sayjon Ariyaratnam](#) is 1 of 18 national finalists selected to participate in CEO x 1 Day, a program championed by global executive search firm, Odgers Berndtson. Sayjon has been matched with Robert Courteau, Chief Executive Officer of Altus Group.



A team of students from the [Schulich School of Business](#) placed among the top three teams in the world at the 2016 Corporate Knights-Schulich Business for a Better World Case Competition, an international business case competition focused on climate change.



Faculty of Health [professor Rebecca Pillai](#) is the 2016 recipient of the President's Emerging Research Excellence Award, which recognizes full-time faculty members within 10 years of their appointment who have had a notable impact on their field while contributing to the reputation and intellectual life of the University.



Six new Canada Research Chairs and two renewed Canada Research Chairs have been appointed to the University:

- Peter Backx, Dept. of Biology, Faculty of Science, is Canada Research Chair in Cardiovascular Biology (Tier 1).
- Rosemary Coombe, Depts. of Anthropology and Social Science, Faculty of LA&PS, is Canada Research Chair in Law, Communication, and Culture (Tier 1).
- Christopher Kyriakides, Dept. of Sociology, Faculty of LA&PS, is Canada Research Chair in Socially Engaged Research in Race and Racialization (Tier 2).
- Deborah McGregor, Osgoode Hall Law School, is Canada Research Chair in Indigenous Environmental Justice (Tier 2).
- Doug Van Nort, Digital Media Program and the Dept. of Theatre, AMPD, is Canada Research Chair in Digital Performance (Tier 2).
- Sean Tulin, Dept. of Physics & Astronomy, Faculty of Science, is Canada Research Chair in Particle Physics and Cosmology (Tier 2).
- Graham Wakefield, Dept. of Visual Art and Art History and Digital Media Program, AMPD, is Canada Research Chair in Interactive Information Visualization (Tier 2).
- Jianhong Wu, Dept. of Mathematics and Statistics and Director, York Institute for Health Research, is Canada Research Chair in Industrial and Applied Mathematics (Tier 1).



APPOINTMENTS



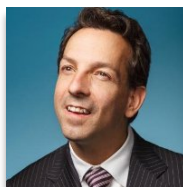
[Professor Angelo Belcastro](#) of the School of Kinesiology and Health Science has been appointed Advisor and Executive Director, Markham Centre, in the Office of the Vice-President Academic & Provost. Professor Belcastro joined York in 2010 and has served as Chair of the School of Kinesiology & Health Science in the Faculty of Health since that time. He has also served as Senate representative to the Board of Governors and as a member of the Senate Executive Committee.



[Samina Sami](#) has been appointed to the position of Executive Director, Community Safety. Sami will lead the Community Safety department and support the University on matters related to campus safety. She comes to York after a 23-year career in public and community service. Most recently, she led initiatives under the provincial Action Plan to Stop Sexual Violence & Harassment while at the Ontario Women's Directorate.



York alumnus [Wendy Cukier](#) (PhD '02) appointed sixth President and Vice-Chancellor of Brock University.



Ontario has appointed Schulich alumnus [Rich Donovan](#) (BBA '98) as the new Chair of the province's Accessibility Standards Advisory Council (ASAC). The Council is responsible for providing high-level strategic advice to the Minister of Economic Development, Employment and Infrastructure on matters related to the implementation of the Accessibility for Ontarians with Disabilities Act, 2005.



York alumnus [Angela Bogdan](#) (BA/BEd '81), appointed Consul General of Canada in Sydney (Australia).

LeaderShape Institute at York University

“Effective leadership produces results – exceptional improvements not only in companies and organizations, but also in communities, families, and groups. Wherever you are, there’s a need for you to lead”

- **LeaderShape Institute**



LeaderShape Participants at the 2015 York University Institute.

What is LeaderShape?

Named by the W.K. Kellogg Foundation as an “exemplary program,” The LeaderShape Institute is an intensive, energizing, six-day educational experience designed to equip young adults to become extraordinary leaders. Each session of The LeaderShape Institute is comprised of approximately 60-70 students from diverse ethnic, religious and cultural backgrounds. The Institute’s curriculum is presented by a group of facilitators who are all highly respected in their own professions and serve as excellent role models for students.

The LeaderShape Institute helps participants explore not only what they want to do, but who they want to be. The Institute believes that integrity is at the heart of leadership. As a result, it creates space to identify core values and explore how individual choices have an impact on congruence and how we are perceived as leaders.

Program Outcomes:

The LeaderShape Institute works to help participants achieve four primary outcomes:

- To increase their commitment to acting consistently with core ethical values, personal values, and convictions.
- To increase their capability to develop and enrich relationships as well as to increase their commitment to respecting the dignity and contribution of all people.
- To embrace the belief in a healthy disregard for the impossible.
- To develop the capability to produce extraordinary results.



LeaderShape participants at the 2015 York University Institute.

York University's first LeaderShape Institute was held in 2008. Since then, approximately 480 York's students have completed the program. Below are quotes from the past participants:

'Leadershape was, for me, exactly what its name entails: an opportunity to shape the leader within. The opportunities for learning, self-reflection, making connections, and fun are something I'll never forget.'

-Christopher Ford

'Leadershape was the most incredible program that I have ever had the privilege to be a part of. It gave me the resources and connections necessary to develop myself as a leader in ways I could never have imagined.'

-Cris Cardelus

'The six days we spent at LeaderShape was unlike any other thing I have experienced. I thought I was giving up hanging out with my friends, visiting my family and learning from my textbooks when really I was making new friends, extending my family and learning more about myself than I ever could have otherwise. Thank you all so much for making the week what it was. I'm better having met each of you and cannot wait to continue to work with and get to know all of you more in the future.'

-Victoria Post

'I shared my life, my whole being, and myself with a group of strangers. I brought myself to tears and you know what? I truly loved it. I experienced something completely new from anything I have ever experienced before. I feel like I have grown more than I ever have before in such a short span of time and all I did was put my faith in other people.'

-Robert Nadler

Board of Governors

Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: February 29, 2016

Subject: **Natural Gas Procurement Framework**

Recommendation

The Board Finance and Audit Committee recommends to the Board of Governors that the Vice-President Finance and Administration be delegated authority to pre-purchase York's natural gas volume requirements on the basis of the natural gas procurement framework set out below.

Background: Longer Term Natural Gas Commodity Procurement Framework

At its December 2015 meeting, the Finance and Audit Committee reviewed a recommendation that the University meet approximately 50% of its natural gas requirements by purchasing "strips" as outlined below. At the request of the Committee, further options were explored. This memo is based on the earlier December 7, 2015 memo updated to reflect the investigation of further options.

York University's annual natural gas procurement costs typically range from \$6,000,000 to \$10,000,000. Natural gas is procured either on the spot market, or by volume in "strips" that are defined and characterized by:

- A defined period
- A defined volume expressed in GigaJoules (GJ)/Day delivered; and
- A defined \$ cost per GJ
- The occasional requirement to transact at short notice as a function of market conditions

The purchase of a strip (to provide budget stability from market volatility) creates a financial obligation on York, which only results in issues if York consumes less gas than

contracted for, and which is then resolved by reselling unconsumed gas at market prices. This can result in an additional cost or a credit dependent on market conditions at the time of sale. Inasmuch as York will always have to heat, light and cool the campus, it is unlikely that a long term fixed price strip purchase of 50% of volume will ever result in unconsumed gas being offered back to the market. Reconciliation of gas purchases happens annually.

A very structured procurement framework was utilized from 2006 until 2012, based on a 25% rolling procurement framework triggered on a 16 month, 12 month, 8 month, 4 month lead in approach. As a result, for any given budget year, costs were fully contracted and known in advance. Since 2012 natural gas prices have progressively declined in an era of unpredicted changes in drilling techniques unlocking massive quantities of natural gas primarily within the United States, and as a result, the University responded by moving primarily spot market purchases to meet gas needs.

York's consultant, Blackstone, advises York on the natural gas portfolio. Since 2014 Blackstone has advised York to purchase small strips of gas to mitigate against the potential for cost spikes during the winter months while maintaining index (spot market) purchases for remaining natural gas requirements. Blackstone also recommended at the time avoiding longer term contracts, allowing York to fully take advantage of the recent downward trend in natural gas prices, which have reached well publicized multi-year lows.

Result

- York's natural gas costs have declined by 22.7% compared to previously contracted fixed prices
- York has the opportunity to access all-time lows in natural gas prices that are 35% lower than historical budget
- By digressing from the previous framework to 'layer in' strips medium term, York also generated an avoided cost averaging 23% (higher than actual) inasmuch as purchases under the previous framework would have locked in York's gas prices at a much higher cost.
- The percentage of fixed hedges has been gradually reduced to the current level of 20% for this winter only.
- However, it is noted that York is highly exposed to spot market pricing, which creates budget risk.

More recently, Blackstone has revised its recommended strategy for natural gas procurement going forward with an emphasis on a larger proportion of requirements being hedged, for a longer period of time. This is reflected in the proposed natural gas procurement framework outlined below.

NATURAL GAS PROCUREMENT FRAMEWORK	
Maximum length of any strip:	5 Years
Maximum Percent of Portfolio in Long Term Strips (Long Term defined as exceeding 12 months)	50% (currently 1,584 GJ/Day)
Maximum Percent of Portfolio contracted at any given time.	100% This incremental approach allows for procurement of short term strips for the purpose of securing a supply of seasonal winter gas in advance of the winter heating season, and will be restricted to periods not exceeding 12 months.

Reviewing the Alternatives

The objective of this natural gas procurement framework is to fix the cost of a portion of the University's natural gas requirement over a five-year horizon. The program permits the University a significantly reduced exposure to price volatility, spikes and the impact of exogenous shocks – all features of commodity markets. The certainty of pricing for a set amount of volume allows budget forecasting five years out. Contracting a maximum of up to 50% of anticipated requirements is also beneficial in the event(s) that:

- gas prices fall to levels less than forecasted/priced into hedging instruments
- gas usage is less than forecasted due to warmer temperatures and/or improvements in efficiency

The alternatives for purchasing strips of natural gas are:

- 1) Spot Market (as needed, paid in the present for immediate delivery). This is largely the current position of the University;
- 2) Strips (procurement of specific amounts by entering forward contracts with specific delivery dates at set future prices, to be paid in the future at time of delivery). This was the basis of the December 7th report;
- 3) Swap (entering a contract that swaps out the floating rate for a fixed rate, involving periodic settlements that require cash payments of the calculated differential on the contract, generally quarterly, while simultaneously buying the underlying natural gas at spot rate on open market to achieve an all-in fixed cost per volume);

- 4) Options (the purchase of a call option establishes the right but not the obligation to buy natural gas at a set price, generally acting as a cap on price, before or by a future date); or
- 5) A mix of the above approaches

A price analysis based on current year gas prices and projecting forward five years indicates that the cost of purchasing through either the strip or swap approaches is basically the same. However, the current energy options market in Canada is not well developed. Many such contracts lack liquidity and a review of the energy options pricing currently available suggests it would not likely be a more cost effective approach for the University, in comparison with the proposed approach of using strips. In addition, there is a significantly higher level of regulatory, reporting and administrative requirements that would be involved for York's Finance and Energy Management departments if we were to make use of swaps and options.

The strips are more straightforward as a means to achieving the desired outcome as the transactional and delivery arrangements are simpler, fewer and more fluid to the actual requirements of the University.

Summary

The proposed strategy provides a more balanced approach for procuring York's natural gas supply. It allows York to mitigate weather related price spikes, reduces the risk of year-end balancing cost penalties, and secures prices at significantly lower costs than York's 5-year historical average as we can secure long-term gas at current low prices.

While natural gas production remains robust, there are many new drivers of demand in the market that should be accounted for long term including:

- Increased use of natural gas to produce electricity (most coal fired generation in North America is being replaced by natural gas)
- Exports to Mexico (currently close to 3% of natural gas production in the U.S. is being exported to Mexico, expected to grow to 6% of production), noting that this demand did not exist 2 years ago
- Exports to Europe and Asia in the form of Liquefied Natural Gas – expected to reach 10% of current production by 2020
- Political volatility in some petroleum producing countries.

The above points highlight that natural gas markets are changing structurally. Combining these structural changes with the fact that natural gas prices rise 13% on

average under normal winter scenarios, it is recommended that the university take advantage of the current price environment and implement a more long-term approach to York's natural gas procurement framework.

Assuming approval of this strategy, an annual reporting framework will be established to provide the Board Finance and Audit Committee with a summary of all natural gas strips procured under this strategy, as well as an ongoing comparison of the cost of gas procured under this strategy as compared to spot market pricing.

Board of Governors

Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: February 29, 2016

Subject: Meal Plan Rate Increase

Recommendation:

The Board Finance & Audit Committee recommends that the Board of Governors approve a 2016/2017 Meal Plan rate increase of \$125, reflecting an average increase of approximately 4% for mandatory meal plans.

Meal Plan	2015/2016	2016/2017
Bronze	\$ 2625	\$ 2750
Silver	\$ 3150	\$ 3275
Gold	\$ 3675	\$ 3800
Platinum	\$ 4200	\$ 4325
Convenience	\$ 1900	\$ 2025

The detailed package cost breakdown is provided in Appendix A.

Rationale:

The proposed increase is in response to rising food costs and also to maintain compliance with minimum tax exempt meal plan pricing requirements articulated by the Canada Revenue Agency.

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

Board of Governors

and to provide a baseline of revenue to support the institution's foodservice infrastructure. While it is common practice at other institutions to limit meal plan use to a specific cafeteria, York is unique in enabling students to use their meal plans at all 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 students 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.

York's meal plan prices are among the lowest in the province (see Appendix A) and meal plan rate increases have not kept pace with other institutions. Inflation rates for food, combined with low meal plan rates have eroded the purchasing power of York's 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. An analysis of current meal plan usage indicates that 60% of students had exceeded anticipated Meal Plan spending by the end of January 2016.

Food inflation for 2016 is projected to average 4.5% according to the University of Guelph's Food Institute. In the absence of an increase in Meal Plan rates, this erosion of purchasing power 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.

Board of Governors

Appendix A – Minimum Mandatory Meal Plan Rates at Other Ontario Institutions (2015-2016)

Institution	Minimum Mandatory Meal Plan
Western University	\$4340
Wilfrid Laurier	\$4314
University of Waterloo	\$4248
University of Windsor	\$4150
Lakehead University	\$4080
Brock University	\$3900
University of Toronto – Mississauga	\$3699
University of Guelph	\$3685
Trent University	\$3600
Ryerson University	\$3402
McMaster University	\$3270
York University	\$2625

Appendix B – Proposed Meal Plan Packages 2016/2017

Proposed increase to Tax Exempt Funds of \$125.

Taxable Funds and the Program Fee are unchanged from 2015/2016.

Meal Plan	Total Cost	Tax Exempt Funds	Taxable Funds	Program Fee
Bronze	\$2750	\$2350	\$350	\$50
Silver	\$3275	\$2725	\$500	\$50
Gold	\$3800	\$3100	\$650	\$50
Platinum	\$4325	\$3475	\$800	\$50
Convenience	\$2025	\$2000	N/A	\$25

Board of Governors

Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: February 29, 2016

Subject: Undergraduate Residence Rate Increase for 2016-17

Recommendation

The Board Finance & Audit Committee recommends that the Board of Governors approve a rate increase of 3.7% for all undergraduate residence rooms on the Keele and Glendon campuses, effective the FW 2016-17 academic year.

Background and Rational

York University continues to implement its Housing Strategy as presented to the Board in 2012. At the time, an annual increase of 3.7% for the duration of the 10 Year Strategy was also presented as necessary to its financing. This proposed increase will allow for the continuing implementation of the Housing Strategy.

The 3.7% increase for York's undergraduate residence rooms was presented to the Residence Student Advisory Group on November 3, 2015, along with an update of projects recently completed and in planning for summer 2016 construction.

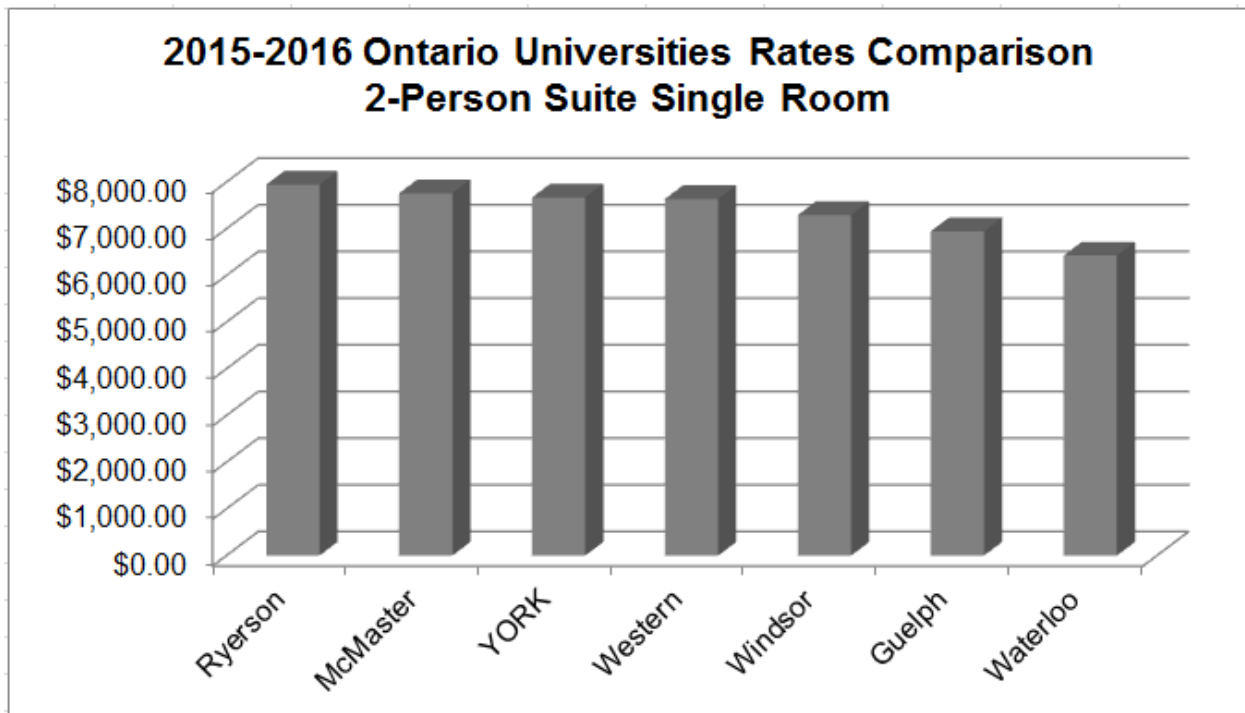
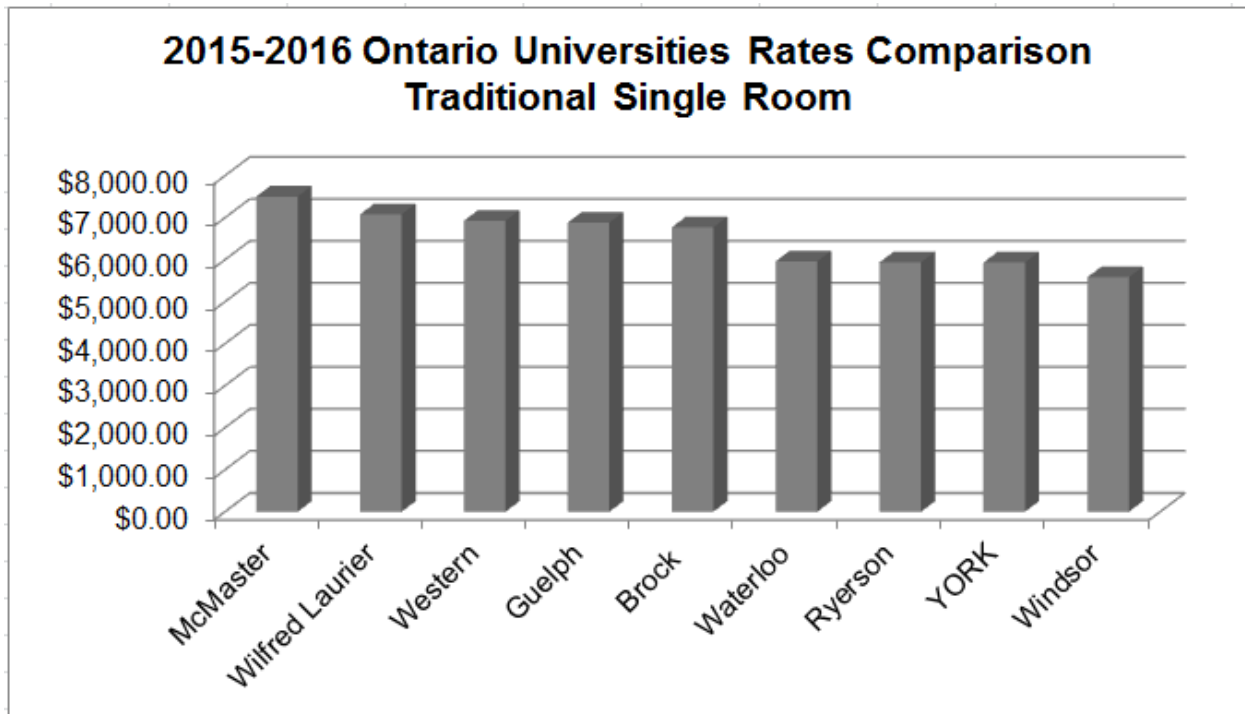
As at December 31, 2015, \$33.1M has been spent and committed to several building improvement projects including washroom renovations, window replacements, fire alarm systems and other major building component upgrades.

A rental rate increase of 2% for all York Apartments was implemented on January 1, 2016, in compliance with the 2016 Ontario Rent Increase Guidelines.

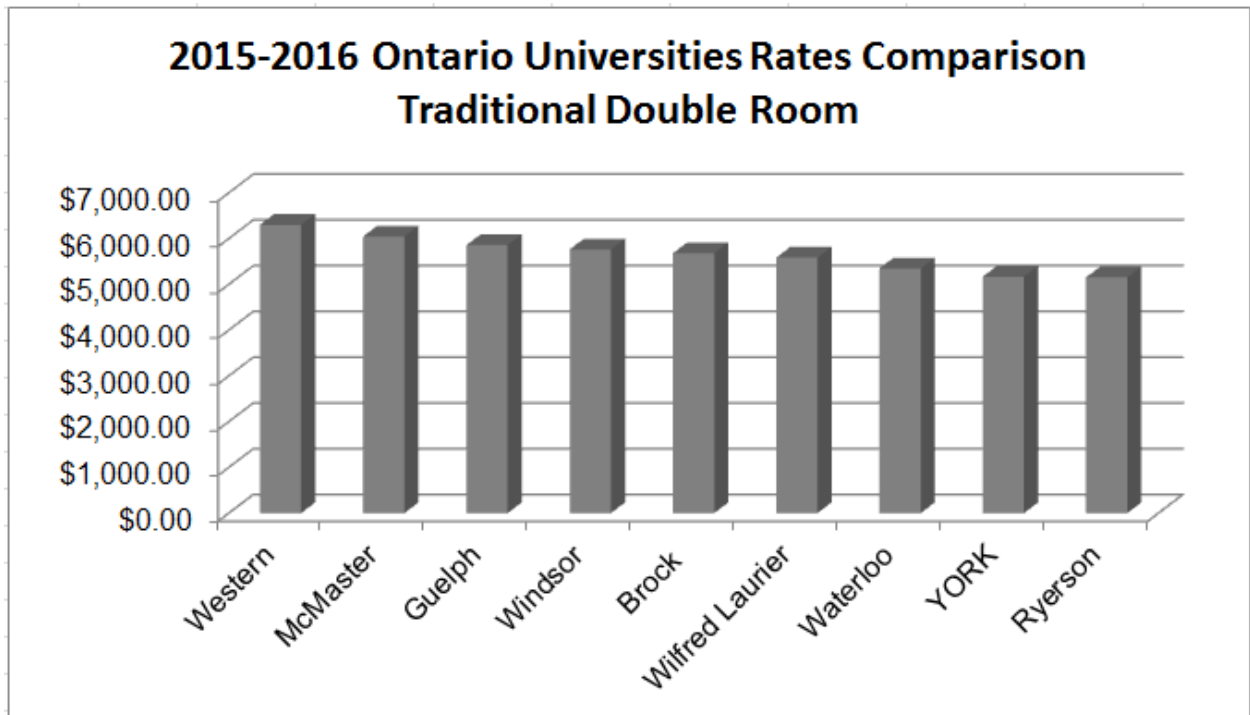
An early survey of Ontario and other Canadian universities indicate they are proposing rate increases in the range of 3-5% for 2016-17. York's traditional undergraduate residence room rates remain lower than other Ontario universities while suite-style room

Board of Governors

rates are at par. A comparison of 2015-16 rates for a 2-person suite single room, traditional single room and traditional double room is shown in the below charts.



Board of Governors



Board of Governors

Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: February 29, 2016

Subject: Centrally Collected Ancillary Fees for 2016-2017

Recommendation

The Board Finance & Audit Committee recommends to the Board of Governors that the centrally collected ancillary fees for undergraduate students and students enrolled in graduate professional programs (see Appendix 1), be increased by 2.25% commencing FW 2016-2017.

- For undergraduate students, the recommended increase is \$0.46 per credit, from \$20.50 to \$20.96, resulting in an increase from \$615.00 to \$628.80 for full-time students (enrolled in 30 credits).
- For graduate students in professional programs, the recommended increase is \$6.92 from \$307.50 to \$314.42 for programs charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.

While the adjusted fees would be effective May 1, 2016, students would not be assessed actual increases in their ancillary fees until September 1, 2016.

Background and Rationale

Ancillary fees provide direct support for the activities and services in counselling, cultural and special services as well as in athletics and recreation.

The 2.25% increase in ancillary fees is proposed in accordance with the provisions of the Ancillary Fee Agreement, and is required to address inflationary increases in operating costs for areas supported through ancillary fees.

Salaries and benefits represent approximately 75% of current operating costs. Projected actual salary and benefit increases for fiscal 2016-17 are expected to reach 4% for the year. An ancillary fee increase is only being requested for 2.25% with the remaining shortfall to be funded through operational efficiencies and other sources of funds.

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Recent increases in ancillary fees were:

- 2.0% in 2015-2016
- 2.0% in 2014-2015
- 2.0% in 2013-2014
- 2.16% in 2012-2013
- 2.0% in 2011-2012
- 2.17% in 2010-2011

A table of adjusted ancillary fees for students enrolled in graduate professional programs is appended.

Appendix 1

Adjusted Ancillary Fees for Graduate Professional Programs:

Fee per term (unless noted otherwise)	2015-2016 (New in 2013-2014 or before)	2015-2016 (New in 2014-2015 or after)	2016-2017 (New in 2013-2014 or before)	2016-2017 (New in 2014-2015 or after)
MBA/IMBA/MPA Full-Time	307.50	307.50	314.42	314.42
MBA/IMBA/MPA Part-Time	153.75	153.75	157.21	157.21
EMBA	922.50	922.50	943.26	943.26
MHRM Full-Time	153.75	307.50	157.21	314.42
MHRM Part-Time	76.87	153.75	78.60	157.21
Master of Design Full-Time	205.00	307.50	209.61	314.42
Master of Design Part-Time	102.50	153.75	104.80	157.21
FGS Full-Time	143.50	143.50	143.50	143.50
FGS Part-Time	71.75	71.75	71.75	71.75
FGS Theatre Voice	71.75	71.75	71.75	71.75
LLM PDP	153.75	153.75	157.21	157.21
LLM PDP Accelerated	307.50	307.50	314.42	314.42
LLM PDP Non-Degree per credit (36 credits)	25.63	25.63	26.20	26.20
Financial Engineering Part-Time	153.75	153.75	157.21	157.21

Board of Governors

MES Full-Time	143.50	143.50	143.50	143.50
MES Part-Time	71.75	71.75	71.75	71.75
MPPAL Part-Time	102.50	153.75	104.80	157.21
Masters of Laws in Business of International Students * (PER TERM)	1,230.00	1,230.00	314.42	314.42
Master of Financial Accountability (MFAc) Full-Time	153.75	307.50	157.21	314.42
Master of Financial Accountability (MFAc) Part-Time	76.87	153.75	78.60	157.21
Master of Finance Full-Time	307.50	307.50	314.42	314.42
Master of Finance Part-Time	153.75	153.75	157.21	157.21
Master of Conference and Interpreting Full-Time	143.50	143.50	143.50	143.50
Master of Conference and Interpreting Part-Time	71.75	71.75	71.75	71.75
Master of Science and PhD in Civil and Mechanical Engineering-per term (Full-Time)	143.50	143.50	143.50	143.50
Master of Science and PhD in Civil and Mechanical Engineering-per term (Part-Time)	71.75	71.75	71.75	71.75

* Master of Laws in Business and International Studies charged students on an annual, not a term basis in 2015/2016 and before. This was changed in 2016/2017 with the program fee being charged per term, with the base charge per term of \$314.42.

Board of Governors

Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit

Date: February 29, 2016

Subject: Parking Permit Rate Increase

Recommendation

The Board Finance and Audit Committee recommends that the Board of Governors approve the parking permit rate increases as outlined in the table in Appendix A, effective May 1, 2016.

Rationale – permit rate increase

Parking Services is an ancillary operation that is required to be financially self-sufficient for both operating and capital costs over the long term. Parking Services also pays land rent to the University. Permit prices have not changed since 2012 (see table in Appendix B), and there has been a slight decline in the number of permits sold due to use of public transit.

The proposed rate increases of approximately 3% are expected to generate additional annual revenue of approximately \$175,000. This additional revenue will fund parking-related operating and capital expenses aligned with the Long Term Ancillary Plan. The Fall 2015 update to the Long Term Ancillary Plan (LTAP) includes approximately \$8 million for capital maintenance over the 10 year planning horizon, a significant portion of which is attributed to the three parking structures. The Plan also includes a new \$340,000 annual charge, commencing in 2017, related to a new institutional overhead cost associated with the transition to the SHARP budget model.

An increase in parking permit rates is necessary in order to achieve the financial results projected in the 2015 LTAP and maintain transportation modal split targets. To this effect, the Fall 2015 LTAP incorporated a 5% permit fee increase for 2016-2017. Revenue generated from both daily rate parking increases and improved citation

Board of Governors

collections has exceeded expectations, allowing for the lower proposed permit rate increase of approximately 3%.

The Parking and Transportation Advisory Council (PTAC) was consulted and concurred with the proposed rate increases.

Consolidation of permit categories

In an effort to streamline service offerings and reduce administrative costs, the department is consolidating the range of available permit types to eliminate six categories of permits effective May 1, 2016. These six permit types have been sold to a total of 38 individuals this year. Maintaining low evening hourly rates (for example, an \$8.00 flat rate in the parking garages when utilization is low) provides part-time students with more cost effective options than the purchase of an evening permit. The *Consultant* permit is equivalent to a *Reserved* permit and is thus redundant.

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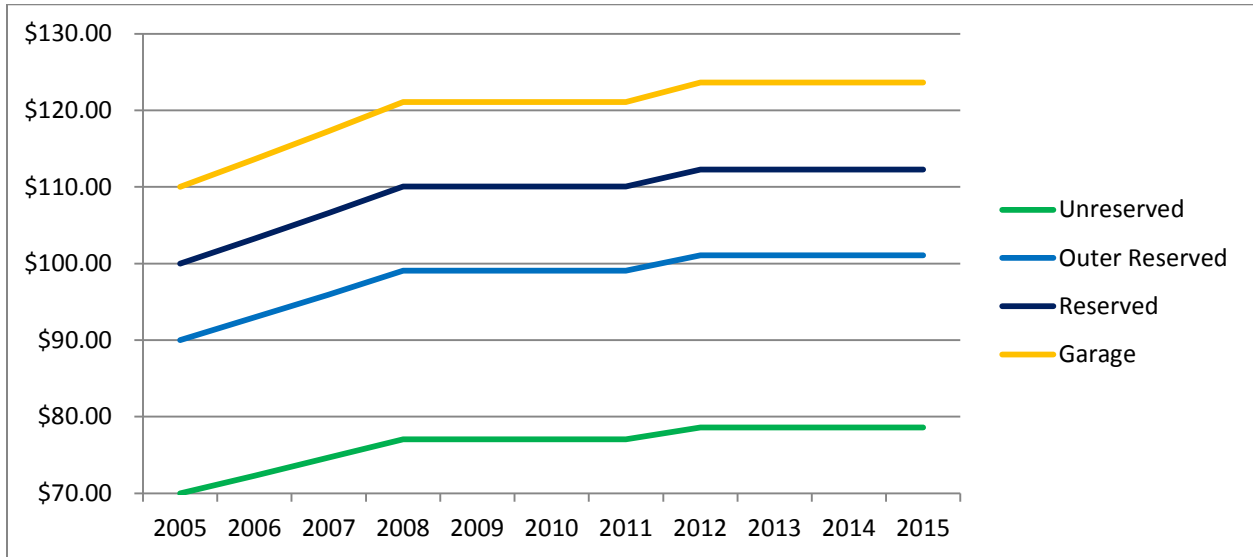
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Appendix A – Monthly Permit Categories and Prices 2016-2017

Permit	2015/2016	2016/2017	% Increase
Unreserved	\$78.60	\$81.00	3.1%
Outer Reserved	\$101.05	\$104.00	2.9%
Reserved	\$112.25	\$116.00	3.3%
Garage	\$123.65	\$128.00	3.5%
Motorcycle	\$78.60	\$81.00	3.1%
Day Unreserved/Evening Reserved	\$107.20	Discontinue	
Evening Unreserved	\$73.00	Discontinue	
Evening Outer Reserved	\$82.00	Discontinue	
Evening Reserved	\$95.45	Discontinue	
Evening Parking Garage	\$112.25	Discontinue	
Consultant	\$107.20	Discontinue	

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Appendix B – Monthly Permit Prices 2005-2015



Board of Governors

Memorandum

To: Board of Governors

From: Susan Black, Governance and Human Resources Chair

Date: March 1, 2016

Subject: Board Evaluation Survey Results

Attached you will find the results of the Board evaluation survey. The evaluation material was substantially revised recently to better align with current good governance practices and to enable members to provide more fulsome input into the Board's governance. Separate surveys were prepared for the Board and each of the committees.

All surveys were administered anonymously through SurveyMonkey commencing on February 2, 2016 with an original deadline of Wednesday, February 10th. Time to complete was extended to Tuesday, February 16th.

Responses were received from 20 out of 29 Board members (includes the President and the Chancellor) for a 69% response rate. Five of the 20 participating (25%) have been with the Board for less than 18 months. For individual committee surveys, the number of responses ranged from three to six.

Overall, the results were very positive with over 75% of respondents agreeing or strongly agreeing to most questions. The issues with strongest agreement included the clarity of the Board's mandate and responsibility (90%), the quality of the Board package (90%), the effectiveness of the working relationship between the Board and the President (95%), and the level of exposure between Board members and the President/senior administration (90%).

Based on the responses and questions as well as detailed written comments, the following observations are made:

Board of Governors

Board Role and Operations

85% of respondents believe the Board is functioning effectively. Two specific areas identified for improvement are the size of the Board and the level of diversity of governors. Nine of 20 respondents disagreed that the Board was the right size for effective discussion and action. Comments reveal concerns that the Board is too large. While most respondents agreed that the Board reflects the diversity of the community, six either disagreed or were neutral. Several written comments noted an interest in seeing even greater diversity on the Board.

Relationship with President and Administration

Results indicate that the relationship between the Board and the President and his senior administration is healthy and effective. As previously mentioned, all respondents agreed or strongly agreed that there is an effective working relationship between the Board and the President. That said, responses indicate that some governors are unclear regarding the process for establishing Presidential goals and evaluating against them. Governors may benefit from a briefing on this process.

Governor Self-Evaluation

Generally speaking, respondents indicated they have the tools required to enable them to meaningfully contribute to the Board. However, the results demonstrate that several members believe their talents and skills could be put to more effective use. Only 37% of respondents agreed or strongly agreed that their skills were currently being effectively used. Almost half only slightly agreed. This suggests there is an opportunity for the Board to increase engagement of members.

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

Board Roles and Responsibilities

1. I am satisfied that the Board:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
a) has a clear understanding of its mandate and responsibilities.	0.00% 0	0.00% 0	0.00% 0	5.00% 1	5.00% 1	80.00% 16	10.00% 2	20	5.95
b) demonstrates its awareness of the difference between the role of the Board and that of management.	0.00% 0	0.00% 0	5.00% 1	0.00% 0	10.00% 2	75.00% 15	10.00% 2	20	5.85
c) understands the University's bicameral governance system and the role of the Senate.	0.00% 0	0.00% 0	0.00% 0	10.00% 2	15.00% 3	65.00% 13	10.00% 2	20	5.75
d) understands the financial framework of the University.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.00% 3	75.00% 15	10.00% 2	20	5.95
e) effectively assesses and monitors risks that impact the University's reputation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 5	65.00% 13	10.00% 2	20	5.85
f) effectively assesses and monitors risks that impact the University's overall effectiveness.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	30.00% 6	65.00% 13	5.00% 1	20	5.75

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
g) has an appropriate level of involvement in the University's strategic planning process.	0.00% 0	0.00% 0	5.00% 1	15.00% 3	30.00% 6	50.00% 10	0.00% 0	20	5.25
h) is kept informed of all significant issues affecting the University.	0.00% 0	0.00% 0	5.00% 1	5.00% 1	10.00% 2	65.00% 13	15.00% 3	20	5.80
i) is the right size for effective discussion and action.	0.00% 0	25.00% 5	20.00% 4	5.00% 1	5.00% 1	30.00% 6	15.00% 3	20	4.40
j) has the right mix of experience, skills and competencies among Governors to guide the University toward achieving its goals.	0.00% 0	0.00% 0	0.00% 0	5.00% 1	25.00% 5	55.00% 11	15.00% 3	20	5.80
k) reflects the diversity of the community.	0.00% 0	0.00% 0	10.00% 2	20.00% 4	35.00% 7	25.00% 5	10.00% 2	20	5.05
l) has appropriately delegated authority to its committees	0.00% 0	0.00% 0	0.00% 0	5.00% 1	15.00% 3	55.00% 11	25.00% 5	20	6.00

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

2. I receive adequate information at Board meetings regarding the issues being addressed by committees of which I am not a member.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	5.00%	5.00%	10.00%	70.00%	10.00%		
0	0	1	1	2	14	2	20	5.75

3. Overall, the Board is functioning effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	5.00%	10.00%	75.00%	10.00%		
0	0	0	1	2	15	2	20	5.90

Additional Comments:

Although moving in the right direction, we need some French, geographical (Markham) and diverse backgrounds.

I think we rely on the Audit Committee to know the financial affairs of and enterprise risks facing the University; perhaps the Board should have a deeper knowledge of both. I don't know that we are significantly involved in strategic planning. I think the Board is too big to have meaningful discussions on strategic matters; as such, much of those discussions likely occur at the Executive Committee. Although improving, I don't think the Board yet reflects the diversity of York's many communities.

The Board could be better apprised of the issues facing the University (i.e. labour issues, communications issues). In particular, I am thinking about the Board not being aware of the issues with CUPE (which resulted in protests outside the last meeting), as well as the issue surrounding the mural in the Student Centre (which has been ongoing for years). It is

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

possible that these issues are discussed at the relevant committees, but it is also important for the Board as a whole to be kept apprised of both the positive and negative issues on campus.

People are working hard to give the Board the information it needs. The size of the Board is a real challenge re getting into the guts of various issues. The Board has appropriately delegated the in depth discussion on the financial framework. I am pleased with the work being done to bring more diversity to the Board, cultural, work experience and skills wise.

The Board needs to more adequately address the issue of diversity in the makeup of the Board membership.

Women and racialized groups still appear to be underrepresented. The board also skews towards an older generation. By definition is difficult to have any meaningful discussion with 25 to 30 people around the table. The meaningful discussions seem to occur at the Committee level.

Board Procedures and Operations

4. The number and length of Board meetings are appropriate for the Board's needs.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average –
0.00%	0.00%	0.00%	5.00%	25.00%	65.00%	5.00%		
0	0	0	1	5	13	1	20	5.70

5. The quality of management presentations meets the Board's expectations.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	0.00%	15.00%	70.00%	15.00%		
0	0	0	0	3	14	3	20	6.00

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

6. Discussions at Board meetings are fulsome and productive.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	5.00%	0.00%	25.00%	60.00%	10.00%		
0	0	1	0	5	12	2	20	5.70

7. Governors have sufficient opportunities to meet in camera (i.e. in the absence of management).

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	5.00%	5.00%	5.00%	10.00%	55.00%	20.00%		
0	1	1	1	2	11	4	20	5.65

8. The Board Chair provides effective leadership to the Board.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	5.00%	5.00%	15.00%	55.00%	20.00%		
0	0	1	1	3	11	4	20	5.80

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

9. The Board Chair encourages participation and discussion.

1. Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	5.00%	0.00%	5.00%	15.00%	50.00%	25.00%		
0	1	0	1	3	10	5	20	5.80

10. The Board Chair runs meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	10.00%	5.00%	20.00%	45.00%	20.00%		
0	0	2	1	4	9	4	20	5.60

11. I receive the Board package far enough in advance to allow for adequate review.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	0.00%	5.00%	70.00%	25.00%		
0	0	0	0	1	14	5	20	6.20

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

12. The Board package is informative and has the appropriate amount of detail.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	0.00%	10.00%	65.00%	25.00%		
0	0	0	0	2	13	5	20	6.15

Additional Comments:

Again, as mentioned before, I am new to the Board and anticipate providing more concrete feedback this time next year.

Partly because of the public nature of the meetings, debate that is healthy for strategic guidance to management may not occur at meetings - for fear that such debate may be misperceived by the public attendees.

Chair needs to insure that all members have the opportunity to speak should they be interested in doing so. We the board need to remember it is not our role to manage the University. It is our role to provide insight and oversight when required.

Its hard to comment on chair as the present chair is new to this job. However I have confident that he will be a good chair!

The board is too large to consistently have fulsome and meaningful discussions. The chair is new, highly qualified but little experience with a university board. He also has to appreciate that given his distinguished career and position in the community that he needs to encourage other members of the board to express their views before he expresses his. Otherwise those with contrary opinions may be reluctant to speak up.

The past Chair was excellent on all levels. I have not yet had experience with the new Chair so am unable to comment on his effectiveness

On occasion, the meetings run overtime and we do not have time for the in camera session. Board packages, while clearly comprehensive and well documented, could be a little more succinct.

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

Relationship with the President and Administration

13. I am satisfied that:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
a) the Board provides clear direction and support to the President.	0.00% 0	0.00% 0	0.00% 0	5.00% 1	20.00% 4	70.00% 14	5.00% 1	20	5.75
b) the delineation between the Board's role and that of the President is well understood.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 2	75.00% 15	15.00% 3	20	6.05
c) there is an effective working relationship between the Board and the President.	0.00% 0	0.00% 0	0.00% 0	5.26% 1	0.00% 0	63.16% 12	31.58% 6	19	6.21
d) the President's performance is evaluated regularly against established goals and targets.	0.00% 0	0.00% 0	0.00% 0	25.00% 5	40.00% 8	35.00% 7	0.00% 0	20	5.10

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

14. I have, through Board, Committee and informal contact, sufficient exposure to and knowledge of the President and senior administration of the University.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	0.00%	10.00%	50.00%	40.00%		
0	0	0	0	2	10	8	20	6.30

Additional Comments:

Same comment as before.

President does an excellent job of including his senior leaders in important matters relating to the Board.

I feel this President is very effective for the university and reflects the qualities of York. His approach is inclusive and he continues to make himself approachable. I hope the next President continues in this tradition.

I believe people below VP level should be encouraged to present. It's good for succession planning.

I think the working relationship between the Board and the President has continued to improve over the past several years and is quite effective.

I'm not aware of how the President's performance is evaluated on an annual basis

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

Governor Self-evaluation

15. My overall knowledge of University operations is sufficient to allow me to fulfill my obligations as a Board member.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	5.00%	5.00%	20.00%	45.00%	25.00%		
0	0	1	1	4	9	5	20	5.80

16. I support the decisions of the Board and its committees even when I have differing views or was absent from the meeting at which the decisions were made.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
5.00%	0.00%	0.00%	25.00%	0.00%	50.00%	20.00%		
1	0	0	5	0	10	4	20	5.45

17. I am encouraged to actively contribute to Board discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	5.00%	10.00%	70.00%	15.00%		
0	0	0	1	2	14	3	20	5.95

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

18. I am comfortable asking questions and contributing to the discussion during Board meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	5.00%	0.00%	20.00%	55.00%	20.00%		
0	0	1	0	4	11	4	20	5.85

19. My talents and skills are put to effective use on the Board. (2 skipped question)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	5.56%	0.00%	11.11%	44.44%	22.22%	16.67%		
0	1	0	2	8	4	3	18	5.28

20. I know whom to contact if I have questions about the work of the Board. (1 skipped question)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	10.53%	0.00%	63.16%	26.32%		
0	0	0	2	0	12	5	19	6.05

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

21. The Board's orientation process provided appropriate background and information to support me as a new Governor.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	10.00%	5.00%	70.00%	15.00%		
0	0	0	2	1	14	3	20	5.90

22. Overall, I find serving on the Board and its committees to be a satisfying and rewarding experience.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree	Total	Weighted Average
0.00%	0.00%	0.00%	10.00%	5.00%	45.00%	40.00%		
0	0	0	2	1	9	8	20	6.15

Additional Comments:

See previous comments regarding public nature of meetings.

I think a tour of the university is a must for all new board members. As well, it would be helpful if we had a greater orientation regarding the role of the Senate. Lastly, some committees (Finance) seem more engaged in the management of the university than others. The level of proper engagement remains somewhat unclear to me.

I always felt previously that I could contact the Chair about any issues and am not sure whether this will be the same with the new Chair

23. What do you think the Board of Governors does particularly well? (8 skipped question)

Planning, budgeting and understanding the future needs of the university

From what I have seen so far, the Board takes its role seriously of ratifying major decisions. I have been impressed by the discussions at both committee and Board level.

Well led discussions of issues

Providing oversight and insight based on the excellent experience of members

Diversity, passion, respectful and animated discussions.

Reviewing the financial affairs and challenges of the university.

Looks at the big picture

Effective, and efficient committee meetings and board meetings. Information is well disseminated with enough time to consider the material before the meetings.

Full consideration and discussion of issues and risks facing the University.

Freely and readily expresses its views on major issues.

Overall governance, commitment to the university, monitoring management performance and strategic issues

24. What do you consider to be the Board's greatest opportunity for improvement? (6 skipped question)

quick and comprehensive response to specific student issues

Providing management guidance and support on challenging choices to improve effectiveness and efficiency

I haven't seen any need for improvement yet.

Integrate members more so with different expertise

Deeper involvement and contribution to the strategic plan

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

A better understanding of the university's greatest stakeholders; its students. Life on campus, the day to day management of the university, a fuller understanding of the programs, services, and student experience would be beneficial.

Allowing for additional structured input from Board members at meetings of the Board

Keeping good governance in mind in today's age-the Chair of the board should be elected in a democratic manner by ALL the board members. This will encourage more participation and better outcomes. The position of vice chair of board is not necessary when committees are performing well. More and more organizations are electing the chairs now a days.

To raise more questions about the direction of the university

Better focus and visibility of how York's future is to be shaped by its current board.

Less time listening to detailed presentations that are already included in the meeting materials.

Continue to add more senior (nationally respected) and diverse members.

More involvement in raising funds and ensuring the financial stability of the university. Utilizing the political connections of the Board in a more systematic way to further the University's agenda

25. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Board meeting? (5 skipped question)

A Better Media Department that responds to external media.

Issues affecting longer term financial viability of the university

Enterprise risk assessment and response

- SHARP budget model - UAP - Labour relations issues - issue of ownership over Student Centre - Divestment campaign

More solutions to the on campus disputes

Long term strategic financial plan which would include financing alternatives

I'd like to see a taskforce in place that works specifically on the university's reputation and measures outcomes in an objective fashion. So far, this falls under marketing and the effectiveness remains quite subjective. In the long run, enrolment is the key to the university's success and more emphasis needs to be placed on this. I'd also like to see a set of

BOARD OF GOVERNORS EVALUATION SURVEY 2015-2016 (20 Responses)

goals (dashboard) for the coming 5 years and benchmark against these yearly. What are the top 5 goals that the university aspires to?

Strategy to deal with the long term financial future for the university and the implementation plans for the Markham campus

ERM should be reviewed every quarter at board level.

The selection criteria and parameters and the processes in place to select a new President.

Succession Planning, talent management

Updates on mental health of students and e-learning.

Updated strategy.

Government relations Overall fundraising strategy

26. Kindly indicate if you joined the Board on or after January 1, 2015 (1 skipped question)

Answer Choices	Responses
Yes	26.32% 5
No	73.68% 14
Total	19

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Meeting: Open Session 8 December, 2015 at 1:30 pm
 5th Floor Kaneff Tower, Keele Campus

Present:

Rick Waugh, Chair
 Shadiya Aidid
 Susan Black
 Jacques Demers
 Laura Formusa
 Bill Hatanaka
 John Hunkin
 Ozench Ibrahim
 Zahir Janmohamed
 Julie Lassonde
 Robert Lewis
 David Leyton-Brown
 Bernie Lightman
 David McFadden
 Earle Nestmann
 Dan O'Hara
 Rose Reisman
 Mamdouh Shoukri
 Dragan Spasojevic
 Paul Tsaparis
 Tony Viner
 Ajay Virmani
 Amanda Wassermuhl
 Randy Williamson
 Henry Wu
 Hana Zalzal

Maureen Armstrong, Secretary
 Cheryl Underhill, Assistant
 Secretary
 Robert Everett, Assistant
 Secretary

Regrets:

William Boyle
 Vijay Kanwar
 Jane Rowe
 Honey Sherman

Others:

Noël Badiou
 Gary Brewer
 Barbara Crow
 Cheryl Giblon
 Rob Haché
 Wade Hall
 Tevin Heath
 Donald Ipperciel
 Guy Larocque
 Rhonda Lenton
 Ran Lewin
 Leanne Kipfer
 Mithilen Mathipalan
 Alex Matos
 Ryan Moore
 Ananya Mukherjee-Reed
 Jeff O'Hagan
 Alice Pitt
 Trudy Pound-Curtis
 Joanne Rider
 Lorne Sossin
 Liisa Stephenson
 Susan Webb
 Elaine MacRae, Board
 Coordinator

II. OPEN SESSION

1. Chair's Items

Governors and community members in attendance were welcomed to the meeting.

This being the final meeting for Messrs Lewis and Janmohamed, appreciation was extended to them for their significant contributions and committed service to the Board as both committee Chairs and governors during their 12 year tenure.

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The introduction of the concurrent committee meeting schedule was noted. It is intended to enhance efficiency and governors' engagement in committee and Board business.

a. Report on Items Decided in the Closed Session

The Chair reported that the following items were decided in the closed session:

The slate of nominees to the 2015-2016 Presidential Search Committee

The naming of the Technology Enhanced Learning Building as the *Victor Phillip Dahdaleh Building* ("Dahdaleh Building").

The naming of the *Dahdaleh Institute for Global Health* ("Dahdaleh Institute").

Consent to the University obtaining a partial bilingual designation under the *French Language Services Act*, with any necessary changes to the Board General By-Laws upon subsequent approval by the Board.

2. Executive Committee

In addition to the items for approval brought to the Board, the matters discussed by the Executive committee included the following:

- capital planning at the University
- plans for the launch of the next phase of the fundraising campaign
- A presentation from the Principal of Glendon on its priorities and plans

3. President's Items

Dr Shoukri also acknowledged the considerable contributions made to the Board and the University by Mr Lewis and Mr Janmohamed and thanked them for their participation, support and wisdom during his term.

a. Kudos Report

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

b. University Mid-Year Update

The President provided a mid-year status report on the University's progress, strategies and opportunities. A copy of the presentation slides is filed with these minutes. York is at an inflection point in its history. Establishing the Markham Centre campus, transforming Glendon into the hub for Francophone post-secondary education in southwestern Ontario, and the nearing completion of the subway expansion to the Keele campus are all enabling opportunities for York's aspirations. Coordinated and collaborative plans are being developed and operationalized for these initiatives.

c. Presentation: Research Innovation and Commercialization

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Vice-President Haché spoke to the presentation slides distributed with the agenda, on the mandate, activities and progress of Innovation York. Interest was expressed in having a future discussion of research innovation through a focused look at one of the entrepreneurship or commercialization programs.

4. Academic Resources Committee

Mr Wu reported that the following key items were discussed at the committee meeting:

- the partial bilingual designation for York
- Markham Centre campus program planning
- Research intensification planning
- IIRP and SHARP
- the development of the 2015-2020 University Academic Plan

5. Finance and Audit Committee

In addition to the items of business brought to the Board for approval at this meeting and noted below, the Finance and Audit committee discussed:

- the terms of reference of the Finance & Audit Committee
- a report on the Housing Renewal Plan
- the status of the new Student Centre capital project
- a budget update
- a report from the Internal Auditor; there are no issues to report

a. Capital Project: Fire Alarm System Replacements in Keele and Glendon

The documentation circulated with the agenda was noted. The project will be fully funded through the Housing Renewal Plan. It was duly agreed that **the Board of Governors approve \$3.5M for replacing the seven Fire Alarm Systems in residences at the Keele and Glendon Campuses. The breakdown of the replacement cost is as follows:**

1. Atkinson Residence: \$0.6M
2. Stong Residence: \$0.6M
3. Passy Garden Apartments (9 buildings): \$0.7
4. Calumet Residence: \$0.3M
5. Founders Residence: \$0.5M
6. Hilliard Residence: \$0.4M
7. Wood Residence: \$0.4M

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b. Natural Gas Procurement Framework

Ms. Ibrahim noted that the item has been deferred to a subsequent meeting.

c. Osgoode Professional Development Centre Lease Extension

Ms. Ibrahim spoke to the documentation circulated with the agenda. The increased rent costs will be funded through the Centre's existing budget. Maintaining its downtown location is critical to the Centre remaining competitive within its market. It was duly agreed that **the Board of Governors approve the following framework for renewal of Osgoode Professional Development's leased space requirements:**

Term: Up to 10 years (commencing February 1, 2018)

Cost: Average annual rent up to \$1.2M

Square Footage: Up to 25,000 sq. ft.

Leasehold Improvement Costs: Up to \$3.5M

Location: Current location (1 Dundas St. West - Yonge & Dundas) or within the vicinity of the current location

And that the VP Finance and Administration be authorized to approve and execute the final lease agreement.

d. Student Referendum Fees

The supporting documentation was noted. Ms Aidid advised that she is a member of one of the groups seeking approval of a new levy and, therefore, recused herself from participating in the consideration of this item of business.

It was duly agreed that **the Board of Governors approve the following referendum results:**

- 1. Graduate Student Levy: Increase the full-time graduate student levy from \$39.98 to \$43.31 per term (increase of \$3.33 per term), and increase the part-time graduate student levy from \$19.99 to \$21.66 per term (increase of \$1.67 per term). Annual increase or decrease in the levy will continue to be tied to the Toronto Consumer Price Index (TCPI).**
- 2. Osgoode Mediation Clinic Levy: Implement a Juris Doctorate student levy of \$7.50 per term for the Osgoode Mediation Clinic, to be annually indexed to the TCPI.**
- 3. Regenesys Environmental and Community Initiatives at York: Implement a levy of \$0.15 per credit for Glendon and Keele undergraduate students, a \$1.50 per term levy for full-time graduate students, and a \$0.75 levy for part-time graduate students, to be annually indexed to the TCPI.**

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6. Investment Committee

On behalf of the Committee Mr. Williamson highlighted the matters discussed by the Investment committee at its last meeting, which included:

- the committee's terms of reference which yielded recommendations for revisions
- a year-to-date summary for the endowment fund as at 31 October 2015, indicating a calendar year-to-date return of 4.6% (135 basis points below the benchmark) and a fiscal year-to-date return of -1.93% (73 basis points below the benchmark)
- the endowment distribution rate for 2015 - 2016
- an update on the work of the York University Advisory Committee on Responsible Investing

7. Land and Property Committee

Mr Tsaparis advised the Board of the key items discussed by the committee in December as follows:

- the committee's terms of reference which identified minor issues to be addressed
- a status report on the subway expansion
- updates on existing YUDC projects, including The Quad housing development and the Markham campus planning
- a new initiative to create a "vision plan" for the Glendon campus
- a progress report on the implementation of the Housing Renewal strategy

8. Other Business

a. Update on Governance matters

The Governance & Human Resources committee did not meet this cycle, however Ms Black advised the Board of two pertinent matters:

- the Board self-evaluation survey is in the midst of being revised and will be distributed to governors early in the new year, with results to be reviewed by the committee at its next meeting in February.
- A new governor survey is being developed to effectively identify members' skill sets and demographic information, which will assist the Committee's nominations function

b. Request from CUPE 3903 to Address the Board

During the meeting a communication was received from representatives of CUPE 3903 requesting to read a statement at the meeting and speak to the Board about it. An

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invitation was extended for a few representatives of the many members of the group present outside the meeting to join the meeting for the purpose of reading its statement at the conclusion of the items of business on the agenda. The invitation was declined and those present outside the meeting engaged in loud chanting.

Having been provided a copy of the CUPE statement during the meeting, Ms Aidid read it to the Board. It was again requested that all members of the group be permitted to join the meeting to speak to the statement.

After discussion it was the decision of the Chair to deny the request on the grounds that no notice of the request was given in advance of the meeting, a reasonable opportunity had been provided for representatives to join the meeting which the group declined, and instead continued loud chanting which interfered with the meeting.

There was no other business

9. *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.

Rick Waugh, Chair _____

M. Armstrong, Secretary _____